IFoA Social Media Strategy and Analysis
Version 3.0

Contents:

Introduction and background

1. Introduction

In recent years, the IFoA has been executing considerable change across the organisation, culminating in a focus on advancing the profession, growing the actuarial community, getting closer to members, and better meeting their needs.

Among the many tools available to the IFoA for reaching those goals is the use of social media platforms. To date, the Marketing, Communications and Digital (MCD) team have led that work, and while significant progress has been made and notable successes achieved, the IFoA has decided that the time is right to set a clear, executable strategy for social media, in order to better reflect the organisation's overarching commitments to members and to take full advantage of the opportunities offered by social media.

This document defines that strategy and sets out steps and tactics for executing that strategy. Therefore, it contains the following:

- Social media objectives and audience targets, which gives IFoA's Digital Team a decision-making framework for editorially assessing requests made for social media activity and promotion.
- Platform strategy and tactics, in line with industry and marketing best practice, to help the IFoA reach those audiences and meet objectives.
- Identify other opportunities for social media growth and innovation.
- A new workflow for IFoA colleagues, helping colleagues to put audiences in the decision-making process.
- Digestible social media guide for IFoA colleagues.
- Next steps and implementation tactics.

2. Context - why does the IFoA need a social media strategy?

i. Why does any organisation need social media?

The majority of the world's adults are now active social media users. Of the world's 8.0 billion people, 4.7 billion of them are now active social media users, with 75.5% of the world's population who are 13+ active on social platforms[1].

People of most ages and demographics, in most sectors and at all levels, are using social media every day to consume information. The time spent by users is also considerable, with an average of two hours and 19 minutes spent per active user around the world per day. People are not just interested in their friends and families, or celebrities. Over 22.5 percent of people say they use it *primarily* for work purposes, and 30.9 percent report using it primarily to find content.

So, while social media is a busy place, it offers a previously undreamt-of opportunity to reach out to people of all types on a daily basis, with critical information about your organisation and its impact.

Done well and utilised properly, social media posts from an organisation will grab their audiences' attention and offer them useful and relevant content. The most useful content is often shared by people too, furthering the reach of the organisation.

Social media posts from organisations remind people, hopefully daily or weekly, of the value of that organisation. This in turn helps the organisation stay front of mind, current and important for people.

The number of active social media users is also still growing. The global number of active internet users grew by 5.1 percent in the last year. While it is likely that the pace of adoption will slow at some point, the continued growth tells us that consumption of social media content around the world is here to stay and certainly not tailing off.

People from all age groups are now active on social media, yet communication on social platforms is now an expectation from younger audiences. Young adults are growing up with social media as their primary source of self-directed information. As students become partners and CEOs, it's likely that this expectation will continue.

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[1] Data Reportal Jul 2022 https://datareportal.com/reports/digital-2022-july-global-statshot

So, making sure that any organisation's social media activity is meeting the needs of its audiences will set that organisation up to remain relevant to the individuals who are critical to its success into the future.

ii.   The need for social media strategy at the IFoA

For the IFoA social media is already a key pillar of its marketing and communications activity and is one of two digital "push" channels (along with the email) which push information out to members, and which brings people to the IFoA's website and various digital outlets online. The social media coverage extends to five leading platforms - LinkedIn, Facebook, Twitter, Instagram and YouTube - which have a combined 85k followers. The breakdown of followers is shown in the chart below:
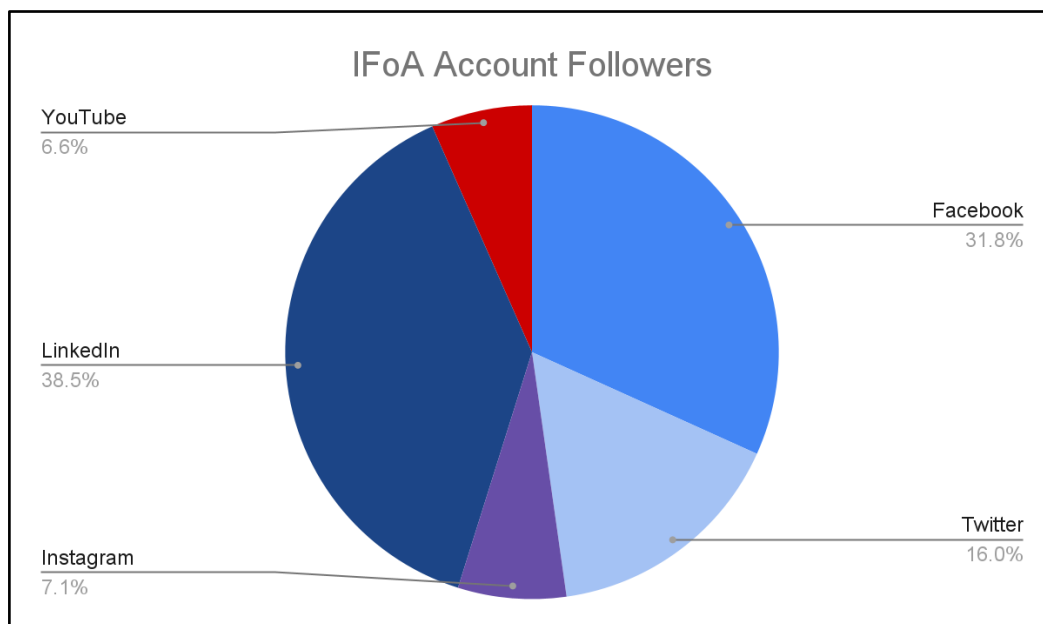
The IFoA has had active social media presences on these key social media platforms for a number of years, promoting digital content, information and events as requested by IFoA colleagues. In turn the IFoA's digital team makes editorial decisions to produce and promote IFoA content, based on industry best practice and previous experience of IFoA content on the social media platforms.

There is a clear and statistical need for these channels. On average around the world people spend more time using their social media accounts on average per day, than they do reading press media (see the graph below[2]).

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[2] According to datareportal.com, Hootsuite, We Are Social and Kepios
https://datareportal.com/reports/digital-2022-october-global-statshot.
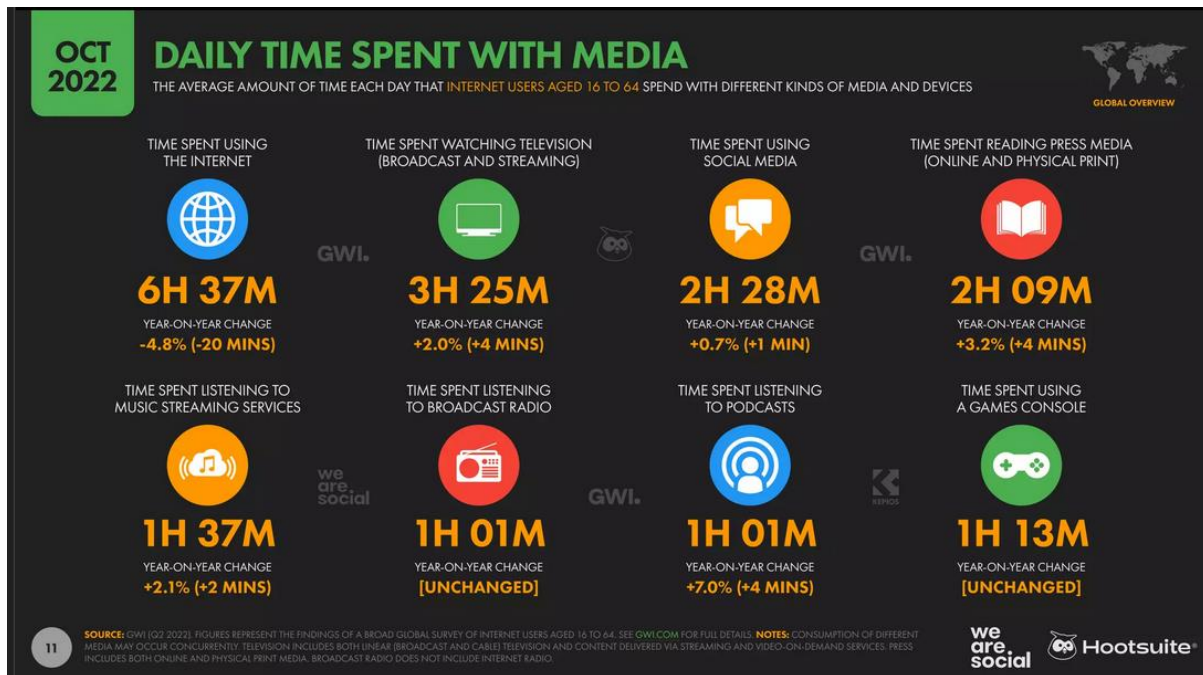
People who are seeking information about, or from the IFoA are highly likely to look on Twitter or LinkedIn for information shared by our accounts. By way of comparison, The Actuary magazine's latest published circulation figures (June 2021) list a circulation of 36,274 per month, and on LinkedIn alone the IFoA's posts were shown over 80,000 times in August 2022.

However, the complexity of the IFoA itself - the variety of teams within it and the desire to give voice to IFoA members too - means that a huge number of competing and sometimes conflicting requests are made to the IFoA's social media team. All IFoA social media platforms are supporting content across a range of diverse areas, from events, to regulation, exams, volunteers, policy, learning and more. This can dilute the effectiveness of the channels, and without a more strategic approach, misses the opportunity to maximise social media. In fact, at the time of writing, there is little uniform guidance for the IFoA and its colleagues about what actually works most effectively for each content area and department, not just on social media but across the different social media platforms and for different types of audiences. This often results in a disjointed approach, where posting becomes unstructured, and information and content is posted to each platform in the same format, with little consideration for audience or effectiveness.

Therefore, strategic social media guidance is appropriate. Further, it should also be considered that if the IFoA does not progress its social media strategy and make full use of platforms available, then there may be an opportunity cost in missing the chance to reach members through these channels, and there may also be a negative impact to reputation.

3. Report methodology

To prepare the strategy contained in this report, and ensure that it is evidenced-based, the following research was carried out:

I. **Quantitative desktop research of IFoA's most and least successful social posts during September – November 2021, with data from the most and least seen posts gathered via Emplifi** (Emplifi is the IFoA's external social media measurement tool)**.** It is important to note that:

   a. Platforms in scope were Facebook, LinkedIn, Instagram, Twitter and to a lesser extent, YouTube. Analysis of Weibo and WeChat was not in brief and therefore not covered in this analysis as they are managed and operated locally by staff in the Markets Development Group. However, we make reference to these platforms further in the document.

   b. Social media platforms measure user activity in different ways. Therefore, the data available across all of the social media platforms is different and so different metrics are highlighted in the report. As we are not directly comparing the success of content on one platform to another platform, the different criteria for assessment are a way of identifying relative success on each individual platform, and so differences across the criteria should not cause issues with insights gained, as we seek to encourage best practice for each social media platform.

   c. For this research we have used organic impressions or reach[3] (as available) as key measurement metrics.

   d. Where impressions are unavailable via Emplifi, interactions[4] have been used as a measure of relative success.

   e. Posts with the highest engagement are usually very similar to ones with the highest impressions, due to how the social media platform algorithms work. Organic impressions or reach are considered a useful measure as they shouldn't be influenced by paid boosting.

II. **Qualitative or editorial assessment of the existing social media content**, to identify visual and editorial themes which could be used to inform future social media content. As with qualitative analysis, Weibo and WeChat were not in scope.

III. **Stakeholder interviews with IFoA colleagues and members**, to gather their needs, understand successes and challenges to date, and create a picture of how colleagues outside the Communications team approach and prepare social media.

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[3] Where impressions are a measure of how many times a post has been delivered, and reach is how many people it's been delivered to.

[4] A measure of how many engagements have been taken by people on each post.

Interviews were conducted with colleagues from Policy, Events, Markets Development Group, Education and Learning, Communities, and Marketing and Communications. The Director of Policy and Public Affairs was also interviewed in this process.

IV. **Review of the IFoA's six priority need.states, its 2020-2024 Strategy paper.**

For the existing activity in points 1 and 2, the following accounts were studied:

Facebook:

Total Follower Number	27,170
Follower Growth Sep-Nov 21	-62
Percentage growth	-0.2%

Twitter

Total Follower Number	13,700
Follower Growth Sep-Nov 21	164
Percentage growth	1.2%

Instagram

Total Follower Number	6,064
Follower Growth Sep-Nov 21	Unknown

LinkedIn

Total Follower Number	32,967
Follower Growth Sep-Nov 21	1093
Percentage growth	3.4%

YouTube

Total Follower Number	5,670
Follower Growth Sep-Nov 21	180
Percentage growth	3.3%

The largest following across the IFoA's accounts is on LinkedIn with roughly 33k followers, where growth of followers was also highest as a percentage taken across Sep - Nov 2021.

4. Purpose of research

The four areas of research outlined above were undertaken in order to provide the following information for this report and its social media strategy:

- High level oversight of where success has been achieved through social media activity by IFoA's accounts, so that the IFoA can continue with practice that is working well, as well as to identify strategic and editorial opportunities for further growth and improvement
- Insights into what has worked less well, to help shape future activity.
- Better understanding of the IFoA's different social media audiences, in order to meet the needs of those people more successfully.
- Better understanding of colleagues' needs and knowledge in terms of sourcing and preparing social media content.
- Support for the wider IFoA team in terms of effectively and efficiently engaging with the social media production and management process.

Findings and culmination of research:

The IFoA Social Media Strategy

1. Social media objectives

The objective of any activity at the IFoA should be to support or deliver against one or more of the organisation's strategic pillars. Social media activity can support a number of focus areas from the 2020-2024 strategy, and in particular, can be an important tool in the drive to improve member experience.

This strategic report provides social media objectives, and granular direction on reaching those objectives so that colleagues have defined parameters to support them in understanding why and how content can or cannot meet those two objectives. The objectives have been devised following analysis of existing social media activity, and the organisation's objectives and aims.

This detailed guidance on objectives will allow the organisation to focus its resources on the most valuable and productive social media activity as defined by this strategy, to ensure the IFoA's social media presence is not a 'free-for-all' that is indecipherable to members.

i. Objective 1: meeting member needs with a need.states approach

The IFoA endeavours to put members at the centre of everything it does, via an extensive member experience programme of work. Therefore, with this approach underpinning all work, the following are crucial to the social media strategy:

- The IFoA's social media activity should support this member focused approach.
- This can be achieved by targeting specific need.states through specific platforms and activity.

This need.state-led approach has the following advantages:

- Supports the IFoA in its move away from 'member journey stage' specific content, to 'member need' focussed content.
- Allows colleagues to focus on the topics and content that matters to members and our audiences.
- Removes the challenge of trying to be all things to all members at all times
- Gives the organisation the comfort that all content shared on social media will be valuable to a considerable proportion of the membership at any one time, rather than trying to use a mass-communication means to reach a small, niche audience.
- Supports the three major strategic organisational objectives in the 2024 Strategy (Reposition the profession; Foster a vibrant global community; Transform the member experience).
- Allows a quality-driven approach in regard to what the IFoA will be putting out, which should allow more development time for those posts which are agreed.
- And will, over time, help teams across the IFoA to understand the social media strategy more clearly so that they can request promotion for content which will be well supported by the social channels.

And the following additional consequence:

- The IFoA will no longer promote every piece of content across the social media portfolio, especially in regard to content which does not meet the stated strategic need.states, and so colleagues will sometimes perhaps be disappointed. However, as stated above, over time, the IFoA's teams will gain a greater understanding of the social media strategy as well as other opportunities to better promote their work.

As the IFoA places members at the heart of everything it does, making the requirement for social posts to clearly meet member need.states appropriate to each social platform (as outlined in this document below), should be the **IFoA's primary social media objective**.

ii.   Objective 2 – engaging third parties and non-members

Social media platforms offer a great opportunity to reach out to members and also to non-members, both of whom make up our existing follower groups, and many more of whom we should be seeking to add as new followers.

In accordance with the organisation's strategic priorities (Reposition the Profession and Foster a vibrant global community) and to address specific need.states such as Proud of the Standard and Springboard Thinker, social media must also address wider, non-member audiences. Reaching outside the membership with social media will raise further awareness and respect for the profession, thereby advancing the work of actuaries and encouraging people from across all walks of life to enter the profession; this in turn can support member acquisition and the IFoA's DEI strategy.

Therefore, the **IFoA's secondary objective for social media** should be reaching and engaging non-member audiences.

iii.   Operational aims and measures to achieve these objectives

In order to meet our objectives, we propose the following activity and corresponding measures of success.

Activity	Meets objective 1? (addressing need.states)	Meets objective 2? (third parties and non-members)	Measure
Provide content that meets member need.states in line with our knowledge of the different audience needs across different platforms, for example: - highlight the scope and opportunities of actuarial work - highlight career development and support - highlight voices from across practice areas and outside of traditional actuarial domains	✓		Increased likes Increased engagement (comments/ shares)

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Activity	Meets objective 1? (addressing need.states)	Meets objective 2? (third parties and non-members)	Measure
- replies to members on social media channels			
Provide a pathway to valuable and timely information, content, support and services for member need.states.	✓		Increased likes and shares
Share IFoA work and content that demonstrates the value and expertise of actuaries	✓	✓	Reach new audiences Increased shares
Share member stories highlighting the role and work of actuaries, from a variety of backgrounds	✓	✓	Reach new audiences (i.e., currently it is male-skewed)
Share IFoA work and content that is designed to address issues and challenges in the world	✓	✓	Reach new audiences Increased likes
Start to reply to members and third parties on social channels and further develop our global voice and reach		✓	Higher levels of engagement
Share and comment on topical issues		✓	Increased replies

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2. Target audiences for the IFoA's social media

i. Audience Priority 1: priority need.states (as of Autumn 2022)

Following the analysis of the IFoA's existing social media activity, interviews with stakeholders, and the consideration of best practice and opportunities for social media, the IFoA's strategy will target audiences who are experiencing at least one of five of the priority need.states (as of Autumn 2022), rather than focussing on member career stage. By doing this, the strategy complements the organisation's member-first and need.state approach.

To support this approach, rationale for addressing each of five priority need.states is outlined in the table below. The table also includes identification of the member journey stage that will be reflected, as identified by 'need.state graphic equaliser' document; this will ensure that the spread of the five need.states covers the range of member journey stages.

A note on the six need.states that have not yet been fully fleshed out or validated for the IFoA as of Autumn 2022: This strategy presents an indication of how social media can be used to reach those need.states, but further analysis will likely be required once those need.states are delivered and start to be fully incorporated into the organisation's activity.

priority need.state	Rationale	Member journey stage
Springboard thinker	Existing content performs well on social media. Meets organisational area of strategic importance: - Diversifying learning through modules and micro credentialisations, including a focus on data science - Broadening membership connections by engaging professionals with shared interests from wider domains - Using our influence for good as we serve the public interest and recognise our role in the global community - Elevating the role actuaries can play as we understand needs in both current and future markets	Associate Fellow Volunteer

Help me move on	Opportunity for content to perform well with Instagram and LinkedIn audiences. Meets organisational area of strategic importance:: - Promoting associateship (and its many opportunities) as an appealing destination of choice to fellowship - Using our influence for good as we serve the public interest and recognise our role in the global community - Elevating the role actuaries can play as we understand needs in both current and future markets	Pre-career Student Associate
Proud of the Standard	Existing content performs well on social media Meets organisational area of strategic importance: - Consistently delivering member value in a rapidly evolving world - Using our influence for good as we serve the public interest and recognise our role in the global community - Emphasising our Royal Chartered status and sustaining the quality and integrity of the profession - Elevating the role actuaries can play as we understand needs in both current and future markets	Fellow Volunteer Retiree CEO/NED
Fact Finder	Content has potential on certain platforms, e.g., Facebook. Meets organisational area of strategic importance: - Making the member experience seamless: accessible support - Consistently delivering member value in a rapidly evolving world	Student Associate Pre-career
Top of my Game	Content has potential to be valuable on certain platforms, e.g., Instagram. Meets organisational area of strategic importance: - Strengthening a member-focused culture among volunteers, members and employees - Emphasising our Royal Chartered status and sustaining the quality and integrity of the profession - Elevating the role actuaries can play as we understand needs in both current and future markets	Student Associate Fellow CEO Volunteer

A note on addressing needs within the need.state 'Nurturing my Network'

We have not suggested prioritising the 'Nurture my Network' need.state for social media because this need.state can be addressed by the IFoA's digital communities, as is reflected in the decision for the digital communities to eventually replace LinkedIn Groups. These communities provide a clear opportunity for actuaries to create and build networks, and further, encouraging networking outside of these digital communities, i.e., on social media, may be counterproductive to their purpose.

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A note on reaching international audiences:
The IFoA is committed to creating a global community and extending its footprint outside the UK, and therefore the social media strategy should play a key part in this. As an overarching principle, the global community should be addressable by using the need.state approach on the existing platforms, and it follows also therefore the Weibo and WeChat platforms should focus their content for need.states.

The tactics and activity outlined later in this document for executing our social media strategy will also consider international audiences and how best to address them. More detailed analysis and guidance can be found in the document 'IFoA Social Media Strategy Intl Audiences'.

ii.   Audience Priority 2: Non-member third parties

In considering the strategic aims of the IFoA, and following our research, it is clear that a secondary audience must be addressed via social media. This may be a case of reflecting the output of third parties, or engaging with them, and further guidance is added on these points in this strategy below.

The broad encompassing term for this priority group is non-members, but by using a similar rationale structure as that used above, we will be focussing on the following groups:

Audience group	Strategic objectives to address by engaging audience	Rationale from stakeholder discovery
Partners that represent future actuaries: schools, universities and employers (Specific list could be created by IFoA to improve focus)	- Promoting associateship (and its many opportunities) as an appealing destination of choice to fellowship - Elevating the role actuaries can play as we understand needs in both current and future markets - Using our influence for good as we serve the public interest and recognise our role in the global community	Meets colleague and business objectives: - Engages partners - Demonstrates our work to our partners - May encourage partners to reshare out content, and therefore reach other audiences - May contribute to creating a more inclusive and diverse professions, meeting DEI objectives Meets member need: - Advances reputation of the profession - Promotes understanding of the profession - Reflects 'Help me move on' and 'Top of my Game'

Policy makers/ government bodies (Specific list could be created)	- Elevating the role actuaries can play as we understand needs in both current and future markets - Emphasising our Royal Chartered status and sustaining the quality and integrity of the profession - Broadening membership connections by engaging professionals with shared interests from wider domains - Using our influence for good as we serve the public interest and recognise our role in the global community	Meets colleague objectives: - Demonstrates our work to key stakeholders - Develops understanding of the skills of the actuaries - May encourage further sharing of content, and therefore reach other audiences Meets member need: - Advances reputation of the profession - Reflects 'Proud of the Standard' and 'Top of my Game'
Relevant professional organisations (Specific list could be created by IFoA to improve focus)	- Elevating the role actuaries can play as we understand needs in both current and future markets - - Broadening membership connections by engaging professionals with shared interests from wider domains	Meets colleague objectives: - Demonstrates our work to key stakeholders - Develops understanding of skills of the actuaries - May encourage further valuable partnerships Meets member need: - Advances reputation of the profession - Promotes understanding of the profession - Reflects 'Proud of the Standard' - May encourage networking outside of the actuarial sphere

3. Reaching the target audiences

i. A platform-specific approach

In line with the approach outlined above, the IFoA will take a more platform specific approach to content across the IFoA's social media accounts.

A platform-specific approach involves carefully choosing specific platforms for certain content, rather than posting all content on all platforms. It is best practice to use social media in this way, carefully creating and posting content according to platform, and our research shows that specific need.states are better serviced by certain platforms, and not supported by others (see platform breakdowns below).

This platform-specific approach means that:

- Each piece of content considered for social media promotion should be assessed according to the need.states which it meets, and then promoted on the appropriate platform/s
- A piece of content may meet more than one need.state, and therefore may also be appropriate for publication on more than one platform.

As well as being best practice, a platform specific approach is advisable because:

- Targeting the need.states and audience types will result in people following on each platform who are more likely to follow and engage with the IFoA's content going forwards. In contrast, continuing to post everything everywhere would mean that people would see IFoA posts which aren't meeting their needs, and which wouldn't perform as well as they might as a result.
- To meet the IFoA's desire for members to feel that they are at the heart of everything the IFoA does, the IFoA needs to display an understanding of what members need when communicating publicly. Therefore, the IFoA's social media channels should strive to meet the differing member need.states across the platforms. This is backed up by data that we can see showing that where social media posts haven't clearly met a need.state, posts performed poorly across the social platforms.

ii.   Matching platforms to IFoA target audiences

This section outlines the audience types and priority need.states that are being reached, and can be reached, for each of the IFoA's social media accounts. This therefore provides the basis for strategic focus for each social media platform.

In terms of the six need.states that are yet to be delivered for the IFoA, this section also proposes which of those can also be addressed by each platform. These suggestions have been created by analysing the information available on these need.states and identifying strategic correlations with the analysis for this project and with social media platforms. However, more research is required on these six need.states to validate these proposals.

The conclusions are based on data drawn from the most successful content published on each platform between Sep-Nov 21, and the IFoA's audience make-up on each platform, as well as widespread evidence-based trends on that platform.

The following table summarises the strategic approach:

Platform	Priority need.state	Non-priority n.s (as of Nov 2022)	Likely to be on the platform...	Non-member audiences	Type of content that works well
LinkedIn	Proud of the Standard Help me Move On Springboard Thinker	Keeping up with the Kafkas Pull up the drawbridge Still got it	Senior leaders	Policy makers Professional organisations Universities	Finances, thought provoking articles, reports, professional development for senior leaders, self-progression, authority of the IFoA
Facebook	Fact Finding Help Me Move On Springboard Thinker	Chasing the money	Individual influencers. Later-career professionals.	Partners that represent future actuaries.	Personal stories such as blog posts, opportunities for personal growth
Twitter	Fact Finding Springboard Thinker	Keeping up with the Kafkas Time for a transfer	Third parties, especially partners, media organisations and journalists Students	Partners that represent future actuaries. Policy makers and government bodies. Relevant professional organisations	Latest information about IFoA activity, Webinar promotion, Climate change.
Insta-gram	Help Me Move On Top of My Game	Give something back	Young audience members, including pre-career, students, and associates	Partners that represent future actuaries.	Strong images and videos, Climate change, Opportunities.

iii. Content and engagement on specific platforms

a. LinkedIn

59% of the IFoA's LinkedIn followers are classified as senior, Director, VP or CXO in their roles. They are mostly in the following sectors: insurance, financial services/accounting/banking and management consulting. With the main job functions being finance and business development.

The UK and India provide the largest geographical interest, with 10% in London (and more across the UK) and at least 10% across India. A small percentage are in the USA.

For the IFoA, we will focus on:

Primary audience on LinkedIn:
Need.states (from priority list): Focus on **Proud of the Standard** - and also Help me Move Forwards and Springboard Thinker.
Further potential need.states: Keeping up with the Kafkas, Pull up the drawbridge, Still got it.
Seniority: **Aimed at senior leaders.**
> Senior actuaries including Fellows, non-practicing and CEO/NEDs, who are interested in what their peers have to say and the latest thinking.
They are progressing their careers and have their own authority and possibly desire to be thought leaders.

Key topics:
Thought leadership.
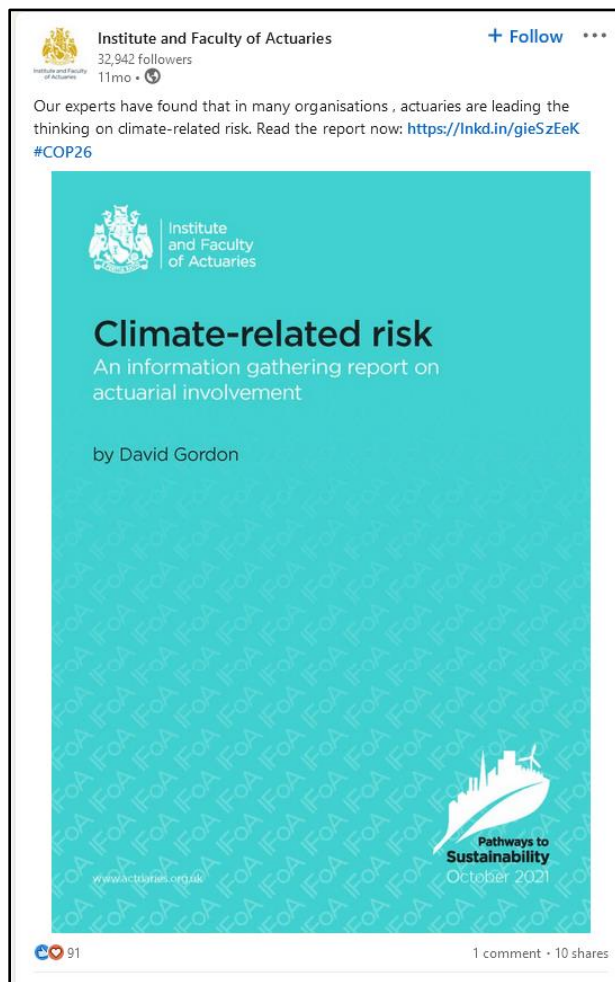Finance.
Self-progression.
Opportunities and updates.
IFoA authority.

Key content types:
Reports.
Text with strong images, especially faces.
Personal stories and opinions - blog posts.

This post provides a good example for LinkedIn, it illustrates that:

● Actuaries are leading the way and providing thought leadership, which speaks to people who are Proud Of The Standard.
● It provides more information in the form of a link to a report.
● It grabs attention with this portrait report cover. Although the image itself isn't exciting, it will have stood out in peoples' feeds on LinkedIn with its block of colour and clear messaging regarding the contents.
● It is short, clear and to the point so that people interested in this subject are likely to understand that it's of interest to them quickly.

What doesn't work on LinkedIn - topics:
Posts which don't meet any of the need.states.

What doesn't work on LinkedIn - content types:
Videos without paid boosting.
Posts without clear context or generic promotion such as "talks about their experiences" without saying what they are specifically.

b. Facebook

IFoA Facebook fans skew male, with roughly twice as many men following the page compared to women. Fans are quite young, with the largest age groups between 25-34, 35-44 and 16-24. A small minority of followers are over 44.

The main body of the IFoA's fans and those reached on Facebook are almost certainly not very senior in their actuarial careers, partly due to the demographic information above, and partly down to the less professional nature of Facebook itself.

For the IFoA, we will focus on the following:

Primary audience on Facebook:
Need.states (from priority list): Focus on **Fact Finding** - and also Help Me Move Forwards and Springboard Thinker.
Further potential need.states: Chasing the money
Seniority: Aimed at those in their **mid-career.**
> Associates who have moved on from the heads-down phase of studying and early careers, these individuals want to know about the opportunities of their chosen career and are seeking to gain confidence in moving forwards.

Key topics:
Personal stories as blog posts.
Opportunities for growth.

Key content types:
Strong images, especially ones of people.
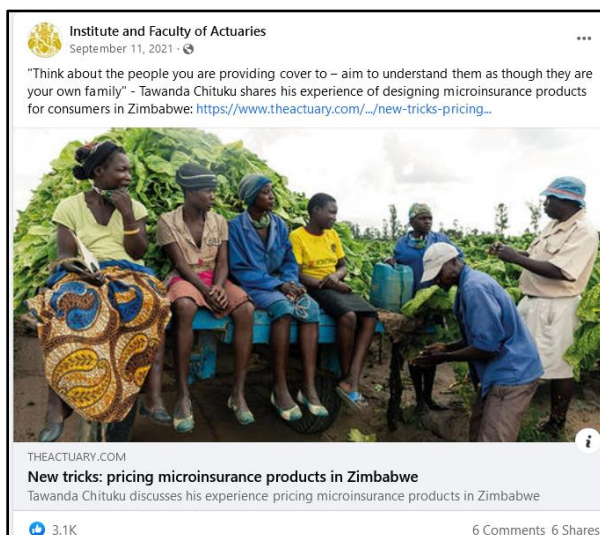
This post provides a good example for Facebook, it illustrates that:
- It clearly offers a view from a person.
- It uses an image of people.
- It offers further information via a link.
- It is clear and scannable so people who might be interested will easily spot that it's relevant to them.

What doesn't or didn't work on Facebook for the IFoA - topics:
Event promotion where the call to action is buried at the end of the video.
Climate change.
Promotion of The Actuary Magazine.
Posts that clearly did not meet the need.states.

What doesn't or didn't work on Facebook for the IFoA - content types:
Videos.

c. Twitter

Twitter no longer makes data about its users publicly available. We therefore can't access any follower or demographic data and so insights about who is reached on Twitter by the IFoA cannot be gained without carrying out bespoke user research. However, we can see that those engaged with IFoA tweets are internationally located and that a number of actuarial associations around the world follow and share posts by the account.

Twitter is, however, a platform which is commonly used for professional activity by individuals and organisations. Used strategically, it can be a powerful platform for reaching out to new audiences due to the ease of sharing posts by other accounts. However, more than any other platform it is often accused of creating echo chambers where accounts are only really engaging with their own champions, and so strategic use of the platform is advisable to achieve return on investment which meets real business needs.

As Twitter is such a natural home for collaboration with partner organisations, and many people use it to access news and information about a wide range of topics, it makes sense for the IFoA that Twitter activity can be a major focus for reaching the third-party audiences.

Twitter is the only platform to have two audiences in our strategy. This is because a wider range of people use Twitter, because more content can be posted, and people don't mind up to five posts per day being published by one account.

Primary audience on Twitter:
Need.states (from priority list): **Focus on Fact Finding and Springboard Thinker**
Further potential need.states: Keeping up with the Kafkas, Time for a transfer
Seniority: **all including students**
> People across their careers who are interested in topical issues for the actuary profession, including the changing nature of concerns for actuaries such as climate change and also students.

Secondary audience on Twitter:
Third parties - specifically, media organisations, partners that represent future actuaries such as universities and employers, and other relevant organisations.
> Aiming to offer information to organisations with an interest in the IFoA and the actuarial professions, as well as reflecting activity between the IFoA and partners.
> Aiming to connect with and to raise the profile of the IFoA within the media
> It should be noted that nearly all of the top performing posts were cross promoted by The Actuary Magazine on Twitter, and so seeking retweets by that account is sensible for all key tweets.

Key topics and formats:

Latest information about IFoA activity.
Webinar promotion.
Climate change.

Key content types:
Videos.

This post provides a good example for Twitter, it illustrates that:
● The content will be of interest to those concerned with climate change issues.
● There is more information and a webinar event for those interested.
● An attention grabbing and clear image helps to convey the message.

What doesn't or didn't work on Twitter for the IFoA - topics:
Geographically specific events.
Content where the need.state was unclear.

What doesn't or didn't work on Twitter for the IFoA - content types:
Posts with generic and poor images.
Lack of context and/or depth of information.

d. Instagram

Of the IFoA's 6,000 followers on Instagram, the largest followings from around the world are by people in India (roughly 25% of followers) and the UK (roughly 8% of followers).

Roughly half of the followers are male and aged between 18-34. One third are women in the same age group. This makes them a younger audience than on Facebook, for example, with very few followers on Instagram aged over 45.

Instagram is rarely used by people as a breaking news source, but it is a platform filled with strong images and aspirational content. Chiming with this, Fact Finding is

not the main driver of audience need for the IFoA on Instagram. With a mix of content types performing most successfully and a limited amount of content published, the Help Me Move Forwards and Top of Game need.states are likely to be well met on Instagram, as it seems that the audience here are thinking about career development.

Primary audience on Instagram:
Need.states (from priority list): **Help Me Move Forwards and Top of My Game.**
Future potential need.states: Give something back
> Young audience members, including **pre-career students, students and associates**, who are at the start of their professional journeys and thinking about career development.

Key topics:
There are few Instagram posts at present (Autumn 2022), so it is too early to limit topics., However, the following topics were evident in the highest performing posts:
Climate change.
Opportunities.

Key content types:
Strong, square images and videos, especially featuring faces.

This post provides a good example for Instagram, it illustrates that:
● There is a course helping people to develop a growth mindset, an opportunity which speaks to those interested in Help Me Move Forwards.
● It visually features a face and has a clear, attention-grabbing design.
● It also features scannable, clear information and a link for signing up for the course so it will be easy for people who might be interested to spot that there's useful and relevant information here for them.

What doesn't or didn't work on Instagram - topics:
Promotion of The Actuary Magazine, possibly because it's been done in a generalised way rather than pulling out a specific and attention-grabbing story.

What doesn't or didn't work on Instagram - content types:
Slow moving video.
Stock images.

e. YouTube

As YouTube doesn't currently constitute a key element of the IFoA's social media activity, deep analysis of the YouTube audience has not been carried out for this strategy. Recommendations for YouTube are made in the separate IFoA Digital Broadcasting document. These include potential new steps around exploring opportunities for the IFoA on YouTube.

iv. Guidance on reaching our international audiences

Although there are vast differences between the amount of social media usage around the world, many of the areas where usage is lowest are those that have strong IFoA interest on social platforms (e.g., Eastern Africa and Southern Asia); this means that social media activity presents a great route for the IFoA to communicate not only with those in Westernised nations, but also in developing nations.

It must be noted that most of the social media platforms which are most used in the West are banned in China, including Facebook, Instagram, LinkedIn and Twitter. Because of this, there are no reliable figures available for users in China on these platforms.

While none of these platforms are banned in India, it should be noted that TikTok is currently banned in India and within the last year there has been press speculation about the possibility of further platforms being banned.

When analysing the IFoA's social media accounts, we can see from the graph below that its existing followers are primarily in India and the UK, with followings from the other key markets varying across the different platforms.

Existing IFoA SM Followers In Key Markets
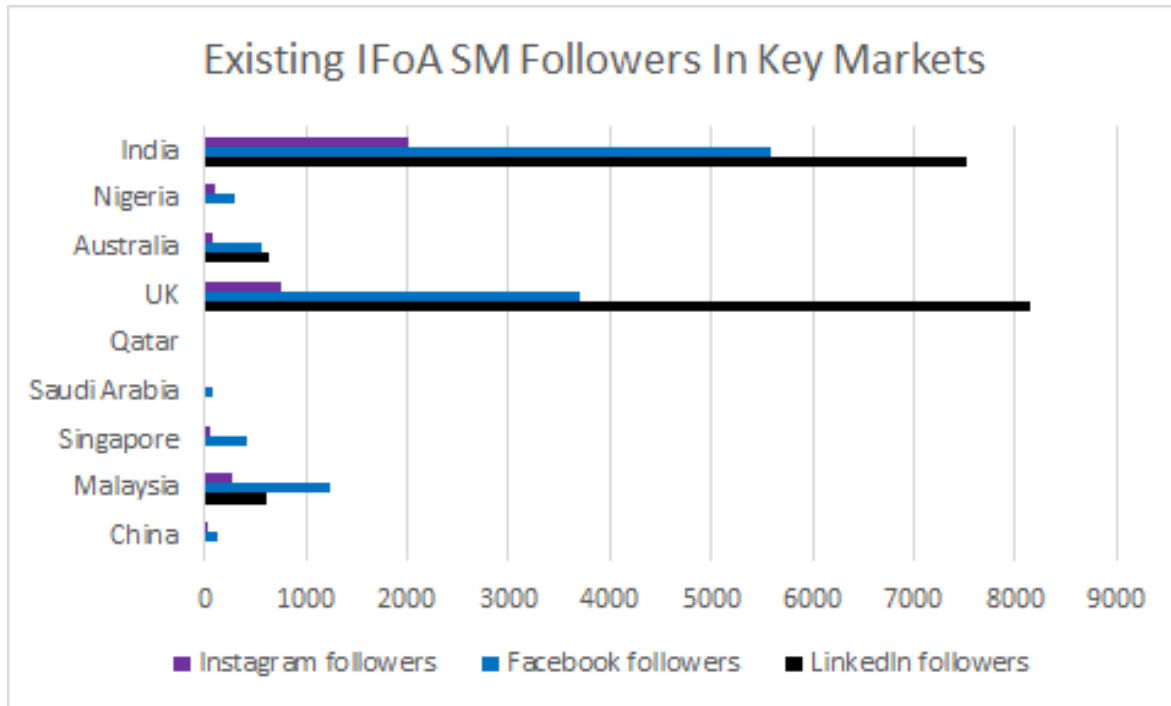
The accompanying strategic document (IFoA Social Media Strategy Intl Audiences) provides analysis of the social media activity in these countries as well as strategic recommendations for engaging and growing audiences in key markets. However, at a high level, the following tactics should be applied when seeking to acquire followers in international markets:

I.   **Translating key posts into other languages** to target non-English speakers if skills are available to do so. Although the vast majority of people following IFoA accounts do speak English and there is a significant proportion of UK members working overseas, translating into local languages when wanting to reach out to non-English speaking populations may nonetheless be sensible. These posts could also be geo-targeted so that non-English speakers don't see them, as outlined below.

II. **Use Facebook and LinkedIn's targeting options for organic posts.** Where a post which is primarily relevant within a geographic region is being published, consider showing it only to people within that region using targeting options. This will prevent people who won't be interested from being shown the post, helping to increase their sense of relevancy in regards IFoA posts, and also potentially helping the post perform better as those shown it are likely to be more engaged with it. This could be tested in the first instance, as feedback suggests some members DO like to know what is happening in other countries.

III. **Use geographical options when targeting with paid boosting** across all of the social media platforms; targeting should be considered for key posts with regional relevancy. Please see recommendations in this document above for each of the key markets.

IV. **Consider regional and wider demographic research** to offer insights into the topics that resonate with members the most.

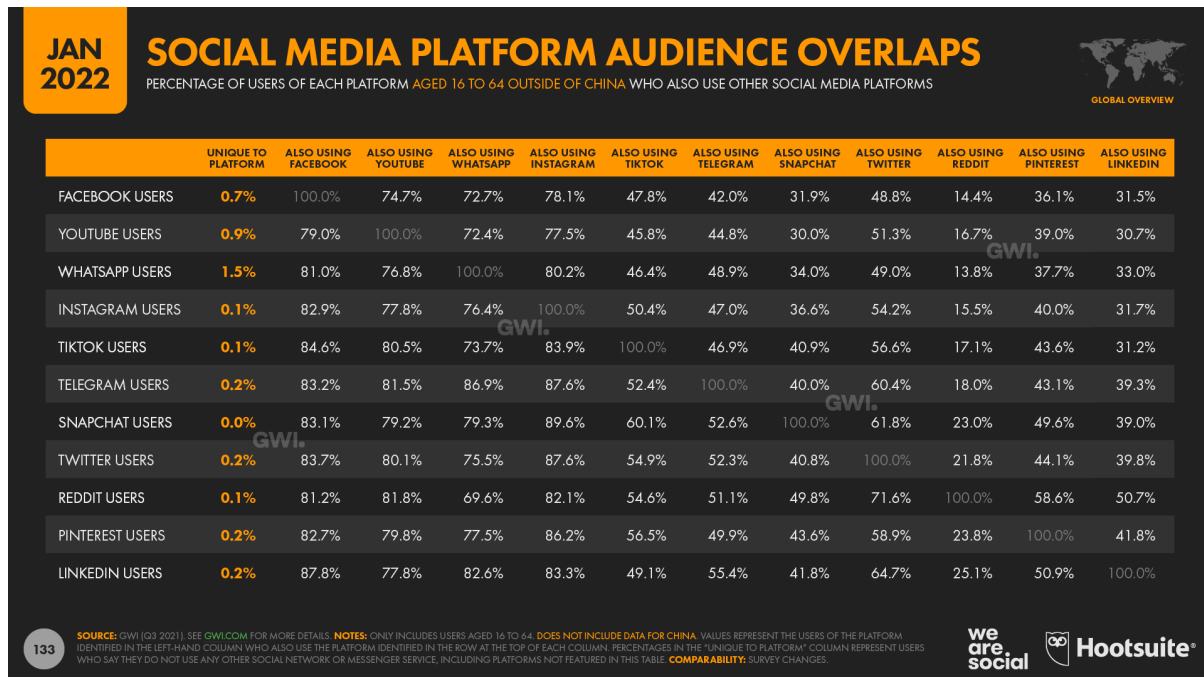# 4. Potential use of other social media platforms

While it may seem that other platforms offer different opportunities, it should be remembered that other platforms often require considerable additional resources. This is particularly true of platforms which appeal most successfully to young people, such as TikTok, which offers only portrait video and specialises in highly entertaining or engaging videos which are very different in style from the ones currently being created by the IFoA.

Any considerations around starting additional social media platforms for the IFoA should be taken very seriously because:

- As stated above and elsewhere in this document, the opportunities presented to further capitalise on the existing social portfolio, including YouTube, are very far from being exhausted. By following the strategy laid out in this document, the IFoA should initially aim to maximise opportunities on its existing platforms rather than spread itself more thinly on further platforms.
- Additional resources would almost certainly be required and in the case of some platforms, such as TikTok, this may be a considerable increase in required resources.
- Platforms which are most popular with younger users, such as SnapChat and TikTok, require creative editorial approaches rather than straightforward content sharing and that's because data tells us that the majority of people on TikTok for example, are using it to watch entertaining videos. Peoples' motivations when using these different platforms vary widely, and these must be taken into consideration when formulating future strategic approaches to social media for the IFoA. Content currently being produced for the IFoA will not easily adjust for successful use on such platforms. But it should be remembered when making future plans for other platforms, that paid adverts can be a route to successfully reaching people whilst not having to commit to large amounts of content requiring high levels of production resources.
- And critically, data now tells us that on average people have seven different social media accounts. What this means for business accounts is that brands and organisations don't need to have accounts on all platforms, because people are using so many different platforms. The following graph[5] shows for example, that 84.6% of TikTok users can be found on Facebook, and that only 0.1% of TikTok users are unique to that platform.

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[5] From datareportal.com, Hootsuite, We Are Social and Kepios.

oomph

SOCIAL MEDIA PLATFORM AUDIENCE OVERLAPS

JAN 2022

PERCENTAGE OF USERS OF EACH PLATFORM AGED 16 TO 64 OUTSIDE OF CHINA WHO ALSO USE OTHER SOCIAL MEDIA PLATFORMS

GLOBAL OVERVIEW

	UNIQUE TO PLATFORM	ALSO USING FACEBOOK	ALSO USING YOUTUBE	ALSO USING WHATSAPP	ALSO USING INSTAGRAM	ALSO USING TIKTOK	ALSO USING TELEGRAM	ALSO USING SNAPCHAT	ALSO USING TWITTER	ALSO USING REDDIT	ALSO USING PINTEREST	ALSO USING LINKEDIN
FACEBOOK USERS	0.7%	100.0%	74.7%	72.7%	78.1%	47.8%	42.0%	31.9%	48.8%	14.4%	36.1%	31.5%
YOUTUBE USERS	0.9%	79.0%	100.0%	72.4%	77.5%	45.8%	44.8%	30.0%	51.3%	16.7%	39.0%	30.7%
WHATSAPP USERS	1.5%	81.0%	76.8%	100.0%	80.2%	46.4%	48.9%	34.0%	49.0%	13.8%	37.7%	33.0%
INSTAGRAM USERS	0.1%	82.9%	77.8%	76.4%	100.0%	50.4%	47.0%	36.6%	54.2%	15.5%	40.0%	31.7%
TIKTOK USERS	0.1%	84.6%	80.5%	73.7%	83.9%	100.0%	46.9%	40.9%	56.6%	17.1%	43.6%	31.2%
TELEGRAM USERS	0.2%	83.2%	81.5%	86.9%	87.6%	52.4%	100.0%	40.0%	60.4%	18.0%	43.1%	39.3%
SNAPCHAT USERS	0.0%	83.1%	79.2%	79.3%	89.6%	60.1%	52.6%	100.0%	61.8%	23.0%	49.6%	39.0%
TWITTER USERS	0.2%	83.7%	80.1%	75.5%	87.6%	54.9%	52.3%	40.8%	100.0%	21.8%	44.1%	39.8%
REDDIT USERS	0.1%	81.2%	81.8%	69.6%	82.1%	54.6%	51.1%	49.8%	71.6%	100.0%	58.6%	50.7%
PINTEREST USERS	0.2%	82.7%	79.8%	77.5%	86.2%	56.5%	49.9%	43.6%	58.9%	23.8%	100.0%	41.8%
LINKEDIN USERS	0.2%	87.8%	77.8%	82.6%	83.3%	49.1%	55.4%	41.8%	64.7%	25.1%	50.9%	100.0%

SOURCE: GWI (Q3 2021). SEE GWI.COM FOR MORE DETAILS. NOTES: ONLY INCLUDES USERS AGED 16 TO 64. DOES NOT INCLUDE DATA FOR CHINA. VALUES REPRESENT THE USERS OF THE PLATFORM IDENTIFIED IN THE LEFT-HAND COLUMN WHO ALSO USE THE PLATFORM IDENTIFIED IN THE ROW AT THE TOP OF EACH COLUMN. PERCENTAGES IN THE "UNIQUE TO PLATFORM" COLUMN REPRESENT USERS WHO SAY THEY DO NOT USE ANY OTHER SOCIAL NETWORK OR MESSENGER SERVICE, INCLUDING PLATFORMS NOT FEATURED IN THIS TABLE. COMPARABILITY: SURVEY CHANGES.

we are social · Hootsuite

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5. Reaching audiences by putting the 'social' into social media

The IFoA social media accounts are currently used in a largely 'broadcast' fashion, meaning that they do not engage with other accounts. There are two compelling opportunities for the IFoA in this area which are worth considering:

- Taking part in public debates and discussions of topical issues relating to the actuarial profession (and being seen doing it).
- Replying to people who leave replies and comments for the IFoA across the social media portfolio.

i. Taking part in public debates and discussions

Many of the colleagues that were interviewed for this strategy expressed a desire for the IFoA to be more engaged in public debate and for the IFoA to be seen to be more engaged. Acknowledging other voices within the industry via social media would not only show the IFoA to be an active voice within the wider profession, but it would also display the IFoA's key position within it.

The best way to do this is for the IFoA to share posts or content published by other organisations, along with a comment laying out the IFoA's comment or position on the matter.

The IFoA could also share its own published content, where relevant, in response to hot topics or news stories, for example: https://www.actuaries.org.uk/news-and-insights/media-centre/media-releases-and-statements/many-savers-still-not-accessing-advice-seven-years-after-pension-freedoms

This approach would mean that the IFoA would not get drawn into debates and replies, which would be time consuming and often not very visible to others. Rather, the IFoA would be reflecting on topical issues without need for further debate.

However, the IFoA social media team would need the following support to be able to enter into this sort of activity:

- Additional human resources
- Development of a new workflow which would enable this to happen, detailing
    - How senior IFoA leaders would engage with this process in regard to workflow and timeliness, considering that some news becomes old on Twitter in particular within 24 hours.
    - Potentially a list of organisations to listen to, such as regulators and the IFoA presidential team for example
    - A "lines to take" document.

ii. Using social media to reply to members and to enhance member services

While social media activity is an excellent way of getting key business messages out, in a one-way fashion, it excels at developing stronger relationships with people via conversation which can build positive experiences.

Responding to people often makes for a more engaged community all round, so accounts which are responsive often have a more engaged following, which is visible when people look at social media accounts.

Currently the IFoA doesn't reply to people on social channels, and this can create a disappointing experience and a negative impression of the IFoA, especially considering:

- Reputation risk. The IFoA's social media channels regularly receive questions and comments from people, and those users would expect a response.
- The IFoA is active on social channels, and so may seem to people that their comments are being ignored rather than not seen at all.
- Some people, especially younger people, simply expect service via social media.

- If the IFoA becomes more engaged in regard to sharing content from other people (as suggested above), individuals who aren't responded to may end up being even more confused.
- The visible nature of social media activity, where other people can see the lack of responses.

As the IFoA wants members to be at the heart of everything it does and is keen to reach out to third parties too, it follows that responding to people who take time to ask questions or make comments online, should be of strategic importance.

a. Dealing with activity by bad actors

There is an additional challenge for the IFoA, in that over time, some individuals have become particularly disgruntled at being ignored by the IFoA on social channels and now leave pointed and involved comments. While disruptive behaviour has been minimised on most of the social platforms by use of each platform's moderation functionality, this is not the case on LinkedIn where this behaviour is now happening on the majority of posts to such a degree that it is almost certainly putting other people who might comment off.

While it is possible to delete peoples' comments which have been published on IFoA's LinkedIn posts, it isn't advisable to simply delete commentary as the individual in question is likely to retaliate immediately.

The strategy below outlines an approaches for engaging with people on LinkedIn who are not acting in good faith:

I. Record activity which is not being posted in good faith

As outlined above, a small number of individuals who are believed not to be IFoA members any longer, are posting a considerable number of highly negative comments on a very regular basis on the IFoA's LinkedIn posts. While LinkedIn functionality doesn't permit muting these individuals, it is vital that as an organisation we start to understand the scale and impact of this activity and take strides towards reducing or even preventing it.
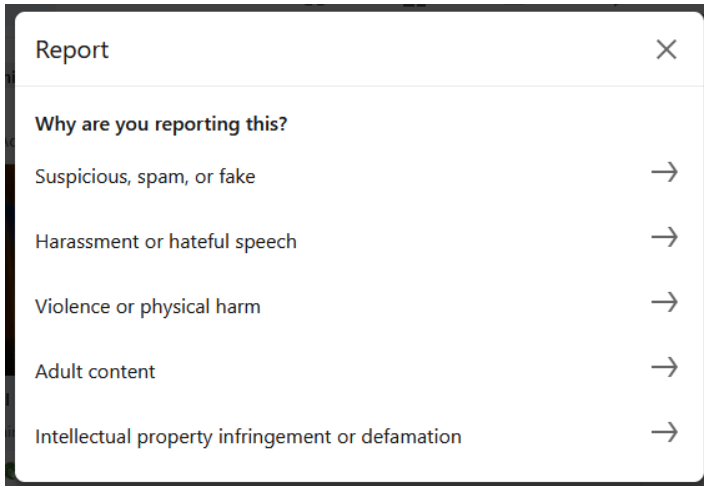
The first course of action should be to start recording such activity for the IFoA's reference. This can be done simply in a spreadsheet, recording dates and links of posts (whilst ensuring GDPR compliance, there should be no need to record any personal data).

Assessing this record over time will allow us to see whether it continues to increase, or whether the actions below help to decrease it. If the former occurs, further courses of action can be considered.

II.   Report activity which breaks platform rules

Posts which break LinkedIn's rules should be reported to the platform under the following categories, probably with a focus on:
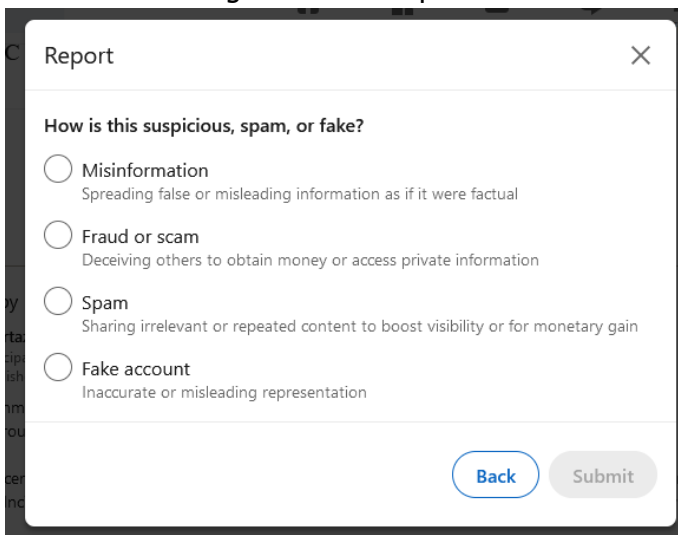- Spam
- Hateful speech
- Defamation

With further categorisation for spam as follows:
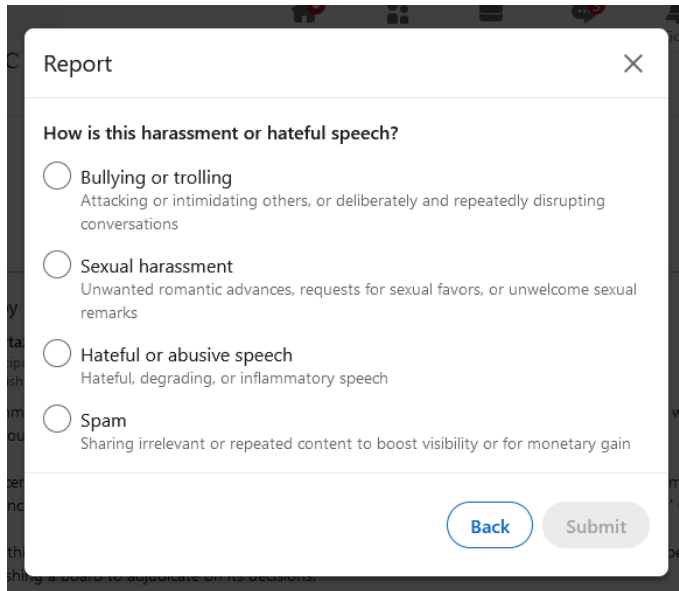
With further categorisation for hateful speech as follows:
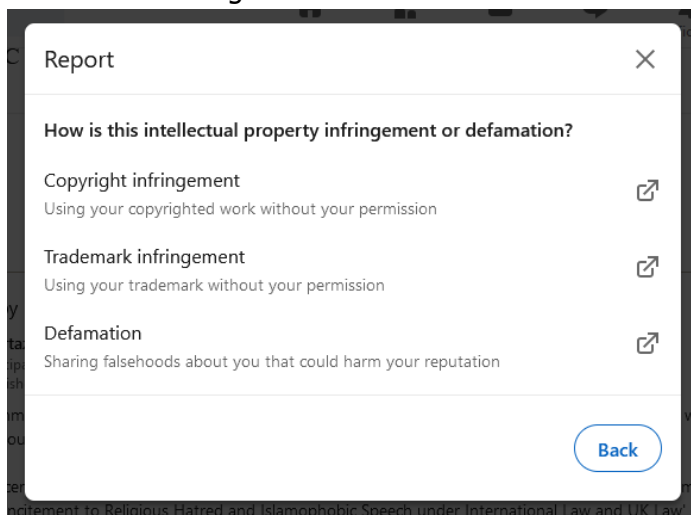
With further categorisation for defamation as follows:

For example, the following post should be reported for defamation if elements of the claim are untrue:

> Jeremy, why not just focus on getting the house in order before branching out wider?
> The IFOA have made a pigs ear of the MRA and got done for race discrimination, despite withholding lots of evidence in court.
>
> It was their global ambitions in India that landed them in this excrement in the first place.
>
> Most people do not trust Actuaries given the bad press. The IFOA would be better off getting their house in order before trying to run.

When comments are reported this can be recorded in the spreadsheet mentioned above. Over time, an assessment can be made as to whether reported comments are being removed by LinkedIn.

If reports on such comments are upheld, they will be removed, and activity will start to be cleared up.

III. Publish a Communications Statement

While there is already an IFoA statement covering "Social media terms and conditions of engagement" on the IFoA's website, it is rather long and could be strengthened to cover recent developments.

An accessible Communications Statement should be published at the top of the above statement which outlines the organisation's values in regard to public communication and its expectations for communication by everyone across the social media accounts. While this addition would need specific development, it may include, for example, wording similar to the following:

"The IFoA welcomes communication about our projects and activities. We will attempt to provide responses to questions and comments as appropriate, which have been made in good faith.

We ask for your comments across our social media platforms and our own website to be respectful, appropriate and mindful of the individuals who work with or for us.

We ask that comments are not rude, offensive or illegal. It is an offence for a person to use threatening, abusive or insulting words or behaviour that causes, or is likely to cause, another person harassment, alarm or distress*.

If rude, offensive or illegal online comments are directed at our organisation or individuals working with or for us, the IFoA and its representatives will not engage with these comments. We may report them to the platform, if they break that platform's rules, or to the police if they break the law.

The IFoA and its representatives will not directly engage with posts which:

- *Are abusive, offensive, threatening, disruptive or highly inappropriate.*
- *Contain someone else's personal information.*
- *Are illegal, suggest or glamorise illegal activity.*
- *Relate to cases which are in the process of litigation.*
- *Are irrelevant to the topic at hand or which constitute spam under the specific platform's rules.*
- *Are defamatory (damaging to someone else's reputation of the reputation of an organisation or company).*

- *Are in contempt of court (anything that could affect the outcome of a court case).*
- *Infringe anyone's rights (including privacy rights).*
- *Put children at risk.*
- *Are posted for your financial gain (advertising, sponsorship etc.).*
- *Are off topic where there is a specific topic. This includes commenting for the purpose of derailing the conversation with the intention of discussing another topic.*
- *Don't comply with the local site's own rules or guidelines.*

*Under the Public Order Act 1986 for the UK."

Adding a Communication Statement of this nature would set out the IFoA's position very clearly.

How to use the Communications Statement:

Once an accessible Communications Statement has been internally agreed and publicly added to the website, it can be referred to in situations where bad faith actors are posting disruptive commentary. The statement can be posted within a standalone comment on LinkedIn and doesn't necessarily have to be a direct reply to a specific comment. It should be contextualised with brief text such as "We would like to draw attention to our Communications Statement, which is found here…"

The purpose of the Communications Statement is to provide:

- Visibility that the IFoA is aware of the disrupted conversation, rather than not making any comment because nobody at the IFoA is reading the replies.
- A reason for the IFoA not making further comment in some situations, further comment about the specific reason for not engaging could be offered in the text accompanying the link if desirable and appropriate.
- Reassurance for those acting in good faith that the IFoA doesn't operate different standards for different people, replying to one person but not another.
- And information about the framework in which the IFoA operates.

IV. If reporting comments which break the rules doesn't have a considerable impact, further actions can be considered such as communication with LinkedIn via one of the following options:

- LinkedIn's Customer Service.
- LinkedIn's Contact Us.
- Going through the IFoA team member who is placing paid adverts on LinkedIn, as they will often find individual members of LinkedIn staff have reached out to them.

b. Responding to people who are commenting and asking questions in good faith

While responding to those acting in good faith will have resource implications and the IFoA social media team would need the following support to be able to enter into this sort of activity:

I. Additional human resources, which may be within the social media team or may be provided by a social media management company.
II. A "typical responses" document.
III. An agreed timeframe which should be aimed and stated publicly e.g. "The IFoA aims to reply within one working day", where the number of days is to be confirmed. One day may be ambitious, whereas two days may be seen as very slow in the fast-moving social media world.
IV. Considerations around documentation and escalation protocols.
V. Collaboration with the IFoA's Member Services team on the above points, as appropriate. A potential workflow for their involvement might see the social media team alerting the Members Services team to specific comments.

It should be noted that while social media provides an opportunity for members themselves to discuss topics publicly, and that may seem attractive to the IFoA, there are other avenues available for intra-member discussions, which may in the short term be more suitable while the factors outlined above are addressed. In particular, these discussions can be held in the IFoA's digital communities, where members will have a 'safe space' to create and respond to debate.

6. Reaching and growing audiences through staff and member interaction

An important and effective way to grow the IFoA's social media presence is with increased engagement from staff and those members that are already engaged or who could be more engaged. Training is advisable, but the following tactics can be used as a starting point.

i. Staff engagement with social media

All colleagues should be encouraged to interact with social media posts, which may require:

a. Guidance - so that staff feel comfortable and know the parameters of engagement (including where the IFoA asks representatives *not* to take part in conversations)
b. Training - so that all staff maximise the opportunities available on social media
c. Internal comms - staff being proactively asked to like and share specific posts
d. Use of LinkedIn's 'notify staff' functionality

e. Executive leadership training - so that those with most influence can use their reach effectively, not least to reach out to policy makers

ii. Member engagement with social media

For members, the best and easiest route for encouraging engagement is by proactively approaching members who could be ambassadors for the IFoA on its social media accounts.

Members who are ambassadors could be given guidance and training for helping to grow the accounts.

There are three potential approaches for attracting ambassadors:

a. Give all members the opportunity to be social media ambassadors, inviting them via emails or digital communities
b. Analyse current social media activity to identify the members who are already the most active and appropriate, and personally invite them to be ambassadors
c. Ask colleagues for suggestions of members who may be open to being ambassadors

7. Reaching audiences with paid social media

This strategy has highlighted a number of specific opportunities for paid social media, specifically to:

- Boost videos on LinkedIn as videos without boosting perform poorly.
- To use paid promotion for critical messaging. Facebook posts which received paid promotion regularly received the highest organic success, indicating that there may be a connection within Facebook's algorithm i.e., posts with paid boosting perform more highly all-round.
- Use paid promotion for audience acquisition in key markets where existing follower numbers are low. Specifically in: Singapore, Nigeria, Australia, Qatar, Saudi Arabia and Malaysia. Please see more detail in the document 'IFoA Social Media Strategy Intl Audiences'.
- Consider using paid social for the Chinese market if maintaining regular posting on WeChat and Weibo requires too many ongoing resources.

Further to these recommendations, as with organic social media, it is vital to understand the goals of paid social, and the value of those goals. Employing a 'test and learn' approach is sensible to ensure value for money, as on the one hand paid social media can spend a lot of money for not much return if utilised poorly, while used strategically it can achieve successful marketing for relatively small amounts of money. Utilising A/B testing can be one approach to find out which versions of paid promotions provide best value for money. Alternatively, spending little and often until a clearer understanding of success is achieved can be an effective approach to achieving value for money.

As with organic social media, strong creative is essential to succeed with messages cutting through. Engaging visuals, good and accessible copy and a clear call to action are vital for the most effective use of paid social. Previous successes in both paid and organic should inform how best to develop content for paid IFoA campaigns. The guidance contained earlier in this strategy can be used for deciding the best platforms to use for different audiences and need.states via paid social.

The main power of paid social is that the targeting tools of the different platforms can help your posts reach out to specific people, or your target audiences. Ensuring that the messages you post will be of interest to the people you target is essential to achieving value for money, as the more work the social platforms have to do to reach interested people on your behalf, the more your paid promotion will cost.

If multi-platform marketing is being employed, consistency across platforms is important. For example, if you are promoting an event via paid social and newsletter outreach, both the paid ads and emails should use similar copy and assets, because inconsistent marketing materials can be confusing and put users off rather than attract them.

Paid social media can be particularly effective in certain areas:

- Brand awareness via reach and impressions - Paid social media is very effective at providing high reach and impression figures, increasing brand awareness.
- Acquisition, or building follower numbers - Using paid advertising on social media to build audiences is a sensible strategy as it can specifically reach out beyond existing followers, which is much harder for organic social posts to do. Targeting people via interests and other accounts which they may follow is a good way to reach out to high quality targets.
- Geotargeting to reach out to key markets - Paid social media can be particularly useful for geographical targeting and reaching out to people in key international markets.
- Demographic targeting - Paid social provides an effective route to reach out to specific types of people, so if building audience numbers of brand awareness within certain demographics is a business goal, this can be supported by a paid campaign and strong creative.
- Helping key business messages reach target audiences.
- Retargeting people - People who have already engaged with your previous promotions are sometimes more likely to be interested in your future promotions. Using social media platform's retargeting features can allow you to target such people.

Recommended approach for paid social:

a. Set the goals of the campaign e.g., to support a specific message, to reach a specific audience, or to promote a specific event for example.
b. Develop the creative or support an organic post. Developing more than one creative will permit A/B testing.
c. Ensure the relevant tracking is in place between the social media platform and the IFoA's website if the promotion invites people to click through to the IFoA website.
d. Ensure clear time frames.
e. Agree on a maximum budget.
f. Agree on the audience targeting for the promotion.
g. Run the promotion and ensure a watchful eye on the value for money being achieved. Promotion might start off with an A/B testing phase which then selects the final post/s to promote, or an individual may simply watch the cost efficiency of the posts being promoted over the first few days of the campaign, and then adjust what's being promoted in agreement with the wider team.
h. After the promotion has finished, a wash up can help to identify successes.

In order to create a comprehensive paid social media strategy, further analysis of the IFoA's requirements and activity to date would be required. However, the IFoA would be able to carry out some initial 'test and learn' work by using the tactic suggested in this document for specific platforms and content.

A note on researching paid social by competitors

On some social media platforms, it's possible to see adverts placed by other accounts, including competitors. This can offer inspiration and wider context about the paid promotion landscape, which is often hard to see due to the highly targeted nature of the activity.

The following can be highly informative:

- Facebook's Ad Library which also offers information about Instagram ads.
- On LinkedIn go to a relevant business page and check their "posts" and "ads" to load their most recent paid promotions, such as post below for HMRC on LinkedIn.

Strategy implementation and next steps

1. Implementation

i.   Getting started

It can be daunting to implement a new strategy, and to know where to start. However, the following next steps would be good starting blocks:

1. Application of platform-specific need.state focus to posts and content
2. Application of editorial and production guidance to social media posts
3. Creation of platform-led content calendar focussed on addressing need.states
4. Sharing of new social media publishing process for colleagues (see proposal below), to include new form for colleagues to complete (prepared and supplied by oomph)
5. Sharing of digestible social media guide with colleagues (prepared and supplied)
6. Sharing of guidance for colleagues and members on interacting with social media
7. Training with colleagues and members where required
8. Creation of documents to underpin an agreed approach to dealing with highly negative and intentionally disruptive commentary on the IFoA's LinkedIn page

ii.   Social media publishing process

In order to give social media a specific focus, and ensure that key objectives are achieved, it would be beneficial to initiate a new publishing process for IFoA colleagues, as follows:

1. Colleagues complete social media request form that indicates whether their content meets strategic criteria

   After completing this form, the content proposer submits it to the Social Media Executive, who will schedule the social media post **if** the strategic requirements have been met, and by considering the following factors:

   - organisational strategic priorities (e.g., CAct, IFoA Conf)
   - 'first come first served'
   - content provided without a proposed date will be scheduled by the Social Media Executive. The Social Media Executive will advise if a requested date is not suitable for any reason.

2. The Social Media Executive lets the content proposer know whether or not their content is scheduled for social media publication.

    a. If the content is scheduled, the Social Media Executive will provide further details about date and platform.
    b. If the content does not meet strategic objectives, the Social Media Executive will provide feedback.

3. Once content is posted, staff content owners and members should be alerted by the Social Media Executive, so that they can share or engage with the post as appropriate, as suggested above.

iii.   Other next steps

a. Training

To complement and enhance effectiveness of the new social media process and strategy, we recommend that social media training is offered to colleagues and volunteers at all levels across the organisation. This could involve:

- Short training presentations
- Presentation of strategy by Social Media Executive at team meetings
- Social media training workshops
- Content creation workshops
- Specific 'executive profile' and influencer training for ELT and Council

b. Ongoing Social Media Analysis

Alongside the next steps highlighted above, a number of initiatives should be considered to help make changes stick.

- Regular data around social media is currently pulled out, but editorial analysis is not carried out in order to articulate insights.
- Monthly analysis of social media data from across the platforms, as well as editorial analysis in regards successful and unsuccessful themes, need.states, formats and collaborative actions must be drawn up in order to identify opportunities and changing audience needs and interests.

c. Additional research or projects

Throughout this strategy, we have indicated a number of areas where further work or additional resources would be beneficial. These can be summarised as follows:

- YouTube: Further analysis of activity to date and the opportunities for IFoA
- Putting the 'social' social media: development of new workflows, response documents, escalation protocols - all in collaboration with other colleagues such as Member Services and Policy
- Creation of a comprehensive paid social media strategy.
- Training - as noted above
- Ongoing social media analysis, as noted above