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Association of Fish & Wildlife Agencies

MARKETING CAMPAIGN TOOLKIT



Funded by a Multistate Conservation Grant of the
Sport Fish and Wildlife Restoration Program

ASSOCIATION of FISH & WILDLIFE AGENCIES

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"Making It Last" Campaign Rationale

BACKGROUND

Fish and wildlife agencies play a critical role in taking care of wildlife and natural resources. One of the greatest challenges facing state agencies is the perception that they are relevant and important only to hunters and anglers. However, the work of these agencies affects far more than just hunters and anglers – including the growing number of wildlife watchers and those who value healthy, sustainable habitats for animals. The job of building credibility and appreciation for the work that agencies do is no small task. Time and effort spent expanding the footprint of support for each state's agency is essential to its continued success and the state's outdoor heritage. Research shows:

- A lack of awareness of the agency responsible for doing the work
- The perception that agencies are relevant only to hunters and anglers

WHY THIS CAMPAIGN?

Making It Last is an opportunity for each state agency to significantly increase awareness of its role in protecting and conserving wildlife among target audiences. This campaign toolkit makes specific recommendations on how states can approach and implement this effort using both nonpaid and paid media and includes a flexible creative approach, allowing states to use their own imagery and messaging relevant to specific goals.

- Connect agency work to the target audience's (or audiences') shared values and day-to-day lives
- Increase awareness of the agency's role in caring for and managing wildlife and habitats
- Build understanding of the value and importance of wildlife, fish and natural resources

Making It Last is a unified creative approach with specific audience segmentation and a scalable implementation plan that will:

- Send a consistent message in order to sustain a national effort and/or maximize multistate efforts for the greatest impact
- Fulfill the need for a specific agency relevancy effort that is distinctly different from other ongoing campaigns with separate goals and objectives (such as R3) while still being able to connect with similar audiences if needed
- Debunk misconceptions about who is doing this important work (e.g., wildlife takes care of itself, the federal government is doing all the work out west)
- Include guidance for budget levels for tactics ranging from broadly visible brand (outdoor, Pandora), engagement (social, Facebook), highly targeted (partnership, content marketing) and more

WHAT YOU CAN EXPECT

The result of a campaign such as *Making It Last* is greater awareness and appreciation for the work that fish and wildlife agencies do to care for wildlife, fish and natural resources and ensure they are here for generations to come.



Project Goal

Increase relevancy of state fish and wildlife agencies and their work in each state

Communications Goals

- Connect agency work to the target audiences values and day-to-day life
- Increase awareness of agency's role in caring for and managing wildlife and habitats
- Build understanding of the value and importance of wildlife, fish and outdoor resources





Research: Steering Committee Interviews

INTERVIEW METHODOLOGY

Interview Methodology
One-to-one in-person and telephone interviews were conducted with steering committee members to gather information and emotional context in order to build a successful toolkit for use by each state.

TRENDS AND KEY CONSIDERATIONS

There are messages that resonate across state lines and populations.

- Shared love and pride unites diverse populations – We all love [your state]. *The vast majority of people appreciate the outdoor resources available in their home state.*
- Commitment to ensuring future generations have the same outdoor opportunities is also universal. *Everyone wants the next generation to have the same, if not better, natural resources and experiences that they have enjoyed.*
- No silver bullet message or tactic that will instantly create relevance for everyone. *Effort to increase the perceived value of fish and wildlife agencies will require time and consistency.*
- The general public understands that fish, wildlife and their habitat require management. This work by state fish and wildlife agencies is important and relevant to the majority of people.

A successful plan will account for different agencies' resources and priorities.

- States need to be able to easily tailor visuals for this effort to be widely implemented. *Agencies must be able to represent their landscapes, species and agency logo/URL.*
- Budgets are highly varied. *Each state agency has different needs and ability to commit funding.*
- Need to align with and/or stand apart from existing communications will depend on overall communication strategy for the agency. *States have existing communications to a variety of audiences that will need to be considered before implementation.*

Showing value of messaging is crucial to long-term buy-in and support.

- Establishing success metrics at onset of each state's implementation is important given differing goals and current communications. *Overall effort is geared toward attitude and knowledge change, which is costly but important to measure when possible. Additionally, each state will need to set more easily measured metrics, both tangible (interest in volunteering, donations, email signups, etc.) and media-based (views, frequency, shares, cost per click, etc.).*
- Evaluation is key to refining entire effort – messages, audiences, visuals – and ensuring success. *Marketing and communications should not be set-it-and-forget-it efforts. Increasingly, digital platforms offer opportunities to A/B test, optimize targeting in field and be nimble.*
- Measurement is key to increasing support for this initiative. *New efforts need to demonstrate success for continued support and/or buy-in.*

Each state agency has different view on priority audiences for AFWA campaign.

- **Priority audience for most is nonconsumptive outdoor users.** *Individuals and families who have shown an interest in the outdoors and whose attitude would not be considered "Don't know, don't care."*
- **Hunters and anglers are likely to be the priority audience for some states.** *Viewed as low-hanging fruit – already invested in the purpose of the agency and more easily accessed through existing communication channels but also still in need of education on role/purpose of agency beyond sale of licenses and rules.*
- **Messages *cannot* alienate core constituency of hunters and anglers.**
- **Key audiences should be defined by their interests and activities rather than demographic (age, gender, race, etc.) criteria.** *States believe that the most effective use of their limited dollars is spent on those who already appreciate the outdoors.*

AUDIENCE CONSIDERATIONS

- Nonconsumptive outdoors people
- Occasional fishers [anglers]
- Committed sportsmen and sportswomen

AUDIENCE RESEARCH

1. State campaign information
  - Arizona
  - Michigan
  - Colorado
  - Maine

2. The Language of Conservation 2013: Updated Recommendations on How to Communicate Effectively to Build Support for Conservation

3. State Wildlife Grants Messaging Study

4. 2016 National Survey of Fishing, Hunting, and Wildlife-Associated Recreation

5. The Nature of Americans

6. Rise of Populism Affects Wildlife Management in US

7. Strategic Marketing & Research Insights (SMARInsights)

8. Americans' Attitudes Toward State Fish and Wildlife Agencies and Their Work

Audience Segmentation

Right person, right place, right time, right message.

Understanding who your customers are – their interests, demographics and channel preferences – is key to creating personalized experiences that get results. Audience segmentation lets you focus every campaign by using integrated customer profiles and customized segments.

The following audience profiles provide critical information that will guide your team as it begins developing impactful messaging, media plans and creative to reach specific target audiences. As you do, concentrate on the meaningful connections that each audience group has or can make with relevant topics and explore opportunities to connect with them on their terms.















SAMPLE IMAGES:







Defining Characteristics

- Most avid, enthusiastic, optimistic
- Strongest love of outdoors
- Escape from usual routines to slow down, recharge, have fun
- Concerned about environment
- Think it is important to conserve resources for future generations

Outdoor Activities

- Fishing (33%)
- Boating (23%)
- Wildlife viewing (28%)
- Canoeing/kayaking (15%)

Media Targeting

DEMOGRAPHICS

- 50% female, 50% male
- Age: 18-45

TACTICS FOR CONSIDERATION

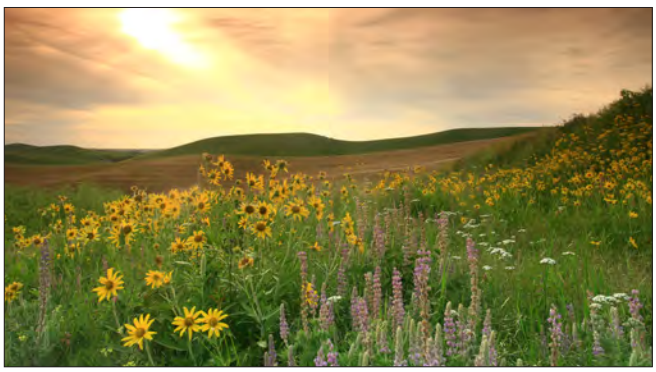
- Digital music streaming (Pandora and Spotify)
- Outdoor (billboards)
- Digital video streaming (Hulu, YouTube, OTT)
- Paid social (Facebook, Instagram, Snapchat)
- Geo- and behaviorally targeted digital display ads (desktop, tablet, mobile)



SAMPLE IMAGES:







Defining Characteristics

- Active, enjoy lots of activities
- Motivated by making memories with families, enjoying outdoor scenery

Outdoor Activities

- Gardening (53%)
- Swimming (43%)
- Arts and crafts (43%)
- Visiting state/national parks (40%)
- Wildlife viewing/bird-watching (29%)
- Camping (26%)
- Fishing (24%)
- Hiking (24%)
- Hunting (10%)

Media Targeting

DEMOGRAPHICS

- 40% female, 60% male
- Age: 35-54

TACTICS FOR CONSIDERATION

- TV – local news and sports programming (college and professional)
- Radio – classic rock and country
- Outdoor (billboards)
- Paid social (Facebook)
- Community newspapers
- Geo- and behaviorally targeted digital display ads (desktop, tablet, mobile)



SAMPLE IMAGES:







Defining Characteristics:

- "Affable" – friendly, kind – most activities done with others
- Participate in most different activities
- Like excitement, not looking for rest/relaxation
- Motivated to participate in social activities – ways to spend time with family and friends
- Want free time to be "family time" and want to create memories

Outdoor Activities:

- Camping (37%)
- Outdoor adventure activities (30%)
- Fishing (29%)
- Boating (21%)
- Hunting (14%)
- Four-wheeling (14%)

Media Targeting

DEMOGRAPHICS

- 50% female, 50% male
- Age: 18-40

TACTICS FOR CONSIDERATION

- Digital music streaming (Pandora and Spotify); podcasts
- Outdoor (billboards)
- Paid social (Facebook, Instagram, Snapchat)
- Geo-, behaviorally and contextually targeted digital display ads (favor mobile)



SAMPLE IMAGES:







Defining Characteristics

- Participate in outdoorsy activities
- Motivated by adventure, thrills, scenery, simply enjoying outdoors
- Confident, optimistic, enjoy a challenge
- More likely to participate in recreational activities alone ("Man vs. Nature")

Outdoor Activities

- Camping (23%)
- Fishing (23%)
- Wildlife viewing/bird-watching (22%)
- Golfing (14%)
- Canoeing (10%)
- Target shooting (9%)
- Motorcycling (8%)

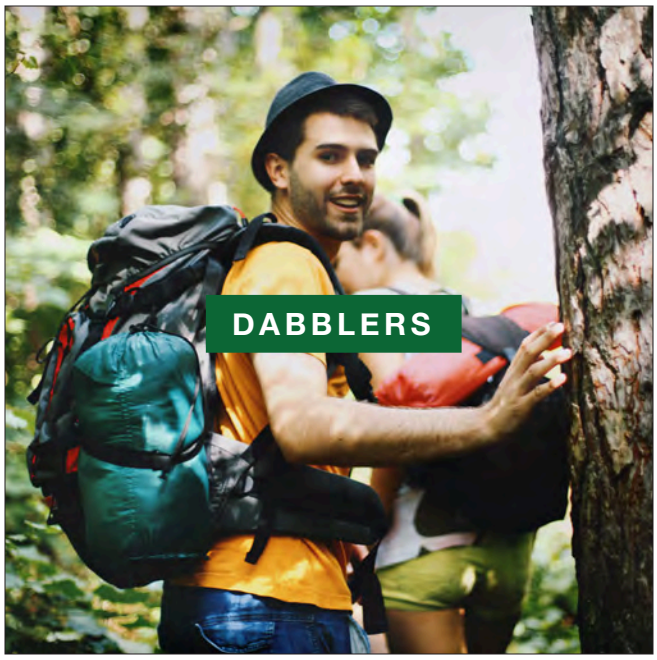
Media Targeting

DEMOGRAPHICS

- 50% female, 50% male
- Age: 25-54

TACTICS FOR CONSIDERATION

- Digital music streaming (Pandora and Spotify); podcasts
- Outdoor (billboards)
- Niche print; interest-based
- Paid social (Facebook, Instagram)
- Influencer marketing (blogs, social channels); interest-based
- Geo-, behaviorally and contextually targeted digital display ads (favor mobile)



SAMPLE IMAGES:







Defining Characteristics

- Largest segment
- Not avid about any particular activity, willing to try new things
- Optimistic about life, like to have fun
- More likely than other segments to be students
- Motivated by experimenting, socializing, time with family
- Likely to do activities only in certain circumstances (vacation)
- Not motivated by relaxation or escape

Outdoor Activities

- Running/jogging (22%)
- Team sports (12%)
- Tennis (9%)
- Hunting (8%)
- Four-wheeling (8%)
- Snow sports (6%)

Media Targeting

DEMOGRAPHICS

- 50% female, 50% male
- Age: 18-29

TACTICS FOR CONSIDERATION

- Digital music streaming (Pandora and Spotify); podcasts
- Outdoor (billboards)
- Influencer marketing (blogs, social channels); interest-based
- Paid social (Instagram, Snapchat, YouTube)
- Geo- and behaviorally targeted digital display ads (favor mobile)



SAMPLE IMAGES:







Defining Characteristics

- Not a homogenous group
  - Varying levels of awareness, knowledge, consideration
  - Varying levels of interest, engagement
- Some can be carriers of message
- Others need more information/education

Shared Values

- Care for outdoors
- Appreciation for management
- Funding
- Find peace in the great outdoors, seek out the thrill of the catch

Media Targeting

DEMOGRAPHICS

- 35% female, 65% male
- Age: 25-65

TACTICS FOR CONSIDERATION

- TV – local news and sports programming (college and professional)
- Radio – classic rock and country
- Outdoor (billboards)
- Paid social (Facebook, Twitter, YouTube)
- Niche print; interest-based
- Geo- and behaviorally targeted digital display ads (desktop, tablet, mobile)

Audience-Based Media Targeting Strategies and Measurement

Strategy	Measurement
Paid	• Total campaign impressions • Reach • Frequency • Gross rating points • Target rating points • Click-through rate • Video completion rate • Share of voice • Value added; bonus placements
Earned	• Media placements • Media mentions • Link clicks • Referral traffic • Social shares
Owned	• Total website visitors • Total website sessions • Session duration • Website bounce rate • Social media followers • Organic (unpaid) social media impressions • Organic (unpaid) social media engagements





MAKING IT LAST

Concept:

The pride people have in their state stems from the natural resources that surround them. Fish and wildlife agencies make it their priority to ensure that these resources are around for future generations to enjoy.

Campaign Concept and Visual Direction

VISUAL DIRECTION & RATIONALE

Effective and implementable creative approach

A flexible design approach that is easily implemented by varying skill levels (from on-staff folks without professional training to agencies with high skill levels).

- The campaign's system of use of design elements is customizable by state:
  - "Making It Last" box (no headline) + state logo
  - "Making It Last" and state logo + a 2-to-3 sentence caption describing what is happening in the photo and the location of the photo.
  - "Making It Last" and state logo + headline + a 2-to-3 sentence caption describing what is happening in the photo and the location of the photo.
- **NOTE:** When there is not enough contrast between your logo and the background photo, create a thick white outline around the logo.
- Design elements should be placed over top of a well-shot, well-composed, high-resolution, full-color image that visually represents the state asset you are highlighting.
- The campaign color palette for design elements should be pulled from your state's brand. This makes the campaign feel customized to your state and in alignment with your brand. Customizable elements are:
  - "Making It Last" box
  - Color bars behind headlines/secondary headlines
  - Headline/secondary headline type color
- The campaign headline font – Erbaum Regular – was chosen because it is very legible at small sizes and from a distance (via digital ads and on outdoor boards). Additionally, this font has enough personality to be distinct and recognizable, but not so much that it will overpower or clash with your existing logo and/or brand.
- The campaign design structure – solid bars of color behind headlines, "Making It Last" knocked out of a solid color box – was set up to create high contrast, be very legible, to work with multiple and unknown color palettes and to be implementable by agencies with access to varying design skill levels.
- If there is any question of legibility with the "Making It Last" box (it can happen with certain images), the image behind it can be darkened or lightened by adding a partially transparent black or white box behind the main box. This will increase contrast and legibility.

Headline Treatment

Headline Treatment

HEADLINE FONT: Erbaum Regular

- The headline font is Erbaum Regular.
- Place the headline over top of solid-color box.
- Pull the color of the box and the type from your state's brand colors (see examples on the following pages).
- Allow space on all sides of the type (left, right, above and below); the type should not break the plain of the bounding box.

Erbaum Regular and Erbaum Bold fonts may be purchased via Fonts.com (or various other online font vendors) for approximately $160.00. Pricing includes unlimited rights licensing, allowing for use in print, web/digital and social media applications.

Themeline Treatment – As Graphic

MAKING IT LAST

- In most instances the Making It Last themeline should be used as a graphic (rather than as type).
- The vector graphic has been provided to you for use.
- Pull the color of the box from your state's brand colors (see examples on the following pages).
- If your brand has a large enough color palette, use a different box color for the themeline and the headline.
- The space behind the type is transparent/cut out in order to show the photography behind. When necessary for contrast/legibility, you may add a partially transparent white or black box behind the themeline graphic.
- The graphic may be sized up or down, depending on use (see examples on the following pages).

Themeline Treatment – As Subhead

Making it last.

THEMELINE FONT: Erbaum Bold

- For instances in which the themeline is treated as a subhead, it should be set in Erbaum Bold.
- Erbaum Bold should be used only in instances where the themeline is used as a subhead.
- Place the themeline over top of a solid-color box.
- Pull the color of the box and the type from your state's brand colors (see examples on the following pages).
- If your brand has a large enough color palette, use a different box color for the themeline and the headline.
- Allow space on all sides of the type (left, right, above and below); the type should not break the plain of the bounding box.

VISUAL DIRECTION: IMAGERY

Fantastic photography is key to the success of this campaign. Imagery should be aspirational, awe-inspiring and grand. Research shows that audiences respond overwhelmingly well to wildlife imagery. Where possible and applicable to the headline, include wildlife. When wildlife is not included, include people. When people are not included, focus on landscape.

In all instances, photography should showcase the quintessential natural features of your state and/or your agency's key roles in relationship to those. Whether people are included or not, imagery should exude a sense of humanity and reflect our connection to our natural resources.

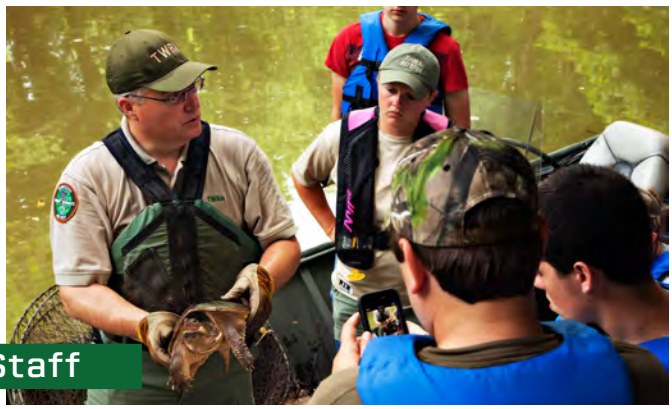
You can show humanity with people by focusing on emotion, scale and point of view. An image of an elk drinking from a stream provides a relatable feeling – thirst. A photo of a vast landscape with a tiny sign of humankind (a distant campfire, for example) utilizes scale for relatability. A shot looking down into a canyon from a high cliff is exhilarating and scary.


Wildlife

When utilizing photos of people, include pairs, families or groups – memorable moments in outdoor places almost universally involve other people. We connect with nature together, through shared experience.


Outdoor Activity

Reflect diversity through your imagery. Showcase the broad spectrum of people and experiences that represent the cultural makeup of your state. Keep in mind that "outdoor" activities vary greatly, from gardening in an urban backyard to backcountry hike-in camping. Be inclusive of varied backgrounds, skin tones, age groups and physical profiles in your photos.


Staff

When possible, hire a professional photographer to shoot images tailored to your messages and to the design direction of the campaign (images need clear space for headlines, themelines and logos). If you are unable to hire a photographer for custom images, search Instagram for great photography from your state and work with the photographer to negotiate usage rights.

See layout and photo examples throughout this document for inspiration and direction.

VISUAL DIRECTION: VIDEO

Making It Last Video Outline – Option 1

Video	Audio
Fade up: Landscape vista or signature state natural landmark.	**VO:** A lot of work goes into making Nebraska, Nebraska.
Cut to: An outdoor wildlife habitat or any land restoration project.	**VO:** Keeping it green. (alt: Keeping it healthy.)
Cut to: River or body of water.	**VO:** Making it pristine.
Cut to: A herd of animals, flock of birds or school of fish.	**VO:** Helping it thrive.
Cut to: Montage of working shots of state agency employees interacting with nature.	**VO:** Everything that goes into caring for our outdoors, from waters to wildlife, plays a big role in making Nebraska home.
Cut to: End card	**VO:** Learn how we help conserve our state's natural resources at outdoor Nebraska dot gov. Nebraska Game and Parks. Making it last.

Making It Last Video Outline – Option 2

Video	Audio
Fade up: Landscape vista or signature state natural landmark.	**VO:** A lot of work goes into making Nebraska, Nebraska.
Cut to: An outdoor wildlife habitat or any land restoration project.	**VO:** Keeping it green. (alt: Keeping it healthy, Keeping it pristine.)
Cut to: Signature wildlife footage.	**VO:** Helping it thrive.
Cut to: A family hiking, fishing or enjoying another outdoor activity.	**VO:** Making it fun.
Cut to: Montage of working shots of state agency employees interacting with nature.	**VO:** Everything that goes into caring for our outdoors, from waters to wildlife, plays a big role in making Nebraska home.
Cut to: End card	**VO:** Learn how we help conserve our state's natural resources at outdoor Nebraska dot gov. Nebraska Game and Parks. Making it last.

CREATIVE EXAMPLES

"Making It Last" box and state logo

STATE-SPECIFIC IMAGE
well-composed, high-resolution, colors pair well with state brand, image composition works well with themeline and logo placement



"MAKING IT LAST" BOX
color pulled from state's brand

STATE LOGO
white outline added for contrast

"Making It Last" box and state logo + 2-to-3 sentence caption

STATE-SPECIFIC IMAGE
well-composed, high-resolution, colors pair well with state brand, image composition works well with headline and logo placement



CAPTION
compelling captions that lets the reader better understand the image.

STATE LOGO & "MAKING IT LAST" BOX
box color pulled from state's brand

"Making It Last" and state logo + headline + 2-to-3 sentence caption

HEADLINE
compelling headline relates to image, type and background color pulled from state's brand, themeline added as secondary headline, also utilizes brand color

STATE-SPECIFIC IMAGE
well-composed, high-resolution, colors pair well with state brand, image composition works well with headline and logo placement



CAPTION
compelling captions that lets the reader better understand the image.

STATE LOGO

Additional Examples







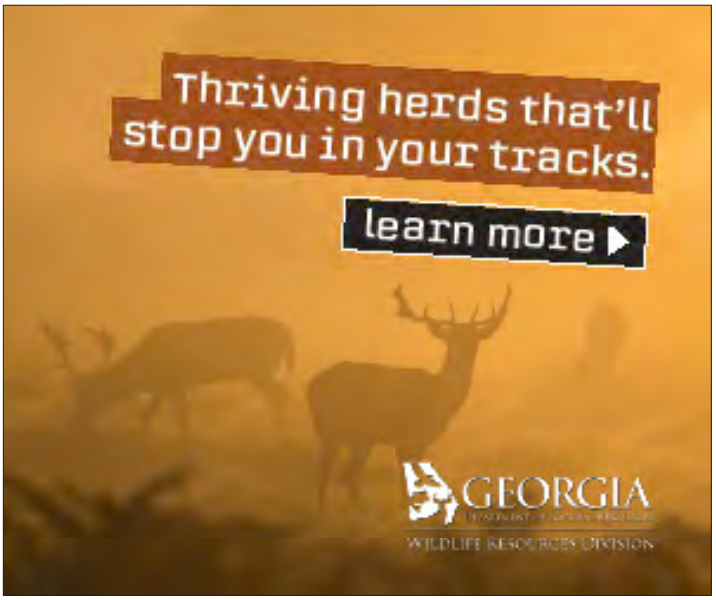






CREATIVE EXAMPLES: DIGITAL ADS





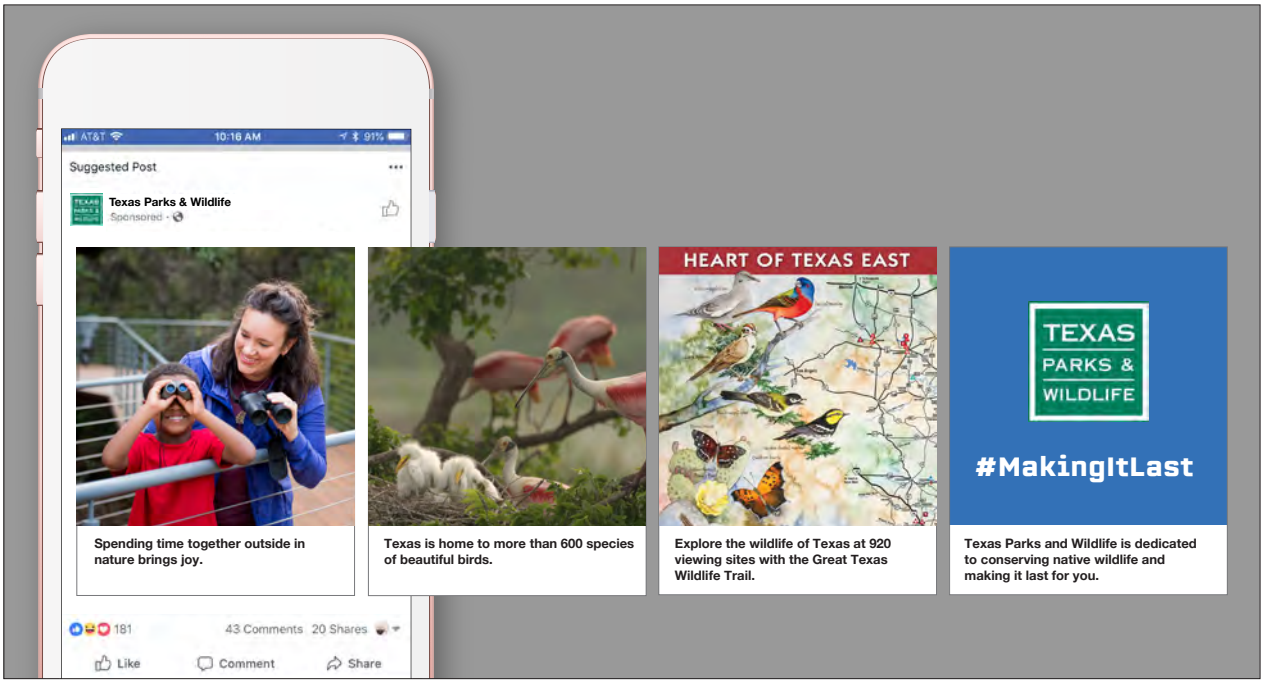
HEADLINE
compelling headline relates to image, type and background color pulled from state's brand



STATE-SPECIFIC IMAGE
well-composed, high-resolution, colors pair well with state brand, image composition works well with headline and logo placement

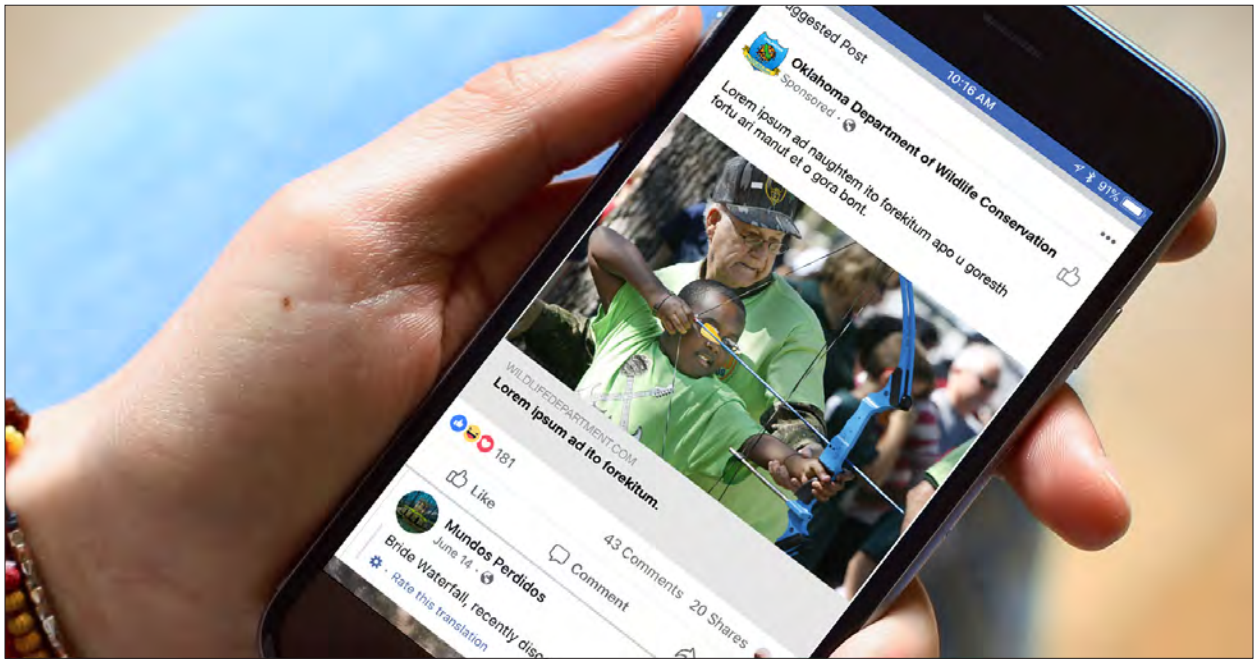
STATE LOGO

CREATIVE EXAMPLES: FACEBOOK CAROUSEL AD



The carousel format allows you to showcase up to 10 images or videos within a single ad, each with its own link. With more creative space within an ad, you can highlight different products, showcase specific details about one product, service or promotion, or tell a story about your brand that develops across each carousel card.

CREATIVE EXAMPLES: FACEBOOK IMAGE AD



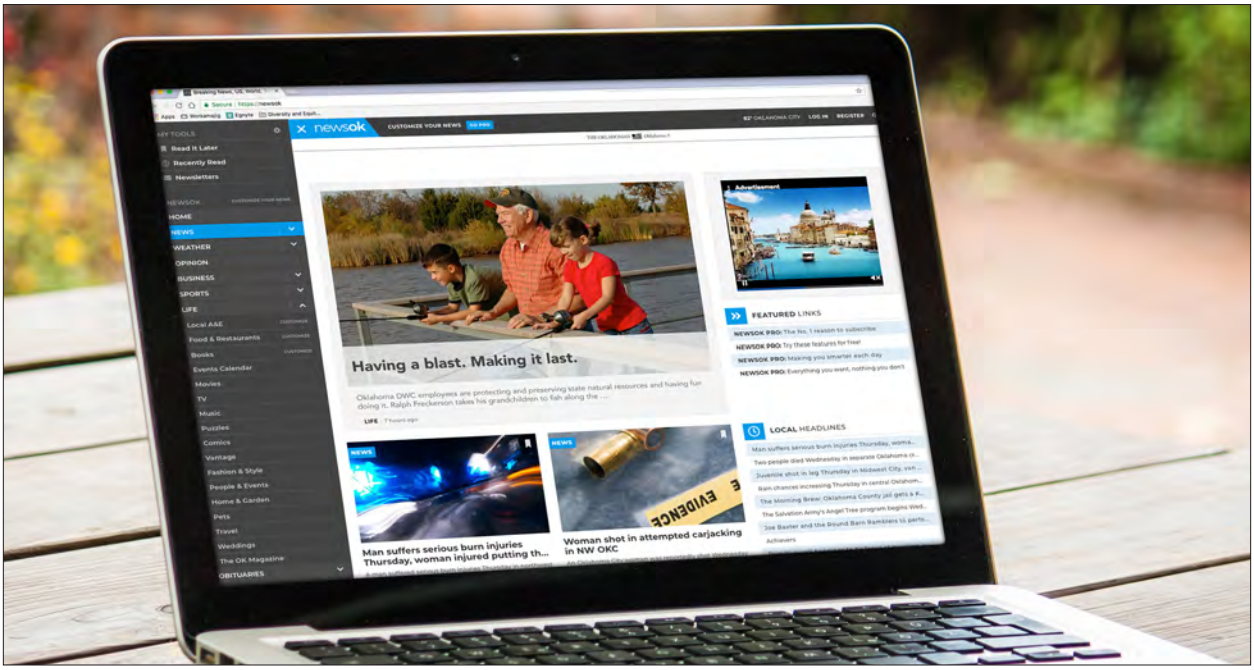
A Facebook photo ad on Facebook or Instagram is a great way to increase awareness of who you are and what you do. A photo ad gives you a clean, simple format to use with inspiring imagery and engaging copy.

CREATIVE EXAMPLES: PANDORA AD



Pandora is a premium, personalized environment with options that range from display ads (shown above) to branded stations. The valuable time listeners spend in a branded content experience such as Pandora allows your message to resonate and capture attention.

CREATIVE EXAMPLES: CONTENT MARKETING



Content marketing is a strategic marketing approach focused on creating and distributing valuable, relevant and consistent content to attract and retain a clearly defined audience. Content marketing helps create sustainable brand loyalty, provides valuable information to consumers and builds trust and rapport with the audience.

Campaign Message Testing

The *Making It Last* campaign was evaluated, thanks to funding provided by the conservation community, to ensure its success across states.

FOCUS GROUPS

The Wildlife Management Institute funded three focus groups – Indianapolis, Indiana, Cincinnati, Ohio and Orange County, California – to learn how target audiences would react to the *Making It Last* message and images of wildlife, landscapes, outdoor recreation and agency staff at work. Key takeaways, across all three locations, included:

- Images with people, especially children and families, resonate most strongly.
- Landscape images alone were uninspiring. People wanted to see wildlife, people enjoying the outdoors or agency personnel engaged in conservation activities.
- Description of work carried out by fish and wildlife agency was needed for complete understanding by target audience.

SURVEY

Ten states – California, Colorado, Georgia, Nebraska, New Jersey, Tennessee, Texas, Utah, Virginia and Wyoming – fielded a survey featuring *Making It Last* ads. The survey was designed to determine if various versions of the campaign would improve public opinion of state fish and wildlife agencies. In order to meet that ultimate objective, the campaign has to meet several smaller objectives along the way:

- Attract attention
- Appeal to the audience
- Be identified with the state fish and wildlife agency
- Communicate the agency's purpose and achievements
- Be informative to the audience
- Be relevant to the audience
- Be important to the audience

The *Making It Last* campaign is positively impacting all measures for all state agencies. Key results include:

- **The results were consistent across states**. Ads produced by each state featured local photographs and local copy and were sent out to participants via different means. Despite all these differences, the results were very consistent.
- **The campaign improved viewers' opinion of their state fish and wildlife agency**. In every state, every ad format achieved 20-50 percent positive opinion change and very low negative opinion change.
- **The campaign works for non-hunter/anglers and hunter/anglers as well**. While the reactions of hunter/anglers and non-hunter/anglers were not identical, both groups reacted positively to the campaign.
- **Adding descriptive copy improves audience reaction to the ads**. Adding a block of informative copy – that helped define the "it" in *Making It Last* – increased the overall effectiveness index of the campaign.
- **Adding a headline has very little impact on the ad's effectiveness**. Adding a headline to an ad that already had a block of descriptive copy had very little impact.

National Implementation Plan and Communication Channels

Implementation Considerations

Consistent	Adaptive	Aligned	Interactive	Efficient
Integrated branding	Reusable content	Mission and values	Media rich	Scalable
Quality content	Multitactic	Goals	Engaging	Leverage common media consumption habits
Maximize every touch point	Customizable	Assessment	Authentic	Unbiased investments
Ongoing content curation	Budget flexible	Outcomes	Collaborative	

MEDIA STRATEGY



Build Awareness:

Utilize paid media to quickly grow your audience and jump-start engagement. Reaches the broadest number of people on a frequent basis to elevate awareness over time. Where you will invest the majority of your marketing budget.

BENEFITS:
Immediacy, scale, control

CHALLENGES:
Clutter, cost, lower credibility

Strengthen Credibility:

Employ a robust earned media strategy to align with trusted community influencers to extend campaign messaging and increase credibility.

BENEFITS:
Transparent, lives on, allows for deeper content

CHALLENGES:
No control, difficult to scale, hard to measure

Engage Advocates:

Implement consistent messaging across all owned media channels to maximize every touch point and create a resource for supporters.

BENEFITS:
Control, cost-efficiency, longevity, versatility

CHALLENGES:
Takes time to scale, less trusted than third-party communication, no guarantees

Build Awareness (Paid Media)



Use available research and market insights to create a strategic paid media plan. Data will inform how to reach the right people at the right time with the right message in the right way.

Consider engaging a full-service marketing agency for paid media recommendations and placement. The cost of paid media can be significant. Compensation for paid media services for most full-service marketing agencies is based on commission that they negotiate with each media vendor. Therefore, your cost is likely the same whether placing direct with a TV or radio station as it would be placing through an agency, but with the added benefit of an unbiased media professional to create a multi-tactic, strategic media plan custom to your unique needs.

In absence of resources for primary research, secondary online research tools can help you identify which key audience segment presents the best opportunity including:

- U.S. Census data tools (census.gov)
- Suburbanstats.org
- City-data.com
- Areavibes.com
- Polidata.us
- Worldpopulationreview.com

STEP 1:

Identify your unique paid media target audience (majority segments reflective of your state's population):

- Locate and list the demographic breakdown of your state (see Wyoming example below).
- Compare the demographics of the **majority of your state's population** with the demographics in the "Making it Last" audience segmentation section – the closest match will become your target audience (could be more than one).
- If your state's demographics include hunting as a top outdoor activity, consider including the secondary audience segment of Hunters/Anglers into your paid or earned media plans.

Example Target Audience Identification: State of Wyoming

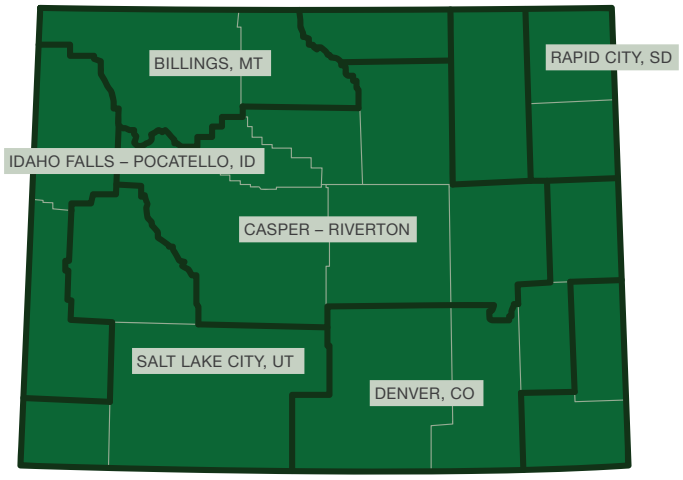
State Demographics	Demographic Matches *(from "Making It Last" toolkit)*	Target Audience Selection and Notes
Total Population: 579,315 (226,879 households) – 92.8% Caucasian, 49% female, 51% male	• 50% female, 50% male • Age: 18-45 • Fishing • Hunting	**Primary:** Outdoor Enthusiasts The demographics of the majority of the state's population most closely align with the "Outdoor Enthusiasts" audience segment from the "Making It Last" toolkit.
Most populated counties (53% of state pop.): Laramie, Natrona, Campbell, Sweetwater, Fremont		
Most populated cities (35% of state pop.): Cheyenne, Casper, Laramie, Gillette, Rock Springs (47% family household; 30% with children in household, 70% without children in household)		**Secondary:** Hunters/Anglers The demographics of the majority of the state's population include hunting, which aligns with the "Hunters/ Anglers" secondary audience segment from the "Making It Last" toolkit.
Population by age: 0-17 (25 percent), 18-45 (51%), 46-64 (17%), 65+ (7%)		
Top outdoor activities: fishing (including ice fishing), hunting, horseback riding, rock climbing, skiing		
Top vacation months for outdoor activities: July (1), August (2)		

STEP 2:

Focus paid media marketing efforts to specifically reach target audience segments identified above. Prioritize paid media placements that enable targeting by ZIP code, city or county due to the expansiveness and overlap of the Denver DMA in Wyoming.

- Prioritize tactics that reach target audiences while they are engaging in outdoor activities. Reaching audiences with core campaign messages at a time when it is most relevant to their personal experience will increase message resonance. Examples include out-of-home media such as billboards, radio, mobile digital ads and grassroots marketing (events, sponsorships, partnerships).
- Use digital advertising and explore additional marketing channels to deliver specific messaging that drives visitation in the moment and complements destination brand awareness creative.
- Use paid social and digital retargeting to create continuity of messaging in the marketplace. Implement A/B testing of messaging to optimize and maximize response to specific keyword campaigns.
- Focus paid media efforts during most popular hunting seasons and times of year when people increase their time spent outdoors.
- Prioritize paid media investments in DMAs with the highest population of core audience members. Extend campaign reach in outlier markets through cost-effective paid media efforts such as paid social and digital.

Wyoming DMAs (Designated Market Areas from Nielsen)



- Consider niche-marketing placements to segmented audiences to build further awareness based on individual passion points.
- Use market penetration data intelligence to determine efficiencies for additional tactics such as Pandora, broadcast and cable TV, Hulu, YouTube, TrueView and other opportunities.
- Monitor and optimize performance of advertising, social campaigns and digital promotions with the help of online analytic tools.

EXAMPLE MEDIA PLAN: STATE OF WYOMING

ASSOCIATION OF FISH AND WILDLIFE AGENCIES
Marketing Campaign Toolkit – State of Wyoming Paid Media Plan (*SAMPLE ONLY*)

Project Goal: Increase relevancy of Wyoming Game and Fish Department in the state of Wyoming

Communication Goals
- Connect work with Wyomingites' values and day-to-day lives
- Increase awareness of the agency's role in caring for and managing wildlife habitats
- Build understanding of the value and importance of wildlife, fish and outdoor resources

Target Audience
- Primary: Outdoor enthusiasts
  - Adults ages 18-45; 50 percent female, 50 percent male (estimated 295,450 people)
  - Geo: Statewide; emphasis in densely populated counties: Laramie, Natrona, Campbell, Sweetwater and Fremont

Three strategic flights to elevate awareness (average 360 GRPs per flight) plus sustained presence through paid social
Flight 1: Leading summer outdoor leisure/travel (July)
Flight 2: Peak elk hunting season (October)
Flight 3: Top snow skiing month (December)

Timing

Tactics	Deliverables	Timing												Investment
		Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	
Outdoor	- 30 high-profile billboards - Canvas top five counties - 1,746,875 estimated impressions							▒						$27,950
Digital Music Streaming	- Pandora and Spotify - Mobile audio and display - 1,156,250 estimated impressions										▒		▒	$17,250
Digital Display	- Native digital display ads on leading news sites statewide - Audience retargeting; five impressions/day for seven days - 1,117,857 estimated impressions							▒			▒		▒	$15,650
Paid Social	- Facebook newsfeed ads - Cross-platform: desktop, tablet, mobile - 4,148,000 estimated impressions	▒	▒	▒	▒	▒	▒	▒	▒	▒	▒	▒	▒	$31,000
													TOTAL	**$91,850**

Effective Audience Reach Summary
- Total Target Population: 295,450 people
  - Media Goal Per Elevated Flight: 360 GRPs; reach 90 percent of the population four times during each four-week period = recommended minimum 1,063,620 impressions/flight
  - Media Goal for Sustained Presence: 117 GRPs; reach 78 percent of the population 1.5 times during each four-week period = recommended minimum 345,676 impressions/flight

Equation to Establish Effective Paid Media Budgets

Paid media is a significant investment. It is important to understand that this is an investment in an ***audience,*** not a program or tactic. Valuation therefore is all about ***whom*** you will reach.

Many media sales professionals are accustomed to selling a number of TV spots or number of days on a billboard. But we know that not all ads are created equal because not all ads reach the same number of people. A TV ad that airs in the middle of the night is not as valuable as an ad that airs during prime-time TV.

One of the most common ways to valuate and compare the cost-effectiveness of different media tactics is to look at the CPM (cost per thousand). CPM is a marketing term used to denote the price of 1,000 advertising impressions. When you are comparing different media proposals, be sure to request the CPM to best understand the audience you will reach with each tactic.

CPM is also a helpful way to estimate the paid media investment needed to make an impact in your unique market. Many factors and variables come into play. It is advisable to work with a media professional for media buying services when possible. The following equation is a very basic tool to help your marketing team estimate the paid media investment needed to actually make a difference in your market. Spreading funds too thin is a common pitfall that this equation may help you avoid.

Ideally, the "Making It Last" brand awareness campaign must reach 85 percent of your intended audience five times during a four-week period to be effective. In media marketing terms this would be expressed as follows:

REACH: 85%

FREQUENCY: 5 times

GRPs: 425
(gross rating points = reach X frequency)

EQUATION TO DETERMINE PAID MEDIA BUDGET

1. Total Audience Population
x Reach
x Frequency

Total Impressions

2. Total Impressions
x CPM
÷ 1,000

Total Cost
(recommended paid media budget)

Example: The target audience is adults 18+ in Boulder, Colorado. Using census data, we've identified that 94,434 adults 18+ reside in Boulder. Using media analytics tools, we've identified the average CPM for a multitactic paid media campaign in this market is $22.

94,434
x 0.85
x 5

401,344.5 Total Impressions
(per 4-week period)

401,344.5
x $22
÷ 1,000

$8,829.58 Total Cost

Summary: The recommended paid media investment to effectively reach adults 18+ in Boulder, Colorado, is $8,829.58 per four-week period.

PLANNING AND NEGOTIATION TIPS

Reminder: Media valuation should be determined by whom your ad reaches versus the number of ads you place. Not all ad placements are created equal – different ad placements reach more people and therefore are more valuable (e.g., Super Bowl TV ad versus local news TV ad).

Request and compare audience analytics for each advertising contract. This will enable you to make an educated decision about the most cost-effective tactics for your custom program. Common audience analytic factors include:

- **Impressions:** Number of times your ad is served (not necessarily viewed)
- **Unique Impressions:** Number of unique individuals your ads are served to
- **Cost Per Thousand (CPM):** Cost per thousand impressions
- **Reach:** Total number of different people or households exposed, at least once, to a medium during a given period. Typically expressed as a percentage of the total population.
- **Frequency:** Repeat exposure; number of times an individual is exposed to an advertising message during a specific period (generally four weeks). Typically expressed as a number or fraction of a number (e.g., 5.7 times).
- **Gross Rating Points (GRPs):**

  Reach
  x Frequency
  GRPs

  Example: Reach 85% of target audience 5.5 times in a 4-week period = 467.5 GRPs. Most commonly used in traditional media (broadcast TV and radio).

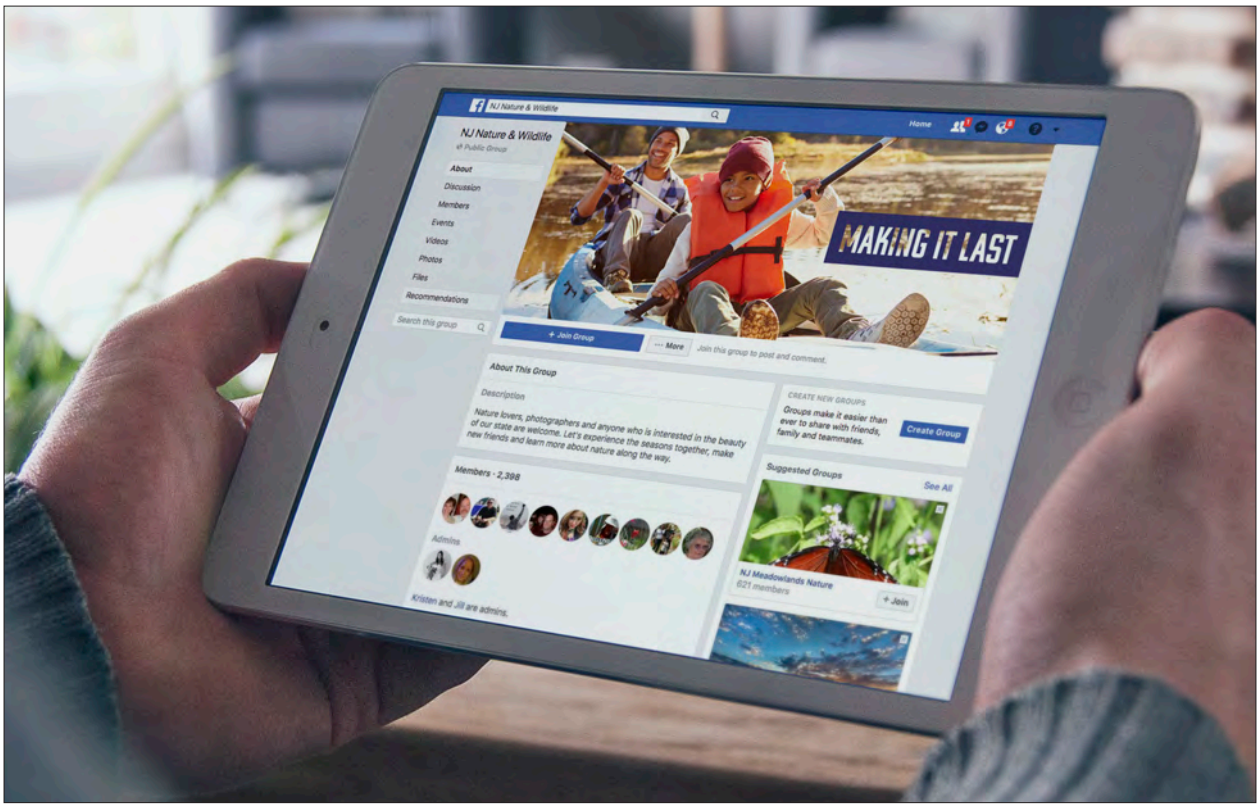


Strengthen Credibility (Earned Media)



- Plan and execute press conferences in your area to engage statewide and regional media markets. Utilize live/recorded video functionality (e.g., Facebook Live) when possible to extend your audience. Align news events with paid media launches, social media and local events.
- Include brand messaging in development of long-form articles to help tell your story and connect with broad and niche audiences. These stories can be developed and repurposed on website, paid opportunities with news media, and other online publications and magazines that welcome sponsored and organic content placements. These should include engaging imagery and photography throughout the stories to help tell the story and for sharing purposes.
- Encourage media relations teams to be proactive and engaged with their local media outlets, providing value, expertise and continued connections to help ensure key messages are used and news published is credible. Utilize media monitoring services (e.g., Meltwater) that track writers for content and continue to grow media lists when new writers discuss relevant topics.
- When pitching news media, bloggers and influencers, ensure messages are customized and relevant and respond promptly to their deadlines and requests.
- Utilize social media as an extension to your news media distribution by writing recommended social media posts for media channels to use and distribute in their feeds. News channels post on an hourly/consistent basis and welcome relevant content to include.
- Monitor public relations efforts using a media monitoring service (e.g., Meltwater) to track both campaigns and brand mentions. These services also provide much more valuable data, including sentiment, estimated reach, share of voice, etc.
- Other ways to track public relations performance: monitor website analytics, social media insights and other tracking tools to measure traffic, demographic data, reach and behaviors. This data can be used to optimize and refine campaigns on an ongoing basis.

Engage Advocates (Owned Media – website, social pages, email lists)



- Integrate campaign messaging throughout all existing communications channels to show consistency and depth of your organization's valued services and resources.
- Perform an audit of your organization's communication channels, including website, emails and other online communications, to implement improvements.
- Create ongoing communications to current and new advocates encouraging them to share content through social media channels to help extend the reach of campaign messages. These communications should include packaged content and straightforward direction for action.
- Continue with consistent updates to email lists and look for ways to incorporate campaign messages on a consistent basis, including headers, footers, email signatures and integration in stories, news updates and other email content. Include content in your social content calendars to help build email lists by encouraging followers on social channels to sign up for your emails to stay updated.
- Utilize current partners and stakeholders to help develop and maintain a rich content calendar and library. Assign roles and assignments well ahead of publish dates to assist with writing, imagery and contacts for interviews.
- Create a strategy that focuses on visual elements to extend the campaign messages. This can include video, photography, infographics, interactive elements and quizzes. These will most likely need assistance from creative, digital and web teams to integrate, but the outcomes of these elements will produce content that encourages engagement and shares.

Evaluation Plan

RESEARCH

Well-crafted, regularly repeated surveys are the best way to track ongoing changes in awareness, familiarity and knowledge of an agency and its mission. It is recommended to set a baseline of the target audience before deploying the campaign in order to track improvements over time resulting from the campaign. Fortunately, a variety of survey options are available to agencies today.

- **Market research/polling**
  The most expensive option is often a third-party survey conducted by phone or online with a representative sample of the general public. Typically, these surveys provide a comprehensive look at the current state of knowledge and greater depth of information than other research metrics.
- **Owned media deployed**
  A survey created internally with respondents invited via the agency's existing communication channels (e.g., emails, social media, etc.), can be a decent source of metrics if the existing agency stakeholder are the primary audience. Many low-cost services exist to add in this method, such as Qualtrics or SurveyMonkey.
- **Piggy-backed questions**
  Occasionally, research firms will allow a variety of entities to each add a handful of questions to a survey, therefore spreading the costs across many participants. This can be a cost-efficient way of asking the general public a few questions regularly.

Depending on the goals of the state implementing the Making It Last campaign, the most important areas to measure will typically be awareness, familiarity and credibility of the agency or knowledge of the agency's role in the state. Recall of the Making It Last campaign is not meaningful if consumers did not apply the information to their understanding and belief of the agency behind the campaign.

PAID MEDIA

Paid media serves as a method for promoting content and driving exposure through paid techniques or channels such as traditional – outdoor, radio, television – or digital platforms such as social media.

- Total campaign impressions
- Reach
- Frequency
- Gross rating points
- Target rating points
- Click-through rate
- Video completion rate
- Share of voice
- Value added; bonus placements

EARNED MEDIA

Earned media refers to media exposure you have earned through word-of-mouth, such as content you have distributed, services you have delivered or your SEO efforts. You can earn media by getting press mentions, positive reviews, reposts and recommendations. You can also facilitate earned media by helping journalists and content writers author their articles, or contributing your own thought leadership content to industry publications.

- **Press conferences, news and live events**
  - Number of media outlets in attendance
  - Number of media hits/articles published
  - Number of online mentions/engagement (comments, likes, shares)
  - Engagement and views of live broadcasts (if applicable)
- **Content marketing, long-form content creation and promotion**
  - When published on main website
    - Website page views to content pages
    - Average read time of content articles on website
    - Demographic/geographic info on audiences on those pages
    - Behavior of audiences and what content they prefer
  - When published on media outlet content pages (paid/organic placements)
    - Number of media outlets publishing content
    - Reach of content articles
    - Average read time
    - Clicks to website form article links within stories
    - Demographic data
- **Media tracking and monitoring**
  - Increase in engagement, media hits from baseline metrics
  - Media influencer/outlets list growth over time
  - Sentiment measures (if applicable)
  - Share-of-voice increase from baseline metrics (if applicable)
  - Social monitoring to track pickups, media posts
  - Comparison with website analytics with media mentions

OWNED MEDIA

Owned media is the primary type of content your team will create on a regular basis. It is all content and media that is featured in areas of the Web owned by your brand including your blog, news area or website in general, social media profile pages, webinars and more.

- **Brand messaging integration**
  - Ongoing inclusion and search engine optimization to include brand messaging in communications
  - Email metrics to measure list increases, read times, open rates and click-through rates of communications to advocates
  - Social tracking of advocate content and pages to monitor inclusion of messages
  - Increase in stakeholder content and request for any metrics to be shared
  - Increase in engagement against baseline when more visuals are used in communications

Call to Action

Consider utilizing state landing pages to promote more relevant content to targeted audiences and implementing individualized measurement tracking per state. These subdomains would be location specific (e.g., MakingItLast.org/Texas) and could be used for paid ad placements and communications materials.

You could also set up geo redirects off the main website where relevant state content would appear based on the user's geographical location.

Hashtag Recommendations

States promoting the brand campaign should consider using hashtags. This will allow AFWA and each state to monitor promotion and possible engagement with the campaign. Each state should include both #MakingItLast #(State) in its social content, allowing these hashtags to be searched and monitored.

If contests or promotions are considered by each state, using statewide hashtags will help determine that state's efforts and not pull results from other state's engagement.

Ownership of Materials

All deliverables, including all recommendations on creative design and concepts, meeting documents, reports and any other asset related to this project, are the property of AFWA. The Contractor will provide all assets upon request by the Association at any time and upon termination of the contract.



MAKING IT LAST PILOT PROJECTS PHASE I SUMMARY

The next step in implementing the *Making It Last* campaign involved a Multistate Conservation Grant funding for pilot projects in 2 regions of the U.S. How would it go when a state was given $20,000 to implement the social media advertising approach outlined in the Toolkit? What problems needed to be overcome? What results would be achieved? Were there "lessons learned" or "best practices" that might be shared to pave the way for the next group of states to use the materials developed?

This report contains state pilot project results from five states in the West and Midwest AFWA regions. California, Texas, Kansas, Wisconsin and Indiana were selected from more than a dozen proposals obtained in response to a national call to test the *Making It Last* Toolkit. The states were required to use paid social media advertising and had various levels of experience with social media advertising/marketing before the project began.

Here is a summary of target audiences and where they invested in social media. Basic metrics achieved appear in the final table. To see full state results please read the individual reports following this section. You can also review the ads used by each state agency in the Appendix.

DIGITAL TARGET AUDIENCES					
	California	**Indiana**	**Kansas**	**Texas**	**Wisconsin**
Age 18-54	•	•	•	•	•
Age 18-45	•	•			•
Wide range of outdoor interests	•	•	•	•	•
Micro-targeted outdoor interests		•			
Families	•		•	•	
Hunters		•	•		
Anglers		•	•		
Current Facebook Fans					

MIL TOOLKIT: PRIMARY AUDIENCE SEGMENTATION					
Outdoor Enthusiasts	•	•	•	•	•
Family Outdoors	•		•	•	•
Affable Adventurers	•		•	•	•
Outdoor Excitement	•		•	•	•
Dabblers	•	•	•	•	•

PAID MEDIA PLATFORMS					
	California	**Indiana**	**Kansas**	**Texas**	**Wisconsin**
Facebook	•	•	•	•	
Instagram		•	•	•	

Snapchat		•	•
Google display	•		•
YouTube bumper ads	•		•

RESULTS

RESULTS

California

Goal - Engagement
Facebook (paid)
Impressions – 2,115,662
Engagements – 97,148

Instagram (unpaid)
Impressions – 39,785
Engagements – 3,240

Indiana

Goal - Link Clicks
Facebook and Instagram
Impressions – 1.2 million
Engagements – 9,603
Clicks – 6,739
Google Display and YouTube
Impressions – 3.7 million
Clicks – 21,433

Kansas

Goal - Brand Awareness
Facebook and Instagram
Impressions – 5 million
Engagements – 11,741
Snapchat
Impressions – 3 million
Swipe Ups – 37,966

Wisconsin

Goal – Awareness
Google/YouTube
Impressions – 2.9 million
Clicks – 29,896
Snapchat
Impressions – 2.1 million
Engagements – 366,753

Texas	Goal - Engagement Facebook and Instagram Impressions – 3.1 million Engagements – 1.2 million

Note: Social Media definitions are in Appendix A.

MAKING IT LAST -- LESSONS LEARNED + BEST PRACTICES

The numbers don't tell all there is to learn from the first Pilot State efforts. The states provided input on the lessons they learned and best practices were formulated from their work. We have identified nine best practices to pass along to states using the *Making It Last Toolkit.* If these lessons are incorporated into the planning of a paid social media campaign, the ability of any state fish and wildlife agency to successfully develop a campaign will be greatly enhanced. In addition, states will connect with thousands of new citizens who are interested in wildlife and the outdoors. The contacts made are the start of a new awareness about what state agencies do. Over time, as part of a strategic and systematic communication effort, they provide a method for states to begin to make the case for why state fish and wildlife agencies matter while building relevancy among new audiences that value nature and the outdoors life.

> *"… we are very pleased with the effectiveness of the campaign, especially in its ability to engage new audiences who hopefully will be more likely to support or advocate for our agency's mission in the future."*
>
> *-Texas Parks and Wildlife*

Best Practice One: Identify Purchasing Procedures and Social Media Policies Early

Pilot states ran into challenges in executing the basics of the campaign – buying and paying for social media advertising. Knowing what they learned will assist states to achieve a faster start to their campaigns.

- The first challenge is the need for a method to purchase social media advertising. Whether accomplished via a state agency credit card or an existing or new relationship with an external group willing to purchase on the agency's behalf, this is part and parcel of social media advertising. There are no bids to solicit or paper invoices that will be sent to the agency. The agency needs a credit card with an appropriate credit limit before the campaign begins. A limit on campaign time and spend will also be determined. When you hit that dollar total, the campaign ends. If you have an existing advertising agency of record, they may be able to provide this service for you and bill the state agency as determined in the contracting in place. If you have an agency-related Foundation,

something similar may be worked out if their policies and procedures permit. Another state agency or division in your department may also be a source of assistance. Start early on this aspect of purchasing.

- The second potential stumbling block may be found in outdated purchasing policies that do not speak to online social media activities and sole source circumstances that prevent standard bidding activities. There is only one Facebook, for example, and if you wish access to targeted audiences through this platform, they are the only path. States note that due to the layers of approval that surround purchasing processes at state government agencies, it can be difficult to determine the best course of action for properly funding the campaign and working within internal purchasing restrictions. Meet with accounting staff early to identify the best course of action for handling campaign purchases.

> *"The most successful part of this project was out-sourcing the creative and delivery to a contractor (Learfield). They also handled all the financial aspects and reporting. Not having to receive a grant to the state agency greatly streamlined this project."*
>
> *-Wisconsin DNR*

- Finally, examine your state social media policies. These policies may not include mention of running ads or doing media buys. This can cause confusion as to what is allowed. If you have decided to work with an external partner (advertising/marketing company) determine whether or not the state can grant a third party access to state agency social media accounts. Pilot states recommend conversations with those who oversee your social media policies, as well as your procurement processers to ensure policies are interpreted or updated to reflect current practice. This will result in mutual understanding about how social media advertising can be accomplished and how it can be paid for.

- Alternately, some of these issues can be avoided altogether by working with an advertising or marketing agency/contractor who can also handle the financial aspects and reporting of results.

Best Practice Two: Establish Advertising Content Approval Process

States should allot more time than they think will be necessary to effectively brainstorm, create, assign, and schedule content. If an agency is running this campaign with staff who have jobs other than marketing and communication, it can be challenging to balance campaign needs against ongoing daily duties.

Apart from employee availability, it is recommended that future MIL project coordinators work to develop ad approval processes and get agreement to these processes from approvers. This pilot program was not always taken on by the communication arm of the agency. Therefore, there may

be challenges to overcome including the structure of communications programs and review processes making planning and follow up essential. Involve the communication office as a partner and look to them for established agency practices as they relate to news, magazine, radio and digital storytelling approval practices. Be aware that ads are not always immediately approved and this can lead to hours-long or days-long disruptions in the dissemination timeline. Planning ahead and communication within the agency seems to be key to a successful launch.

A publishing approval process is a business procedure for ensuring that outbound social media messages are error-free, on-time, and on-brand. Many organizations now protect their social media accounts by managing them through a social relationship platform (SRP), which provide a safe environment for teams to collaborate on content before publishing. Lower-level employees, interns, or contractors might draft messages, but their content must be approved by managers, supervisors, and/or compliance officers before publishing.[1]

Best Practice Three: Encourage Teamwork to Succeed in Marketing

Internal buy-in matters. As with all communication campaigns, the state agency internal audience needs to be briefed and on-board to provide the best support. Consider a strategy to go agency-wide in carrying out the MIL campaign. Not only will others be aware of your campaign and why you are doing it, MIL pilot project coordinators are confident the input received from field staff ultimately led to more effective, and better informed, ad content. Make time for visiting with internal staff and soliciting feedback as creative concepts are drafted.

This Toolkit is flexible and able to be customized to meet a variety of state needs. For example, one state wanted to ensure that their ads would be R3-friendly. So in addition to their other internal programs contact they included R3 staff throughout the creative process to ensure recruitment, retention, and reactivation strategies were incorporated and aligned.

MIL project coordinators are cautioned to carry out a thorough examination of existing capabilities, and produce an honest estimate of staff hours that can realistically be dedicated to the campaign, and delegate accordingly. Before starting a campaign, meet with internal folks such as communication staff, graphics designers, social media manager and external partners such as your advertising agency or Foundation in the event they are handling your advertising billing and payments. This will help ensure sure your project is successful. More specifically:

- If you have creative staff in your agency meet with layout and design specialists to determine their availability and workload during the campaign timeframe to ensure they are able to take on the additional work;
- If you have a social media team, meet with them to learn what ideas and input they may have as well as to determine availability, workload, and other ongoing or seasonal campaigns that are coming up on the agency calendar. This allows for discussion on where the *Making It Last* campaign could fit within what was already planned during your proposed timeframe.

[1] Downloaded March 22, 2020 from https://blog.hootsuite.com/social-media-glossary-definitions/

Best Practice Four: Review and Establish Photo Shoot Practices

Department photos taken for marketing purposes require photo releases from all pictured. If this is not an organized and tracked process, states may be limited in the photos they are able to use for the campaign. Based on this learning, one state plans to ensure when photos are taken of the public and may be used for marketing, permission forms are completed in advance. Consider assigning staff to conduct specific photoshoots to build a source of good images for future marketing endeavors.

States learned they don't have to have professional grade marketing photos. In fact, many of the images staff provided of their peers in the field performed the best compared to photos taken by department professional photographers. In the testing that preceded the pilot projects, "Boots on the Ground" images were the most popular category of photography. People are very interested in how their state fish and wildlife agency does its work.

Best Practice Five: Quality over Quantity in Platform Selection

The biggest challenge that may face a state is the knowledge required to effectively create and run ads using Facebook Ads Manager. If your state is new to social media advertising, seek advice from other agencies who may have done this before, agency social media staff if you have them or from the platforms you intend to use. There are tutorials and people employed by the various platforms who can give you step-by-step guidance. Alternately, if you are using an ad agency to help you, you will have experts working with you.

Keep your campaign modest as you gain experience. Don't feel compelled to use every platform available. Project coordinators can chose to "scale back" campaign efforts to focus on a manageable number of platforms, given employee resources and experience, and goals of the campaign. If time has not been allotted to properly train and practice in using a new platform, it is recommended that MIL project coordinators focus on social media platforms where staff have the most experience.

> *"If time has not been allotted to properly train and practice in using a new platform, it is recommended that future MIL project coordinators focus on social media platforms where staff have the most experience.*
>
> *-Kansas Department of Wildlife, Parks and Tourism*

One of the pilot states suggested that an initial training session be offered for the next participants in Phase II testing in the Northeast and Midwest AFWA regions. This overview might cover the targeting parameters identified in the Toolkit, the basics of using the various social media platforms to place ads, and guidance on how to build successful ads. The training could be recorded and available online to be referred to as needed by all states in the future.

Best Practice Six: Operate with a Learning Mindset

Consider your "least successful ads" as an opportunity for growth. If your ads do not achieve their intended purpose, they provide staff with valuable information which suggests the agency may benefit from increasing the amount of education and outreach surrounding those ad subjects. Future MIL project coordinators are encouraged to not only measure quantitative metrics, but qualitative, as well – to include audience sentiment.

The goals you establish for your campaign are key to measuring your success. Study the results of testing in the Toolkit as you develop your plan so that you don't aim to reach conclusions that can't be substantiated by your design. The first steps in the "ladder of engagement" are about introducing your agency, raising awareness that you exist and for what purpose.

When determining your audiences using the toolkit description, you have the option to filter out people who already follow your social media platforms and/or hunters and anglers. The campaign helps with existing audiences to inform them about aspects of the agency's work they may not be familiar with. However, filtering was considered key for one state's success as it demonstrated they were truly connecting with new audiences.

States learned that substantial numbers of impressions can be obtained digitally and impressions were one of the goals for the campaigns. Engagement was a second goal for some states. These goals both have industry standards for measurement.

Best Practice Seven: Consider Involving a Marketing Firm

Using a professional marketing firm really helped in planning the targets for the campaign in some states and streamlined the purchasing of ads. As a result of implementing the campaign in this way, one of the state agencies has identified several marketing firms authorized to conduct media buys on its behalf in the future. This sets the tone for and increases the feasibility of future media buys. If your agency already has a contract with an advertising / marketing firm ask them for:

- Their ideas on what an awareness campaign could look like with the audiences outlined in the *Making It Last Toolkit*;
- What the best use of your overall budget might be;
- What could be accomplished in a given timeline in a measurable, successful way; and,
- Work with them to develop a campaign that will be cost-effective and will include online advertising metrics.

Best Practice Eight: No Budget, No Problem

States noted that there is much more to learn as we explore future social media marketing campaigns. If marketing is not included in future budgets, the information gleaned from the pilot

projects will assist the states to use the creative content on non-paid platforms, including social media, trade shows, e-newsletters or other promotional materials. For example, one pilot state used the learnings to inform other aspects of implementation of the *Making It Last* relevancy message. They ran a *Making It Last* campaign ad in the January issue of their magazine, featuring an image that had performed successfully on Facebook.

States learned that the *Making It Last* target audiences want to know about the work agency staff do and the benefits it provides everyone. Plans are underway in a couple of the five states to develop a social media campaign that highlights more of what agency staff does, why they do it and why it is important. The research that preceded the release of the *Toolkit* noted that "boots on the ground" topics, agency staff going about their daily work to conserve the nature of each state's resources were among the most effective in explaining the role of state fish and wildlife agencies.

Best Practice Nine: You Can Do This, If You Don't Try To Do Too Much

Be careful about your assumptions and comparisons to other states. Your agency may have a small staff and limited support for these type of marketing campaigns. It is easy to say it isn't possible for your agency to do this. However, the pilot states learned it is possible. In comparing results with other states, all the ads performed about the same. It is not necessary to have professional grade photos; staff photos still performed well and helped states achieve their goals. It is important for those agencies who may be smaller or more limited in marketing expertise, to see that this campaign can be done with limited resources, some communication staff and without dedicated marketing staff. The *Making It Last Toolkit* has helpful guidance and as the next set of pilot projects begins there is a core of experience available to help new states take on this opportunity.

> *"Because we needed to produce all creative, schedule the ads, compile the data, and run reports in house without the help of an outside marketing or advertising entity, we found ourselves unable to execute the campaign as effectively as we had hoped, given the time parameters."*
>
> *– California Department of Fish and Wildlife*

> *"This was the first time the Division and our Department did a media buy marketing campaign. … Due to the funding provided through AFWA, the recommendations in the Making It Last Marketing Campaign Toolkit and the support we received from this pilot project, we are now able to say we have successfully completed a marketing campaign. And we were able to see results that these ads worked with our target audience through our target metrics.*
>
> *– Indiana Department of Natural Resources*

Making It Last

PILOT PROJECTS PHASE II SUMMARY

The Toolkit testing continued by implementing a second set of Pilot States in 2020. In Phase II the *Making It Last* campaign involved Multistate Conservation Grant funding for pilot projects in the remaining two regions of the U.S. Would there be differences in the utility of the toolkit or the reaction of their citizens to the campaign? What else remained to be learned from the eastern half of the country?

The next section contains state pilot project results from five states in the Southeast and Northeast AFWA regions. Louisiana, Mississippi, South Carolina, Connecticut and Vermont, were selected from more than a dozen proposals obtained in response to a national call to test the *Making It Last* Toolkit in these two regions. As in the first pilot test, the states were required to use paid social media advertising and had various levels of experience with social media advertising/marketing before the project began.

Here is a summary of target audiences and where the states invested in social media. Basic metrics achieved appear in the final table. To see full state results please read the individual reports following this section. You can also review the ads used by each state agency in their reports.

DIGITAL TARGET AUDIENCES					
	CT	**LA**	**MS**	**SC**	**VT**
Age 18-54	•	●	●	●	●
Age 18-45		●			●
Wide range of outdoor interests	•	●	●	●	●
Micro-targeted outdoor interests					
Families		•	●	●	●
Hunters				●	
Anglers				●	
Current Facebook Fans				•	

MIL TOOLKIT: PRIMARY AUDIENCE SEGMENTATION					
Outdoor Enthusiasts	•	●	●	●	●
Family Outdoors		•	●	●	●
Affable Adventurers		•	●		
Outdoor Excitement			●		●
Dabblers			●	●	

PAID MEDIA PLATFORMS					
	CT	LA	MS	SC	VT
Facebook	•	•	•	•	•
Instagram	•	•		•	•
Snapchat					
Google display					•
YouTube bumper ads					
Facebook Audience Network		•			

RESULTS

Connecticut

Facebook and Instagram
Goal: 1,700,000 impressions (effectively reaching 425,000 people 4x each).
Impressions: 3,299,035
Engagement: 491,150
Clicks: 26,039

Louisiana

Facebook
Goal: 1.5M - 2M Impressions
Impressions: 5,890,285
Engagement: 53,036
Clicks: 28,735

Instagram
Goal: 1.5M - 2M Impressions
Impressions: 1,532,782
Engagement: 8,318
Clicks: 2,385
Swipe Ups: 2,019

Facebook Audience Network
Goal: $1M
Impressions: 245,088
Engagement: 230,575
Clicks: 584

Mississippi

Facebook
Goal: Link Clicks
Impressions: 401,548
Engagement: 1,353 Likes, 172 Shares, 129 Comments
Clicks: 6,744

S. Carolina

SCDNR Diversity Outreach Facebook
Goal: Increase awareness of the page
Increase in followers: 127
Engagement: 2.7 percent
Ad Recall: 12.6 percent

SCDNR Spanish Facebook
Goal: Increase awareness of the page
Increase in followers: 308
Engagement: 8 percent
Ad Recall: 6.8 percent

Instagram
Goal: Increase followers by 750 over an eight-week period
Increase in followers: 976
Engagement: 18,000

SCDNR Facebook
Goal: Increase followers by 1,200 /8 weeks
Increase in followers: 12,920
Impressions: 2,343,500
Engagement: 68,000

Vermont

Facebook and Instagram
Goal: Link Clicks – Landing Page Views (Traffic)
Impressions: 3,849,561
Engagement: 455,286
Clicks: 22,275

Google Display
Goal: Website Traffic - Link Clicks
Impressions: 353,789
Clicks: 3,358

MAKING IT LAST Pilot II -- LESSONS LEARNED + BEST PRACTICES

The second group of Pilot States had the benefit of the Lessons Learned from the first group of states. Here are additional lessons Phase II states offer to those who use the *Making It Last* Toolkit in the future to conduct social media marketing efforts to acquaint broader audiences with why state fish and wildlife agencies matter. (Note: numbering system continues from Phase I)

> *"The Making It Last Toolkit helped us identify our target audience and provided a good understanding of how our ads should look and feel. Without this grant, we almost certainly would not have been able to carry out a digital campaign of this magnitude."*
>
> *- Connecticut Dept of Energy and the Environment*

Best Practice Ten: The Toolkit Works!

The Making It Last Toolkit provided an easy guide for inexperienced staff to initiate a successful marketing campaign. The Toolkit is extremely helpful in providing guidance for identifying your key audience segments by taking a closer look at your state's demographics. Even if your state is not very diverse, reviewing the data will help identify the most appropriate audience to target. This campaign and the results achieved by states demonstrate that paid marketing is a valuable tool to help connect with the public who don't follow our traditional communication channels. In one state the toolkit led to such a successful campaign they continued using the Making it Last toolkit for another paid campaign. This $14,000 campaign is being used on billboards, YouTube and Instagram to raise awareness about a whooping crane reintroduction program.

> *"This campaign has allowed us to communicate our relevancy to millions of people who don't usually receive our messaging. Typically, hunters and anglers in our state have some level of awareness of our conservation efforts, but most non-consumptive citizens do not. This is critical to our agency as we try to explore new funding methods for conservation efforts at our agency."*
>
> *- Louisiana Wildlife and Fisheries*

Best Practice Eleven: Partner with a Marketing Agency

Several states indicated that worked with a marketing/advertising firm was the right decision for their project and a tremendous asset. The external firms' experience with digital and social ad buys was evident from day one and most are very willing to share their tools, knowledge, and experience with you during your campaign. Your metrics will be higher and the partnership will maximize results of your advertising objectives. The most considerable challenge for one state just starting to use social media advertising from a technical perspective was how to set up campaigns in Facebook's Ad Manager. Though there are many nuances to the Ad Manager, they now have a much better understanding of setting up, managing and monitoring campaigns thanks to help from their ad agency.

Best Practice Twelve: Take Care with Landing Pages

Consider this advice – don't use a Making it Last landing page for website traffic. Instead, send visitors directly to the topic addressed in your ad. For instance, our Bachman's squirrel post should go to information about our agency's work on the Bachman's squirrel, not a general page about conservation work. This will help keep bounce rates down, which we struggled with during our campaign.

Best Practice Thirteen: Develop More Ads Than You Need!

As frequency rates increase, people get tired of the same ad. Having several ads on hand will allow you to keep the campaign fresh and allow Facebook to optimize the campaign to serve the ads to more viewers, more frequently before the burnout. Remember, the images you think will perform best won't; the images you think will perform worst won't.

Best Practice Fourteen: Timing is everything.

Some of the Phase II Pilot campaigns ran later in the fall of 2020 and collided with not only Covid-19 information but the massive amount of advertising done on Facebook for the November general election that not only impacted the visibility of ads, but also the frequency of impressions. As with any communication or marketing campaign, consider timing carefully. Of course, when you have a grant and accompanying timetable to meet that cannot always be accommodated. By working with the Trade Desk, Mississippi was able to avoid this problem by accessing private marketplaces that weren't inundated with campaign spending.

> *"We had a CTR nearly double the national average for our programmatic portion, which tells us the creative and the messaging really resonated with*

people. In turn, they were able to go and learn more about the different functions of MDWFP."

Best Practice Fifteen: Results Among Non-Hunters and Anglers

States were interested building relevancy among an audience that may not be as familiar with our work and mission, we filtered out hunters and anglers. This can present a bit of a challenge to set up in Facebook Ad Manager and Google, but worth the effort. According to Google Analytics, for the Making It Last campaign we ran this fall, one state had 15,794 new users to their website's landing pages as a result of the ads.

"We were able to market the Mississippi Department of Wildlife, Fisheries and Parks to all Mississippians over a three-month period and expose them to the agency's body of work as opposed to highlighting its presence as the place to get a hunting license."

-Mississippi Dept. Wildlife, Fisheries and Parks

Best Practice Sixteen: Still Shots Versus Video

Finding the right image continues to be mentioned by states in their lessons learned through the pilot program. This suggests that states may be able to consider taking and banking more photos especially of the "boots on the ground" type for future use. It is generally easier to identify photos of charismatic wildlife, but be aware that sometimes you need to take care in your post or labels to communicate that the animals are not being hurt in any way by what is depicted.

How you present the photography was mentioned by several states. One state is pleased with their decision to use GIFs as opposed to static images. Adding the flashing text across the image likely made the ads stand out a little more and, hopefully, resulted in more people following the link to a landing page. Another used both still and video images. It appears that the video resulted in better engagement, link clicks and link click-through rates. If production time is short, creating short videos using still images (image carousel) might be a better way to keep engagement high while reducing production time. Allocating enough time to produce the creative and more importantly evaluating the results was another lesson learned.

Best Practice Seventeen: Tracking Results and Ad Spend is Key

This lesson comes under the category of there is never enough time or staff to do all that is required. A couple of states ran into issues related to tracking metrics weekly initially and then

other pressing work cut into that schedule. With this type of advertising where your ad cost limits are set and can be met quickly or not, you may find that your ad cap in Facebook Ad Manager has been met and the ad series you expected to start-up cannot until adjustments are made. Likewise, failure to monitor can mean that a poorly performing ad never reaches its cap and you are wasting precious advertising dollars when you might prefer to substitute another ad that would perform better. Regular monitoring also helps when it is time to report your results.

> *"The grant enabled us to reach out to a new audience to help build relevancy, with over 15,000 new users visiting the various landing pages on our website to learn more about the Department's conservation efforts."*
>
> *- Vermont Fish and Wildlife*

SOCIAL MEDIA TERMS

Impressions[1] are a social media metric that measures how many times your post has been shown in users' feeds. Unlike with reach, you may count multiple impressions for a single user if they have looked at your post more than once.

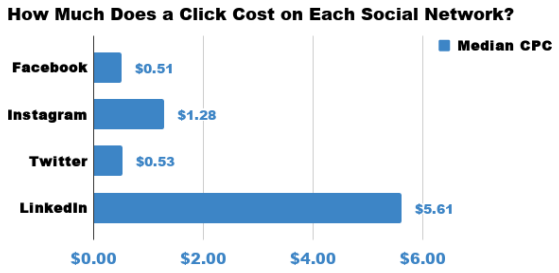
Engagement[2] includes Talking to, messaging, or otherwise interacting with other people on social networks. Engagement broadly encompasses many types of actions, from commenting on Instagram posts to producing a Facebook Live show with an open Q&A. Engagement is central to any social media strategy.

Engagement rate is a social media metric that tells you much a post is motivating people to interact with it. It's defined as (number of people who engaged with your post / number of people who saw your post) x 100%.

On social media, the *clickthrough rate* is the percentage of people that see your post who click on it. What counts as a click and what counts as 'seeing your post' vary by social network. On Facebook, CTR is equal to (link clicks / post impressions) x 100%. Or, if 100 people saw your Google Ad, and one person clicked on it, your CTR is one percent.

The *"Swipe up"* tool is a feature that is available with the Instagram Stories. This method of posting allows you to display short videos that users can receive in their daily feeds, and which may summarize or highlight your latest activity. You have the option of adding the Swipe up feature to your Instagram story. This feature will appear as an interactive text that will ask users to swipe up to receive more information about your products, services or offers.

Cost per click is a social media advertising metric that tells you how much you're paying for each click on your ad on average.



Sentiment analysis is the way software analyzes the attitude of a piece of text. On social media, sentiment analysis tools can be used to automatically detect whether customer feedback is positive, negative, or neutral. Social media marketers can also look at the average sentiment of their customer interactions over time to see the general mood of their audience or the overall response to their content. (*Kansas recommended this metric be considered in the future)*

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[2] Downloaded March 22, 2020 from https://www.falcon.io/insights-hub/topics/social-media-management/social-media-terms-buzzwords-definitions-marketers-need-to-know/

[2] Downloaded March 22, 2020 from https://blog.hootsuite.com/social-media-glossary-definitions/



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fishwildlife.org

updated March 2021