



Project Blue Sky: A Case Study

Prepared by: Erin Carter, Alison Lundy, Zhiyong Lu & Steven Pugh
ISIS, Sauder School of Business, UBC



Opening Worlds

One of the Inspirations for Project Blue Sky...

"When I arrived at the race course in Beijing and couldn't see further than 250 M down the 2000 M course, I was concerned about the long term impacts that the pollution could have on my health. How would this venue impact me 4 years down the road at my next Olympic games? Then I started thinking about how the pollution would impact my 5 year old for the rest of her life.

My children's generation has a shorter life expectancy than my own. This is the first time a subsequent generation has been in this situation; I think of obesity, I think of TV and video games, I think of the internet as contributing factors. But what about the health impacts on kids by their physical environment? So I wanted to do something about it.

The Canadian Olympic Committee's Athletes' Council, on which I sit, along with Paralympic and other high performance athletes have teamed up with the Masters of Digital Media (MDM) students at Great Northern Way to create Project Blue Sky.

David Calder, Canadian Olympic Rower and Silver Medallist

ACKNOWLEDGEMENTS

Many individuals and groups supported Project Blue Sky over the course of its design, development and implementation. We are grateful to all that believed in the vision and helped make it a reality including:

Project Leads

Susan Archibald, Suda Solutions Ltd
 David Calder, Olympic Silver Medallist & Province of BC
 Chris Kantowicz, ISIS, Sauder School of Business, UBC
 Bradley Shende, Media2o

Graduate Student Project Team

Erin Carter, MA - Royal Roads University
 Brian Ford, Masters of Digital Media - Centre for Digital Media
 Luke Johnson, Masters of Digital Media - Centre for Digital Media
 Zhiyong Lu, PhD Candidate - Computing Science, Simon Fraser University
 Alison Lundy, MBA - Sauder School of Business, UBC
 Steven Pugh, Masters of Digital Media - Centre for Digital Media
(The Graduate Research team was funded by Offsetters and a grant from MITACS)

Advisors, Contributors & Supporters

Gerri Sinclair, Centre for Digital Media
 Jeannette Kopak, Centre for Digital Media
 Grace Battiston, Centre for Digital Media
 Patrick Pennefather, Centre for Digital Media
 Carlos Alejandro, original MDM student project team
 Nadia Aly, original MDM student project team
 Conrad Chan, original MDM student project team
 Samer El-Nashar, original MDM student project team
 Ryan Leech, Featured Athlete & Presenter
 Stephanie Dixon, Featured Athlete & Presenter
 James Tansey, Offsetters
 Donovan Woollard, Offsetters
 Kari Grist, Offsetters
 Linda Coady, VANOC
 Ann Duffy, VANOC
 Fiona Kilburn, VANOC
 Brenda Metropolit, VANOC
 Holly Stehr, VANOC
 Lawrence Alexander, Province of BC
 Rumon Carter, Province of BC
 Deirdre Laframboise, Clean Air Champions
 Kari Ferlatte, Clean Air Champions

Joanna Robinson, Social Media Consultant
Kris Krug, Social Media Consultant

Partners

Offsetters

VANOC

Province of BC

BC Hydro

The Nature Trust of BC

Clean Air Champions

2010 Legacies Now

Table of Contents

I. EXECUTIVE SUMMARY	6
II. BACKGROUND INFO	7
HISTORY OF PROJECT BLUE SKY	7
WHAT WAS THE GOAL OF PROJECT BLUE SKY?	8
STAKEHOLDERS	10
WAS PROJECT BLUE SKY SUCCESSFUL?	11
HOW OFTEN DID USERS INTERACT WITH THE WEBSITE?	13
III. THE WIDGET	14
WIDGET FEATURES	14
USER ADOPTION	15
AVERAGE ACTIVE WIDGET USER	16
IV. OUTREACH	17
COMMUNITY OUTREACH (ATHLETES/PARTNERS)	17
WHO WAS ENGAGED IN PROJECT BLUE SKY?	17
ATHLETE ENGAGEMENT	18
PARTNER ENGAGEMENT	19
YOUTH ENGAGEMENT	21
COMMUNITY OUTREACH – MEMBERS	22
WHAT BROUGHT PEOPLE TO THE WEBSITE?	23
WHY DID PEOPLE JOIN PROJECT BLUE SKY?	24
WHAT WORKED?	25
WHAT DIDN'T WORK?	25
SUSTAINABILITY - BARRIERS TO ENGAGEMENT	26
OUTREACH CHANNEL - SOCIAL MEDIA	27
WHAT TWEETS WORKED?	28
SOCIAL MEDIA MEASUREMENT	29
BLOG	31
ATHLETE CONTEST	32
TORCH RELAY	32
ADDITIONAL PROMOTIONS:	35
V. STARTING A NEW WEBSITE	37
ONLINE TRENDS	39
VI. TECHNICAL (WEBSITE & PLATFORM)	41
PLATFORMS	41
DRUPAL	41
WEB-MINING TECHNIQUES AND PRIVACY POLICIES	41
VII. FUTURE PLANS	44

APPENDIX 1 – SUMMARY OF RECOMMENDATIONS	45
APPENDIX 2: BECKY SCOTT’S PROFILE ON ATHLETE SCROLLER	51
APPENDIX 3: PROJECT BLUE SKY SCREENSHOTS	52
APPENDIX 4: PROJECT BLUE SKY SPLASH PAGE	53
APPENDIX 5: SUCCESS METRICS	56
APPENDIX 6: VANCOUVER 2010 LESSON PLAN	58
APPENDIX 7: WIDGET INSTRUCTIONS (AND INITIAL WIDGET DESIGN BELOW)	59
APPENDIX 8: WHAT TWEETS WORKED?	60
APPENDIX 9 - SURVEY QUESTIONS & DEMOGRAPHICS	61
APPENDIX 10: WHAT USERS TYPICALLY DO ON A SOCIAL NETWORK	62

I. Executive Summary

The objective of Project Blue Sky was to mobilize Olympic and Paralympic athletes to take a leadership role and to use the Vancouver 2010 Olympic and Paralympic Winter Games to shine a spotlight on climate change. To achieve this goal, spokespeople were identified, partnerships were formed, social media was activated, blog seeding was planned, and different media outlets were approached.

The website attracted environmentally, socially, and health conscious individuals because of its innovative and original concept. A website needs to be flexible and go through many iterations before it's complete. Unfortunately, many of the changes that were applied to the Project Blue Sky website were not done early enough in order to make a substantial difference towards its 1 billion kilometre goal.

This report will discuss the methods that Project Blue Sky used to attract members to the website and will also discuss what the barriers to engagement were. In addition, this report will discuss how the website started, who was involved in the project and what the Project Blue Sky team learned throughout the project. The team at Project Blue Sky hopes this report will serve as a tool for future community engagement projects. According to a report from the David Suzuki Foundation, "(public engagement) is the category where VANOC (has) had the least success"ⁱ. As such, this report aims to understand how engagement, or lack thereof, contributed to the limited success of this project and will offer recommendations for future projects. The recommendations found throughout this report are summarized in Appendix 1.

II. Background Info

History of Project Blue Sky

Although the intention was interaction with the athletes, that really wasn't the case. It was more a showcase of who believed and endorsed the project.

While the 2010 Olympic and Paralympic Winter Games brought great exposure to Vancouver, carbon emissions were an unfortunate externality. The total carbon emissions, which were predicted for the 2010 Games, were estimated at close to 300,000 tonnes; the majority coming from airline travel. Offsetters was chosen as the Official Carbon Offset Supplier by the Vancouver 2010 Organizing Committee (VANOC) to offset the 110,000 tonnes of *direct* CO₂ emissions related to the games and also developed the 2010 Carbon Partners Program to work with Games partners, sponsors and

participants to offset the 190,000 tonnes of *indirect* carbon emissions. In addition to these efforts, VANOC believed that an opportunity existed for a public engagement campaign to further reduce the impact of its *indirect* carbon emissions. The David Suzuki Foundation was calling on VANOC to seize the opportunity as well, stating that the “Environment is one of the three pillars of the Olympic Movement, and the Olympic Games are an unparalleled opportunity to reach out to billions of people around the world and inspire them with solutions to climate change”ⁱ. Project Blue Sky (PBS) became one such effort to leverage the Games to engage the public around these issues.

With seed funding from the Province of BC, Project Blue Sky was designed and implemented by Masters of Digital Media students at Great Northern Way campus, and was officially launched in July 2009 with the support of Offsetters and VANOC.

According to the David Suzuki report Meeting the Challenge, “global warming (is) seen as a serious threat by 73 percent of Canadians”ⁱⁱ.

The Project Blue Sky website was designed as a social networking hub where like-minded users could chat in forums about climate change; upload inspirational videos; use the custom-designed widget to enter their kilometres of walking, biking and transit use; and challenge one another to reach carbon-reducing goals. Users could also interact with high performance athletes on the site who were inspired to help reduce the carbon impact of the Winter Games (see how we incorporated athlete bios on the website in Appendix 2).

Recommendations:

- When designing a new website, be sure that the proper domain names are available (i.e. - .ca and .com etc) and that the name resonates with the project but is not generic. In the case of PBS, there were different versions of the name in active use by other organizations, including “Blue Sky Project.” This made search engine optimization more difficult and made it harder for people to find the site.

- Be sure not to launch in a public fashion too early before your online components have been properly tested. In this case, many key leaders in the sustainability field who attended the launch were disappointed when some of the program components didn't work properly causing confusion and disappointment. It was hard to win them back once version 2.0 was deployed.

What was the goal of Project Blue Sky?

The goal of the PBS website was threefold:

1. To engage and encourage people to make sustainable transportation choices and then log the kilometres that they biked, walked or took transit on the PBS widget. This widget sat on the homepage of the PBS website and aggregated all of the users' entries while keeping track of users' personal stats. This gave users the ability to see how far they had travelled and what their CO₂ savings were as a result. The widget and the top widget contributors are shown below on the most recent version of the homepage (an earlier version can be viewed in Appendix 3).
2. To create a fun online environment where like-minded users could meet and compete against other individuals and groups for the number of kilometres logged on the widget.
3. To use athletes to inspire people to join the site and make changes in their lives.

The over-arching goal of the project was to collectively log **1 billion kilometres** of sustainable travel before the end of the Paralympics in March 2010. If PBS could encourage individuals to avoid driving a total of 1 billion kilometres, this carbon reduction would be roughly equivalent to the 190,000 tonnes of *indirect* carbon emissions produced by the 2010 Winter Games.

Recommendations:

- Choose your metric wisely. PBS used kilometres as a proxy for CO₂. It was believed that kilometres would be an easier metric for people to relate to, however, the connection between kilometres and CO₂ wasn't always clear to members. Using kilometres also limited the project's ability to include non-travel related actions into the widget and its database. For example, cutting emissions by bringing your own bag rather than getting a plastic bag at a store is not an activity that lends itself to being measured in kilometres.
- Break-up large goals into smaller chunks so members feel as though they can make a difference (versus having such an overwhelmingly ambitious goal). Success engages people so small wins are better than no wins.
- Choose an achievable target with some solid thinking behind how you will be able to reach it. PBS was hampered by the expectation that it would reach the 1 billion kilometre mark and many pre-judged its success based on this when many other successes and learnings were accomplished and should be celebrated.

The screenshot shows the Project Blue Sky website interface with several annotations pointing to specific features:

- Twitter "Quick Entry" Buttons:** Points to the top navigation bar where users can quickly log their activities.
- Widget:** Points to a sidebar widget showing progress (33141 kms so far) and a "get & share" section with logos for Venue Energy Tracker and others.
- Athlete "Scroller" with names and bios of participating PBS athletes:** Points to a section featuring Sam Whittingham, a Canadian Cyclist and World Record Holder.
- Top Widget Entries by "Individuals" and "Groups":** Points to a section titled "This Week's Leaders" and "All-Time Leaders" showing rankings for individuals and groups.
- Blog:** Points to the "project bluesky blog" section with the article "Club Energy is Good Times".
- Recognition of Partners:** Points to a section at the bottom featuring logos for OFFPRETTERS, BC Hydro, and power smart.
- YouTube Video Explaining the project:** Points to a video player titled "How to use the Project Blue Sky".
- Twitter updates and buttons to connect with PBS on Twitter and facebook:** Points to the "Latest Tweet Updates" and "Stay Connected" sections.

The website footer includes the text: "© 2010 Created by ProjectBlueSky Team" and "Badges | Report an issue | Privacy | Terms of Service | Use of Intellectual Property".

Stakeholders

In the beginning, relationships were formed as a way to generate funding for the website. The partnership with the Canadian Olympic Committee also provided access to Canadian athletes and gave the project credibility. The partnerships PBS developed will be discussed in more detail later in the report.

Overall, money, time and manpower were all in short supply. Despite the project being an official supplier activation of Offsetters and being officially sanctioned by VANOC, resources were very limited. This made it challenging and forced the team to stick with promotions that could be obtained for free. In addition, there was a conflict in terms of image in that the project had a grassroots feel but its clear association with VANOC and other partners belied that.

While partners lend credibility to the initiative, they increased the time it took to make decisions and added a layer of bureaucracy as certain initiatives required many different sign-offs. The PBS team found this to be extremely challenging as the lengthy approval time meant the website could not change as quickly as the need arose. Lastly, VANOC had some concerns regarding sponsorship conflicts so there was some functionality that PBS was not able to implement.

Another big challenge was time constraints. There was simply not enough time to gather enough users to make a big enough dent in the 1 billion kilometre goal before the Winter Games in 2010.

Given the resources available to this project, as well as the timeline and the fact that only 15% of viral marketing projects are passed onⁱⁱ, it is no surprise that Project Blue Sky faced challenges.

Recommendation:

- Choose your partners carefully. In some cases, PBS had to make many changes to the website to satisfy its partners but this often proved a distraction to focusing on the end user. PBS would recommend that when a partnership is formed that frank discussions delve into what priorities each group have, what they hope to achieve and also how the decision-making will be carried out (preferably before work begins).

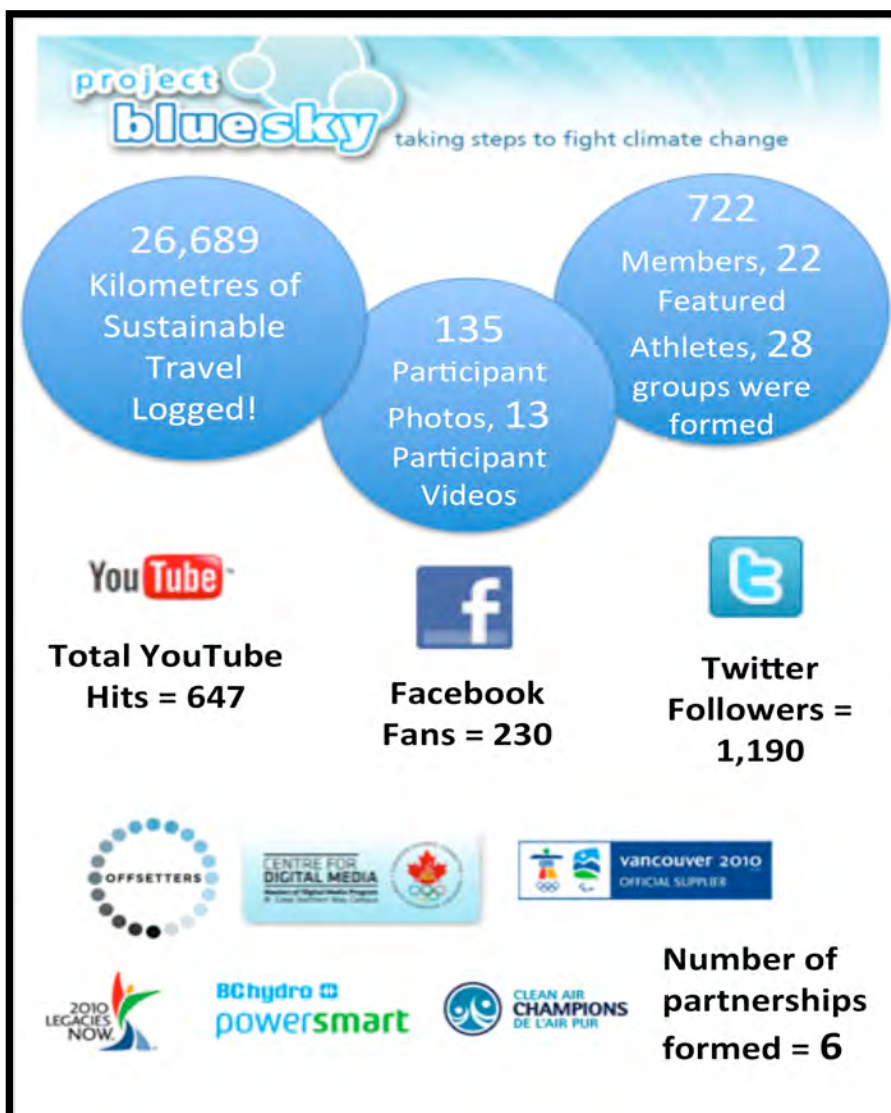
Was Project Blue Sky successful?

According to a user survey PBS conducted in March 2010, 43% of users indicated that Project Blue Sky helped them to change their daily routine to include more carbon reducing activities. Specifically, 34% of users said they were inspired to learn more about carbon reducing activities, 28% said they were inspired to help others make changes to their lives

“43% of users indicated that Project Blue Sky helped them to change their daily routine”

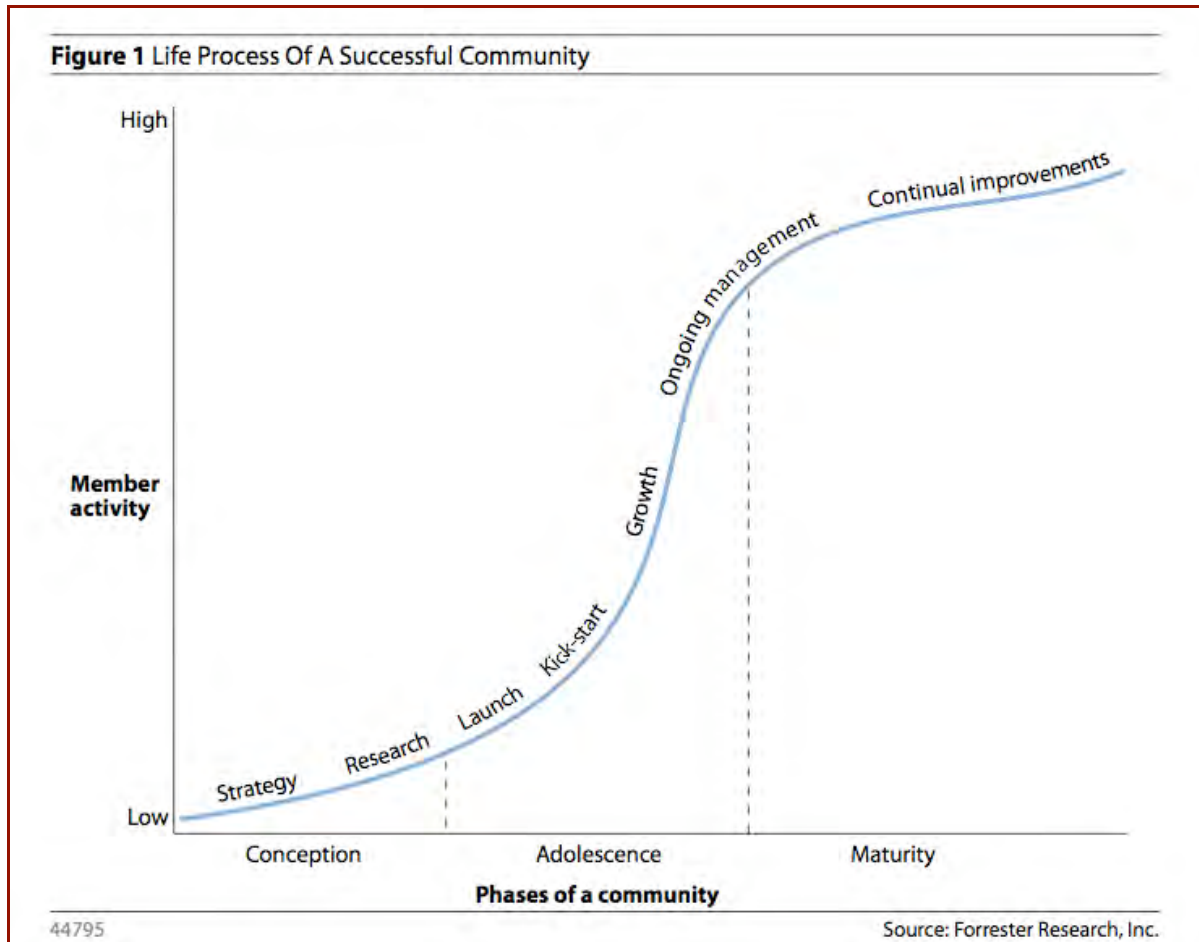
with regards to carbon reducing activities and 26% said that it inspired them to think more about the role of athletes in society.

On the widget, there was a button that asked, “Do you normally drive this route?” This was included to measure if PBS was actually changing behaviour (i.e. – the kilometres were incremental) or if the kilometres entered would have happened anyway. This stat revealed that out of the active entries, 41.91% usually drove this route. This means that 11,185 kilometres (out of 26,689) were incremental.



Since the project didn't launch until mid-2009 (8 months before the Olympics), there really wasn't time to engage enough users to accumulate 1 billion kilometres. Over 2.5 million kilometres a week would have been required to achieve this goal and with the limited

resources of the project this was indeed ambitious. In addition, consideration needs to be given to the fact that it takes a long time for people to change their habits. Below is a figure that shows a typical life cycle of an online communityⁱⁱⁱ. Project Blue Sky would have been in the mid-adolescence phase. Higher member activity would have brought us “closer” to our goal.

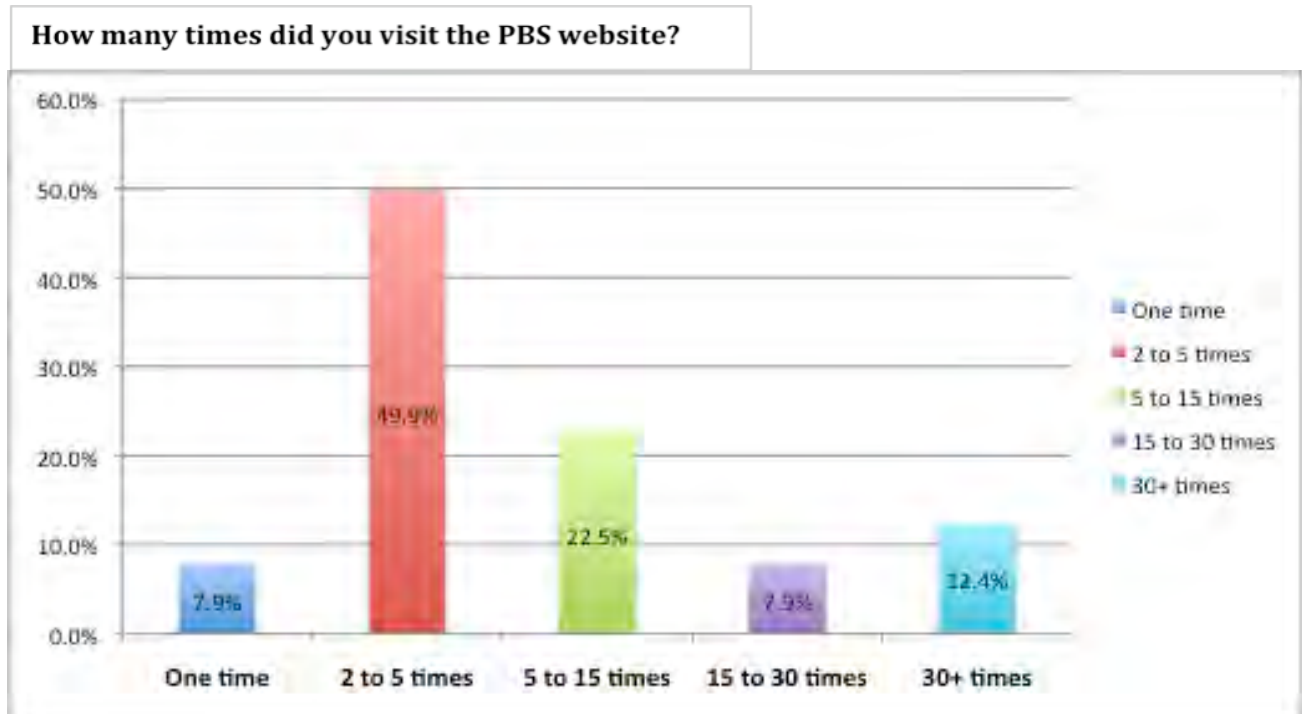


Recommendation:

- Remember that social networks don't grow overnight. If there is a specific goal that needs to be reached, make sure there is enough time allocated to properly devise a strategy, do research and launch the website. Also consider whether your goal matches your resources in terms of financial and human capital.

How often did users interact with the website?

According to the above-mentioned survey, 49% of the users visited the website 2-4 times, 12% of the users visited the website 30+ times and 8% said they only visited the website once.



Recommendation:

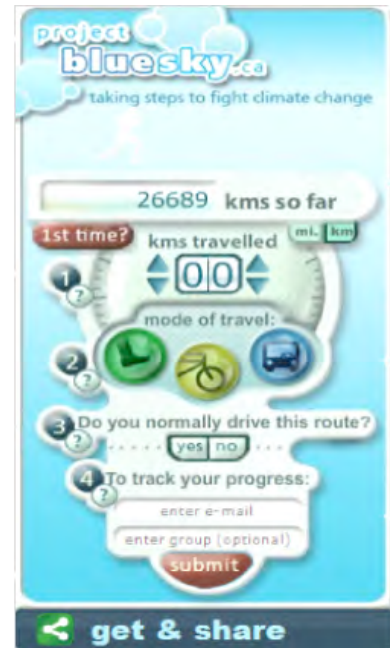
- Be clear in communicating what you want from users and send out emails to remind them to visit your website. In the survey, users mentioned that they would have liked reminders to enter their kilometres into the widget.

III. The Widget

Widget Features

According to Forrester research, 64% of young social networking site users currently use widgets, while 59% of adult social networking site users use widgets. According to the same article, widgets need to be simple, focused, and relevant in order to provide incentive for people to share them and engage with them. In some cases, users can be motivated to share the widget if it shows they are connected to a certain cause^{xii}.

The goal was to make the widget as easy to use as possible in order to provide a simple action that users could do regularly. The theory was that by encouraging logging of km's and encouraging sustainable transportation choices on a daily basis, users would over time adjust their activity towards these more sustainable choices. The widget (featured right) provided a way for users to see how everyone's combined efforts made a difference.



To use the widget, users would simply:

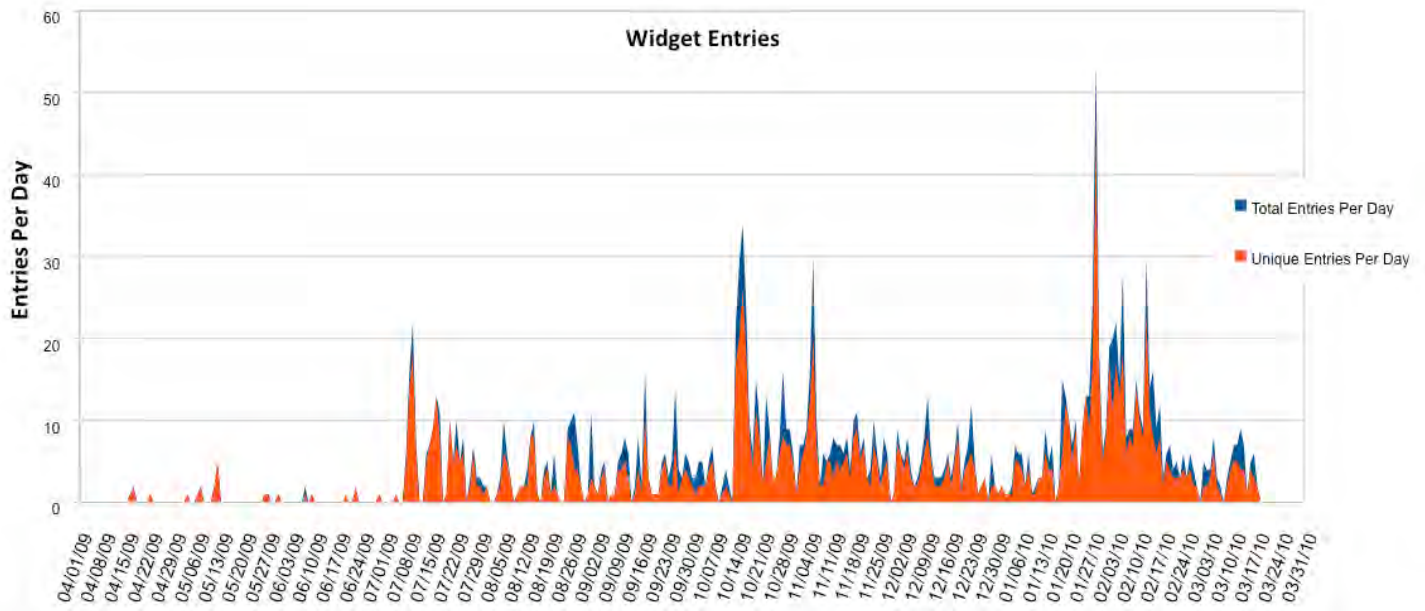
- ◇ Enter the distance travelled
- ◇ Choose which mode of travel it was (walking, biking, or public transit)
- ◇ Choose whether it was a route they would normally take by car instead
- ◇ Enter their e-mail (this would be filled in automatically after the first time)
- ◇ Click Submit!

Because the widget tracks users based on their e-mail address, the widget could be used without signing up for the PBS website. If users signed up at a later date, the information would be referenced and users would have the ability to look up their overall progress (including cumulative CO₂ savings and total kilometres).

Recommendations:

- Keep in mind that the viral nature of widgets means they could end up anywhere (blogs, Facebook, etc). This means it's crucial that the widget can stand alone on these other websites and communicate its purpose in an intriguing way to get people to use it and pass it on.

- Complete user testing (with those in your target market) to see if your website and widget are intuitive and easy to navigate. In addition, these users can help in the design and implementation phases of the website. The PBS team was working so closely with the widget that they considered it easy to use and very intuitive. However, the feedback from the survey suggests that people found the widget to be complex and confusing.

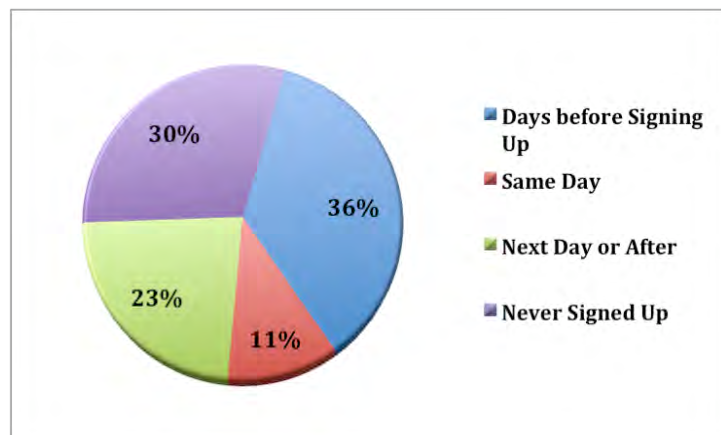


User Adoption

The widget was seen as a ‘risk-free’ way to participate in Project Blue Sky. Throughout the course of the project, member entries into the widget increased (as shown above). In fact, the statistics show that most people preferred engaging with the widget as an initial involvement before signing up for an account. The figure on the right shows that 66% of widget users either waited at least a day before signing up for the site, never signed up at all or used the widget exclusively to interact with Project Blue Sky.

Of the 30% that never signed up, 10% were very active widget users¹. Secondly, of the 36% of users that used the widget only, many of them

First Widget Entry Occurrences Relative to Sign-up Date



¹ A user was considered active when they entered at least 3 entries into the widget

were using the widget for months before they signed up for an account. This highlights that the widget drew in a selection of users that were interested in the message, but weren't willing to sign up for the social networking aspect of the site. Once users had invested more time thinking about Project Blue Sky and their travel habits, they were more willing to get involved and sign up for the site.

Average Active Widget User

The widget was effective at initially engaging users, however, PBS was interested to know how effective it was at engaging users long term. The average active user was split into two groups: those that did about five to eight entries (about two weeks of activity) or those who did greater than twenty entries (a month or more of activity). The few who made twenty or more total entries were consistent with two patterns of use. Either a user would create lots of entries in a short period of time or they would enter a few consistent entries over a long period of time. Generally, users were active during the week and inactive on the weekend.

Recommendations:

- Start with fewer features and add them as necessary. The widget worked to provide users the interactivity that gave them ownership and was the catalyst to get them involved in the project.
- Give something back to users. PBS reinforced people's desire to add entries to the widget by telling them how their CO₂ savings affects them personally, such as the amount of money saved by not driving their car.
- Don't hide the main features behind another web page (i.e. – splash page or landing page) unless it is required for privacy or security reasons. In our case, stakeholders mandated a landing page (see Appendix 4) as a way to secure the site, however, when this was changed to a descriptive splash page, it was unsuccessful since it removed access to the widget. As shown above, many users were not willing to sign up for the website. As such, removing access to the widget cut out a large group of users. If you have stakeholders that want input on your design, such as requiring a tightly controlled landing page for non-users, find some way to provide interactivity to the user on that page as well.
- Provide "something more" for users once they decide to sign in. Information, activities, and content are all important to keeping users once they join the website. Many teams assume that because you have a forum it will be used. However, forums are everywhere and users need something to talk about before they will participate.

IV. Outreach

Community Outreach (Athletes/Partners)

Engagement is defined as the “meaningful participation and sustained participation of an activity^{iv}”. Unlike “involvement”, “participation”, and “volunteering”, the term engagement suggests more depth and connection to the activity. For example, a person can participate but not be engaged. In 2009, The Center of Excellence for Youth Engagement put out a report titled, “What is Youth Engagement?” The report highlights numerous ways engagement can be identified among youth, but arguably this list can apply to most groups of people^{iv}.

- Performs the activity or spends time with the organization frequently
- Talks to others about the activity/organization
- Initiates the activity him/herself (rather than at the urging of others)
- Participates actively and regularly, with a specific purpose in mind
- Brings other people to the activity/organization and seeks out others with similar interests
- Leads and organizes others who are involved in the activity/organization
- Advocates energetically on behalf of the activity/organization
- Seeks adult support and structure when needed, acts independently when appropriate

This list can help serve as a reminder of what it means to have engaged participants in the project. Additionally, for those looking to start a community engagement website, the above list can help identify success metrics. See Appendix 5 for additional metrics.

Who was engaged in Project Blue Sky?

“Activity among and throughout the network is one of the characteristics that can distinguish a successful community from a stagnant one”^v

For the purpose of this report, engagement is broken up into three sections: athletes, partners, and youth. This section will discuss how PBS engaged these different groups and suggest areas for improvement.

As evidenced by social change research, this project had all of the right ingredients. It had leaders (athletes), it had a cause (climate change), and it had a platform (the Olympics). Another article suggests that a “shared purpose” (i.e.– common interest), “networked interactions” (relationships among community members), hosts as contributors (active in the conversations and genuinely engaged in the project) and a “continuous and evolving approach” (based on the needs of the members) are all key to building a strong online community^v. In fact, according to the same report “activity among

and throughout the network is one of the characteristics that can distinguish a successful community from a stagnant one”^v.

In 2007, Junxion created a report titled *Sustainability Awareness + Action: Best Practices and Key Lessons* for the Vancouver Organizing Committee and Environment Canada^{vi}. In this report, it states that sustainability, specifically, is better promoted through groups. The report goes on to explain that groups help to overcome “low agency” and that this is a common problem individuals face with sustainability issues. Low agency refers to the idea that people feel as though they cannot affect change on their own^{vi}. PBS aimed to communicate the fact that one person can make a difference but a large group of people can make an even bigger difference.

Research has argued that having key influencers (leaders) is the best way to exert social norms^{vi}. Thus, PBS seemed like an ideal opportunity where athletes would have the spotlight and they could use this platform to promote climate change action.

Recommendations:

- “Change is most likely to occur where levels of collective action can be engaged”^{vi}. This is especially true when it comes to sustainability. People often feel as though they cannot make a difference by themselves. Therefore, if you get people into groups and give them a strong leader, they are more likely to feel as though they can make a difference.
- Common interests, relationships among community members and actively engaged hosts are key to building a successful community.

Athlete Engagement

“Celebrities can bring valuable profile and credibility so long as they are authentic and actively model the behaviours they are promoting”^{vi}

It is imperative when trying to promote a new company or a new sustainability project like PBS that influencers (in this case Olympic athletes) help spread the word. According to one report, “influencers (typically) restrict themselves to talking about only those product categories that were personally important to them^{vii}”. This is why PBS asked specific athletes, especially those already involved with “Play It Cool” (an initiative of the David Suzuki Foundation) and Clean Air Champions to become ambassadors for the site.

Another challenge was trying to leverage the “star-power” of the Winter Games athletes without asking for a lot of effort from them. The athletes were established as one of the original focal points for users of the website but it became increasingly clear that their ongoing interaction with the website was going to be low to non-existent, especially in the lead up to the Olympic & Paralympic Games in 2010.

According to the Junxion report, “celebrities can bring valuable profile and credibility so long as they are authentic and actively model the behaviours they are promoting”^{vi}. This is key as some of the athletes PBS brought on board could not even get their profile up and running, let alone use the widget or try to encourage others to do so.

Despite a great deal of effort and a partnership with the Canadian Olympic Committee, not as many athletes engaged with the project as initially expected. There were a few athletes in the beginning who were engaged – they performed, talked, participated, lead, advocated, and sought support. This support faded over time as these activities did not noticeably impact website traffic. During the final user survey and interviews, one of the comments made was that there seemed to be no strategy around engaging athletes. People wanted the athletes to be more active. According to one respondent, they would have liked to see more engagement on behalf of the athletes versus just “lending their name” to the project.

Recommendations:

- When considering Olympic athletes as Influencers, keep in mind that they are more likely to commit to your cause if it is something they are truly passionate about. Even then, they are busy individuals so it’s advisable to be realistic if forming an entire program around them.
- If it’s an online project, it’s best to involve athletes that are already actively engaged in social media. This will ensure more exposure for your project, avoid the learning curve of getting athletes up to speed with the technology and engage those athletes that are already comfortable with an active public profile.
- Ensure engagement by your leaders. Although PBS had athletes voluntarily lend their name and profile to the cause, most were not active on the site which made it difficult to tap into their networks and provide a forum for other participants to engage directly with the athletes, a promise that was made in the promotion of the program.

Partner Engagement

Early on in the creation of Project Blue Sky, partnerships were identified as a key vehicle to engage broad audiences given the project’s limited resources. It was believed that through these partnerships, specific audiences could be targeted. This was further supported by research done by Junxion Strategy (as mentioned above). This report highlights the fact that a partnership model is highly effective and can “draw on the competencies, reach, credibility” of partners from a variety of sectors (government, business, and non-profit)^{vi}.

The project gained a few early partners, such as Clean Air Champions, the Province of BC and VANOC, who generated some traffic to the website. The diagram below shows some of the organizations and/or people that were contacted during the second half of the project,

including: government agencies, non-profit agencies, corporations, media and influential individuals.

While this list was substantial very few partners came on board in a truly integrated way. Later in the project, PBS developed strong relationships with Coca-Cola, BC Hydro, 2010 Legacies Now and the Nature Trust, some of whom had relevant existing programs that PBS could connect with.

Another strategy was to contact all Environmental Non-Governmental Organization's (ENGO's) that had supported the Copenhagen Climate Conference. PBS felt that these like-minded organizations would be willing to support another great cause. However, PBS found quite the opposite to be true. Organizations were hesitant to participate because of the environmental and social controversies that accompany mega-events such as the Olympics. While some organizations lent support, like Clean Air Champions, the hesitation in being associated with the Olympic movement was disappointing.



While partnering with official Olympic suppliers and sponsors allowed the project to associate with and use the Olympic brand, it was also very limiting with regards to what PBS could and couldn't do. There were many rules to follow and some of them proved to be obstacles to true user engagement. When entering into a partnership as PBS did, it is very important to know what you can and can't do so as not to develop unrealistic expectations.

Recommendations:

- Be strategic in who you approach to be your partner and have clear goals in mind of what you want to get out of the partnership. Be as open and honest up front as to what you need from the partner as well as what your limitations are in terms of

reciprocating. A written “letter of understanding” (LOU) is a definite asset from a clarity perspective.

- One of the key partnerships missing from this project was industry. While PBS focused on environmental and sport orientated organizations, it failed to recognize that industry, specifically technology experts with experience in building social media software, could have been key partners for this project.
- Time was another factor in preventing partnerships with the corporate sector and VANOC sponsors in particular. Although many were contacted, their Games time plans were already well established with no additional resources of time, money and human capital to adopt another program like PBS.

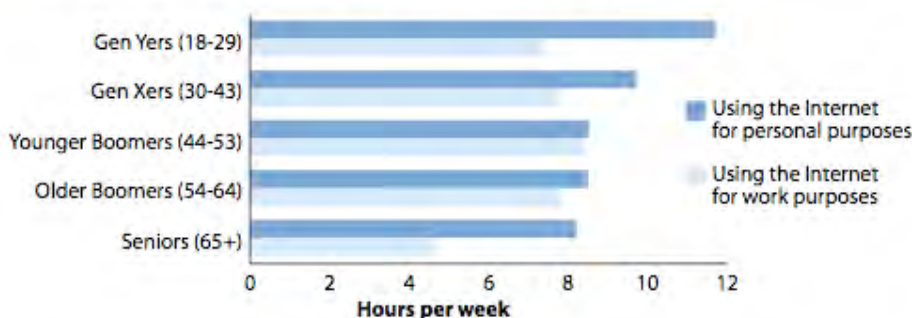
Youth Engagement

Youth, between the ages of 13-29, are some of the most engaged citizens in the country^{iv}. This population is unique from other populations because they have grown up in the technology era. Often referred to as Generation Y, this population is highly proficient with advanced communications technology and fast paced decision-making. Due to their proficiency, they have access to information on all levels of scale, from local to global, and have become more involved, more informed, and more engaged than previous generations.

In addition, it appears that the younger generation has more of an environmental focus. According to an interview conducted by eMarketer, US Internet users aged 18-24 had a greater tendency to fully integrate green behaviour into their daily lives than did their older counterparts^{viii}. Specifically, ten percent claimed to “completely incorporate environmentalism into their lives”, compared with 3-5 % of other groups^{viii}.

Furthermore, as shown in the chart below from a recent US study, the 18-29 demographic spends more “personal” time online than any other demographic group^{ix}.

3-2 “In a typical week, how many hours do you spend doing each of the following?”



Base: 37,877 US online adults

Source: North American Technographics Benchmark Survey, 2009

S4327

Source: Forrester Research, Inc.

In a study by The Framework Foundation (2006) it was shown that the three main barriers to youth engagement is: nobody asks, they feel as though they don't have time, they don't know where to find meaningful volunteer opportunities*. This is particularly pertinent with regards to environmental information. With the focus on climate change and global warming, youth are bombarded and can easily become disengaged as a result.

While social networks like PBS are restricted to members over the age of 13, youth engagement was a target audience that was for the most part largely missed. While there was an effort late in the project to engage school-aged youth, it was unsuccessful. It is important to note that this target audience needs the most lead-time to reach effectively. Schools should be contacted months or years before launching a project. Presentations to school boards, writing to principals and contacting teacher networks are all ways to get a project like this into schools. The project should be presented as an easy and relevant addition to the curriculum. For example, the 2010 Olympic Education Program offers comprehensive lesson plans and describes its program in relation to the different school-age groups it targets (see Appendix 6 for details). This program was developed over many years in advance of the 2010 Winter Games.

Recommendations:

- For this type of project, it is recommended to consider youth as a target because of their high levels of engagement, influence in families and because they are tech savvy. However, if trying to reach youth through school programs, it is important to allow for considerable lead-time. In addition, the closer you can tie the program to the course curriculum, the better it will be received.
- It is imperative to have a clear communication strategy with clear messaging on what the project is about.
- In some cases, it is easy to assume that your website appeals to everyone. However, a website that tries to appeal to everyone ends up appealing to no one! Take the time to determine the correct target market for your program. The dollars you spend on marketing and promotions will go much further.

Community Outreach – Members

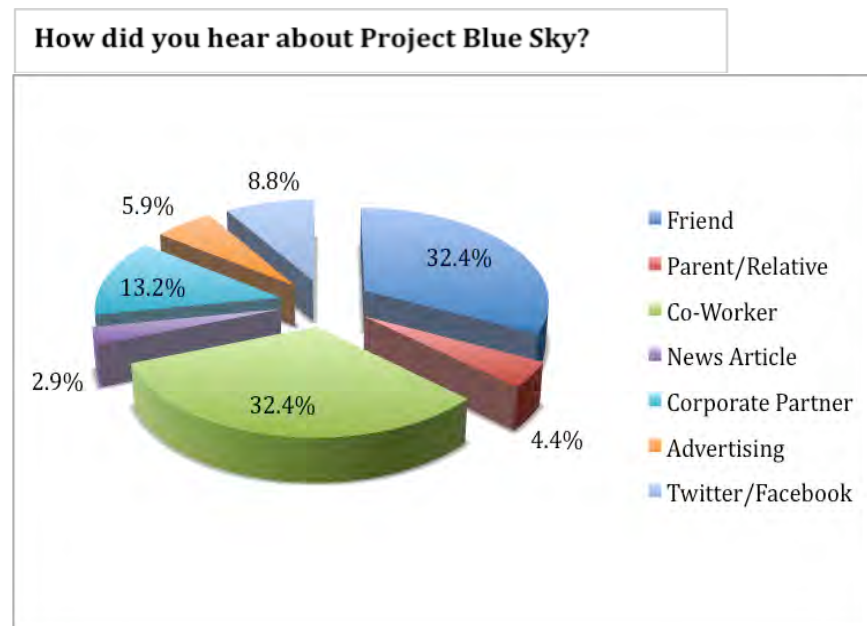
There were many ways that PBS tried to reach out to community members and get them excited about the project. However, the member community was not as active as PBS would have liked. In retrospect, PBS should have encouraged more dialogue on the website by specifically targeting individuals to blog, comment or write something in the forum - anything to get the conversation started. A community doesn't really begin until members feel comfortable about participating on the site.

Recommendation:

- It is important to have new content and conversations on a social network. This makes it more interesting for members and they are more likely to come back. One article recommends seeking out bloggers and other well-networked individuals and inviting them to become a “charter member” of the communityⁱⁱⁱ. This makes them feel privileged to be invited and their network plus their experience can help launch the site.

What brought people to the website?

According to our survey (and as illustrated below), over 60% of the users joined because friends and/or co-workers told them about the project, 13% joined because of corporate partner websites and 9% joined through twitter and/or facebook.



The written responses from the survey indicate that many people joined “as a favour to a friend”, or because “it sounded interesting”.

Recommendation:

- While friends, family and co-workers have broad networks, it’s important to attract the right target market to the site – not just those who are doing a favour for a friend. As will be discussed later, it is not the number of eyeballs but the right eyeballs that matter!

Why did people join Project Blue Sky?

- Great concept – people loved the concept
- Newness – the idea was innovative and unique
- Merging values – many people liked the environmental and sport twist
- Community – people wanted to be part of something bigger than themselves
- Key Influencers - engaged and social network savvy athletes
- Contests and challenges – adds competitive spirit
- Partnerships - Partnering with existing networks

When users were asked to explain why they had joined Project Blue Sky, their responses fell into four major categories:



While the motivation for most users fell into one of the above categories, many also indicated that the concept (Olympic athletes inspiring environmental action through social networking) had intrigued them and they joined in order to learn more about it. For example, users indicated they joined because they were *"Curious about the approach to engaging public on climate change"* and wanted *"To see how it functioned as a behaviour change tool"*. Also, because it was a *"Great initiative to support sport and sustainability."*

Recommendation:

- It's important to survey users early on in the process as to what they hope to get out of your website as this can help direct the content.

What worked?

According to the survey as well as website data collected throughout the project, the three main reasons users stayed engaged were as follows:

1. Connectivity

The more users felt connected to the initiative, the purpose, other users, and the athletes, the more likely they were to stick around. In fact, a number of people indicated they remained involved in PBS because of Ryan Leech, one of our most active athlete ambassadors.

2. Communication

The email blasts sent to users correlated with significant jumps in gross website visits. In addition, activity on the website as well as blogging and tweeting generated interest.

3. Contests

Project Blue Sky ran a contest where members were encouraged to donate their kilometres to one of two lead athletes who were competing against one another for the most kilometres. This contest generated the most traffic of any other engagement strategy (122 unique visitors in one day).

What didn't work?

According to our survey, users identified reasons why they felt disengaged and perhaps frustrated by the project:

- **Password protection:** This extra step, which was required by project stakeholders, deterred some users from fully engaging in the project.
- **The widget:** Users were frustrated by the widget for numerous reasons (too complex, not working, it didn't account for decimals, and because it was limited to only biking, walking, or taking transit). A detailed image of the widget is featured in Appendix 7.
- **Counting kilometres:** Since users were responsible for entering the number of kilometres that they travelled, they usually had to guess as there was no tool (aside from a link to Google Maps) to help them reliably count km's. This lack of accuracy may have taken away from the credibility of the site.

- **Lack of engagement:** There was a lack of engagement on the part of athletes which unfortunately set a bad example for others. According to the Junxion report, “if (people) believe that others do not care, they are 50% less likely to care themselves”^{vi}.
- **Lack of web activity:** There was very little change from day to day on the website which didn’t incent people to re-visit. This includes content, overall news and the number of members. Users mentioned in the survey that they wanted to see more content on carbon reducing activities.
- **Goal too big:** The 1 billion-kilometer goal was so large (and increasingly unobtainable) that it left users feeling as though they were up against an impossible task.
- **Lack of incentives:** Users felt that they needed more encouragement to continue engaging with the website. Users specifically mentioned this in the survey.
- **Oversaturation:** Many users felt that there are too many social networks out there and they were feeling overwhelmed trying to keep up with numerous online profiles. Ultimately, PBS was competing for people’s limited time and attention.

Sustainability - Barriers to Engagement

“A community social marketing program that ignores external barriers is a recipe for failure”^{vi}

The Junxion report stipulates that there are specific barriers to adopting sustainable behaviours. Not surprisingly, they recommend that these barriers need to be removed before individual change can be expected. They even go as far as to say that “a community social marketing program that ignores external barriers is a recipe for failure”^{vi}.

The PBS team realized very early on in the project that changing behaviour (i.e. – biking instead of driving etc) was going to be a challenging task. Some of the barriers mentioned that could be related to PBS were “lack of awareness”, “feeling unable to make a difference”, “perception of difficulty” and “lack of incentives”. In addition to this, another study cited “laziness” as a potential barrier^{vi}. The fact that the project idea is intangible (i.e. – the results are not easily seen by those participating) made it more difficult to encourage people to participate. This is partly due to the fact that individuals understand the effort it takes for them to change their routine and participate in PBS by logging their kilometres but they don’t necessarily see the environmental benefit.

Not only is biking a change to your daily routine if you drive to work everyday but it is also a large physical change if you are not used to exercising that much. The change could involve purchasing a bicycle and all of the gear and then beginning an exercise routine – not always an easy sell!

Recommendations:

- Show members the positive side of their transition and use the Influencers to help model this behaviour change.
- Ask yourself if what you are requesting of people (i.e. – biking instead of driving) is realistic and set the goal accordingly.
- Whenever possible, try to show members the tangible benefits of their efforts.

According to the Junxion report, the key barriers people face in trying to adopt a sustainable lifestyle are as follows^{vi}:

Willingness to act: in much research, a portion of people are unwilling or unable to act, or they say they are “already doing all they can.”

Low level behaviours: people are scarcely aware there are choices for some behaviours, such as assessing the energy use in boiling a kettle, putting food waste in garbage – items that are habit or routine.

Norms and habits: these may drive behaviour change, but some habits can also be barriers: people need to be “unfrozen” from habits – and this is particularly hard if they have an experience of pleasure associated with it.

Convenience: related to time, and subjective, not absolute. Importantly, this is a “construct”: a combination of actual conditions bound up with people’s *perceptions* of those conditions.

Cost: is also a construct, not an absolute. Sometimes it means time, not money.

Psychological effects: i.e., discounting – “the environment is too far away for me to influence.”

Agency: low belief in ability to bring about change.

Terminology of sustainable development: confusing, with multiple understandings.

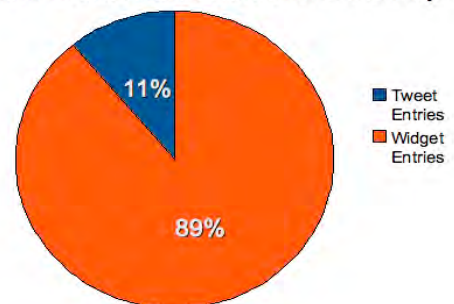
Relative sustainability – people are confused by clusters of behaviours: Is it sustainable to recycle my bottles if it means driving to the depot in my car? Should I buy organic food if it is flown in from far away?³⁷

Outreach Channel - Social Media

Twitter

On January 18th, 2010 PBS added the ability for users to tweet their kilometres as an option other than using the widget. While not adopted in large numbers, this approach caught on quickly as it was easy for users to do. Generally it engaged the PBS Twitter users more as they didn't have to switch to another site to continue participating from their previous tweeting (figure right). There was not a clear preference for tweeting over widget entry as only small numbers of users switched from widget

Tweet Entries vs. Widget Entries
From Tweets Allowed Date Until End of Project



entry to twitter entry².



Twitter, as a communication tool, worked well for delivering constant content and getting users to interact. It was effective because it essentially extended the website's concept of generating a conversation about the environment and allowed PBS to recognize users effort. The technology also served as an advertisement for PBS as widget entries (along with the project name) would continuously show up on followers' feeds and their followers' feeds.

Recommendation:

- Make it as easy as possible for members to participate. In this case, members were able to tweet in their entries which was easier than logging into the PBS website.

What Tweets Worked?

PBS tried to engage users with relevant information that could be “re-tweeted” and give PBS some exposure. The subject matters of the tweets (see Appendix 8) fell into three categories: information and tools supporting the cause, recognition of efforts, and information on where PBS had been featured.

One program that is helpful is called TweetDeck which allows community managers to keep track of pre-set searches, such as “sustainable transportation” as well as allowing them to track any “mentions”. For example, if someone “re-tweeted” something PBS wrote, it would show up in the mention category. By keeping track of what mentions come up, one can see what sort of topics people are interested in as they are being “re-tweeted”.

In order to manage all of these events PBS had a pair of social media experts who worked together using tools that helped to mass aggregate and mass deliver content. Using Hootsuite^{xi}, PBS was able to track the tweets that were made and those that were received. Hootsuite also allows a user to delay the tweet delivery so that a queue of tweets could be released throughout the day without a team member micromanaging the release of each individual tweet. Furthermore, using the Ow.ly link shortener PBS had more space in each individual tweet and had a tracking system to keep track of our popular tweets³.

² Other users did not make it clear if they were the same user or someone entirely different, so PBS treated them as unique individuals in the data.

³ A link shortener such as Ow.ly takes a long URL and gives you a short URL that links to the same location.

Recommendations:

- Use a link shortener, such as Ow.ly or bit.ly when tweeting. Even if your message including the full link is less than 140 characters, it will be easier to re-tweet if it is a shorter link.
- Use Twitter to engage individuals in a conversation and use tools, such as TweetDeck and Hootsuite to make it easier to track conversations and schedule your “tweets”.

Facebook

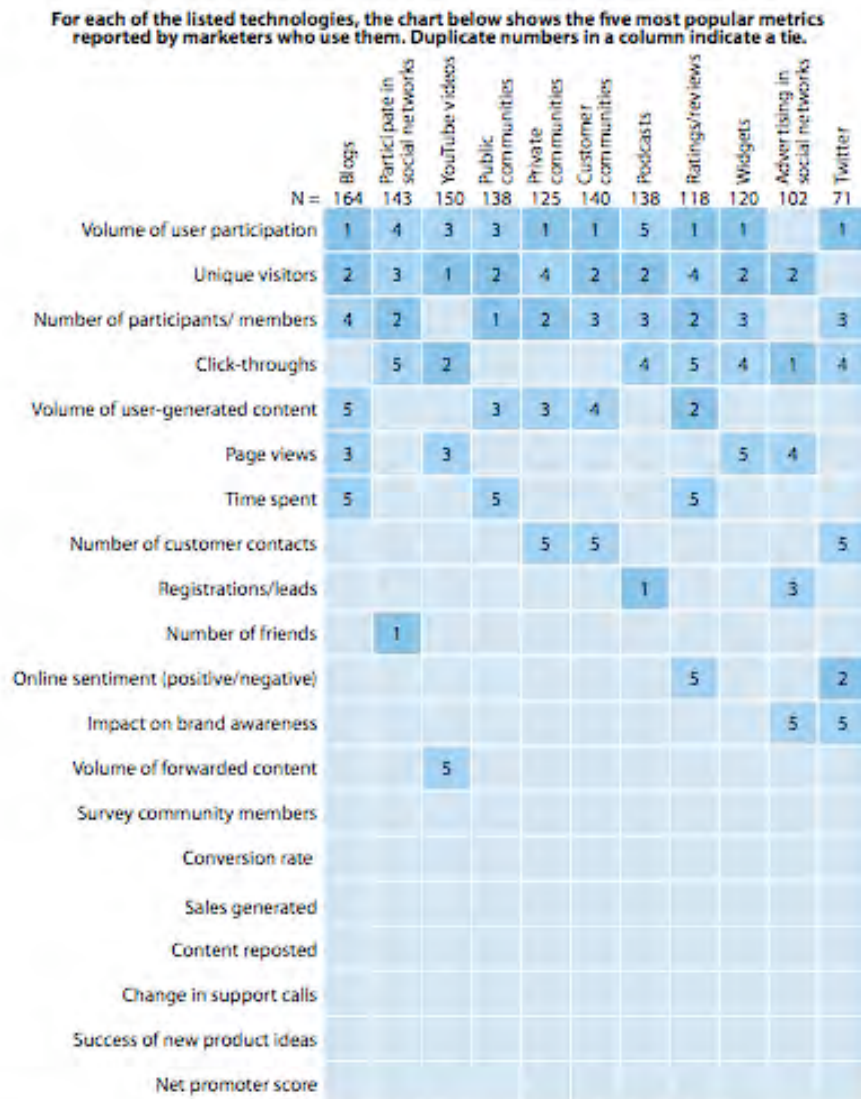
Facebook can be a great engagement tool, however, recent changes to their platform have made it very difficult to share widgets as they hide in the left hand corner of the page. This is unfortunate because according to one article, more people use Facebook to share online content, such as widgets, than any other site^{xii}.

PBS generated a community of 230 Facebook fans ranging in age from 25 – 44. These demographics matched the website and survey respondent demographics with an even gender divide. See Appendix 9 for demographic data from our survey.

Social Media Measurement

According to the Radian6 article, *Practical Social Media Measurement and Analysis*, “just gathering lots of eyeballs isn’t what actually matters, but rather gathering the right eyeballs and then driving them to some sort of action”^{xiii}. This is true as the easiest things to measure aren’t always the best things to measure, in terms of their actual business impact.

Companies will get better at this; however, social media is so new to the marketing mix that it will take time for companies to learn the best ways to measure their efforts. According to Forrester Research, 41% of marketers interviewed do not measure ROI from social media investment^{xiv}. For those that do measure, and as mentioned above, marketers have a tendency to judge their success based on “easy” but not necessarily relevant metrics (see chart below). The lower items on the priority list (conversions etc) are actually better indicators.

Figure 4 Marketers Favor Metrics That Are Easier To Measure But Relate Less To Business Goals

Base: professionals developing or deploying each social application

Source: May 2008 Global Social Application Measurement Online Survey

47292

Source: Forrester Research, Inc.

YouTube

Video is a powerful way to engage users and get your message out to many people simultaneously. YouTube is a great platform to post and release viral videos that can be easily shared among peers.

PBS hosted videos on the homepage to introduce the project to new users. It supplied a convenient resource to give more compelling directions on using the site as well as a



passionate introduction by David Calder (the project's main athlete sponsor). In retrospect, PBS could have used videos earlier in the project; however, limited resources prevented this.

Recommendation:

- When possible, use short videos as a way to communicate what your project is about. The best people to present are the Influencers (such as athletes) that are passionate about the cause and have the ability to motivate others towards action. Videos also help members trust who is behind the project.

Blog

A blog is a great way to keep users up to date with what's happening on the site and was used successfully at PBS to both inform and engage users. Users are able to comment back and get clarification and even spark conversations around topics introduced on the blog. Blogs work well at delivering complex pieces of information as they can include pictures and aren't typically limited to a certain numbers of characters. PBS posted energy-saving tips, links to energy-saving calculators, and news about the athletes and Olympics. The figure below shows the peak levels of activity from blog postings.

Recommendation:

- Use blogs as a way to communicate what is going on with the project, or other items of relevance. When starting a new website, it's a great way to show activity.

Blog posts that coincided with the peaks in blog traffic were:



What Worked / What Did Not Work

Promotions

PBS ran various events to attract users and keep them engaged. Over the long run, the figure below highlights the three main peaks of activity on the site: October, January, and February.

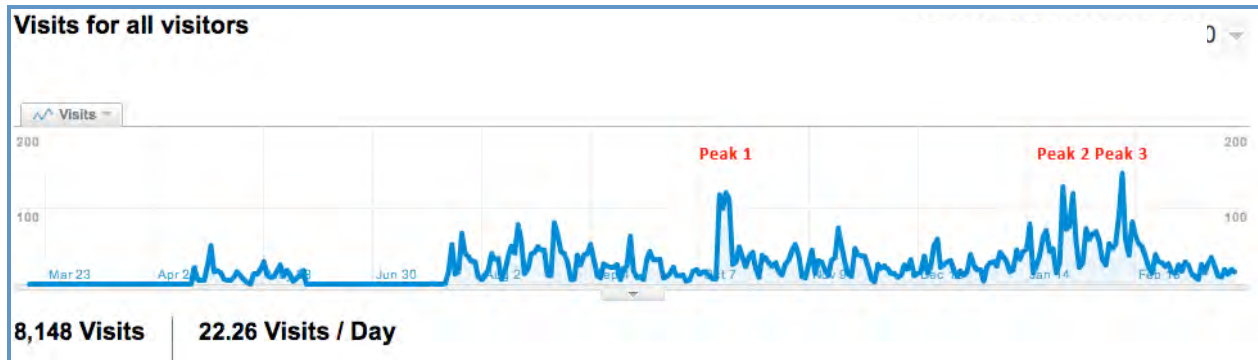


Figure: Visits to the Site

Source: Google AdWords^{xv}

Athlete Contest

The figure on the next page shows that the majority of site activity in October was due to a contest between two of the featured athletes on the site - David Calder and Ryan Leech. Users were encouraged to credit their widget entries to one of two groups, each supporting one of the two athletes. Users still received their individual credit for each trip entry in addition to the group getting credit. While no prizes were offered, users clearly enjoyed the competition.

Recommendation:

- Contests like this are a great way to get the athletes to engage more in the project. It also makes it more fun and competitive for members.

Torch Relay

Coca-Cola provided the opportunity for project team leads Chris Kantowicz and David Calder to carry the torch on the first day of its arrival in Canada providing huge profile and media interviews for the project. David Calder in particular did live hits with CTV Canada A.M., Global TV and a number of radio and newspaper interviews. As shown in the figure below, the media coverage had very little impact on PBS traffic.

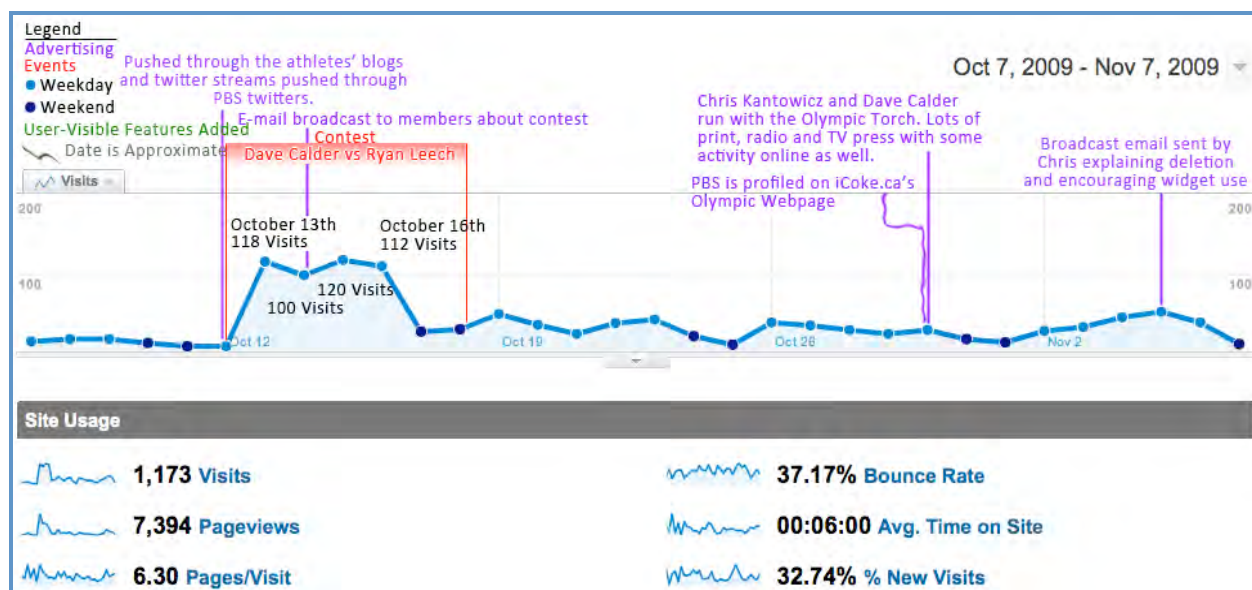


Figure: Site Upgrades and Activity October 7 - November 7, 2009

Source: Google AdWords^{xvi}

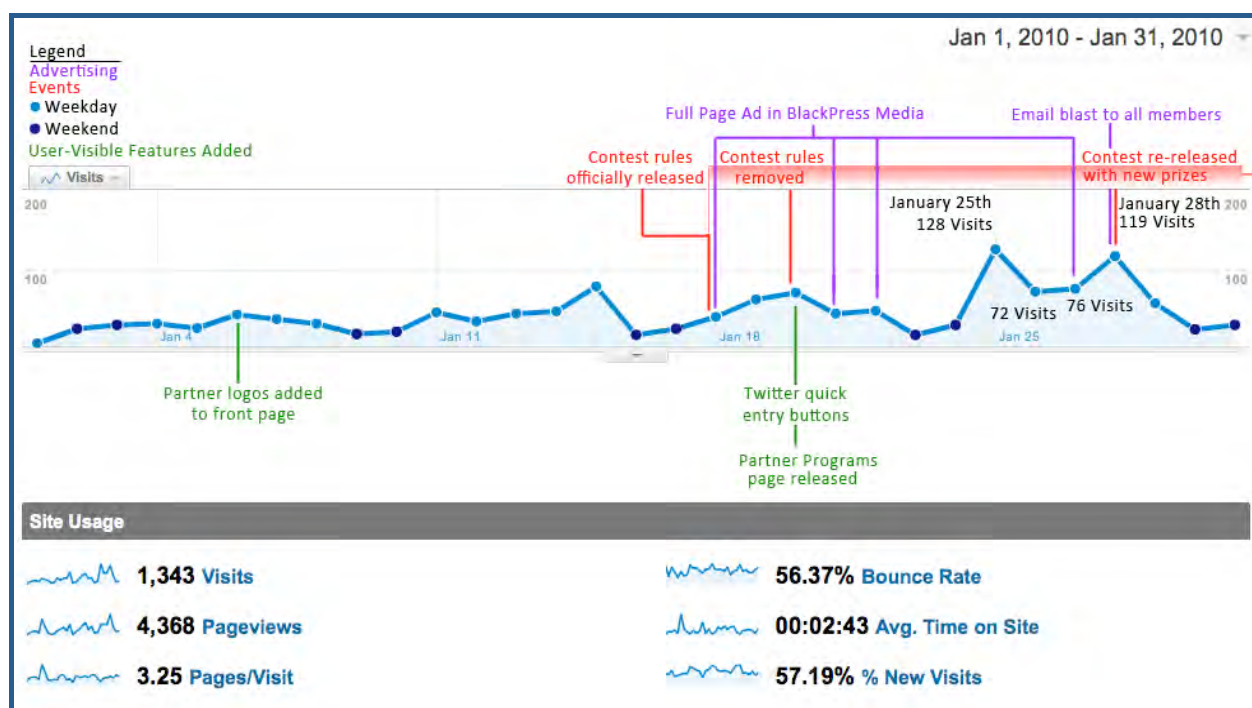


Figure: Site Upgrades and Viewing Activity January 1 - January 31, 2010

Source: Google AdWords^{xvi}

Media

The above figure highlights two traffic spikes in January 2010. The first spike is the result of an advertisement that ran in BlackPress Media (a conglomerate of small newspapers⁴). The data highlights that over the course of the advertising term (January 24th to 26th), 72% of the PBS website users were new users, so the advertisement worked well at bringing in new users⁵.

Prize Contests

The second traffic spike in January 2010 (as shown above) was the result of a contest for four tickets to the 2010 Olympic Men's Ski Cross Final. Every widget entry per person (max 1 per day) equaled an entry into the draw. When the contest ended, an entry was drawn at random and a winner was declared⁶. In the survey, members had suggested that an email reminder would have encouraged them to use the site more. As such, an email reminder may have increased the number of contest entries throughout the contest versus a spike at the beginning and end of the contest.

There were 49% new users at the beginning of the contest. This turned into 39% new users at the end as initial new users stayed on. The October contest between athletes engaged more current users with only 38% of participants being new users at that time.

Additional Promotions

Mayor's Challenge: Originally pitched as a challenge between each of the 2010 Olympic venue cities, and spearheaded by Mayor Pam Goldsmith-Jones of West Vancouver, the Mayor's Challenge later became a more simplistic endorsement of PBS by each of the venue cities. Each community activated to varying degrees with West Vancouver and the City of Vancouver going as far as featuring PBS on their websites. The City of Vancouver with PBS on its home page became the second most important traffic generator to the PBS site after Google.

Athlete Village Activation: Coca-Cola through its Games time activation rights enabled PBS and Clean Air Champions (CAC) to promote themselves to the Olympic athletes in both the Vancouver and Whistler athlete villages. A kiosk terminal was set up in each location manned by retired and/or summer Olympic and Paralympic athletes who collected pledges to the environment from interested athletes at the Games. Coca-Cola provided the funding for development and production of the kiosk, while PBS and CAC manned the locations. PBS

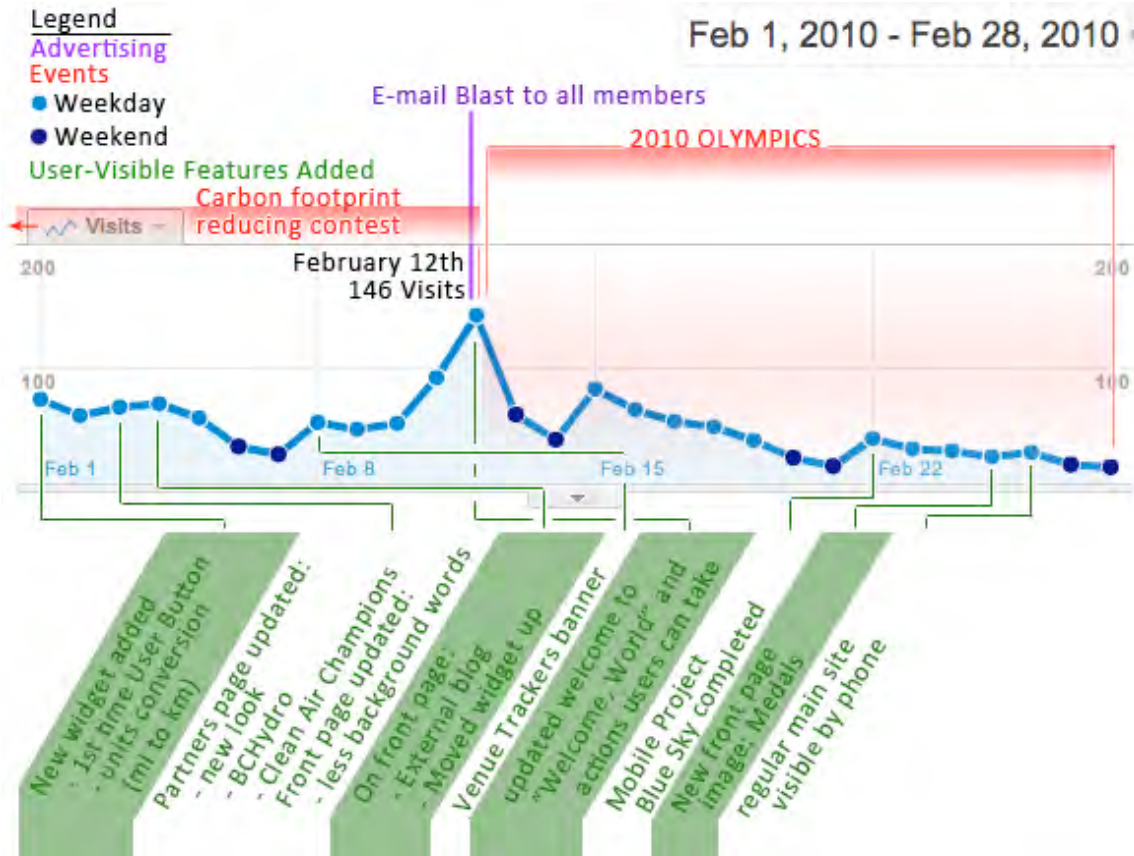
⁴ BlackPress media serves small communities in Vancouver and Vancouver Island

⁵ Despite an initial hiccup with our sponsor which caused us to remove the announcement temporarily

⁶ Multiple entries a day would have no impact beyond the first entry

owes a debt of thanks to CAC who did all the heavy lifting to get the kiosk program up and running and manage the team that manned the locations.

Figure (below): Site Upgrades and Viewing Activity Feb. 1 - Feb. 28, 2010



Recommendations:

- It's good to try different events to see what works and what doesn't work. The events that were easily shared online among members (i.e. – by email) were more successful than the live events. This may be attributed to the fact that the live events weren't reaching people while they were at their computers where they could easily log on and contribute to the widget.
- Give the user something whenever you can. Unfortunately, not everyone is convinced that your website or cause is worth their time. Giving the user something (information, prizes, recognition, or video-game type rewards) can give users incentive to keep engaging with your website. PBS's goal was to change behaviour but the website attracted a lot of users who were already "believers".
- Email Blasts work well. Being direct and communicating what you want from users will help people understand what you are trying to accomplish. While PBS found this to work well, caution must be used when emailing people through a social media site. Try

to give users the option to “opt-in” to receive emails. According to the article entitled “Understanding Consumer Preferences”, members of Facebook were only 30% likely to give brands (that they were a fan of) permission to contact them^v.

V. Starting a New Website

One article, entitled “Online Community Best Practices” suggests the acronym “POST” should be used by any marketer looking to start a website.

POST = People, Objectives, Strategy, and Technologyⁱⁱⁱ

Corporate function	Typical groundswell objective	Appropriate social applications	Success metrics
Research	Listening — gaining insights from listening to customers	• Private communities • Brand monitoring	• Insights gained • Comparable cost of surveys or focus groups
Marketing	Talking — using conversations with customers to promote products or services	• Blogs • Communities • Social networking sites • Video or user-generated sites	• Awareness • Online “buzz” • Time spent on sites • Sales
Sales	Energizing — identifying enthusiastic customers and using them to persuade others	• Brand ambassador programs • Communities • Embeddable “widgets”	• Community membership • Online “buzz” • Sales
Support	Supporting — making it possible for customers to help each other	• Support forums • Wikis	• Members participating • Questions answered online • Avoided support calls
Development	Embracing — turning customers into a resource for innovation	• Innovation communities • “Suggestion boxes”	• Usable product ideas • Speed of development

45402

Source: Forrester Research, Inc.

Before developing a website, you need to figure out your target market as this will set the stage for the website design and content and will help guide your marketing strategies. Secondly, you need to determine your objectives. After you know your target market and objectives, you need to devise a strategy that is appropriate to both of these and then figure out which technology is best suited to your purpose. The chart above highlights five objectives companies can have: listening, talking, energizing, supporting or embracing^{xvii}. PBS was trying to “talk” and “energize” so widgets, key influencers, social networking, and blogs were all used.

Recommendations:

- In order to find early adopters to help launch your website, start by finding “creators” – those who are already writing blogs on the topic or are uploading relevant pictures and videos. You can invite these people to the website to help get the conversation going. According to one article, “communities will only succeed if they serve the interests of their members”ⁱⁱⁱ.
- Use the “POST” acronym (People, Objectives, Strategy, Technology) to help guide your website launch

To help outline your website strategy, Radian6 suggests the following questions should be asked^v:

1. Why do you want to build an online community?
2. Does the community have to be built and hosted by us, or can/should PBS participate in existing communities across the web?
3. What are you hoping to achieve by building this online community?
4. Do you have specific goals in mind that you can measure against?
5. What will make your online community unique?
6. What internal resources do you have to support an online community? Do you have a staff and budget to allocate toward this initiative?
7. Why will people join your online community?
8. What other areas of your business can a community strategy support, like customer service or product and service development?
9. How will you measure success, and are you committed to adapting your strategy based on what you learn?
10. What tools, technology, and infrastructure might you need to support and deploy all of the above?

Recommendations

- Find out who your competitors are. For example, PBS was competing for time with other social networks; however, many websites were catering to a similar market. With more time, better planning could have been achieved and PBS would have been better able to differentiate itself more effectively.
- Use an alert system, such as Google Alerts that can tell you if people are talking about items related to your project and also where these conversations are taking place.

Online Trends

The article entitled “Context Matters for Canadians” suggests that marketers need to work even harder nowadays to get people to pay attention to them because there is so much “noise” (other websites etc) competing for users’ attention. One way to get attention is to communicate, inform, or entertain users, as these are the top reasons Canadians go online, as shown below^{xviii}.

Reasons for Going Online According to Internet Users in Canada, by Age, June-July 2009 (% of respondents)

	16-24	25-34	35-54	Total
Communication	47%	48%	54%	51%
Information	22%	26%	26%	25%
Entertainment	29%	17%	22%	22%
Surfing	17%	19%	16%	17%
Transaction	8%	9%	11%	10%
Creation	5%	3%	2%	3%

Source: Microsoft Canada, “Context Matters II” conducted by OTX Research, provided to eMarketer, October 1, 2009

108314

www.eMarketer.com

According to the article *The Rising Potential of Social Networks*, those who visit social networking sites monthly are referred to as “Joiners”^{xix}. This article also includes the figure below that highlights the demographic breakdown of the different social networking sites, such as Facebook and compares them to “Joiners” in general.

“Joiners” typically interacted with PBS in the following ways:

- Updated their “latest activity” section
- Added friends to their profile page
- Added a comment to a friend’s page
- Updated their profile pictures

Conversely, “Joiners” on PBS less frequently:

- Blogged or used the forum feature on the website
- Tweeted or clicked
- Project Blue Sky’s tweet
- Added photos to flickr or added videos

Figure 1 Joiners' Demographics Vary

	LinkedIn members*	Facebook members*	MySpace members*	All Joiners	All US online adults
Age					
Percent female	43%	56%	54%	55%	52%
Average age (in years)	39	37	34	37	44
18 to 24	11%	20%	26%	20%	12%
25 to 34	32%	32%	36%	30%	21%
35 to 44	28%	22%	19%	22%	20%
45 to 54	17%	13%	12%	14%	18%
55 and older	12%	14%	8%	14%	28%
Average household income	\$104,700	\$84,000	\$71,700	\$81,400	\$78,200
Percent college degree or more	71%	46%	31%	42%	41%
Percent tech optimist	76%	67%	69%	66%	58%
Motivation					
Percent career-motivated	47%	34%	33%	34%	32%
Percent family motivated	15%	22%	17%	22%	25%
Percent entertainment-motivated	31%	32%	36%	31%	26%

Base: US online adults
(percentages may not total 100 due to rounding)

Source: North American Technographics* Interactive Marketing Online Survey, Q2 2009 (US)

*Specific site members are defined as Joiners who visit each site at least monthly or more.

56045

Source: Forrester Research, Inc.

These findings were in line with what people typically do (and less frequently do) on a social network. See Appendix 10 to see what features people typically use on a social network.

Recommendation:

- Break through the noise! Give users a reason to come back to your website. By targeting the right demographic, you will be in a better position to figure out how to get people excited about your site.

VI. Technical (Website & Platform)

When building a website, there are many approaches people can take. Depending on the use and the functionality of the websites, people can start with setting up their own servers and building up their own applications. In addition, one must also consider factors such as: security, data collection and integrity, cost of operation and maintenance, scalability, reliability, and development life cycle.

Platforms

“Ning currently has nearly 500,000 social networks, with one being created every 30 seconds – 80,000 each month”ⁱ

The PBS website was hosted on Ning which is a proprietary platform. In general, Ning platforms are great for those who want to build a social network quickly as it provides the most common social network functionalities (such as photo-sharing, blogs etc). In addition, it is free to create and run a social network on Ning as they receive income by selling ads on their sites⁷.

Drupal

Another social networking platform called “Drupal” is open source and can run on just about any LAMP server. Drupal is a content management system (Framework). Most of its modules are based on the existing modules of other open source software. The Drupal platform is more portable and is composed of different modules that programmers or administrators can add or remove depending on their functionality needs. Drupal has a higher learning curve for new programmers and administrators, as it requires some basic computer science knowledge to customize it. In some cases it requires even sophisticated knowledge to customize it to its full extent.

Recommendation:

- When deciding on a social network platform, keep in mind that the easier to configure platforms, such as Ning, often have trade-offs in the flexibility, scalability and control that they offer to administrators. It is extremely important to figure this out early on as switching platforms after one is configured is not easy.

Web-mining techniques and privacy policies

Web mining techniques mainly work on web logs. Web logs provided by a web server usually include a rich collection of various server activities and client (user) interactions

⁷ For a small monthly fee, Ning will not run ads on your website. PBS followed this approach and did not run ads.

with the server. Besides the routine responding activities of a web server, web logs also record unexpected events or accidents, (i.e. - system overloading or crashes). Many unexpected intrusions and attacks will also leave records in the web logs. By systematic analysis of the web logs using web-mining techniques, typical patterns of use or attacks can be identified.

PBS had little control over the security or data integrity of the website since security depended completely on Ning's security structure. Users of Ning have no means to determine the format of the data and how data is stored in the network. As such, it is almost impossible for Ning users to check the website security and data integrity fundamentally but some improvements can be made by running scripts, such as JavaScript.

What worked:

- **Optimized database schema:** Data were stored in a smaller size which made retrieval and updating of data much more efficient. This greatly improved the response time of user queries.
- **Improved security of back-end:** Back-end scripts were constructed so that all inputs were filtered and validated before they were stored in the database. Any malicious inputs would be handled at a much higher level, which in turn improved the stability of the system in general.
- **Having a rich collection of user data:** Data was collected through various means, such as Google analytics, the host website, intermediate proxies etc. This data when analyzed by data mining techniques can provide comprehensive views of user profiles and usage patterns. User data was also available through Ning as downloadable CSV files.

What did not work:

- **Lack of accessibility:** Attempts to try and get access to the website users' data and combine it with the web administrators' data failed. Ning does not provide the interface to allow the administrators to access their users' data in real time. In addition, because of the privacy policies of the Ning platform and its inherent structure, the web logs are not provided to the site administrators.
- **Lack of web-mining capabilities:** It is impossible to apply any web mining techniques to any social networks built on Ning. For the users of the Ning platform, the underlying operations of the website are completely blocked. The only way to get any operational statistics from the website is through third party websites or software, such as Google Analytics and ClearSpring.
- **Ning's platform is more usage-oriented:** Ning provides limited back-end logs of the social network activities and no debug or error traces at all. Ning is very strict on how

data is used, especially programmable data. It is also very limited in Opensocial API implementations and uses an object-oriented database. As such, there is no way to get access to its database, either through a web service interface or through back-end scripts.

VII. Future Plans

Future options for the Project Blue Sky website are currently being evaluated as the project has come to an end. Ideally, the Project Blue Sky URL and learnings will be passed on to future Olympic and Paralympic Games, such as London 2012 to be used as a community engagement tool around sustainability issues.

Appendix 1 – Summary of Recommendations

Below is a list of recommendations that were pulled directly from the report.

- When designing a new website, be sure that the proper domain names are available (i.e. - .ca and .com etc) and that the name resonates with the project but is not generic. In the case of PBS, there were different versions of the name in active use by other organizations, including “Blue Sky Project.” This made search engine optimization more difficult and made it harder for people to find the site.
- Be sure not to launch in a public fashion too early before your online components have been properly tested. In this case, many key leaders in the sustainability field who attended the launch were disappointed when some of the program components didn’t work properly causing confusion and disappointment. It was hard to win them back once version 2.0 was deployed.
- Choose your metric wisely. PBS used kilometres as a proxy for CO₂. It was believed that kilometres would be an easier metric for people to relate to, however, the connection between kilometres and CO₂ wasn’t always clear to members. Using kilometres also limited the project’s ability to include non-travel related actions into the widget and its database. For example cutting emissions by bringing your own bag rather than getting a plastic bag at a store is not an activity that lends itself to being measured in kilometres.
- Break-up large goals into smaller chunks so members feel as though they can make a difference (versus having such an overwhelmingly ambitious goal). Success engages people so small wins are better than no wins.
- Choose an achievable target with some solid thinking behind how you will be able to reach it. PBS was hampered by the expectation that it would reach the 1 billion kilometre mark and many pre-judged its success based on this when many other successes and learnings were accomplished and should be celebrated.
- Choose your partners carefully. In some cases, PBS had to make many changes to the website to satisfy its partners but this often proved a distraction to focusing on the end user. PBS would recommend that when a partnership is formed that frank discussions delve into what priorities each group have, what they hope to achieve and also how the decision-making will be carried out (preferably before work begins).
- Remember that social networks don’t grow overnight. If there is a specific goal that needs to be reached, make sure there is enough time allocated to properly devise a strategy, do research and launch the website. Also consider whether your goal matches your resources in terms of financial and human capital.

- Be clear in communicating what you want from users and send out emails to remind them to visit your website. In the survey, users mentioned that they would have liked reminders to enter their kilometres into the widget.
- Keep in mind that the viral nature of widgets means they could end up anywhere (blogs, Facebook, etc). This means it's crucial that the widget can stand alone on these other websites and communicate its purpose in an intriguing way to get people to use it and pass it on.
- Complete user testing (with those in your target market) to see if your website and widget are intuitive and easy to navigate. In addition, these users can help in the design and implementation phases of the website. The PBS team was working so closely with the widget that they considered it easy to use and very intuitive. However, the feedback from the survey suggests that people found the widget to be complex and confusing.
- Start with fewer features and add them as necessary. The widget worked to provide users the interactivity that gave them ownership and was the catalyst to get them involved in the project.
- Give something back to users. PBS reinforced people's desire to add entries to the widget by telling them how their CO₂ savings affects them personally, such as the amount of money saved by not driving their car.
- Don't hide the main features behind another web page (i.e. – splash page or landing page) unless it is required for privacy or security reasons. In our case, stakeholders mandated a landing page (see Appendix 3) as a way to secure the site, however, when this was changed to a descriptive splash page, it was unsuccessful since it removed access to the widget. As shown above, many users were not willing to sign up for the website. As such, removing access to the widget cut out a large group of users. If you have stakeholders that want input on your design, such as requiring a tightly controlled landing page for non-users, find some way to provide interactivity to the user on that page as well.
- Provide "something more" for users once they decide to sign in. Information, activities, and content are all important to keeping users once they join the website. Many teams assume that because you have a forum it will be used. However, forums are everywhere and users need something to talk about before they will participate.
- "Change is most likely to occur where levels of collective action can be engaged"^{vi}. This is especially true when it comes to sustainability. People often feel as though they cannot make a difference by themselves. Therefore, if you get people into groups and give them a strong leader, they are more likely to feel as though they can make a difference.

- Common interests, relationships among community members and actively engaged hosts are key to building a successful community.
- When considering Olympic athletes as Influencers, keep in mind that they are more likely to commit to your cause if it is something they are truly passionate about. Even then, they are busy individuals so it's advisable to be realistic if forming an entire program around them.
- If it's an online project, it's best to involve athletes that are already actively engaged in social media. This will ensure more exposure for your project, avoid the learning curve of getting athletes up to speed with the technology and engage those athletes that are already comfortable with an active public profile.
- Ensure engagement by your leaders. Although PBS had athletes voluntarily lend their name and profile to the cause, most were not active on the site which made it difficult to tap into their networks and provide a forum for other participants to engage directly with the athletes, a promise that was made in the promotion of the program.
- Be strategic in who you approach to be your partner and have clear goals in mind of what you want to get out of the partnership. Be as open and honest up front as to what you need from the partner as well as what your limitations are in terms of reciprocating. A written "letter of understanding" (LOU) is a definite asset from a clarity perspective.
- One of the key partnerships missing from this project was industry. While PBS focused on environmental and sport orientated organizations, it failed to recognize that industry, specifically technology experts with experience in building social media software, could have been key partners for this project.
- Time was another factor in preventing partnerships with the corporate sector and VANOC sponsors in particular. Although many were contacted, their Games time plans were already well established with no additional resources of time, money and human capital to adopt another program like PBS.
- For this type of project, it is recommended to consider youth as a target because of their high levels of engagement, influence in families and because they are tech savvy. However, if trying to reach youth through school programs, it is important to allow for considerable lead-time. In addition, the closer you can tie the program to the course curriculum, the better it will be received.
- It is imperative to have a clear communication strategy with clear messaging on what the project is about.
- In some cases, it is easy to assume that your website appeals to everyone. However, a website that tries to appeal to everyone ends up appealing to no one! Take the time to

determine the correct target market for your program. The dollars you spend on marketing and promotions will go much further.

- It is important to have new content and conversations on a social network. This makes it more interesting for members and they are more likely to come back. One article recommends seeking out bloggers and other well-networked individuals and inviting them to become a “charter member” of the communityⁱⁱⁱ. This makes them feel privileged to be invited and their network plus their experience can help launch the site.
- While friends, family and co-workers have broad networks, it’s important to attract the right target market to the site – not just those who are doing a favour for a friend. As will be discussed later, it is not the number of eyeballs but the right eyeballs that matter!
- It’s important to survey users early on in the process as to what they hope to get out of your website as this can help direct the content.
- Show members the positive side of their transition and use the Influencers to help model this behaviour change.
- Ask yourself if what you are requesting of people (i.e. – biking instead of driving) is realistic and set the goal accordingly.
- Whenever possible, try to show members the tangible benefits of their efforts.
- Make it as easy as possible for members to participate. In this case, members were able to tweet in their entries which was easier than logging into the PBS website.
- Use a link shortener, such as Ow.ly or bit.ly when tweeting. Even if your message including the full link is less than 140 characters, it will be easier to re-tweet if it is a shorter link.
- Use Twitter to engage individuals in a conversation and use tools, such as TweetDeck and Hootsuite to make it easier to track conversations and schedule your “tweets”.
- When possible, use short videos as a way to communicate what your project is about. The best people to present are the Influencers (such as athletes) that are passionate about the cause and have the ability to motivate others towards action. Videos also help members trust who is behind the project.
- Use blogs as a way to communicate what is going on with the project, or other items of relevance. When starting a new website, it’s a great way to show activity.

- Contests like this are a great way to get the athletes to engage more in the project. It also makes it more fun and competitive for members.
- It's good to try different events to see what works and what doesn't work. The events that were easily shared online among members (i.e. – by email) were more successful than the live events. This may be attributed to the fact that the live events weren't reaching people while they were at their computers where they could easily log on and contribute to the widget.
- Give the user something whenever you can. Unfortunately, not everyone is convinced that your website or cause is worth their time. Giving the user something (information, prizes, recognition, or video-game type rewards) can give users incentive to keep engaging with your website. PBS's goal was to change behaviour but the website attracted a lot of users who were already "believers".
- Email Blasts work well. Being direct and communicating what you want from users will help people understand what you are trying to accomplish. While PBS found this to work well, caution must be used when emailing people through a social media site. Try to give users the option to "opt-in" to receive emails. According to the article entitled "Understanding Consumer Preferences", members of Facebook were only 30% likely to give brands (that they were a fan of) permission to contact them^v.
- In order to find early adopters to help launch your website, start by finding "creators" – those who are already writing blogs on the topic or are uploading relevant pictures and videos. You can invite these people to the website to help get the conversation going. According to one article, "communities will only succeed if they serve the interests of their members"ⁱⁱⁱ.
- Use the "POST" acronym (People, Objectives, Strategy, Technology) to help guide your website launch
- Find out who your competitors are. For example, PBS was competing for time with other social networks; however, many websites were catering to a similar market. With more time, better planning could have been achieved and PBS would have been better able to differentiate itself more effectively.
- Use an alert system, such as Google Alerts that can tell you if people are talking about items related to your project and also where these conversations are taking place.
- Break through the noise! Give users a reason to come back to your website. By targeting the right demographic, you will be in a better position to figure out how to get people excited about your site.
- When deciding on a social network platform, keep in mind that the easier to configure platforms, such as Ning, often have trade-offs in the flexibility, scalability and control

that they offer to administrators. It is extremely important to figure this out early on as switching platforms after one is configured is not easy.

Appendix 2: Becky Scott's Profile on Athlete Scroller

The Olympics is the largest sporting event in the world, and due to the variety of sports that are showcased, both genders have something to appreciate. With that said, there is a gender divide in terms of what people look for in the Olympic experience. While men are mainly concerned with the sports themselves, women are more attracted to the drama of the Olympics; including stories about comebacks and defeats^{xx}. Women are also interested in hearing about the athletes background and they want to hear about the other “roles” that women play; for example, “Mother”, “Foodie”, World Traveler” etc. Below is an image showing how the above research was included in the PBS website as part of a dynamic tool for scrolling through the site's featured athletes.



Appendix 3: Project Blue Sky Screenshot

Early Website Mock-up – July 2009

[Sign Up](#)
[Sign In](#)


taking steps to fight climate change

[Home](#)
[My Profile](#)
[Athletes / Members](#)
[Achievements](#)
[About](#)

What is Project Blue Sky?

Project Blue Sky is a place where you can connect with your favourite athletes, challenge your friends, tell your story and track your carbon reductions by logging the kilometres you walk, cycle, or ride on public transit.

The Vancouver 2010 Olympic and Paralympic Winter Games have a climate goal. Project Blue Sky's goal is to 'race' the Vancouver 2010 Organizing Committee and its partners to that goal by collecting one billion kilometres worth of carbon-cutting contributions before March 2010.

So what are you waiting for? [Sign up](#) and use our widget to log your human-powered kilometres today!

We will, on behalf of the world, add them up.

Featured Athletes



David Calder
2008 Olympic Rowing Silver Medalist



What's this?

902 kms so far

kms travelled:

mode of travel: ☐ ☒ ☐

3 Do you usually drive this route? ☐ yes ☒ no

4 To track your progress:

Get & Share

In partnership with:





© 2009 Created by Blue Sky

[Badges](#) |
 [Report an Issue](#) |
 [Privacy](#) |
 [Use of Intellectual Property](#) |
 [Terms of Service](#)

Appendix 4: Project Blue Sky Splash Page







The image shows the Project Blue Sky website interface. The background is a light blue sky with white clouds and sun rays. At the top left, the logo "project bluesky" is displayed in a playful, rounded font, with "project" in white and "bluesky" in blue. To the right of the logo, the tagline "taking steps to fight climate change" is written in a smaller, sans-serif font. In the top right corner, there is a link "Have an account? [sign in](#)".

Below the logo, there are three circular buttons labeled "why", "what", and "who are we?". The "what" button is highlighted with a green border. Below these buttons is a large, rounded rectangular box containing text about the project. The text describes Project Blue Sky as an online community for connecting with Olympic athletes, challenging friends, and tracking carbon reductions by logging kilometers walked, cycled, or ridden on public transit. It also mentions the Vancouver 2010 Olympic and Paralympic Winter Games climate goal and the project's goal to collect one billion kilometers worth of carbon-cutting contributions before March 2010. The text concludes with a call to action: "So what are you waiting for? Sign up and use our widget to log your human-powered kilometres today! We will, on behalf of the world, add them up."

Below the text box is a large, green, rounded button labeled "sign up". In the bottom left corner, there is a circular logo for "OFFSETTERS" with a dotted border. In the bottom right corner, there is a logo for "vancouver 2010 OFFICIAL SUPPLIER" with the Olympic rings and a stylized mountain logo.

At the very bottom, there is a copyright notice: "© 2009 Created by [Blue Sky](#)". To the right of the copyright notice are links for "Privacy", "Terms of Service", and "Use of Intellectual Property".

Appendix 5: Success Metrics

Source: Radian6., *Practical Social Media Measurement and Analysis*, March 2010

Conversations and Engagement

- Proactive blog posts, comments, or conversation threads initiated by you
- Blog post/comment ratio
- Tweet/retweet ratio
- Length of comment strings per company-initiated post
- % of engaged on-topic posts per week/month
- # of total monthly conversations
- Presence by media type
- Types of conversations and their ratios: support, topical, good-will

Community Health

- Growth rates for different properties
- Member satisfaction
- Member renewals/retention/attrition
- Average member engagement level
- Internal community connections per member - actual (friends) and implied (conversations)
- Ratio of company to community posts/conversations

Buzz and Competition

- # of posts vs. competitors
- % positive posts vs. competitors
- Recommendations and referrals vs. competitors
- Share of Conversation
- Reviews of your product or service (and sentiment of same)

Sentiment Trends

- Positive/negative/neutral ratios over monthly, quarterly, annual periods
- Same ratios as compared to competition
- Recovery time for sentiment ratios after a crisis
- Emergence of evangelists: % of positive posts from single source
- Emergence of detractors: % of negative posts from a single source

Issue Resolution Time & Costs

- Posts/issues resolved in social media channels
- Resolution on first contact
- Average resolution time
- Issues initiated online and resolved offline
- Cost per issue (as compared to offline mechanisms like phone)
- Peer-resolved issues (support)
- Supportive comments/defending gestures by community members

Lead Generation & Sales

- Community membership overlap with sales database
- Referrals via online channels
- Referrals by media type/channel
- % leads originating through online channels (vs. offline)
- % leads closed through online channels
- Conversions and conversion rates by media type/channel
- Direct response sales
- Cost per Dollar Raised

Website Analytics

- Referral traffic volume from community sites
- Time on site from online referrals
- Conversions from online/community referrals
- Conversion/click through percentages for various referral channels
- Inbound links

Content Performance

- Downloads
- Uploads of UGC
- Revenue from paid content
- Shares (ShareThis, retweets, inbound links), Bookmarks, Votes (Digg, Stumble, Likes)
- Unique conversions for company-created content
- Unique conversions for external content

Appendix 6: Vancouver 2010 Lesson Plan

“With free downloadable lesson plans, interactive components, contests at various levels and Olympian stories, this initiative by the Canadian Olympic Committee engages students from grades 2-12. At the elementary school level, students will learn about the values of fairness, excellence, leadership, respect, goal setting, dealing with pressure and personal growth through the stories of Olympians such as Beckie Scott, Silken Laumann, Daniel Igali, Lawrence Lemieux, Jennifer Botterill, Gary Reed and Alexandre Despatie. Each story is available at three different reading levels: bronze (grades 2-3), silver (grades 4-5) and gold (grades 6-7). The lesson plans link to language arts learning outcomes and will help students explore and internalize these universal values. At the secondary level, students are able to link to applied learning projects requiring them to use acquired skills and theory to solve real-life Olympic problems.”(www.vancouver2010.com)

Appendix 7: Widget instructions (and initial Widget design below)

What is this?

Project Blue Sky is inspired by athletes and encourages you to walk, bike and take transit to help fight climate change. Enter your recent trips here and get in on the action. Track your progress, compete in challenges and get on the leaderboards. Together we can make a difference.

Step 1

Enter your distance traveled for a recent trip that did not involve driving. You may combine a few trips if you'd like.

Step 3

Answer based on how you normally do or would travel this route. How you answer does not affect any of your stats or the grand total!

Step 5

Click Submit

How to Use the Widget

project bluesky.ca
taking steps to fight climate change

26689 kms so far

1st time? kms travelled mi. km

mode of travel:

Do you normally drive this route?

To track your progress:

enter e-mail

enter group (optional)

submit

get & share

Total distance contributed by everyone so far.

Switch units from kms to miles.

Step 2

Press the button for how you made your trip(s). Options are walking, biking, or public transit

Step 4

Your email is how you are identified for leaderboards, stats, etc. We will never share or sell your email address.

If you have joined a group within Project Blue Sky then enter it here. If not, then leave it blank.

These entries will auto-populate next time!



Appendix 9 - Survey Questions & Demographics

Number of members who received the survey: 722

Number of complete surveys received: 89 (12.3% of members)

Gender Demographics

47% female

36% male

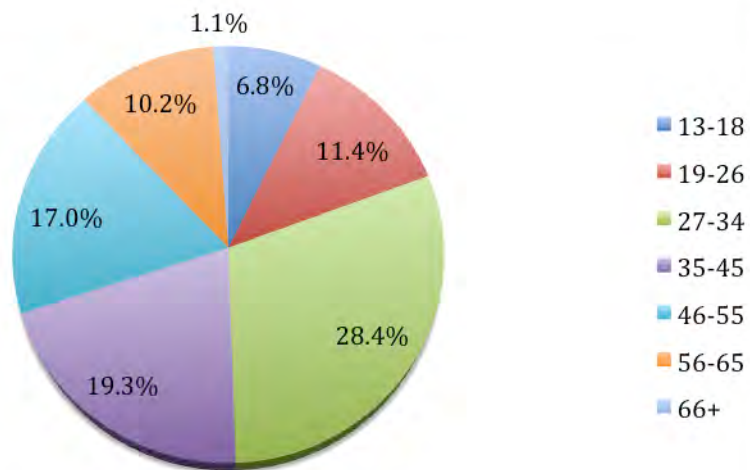
Age Demographics

47% 27-45 year olds

28% over 46

17% under 26

Survey Demographics



Appendix 10: What Users Typically Do on a Social Network

Source: Bernoff, J and Riley, E., *The Rising Potential of Social Networking Sites*, February 2010

Figure 3 Joiners' Social Network Activities

"Thinking about the last few times you visited a social networking site, what did you do?"

	LinkedIn members	Facebook members	MySpace members	All Joiners
Read updates from my friends	64%	76%	70%	70%
Looked at profiles of people I know	65%	72%	71%	68%
Looked at someone's photos	58%	73%	69%	68%
Wrote on someone's profile page or wall	50%	64%	51%	53%
Sent a private message to someone	48%	54%	51%	51%
Updated my status	47%	51%	55%	48%
Updated my profile	45%	42%	47%	41%
Searched for someone that I used to know	46%	40%	40%	38%
Sent a friend/connection request	43%	39%	37%	36%
Uploaded photos	34%	35%	40%	33%
Played games	21%	23%	25%	21%
Looked at profiles of people I didn't know	22%	18%	27%	20%
Joined a group	26%	22%	18%	18%
Became a fan of a brand, product, or company I like	22%	22%	18%	18%
Added or downloaded an application	18%	18%	19%	16%
Sent someone a virtual "gift"	15%	17%	17%	15%
Posted a link to a news article or Web site	19%	10%	9%	8%
Searched for someone with the same interests	11%	7%	9%	7%
Organized/posted an invitation to an event	10%	6%	7%	5%
Created a group related to a brand, product, or company	3%	2%	3%	2%

Base: US online adults who are Joiners
(multiple responses accepted)

Source: North American Technographics® Interactive Marketing Online Survey, Q2 2009 (US)

56045

Source: Forrester Research, Inc.

Endnotes

- ⁱ David Suzuki Foundation., "Climate Scorecard for the 2010 Winter Games", January 2010
- ⁱⁱ E-Marketer., "Poor Content Makes Viral Marketing Fizzle", September 2007
- ⁱⁱⁱ Owyang, Jeremiah., "Online Community Best Practices", February 2008
- ^{iv} The Center of Excellence for Youth Engagement (2009), "What is Youth Engagement", Retrieved April 15th, 2010 from (www.engagementcenter.ca)
- ^v Radian6., "Building and Sustaining Brand Communities", February 2010
- ^{vi} Junxion Strategy., "Sustainability Awareness and Action", June 2007 (prepared for VANOC, Environment Canada)
- ^{vii} eMarketer., "Social Influencers Get Talking", March 2010
- ^{viii} Bemporad, Raphael., "How Green Marketers Can Lure Consumers", Interview with E-Marketer, May 2009
- ^{ix} Anderson, Jackie., "Consumer Behaviour Online: A 2009 Deep Dive", July 2009
- ^x Framework Foundation. (2006). Retrieved April 15th, 2010 (<http://www.frameworkfoundation.ca/>)
- ^{xi} Hootsuite: <http://hootsuite.com/>
- ^{xii} eMarketer., "Social Widgets Drive Sharing on Facebook", July 2009
- ^{xiii} Radian6., "Practical Social Media Measurement and Analysis", March 2010
- ^{xiv} Bernoff, Josh., "Metrics For Social Applications In A Downturn", October 2008
- ^{xv} "Visits for all Visitors." Google Analytics. Retrieved March 18 (<http://adwords.google.com>)
- ^{xvi} "Dashboard." Google Analytics. Retrieved March 18 (<http://adwords.google.com>)
- ^{xvii} Bernoff, Josh., "How To Choose The Right Social Technologies", March 2008
- ^{xviii} Von Abrams, Karin., "Context Matter More Than Ever for Canadians", November 2009
- ^{xix} Bernoff, J and Riley, E., "The Rising Potential of Social Networking Sites", February 2010
- ^{xx} Rothenbuhler, Eric., "The living Room Celebration of the Olympic Games", Journal of Communication, Fall 1988