

**SECOND HARVEST FOOD BANK
OF MIDDLE TENNESSEE**

**Strategic Communications Plan
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COMM495**

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Situation Analysis

Environmental Scan

Currently, the Second Harvest Food Bank of Middle Tennessee (hereafter SHFBMT) is the top-tier hunger assistance organization in Tennessee, encompassing 46 counties in the middle Tennessee area. They work with more than 450 partner businesses and organizations to feed hungry children, families, and seniors under the mission statement 'To provide food to people facing hunger and work to advance hunger solutions'.

Their operating budget has grown year by year since our founding in 1978, and they brought in \$153,042,202 in donations and revenue in 2021. Of this, \$7.2 million went to operating costs and fees, with the remaining \$145 million going back into the community to provide help to those in need. This is an efficiency rate of nearly 96%, meaning that \$0.96 of every dollar donated goes directly back to aiding the community.

Second Harvest Food Bank of Middle Tennessee has positioned themselves assertively so that they have no competition in the market of providing food for the hungry. They have an enormous partner network that includes major businesses such as Nissan USA and the Tennessee Titans. They also partner with dozens of farms and grocery stores through their coverage area, as well as with nearly a hundred churches, and programs such as Tennessee Meals on Wheels. This broad and far-reaching network of partners has enabled SHFBMT to corner the market of food distribution to the hungry.

Stakeholder Analysis

Following a cradle-to-grave analysis of the process of providing food to those in need, the general categories of stakeholders for the Second Harvest Food Bank of Middle Tennessee can be broken down into the following: executives, donors, enablers, employees, and consumers.

Executives are the board of directors for the SHFBMT. They will provide strategic direction and have a high degree of interest and power.

Donors are the corporations, businesses, and wealthy individuals who make significant contributions to the organization. These donations, whether monetary, physical, or otherwise, are essential for the operations of the organization. Examples include money, food, vehicles, advertising, and any other life support the food bank requires to continue serving middle Tennessee. Since the organization cannot function without input from these donors, they possess a high degree of interest and power, but could be low power depending on the nature of their relationship with the organization.

Enablers are smaller donors who still make a significant contribution to the organization. Truck drivers, farmers, grocery store managers, and other supplementary folks who aren't directly working for SHFBMT. These have minimal power or influence through the organization but a high level of interest because their services are essential.

Employees are those paid or volunteer individuals who work directly for the organization. They provide all support functions from clerical work, to supervising deliveries of goods, to marketing and advertising. As such, they also have high interest but minimal power because they must operate within the constraints of executive guidance as well as availability of service provided by donors and enablers.

Consumers is the term used to describe the less fortunate who Second Harvest provides services to. These are individuals or families who benefit from having low or no-cost meals delivered to them.

Strategic Goal

The primary strategic goal is to ensure SHFBMT's marketing, branding, and messaging is consistent across all platforms. This unified message will enable Second Harvest Food Bank of Middle Tennessee to:

1. Increase recognition by both active and potential sponsors, donors, and end users.
2. Enhance the internal identity and encourage employees and volunteers to believe that they are a part of something positive and impactful.
3. Provide instant brand recognition to attract new sponsors, donors, and partners in the public and private sector.
4. Enhance the effectiveness of messaging to SHFBMT end users.

Strategy

The first step in this process is to update the branding identity with an evolutionary change that will scale appropriately. That will start with a logo redesign. The current logo is somewhat dated, and the typography is inconsistent.

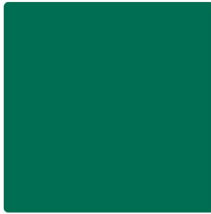
The goal for the new logo is a cleaner, more modern look. A slight gradient is applied to create smooth depth in the composition to convey a sense of approachability. The primary green color will be brought over from the original branding to bring consistency. The font will be changed to Jubilat for its ability to equally convey professionalism, reliability, and approachability.

This is a draft of the proposed logo update:



The next step will be to build a new style guide and set a palette of three complementary colors that will enable the communications and design team to adjust the messaging feel depending on the target audience for the product. A blue and a tan/earth tone will be chosen that complement the green. This is because blue is associated with reliability and professionalism, and brown is often used to convey earthiness and wholesomeness. These colors combined also signify water, agriculture, and soil, the components of growing food.

From this palette, all primary images, thumbnails, backgrounds, print materials, letterhead, company internal assets (MS office/Windows themes/desktops, memos, letterheads, newsletters, etc.) will be unified. Photos and videos for social media will also be color corrected toward those branding colors.



HEX #006E51
RGB 0, 110, 81
CMYK 100, 0, 26, 57



HEX #00546E
RGB 0, 84, 110
CMYK 100, 24, 0, 57



HEX #8E6644
RGB 142, 102, 68
CMYK 0, 28, 52, 44

Key Messages

Ongoing Operations

1. "Hunger is a problem that affects nearly one in every eight children across Tennessee. Help us be part of the solution."
2. "Second Harvest Food Bank of Middle Tennessee unites efforts to fight hunger across middle Tennessee."
3. "Second Harvest Food Bank of Middle Tennessee is committed to improving quality of life for hungry children, families, and seniors across our great state."

New Business

4. "Partner with Second Harvest Food Bank of Middle Tennessee and be a part of changing lives in our community for the better."
5. "There are dozens of ways to help. Donate. Partner with us. Volunteer. Do something good for the heart."
6. "We don't work without our network of partners, from farms to grocery stores, to donors, to advocates, to volunteers... Join our team for a better tomorrow. "

Tactics

Social Media Strategies

In order to reach and attract the widest possible target audience to be brought into our pool of stakeholders, messages will be crafted with a specific target in mind based on trends, expected usage, and the individual algorithms which can be maximized per platform. Additionally, a strategy to monetize on each platform that offers it will be enacted to supplement existing revenue.

To improve Facebook engagement, posting will be multi-format. The Facebook algorithm prioritizes specifically timed formats throughout the week and will de-prioritize overposting (more than one post per day) and similar posting (four posts in the same week that each only have photographs for example). The strategy is to post one or two video posts and one or two photo-based posts per week. These can be supplemented with shared, relevant posts from other outlets such as partners or news outlets like WKRN News that are featuring a story about SHMT.

In terms of timing, the best times during the week to post are to schedule them for early mornings on workdays because the most engagement happens as people are preparing for their workdays, and the 'water-cooler effect' of people arriving to work and talking about what they read drives a supplementary level of engagement through the morning. The posting of events on Facebook is governed by a separate set of rules that does not count against standard posts but will count against multiple event posts in the same 24-48 hours, so advertising food distributions, fundraisers, and other upcoming events like podcasts or online workshops is a good way to drive further engagement.

YouTube has a somewhat different process to maximize their algorithm. They strongly push consistent posting. The algorithm favours engagement and will actively test content by pushing it to an audience who demonstrate interest in certain topics, so while with Facebook, much of the posting strategy is determined by the creator and the follower presence they've built themselves, YouTube analyses user preferences and will actively push content to users it deems similar (almost like free advertising). If that content is compelling, professional, and on-brand and builds engagement, the beneficial effect can be staggering. Anyone can have a video go viral because of this, but two viral videos almost guarantees that a channel becomes monetized. There are also two separate formats that YouTube considers, which is their normal long form, and more recently, Shorts, which will be discussed later.

Instagram, despite being a subsidiary of Facebook, has a different process for increasing engagement and monetizing. Despite once being a giant of content posting, they've lost tremendous market share to short form (under-two-minute video) content made popular by TikTok. To combat this, Instagram created Shorts, which is currently the only way to generate favour with their engagement algorithms, as photography content is buried to users not subscribed to that channel. Thus, posting shorts is the only format getting pushed, and the only way to build a following large enough to monetize. To this end, the communications team will execute a two-pronged strategy of short-form content which concentrates on highlighting successes in improving quality of life through SHFBMT's community engagement, as well as providing those in need of services with information regarding services offered, how to take advantage of those services, and how to leverage those services to create a lasting improvement to quality of life. It is of note that each short-form video will be posted to Facebook/Instagram Reels, YouTube Shorts, and Tik Tok concurrently. Photo content will still be published to the Instagram account through the Facebook business administration page which allows concurrent posting of selected types to both platforms simultaneously.

Plan and Timeline

Starting in Q1 of 2023, planning will begin on the first two major fundraising events, the Valentine Lunch Box event and the March for Meals 5k Run/Walk.

Valentine's Lunch Box

The Valentine Lunch Box event will provide food-risk children, families, and seniors with a Valentine's Day themed lunch/dinner/social event where they can go to their local partner church and receive a meal, and watch movies with other hungry families. The meal will be in a Valentines-Day themed box and feature a meal as well as candy and a handwritten encouraging note.

As stated, the venues will be local partner churches and the primary sponsors for the event will be businesses who have banners around the venues, social media coverage, and their logo printed on the box. The individual Valentine's messages will be sourced through those businesses as well as through Sunday schools with the partner churches.

March for Meals 5k Run/Walk

The March for Meals event will be a 5k run/walk to raise fund for operations of the SHFBMT. Entry fee will be \$55 for adults and \$35 for children, and each participant will receive a sponsorship packet they can utilize to offset the cost of entry depending on the sponsorships they are able to attain. Running participants will compete based on gender and age group for a variety of prizes, with the top finisher in each group receiving a gift certificate to J. Alexanders Steak House, and two tickets to a Tennessee Titans home game. The top overall time will receive two luxury box tickets to a Titans home game, and tickets for two to SHFBMT's No-Tie Ball.

Sponsorships for the event itself will come from advertisement space for banners along the route. There will also be an area at the start/finish lines where sponsors can erect booths to advertise their business. Farmers and food-centric sponsors will have a separate designated area to set up concessions stands and offer food and drinks to participants and attendees. Top-level sponsors will have their logo and a thank you message printed on Race Bibs as well as on the website for the event.

No-Tie Ball and Fundraiser

This dinner will consist of a social hour, silent auction, a live auction, a grand-prize raffle, four course dinner provided by Nicoletta's Catering, and keynote speakers Senators Marsha Blackburn and Bill Hagerty, and Congressman Mark Green. The Master of Ceremonies for the evening will be Tennessee Titans announcer, Matt Rogers. Venue for the event is the Ruby Cora in Adams, Tennessee.

Stakeholders for the event are the Second Harvest of Middle Tennessee Food Bank, financial donors, service donors, associated agencies and individuals, and the recipients of aid themselves. Should this event prove successful, much of the fundraising goal for the Second Harvest Food Bank will be met for the year, and that means they will be able to accomplish their mission and provide meals to thousands of hungry families across middle Tennessee.

The title theme of the evening is 'The No-Tie Ball, A Formal Casual Fundraiser to Support the Second Harvest Food Bank of Middle Tennessee'. Dress code is business casual with a Tennessee twist: suits with no tie and cowboy boots. The target audience are Tennessee business executives with an annual net revenue of \$2 Million+, primarily in the manufacturing, automotive, sports, and entertainment sectors.

Pricing for the evening will be based on a per-person and a per-table model, priced at \$500 per person and \$3750 per 8-person table. Program sponsorships are available for purchase at \$250 for a half page advertisement and \$500 for a full page. Banner sponsorships (projected on an 8' x 12' screen during social hour and silent auction on a rotating basis) will be \$750. Title/host sponsorships will be three levels, platinum, gold, and silver, and cost \$20,000, \$10,000, and \$5,000 respectively. These will be recognized in a variety of formats, to include marquis display outside the event, as well as host recognition on the cover of the program, two rotating projected marquis screens in the ballroom, and prominent display on an A-frame at the entrance-/registration desk. Platinum level sponsors also receive an invitation to an after-hours social with the keynote speakers.

SECOND HARVEST FOOD BANK OF MIDDLE TENNESSEE

FUNDRAISER PLANNING CALENDAR
2023

Project Start: Sun, 1/1/2023
Display Week: 1

TASK	ASSIGNED TO	PROGRESS	START	END	Jan 2, 2023							Jan 9, 2023							Jan 16, 2023							Jan 23, 2023							Jan 30, 2023							Feb 6, 2023							Feb 13, 2023						
					M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
Valentine Lunch Box																																																					
Secure Venue	Operations	50%	1/1/23	1/4/23	█	█	█	█																																													
Send Invitations	Communications	60%	1/4/23	1/19/23					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█										
Advertise on SM	Communications	50%	1/4/23	1/20/23					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█										
Finalize Attendee List	Operations	25%	2/10/23	2/11/23																																								█									
Conduct Event	All		2/14/23	2/14/23																																									█								
March for Meals 5K/Walk/Run																																																					
Secure Venue		100%	1/25/23	1/29/23																																																	
Advertise on SM		0%	1/25/23	2/26/23																																																	
Attendee Sign Ups		0%	1/25/23	2/26/23																																																	
Set up Course		0%	3/15/23	3/16/23																																																	
Conduct Event		0%	3/19/23	3/19/23																																																	
No-Tie Ball and Fundraiser																																																					
Secure Venue			3/13/23	6/1/23																																																	
Advertise on SM			3/17/23	5/15/23																																																	
Accept Reservations			3/22/23	5/15/23																																																	
Finalize Attendee List			5/16/23	5/20/23																																																	
Accept Auction Items			3/25/23	6/1/23																																																	
Order Catering			5/15/23	6/1/23																																																	
Host Event			6/15/23	6/15/23																																																	
Hilltop 5k Run/Walk																																																					
Finalize Route			date	date																																																	
Advertise on SM			date	date																																																	
Attendee Sign Ups			date	date																																																	
Setup Course			date	date																																																	
Conduct/Tear-Down Event			date	date																																																	

Independence Day Gun Raffle and Barbeque

This event will be enabled through SHFBMT partner defense contractor donors in concert with local Kiwanis and Rotary Clubs and hosted by the Tennessee Sheriff's Association and the Montgomery County Shooting Complex. The event will be held on Thursday, July 6th 2023 from noon to 10:00pm and include a variety of events, including the main raffle, a barbeque competition, pistol, skeet, and long-rifle competitions, and children's events. Tickets are \$1000 per adult for the event, and each ticket includes entry into the primary raffle, where prizes range in value from a \$500 firearm such as the Mossberg MC2 9mm pistol, to the \$15,000 grand prize of a Barret Model 82A1 .50 caliber rifle with Nightforce NVS optic. Additional tickets may be purchased for \$1,000, or 5 tickets for \$3,000. There will also be host sponsorship opportunities for \$10,000. Sponsors will have prime advertising banner space throughout the event, as well as personal thank you messages contained in the social media video posts/mini-documentaries that the communications team will produce and publish.

Holiday Adopt-a-Family

This event will be a 60-day effort primarily through enabled through food banking efforts, and hosted by local partner churches and will cover Thanksgiving and Christmas holidays. Holiday dinners will be provided in a buffet format for needy families on each holiday. The Thanksgiving event will also have a holiday family movie marathon. The Christmas event will also host a gift-giving event and a visit from Santa Claus and his reindeer for the children.

Stakeholders for the event are the Second Harvest of Middle Tennessee Food Bank, financial donors, service donors, associated agencies and individuals, and the recipients of aid themselves. Since this event is projected to be conducted as a financial loss, the primary net positive results here are for the positive messaging moving into the next year. As such, concentration on marketing and advertising opportunities will be foremost for the communications team. There is the opportunity to generate a tremendous amount of content that will enhance monetization efforts on social media as well.

To offset some of the cost of the event, sponsor businesses who pledge \$2000 or more in assistance will be afforded banner advertisement opportunities. There will also be host sponsorship opportunities for \$5000. These will have prime advertising banner space, as well as personal thank you messages contained in the social media video posts/mini-documentaries that the communications team will produce and publish.

Measurement Analysis

Success in this space requires capturing and analyzing several key data points from a communications standpoint. Each social media outlet tracks and reports data points slightly differently.

Facebook primarily looks at posts and breaks down their data into People Reached, Reactions, and Comments. The People Reached category is the number of people that click on or engage with that post in some way, but don't leave an impression. If they merely look at an attached photo, Facebook will record that as an impression. Reactions are recorded when someone uses the Facebook reactions menu to post a reaction, and these are weighted somewhat more heavily than merely People Reached in terms of algorithm favourability. Additionally, these impressions enable the algorithm to track and categorize posts to push to users they feel have similar interests and would like to see that type of content. Finally there are comments and page shares, which are the highest tier of response in terms of algorithm weight, and these also drive the audience that the content is pushed to. The more comments or likes, the more people will see the content until the post drops below a threshold specified by the algorithm. These metrics also provide a significant bonus boost to subsequent content.

Because it is owned by Facebook, Instagram uses a very similar algorithm to prioritize content reach, with a few notable differences. Currently, the only content that the algorithm will push outside a user's own follower pool are the short-form Reels. Favourability of Reels is very similar to how the Facebook algorithm behaves, which is to say if a published Reel has a large engagement pool in a short period of time, the next reel will be open to a wider audience. This process is self-replicating, and favours creators who consistently post compelling, similar-themed content. If a user only posts pictures, they will only appear on the timelines of those following said user. Likes and comments are weighted very heavily when prioritizing content to display to users who follow that creator's page.

Youtube operates somewhat similarly, though their algorithm is tuned to favour short form and long form video content. Just like Facebook, Youtube's algorithm looks at the videos on a channel and seems to give preference to channels who post regularly (once a week at least). They then look at number of total views, and bounce that off of viewing duration versus video length, for example a three minute video with two minutes of average

view time will be preferred over a seven minute video with four minutes of average view time. This is then compared with number of likes, number of comments, and the overall number of subscriptions added during the video's preference timeframe (usually the 7-14 days following posting, but for some videos that aren't popularized until later, that may extend, but the specifics on how that works is unknown). For now, long form and short form content on Youtube is seemingly measured and preferenced separately though content creators who are consistently using both seem to be favoured heavily with the algorithm in terms of how the algorithm is expanding their posting on peoples' feeds. Success for a channel can be measured in number of views per video, total number of hours viewed, and comments/likes/subscriptions, but because all of these things drive total monetization, perhaps the best measure is the financial gain.

Academic Reflection

Theories of Media Ecology

The Theory of Media Ecology is a theory which attempts to explain that forms of media themselves are effectively the same as a geographic area or environment in physical space when it comes to how media is used to affect human cultural evolution. Over time, humans have evolved from passing knowledge through the creation of spoken language. Later, graphical representations of knowledge were introduced as cave painting and hieroglyphics. This evolved into the written word, and later, with the advent of the printing press, the printed word, which allowed written works to be distributed en masse to the public. Still later came photographs, radio, motion pictures, television, and finally the internet and social media. Nearly all of these, with the possible exception of social media, have been accompanied by a tremendous leap forward in terms of human knowledge and understanding. The forefather of the theory of media ecology, Marshall McLuhan, famously stated 'the medium is the message', which seems to extoll that the way a message is delivered is just as important as the content of the message itself. The sermon on the mount would have a vastly different acceptability if given on Tik Tok with trance music in the background.

Understanding this concept of media ecology is critical for communications professionals to carefully craft their messaging programs to most efficiently and effectively deliver their messages. Using Tik Tok simply won't work to appeal to the 60+ crowd, but a Facebook post with a very 'news-channel' format video might work better. A series of images and graphs with bullet points on the website would probably see more favourability than a lengthy news release for the majority of users, but if the news release is targeted at consumers who are used to reading releases, it may be more prudent to craft the message that way.

Impression Management

Simply put, impression management is the effort, whether conscious or unconscious, to attempt to manipulate how a person, group, or other entity is perceived through their actions. This is one of the key components of reputation management, and it is crucial that communication professionals understand how this vast concept may be utilized to sway public opinion of an organization or individual. Taken as a whole, an organization must take

similar steps to individuals with how to present themselves to the public to garner a positive response. This is accomplished every way from establishing a solid business culture or identity to utilizing a unified and effective branding package, to maintaining consistent professional, ethical, and informational standards when broadcasting the organization's message across the various media formats. Curiously, both organizations and individuals may utilize this impression management to fundamentally alter the way they are perceived by the public as well. If a young man or woman starts to post regular, quality content of the highlights of their social lives, the perception may become that they are adventurous and therefore more attractive and interesting. Much the same way, SHFBMT adjusting their social media presence by increasing the quality and the frequency with which they post to social media may draw in additional investors, donors, and/or partners simply because they have built a more positive public image.

Elaboration Likelihood Model

In 1980, Richard Petty and John Cacioppo developed the Elaboration Likelihood model, which sought to explain how attitudes regarding certain topics are formed and then how and why they change or stay the same. They proffered that we receive stimuli and make judgments on the stimuli through two pathways, the central information path and the peripheral information path, and that by manipulating the way information is presented, it is possible to change a person's attitude regarding that particular stimuli. Information is broken down into three factors: motivation, ability, and opportunity. Depending on where the information or stimuli presented falls, that stimuli will be directed to either the central route or the peripheral route. If a viewer receives a message about something they are motivated to understand, and is presented in a way that is interesting and understandable, and if they have the time to conduct some critical thought on the topic, then neural pathways will be developed regarding that subject that are very strong. That information is easier to retain long-term, and attitudes or beliefs regarding the subject matter are very hard to change. If the information doesn't motivate the viewer, or they don't have the time/opportunity to do allocate any real thought to, then decision making is directed down the peripheral route, making those neural pathways and attitudes much less solid, and

therefore ripe to manipulate. For example, if someone is a wealthy car aficionado, they are likely to have very strong opinions on what car they want to purchase next. That car will almost certainly have specific aesthetic appeal, performance, features, and branding that appeal to that individual. Conversely, a wealthy person who just wants a nice car may be influenced by advertising, social media, friends, or other factors in their purchase of that luxury car.

Appendices

Appendix A.

Social Media Plan

Overview

While Second Harvest of Middle Tennessee enjoys a strong social media presence, in order to continue the growth they've been accustomed to in the face of imminent troubled economic waters, they must improve their efforts in generating compelling content and maximize the per-platform algorithms to ensure widest and most-effective reach.

Strategic Goals

A key component of Second Harvest of Middle Tennessee's (hereafter SHMT) success and growth year by year is a very astute understanding of and willingness to take advantage of the most current messaging, media, and social media technologies to keep donors engaged, and willing to partner with the organization.

The overarching goal of SHMT is to continue to provide food to hungry Tennesseans, and to find and champion efforts to alleviate the problem of hunger through the coverage area. This means not only giving food away, but partnering with other organizations to assist those less fortunate in building individual solutions for improving their quality of life. To this end, the three strategic objectives are as follows:

1. Continue to expand services offered through increasing our partner network of business, organizations, and individual volunteers and donors.
2. Maintain our current level of world-class service to an increased number of hungry Tennesseans, and assist those individuals in finding opportunities to increase their quality of life.
3. Extend our reach and influence as a leading organization in the food-bank space through innovative use of technology, effective management, and aggressive marketing.

Stakeholders

As identified previously, our stakeholders are anyone with any interest in the success of the organization, from the executive staff all the way to the child who receives a warm meal, and our messaging strategy must be shaped to benefit all. It must be assumed that each echelon will engage with different social media channels in a somewhat different way, and we must leverage our time and effort to shape a process that meets that engagement for each group.

The employee pool will have the responsibility of assisting in the creation and execution of the messaging campaign, as they are the stakeholders that shape the culture of SHMT. Our executive staff will be the ones shaping overall strategy and direction for our messaging process. They will determine the direction of effort required during the year by providing vision and scope. The advertising/marketing team will then identify trends, shape how each social media outlet will be utilized in terms of what content will best fit along with taking advantage of different aspects of the push algorithms used by each channel. The rest of the employees will provide input as well as have the opportunity to be a part of the social media posts and videos; the 'stars of the show' if you will.

Along with our employees, our partners will also enjoy a considerable amount of presence in the social media content. This will assist them in meeting their goals by essentially providing free, feel-good advertising to their own customer bases. As we generate compelling content for each social media platform, we will ensure to highlight the participation of these partners

as prominently as possible so that we provide value to them in appreciation for their donations and work. If we succeed in this effort, it will likely pay dividends in expanding our donor and volunteer network as well as drive further engagement for our channels, as our partners will be sharing our content on their social media channels.

Finally, the customer base will be following our channels to find critical information in regards to how to take advantage of our services to feed their families, as well as what opportunities we are hosting to assist them in improving their situations. This also presents us with the ability to host online workshops and classes.

Measurement

Currently, Facebook, YouTube, Instagram, and TikTok all provide monetization opportunities for non-profit organizations. Generating compelling content that builds a media following will allow SHMT to bring in another revenue stream to assist us in meeting our strategic goals.

Each outlet monetizes slightly differently, but the basic categories of measurement for success are as follows:

1. Number of Subscribers
2. Total number of views/clicks/engagements
3. Engagement timing (how long after clicking the user stays on that content)
4. Second-hand engagement (as the algorithm watches users click on content, it then will push that content onto the feeds of users with similar interests. How many of those individuals then interact with that content).

Tactics and Tools

As of today, SHMT has 14,400 followers on Twitter, 717 followers on Facebook, 142 subscribers on YouTube, 8,231 followers on Instagram, and no TikTok presence. This is not currently enough to be monetized on any of the platforms (and Twitter doesn't monetize at all), so the primary focus area will be generating content that will drive new subscriber engagement with the goal to be monetized on each available platform in the next 12 months.

To improve Facebook engagement, posting will be multi-format. The Facebook algorithm prioritizes specifically-timed formats throughout the week and will de-prioritize overposting (more than one post per day) and similar posting (four posts in the same week that each only have photographs for example). The strategy is to post one or two video posts and one or two photo-based posts per week. These can be supplemented with shared, relevant posts from other outlets such as partners or news outlets like WKRN News that are featuring a story about SHMT. In terms of timing, the best times during the week to post are to schedule them for early mornings on work days because the most engagement happens as people are preparing for their work days, and the 'water-cooler effect' of people arriving to work and talking about what they read drives a supplementary level of engagement through the morning. The posting of events on Facebook is governed by a separate set of rules that does not count against standard posts, but will count against multiple event posts in the same 24-48 hours, so advertising food distributions, fundraisers, and other upcoming events like podcasts or online workshops is a good way to drive further engagement.

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Instagram, despite being a subsidiary of Facebook, has a different process for increasing engagement and monetizing. Despite once being a giant of content posting, they've lost tremendous market share to short form (under-two-minute video) content made popular by TikTok. To combat this, Instagram created Shorts, which is currently the only way to generate favor with their engagement algorithms, as photography content is buried to users not subscribed to that channel. Thus, posting shorts is the only format getting pushed, and the only way to build a following large enough to monetize. With the decreased ad revenue as Instagram has lost market share, monetization is not as profitable as it is on YouTube or TikTok.

Capacity and Integration

Fortunately, SHMT has a tremendous opportunity to grow a social media presence in the next 12 months. There is already a fairly robust network of businesses and individuals who can be tapped into to build compelling content. The current marketing team has also been very successful with media engagement, branding, and messaging, which will carry over and be successful as the organization shifts paradigms to encompass more social media engagement. Additionally, with Middle Tennessee having such a robust presence in the entertainment industry, there are a large number of young professionals who are skilled in building the content needed to accomplish the social media goals. Coupled with the existing relationships with the Tennessee Titans, Nashville Predators, and country-music personalities like Craig Wiseman and Sam Hunt, SHMT has all the elements to build a cross-platform social media presence to help expand our voice and tell our story and ensure we can provide services to hungry Tennesseans well into the future.

Appendix B.

Event Plan

Event Overview

On 15 June, 2023 (tentative target date), Second Harvest of Middle Tennessee will host their first annual fundraiser gala dinner and auction. This dinner will consist of a social hour, silent auction, a live auction, a grand-prize raffle, four course dinner provided by Nicoletta's Catering, and keynote speakers Senators Marsha Blackburn and Bill Hagerty, and Congressman Mark Green. The Master of Ceremonies for the evening will be Tennessee Titans announcer, Matt Rogers. Venue for the event is the Ruby Cora in Adams, Tennessee.

Stakeholders for the event are the Second Harvest of Middle Tennessee Food Bank, financial donors, service donors, associated agencies and individuals, and the recipients of aid themselves. Should this event prove successful, much of the fundraising goal for the Second Harvest Food Bank will be met for the year, and that means they will be able to accomplish their mission and provide meals to thousands of hungry families across middle Tennessee.

The title theme of the evening is 'The No-Tie Ball, A Formal Casual Fundraiser to Support the Second Harvest Food Bank of Middle Tennessee'. Dress code is business casual with a Tennessee twist: suits with no tie and cowboy boots. The target audience are Tennessee business executives with an annual net revenue of \$2 Million+, primarily in the manufacturing, automotive, sports, and entertainment sectors.

Activities

Pricing for the evening will be based on a per-person and a per-table model, priced at \$500 per person and \$3750 per 8-person table. Program sponsorships are available for purchase at \$250 for a half page advertisement and \$500 for a full page. Banner sponsorships (projected on an 8' x 12' screen during social hour and silent auction on a rotating basis) will be \$750. Title/host sponsorships will be three levels, platinum, gold, and silver, and cost \$20,000, \$10,000, and \$5,000 respectively. These will be recognized in a variety of formats, to include marquis display outside the event, as well as host recognition on the cover of the program, two rotating projected marquis screens in the ballroom, and prominent display on an A-frame at the entrance-/registration desk. Platinum level sponsors also receive an invitation to an after-hours social with the keynote speakers.

Donation request for auction items will be sent the first week of January. The Tennessee Titans has already pledged four premiere box seat packages good for any Titans home game which includes room for 16 people, catered luncheon, and VIP parking. These are valued at \$18,000 apiece. Nissan Motor Company has pledged four all-inclusive racing school packages provided by Nismo USA consisting of hotel, food, and four days of track instruction and driving provided by professional race drivers. These packages are valued at approximately \$15,000 apiece. The raffle will have a grand prize of a 2023 Nissan 400Z Performance Edition (valued at \$53,000). Tickets for the raffle will begin sales on April 15th 2023 and cost \$2,000. Additional live and silent auction items will be sourced through willing contributors throughout the middle-Tennessee area.

The dinner, catered by Nicoletta's Catering, will feature fresh meats and produce sourced from local farmers affiliated with Second Harvest of Middle Tennessee. These donating farms will receive special recognition as material donors in the program, as well as receive a mention during the video presentation. The three largest farm donors will also be interviewed about their farms and featured in the video presentation. Dinner choices will be a grass-fed beef tenderloin, a sustainably farmed oven-baked chicken, and an assortment of

fresh seasonal organic vegetables (exact menu TBD). A vegetarian option will be available upon request.

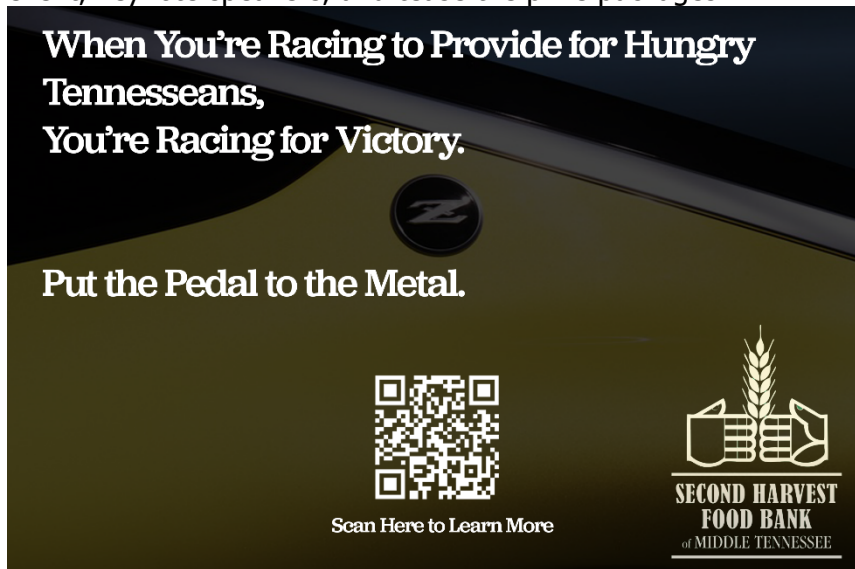
Communication Strategy

The promotion strategy is centered around the exclusivity of attendance to the event. With three of the most prominent and popular local political figures as keynote speakers, as well as attendance by several professional athletes, the small, intimate setting will hopefully draw the correct demographic in terms of net worth and willingness to donate.

Initial teaser invitations will be sent to targeted business owners starting in February of 2023. These will be in the form of satin-print 6"x 9" post cards featuring the text 'An Opportunity to Make a Difference is On the Horizon' with the Second Harvest logo, and a save-the-date message.



In March, a website will go live accompanied by another round of post cards with a QR Code that will take recipients to a website (www.jpeltzphotodesign.com/shfb) announcing the event, keynote speakers, and tease the prize packages.



Finally on April 15th, the formal event poster, final invitations, and social media channels on Instagram, Twitter, Facebook, and YouTube will go live advertising the event. Every week, these will be updated with increasingly detailed information on the event. Total marketing budget will be \$20,000 for the event.

Appendix C.

Crisis Management

Reputation Management

In today's business climate, the process of reputation management is more crucial than ever. With everyone having access to a variety of social media platforms that allow for very little oversight, it is key that communications professionals stay abreast of how their companies' images are faring in the public eye. Today, it is observed that 95% of people 18 to 34 will read local business reviews when searching for goods and services (Wharton School of Business, 2019), and that many potential customers will read ten or more reviews before making a decision to patronize a particular business. Armed with this knowledge, it is crucial for communications professionals to understand how to shape that public opinion, and what steps to take that will maximize the likelihood of that reputation staying positive.

Reputation management primarily begins with whether the business is offering value to their customers, but there are many contributing factors to building that positive image in order to offset any negativity. A solid mission is key, as is a unified branding package that exhibits the company's attitudes and values. This branding extends from company name to logo, to printed materials, and finally to website and social media presence. After these factors are in place, the communications team should actively monitor the business reputation on social media and business review websites. These positive or negative image trends should then be compared with individual customer feedback, and positive customer experiences should be highlighted. If an opportunity presents itself, well-known personalities and influencers should be approached to conduct a review of company goods and services, much akin to getting popular elected officials to endorse candidates for other elected seats.

Negative input or reviews must be tempered with understanding. There will always be customers who have negative experiences that are impossible to salvage, but many customer relationships can be salvaged by providing excellent follow-up service. Complaints from those customers should be listened to and valued as constructive criticism, and an examination of business policies should be conducted to determine if a change is required that would better serve the customer base. Studies show that customers who leave negative feedback often do so simply to elicit an apology from the business. Very few leave feedback in hopes of damaging the business's reputation. Careful monitoring and execution of strategy can often alleviate the effects of negative press, and repair or restore any damage to the company's reputation rapidly.

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