

**Camanachd Association
Business Consultation
JU,SU,UVU**

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Executive Summary

Working with the Camanachd Association gave us an interesting set of challenges to work through and find reasonable solutions for. Many of the issues facing the organization are similar to other small sports striving to expand their market to reach more people. While the Camanachd Association has been doing work to improve outreach and bring in more people, we believe there are a few things that can be implemented to speed the process up and create a larger fan base for the sport of shinty.

The primary research was largely done by submitting a survey to as many people as we could. We had seventy-one reliable responses which we were able to use to plan ways to increase awareness of the sport. Secondary research was found mostly online by looking at the information available to the public from the Camanachd website as well as other sources. This report and research mainly focuses on people's perspectives and knowledge of shinty from the United Kingdom.

The results of the research are as follows: many people, especially in the highlands, have a basic knowledge of shinty as a sport. The general consensus was that it was an aggressive sport that only crazy people participated in. The people who were interviewed that participated regularly in the sport had a perception of the skill involved in playing the game. The other information we gathered was that the social media outreach and webpage construction could use updating. We found that information was not always easy to find on the website, as well as the motto “Shinty: Scotland's most iconic team sport” is not prominent on the website.

The Camanachd Association also faces some threats from competition for other sports in the highlands. Football, rugby, and field hockey are extremely popular in the United Kingdom. These sports will compete with shinty by getting families dedicated to one sport. If the Camanachd Association is able to engage the community and have younger kids get excited about shinty, then they will begin to build a larger and more loyal fan base for the sport.

Based on these findings, the following conclusions were drawn:

1. The Camanachd organization has made steps towards online marketing and information avenues, however, they are still trying to get off the ground and make progress.
2. There is a need for updating the website to be more secure and easier to find with related searches.
3. The Camanachd organization wants to help their community improve to increase the success of the sport however there is a lack of direction with how they will achieve this.

Based on these conclusions, the following recommendations were made

1. There needs to be a focus on a specific target market that you want to bring to the event.
2. Promotional tools need to be effectively and efficiently utilized.
3. SEO (Search Engine Optimization) needs to be improved to increase traffic to your site.
4. Developing effective and efficient social media strategy is essential for continued growth.
5. Implement community engaging programs to create a personal bond with the local community.

Introduction

Report Background

The Camanachd Association has faced some challenges in expanding the sport in recent years. Last year they took a risk by selling tickets to matches online. They are looking to continue innovating and moving to the future but are looking for the next big move forward.

Report Purpose

The purpose of this report is to outline the steps we believe could be taken to increase attendance at shinty matches in the coming years.

Report Scope

The scope of this report will be addressing improvements the Camanachd Association can make in attracting participation to the Shinty matches through marketing efforts. We will conduct interviews with people to find the general attitude about shinty. Specifically the following questions will be answered:

1. What are the issues that keep people from attending these matches?
2. What can be done now to increase the people being exposed to information regarding shinty?
3. What can be done to increase the availability of information when researching shinty and how the Camanachd website can be more user friendly and secure?

Report Methodology

In the beginning of this project we started out with a simple google search to get an idea of what the sport is and what it was about. After meeting with the Camanachd Association client, Derek Keir, we got a better idea of what the sport is, how the organization works, and what ideas he is looking for. We set up a survey (see Appendix A) that was distributed on Facebook to collect a random stratified sample of people's views of the Shinty website.

Secondary Research

Once we began conducting research on the Camanachd Association and the sport of Shinty as a whole, we realized that the information available was extremely limited. We placed our focus on several aspects we deemed important to develop an effective marketing strategy. These aspects are: Limited Advertising/Financing, Identifying the Target Market/Market Segments, Marketing Mix, and lastly an audit on the websites Search Engine Optimization/Social Media Strategy.

Limited Advertising/Financing

Once we started doing our research on the Camanachd Association and Shinty as a sport, we found that there is a lack of communication for events and a lack of information on the games and the sport in general. Once we met with the client, it became evident that the association is struggling with their advertising and promotions. Since there is a very limited data on who their target customers are, it is very difficult for the Camanachd association to know who to target their advertising at and how to make ads that appeal to their customers. Moreover, they solely rely on the loyalty of their customers and have not been reaching out to new potential consumers, even though their goal is to grow the sport internationally. In order to achieve the global goal they need to make the sport known and make the customers familiar with it.

To achieve this global awareness, we conducted surveys and reached out to the community personally to get an idea of the demographic, psychographic, and behavioral information of those likely to be engaged with the shinty sport. Reaching out to local students and faculty from UHI, we were able to gather the level of involvement of shinty in regard to age - most involvement came from the students and those that play the sport.

Lastly we developed and conducted a survey, via Mechanical Turk, to get an idea of the familiarity with the sport, the engagement and likability of the website, and the overall awareness of the Shinty community.

Search Engine Optimization Audit

The first thing examined was a link analysis on the websites landing and secondary pages. When considering internal links we found a total of two-hundred ten links. Of these links, all were missing title attributes and only a few had text content. Internal links are basically links within one's website directed to other pages or content within the website. It is paramount to ensure that these links have these alt-attributes, meaning titles and descriptions, so that when key phrases or keywords are entered into search engine algorithms, an organization's website can rank effectively.

Additionally, when considering external links, we found a total of twenty-four with the same issues discussed in the aforementioned internal links segment. An external link is essentially outbound links. These external or "back-links" are an important strategy to utilize in order to maintain your website's ranking in these search engines. An external link can be best described as when another website or organization mentions your website. These links are also outbound links to other web pages within your website. To build effective external links, one must always ensure that these alt-attributes are in place.

Additionally through our images analysis, we find that there is a total of twenty-one images, with all missing specific attributes necessary to ensure the security and ranking of a website. When implementing images into an organization's website, it is important to not only add these attributes (image titles and descriptions) but to ensure that these images are from a secure source. By having images from non-ssl (non-HTTPS) sources, you are essentially leaving a backdoor into your website for derelicts or hackers to retrieve data.

Lastly, when conducting a search engine optimization audit, it is paramount to analyze the metadata implemented into the back-end of your webpages. While this metadata may not be seen on the front-end of your website, they do show up in search engines. To sum up metadata, you incorporate page-titles, descriptions of that page, and keywords that can be picked up in search engine algorithms. Through our audit, we found that none of these were in place in the organizations website. This can be clearly seen in a simple google search of Shinty. One can see the information is not available (see exhibit 1). When this information is not in place, another website or organization can implement this metadata and rank higher in

search engines than your organization does, which can be problematic considering that the Camanachd Association is the authority in this sport.

Following the Search Engine Optimization Audit, we utilized observational data in the current social media strategy and have made recommendations of best practices and where the current strategy is lacking.

Social Media Strategy

We found that the organization is relatively active on socials such as Twitter and Facebook, though the engagement is rather low. Social media is a highly effective tool to build an organic following of the sport. With that said, an organization must consider effective best practices in developing a social media strategy.

An example of a modern best practices approach to social media can be seen in the figure below. When considering Facebook and Twitter alone, it is common that organizations post one-two relevant posts on Facebook daily, like and follow five pages that deem valuable to the organization, ensuring that captions are between fifty and one-hundred characters, and lastly engage with your audience. Engagement is the process of communicating with those who like, share, or follow your content. To engage effectively, one must go to their audience pages and like, share, or comment on their content.

Twitter on the other hand takes a more aggressive approach due to the sheer content provided daily on users news feed. This is why it is important to Tweet up to five relevant posts per day, and follow the strategy mentioned above with Facebook (see exhibit 3). (I.E. Like/follow five pages, and engage with your audience.) To be effective in time management, the platform, Hootsuite, can be used which allows for automated scheduling of posts on social media.

Managerial Problems & Decisions

Business Environment: SWOT/Competitive Analysis

The SWOT analysis takes a look at the internal and external environments that have effect on various aspects of the business model. The strengths and weaknesses sections of the table below present the businesses current internal environment, while the opportunities and threats represent the external environment of the organization.

Strengths:

This sport is deep-rooted in Scottish pride. Because of this when someone is a fan of the sport they are loyal to the core. The teams are also made up of local players making it more of a family feel containing a sense of loyalty. Also this sport has a solid fan base to begin with so once new fans can be included in the “in” group they will have a reason to stick around the sport.

Weaknesses:

Shinty is a sport that has a place lower on the radar compared to other major sports. Many people in Scotland know what the sport is to a point, but most of them do not attend regularly, nor do they have the desire to begin attending these matches. Because shinty has a reputation for being a violent sport, many people have objections to watching it. The same issue is faced with Ice Hockey in the U.S. because they have the perception that all the sport is is violence when in reality it is a high degree of skill.

Opportunities:

Shinty only has room to grow, because it is just beginning to be advertised online. There is a huge untapped market online that can bring people into the sport if the online marketing is used in the correct places. The only roadblock is finding a way to reach the people who will actually attend and become attached to the sport.

The fan base in this sport, as stated earlier, is a very tight-knit community. If you can get a new fan feeling like they are part of a bigger community, then you can get the fan to stay for life.

Shinty has the opportunity to make minor changes in rules to require safety gear that was optional in the past. The NHL did this and grandfathered out the option to not wear a

helmet and it currently making visors mandatory. If people see the sport taking steps towards having less injuries for spectators to watch, then there may be an increase in the amount of people that want to attend these games.

Threats:

Threats are hard to outline with the uniqueness of this sport. Field hockey would be the most similar sport that shinty is competing with. With quick google searches, it is easy to see that field hockey is trying to achieve the same result. Field hockey seems to have a larger following than shinty in the UK. Although shinty has stronger ties to Scottish culture, it will have some work to do to compete with the growing sport of field hockey. On paper, the sports are very similar, and in my opinion, it will be a choice that a family will stick with for every child they put into sports.

Competitive Analysis

From the perceptual map (see Exhibit 2), we gather the competition of other sports and their level of Scottish roots as well as the team aspect of the sport versus individual. Of all the sports that present rivalry towards shinty, those that are a team sport include American football, rugby, cricket, hurling, and ice hockey. Whereas the sports that are individual include darts, tennis, highland games, and golf. The sports with the most roots in Scotland other than shinty is that of golf and the highland games. When comparing both aspects of shinty being highly rooted in Scotland and being a team sport, the biggest threat shown is hurling.

Marketing Segment

Marketing Mix

When discussing the organizations marketing mix, we analyze four aspects of the business model. These aspects are price, promotion, place, and product. Below you will find a brief analysis of these attributes.

When considering the pricing of the Shinty sport, we found that the former structure ranged prices between eight and ten pounds. Currently the pricing structure ranges between twelve and fifteen pounds. Through our conducted survey, we found that many respondents

admitted they would not participate in the shinty events solely based on the pricing. This issue could be resolved by offering shuttle transport or bus passes to qualified ticket holders. Furthermore the organization is invited to consider developing a rewards or loyalty program and potentially season tickets. These types of programs incentivize participation while simultaneously have the potential to increase revenue streams.

Additionally we must consider the promotions side of the marketing mix. Currently the organization is utilizing promotions such as offering a valuable Shinty Stick to a winner during a national cup game, and have experimented with giving stores tickets to sell on concession.

Another aspect of the marketing mix is that of place. Obviously the place of the Shinty sport is in Scotland, though with that stated, the Camanachd Association is seeking to increase their tourism traffic to their Shinty games. In addition to this, Shinty communities have also developed clubs in England and even the United States.

Lastly when discussing the marketing mix, we discuss the product itself. Which is the sport of Shinty. Shinty is an age old sport here in the highlands and the Camanachd Association is seeking to retain the heritage of the sport and generate more awareness to continue the legacy of this great sport.

Organizational Data

From the information gathered, the Camanachd Association has not been keeping track of the demographics and market segments of people who are attending these matches. In many cases, the number of people attending the matches is not recorded. The first step in understanding where and how to research would be to start a tracking system to see who is attending the matches. Statistics like age, nationality, how they found about about the event, and keeping attendance to track any growth would improve the amount of useful data kept by the organization. If the Camanachd organization can begin keeping track of the demographics attending their matches then they can begin to know where they should put effort into effective advertising.

One resource to be considered would be the implementation of a Customer Resource Management system, such as Salesforce, to organize the data on the target market. By utilizing a CRM system, the organization would have the ability to keep track of their various market segments, develop and implement marketing strategies to captivate their audiences, etcetera. Furthermore, with the new tickets in place and the use of Eventbrite, the organization could potentially utilize the SKU's on the tickets to collect this data, or even migrate data from Eventbrite into the organizations CRM.

Methodology

As we mentioned earlier in this case study, one of the primary difficulties was the sheer lack of information on Shinty consumers. To overcome this hurdle, we delegated our resources and developed a survey to distribute in order to collect data on the familiarity, overall awareness, and likeability of the website to develop our recommendations.

This survey was originally developed and conducted on the Qualtrics platform, though after receiving minimal results, we made a pivot and had assistance in distributing our survey on Mechanical Turk. The questions used in this survey were essentially questions invoking responses for respondents familiarity with the sport, which we found a weak relationship.

Additionally we asked respondents to give us insight on the potential of them attending games based on prices. In this instance we found that over forty percent of respondents showed that they would not attend these games. With that said there was close to twenty percent of respondents who may consider attending.

Another interesting question we presented was that of the origins of the sport. There was a significant portion of respondents that did realize the sport originated in Scotland, but the majority were not completely sure.

Lastly we presented our respondents with questions regarding the likability and engagement of the website. Through our analysis, a majority did not find the website engaging enough.

Further methodology of our research was that of a website audit in concerns the search engine optimization in place on the backend of the website. This audit consisted of analyzing various aspects of SEO practices including: links, images, and metadata analysis.

In addition to the website audit, we also conducted observational research to gain insight on the organizations current social media strategy.

Lastly, the methodology utilized to collect data on the organization's target market and to segment these markets, our team utilized resources online such as the VisitScotland website.

Findings

Survey Results

A nine-question survey (see Appendix A) was distributed on Facebook and Mechanical Turk across the world. A total of 71 responses were recorded. The respondents were asked questions addressing knowledge and familiarity with shinty -- especially for tourists and those not local, navigation of the shinty website, and overall engagement of the website and its effectiveness. From the survey, most did not know the sport at all, and associated the sport with the UK. The outliers were removed by asking the color of the website to see who actually visited the site while taking the survey.

Among 15 local students and faculty members at UHI, an interview was conducted (see Appendix B) to get an idea of how involved locals are with the sport. From this survey, there were four total faculty members who did not have social media at all, and of the students, there were only three that followed the sport - all three played the sport. The recommendations to improve involvement with the sport was to maintain clubs, especially youth groups.

Target Market

According to the Insight Department at VisitScotland, Scotland's tourists can be broken down into the following five categories: adventure seekers, curious travellers, engaged sightseers, food-loving culturalists, and natural advocates. Currently, the target market for Shinty is adventure seekers and curious travelers. Adventure seekers are people

who love cultural activities that allow them to be outdoors and experience Scotland. The best way to reach adventure seekers is through the internet and social media. Curious travelers are those who lean more toward cultural history and are interested in discovering new things and having experiences. Curious travelers typically use online review sites and recommendations to decide what they want to experience.

One group of tourists that would be particularly interested in Shinty games are engaged sightseers. They typically prefer touring, sightseeing, engaging with locals, and having authentic experiences. These types of travelers are not known to use a lot of social media but will use online resources when planning their vacations.

Relations to Ice Hockey

Observations in the United States show that promotional nights are very useful in filling stadiums. For example, when Utah Valley University played Brigham Young University last year in Ice hockey they held a “teddy bear toss” where after the home team scores the first goal the entire crowd throws teddy bears on the playing surface. The stuffed bears are then donated to charity and sent to where they are needed in places like hospitals and low income households with children. The sense of community and charity helps to pack stadiums. People who come for charitable events like this one have a high chance of returning to just watch a game because it was a memorable experience.

The Utah Grizzlies ice hockey team have a promotion once year called “Pink in the Rink” and many smaller clubs do similar things. They dye the ice pink and have cancer survivors come out on the ice to get a moment of recognition. The players all have pink jerseys and socks for that game that are auctioned off after the game with the proceeds going all towards breast cancer research.

Other things that tend to bring people to ice hockey are raffle events and half time shows like giveaways or challenges for spectators to be invited out to compete in. Really any event that can make the fans feel like they are part of the show would help attendance because it gives people a reason to sit at a sport they don't know much about until they learn enough to want to see the game for itself.

Recommendations

Getting the community involved would be a major step in the right direction in expanding the pool of shinty fans around the country. Many people love promotions and charity events. These events like cancer awareness nights or charitable donation drives would most likely engage the people in the country and give them a positive outlook towards the game and organization. Involving the youth of the community in things like bringing little league teams onto the field would be a major stride in a good direction because it would make the kids love the game more because they get a taste of what the big leagues look like as well as it gets the parents to feel good about letting their child participate in the sport. Just about any event or promotion that would make people attend when they normally wouldn't would start to expand a good perception of the sport to new people.

In addition to developing promotions and increasing the engagement with the community, we invite the organization to ensure that their search engine optimization efforts are in place. The Camanachd Association should consider reaching out to their web developer to implement the backend SEO information necessary to ensure the website is able to rank in search engines algorithms. With that said, SEO efforts are not a one and done practice. SEO should be monitored and the organization should ensure the content on the front of the website is optimized, as well as creating such as blogs, news, and other content to maintain their search engine optimization efforts. Lastly, in regards to the website, the Camanachd Association should consider placing a Scottish flag and the sports motto on the slider image of the website and header. This way the first things users will see is the Scottish pride and enable them to be aware as to where the sport originates.

Another recommendation, we invite the organization to consider, is to develop and effective social media strategy. Posting daily content and engaging with their audience will enable the organization to increase their traffic and credibility in the social realm for Shinty. Due to the fact that time is limited to the members of Camanachd, we believe that utilizing a platform such as Hootsuite will enable them to batch their organic content for a weeks time in the platform and then schedule the post, in order to automate this process.

Lastly we believe that a future app development for the Camanachd Assc. would be beneficial for various marketing and organizational tools. An app can be relatively cost effective, especially if built with programming languages such as Javascript and Python. This language would allow the app to be used on an array of devices and work effectively. When you consider that over thirty percent of mobile users utilize apps up to ten times a day, the benefits as far as sheer reach and engagement from the Shinty community is valuable. Furthermore the app could provide live updates, SMS notifications, and collect marketing data which has the potential of increasing attendance of Shinty matches and even allow users to purchase tickets to these events, via the app.

Reflection

When we decided to take the study abroad trip across the Atlantic to attend the University of Highlands and Islands, we knew there would be a need for adjustment to the culture and the business environment. Ever since we landed in Scotland, we were quickly confronted with a few major differences, some of which we expected, and some others that have completely surprised us.

Firstly, kilts have seemed to us like the most recognizable thing about Scotland, and since we arrived here, we now know why. People wear them on day to day basis, especially to formal events. It is very common to see men wearing kilts to weddings and business meetings. What was particularly interesting is that the different tartan patterns go hundreds of years back in their family tree and their clan's history.

When contacting with our business partner, we noticed that he was very sincere when giving feedback. Scottish people also place a lot of importance on politeness. They also value and appreciate those who demonstrate modesty and are not bragging. Also, we have noticed that America has a culture of self-confidence which means that we are more comfortable when it comes to speaking in meetings, giving presentations and networking. Americans also come across as more assertive and bold, but just because Scottish people are not very loud, does not mean they do not have the same or better ideas. When doing business in Scotland, we should make an effort to speak in a lower, moderate tone of voice. Furthermore, Scottish

people tend to be very soft-spoken and private people, and it may take longer to develop a relationship with them. However, once they get to know you they become very friendly and open.

Scottish business meetings are very formal and we should never address the partner by their first name, until we are invited to do so. In Scottish business culture it is important to be punctual at work and social situations. Both parties need to be at the meeting place at the exact time as being late is seen as a sign of disrespect. Furthermore, you should always strive to meet your partner in the lobby of the meeting place as a sign of hospitality and kindness.

Some of the main topics that Scottish business partners love discussing is the weather or the beautiful countryside of Scotland. Furthermore, they love talking about Scotland's history, literature, and art. Family is an essential aspect of Scottish culture and a good point of discussion with your business partners as it will create a stronger relationship, which is of vital importance when doing business with them.

Despite occasional difficulties in understanding them, Scottish people are some of the kindest and most welcoming people we have ever encountered. They do not hesitate to say hello to you on the street, and are always eager to help a lost foreigner find their way.

Overall, we are more than fascinated with our experience in consulting a Scottish business and have definitely learned a lot. We gained a valuable insight into Scottish history as well as their business culture, and some of these customs are something that we will definitely take back to the United States with us and try and implement in the future.

Appendices

Appendix A

Dear Participant,

Thank you for taking part in our research about the effectiveness of the Shinty website, which is part of our business case study at the University of the Highlands and Islands in Scotland.

The survey will take roughly 5-6 minutes to complete.

The results of this survey will remain confidential. If there are any concerns or questions about this questionnaire please contact Brenna Hess at brenhess18@gmail.com.

Thank you for your time,

Spencer Powell, Milena Lazovic, Brenna Hess, Brian Hilton, Joel Hinton

Please take a minute to view the website by following the link provided.

<https://www.shinty.com>

How familiar are you with Shinty?

Extremely familiar
Very familiar
Moderately familiar
Slightly familiar
Not familiar at all

What is the website's color scheme?

Red
Green
Blue
Yellow
Purple

Condition: Blue Is Not Selected. Skip To: End of Survey.

Which country do you think this sport originates from?

What is the sport motto?

How engaging is the website?

Not engaging

Very engaging

0 1 2 3 4 5 6 7 8 9 10

The website was easy to navigate.

Disagree

Agree

0 1 2 3 4 5 6 7 8 9 10

If you are in Scotland, how likely are you to attend a match based on ticket prices?

Not at all likely

Extremely likely

0 1 2 3 4 5 6 7 8 9 10

What is your gender?

Male

Female

Other

What is your age group?

18 - 23

24 - 30

31+

Appendix B

Questionnaire

How familiar are you with Shinty?

Out of 15 interviewed: Everyone knew of Shinty and 3 of the students played the sport.

Do you follow Shinty on Social Media?

4 of the faculty did not use social media at all. Only 1 followed Shinty on Facebook.

How involved are you with the sport?

Most answered not very involved and 3 students played the sport.

Recommendations to improve engagement with the sport?

Recommended free private sessions and clubs among the students, especially for the younger groups. The feeling wasn't there about the pride and excitement for the game.

Exhibits

Exhibit 1

About 588,000 results (0.60 seconds)

Shinty

<https://www.shinty.com/>

No information is available for this page.

Learn why

You visited this page on 06/06/18.

Upcoming Fixtures

camanachd logo Fixtures & Results
News Events ...

Marine Harvest National Div

The Marine Harvest Marine Harvest
National Div ...

[More results from shinty.com »](#)

Shinty - Wikipedia

<https://en.wikipedia.org/wiki/Shinty>

Shinty (Scottish Gaelic: camanachd, iomain) is a team game played with sticks and a ball. **Shinty** is now played mainly in the Scottish Highlands, and amongst ...

[Origins](#) · [Game](#) · [Rules of play](#) · [Competitions](#)

The Marine Harvest Premiership

The Marine Harvest Premiership.
Camanachd Association ...

National Division

Camanachd Association. Marine
Harvest National Division 2017 ...



Shinty



Shinty is a team game played with sticks and a ball. Shinty is now played mainly in the Scottish Highlands, and amongst Highland migrants to the big cities of Scotland, but it was formerly more widespread ... [Wikipedia](#)

Equipment: Shinty ball

Highest governing body: Camanachd Association

First played: Pre-historic Scotland and Ireland

Team members: 12 players per side; substitutes are permitted

Exhibit 2

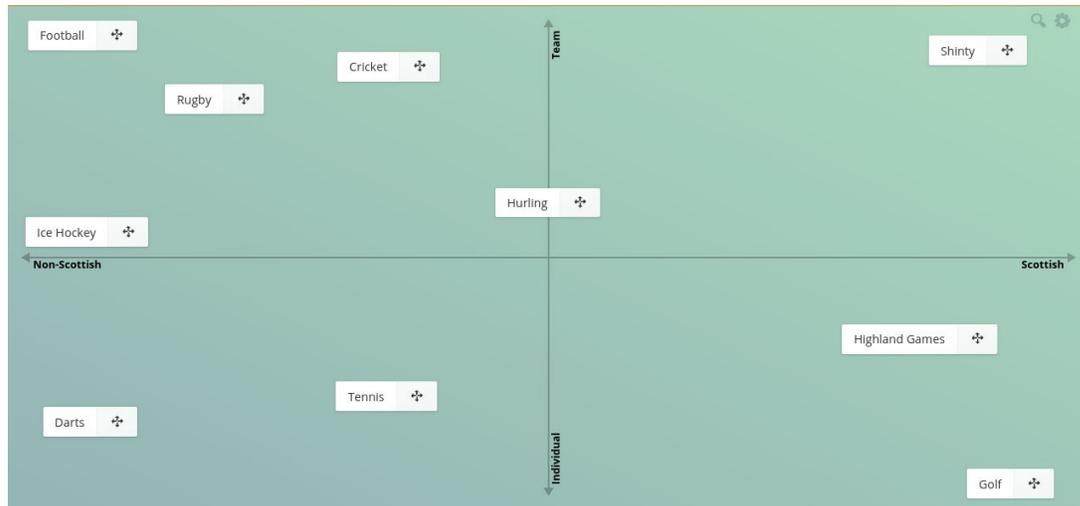


Exhibit 3

<p>f</p> <ul style="list-style-type: none"> - 1-2 relevant posts - Find and Like 5 new pages - Check Facebook "Pages to Watch" - Comment on 3 community posts - Keep caption to 50-100 characters - Monitor industry Facebook groups <p>pro tip Posts that include a video lead to 14% more engagement!</p>	<p>t</p> <ul style="list-style-type: none"> - 1-5 relevant Tweets - Find and Like 5 new accounts - Monitor and create Twitter Lists - Retweet 3 new pieces of content - Experiment w/ 1 trending hashtag - Mention users in your Tweets <p>pro tip Did you know? You can schedule Retweets using the Buffer Chrome Extension!</p>	<p>o STORIES</p> <ul style="list-style-type: none"> - 2-10 relevant Stories (posts) - Tag friends/users in your Stories - Watch 10 friends' Stories - Use new "Add Location" feature - Monitor your Stories' retention % - Add text overlay to all Stories <p>pro tip A good Stories retention rate (%) is anywhere between 50-60%</p>
<p>YouTube</p> <ul style="list-style-type: none"> - 1 new video per week - Find and follow 5 new accounts - Like and comment on 3 videos - Monitor top YouTube forums - Partner with users on content - Watch 1 new video for inspiration <p>pro tip Did you know? YouTube videos autoplay on Twitter and LinkedIn!</p>	<p>o</p> <ul style="list-style-type: none"> - 1 photo or video - Use 20-30 hashtags in your posts - Comment on 5 new posts per day - Like 10-30 of your followers' posts - Tag the location of your photo - Crosspost photo to Facebook <p>pro tip Adding hashtags to the comment section helps to keep your photo caption looking "clean"!</p>	<p>s</p> <ul style="list-style-type: none"> - 2-6 relevant Snaps (posts) - Use Stickers to mix it up - Watch 10 followers' Snap Stories - Follow 5 new accounts - Direct message 5 new people - Add text overlay to all Snaps <p>pro tip Save Snaps to your phone and share them to other channels to cross promote!</p>
<p>Blog/Blogger Outreach</p> <ul style="list-style-type: none"> - 1 new blog post - Comment on 3 community posts - Save 3 new articles to Pocket - Share blog post across social - Share 1 piece of curated content - Look for new content partnership <p>pro tip Connect with bloggers on social media to discuss content partnerships!</p>	<p>p</p> <ul style="list-style-type: none"> - 5-10 original Pins per day - Pin 5-30 pieces of curated content - Encourage people to pin to Boards - Follow 1 new Pinner (user) - Create 1 new Board per week - 5 min. cleaning up current Boards <p>pro tip Always use appropriate hashtags, links, and keywords in your Pins and Boards!</p>	<p>in</p> <ul style="list-style-type: none"> - 1 new post or article - Connect with 1-3 people - Comment on 1-2 posts - Monitor LinkedIn Groups - Ask for 1 endorsement per week - Recommend 1 person per week <p>pro tip Publish content natively to LinkedIn Pulse for added exposure!</p>

Exhibit 4

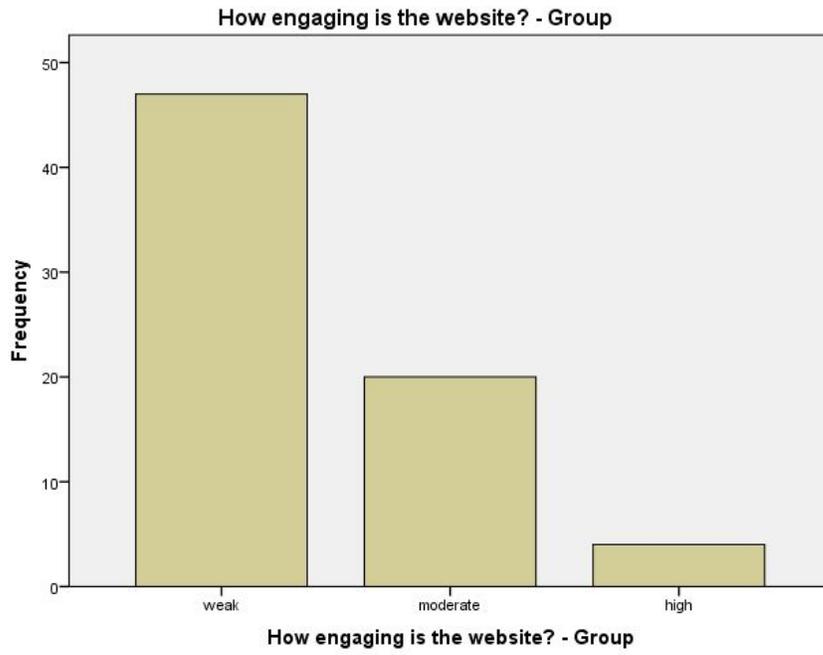


Exhibit 5

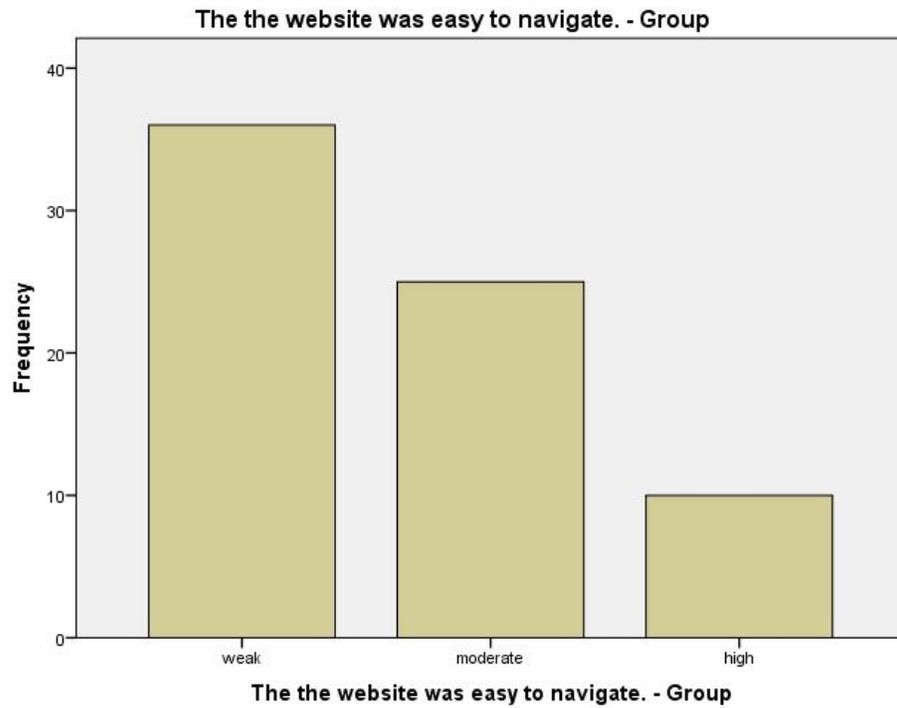


Exhibit 6

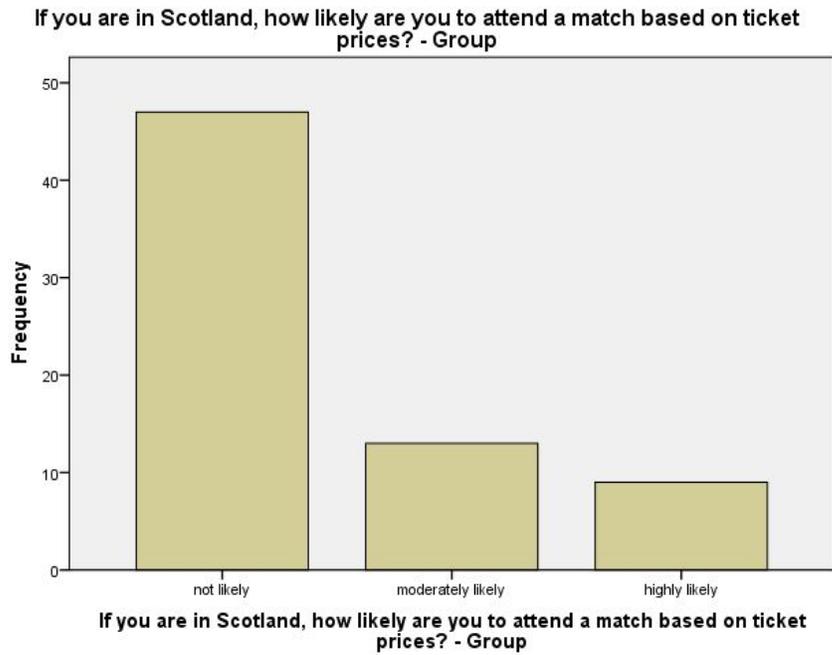


Exhibit 7

INTERNAL LINKS:		EXTERNAL LINKS:	
	210 (90%)		24 (10%)
Image Links:	8 (4%)	Image Links:	11 (46%)
No Follow:	0 (0%)	No Follow:	0 (0%)
Missing text content:	4 (2%)	Missing text content:	15 (63%)
Missing title attribute:	210 (100%)	Missing title attribute:	24 (100%)