

OzonAction Social Media Strategy



0. Executive Summary

“To use social media tools to empower and engage the global ozone community to enable developing countries to meet and sustain the compliance objectives of the Montreal Protocol.” *UNEP OzonAction social media vision statement*

The world is entering into a new reality. The one way flow of information, characteristic of Web 1.0, has been replaced by a dynamic, lively, and interactive two-way exchange. Enter Web 2.0 and social media (SM)!

Social media networks, such as Facebook, YouTube, and Twitter, among many others, have given us – the fans, members, friends, and users – the ability to share ideas, collaborate, create, and connect with people from all over the world. Millions of businesses, NGOs, and individual users are now interacting with various types of SM. The time has not only come, but is ripe, for OzonAction to more fully embrace the cyber world with a new and comprehensive SM action plan.

As one of the four Implementing Agencies of the Protocol’s Multilateral Fund, UNEP continues to be one of the main contributors to the success of the Montreal Protocol on Substances that Deplete the Ozone Layer. Since 1991, UNEP’s DTIE OzonAction

Branch has been assisting developing countries (“Article 5 countries”) to meet their compliance obligations under this multilateral environmental agreement. UNEP DTIE was one of the early users of internet within the UNEP systems. Since 1996, OzonAction has been harnessing the power of the traditional internet to provide information to help developing countries phase out ozone depleting substances. With the success of the 1 January 2010 deadline to completely phase out the production and consumption of chlorofluorocarbons (CFCs), the Montreal Protocol has entered its second phase – which notably includes the challenge to phase out hydrochlorofluorocarbons (HCFCs). This new challenge is occurring at the same time as the international explosion of social media use.

As was the case with the first phase of the Montreal Protocol, the success of the second phase will not only protect the ozone layer, but can also achieve significant climate benefits as well. To advance these objectives, OzonAction plans to use Web 2.0 technology to raise awareness with targeted messages and engage its stakeholders.

While OzonAction currently participates on three social networking sites, they have been unable to reach their full potential, largely because OzonAction jumped into Web 2.0 without having a proper

strategy in place. It is now clear that for OzonAction to increase exposure, knowledge-sharing, and connectivity within the online community, it must implement a clear and effective plan of action to reach appropriate and achievable objectives.

In preparing for this social media strategy, previously developed social media guidelines and strategy papers were combined to create an issue paper. The paper, which also includes substantial background information, was then circulated amongst the OzonAction staff for comments and additions.

In May 2010, OzonAction held a 1.5 day social media roundtable at the UNEP Paris office, during which a number of social media experts, platform providers, and academics addressed six key issues and offered suggestions as to the best way of handling them. From this, as well as further internal discussions and consultations, OzonAction was able to develop a social media strategy.

This social media strategy aims to provide OzonAction with the framework required to effectively implement its social media activities. The strategy is based on the following key principles:

- Must identify appropriate and achievable objectives related to the main mission of the programme, i.e. assisting developing countries to meet and sustain compliance with Montreal Protocol objectives.
- Must be soundly integrated with its work processes and linked tightly with its main products and activities.
- Must first empower its own staff and then gradually engage its partner organizations such as National Ozone Units,

industry, journalists and general public, building a social media ozone community.

- While appropriate resources and platform are essential, the key to successful social media implementation is found in the right mix of distributing the resources and infrastructure internally, and outsourcing the non-core activities to external resources and platform providers.

The following sections of this strategy paper are divided into two groups: one focusing on background information and the other on specific frameworks. To provide background, the paper explains how the strategy was prepared, the current state of social media and how it has been utilized by the UN, UNEP and OzonAction, OzonAction's history and assets, as well as the current status of OzonAction's SM activities. The frameworks highlight the main components of the strategy, those being: target audience, content, regional approach, choice of social media platform, security and privacy, resources, and measuring success. This section is then followed by an implementation plan for 2010/2011.



1. Strategy Preparation

“It’s an extremely timely meeting ... within the UN system.” - Eric Falt, Director of the Outreach Division, UN DPI during the 1.5 day OzonAction Social Media Roundtable

The “Issues Paper” and a 1.5 Day Social Media Roundtable

Before developing a strategy, OzonAction realized the importance of first identifying the major issues and questions that needed to be resolved. To do this, many documents were reviewed to gain an overall perspective of current social media trends, how social media has been used by the UN and UNEP, as well as specific OzonAction objectives. This led to the creation of the “Issues Paper on the Use of Social Networking for UNEP’s OzonAction Branch,” which identified six major issues: Types of Content, Regional Approach, Choice of SM Platform, Security and Privacy, Resources, and Measuring Success. The following papers were considered when preparing the “Issues Paper”:

- “Social Media as a Communication Tool” attempts to

position OzonAction within today’s social media environment, offering a number of concrete examples that are crucial to its future success.

- The “UNEP Social Media Baseline Study” provides an analysis of current UNEP social media activities, revealing the most recent UNEP/SM statistics, social media trends, and UNEP’s online strengths and weaknesses.
- The “UN Guidelines” draft paper, created in December 2009, addresses a number of social media-related issues, including staff responsibilities, content, branding and visual identity, security and privacy, maintenance, and legal disclaimers.

Once the “Issues Paper” was completed, it was circulated amongst OzonAction staff based in Paris, so that they could provide further input. As changes and additions were made to the “Issues Paper,” preparation for a social media roundtable began. There were still a number of questions that remained unanswered and needed to be resolved before moving forward.

Thus, the purpose of the social media roundtable in May in UNEP DTIE's office in Paris was to resolve the issues and questions identified in the issues paper, while gaining deeper insight into current social media activities. To achieve a thorough understanding of how OzonAction could best utilize social media, participants from various backgrounds, - platform providers, consultants, academics, and UN staff - were invited to contribute to the discussion.

Outside Participants

Antonella Pastore (CGXchange Project Coordinator , ICT-KM Program of the CGIAR,- participated via Skype), Amit Ranjan (Cofounder , SlideShare), Sun Yongan (Media Cooperation Manager, RenRen, participated via Skype, was cut in the middle due to connection problems), Vinitaa Apte (President, Terre Policy Centre), Jim Benson (Chief Executive Officer, Modus Cooperandi), Matthew Fraser (Professor, American University of Paris), Egle Karalyte (Web Strategist, InfinVision), Florence Devouard (Advisory Board Member, WikiFoundation), Thomas Sarlandie (Chief Technical Officer, Backelite).

UN Participants

Hara Prasad Phady (Programme Specialist, UNESCO), Eric Falt (Director, Outreach Division, UN DPI), Peter Browne (Social Media Consultant, UNEP), Moira O'Brien-Malone (Head of Communications, UNEP DTIE), Janet Salem (Associate Programme Officer, Sustainable Consumption and Production Branch, UNEP), Lia Baschiribod (Information Assistant, Energy Branch, UNEP), Emily Enberg (Intern, UNEP DTIE).

UNEP OzonAction Participants

Rajendra Shende (Head of UNEP DTIE OzonAction Branch), Saiful Ridwan (Information Technology Specialist), Anne Fenner (Information Manager), Jo Chona (Networking Assistant), Jim Curlin (Capacity Building Manager).

Participants were asked to read the "Issues Paper" in advance so as to enable a critical discussion of OzonAction's current online state, as well as the plans for its future. For convenience, the "Issues Paper" presented each issue in a one-page format, followed by over twenty pages of "Background Information." This allowed them to prepare OzonAction specific recommendations during the roundtable.

They were also asked to give a thirty minute presentation, during which they shared their experiences with social media, how OzonAction could benefit from them, and responded to the questions brought up in the issues paper.

Two of the participants, Antonella Pastore and Sun Yongan, participated in the roundtable remotely through e-meeting tools, namely Skype. Throughout the 1.5 days, highlights of the discussions and photos of the participants were posted on OzonAction's Facebook channel to keep users updated.

As the roundtable came to an end, Rajendra Shende suggested the group stay in contact (through social media, of course) to continue exchanging ideas and information. He also raised the possibility of

having another social media expert's meeting down the line, an idea of which participants were supportive.

2. Social Media and the UN



“While OzonAction has already begun to establish a presence within social media networks, these efforts were implemented without a strategic approach.” - UNEP OzonAction Social Media Issues Paper

The Phenomenal Growth and Possibilities of Social Media

Today, more than 580 million people use social networking sites – a number that will only continue to grow as more users take advantage of the accessibility, mobility, and participation that is available and encouraged by Web 2.0 technology.

Cyberspace has now become a place where knowledge and information is democratized, where content consumers are also content producers, and where broadcast media monologues have been transformed into social media dialogues. By creating a visible and active presence within various social networking sites,

OzonAction will be able to inform, engage, promote, and empower web users all over the world.

Every month, another network, blog or website enters into cyberspace, many of which are tailored to a specific taste, interest, style or group. While global networks tend to get talked about the most, there are a number of popular regional networks such as RenRen (China), Orkut (India), Skyrock (France), Vkontakte (Russia), and Cyworld (South Korea) that have also attracted a large following.

Despite these growing networks, as of 2010, Facebook continues to remain the most popular social networking site in the world, supporting 350 million users (or “friends”), with 70% of its audience outside the U.S. As the Economist interestingly points out – “if Facebook were a nation it would be the world’s third most populous after India and China.”

Mobile phones, or smart phones, have largely contributed to the expansion of social media sites. Portable, easy to use, and always on hand, they allow users to stay connected at all times. An Economist article on SM reveals that “One estimate by eMarketer

suggests that just over 600m people will use their phones to tap into social networks by 2013, a more than fourfold increase on last year's 140m."

Apart from being able to access popular social networking sites and participate on the go (aka – tweeting), phone owners can also choose from a number of mobile applications. Several phone companies and service providers, such as Nokia, are taking part in the green movement, offering a number of green applications, both for free and for sale. There have also been a number of green apps competitions, in which developers are challenged to create mobile applications.

Companies and organizations all over the world are realizing the importance and potential of joining in on the social media craze. Both businesses and non-profits can benefit from the global and regional scope of such networks, their multi-lingual possibilities and their ability to connect millions.

The UN & Social Media

As an international organization with projects and offices around the world, the United Nations has greatly benefited from the possibilities and widespread use of new media channels. Websites, mobile services, and social media tools and platforms are being utilized globally and locally worldwide, allowing millions of people across the globe to communicate with both individuals and organizations. Due to increased information dissemination, user participation and international awareness, online communities are evolving into social action networks - their impact capable of reaching both developed and developing countries.

The UN recognizes the benefits of creating a presence within new media platforms, with which it can promote fund raising, awareness and advocacy, communications, and knowledge sharing. To advance its social media agenda, in December 2009, the UN developed the "UN Guidelines for Social Media" paper to identify the Do's and Dont's of using Web 2.0 technologies, covering a wide range of topics. It also provides specific recommendations for how to address subjects such as Project Planning, Personal Use of SM, Email Campaigns, Branding, etc.

UNEP & Social Media

Since UNEP works on a large number of environmental issues and topics, it needed to create a social media strategy that addressed its various components. Aware that the potential audiences of social media reach into the hundreds of millions, UNEP was motivated to use the social networking platforms available to reach out and cater to a widespread audience. Though instead of first developing a strategy to approach this new public sphere, UNEP attempted to quickly integrate into social media platforms without an action plan, creating an online presence.

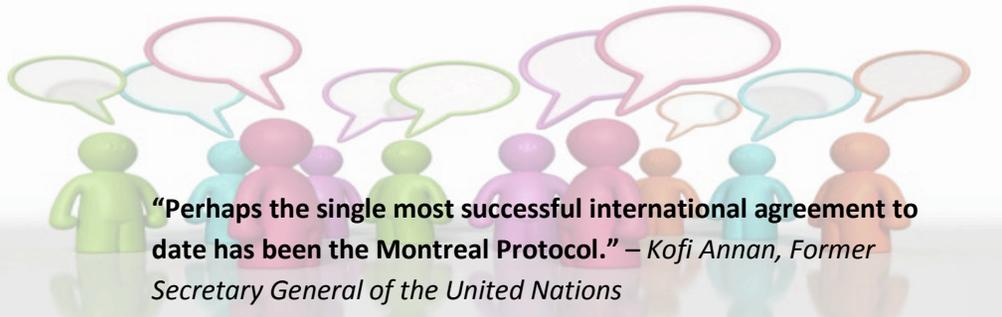
As of January 2010, UNEP as a whole was utilizing over 85 social networking pages over 12 platforms (including the primary networking platforms – Facebook, YouTube, MySpace, and Twitter), but a number of issues, challenges, and decisions still needed to be addressed. The recently developed draft "UNEP Strategy Paper" confronts these issues and provides a structure for future social media implementation.

UNEP is now concentrating on two primary social media platforms: Facebook, which has the largest audience (400 million as of March 2010) and Twitter, which is the fastest growing (2458% per month). These platforms represent different audiences, and thus allow UNEP to expand its reach to a larger public.

OzonAction & Social Media

UNEP's DTIE OzonAction Branch, well aware of social media's potential, quickly embraced the new media landscape in spite of not having an elaborated any formal planning or strategy. During this time, OzonAction developed an initial presence on Facebook, YouTube, and Twitter, yet has so far been unable to stimulate the substantial following and involvement which it seeks. It is time for OzonAction to develop and implement a more effective and structured social media strategy, to best apply its limited resources in this area in the most strategic way.

3. OzonAction and its Assets



“Perhaps the single most successful international agreement to date has been the Montreal Protocol.” – Kofi Annan, Former Secretary General of the United Nations

A Brief History

OzonAction’s story begins with the Montreal Protocol that was signed and brought into force in 1989. This international treaty was designed to protect the ozone layer by phasing out substances that are believed to be responsible for ozone depletion. If the treaty is properly followed, the ozone should be restored to its normal state by 2050. To ensure that all goes as planned and the ozone is protected, OzonAction was established in the early 1990s.

OzonAction assists developing countries and countries with economies in transition (CEITs) to enable them to achieve and sustain compliance with the Montreal Protocol. Under the Montreal

Protocol on Substances that Deplete the Ozone Layer, countries worldwide are taking specific, time-targeted actions to reduce and eliminate the production and consumption of man-made chemicals that destroy the stratospheric ozone layer, Earth’s protective shield. Its main objective is to phase out ozone depleting substances (ODS), which include CFCs, halons, methyl bromide, carbon tetrachloride, methyl chloroform, and HCFCs. One hundred and eighty-nine governments have joined this multilateral environmental agreement and are taking action.

To ensure success of the Agreement, one of the main objectives under the Montreal Protocol was the creation of an agency at the national level which could facilitate the implementation of a Multilateral Environmental Agreement within the country. Thus, member country governments have designated a Ministry, Department, or Agency responsible for the Agreement (e.g., a National Ozone Unit, or NOU), and within it a focal point who has the responsibility, mandate, and status required to carry out the daily work of implementing the international agreement at the national level. By doing this, governments have demonstrated ownership of the implementation process, which is instrumental in ensuring success of the Agreement.

An Inventory of OzonAction's Assets

OzonAction has a rich and vast variety of assets, which can be used as source material for implementing future social media activities. The assets can be broken down into people, products, and events/activities.

The People

While OzonAction is one of UNEP's DTIE branches, their main office is located in Paris, France. OzonAction also has staff in UNEP Regional Offices, which are located in Africa (Nairobi, Kenya), Asia & the Pacific (Bangkok, Thailand), Latin America & the Caribbean (Panama City, Panama), and West Asia (Manama, Bahrain). From the total 40 staff, only 15 are based in Paris.

OzonAction works with a large web of stakeholders, which together, produce a great deal of content that can be utilized to expand its online presence. Many activities, projects, and initiatives are made possible through the joint effort of OzonAction's extended family. This includes not only CAP and OzonAction staff, but a number of external partners as well, including businesses, NGOs, government representatives, and implementing agencies. These partnerships have produced concrete results, addressing ozone layer depletion and other interlinked issues.

OzonAction is supported by the Multilateral Fund Secretariat and Ozone Secretariat, and has partnered with various external parties such as National Ozone Units (NOUs), Implementing Agencies,

Technology and Economic Assessment Panel (TEAP), Government Representatives, Business/Industry (such as airlines, General Motors, the Coca Cola Company, and the McDonalds Corporation), International Agencies, and NGOs (please refer to the "Issues Paper" for a more detailed description).

The Products

Through its various projects and initiatives, OzonAction has already developed a wide range of products. Over the years, the Programme has delivered numerous publications and education tools to developing countries. To date, OzonAction has developed over 200 individual guidebooks, manuals, videos, posters, CD-ROMs and websites. Since this rich collection of assets is so available and bountiful, it will be a key component in OzonAction's social media strategy.

Some of the OzonAction publications include the Vital Ozone Graphics, OzonAction Newsletter, OzonAction Special Issue, OzonAction Education Pack, Ozzy Ozone comic books, and Low Hanging Fruits booklet.

Websites/electronic media include Ozone Quotes, Montreal Protocol Who's Who, Trends Analysis, Videos, Chemicals Trade Names Database, Halon Trader, Jump Start, Ozone Blog, Green Customs Initiative, and Ozonews.

The Events

OzonAction both organizes and participates in a number of major events and celebrations related to the Montreal Protocol.

Throughout the year, several times each month, OzonAction engages in workshops, conferences, and meetings all over the world. It also celebrates once-a-year events such as International Day for the Preservation of the Ozone Layer on September 16th.

This annual celebration, which first began in 1994, commemorates the date in 1987 on which the Montreal Protocol on Substances that Deplete the Ozone Layer was signed. States are invited to devote this Day each year to promote, at the national level, activities in accordance with the objectives of the Montreal Protocol and its amendments.

OzonAction events have the potential to become extremely useful elements to be implemented into the strategy. They allow for an exciting buildup to a specific date, during which related activities can be initiated and information posted.

Events will be promoted on various social media networks and encourage user participation and involvement. OzonAction will utilize all ozone-related events, not only those directly associated with the United Nations. Guidelines should establish which external parties OzonAction should partner with in terms of ozone-related events.

Some of the key events that OzonAction organizes or participates in include Executive Committee (ExCom) meetings, Meetings of the Parties (MOP), Open-ended Working Group (OEWG) meetings, Regional meetings, Network and Thematic meetings and

workshops, International Day for the Preservation of the Ozone Layer, Ozone Awards, and industry events.

Other partnership events or activities include Climate Cool, US EPA Montreal Protocol Awards, and the Cooling Industry Awards

4. The Current State of OzonAction's Social Media



From Then to Now

Over the past couple years, OzonAction has established a presence within three main social networking sites (Facebook, YouTube, and Twitter) as well as the blogosphere. Despite its enthusiasm and initiative in entering this new public domain, OzonAction has not come close to reaching its full potential. Again, this is due to the fact that OzonAction never established a strong social media action plan. Despite its premature expansion onto such networks, OzonAction has still made considerable strides towards disseminating information and creating an ozone community.

The following paragraphs explain how these four networks have been used by OzonAction thus far to advance its objectives. Each section begins by providing facts and figures on each platform.

Facebook

- Launched in 2004, Facebook is now available in 70 different languages.
- Offers Facebook Lite, -a stripped-down version of its main site that is popular in countries without fast broadband connections.
- Over 2.5 billion photos a month are uploaded to Facebook, making it one of the largest photo-sharing sites on the web.

UNEP OzonAction first created a Facebook page to celebrate International Ozone Day in 2009. Since then, it has experienced a slow growth of fans, currently (as of May 2010) showing less than 350. Many of its fans have been previously involved with OzonAction (aka – interns or consultants) or are current employees from national ozone offices. The page displays very few postings from fans, though UNEP OzonAction itself frequently updates the

“wall” with announcements, links, and comments taken from its main website.

Using the Facebook “tabs,” OzonAction has linked up to a number of different social media platforms. As a fan, one can find the link to and information about OzonAction’s main website (under the “info” tab), videos of various ozone-related meetings and conferences under the “YouTube” tab, photos of OzonAction activities and the MOP 21, info about upcoming events, and is now currently planning to incorporate Twitter onto its page.

YouTube

- Founded in February 2005, YouTube is the leader in online video sharing worldwide.
- Popular across all age groups but particularly popular among the 18-25 demographic, which is the main communication target for OzonAction’s outreach efforts.

In 2009, OzonAction created the YouTube OzonAction channel for all those who could not attend the MOP 21 (e.g., the 21st Meeting of the Parties). By doing this, they were able to upload key messages from Ministers, OzonAction PSAs, as well as interviews of government officials, industrialists, NGOs and participants for all to see. UNEP OzonAction is the first organization to successfully post daily video reports of the MOP event through a web-based channel. This exercise was greatly appreciated by the ozone community, exhibited by the fact that the channel has a high view rate during and shortly after the MOP.

The YouTube OzonAction channel also contains training videos, documentaries, video spots, and public service announcements about ozone layer protection and the Montreal Protocol. The page is colorfully-constructed, and currently offers about a hundred videos to watch under 14 playlists. As of July 2010, the OzonAction YouTube Channel displays 13 subscribers, 3,863 channel views, and 5,955 total uploaded views, with only one friend – that being UNEP and You.

Twitter

- Founded in 2006, Twitter has been called part-blog, part-email due to the type of content distributed in its short 140-character messages.
- A study in May 2009 found that 10% of Twitterers account for 90% of all tweets.
- Has over 50,000 apps from firms such as Twitpic and Twitscoop.

With the growing popularity of Twitter, OzonAction recently decided to launch its own Twitter page, though it remains in the early development stages. There are currently less than 10 tweets, all of which are ozone quotes that have been compiled weekly since 2006. There is also a tweet that provides the link to OzonAction’s main website. It plans to use the tweetlater twitter scheduler to post the quotes on a daily basis for at least three months, so as to develop a brand identity. OzonAction twitter also plans to post ozone tips for followers later on.

Blog

- As of December 2007, blog search engine Technorati has been tracking more than 112,000,000 blogs.

The only active UNEP blog is maintained by Rajendra Shende, head of OzonAction DTIE, with roughly monthly posts since 2007. While it is written in casual, blog-format, it does not use specialized blog software, for it is actually a part of the OzonAction website. Therefore, the OzonAction blog uses the same platform, aka – simple, html pages, as the website. This causes a number of disadvantages as OzonAction is unable to interact with its users, and vice versa. Opening up the blog for users to post comments and questions would allow for greater knowledge-sharing and awareness-raising.



5.0 How to Move Forward?



Saving the Ozone One Click at a Time

It is clear from the above that social media will allow OzonAction to connect, exchange, and flourish on a global scale that was never before possible. It is also clear that an enabling framework or strategy is essential to best utilize OzonAction’s assets in order to achieve its objectives.

The framework that follows is built off of seven key components, which are based on the Issues paper as well as the discussions at the roundtable meeting. The three main principles should infiltrate every aspect of these components, as they are the foundation on which to build OzonAction’s strategy.

Four key principles

The strategy is based on the following key principles:

- Must identify appropriate and achievable objectives related to the main mission of the programme, i.e. assisting developing countries to meet and sustain compliance with Montreal Protocol objectives.
- Must be soundly integrated with its work processes and linked tightly with its main products and activities.
- Must first empower its own staff and then gradually engage its partner organizations such as National Ozone Units, industry, journalists and general public, building a SM ozone community.
- While appropriate resources and platform are essential, the key to successful social media implementation is found in the right mix of distributing the resources and infrastructure internally, and outsourcing the non-core activities to external resources and platform providers.

It aims to guide OzonAction towards a more active, empowered, and participatory social media future. OzonAction should follow

such frameworks when building up new or existing social media networking sites.

This strategy paper provides strategic guidance on OzonAction's SM implementation by presenting key principles and main components, as well as a suggested implementation plan. In order to successfully implement SM for OzonAction, a set of guidelines would need to be developed to address the specific actions that need to be taken.

Seven main components

The strategic components that will lay the foundation for a successful SM strategy are presented in the following pages. These seven components (5.1 - 5.7) address:

- How to empower OzonAction's target audiences to achieve group-specific objectives (5.1)
- How OzonAction should take advantage of existing assets and repackage them for mobile phone or social media activities (5.2)
- How to implement a regional approach to connect NOUs amongst various regions to promote knowledge sharing (5.3)
- How OzonAction should focus on a select number of SM networks rather than trying to establish a presence on many, allowing it to build rich and active networks (5.4)
- What risks need to be considered when implementing the strategy (5.5)
- How to best use OzonAction's available resources, while also recruiting a short-term social media specialist to help kick start the action plan (5.6)
- What criteria should be followed when evaluating the success of OzonAction social media networks (5.7)

5.1 Who is OzonAction targeting?

“Quit counting fans, followers and blog subscribers like bottle caps. Think, instead, about what you’re hoping to achieve with and through the community that actually cares about what you’re doing.” – Amber Naslund, *Social Media Today*

OzonAction hopes to advance the success of the second phase of the Montreal Protocol, which will not only protect the ozone layer, but could also significantly contribute to climate benefits. To achieve these objectives, OzonAction plans to use social media technology to engage its stakeholders and raise awareness with target messages.

At the core of OzonAction’s strategy is its target audience. OzonAction’s social media activities should focus on empowering four main target groups: NOUs, industries, journalists, and the general public. What content is chosen and which social media platform is used should be determined by which audience is being targeted.

By distributing content that is relatable to each specific group, OzonAction should achieve the following objectives:

- To reach the Montreal Protocol objectives before the set date.
- To increase communication between the NOUs and industries.
- To provide journalists with current news, while also leading them to OzonAction’s rich archive of information.
- To raise awareness amongst the general public, as well as governments and industries by widely disseminating information.

These objectives will be successfully achieved by treating target audiences as active, rather than passive, individuals. OzonAction must take advantage of the two-way flow of information that has characterized Web 2.0 and encourage participation and sharing amongst users. Only then will they successfully establish an active online ozone community.

Creating such a community will be achieved by encouraging staff, partners, and the general public to contribute content from events, conferences, and other activities directly onto

social networking sites. They should feel motivated to post content, share information, and provide feedback on various OzonAction and ozone-related activities. The key to this strategy is to engage and empower its target audiences!

5.2 What types of content will be used?

“In the end, the winner is content. Good content, sharable content, and consumer-driven content will allow us all to have a broader spectrum of information and, for the marketer, an easier way to connect with their base.” – Aaron Kahlow, chairman and founder of the Online Marketing Summit

Connecting Old and New

There is a great deal of content and information products that have already been, and will continue to be, generated in various formats (publications, manuals, information sheets, newsletters, photos, and video) by OzonAction, yet many stakeholders still don't have access to them. With social media, this can be changed!

OzonAction has a large database of resources, both old and new, for all types of web users. In order to increase visits to their main page, OzonAction should continuously update chosen social media networks with its most current and popular content, which may make up only 5% of its total volume. Content that is fresh and intriguing will attract viewer's attention, which can then be used to

direct them to OzonAction's main website, where the remaining 95% can be found. Therefore, old information should always be linked to up-to-date stories as “background information”.

Grabbing user's attention is essential! When presenting the most popular 5% of content, all titles, names and language used should be provocative and eye-catching. It is also important to emphasize and advertise upcoming dates, such as events, campaigns, competitions, etc. The content should also be posted in a simple, non-technical, format.

As a general rule, all related content on various social networking sites should be linked together to allow for easy maneuverability and maximum visibility. This includes not only OzonAction's sites, but web pages from outside users, such as NGOs and bloggers. While the United Nations cannot directly encourage advocacy, it can empower individuals to act by providing them with the proper information and resources. Remember, information will inform a following action!

It is necessary for OzonAction to properly identify the most useful and relevant content to be highlighted in its social media activities. Due to social media's instantaneous nature, the online ozone

community should be encouraged to provide quick online feedback as to the most useful content that should be distributed.

OzonAction should utilize this resource, acknowledging their needs and recommendations, in order to produce target-specific products.

Mobile Content

Depending on which social media platform is being used, content will be packaged and distributed differently. Mobile phones, for example, allow for limited space, so content must be customized specifically for mobile use. OzonAction should push relevant and useful content into mobile phones in the form of mobile applications. The guidelines concerning mobile phones should address the types of content that will be used and what sort of application will be developed. The mobile applications developed should be downloadable by users free of charge.

5.3 Will OzonAction take a regional approach?

“The regular interaction with country representatives enables the regional teams to identify the needs and develop regional or national initiatives to facilitate and expedite compliance with the MP measures.” – Wikipedia about OzonAction

Since National Ozone Units (NOUs), which are based in various countries, are the most important target group, OzonAction must incorporate a regional approach. While OzonAction should focus on developing the most internationally popular social networking sites, it should also regularly assess local SM trends and perhaps even choose to utilize one within a certain region.

For example, UNEP currently has approximately half a million members on the Chinese Facebook equivalent called RenRen. Utilizing this network would be a valuable addition to OzonAction’s social media efforts. Thus, OzonAction should seriously consider establishing collaboration with RenRen.

The main goal of using social media is to raise awareness between NOUs, allow them to exchange ideas, and learn from what other

countries are doing in a policy setting. In order to welcome NOUs from different regions on each social networking site, OzonAction should consider factors such as culture and language. The main social networking sites that OzonAction chooses to use should allow space for discussion and interaction in multiple languages.

At first, OzonAction should set up only one account on each chosen social networking site, which can be used by all regions. While at the beginning, the creation of accounts or sections reflecting the regions is not recommended, OzonAction should remain open to the possibility of expanding the sites on a regional or even local level.

The guidelines should also address how levels of control amongst OzonAction staff should be assigned.

5.4 Which social media platforms to use?

“Social media can be an enabler and an accelerator of existing core capabilities, values, attributes and plans. It can even be a catalyst for change.” – Denise Zimmerman, president of NetPlus Marketing

Facebook, Twitter, & YouTube

OzonAction started with three social media platforms, those being Facebook, Twitter, and YouTube. While there are many other networks available to use, at this stage, it is preferable for OzonAction to build up a strong presence on only a few networks, rather than spreading itself too thin over many. This is why OzonAction has chosen to incorporate only two more social media platforms into its strategy, those being SlideShare and mobile applications.

SlideShare

SlideShare is a growing network that allows users to upload and share PowerPoint and Keynote presentations, Word and PDF documents, and professional videos. This will be an appropriate

network to incorporate into OzonAction’s strategy as OzonAction already has a lot of material that could be used within this domain.

Everything from conferences to workshops to manuals could be posted on SlideShare and directed towards the appropriate target audience. OzonAction should encourage its partners to also post or link their presentations and publications to OzonAction’s SlideShare account, creating a wealth of ozone knowledge in one central location.

Mobile Platform

The world has seen an exponential growth in mobile phones over the last few years, particularly within developing countries. As this is OzonAction’s main target audience, the opportunity to create a mobile application is too good to pass up!

The guidelines should address how to create a mobile application that is relevant to OzonAction’s objectives, how to repackage content for mobile use, and how such application should then be promoted through social media.

Blog

OzonAction should consider migrating its existing blog into a specialized blogging software. This will allow OzonAction to interact with its users, and vice versa. Opening up the blog for users to post comments and questions would allow for greater knowledge-sharing and awareness-raising.

Linking Up

OzonAction should advertise the fact that it's using these platforms on its main website by displaying icons to link viewers to each network. They should also create inter-linkages between the various platforms and automate as applicable. By streamlining the networks, OzonAction will be able to quickly increase traffic flows.

The strength and appeal of Web 2.0 technology comes from the fact that users can participate in a two-way exchange of information, thus collaborating with other web users is essential. Social media etiquette implies that one should not only build up one's own page/site, but participate and interact with other users.

UNEP OzonAction's core activities are in the creation of content, and not in the development of platforms. Therefore, OzonAction should outsource its platform resources and collaborate with external platform providers. This collaboration could lead to the creation of specialized channels, sections and/or thematic campaigns.

5.5 What are the possible risks?

“If you think you are in control, you’re fooling yourself. As soon as you start listening, you realize you’re not in control. And letting go will yield more and better results.” – *Charlene Li, author*

To realize the objectives of the Montreal Protocol, OzonAction must use the appropriate technologies and policies to promote climate benefits, while keeping in mind the importance of interacting with stakeholders. However, because of the internet’s open and instantaneous nature, there is a higher risk for inappropriate activity and inaccurate postings.

Encouraging users to join in on the “conversation” is essential in keeping the interest of stakeholders. OzonAction must make the conversation meaningful on various sites without damaging its image through inaccurate or hostile user-generated content (UGC).

Therefore, guidelines should clearly address security and privacy issues, as well as other negative risks of SM implementation in the OzonAction context. Suggestions as to how such issues should be handled are articulated in the “UN Social Media Guidelines” paper, and should be referred to when creating the OzonAction specific guidelines.

Staff involvement in social media will play an important role in its development. Thus, a written policy should clearly explain UN

appropriate online behaviour. For example, while it is fine for employees to highlight their role as staff in their online conversations, that does not necessarily make them official representatives of such, and any comments or questions about OzonAction they see online, including on SM platforms, should be brought to the attention of an appropriate member of the organization's core team. All social networking sites should also have an online disclaimer explaining that the network’s content is not an official UN view.

In order for all user generated content to be monitored and responded to in a timely fashion, OzonAction should establish a core team or assign someone to handle its social media activities. While obscenities should be deleted straight away, comments that have anything to do with the environment should not be, as this will only discourage users from further contributing content to the OzonAction site. All “sensitive questions,” which involve possibly upsetting a member country, should not be responded to with a UN specific answer. Instead, OzonAction should redirect them to a site to gain more information on the topic.

5.6 Who will do what?

“OzonAction’s target audience should become an integral part of OzonAction social media strategy and implementation.” – UNEP
OzonAction Social Media Strategy

It has been suggested that the Paris office take initial responsibility for jump starting all OzonAction social media activity. They will be responsible for developing new content, choosing which platforms to use, creating user guidelines and building momentum around social media participation.

Even if the action plan is created and first implemented by the Paris office, other OzonAction actors, particularly the regional offices, will quickly become the key users and participants. Considering such social media platforms will be most useful to the regional offices, who are in direct contact with NOUs, it is important that OzonAction staff in the regions are empowered with SM skills and become “SM savvy”.

Regardless of whether or not additional resources are used, OzonAction plans to utilize its existing resources to the fullest

possible extent. Empowering OzonAction staff and encouraging them to engage with these sites will have a tremendous impact on their success rate, for it will immediately increase activity and participation.

Staff participation on social media sites should be incorporated into normal, daily work activities. For example, social media should be become an integral part of staff missions and events, so that fresh and current information is posted instantaneously.

OzonAction should consider its target audiences, stakeholders, and partners as active, rather than passive, individuals. It is important for OzonAction to take advantage of the two-way flow of information that has characterized Web 2.0, and allow them to become empowered and engaged. OzonAction’s strategy should encourage its target audience to become an integral part of OzonAction social media implementation.

A small core virtual team should be established in OzonAction to manage the implementation of OzonAction social media activities. The team should have a minimum number of hours allocated specifically for social media per week.

To initiate and ensure an effective implementation of the social media strategy, OzonAction should hire a specialist for a minimum of nine months. The tasks of the temporary specialist should include training, empowering, and transferring know-how to the core team of OzonAction staff.

Guidelines should be created to elaborate in detail the roles and responsibilities of staff in relation to social media implementation and issues, including a list of Do's and Don'ts regarding SM engagement.

5.7 How can success be measured?

“Monitor, engage, and be transparent; these have always been the keys to success in the digital space.” – Dallas Lawrence, Levick Strategic Communications

Numbers Game

OzonAction’s branch objectives and its social media objectives are slightly different. Since OzonAction can’t measure any final outcome, because it can’t be an activist in directly encouraging action, it must measure its success online mainly through numbers. OzonAction should develop a clear set of guidelines on how to measure the success of social media implementation.

A wide variety of indicators have already been identified within the “UN Social Media Guidelines” for measuring numerical success. Such indicators include:

- Comments
- Email subscriptions
- Fans/Followers

- Forward/email to a friend
- Time spent on key pages
- Time spent on site (by source/by entry page)
- Total contributors (and % active contributors)
- Search engine result ranking/position
- Uploads (items added onto sites)
- Number of views (videos, ads, images) and visits (daily, monthly, total)
- Groups (create/join/total number of groups/group activity)
- Print page
- Ratings
- Registered users (new/total/active/dormant)
- Social media sharing/participation

Not Just Numbers

It is important to note that metrics do not distinguish between negative and positive exposure, and thus could be thought of as measuring popularity only in a neutral way. Therefore, OzonAction should place an emphasis on relevance of content and activity as well as numbers.

It is important that OzonAction's social media activities are targeted specifically at the main OzonAction stakeholders. For example, OzonAction would prefer to have half a million ozone-related enthusiasts as fans on Facebook than half a million fans from the general public.

A crucial measure of success will be to determine the level of engagement coming from the NOUs, as they are the target audience. The number of subscribers, fan/followers, postings, and comments from NOUs, and their level of participation within OzonAction's platforms should be highlighted.

When measuring the success of OzonAction's social media activities, one should also consider the times when people may acknowledge the content without necessarily leaving comments.



6. Making It Happen

Having laid down the frameworks, this strategy now presents an implementation plan for OzonAction to carry out in 2010/2011. The following table identifies a number of activities that should be achieved within their corresponding timeframe. The plan starts off with establishing a core team amongst the OzonAction staff, developing needed guidelines, and recruiting a temporary social media specialist for 9 months to jumpstart the strategy plan, and increase the capacity and skills of OzonAction staff to harness social media and Web 2.0 technologies.

UNEP OzonAction Social Media Implementation Plan 2010/2011

	Deliverables / activities	Description	Responsible staff / resources
A.	Establishment of an OzonAction SM virtual team	In order to spearhead social media efforts in OzonAction, team members are expected to dedicate from 5 to 20% of their time for social media related tasks.	Suggested team members: SBR (team leader), JNC, BH, JOM (ROAP). Team reports to Chief, OzonAction branch.
B.	UNEP OzonAction Social Media Guidelines (initial minimum version)	Main target audience: OzonAction staff (Paris and regions). Contents to include, among others: policy, process, roles and responsibilities, as well practical guidelines on how to use video cameras and upload content to the various OzonAction SM platforms.	OzonAction SM team.
C.	Recruitment of temporary SM specialist	To provide services in completing and producing UNEP OzonAction Social Media Guidelines; in enhancing existing OzonAction SM implementations (Facebook, Youtube and Twitter); in implementing a new OzonAction SlideShare implementation and collaboration; in designing and producing information kit for NOUs and other	SBR

		partners; and in empowering OzonAction staff with SM skills. Proposed total duration: 9 months.	
D.	UNEP OzonAction Social Media Guidelines (complete version)	To complete and further expand the initial minimum version to cover external stakeholders such as NOUs, and government representatives. To be completed with information kit and outreaching materials.	Temporary SM specialist (1m).
E.	Enhancements of existing OzonAction SM implementations: Youtube, Facebook, and Twitter	To enhance the functionality and features of the existing OzonAction SM implementations, and to ensure sustainability of the enhancements.	OzonAction SM team, temporary SM specialist (2m).
F.	SlideShare implementation	To implement an OzonAction channel on SlideShare, and special collaboration with SlideShare such as organizing online campaigns on SlideShare for specific events such as Ozone Day.	OzonAction SM team, OzonAction contents / publications producers, temporary SM specialist (1m). Might involve travel.
G	Mobile applications implementation	To develop specific OzonAction mobile phone application(s). Suggested applications: Green Customs mobile applications for global customs officers. First application to be launched on Ozone Day 2010.	Green customs team, mobile applications consultant developer. Might involve travel.
H.	Empowerment of OzonAction staff	To empower OzonAction staff in Paris and regions with relevant social media skills (such as creating SM accounts, posting contents, capturing videos, twittering, etc.) in advancing OzonAction's objectives.	OzonAction SM team, temporary SM specialist (1.5m). Travel involved.
I.	Empowerment of NOUs and other partners	To outreach, encourage and empower NOUs and other OzonAction partners with relevant social media skills to become part of the OzonAction SM community in advancing objectives of the Montreal	OzonAction SM team, temporary SM specialist (0.5m). Travel involved.

		Protocol.	
J.	Mid-term evaluation report	To produce mid-term evaluation report of progress / success of OzonAction SM strategy implementation and produce.	Temporary SM specialist (0.5m).
K.	Adjustments of OzonAction SM strategy and implementation	To adjust OzonAction SM strategy and implementation based on the findings of the mid-term evaluation.	OzonAction SM team, temporary SM specialist (2m).
L.	End of SM specialist evaluation report	To produce end-of-term evaluation report of progress / success of OzonAction SM strategy implementation and produce.	Temporary SM specialist (0.5m).
M.	Integration of SM in OzonAction activities	To implement SM as in integral part of UNEP OzonAction staff activities.	OzonAction

Indication of Time Frame

		01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
A	OzonAction SM Virtual Team set-up																								
B	SM Guidelines (beta version)																								
C	SM specialist recruitment																								
D	SM Guidelines (complete version)																								
E	Enhancements of																								

