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# CHARITY PROPOSAL

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Project 2



DECEMBER 10, 2021

OXFAM  
International

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## **Introduction**

Oxfam International have suffered during the economic recession as have all and many other organisations. This has been a natural thing throughout the world and the crash has led to a re-evaluation of priorities, costs and all operations due to other outside factors. In the six point plan, it was undertaken as an introductory part of the proposal to define the internal and external needs of the organisation as they currently stand. That was carried out using a SWOT analysis with other components of the plan to gauge a proper outline of what was required as the next steps to the organisation and what needs to happen. This was followed by the Seven Step Process which outlines exactly attempts to find out and evaluate the current problems, issues which are within the organisation at present and then a strategic plan tailored for Oxfam International which will allow the company to fix everything that needs to be along with an implementation on how to maintain this in the future and solve other issues should they arise. Finally, at the request of the board, there has been an analysis of PR outreach and strategies which could be used by Oxfam to grow the reach particularly within the younger cohort to ensure a generational switch and support for Oxfam. This is important to the consistent, constant and exponential growth of the company, this can and should be the aim and the below plan should be part of that going forward.

## **Strategic Process - Six Point Plan**

As part of the research undertaken, the introductory part of the below proposal is a Six Point Plan which is an examination of both the internal and external PR needs of the organisation.

## **SWOT Analysis**

### **Strengths**

- Organisation is in good health
- Growing constantly
- Income is strong

- Affiliates and connections are excellent
- The addition of new media streams has improved relations across the world

#### Weaknesses

- Public unsure of organisation mission
- Number of controversies
- New criticisms
- Inequality higher
- Funds needed

#### Opportunities

- Chance to grow across the globe
- Expansion means new areas
- Opportunity to develop different help in different ways
- Freedom to develop new skills
- A chance to renew organisation message

#### Threats

- Other organisations as competitors
- Inequality continues to grow
- Climate change is impeding the work
- Costs are higher than ever before to achieve our goals

#### Competitor Analysis

There are plenty of other competitors across our industry. These are not the usual and you have IDEO as well as National Trust in the market. They are relatively new compared to the current organisation and provide a different angle. There is a threat from the cost of providing care and also the growing inequality throughout. These competitors will also be taking revenue away from our own so this is something we need to make more attractive for ours to be fundable.

#### PR Wish

The wish for Oxfam is to be viewed in PR terms as the number one organisation trying to eradicate poverty throughout the world. The wish is also to ensure that we are viewed as a company which has responded well to the challenges which have been laid down over the past decade and have adapted necessarily to those.

## SMART

- To change the PR aspirations of the organisation
- To react to the needs of the organisation
- To improve communications across all areas – internally across all affiliates
- To expand the use of new media
- To form a new message
- To show a new side to the organisation
- To set up fundraising, corporate and educational initiatives
- To connect with the younger generation
- To make the audience aware of the essential rebrand
- To achieve within 14 days

## Defining publics

There are the employees right across the spectrum of Oxfam International and all of the affiliates. The investors and also those who volunteer and those who donate. We wish to attract new donation and those who wish to brand us. This is important to allow all stakeholders know that our priorities have changed from a PR point of view however not in our overall mission. It is important that the media are one of the major people that know about Oxfam International. It is also important that the media are able to help as much as possible when it comes to getting our word out there. We need our word out there with help of the media and every single platform which is available to us. One of the big things which we should be targeting is that the world's billionaires have more wealth than 4.6 billion people throughout the world. That is obviously significant and those are people who are influencers across a range of businesses and walks of life. Those are the targets of who we should be able to get into and find where we can go with it. With their wealth it means that people will listen to them in higher positions and it gives a bigger reach to our message. Our message has changed over the past decade with a range of social media and new media techniques now in the game. That is something significant and within these wealthy people, there are opinion formers. Within these wealthy people there are people who have contact and influence over the opinion formers. As we are seeing across the world, there is a change in thinking and a

change in views, especially within the youth of the globe. There has been a major shift in how the youth are reacting and this would be something we could target. The younger generation are more empathetic and showing broader thinking. This is where we should be targeting due to their increasing interest and increasing influence across the world. Climate Change is the case in point – due to the youth interest the discussion has begun from nothing, this is the kind of result which can be achieved. The people who need our help the most are those in poverty, living in injustice and in poor conditions. This is where our message needs to reach and we should be taking all the necessary measures to reach those.

### **Selecting PR media and techniques**

#### **Celebrity Endorsements**

The obvious link here is to utilise Bono and the other celebrities should they be available and willing to do so, they have before and may likely to do so again in a new, refreshed and reinvigorated campaign. Bono has been actively involved with the brand before and has got significant influence at all levels of society. It does not have to be just Bono, footballers, and those within other walks of sports, music and politicians can and should be approached to take part in anything that is proposed.

#### **Educational initiatives**

The organisation could offer scholarship places in conjunction with different institutes and universities for those who wish to study in this field and offer them the opportunity to witness first hand everything the organisation do. It would give them internships and potential jobs within the company also. There is also the opportunity to perform workshops to educate anyone who wishes to know more about the work that the organisation does, how things have changed for the organisation and the stark reality for others throughout the world.

#### **New Media**

New media is perhaps the fastest growing form in the entire globe. It has been proven that it can lead social change in certain instances. It is popular mostly with the younger generation but it is easy to get the message out there using it effectively. Everything is available in a nanosecond, at the touch of a button. Social media strategies and campaigns should be used to the fullest of effects. There could be the use of a blog across all affiliates and the international organisation itself, online organisation newspaper could be developed to further the message over the coming years and also increase engagement with people through posts, polls and create a

newsletter. There would also be the possibility of creating a virtual reality kind of mode where people could view in real time the conditions and issues which are suffered.

### **Sponsored Programmes**

There are promotions jointly we can have with all of our current stakeholders, organised booklets which could be sponsored by corporations wishing to donate. There is also the idea of naming for other corporations where a company could pay to have their name associated with certain aid trips and help that we were to give.

### **Press Release/Visits/Invites**

Press releases and big build up are more unpredictable but easy to use and can be quick to get out there.

Feature articles are something which could work with someone or people within the organisation to speak and outline our ideas. There would also be potential for a photocall with a full press day however this is also unpredictable, it may be worth a try nonetheless. There are other ways of getting corporate institutes involved with other things and with events which would highlight their involvement and investment behind the new moves.

### **Brochure/Information Booklets**

Brochures and information leaflets are another outlet. They may cost some sort of money however they are quickly able to be utilised. There are plenty of those kinds of advertorials and editorials in different publications which we can shape to use the message that we wish to promote.

### **Budgeting**

These are all low cost models and can be done quickly, we could use one of the corporate links to sponsor.

### **Evaluation**

We will know if the campaign has been successful should we have any spike and any sort of reach in terms of those who understand what we do. This can be gauged in our new proposals and everything in which we would like to do and everything which we have decided that we want to achieve.. It is something which we can use to the full and ensure that we have enough of. It is important that we get maximum reach, important that we are able to use every tool in our power to get to where we need to be and the best way of judging that is by the observation of it through the media and the outlets that we use. It is important that we see it through the different outlets and see the impact that it makes across all platforms. It is also important to look at the feedback that is

generated throughout everything and the feedback that we get on all our channels. Is there any sort of growth or new people around the principles in which we have wanted? Have we been able to see a marked change in the approach from people? Are we aware of changes which have happened and have been developed from the beginning of the new strategy? One other tool is the research that we have done and to see is there any changes in the research that we have made, is there any form of research that we have changed in the way we have done things and see has it had the desired result.

## **The Seven Step Process**

### **Issue identification**

There are numerous issues to be dealt with. These need to be dealt with in a timely and efficient manner however not rushed. The culture has been altered throughout the organisation. The big issue throughout the organisation has been communication. This has led to messages both being missed and also misunderstood. It has led to employee dissent. It has led to the overall teamwork, effort and quality of work suffering due to an element of mistrust. There has been instances of in fighting between departments which has led to resentment and also unnecessary competition within Oxfam International. The messages which should be conveyed and should be circulated across the organisation is not happening in the ways that it needs to happen. The message and the vital communication which has been required across the organisation is getting lost and it is getting misread throughout each department. This is having a negative effect on work and messages are being misconstrued across the organisation in ways which is impacting on work, teamwork and general atmosphere.

### **Issue analysis**

### **How will the issues be managed?**

It is important that communication is improved across all sectors. The biggest issue within is that people feel both misinformed and that they are not getting clarity on their job. Having analysed the surveys which have been conducted throughout the staff, it is clear that action needs to be taken and it is clear that urgently the company need to bring everything together, the company needs to ensure that all of the employees are informed and re-energised. It is important that they feel important to the company, this has waned and this is something which needs to be rectified. The surveys have been reported from the staff and the consensus has been clear that there are multiple issues across the organisation.

## **Development of organisation's policy position**

The policy will be to move to a more open, transparent and regular communication scheme. It is vital that everyone is included in the communication streams going forward. Each employee and each department must feel more of value. It is crucial that the teamwork and quality of the overall work must increase, it is important that everything improves to see standards go up to an acceptable level once again. There needs to be unity across the organisation with no one department feeling like they are in competition with each other. The priority needs to be to improve communication streams, improve communication methods, to improve communication ideas. Employees feel let down, disappointed and they need to be made feel more welcome within the organisation.

## **Development of specific action plan**

### **The Reason For The Plan?**

To improve communications, productivity and cohesion across the organisation. This is to reiterate to the employees and all staff that we are united, that we are all together and that we are to work together to improve the organisation.

### **The Message?**

To return to the culture that the organisation has been famous for, that it is has thrived on, that has been the foundation for all of the good work which the organisation has achieved over the last number of decades. That there is a new routine going forward and that we have listened to their complaints, their opinions and their suggestions. That the organisation are open to change and improving the conditions that are here to work with. The message of unity and that we are here for each other, that we are working for each other is precisely they message that will need to be conveyed. This is to reassure and help the staff understand that they are valued, that they are important that they are needed to ensure the company prospers.

### **Where is it going?**

The message is to go to all staff. It is to reach out to all staff, all departments in the confederation of all 13 organisations which make up Oxfam International around the world. This will go to all department heads and to be treated as equal across all sectors of the organisation. This is to reach all of the leaders in the organisation also including the board, decision makers and the chief executives. This is to show that there is a united organisation and that communication is to improve from these also.

## Implementation

### What first?

First of all the company must communicate directly with the employees about the new methods. The new communication and new rules will be outlined to each employee with more detail given to the department heads.

### How?

The message and new plans should be communicated across all of the organisation to ensure that it reaches each employee. It would be best to use conference calls through the department heads, the board and the executives. It would be then used through memos, strategic plans and also a new handbook which indicates the new changes and methods. It would be advised that there is a move to more communications including more meetings, to be held over every fortnight or monthly. This would be to encourage more employee engagement, to encourage their feedback and to give them a voice which they didn't have before. Even if there is nothing to announce, it is important that the company checks in and essentially catches up with each part to improve trust, communication and dialogue across all sectors.

### Further Conversations

This dialogue should take the form through meetings mainly and these should happen each week with all employees and their department heads or supervisors. Each month it would be good for all employees to be briefed on the goings on at the organisation, even if there is little or nothing to report, it would be good to get the employees into the habit of this due to the fact that it would improve communications vastly and also show the new transparency, the new openness and relieve the tension which has built up across all sectors. It would feed into the mantra of unity, cohesion and improve the work ethic of both the individual and also the collective wider group.

### Reaction

It is crucial that the messages are getting through, that is the point of this plan and it is important that it reaches all employees throughout the organisation. Over the 7- 10 days it is important that the department heads and employees would give feedback to the leadership as to whether there is an improvement in any aspect of the organisation. Also if there was needed to be tweaks or changes to the plan, it would allow an opportunity for the department heads and employees to give their opinions, their views and offer their own solutions or changes which would be made to help the progress of communication and also the organisation.

## Review

- Monitor each department to view the productivity levels and note improvement or otherwise
- Follow with an anonymous survey from each department head as to how the department is performing under new methods
- Randomly select employees for survey and feedback on new methods to note any changes in mood, atmosphere and productivity.
- Allow time and consultation to consider or tweak new methods

## Follow-up: Prevention

Regular communication and surveys should be used to find out the opinions and views of the new measures. It is important that the new methods are used with no exceptions. Response must be gauged and used to tweak the new programme should it be needed. Communication techniques and trends are always changing, they are forever moving in the new age of social media, the email world and the new media uses which are being used every single day. This needs to be studied and to keep moving with every trend to ensure that the organisation do not fall behind. Management must be regularly briefed on the updates. Management must be regularly briefed on any changes which are made and needed to the programme because this will change the outlook and communication styles. It is advised that there is regular meetings between the in house PR team and management to keep everyone briefed and up to date with the reaction first of all to the new programme which has been implemented and then to allow management to have a full update and offer an opportunity for both sides to modify the programme.

## Online PR Analysis

Below there is an analysis of how online PR and outreach strategies are a vital tool to increase the outlook and appeal of Oxfam International including examples.

## Background

It is crucial to the growth of Oxfam International and for the organisation to stay relevant that the organisation now reaches out to the youth in the world. There is an awareness among the youth of today of Oxfam, they are aware of who they are as a company, they are aware of the work which they do, they are aware that they exist however that is where it stops. That is something which needs to change and be brought to the fore however this will not be a quick fix. The campaign must not overload with information and must not make people feel that

they are being overwhelmed. It is important that the target of the youth is reached through clever promotion, innovative ideas and placing advertisements in the places where they will look. The organisation should be attracting new eyes from all demographics and that will be important throughout all of the campaigns. The main aim will be to ensure that there is an awareness among the youth population however that is not the only end game of this campaign. It is crucial that the organisation uses the outreach strategy to grow brand awareness and company awareness. There needs to be an increase in public awareness of the organisation and what the company does, how they operate and what they intend to achieve. That should be the cornerstone of any outreach strategy. The youth demographic is one which is the focus and social networking is increasingly popular among the youth cohort. This is the target of the outreach strategy. This is where the organisation will strategise to ensure that the maximum exposure and reach is found.

### **Why use online PR for outreach?**

Social media outreach and online PR in particular is one of the best ways to form new relationships, increase engagement and get more eyes on your content. It is the new trend of increasing your brand awareness. Social media is instant and popular in particular among the younger demographic however there are a lot of the older generation who have linked in to the social networking. It is one of the most cost-effective ways also to gain attention and increase brand awareness.

### **Recommendation for specific sites to use?**

#### **Twitter**

Why? Twitter has a character limit which allows messages to get to the point and right to the crux of the message which the organisation wishes to convey. It allows for advertisements to be seen quicker and more successfully due to the rapid nature of the message. It is easier to engage with followers, influencers and other people who could aid a campaign. Quick, short bursts of branding is easier and is better to engage with customers and potential targets that way. There is also the opportunity to use the '@' handle and also hashtagging is a huge inventive tool now and it is the best way to engage during events, to attract attention to an event or join the conversation. The marketing strategy with the character limit and it allows stories to be shared quickly and concisely across the platform. There are other tools available within twitter which allow you to attract more engagement by posting press releases and a teaser to allow the target audience click and learn more. Oxfam should be using twitter as a means to grow the brand through these clicks, through articles, press releases, short bursts and snippets of information. With its 280-character limit, it is the best way to send a quick

message about a new launch, activity, and promotion or to provide any kind of update. Using hashtags is a great way to reach people and also to track what your audience and others are saying about your company or brand.

Twitter has various ways to conduct research on your company, brand, competitor and more

Case study: Lidl used the 'LadyBall' strategy which attracted a younger demographic through intrigue if nothing else. That allowed people to interact. There was an air of secrecy towards the name, it allowed users and people to be intrigued. It attracted a certain level of mystique and anticipation. It was to launch a new sponsorship between Lidl and ladies football in Ireland.

### **Facebook**

Why? One of the best reasons for using facebook is the powerful analytics which gains good insights and you can find out exactly which post and engagement tools are working. There is more space to write and it allows you to tailor each kind of marketing for your particular market and target. There is a good way and a better way to target your advertising to grow the market, engage with a new audience and find more customers. Make more awareness of the brand. That is one of the key aspects of this and it allows for greater audience interactions. It allows for reactions and comments to each one. The audience reach is the biggest that there is and the biggest that there can be. Oxfam can be using facebook to run promotions, different articles and other longer pieces to make people aware of the story of the organisation, the brand and where they wish to go.

Case study: Pandora used Facebook to show a lady receiving a necklace from her partner during the holiday season which targeted the 18-50 year-old demographic. They made a successful TV style advertisement for the brand and it increased brand awareness by a reported return on investment by 61% and a 42% of new buyers.

### **Instagram**

Why? There is over one billion users of Instagram. They use it daily. It is more appealing visually. The main part and main attraction of the Instagram platform is the fact that it is mainly all visual. The picture and visual aspect is the first thing which draws the attention. This allows the user to see instantly what the post is about and the second will be the caption. The visual aspect and the rapid fire idea is extremely popular with the youth of today, much more popular than facebook. It allows the younger demographic to view the posts and the content on the move. That allows the younger people to engage. There is also a part where to engage in reels and video content. It allows the younger generation to look quickly at the content and it can draw the youth in. It captures their attention should it be done properly. The app has been specifically created for mobile users which allows

for suing on the move and it allows the user to view the content quickly. The younger demographic are clicking at a million times a day and this can be on Instagram looking at Oxfam and wanting to know more. ]

Case study: Airbnb went for a clever and real idea by just being honest with their campaign. The marketing campaign to increase their own brand awareness had a tagline of 'don't just go there, live there' which was straight to the point. It led to a huge increase in their engagement and custom.

### **YouTube**

Why? YouTube is a truly exceptional and unique platform. It is something which continues to grow and it continues to exceed expectations. It has got two billion monthly users. It has allowed for people to go there and look for entertainment and to learn new tricks, for news and podcasts. It is entirely visual and it is something which drives more conversation, it drives more ideas and it stimulates thoughts. It allows people to share their thoughts in a visual media. This would allow Oxfam to show off the brands personality and it is of course extremely popular with the younger demographic. This would allow for advertisements, paid promotions, on mvideos and also our own YouTube channel to explain what we do, how we do things and just making everyone aware of the organisation, Oxfam and where the organisation wishes to go with the brand. It can complement the entire marketing strategy that will be implemented and it can indeed be used as a standalone one also.

Case study: Pringles used a big event – The Super Bowl – to drive brand awareness into the household and they did this through a steady and planned stream through YouTube leading to larger sales.

## Appendix

Below is additional detail on case studies for each social media outreach tool:

### Twitter

Case study: Lidl used the 'LadyBall' strategy which attracted a younger demographic through intrigue if nothing else. That allowed people to interact. There was an air of secrecy towards the name, it allowed users and people to be intrigued. It attracted a certain level of mystique and anticipation. It was to launch a new sponsorship between Lidl and ladies football in Ireland. That is something which both in turn increased awareness of both Lidl and their organisation as well as a new found interest in ladies football in Ireland which continues to grow. It also allows for people to see the new commitment to funding in Ireland to ladies football which is on the cusp of something special with funding coming and ready to go. This increased the brand awareness of both and it gained new following, new content and new engagement throughout the demographic, particularly the younger demographic with All-Ireland final days being moved to Croke Park such is the interest that there is within the game now. This was a starting point.

### Facebook

Case study: Pandora used Facebook to show a lady receiving a necklace from her partner during the holiday season which targeted the 18-50 year-old demographic. They made a successful TV style advertisement for the brand and it increased brand awareness by a reported return on investment by 61% and a 42% of new buyers. That showed how persuasive that facebook can be.

### Instagram

Case study: Airbnb went for a clever and real idea by just being honest with their campaign. The marketing campaign to increase their own brand awareness had a tagline of 'don't just go there, live there' which was straight to the point. It allows the customer and the viewer to engage and see what the company should all be about. They followed it up with posts from hosts and guests showing the brand of the organisation. It allowed the user to engage and feel connected to the company. It also allowed the brand to increase ten fold making it one of the biggest if not the biggest marketplace for vacation and homestays.

### Youtube

Case study: Pringles used a big event – The Super Bowl – to drive brand awareness into the household and they did this through a steady and planned stream through YouTube. They got 120 million impressions, 3% lift in sales and a 2:1 return on advertisement sales which is phenomenal. They used the trends and analytics on YouTube and they ran 6-second bumper advertisements on YouTube to generate some excitement and then branched out into bigger ideas and scenes from a commercial shoot to attract some more attention.

Below is a more detailed outline of an outreach strategy which can be used for each also:

## Strategy Outline

The main event of the outreach strategy will be a live event which will be covered across each of our platforms at the end of the campaign. This event will be used to showcase the value and everything that the company of Oxfam does and how it helps those in the real world. This will be taking stories and anecdotes from those who work in the field, those who support the organisation and those who have had their lives changed by Oxfam. This will incorporate a series of posts which will tell the story of Oxfam from the beginnings right through to how it has grown to be the organisation that it is today through carefully planned and co-ordinated press releases, features and at specific times which have been decided after researching post trends. This will be spread over a week before culminating in the event with a money pledge at the end to help support funds within the organisation.

## **Instagram?**

One of the first things which needs to be noticed and located is exactly when is the optimal posting times for the younger demographic. This is a user friendly platform which can be viewed instantly and on the move. It is important that there are influencers discovered which can be latched onto and the obvious one, who we have been in touch with, is Bono who is willing to be the face of this as well as Irish international manager Stephen Kenny who has a repeated history of speaking out on such topics and giving support. One of the tools and clever content creation ideas which has been supremely successful is the idea of an 'Instagram Story'. This is something which is a short burst and short snippets. This is something which can be used to gain quick and sharp awareness. The story should incorporate some artwork and there could be a build up to a certain day or an event which the organisation should be aiming to raise awareness of. For example, there are the six values – Equality, Empowerment, Solidarity, Inclusiveness, Accountability, Courage – these can be incorporated into a separate, the six days before an Instagram live event where it tells the story of each of these values in action either out in the headquarters or the people out working for the

organisation where these values are core and central to their beliefs. The live section should incorporate each one of the six values, those influencers as well as showcasing all of the hard work and the people involved in doing the work for the organisation across the globe.

## **Twitter**

It is important to understand the sharing habits of the younger demographic. Like Instagram they want things instantly and able to read things on the move. A series of press releases telling the story of Oxfam and what Oxfam do should be a good way of gaining a newer audience. Show Oxfam and how they do things with linking to the younger demographic in such a way that it can relate to them and this is another way of creating relationships with other influencers, use their @ and create a hashtag such as #OxfamTogether and have them push it. Have them share the posts that will be posted over the course of the campaign and perhaps even with their own message. A small example of this is the Welsh national football team using #TogetherStronger ahead of the Euro 2016 campaign and in particular, the use of star player Gareth Bale on all of his social channels pushed this with every post. This allowed the younger generation across the globe with Welsh links to feel this and they used the hashtag too. It created a connection with all demographics however in particular the younger ones and this would be the starting point. One thing which has been noted and it has been developed throughout different social media campaigns is that attaching a photo drives more engagement, drives more traffic and attraction. A visualisation of the point will attract more eyes to the post and make people see what the post is. With each point, have the press release start with a snippet of perhaps the first two lines explaining a different strand of the company at co-ordinated times and then this could all lead to a periscope event (which would be on Instagram, facebook and YouTube live also). This would be spread over the week and all together it should have some short video features throughout the week which will have words and stories from those who are involved and support the organisation.

## **Facebook**

Follow a similar pattern to Twitter by using the hashtag of #OxfamTogether and the same influencers for which they will promote the posts. Facebook allows for more written text and it will allow for more visual text. It allows for more visual text to draw the viewer in but they should follow a similar thought and theme as the other pages; it is building up to the event at the end of the week which will be promoted with the press releases and different pictures. It links to the site and tells the story of Oxfam. There are also little stories on Facebook which can be used also however it is something which can link to the main post on the main page. This is something which can be done through a changing up of the page also with a new profile picture to incorporate the #OxfamTogether hashtag in the picture. It would also incorporate the main Oxfam logo with the date of the live event. Each day there would be a co-ordinated post to link to the site, link to the story and link to the details throughout the week. Build up to the event and link to YouTube where there will be special messages from other people and have the influencers share all the posts throughout the week.

### **YouTube**

YouTube will be a more straightforward part of the campaign with weekly videos using the influencers that have been identified and the likes of Bono, Stephen Kenny and telling the story of Oxfam, the growth of the organisation with all of the workers and people who have made the organisation exactly what it is, exactly where it goes and what it needs to do as a teaser for the event which will take place at the end of the week. This is going to be a major event which will display across all of the social networking campaigns but the video features leading up to it will feature those who are of the younger demographic, who they are, what they do and how they got involved with Oxfam. It will also incorporate the #OxfamTogether hashtag and be linked across each other platform with video snippets towards the main posts.