

# **Preparing a plan to enhance and develop Social Media Marketing for Ambitious Africa Cameroon (AA Cameroon)**

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<p>The rise of the Digital Media has brought about new developments in marketing technology and provide new ways for organisations to communicate. Social Media information dissemination achieves three times as much coverage as traditional information releases. Today's marketers must understand information release via social media are only effective when incorporated with the right content and right platform. The advent of new modernised media relations and interactions, requires practitioners to embrace new methodologies and technologies and learn how best to communicate and interact with their audience. Incorporating interactive and multinational content must be done in a way to enhance story, in ways traditional media could not. More than ever before worldwide, companies and various institutions make use of Social Media platforms to gain outreach, connect and interact with their audience, the so-called Social Media Marketing. This thesis, therefore, proposes a social media marketing plan using a model that will enable the commissioning company to be consistent in its social media marketing efforts and attract the right audience.</p> <p>The dominant explanation for this trend is the increased popularity and usage of social media platforms, driven by the increased availability and affordability of mobile devices and networks. Online marketing has in no way come to take over the traditional ways of marketing, but it is a way to facilitate the operations of various institutions, so that in no time, they can achieve maximum outreach to their potential clientele and interested groups.</p> <p>The author collected data by means of qualitative methods via interviewing three sub-groups connected to the commissioning company and by means of the Inductive approach and thematic method of analysis, finding and identifying patterns across all respondents and grouped them into specific themes of - needs, content types, engagement, goals, objectives, partners and more, to compose the need for the commissioning company in making effective use of social media platforms to gain outreach. Secondary data was also used to observe and analyse the social media platforms of the commissioning company.</p> <p>From data collection and analysis, it was revealed that, the need for the commissioning company to enhance its social media marketing is largely attributed to the lack of a well-structured communication strategy rather than their presence on social media. The commissioning company's outreach is less than 1% of it targeted population and have less than 10% engagement rate from its contents by the audience, making its presence on social media almost non-existent. The effective use of social media platforms will enable the commissioning company to have an active social media presence, connecting and interacting with its communities. The primary objective is to create awareness for increased participation and membership subscription, reaching donors for financial support, and establishing a position for thoughtfulness for further building their community and brand tribe.</p>	

**Keywords**

Marketing communications, social media, social media marketing, content marketing, non-profit organisations, community engagement

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# 1 Introduction

This is a Product/Project-based bachelor's thesis with a research component, for the Degree Program in International business and specialization in Customer Relationship Management and Communication. This chapter describes the thesis background, project objectives, specific goals, projects tasks, project outcomes, project scope and limitations, as well as the international aspect of the thesis and how it fulfils the needs of the Haaga Heilia University of Applied Sciences international requirements.

Furthermore, the need for this project and the benefits that it brings to all stakeholders are clearly stated in this chapter. Key concepts that are relevant to the thesis topic are defined and lastly the case company is introduced, giving some background information about the company's history, mission and vision, company values and other stakeholders of the company.

## 1.1 Background

Digital media and technology are no longer new – it is now over 25 years since Sir Tim Bernes Lee created the World Wide Web. Yet, over this time there have been huge developments in the digital media and marketing technology to provide new ways for businesses and organisations to communicate across the customer lifecycle. Worldwide, people make use of the online space to regularly connect. Businesses and organisations have also evolved from the traditional way of connecting with their audiences, customers, members, or participants by using the internet available platforms and systems. (Chaffey 2019.)

According to Statista (2021), the total number of global active internet users stood at 4.66 billion which makes up 59.5 percent of the world's population. Of this total, 92.6% (4.32 billion) accessed the internet via mobile devices. This makes the internet a core pillar of the modern information society. A world without the internet is unimaginable.

# Global digital population as of January 2021 (in billions)

Worldwide digital population as of January 2021

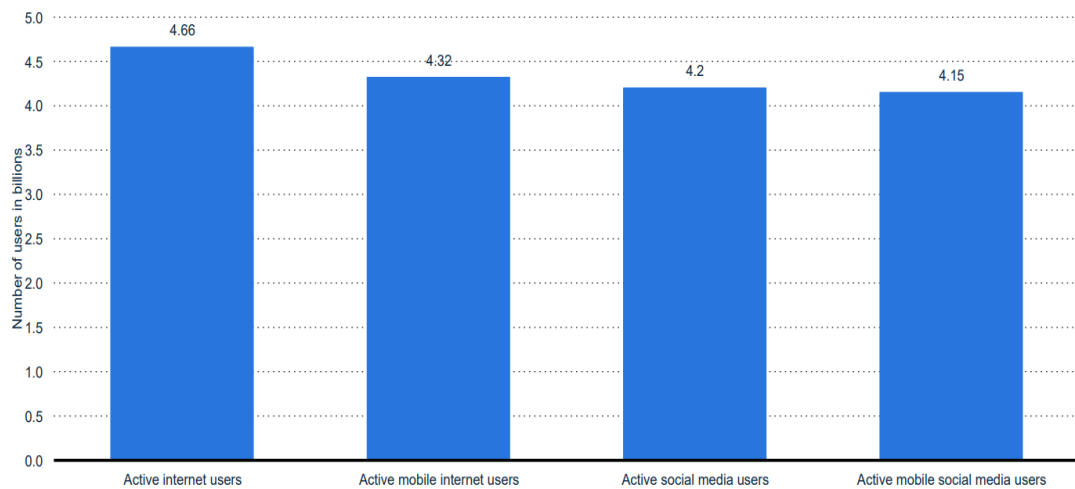


Figure 1: Global digital population (Active Internet Users) as of January 2021. (Source: Statista 2021).

To fully understand the importance of digital marketing, it is helpful to think about what audience interactions are needed, and managing the digital marketing today is about many other types of audience interaction than just simply a website. It involves harnessing digital devices, platforms, media, data, and technology; assessing consumer adoption and how businesses and various institutions can manage these to support their marketing goals. There are many options available for communicating with audiences, members and participants and the social media are one available option by which companies and organisations both for profit and non-profit making, use to reach out and communicate with their potential clientele, members, partners and to gain extensive reach. (Chaffey 2019.)

Social media usage is one of the most popular online activities. In 2020, more than 3.6 billion people were accessing and using social media worldwide which is projected to increase to approximately 4.41 billion by 2025 as markets catch up and people can access more available and affordable mobile devices. Social media forms an integral part of the daily internet usage. Internet users spend on an average about 144mins per day on social media messaging, texting, searching, obtaining, and giving information via social media platforms such as Facebook which has surpassed one billion registered accounts with over 2.7 billion monthly active users, making it the most popular social network worldwide, followed by YouTube with over 2.2 billion active users, WhatsApp with 2.0 billion active users and Instagram with over 1.3 billion active users. (Statista 2020.)

## Number of social network users worldwide from 2017 to 2025 (in billions)

Number of global social network users 2017-2025

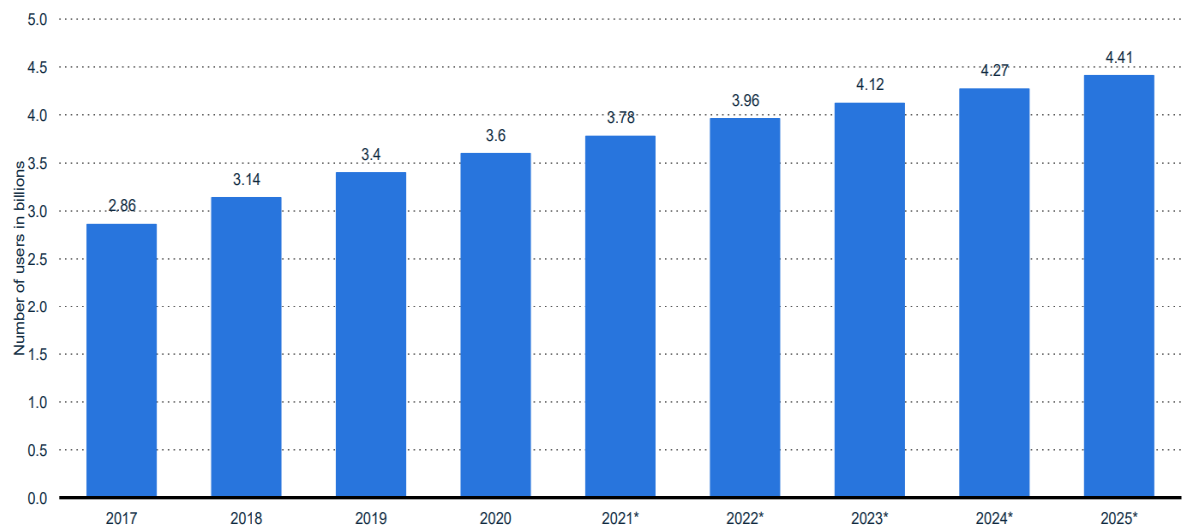


Figure 2: Number of social network users worldwide from 2017-2025. (Source: Statista 2021).

Digital media channels are used today to support organisations accomplish various set goals and objectives. Within the social media, there are paid and organic options across all major social networks – Facebook, Instagram, LinkedIn, Snapchat, YouTube etc. There are different key types of online marketing tools which are used by marketers as part of their communications strategy; and one of these key marketing tools is the **Social Media Marketing** which includes but not limited to – Audience participation, managing social presence, viral campaigns, and customer feedback. In social media marketing, companies participate and advertise within social networks to reach and engage their audience and communities. Viral marketing or online word-of-mouth messages are closely related to this. Contents are usually shared, or messages are forwarded to help audience achieve awareness and so drive response. Social media marketing is defined as the process of monitoring and facilitating customer-to-customer interaction and participation throughout the web to encourage positive engagement with a company or organisation, and its brands or its cause. Social media Marketing is an important category of digital marketing and involves encouraging customers and members communication on a company's or organisation's own site or social presences such as Facebook, WhatsApp, YouTube, Twitter, LinkedIn, Instagram etc. (Chaffey 2019.)

As enumerated above, it is not surprising to see why companies and organisations seek to leverage the digital space for their growth. Ambitious Africa Cameroon is a non-profit organisation that is still growing and need to reach out to the masses about its goals and



objectives. The best way to support this organisation to achieve its goals is by providing a medium through which it can effectively do so. As explained by Chaffey (2019) online marketing has in no way come to take over the traditional ways of marketing but it is a way to facilitate the company or organisations operations so that, in no time, more people or potential clients are reached and can be communicated with on one-on-one basis according to the communication metrics that the company has set for its customers or the organisation, for its members, volunteers, partners and donors. This thesis is therefore a timely project for a growing organisation like AA Cameroon that is barely 1 – 2 years old. A baby organisation that needs exposure to the national and global communities of their movement, goals, and objectives. That will help them attract potential partners from the online space, mostly mother organisations that can partner with grassroots entrepreneurs and sponsor grassroots projects for grassroot communities in Cameroon.

## **1.2 Project Objectives**

This thesis aims to enhance and develop social media marketing for Ambitious Africa Cameroon proposing a social media marketing plan for AA Cameroon. The outcome of the thesis will go a long way to benefit Ambitious Africa Cameroon as it will:

- Help the current feasibility in Cameroon for AA Cameroon.
- Increase feasibility in the Nordics for AA Cameroon to attract partners.
- Create awareness on organisation's goals, objectives, and benefits.
- Increase growth for individual entrepreneurs in Cameroon.
- Give entrepreneurs in Cameroon a platform to connect and network with Nordic business partners.
- Attract potential investors for Cameroonian entrepreneurs with innovative solutions.
- Create awareness about AA Cameroon for the grassroot landers that are carrying out projects for their communities' growth and development in Cameroon.
- Help the Nordics partners get access to the various ecosystems for entrepreneurship in Cameroon.

The outcome of the thesis will be a comprehensive social marketing plan proposal for Ambitious Africa Cameroon. The plan will,

- Enable Ambitious Africa Cameroon to effectively leverage the online space to attract and gain more partners, entrepreneurs, and investors for the common goal of the initiative and movement.

- It will serve as a guide for local partner companies and small and medium size business owners who wish to leverage the online space to be able to do so effectively.

### **1.2.1 Project Objective Statement (PO):**

To prepare a social media marketing plan proposal for Ambitious Africa Cameroon (AA Cameroon) to increase their visibility and subscription numbers and through that, attract partners, entrepreneurs and investors for partnerships and collaboration.

### **1.2.2 Project Tasks (PT)**

PT 1. Preparing the Theoretical Framework.

PT 2. Assessing the social media activities of Ambitious Africa Cameroon by:

PT 2.1: Analysing the current social media sites.

- Content types
- Frequency of publications
- Customer targets
- Demographics
- Geographics
- Brand awareness

PT 2.2: Interviewing AA Cameroon marketing team (Content Creators) about social media sites performance and current KPIs.

PT 3: Interview entrepreneurs (Content users) to understand their needs and what type of content will boost their engagement and trust for AA Cameroon.

PT 4: Interviewing commissioning company management to understand the type of partners they want to attract.

PT 5: Based on the analysis of PT 2 – PT 5, preparing the SMM plan proposal for AA Cameroon.

PT 6: Presenting the SMM plan proposal to Ambitious Africa (AA) and AA Cameroon, for adjustments and recommendations.

PT 7: Evaluating project management and outcomes.

### **1.2.3 The Overlay Matrix**

Table 1 below presents the knowledge base, project management methods and outcomes for each project task.

Table 1. Overlay matrix

Project Task	Knowledge base	Project Management Methods	Outcomes
1. Preparing the Theoretical Framework.	Social Media Marketing, Content Marketing, Strategic marketing, Non-profits	Literature review	Theoretical framework
<p>2. Assessing the social media activities of Ambitious Africa Cameroon by.</p> <p>2.1. Analysing the current social media sites.</p> <p>2.2. Interviewing AA Cameroon marketing team (Content Creators) about social media sites performance and current KPIs.</p>	<p>Social Media Marketing concepts and theories</p> <p>Matrix on insights of existing channels</p> <p>Communicating with marketing team leads of AA Cameroon</p>	<p>Interviews</p> <p>Interviews</p>	<p>Knowledge on current SMM activities – content types, targeting etc</p> <p>Number of existing SM channels</p> <p>Customer suggestion for new contents.</p> <p>Understanding user needs.</p> <p>Understanding partners focus or interest</p> <p>Understanding potential investors interest.</p> <p>Content Creation</p> <p>Targeting</p> <p>Thematic area</p>
3. Interview entrepreneurs in focus to understand their needs and what type of content will boost their engagement and trust for AA Cameroon.	Content Marketing Customer needs	Interviews	<p>Knowledge on needs</p> <p>Target Audience</p> <p>Content creation</p>
4. Interviewing commissioning company management to understand the type of	Content Marketing Company needs	Interview	<p>Content Creation</p> <p>Target Audience</p>

partners they want to attract to be able to push such contents on their social media platforms			Focus on audience needs
5. Based on the analysis, preparing a SMM plan proposal for AA Cameroon.	Refer PT 2 – PT 5 Social Media Marketing Strategy	Excel Visual contents creation Theory	Social Media Marketing plan proposal for AA Cameroon.
6. Present the SMM plan proposal to Ambitious Africa (AA) and AA Cameroon, for adjustments and recommendations.	How to get constructive feedbacks? Feedback forms Request forms	Feedback forms Request forms Calls and emails	Social Media Marketing plan for AA Cameroon Recommendations for adjustments
7. Evaluating project management and outcomes.	Matrix	Analytic tools	Recommendations for improvements

### 1.3 Benefits

Following the thesis objective which is to prepare a social media marketing plan proposal for Ambitious Africa Cameroon (AA Cameroon) to increase their visibility and subscription numbers and through that, attract partners, entrepreneurs and investors for partnerships and collaboration; the following stakeholders will either participate or benefit from the thesis.

**Who will benefit?** - Ambitious Africa, Ambitious Africa Cameroon, Investors and Partners of Ambitious Africa Cameroon initiative, Entrepreneurs and SMEs.

#### 1.3.1 Benefits to Ambitious Africa

- Help the current feasibility worldwide.
- Increase feasibility in Finland.
- Increase the number of individuals and organisations willing to partner with Ambitious Africa.
- Create awareness on Ambitious Africa Initiative in Finland and the Nordics.
- Attract potential partners and donors.

- Attract volunteers and followers.

### **1.3.2 Benefits to Ambitious Africa Cameroon.**

- Help the current feasibility for Ambitious Africa Cameroon within Cameroon.
- Enable Ambitious Africa Cameroon to make effective use of social media channels.
- Promote overall growth for country specific teams' activities, enabling them to experience true impact for their course.
- Identify problem areas and implement effective social media marketing - content creation and design.
- Have a comprehensive understanding of the Ambitious Africa Initiative/movement.
- Create resourceful and meaningful partnerships.
- Attract potential partners and donors.
- Attract volunteers and followers.

### **1.3.3 Benefits to investors and partners of Ambitious Africa Cameroon**

- Give them the possibility to invest into the Cameroonian developing economy and expect returns.
- Access to Cameroon's ecosystems for entrepreneurs.

### **1.3.4 Benefits to Entrepreneurs and SMEs in Cameroon**

- Enable entrepreneurs in Cameroon to make effective use of social media channels.
- Help entrepreneurs in Cameroon to understand the practicalities of social media marketing.
- Enable entrepreneurs in Cameroon to Network and create lasting and beneficial contacts.
- Help entrepreneurs in Cameroon understand the importance of establishing a successful online presence.

### **1.3.5 Learning Benefits.**

- Understand the basics of marketing research and internationalisation.
- Understand social media marketing practicalities.
- Understand digital business.
- Understand branding and marketing communications.

- Increase network possibilities.
- Understand content marketing.
- Understand Marketing strategy.

## **1.4 Key Concepts**

This chapter defines the key concepts relevant to this thesis which are related to marketing communications and social media marketing.

### ***Marketing communications***

Marketing communication is concerned with the methods, processes, meanings, perceptions, and actions that audiences (consumers and organisations) undertake with regards to the presentation, consideration and actions associated with products, services, and brand (Fill & Turnbull 2016, 3).

### ***Digital Marketing***

It is the application of digital media, data and technology integrated with traditional communications to achieve marketing objectives. It can be simply defined as, achieving marketing objectives through applying digital media, data, and technology (Chaffey & Chadwick 2019, 10.)

### ***Social Media***

Social media is a collective term for websites and applications that focus on communication, community-based input, interaction, content-sharing, and collaboration (Techtarget.com 2021).

### ***Social Media Marketing***

The aspect of digital marketing that focuses on using online services for understanding and engaging the buyer or user. Social media marketing makes innovative use of new online technologies to accomplish the familiar communication and marketing goals of this type of interaction. (Zimmerman & Ng. 2015, 11.)

### ***Content Marketing***

A strategic marketing approach focused on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly-defined audience – and to drive profitable customer action. Content marketing aids in brand recognition. Content marketing creates value and help people. It answers questions and provides foundational information. (Lieb 2012.)

### ***Non-profit Organisation***

The term non-profit organisation refers to those organisations, that legally constituted, non-governmental entities incorporated under state law as charitable or not-for-profit corporations that have been set up to serve some public purpose and are tax exempt according to the IRS. All must have the following characteristics.

- They must have a public service mission.
- They must be organised as a not-for-profit or charitable corporation.
- Their governance structures must preclude self-interest and private financial gain.
- They must be exempt from paying federal tax.
- They must possess the special legal status that stipulates gifts made to them are tax deductible.

(Wolf 2012, 7.)

### **1.5 Commissioning Company**

Ambitious Africa, a non-profit organisation headquartered in Helsinki – Finland, and founded in 2020 is an organisation with the goal to initiate and support Nordic and African youth-led, large-scale grassroots projects with social impact in Africa. It is an initiative that aspires to be the bridge between the Nordics and Africa – to connect, inspire, and empower young people, to help them make a change through working together, aiming to transform the collaboration between the Nordics and Africa by focusing on Education, Entrepreneurship, and Entertainment. By adapting these core strengths of the Nordics, Ambitious Africa aims to empower the African youth. Their mission is to build a community of young people in each African country – consisting of 54 National Teams and a total of 216 volunteers as of 2020. Each National Team includes locals from Africa and young people, mostly students, from the Nordics, hence the Ambitious Africa Cameroon

Through building a community of active changemakers, Ambitious Africa wants to support high-quality education, facilitate, and support development of entrepreneurship, and increase global wellbeing and happiness. The organization also provides stakeholders with a platform to make relevant connections to develop projects in a specific country, supports scaling of successful initiatives across Africa, and offers consulting and impactful internships to Nordic students through youth – led projects.

Ambitious Africa thrives on specific values which it shares with all its community members. These values include.

- Collaboration: Ambitious Africa has value for collaboration – learning from each other and working together towards a better future.

- Leading Change: Ambitious Africa values proactive attitude; we want young people to be in charge and lead the change towards a better future.
- Learning by doing: Ambitious Africa values learning, we think it is important to learn things and gain experience through active doing, not just thinking.
- Transparency: Ambitious Africa values transparency – we base our decisions and actions on a transparent and clear communication and decision-making process.
- Trust: Ambitious Africa values trust - we are trustworthy, and we trust others.
- Openness: Ambitious Africa values an open and honest attitude and communication. We are not only for few but for all.

(Ambitious Africa, 2020.)

Ambitious Africa is a baby organisation and still growing its roots and foundation. Operating currently in 54 African countries with each country having its national team, there is need for a global exposure for the activities of this movement to attract partners and stakeholders that can support these grassroots projects in Africa. Ambitious Africa Cameroon was formed under the umbrella of Ambitious Africa and operates under same vision, mission, and shared values as the mother organisation. Cameroon is a developing country, characterised by unemployment and as such the youths are mostly left to fend for themselves. Giving the rise of the digital age, Cameroonian youths have since become highly innovative and are creating transformational technological solutions to the problems plaguing the nation in the areas of education, entertainment, entrepreneurship as well as health, creating a wealth of ecosystems. The primary issue is these youngsters are not exposed and cannot attract the investors they need due to inadequate resources to be able to do so. Ambitious Africa Cameroon serves as a route through which, these young entrepreneurs can get recognised, and their works can be made more public, giving them the possibility to scale and even attract investors.

Therefore, an effective Ambitious Africa Cameroon social media marketing plan will put the organisation and all entrepreneurs registered under its activities on the map and their endeavours and attract necessary investors and support that they need to scale and grow from the Nordic Countries and other international bodies worldwide.

## **1.6 Project Scope and Limitations**

This project scope is focused on the planning stage of the project. The outcome is a Social Media Marketing plan proposal for the commissioning company that could be used across all stakeholders of AA Cameroon that wishes to have an online presence and exposure worldwide. The implementation stage is exempted because it would be costly to



implement, and considering the commissioning company's status, it cannot sponsor a marketing campaign.

A limitation faced during the project was time constraint. Due to time constraint, only one round of interview was conducted from the 3 interviewees that participated, and this limited the ability to critically examine and re-examine the data collection to ensure accurate and credible results. According to Merriam (2009), to obtain accurate results, the interviewer needs to perform more than one round of interview and record separate memos on each one. The timing of the interviews ranged from 15 – 25 mins, this limits the ability for an extensive discussion. Interviews were as well recorded, some background noises could be heard, and parts of the responses were interrupted which may affect the results and outcome of the data.

### **1.7 Project Management Methods and Report Structure**

This thesis will be examining the existing SMM channels for Ambitious Africa Cameroon, understanding its current activities with regards to contents creation and engagement, and propose a plan for SMM for Ambitious Africa Cameroon.

The focus will be on the most used social media channels in Africa and Cameroon such as Facebook, at the top of the list with over 3 billion users worldwide (Chaffey 2019). In Addition, it is imperative for AA Cameroon to have a wide online presence to attract potential partners, investors and other bodies sharing its values to collaborate and create a global impact, and most especially for the continent of Africa. The report will focus only on concepts and theories of marketing communications and social media marketing and models on how to drive engagement online for organisational growth.

The project is divided into 6 phases whereby each phase represents one or more of the project tasks completions. To understand the current social media statistics for AA Cameroon, the author will obtain information from the social media platforms and analyse them. To understand the type of contents, partners, volunteers, and members that the organisation wants to attract, interviews will be conducted to obtain more insight.



## 2 Knowledge Base for Social Media Marketing

This chapter begins with an explanation of the key concepts of this thesis. They have been selected based on relevance to the thesis' overall concept of social media marketing and communication. These concepts are marketing communication, digital marketing, social media, social media marketing, content marketing, customer engagement, consumer-generated content (CGC). Furthermore, non-profit organization and impact of social media marketing will be discussed as non – profits have different challenges with social media, as well as content marketing for non-profits – non-profits can also use Social Media Marketing in a strategic manner.

This thesis is about preparing a Social Media marketing plan proposal for AA Cameroon. It will be justice to discuss the concept of a marketing plan process. Here we shall discuss about activities and actions that can be coordinated to achieve specific marketing goals for AA Cameroon.

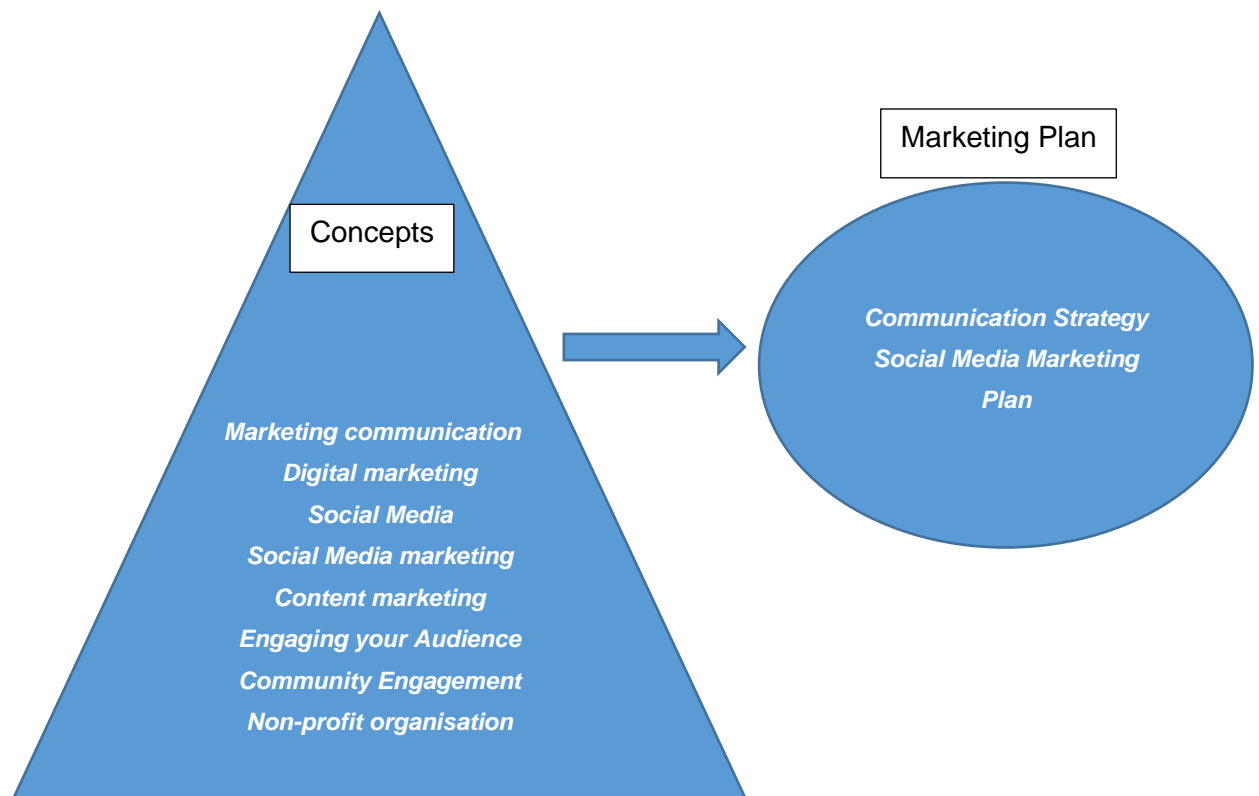


Figure 3. Theories and Concepts for Social Media Marketing and Communication.

### 2.1 Marketing Communication

Marketing communication is concerned with the methods, processes, meanings, perceptions, and actions that audiences undertake regarding the presentation, consideration and

actions associated with products, services, and brands. Organisations use communication to reach and engage with their various audiences. Engagement has no specific universal definition, but it often refers to the nature of the communication that can occur between people and between people and technology. (Fill et Al 2016. 3.)

According to Fill et al. (2014), there are three types of engagement from a learning perspective. These are cognitive engagement, relational engagement, and behavioural engagement. Cognitive engagement refers to the degree to which individuals are focused and intellectually committed in what they are learning or the messages they are receiving. Relational engagement is the extent to which individuals feel connected with their environment. Behavioural engagement reflects the extent to which individuals feel involved and participate in activities.

All three types of engagement are relevant to marketing communication in this context which reflects to the range of communication events used first to expose, and then possibly capture the attention, captivate, and then enable interactions with the audience. This is often achieved by means of blending intellectual and emotional content. Engagement may last for seconds but has an enormous impact on the company and the customer. Some-time engagements are protracted and can last many hours, days and months depending to the degree of loyalty felt towards the event, object, or person. (Fill et Al 2016.)

## **2.2 Digital Marketing and Impact of the Internet on not-for-profit organisation**

Just Like for most profit-making organisations, non-profits organisations rely on marketing to attract donors, members, followers, and volunteers. Social Media makes an excellent tool for non-profits and every non-profit can use more social media for their marketing efforts. (articles.bplans.com 2021.)

In the early days of the internet, marketing practitioners were unsure of what changes or impact the internet will bring to consumers in the B2C and industrial sectors B2B as well as the not-for-profit and public environments (Charlesworth et Al 1956). When the internet became commercialised in the 1960s, people were still very unsure of the power of the internet. In the early 80s, technology starts to push up and more people start to realise the powerful tool the internet presents to companies and organisations. Many years down the line, digitalisation of company's and organisational operations have taken are at an increase. Customers use the internet for many reasons; to explore products and services, find opportunities, find partnerships, find sponsorships, search for information and many more businesses rely on the internet as a core element of both strategic and operational planning.

Societal impact of the web could include thousands of different clubs and societies, interest groups, and organisations existing as entities beyond informal collection of individuals. Some of these categories are the public sector, national and local government, funded institutions, charities groups, support groups and NGOS and Movements like the #black-livematter. Marketing for these types of organisations is the most difficult for the professionals. Not only because in the complexity of their marketing mix structures but also the fact that there is rarely any tangible product. So, what these organisations sell in marketing terms is information – dissemination of information (Charlesworth et Al 1956.)

Information as a product is a valuable commodity (Charlesworth 2007). People gather information to help then proceed with specific opportunities and help with skills development. Organisations such as AA Cameroon has as a remit of making its services available to the public. As expected, these services must be promoted. The best application of the internet is in the distribution of information. In the context of AA Cameroon vision and mission, information must be disseminated to a broad audience to reach as many people as possible who can benefit from this movement. This will increase the visibility and subscription numbers and attract partners for collaboration and sponsorship for AA Cameroon's projects and events.

### **2.3 Social Media & Social Media Marketing**

Social media and social media marketing are concepts that have existing long enough but were not too popular now in the 21<sup>st</sup> century. According to Charlesworth (2014), "social media" is still open for debate. He previously defined social media "as a collective term for the various social network and community sites, including online application as blogs, podcasts, review and Wikis and in more tangible terms "as sites where users can add their own content but do not have control over the site in the same way as they would their own website.

Charlesworth noted that social media just got popular but has been in existence for a long time. Traditionally people gathered in groupings to have conversations for a shared interest. As in those days, today the internet makes it easier for such interactions to take place. The internet is user friendly and so many people can gather at a time to connect and interact.

There are other definitions of social media: Marketo (2010), defines social media as "the production, consumption, and exchange of information through online social interactions

and platforms” while Kaplan & Heinlein (2010) associates social media with the internet defining it as “a group of internet-based applications that build on the ideological and technological foundations of web 2.0 and that allows the creation of exchange of user generated content. Social Media Marketing stems from psychology, sociology and economics which is in other words known as the theory of economic behaviour.

Mark Granovette’s seminal on social networking, the strength of weak ties (1973) – he argues that while acquaintances (weak ties) are less likely to be socially involved with one another than our close friends (strong ties), the connection to our acquaintances’ friends are important to us. In social networking terms, this means that if I have an idea and push it on to my acquaintances, I can rely on them to tell their close friends and they take up the responsibility of passing the idea further.

- Facebook users ‘like’ brands to learn about products and services (56%), keep up with brand- related activities (52%), for promotions (48%), and to provide feedback (32%).
- Twitter users like to keep up with brand activities (57%) and learn about products and services (47%) – again, providing feedback has a role (27%).
- YouTube users engage with brands to learn about products and services (61%), keep up with brand- related activities (41%) and provide feedback (23%).
- Pinterest users follow brands primarily to learn about products and services (56%), keep up with brand activities (35%) and for promotions (28%).
- Instagram users keep up with brand- related activities (41%), learn more about products and services (39%) and make purchases (27%).

That significant numbers of consumers use these sites to provide feedback to brands is indicative of how the public perceives the role of social media in a brand’s communication mix.

Source: Technorati Media (2013)

## **2.4 Content Marketing**

For anyone who is trying to build a business, network, or organisation, these are exciting times. Getting your message out there and connecting with your preferred audience and customers is now possible in many ways. In theory, it is possible for anyone to visit your website and engage with your contents and or buy your products or services. Chances are that you may not be getting the engagement you want, or you are wondering how or attract customers and clients who love your products and services. Content is the new connection between your customers and your company or organisation. If companies or organisations continually create and share content that people appreciate, then there is

inevitability that, they will win more of the business and followers they really want. They will find people that are happy to give them their time, their attention, and their support. Their customers and followers will become their social sharing marketing tribe, who will do the job of promoting their business, activities, and programs for them. (Sonja 2015.)

In a world of content overload, yours must be valuable to stand out. High quality content that has your customers and followers` best interest at its heart will power your business and marketing, in turn enable your business or organisation to achieve its goals and objectives. In content marketing you seek to deliver great content for your audience or network but may be faced with the hardest stuffs such as knowing exactly what kind of content to create, how to get your website right, what tone of voice to use and how to make your content deliver the required results. (Sonja 2015.)

Ambitious Africa as a mother company has at the heart of its goals, sharing the Nordic competence, knowledge and knowledge in the sphere entrepreneurship, entertainment, and education, to the African continent. Getting valuable content out there that addresses these issues in a continent like Africa can be challenging. So, a tool for content diagnosis is proposed (Diagnostics: How valuable is your content – Jefferson, Sonja; Page 6-8, publisher Kogan page, 2015); a tool that helps content creators to pinpoint how useful their marketing is and how they can improve on that content. (Sonja 2015).

## **2.5 Content strategy for non-profits**

According to a research paper, Helping Content – A three-part approach to content strategy with non-profits in 2017, recent research in communication and new media documents that non-profits are attempting to adopt digital media for their communication to gain more followers, donors, and volunteers. However, they are not doing so strategically. There is increasingly availability of open source, freely available and inexpensive communication technologies, many non-profits can now develop a robust web presence that targets variety of audiences through various channels (Flanagan & Ghetto 2017).

From research and experience working with non-profits, the authors suggested a 3-part approach to content strategy for non-profits. The first of which is:

- Developing audience awareness and interaction – non- profits need help identifying key stakeholders e.g., donors, volunteers, and partners many of which can be reached through various channels via search and social media, blogs etc. (Flanagan & Ghetto 2017)
- Making use of emerging technologies – non-profits need help identifying and effectively using emerging technologies as well as open-source content management

systems such as Facebook and membership management platforms such as HubSpot. (Flanagan & Ghetto 2017)

- Building sustainable partnerships – non-profits need help with the identification of partners of higher education, people that can build projects and help non-profits build capacities for effectively using social media. (Flanagan & Ghetto 2017)

## **2.6 Who is a Non-profit's "target audience": Participants, Supporters, and Influencers?**

We often hear the word "target audience" when companies carry out their marketing campaigns to attract customers to buy their products or services. They can achieve this via various media, television, or/and online platforms. Can this be true for non-profit organisations? Miller (2013) suggests that the term "target audience" is not founded and therefore inappropriate to use when talking about reach for non-profits. He further goes to say that non-profits by nature follows a cause and by so, needs people to participate. These people, he refers to as the organisation's network, community, or members. This is achieved by use of their communication. Miller notes that, communication is not a one-way street – information sharing goes forth and back between the organisation and members of the community.

A non-profit has a community made up of the participants, supporters, and influencers. These are the people that promotes organisation's work directly or indirectly. The participants are people whom the organisation serves. They have actively embraced the organisation's mission and vision and participate in their programs, share, and talk about their activities. In other words, they help the organisation implement its programs. The participants can be the volunteers, advocates, and member groups etc. The supporters refer to the financial donors, individuals and groups that endorse the cause or work of an organisation, volunteers and advocates who help build the community. They form the backbone of the organisation as well. The influencers are the people who, typically are not interested in the organisation's cause but due to their status in the society can have an enormous impact on the public perception of the organisation, such as journalists, bloggers, elected officials and other professional peers (Miller 2013.)

## **2.7 Engaging your Audience**

CEO of the T-shirt and apparel maker Life is good talks about its brand blog. He says "... 'Live it' sections give our brand fans a breath of fresh air. It is a place where they share photos, videos and stories showing the brand's role in their trials, triumphs, and optimism. To Life if good, true engagement is about deep meaningful relationships that go beyond the products or services. You can't build on your own; we have entered a world where



customers co-author your story.” The digital age has brought about an amazing set of new customers - relationship building tools - from websites, videos and online apps, applications and mobile ads, blogs and online communities and brand tribes, and a host of major social media platforms, such as Twitter, Facebook, Snapchat, Instagram and only recently Tiktok. (Kotler, Armstrong & Opresnik 2018. pp. 42.)

Before now, companies and organisations focused mostly on mass marketing to a broad segment of customers through traditional means such as television and radio. Today's companies and organisations are using online, mobile, and social media to refine their goals, targeting and to engage customers in a deeper, personal, and interactive way. The old marketing involved marketing brands to consumers; the innovative marketing is customer-engagement marketing – this refers to fostering direct and continuous customer involvement in shaping brand conversations, brand experiences and brand community, it involves making the brand a meaningful part of customers' conversations and lives. (Kotler, Armstrong & Opresnik 2018.)

The internet and social media have given a huge boost to customer engagement marketing. Consumers are better informed, more connected, and more empowered more than ever before. Consumers are exposed to a range of online tools and platforms where they can share their experiences about a brand with others. Marketers have now embraced customer – managed relationships, such that customers connect with each other to enable them to share their own experiences in interacting with the brands. When consumers have such a strong holding in companies, it means that companies can no longer rely on marketing by intrusion, therefore marketing by attraction becomes paramount – creating market offerings and messages that engage customers rather than interrupt them. Most marketers now combine, mass media marketing with a rich mix of mobile, online, and social media marketing that promotes their organisational consumer engagement, conversations, activities, programs, and advocacy. (Kotler, Armstrong & Opresnik 2018.)

Ambitious Africa Cameroon, in a similar light, in sharing the Nordics core competences in Entrepreneurship, Education and Entertainment, seeks to create contents in writing, videos, snaps and organise programs and activities that will foster their organisational awareness to a broader targeted audience, engage their followers on a deeper and more personal level by means of online tools available such as blogs, online apps and social media; such that they can become their brand tribe and community to further promote their organisational goals and objectives. Therefore, the key to engagement marketing is to find ways to penetrate the conversations and lives of customers with engaging, relevant, and genuine messages. Messages that they can relate to and would make them stay engaged with your brand or organisation. (Kotler, Armstrong & Opresnik 2018.)

## **2.8 Community Engagement**

For many non-profits engaging their community means embracing members as not just consumers of content but also co-producers of content as well. According to Miller (2013), it will be inappropriate to refer to the word target audience when talking about non-profits engagement. A non-profit has a community made up of participants, supporters, influencers, volunteers, member etc. These are the people that promotes an organisation's mission directly or indirectly. The participants actively have embraced the organisation's mission, the supporters provide the financial resources that the organisation needs, and the influencers have a significant impact on the public perception of the organisation.

Typically, a non-profit's main goals remain, engaging participants and supporters, increasing website traffic including search engine optimisation (SEO), improving awareness or perceptions of the organisation but also positioning the organisation as a thought leader or expert to attract support. It is important for the organisation to remember its call, what is expected from its community. The organisation must define its specific goals and objectives and create content to promote these goals. Defining specific things it wants the supporters, participants, and influencers to do, how and when they need to do it will go a long well to fully engage them. Making them feel a sense of accountability for the organisation's success also pushes them to commit. Goals that stretch an organisation's community are fine. Keeping the goals count to 3 per year, will make it easier and more feasible for the team responsible for communication. (Miller 2013.)

### **3 Project Management Methods**

This chapter discusses the project management phases and methods used for the project and outcomes. The project will be completed in six phases and through each phase one or more of the project tasks will be completed. An examination and assessment of the existing social media channels for Ambitious Africa Cameroon is conducted to map out what level of engagement with respect to content type exists on the channels, collected through interviewing the commissioning company and the marketing team leads, as well as members/volunteers of AA Cameroon. Based on the data analysis and outcomes, proceed to prepare a plan for the case company, that will boost engagement and attract the right audience to their channel, thereby enhancing the SMM. The project management plan will consist of the following phases.

Phase 1: Mapping out project work and scope.

Phase 2: Examining the existing social media channels for Ambitious Africa Cameroon.

Phase 3: Data Collection

Phase 4: Data Analysis

Phase 5: Prepare a SMM plan for Ambitious Africa Cameroon.

Phase 6: Evaluation of project management and outcomes.

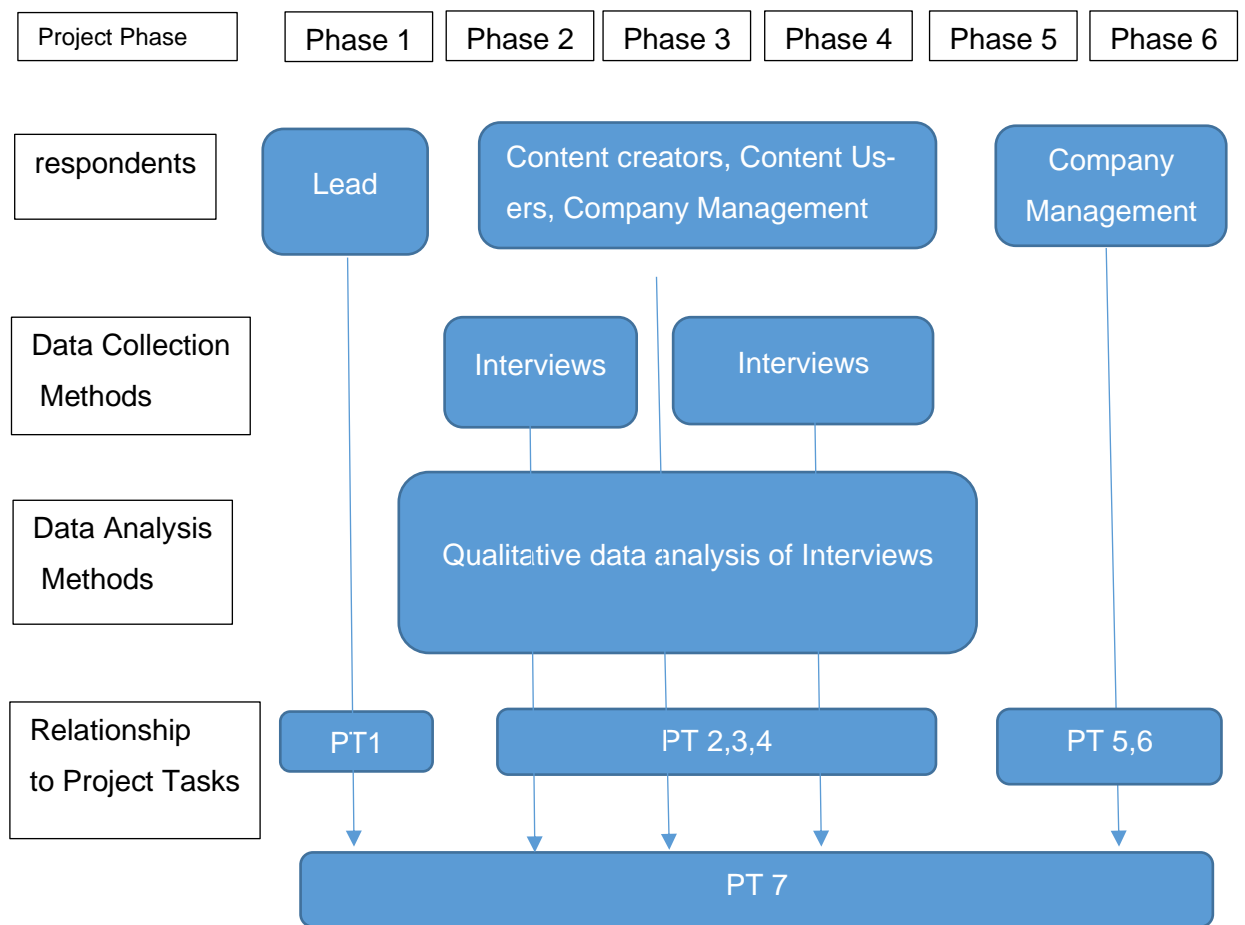


Figure 4. Project Management Methods

## 4 Project phases and task completion

This chapter describes the project phases and tasks completed at each phase, the tools and methods use to complete the tasks, tasks outcome and the associated challenges and how these challenges were overcome.

### 4.1 Mapping out of the Project Work and Scope

In mapping out the project work and scope, it is imperative to specify the goals, specific objectives, and limitations of the project/product thesis and this includes outlining relevant theories and concepts that are connected to the project. The thesis is within the area of marketing communication and social media marketing. The author carefully chooses concepts and theories that brings to light the history of social media, and how it has impacted on profits and non-profit organisations. The use social media as a main marketing tool by Non-profits was an essential part of this phase. This knowledge will help AA Cameroon as

a non-profit understand the marketing strategies for non-profits on social media. The outcome of this phase is a theoretical framework (PT1) sourced from rich sources of literature review. Thereby, bringing the scope of thesis within Cameroon and users of AA Cameroon as an outlet for their entrepreneurial, entertainment and educational endeavours.

## 4.2 Examining Social Media presence for Ambitious Africa Cameroon

By Social media presence, the author means the use of digital platforms for reach. The purpose is to understand their social media presence in terms of engagement and content performance. It was researched that Ambitious Africa Cameroon has presence on Facebook and LinkedIn. They also acquired a Twitter account which has been dormant. The author was then limited to examining both the Facebook and LinkedIn handles of the organisation.

### 4.2.1 Ambitious Africa Cameroon on Facebook

With over 800 million active users, Facebook has changed and will continue to change the way hundreds of millions of people communicate and interact. Researchers have recognised the utility of Facebook as a novel tool to observe behaviour in a natural setting, test ideas as well as recruit participants. (Wilson, Gosling & Grahan 2012.)

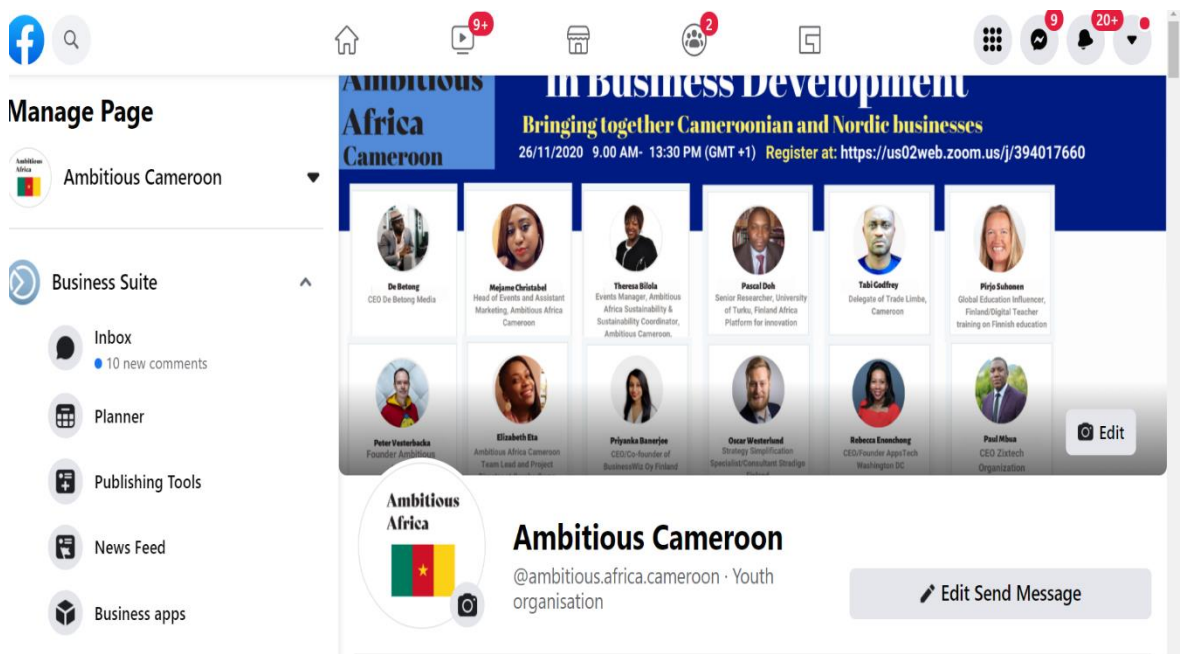


Figure 5. Ambitious Africa Cameroon (Source: Ambitious Cameroon Facebook Page).

According to napoleoncat.com (2021), Facebook users in Cameroon in February 2020 was over 3.7 million which accounted for 13.6 % of its entire population.



## Facebook users in Cameroon February 2020



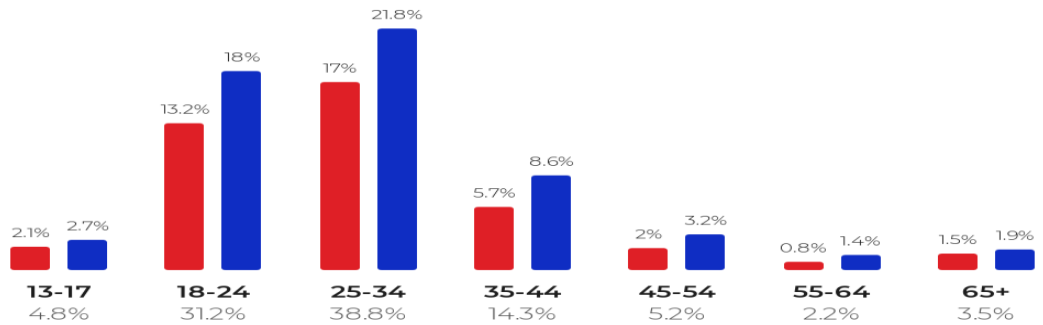
3 714 000



42.2%  
women



57.8%  
men



Source: NapoleonCat.com

Figure 6: Facebook Users in Cameroon 2020. (Source: Napoleon Cat 2020).

According to Facebook insights, Ambitious Africa Cameroon acquired its Facebook account in the later part of 2020 in the month of September, making it approximately 1 year since its creation. In terms of following, AA Cameroon has 420 followers, 415 likes, no upcoming events, and the last content on the site was made in May 2021. That is well over 7 months. Further observation of their Facebook page reveals inconsistency in posting content in the site. The various postings on the side shows almost a three-week span between them.

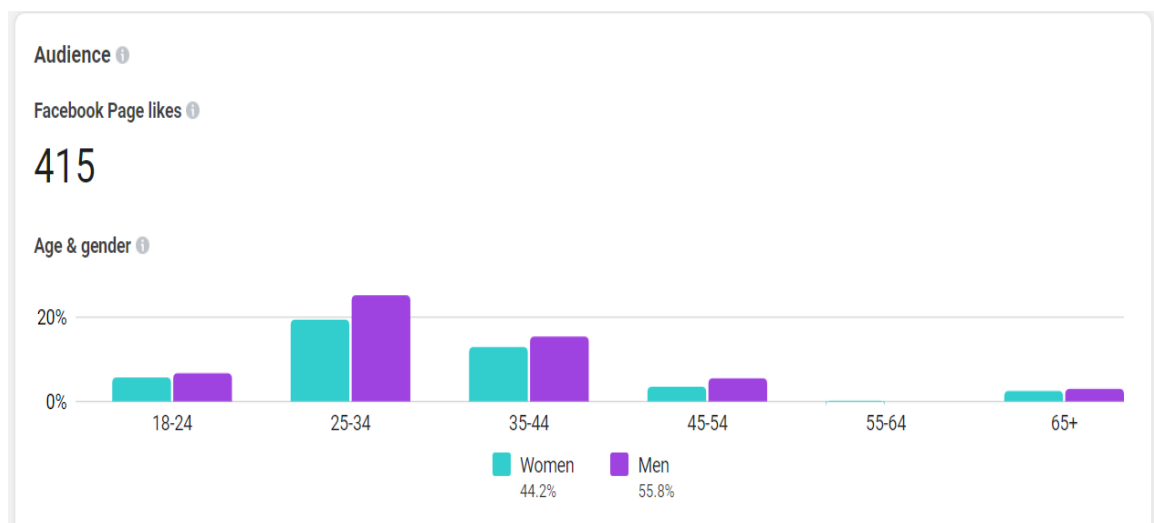


Figure 7: Ambitious Africa Cameroon Audience (Source: Page's Facebook Insights 2021).

According to social media enthusiast from various online sources, it is advisable to make contents more on a consistent basis to keep one's followers or audience engaged. In examining deeper, I noticed that AA Cameroon's Facebook page has no ratings and for a period of 1 month, they were able to reach 189 people only, had an 8% engagement rate, and no new followers. Given the Cameroonian population that makes use of the internet and Facebook, AA Cameroon is reaching less people at 0.011% which is quite an insignificant number. The age group that makes use of the Internet and Facebook, falls between the ages of 25-34 and 35-44, these groups make the most active users of Facebook in Cameroon and a little bit more for the men compared to women. This means AA Cameroon should be reaching more people in this group as they fall within the youth population they seek to inspire and support. The big question is why the reach is not made?

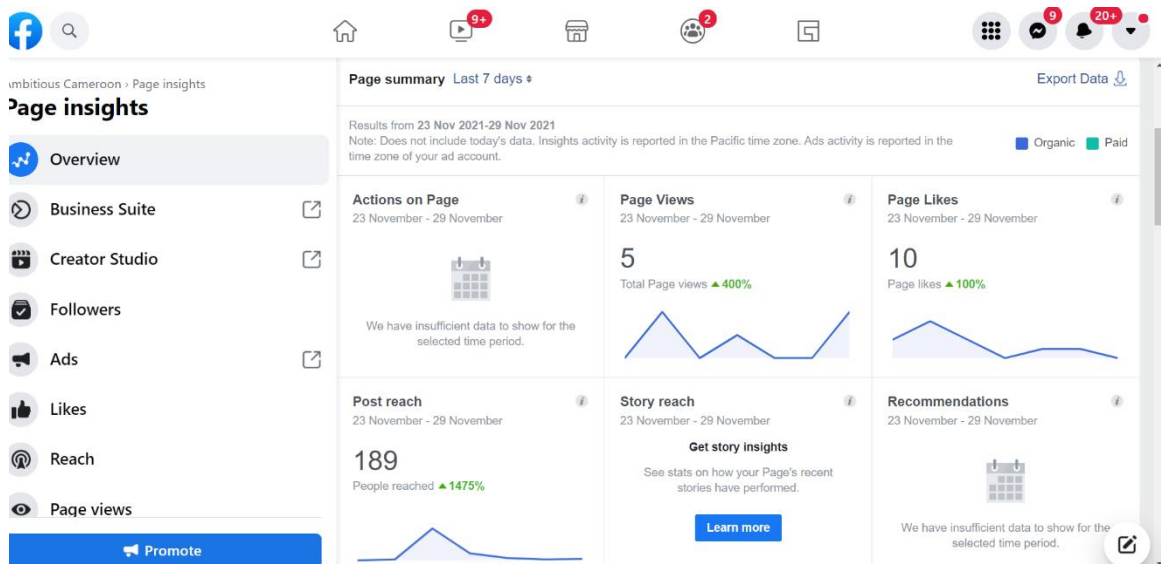


Figure 8: Page Summary from 23 Nov – 29 Nov 2021. (Source: Facebook Insights AA Cameroon 2021).

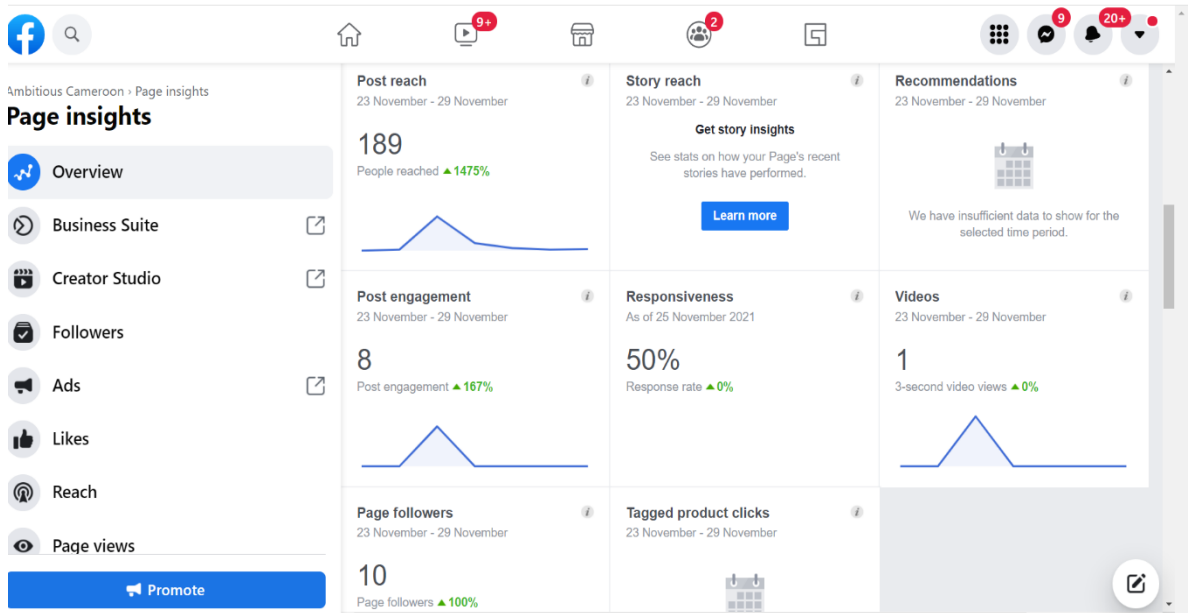


Figure 9: Page Summary from 23 Nov – 29 Nov 2021. (Source: Facebook Insights AA Cameroon 2021.)

After observing data for a 2-month period, from Oct 25 – Nov 21 and Nov 02 – Nov 29, it could be seen that AA Cameroon has less engagement and less reach on its Facebook page. Inconsistency in posting content may have led to this low level of engagement. It was also notice that contents were only posted when there was an ongoing activity or event. Talking about content, AA Cameroon made contents which described and talked about any ongoing or upcoming events or programs and the goal is to inform and attract participant. These contents were created as mostly videos, pictures and written tests, storytelling.

Ambitious Cameroon > Page insights

**Page insights**

- Overview
- Business Suite
- Creator Studio
- Followers
- Ads
- Likes
- Reach
- Page views

Reach: Organic/Paid | Post clicks | Reactions, comments & shares

Published	Post	Type	Targeting	Reach	Engagement	Promote
05/05/2021 03:28	University students in Cameroon interested in developing circular	Image	Global	222	1 6	Boost post
08/04/2021 10:56	Is your business or business idea challenging the linear economy? Are	Image	Global	66	2 16	Boost post
08/04/2021 02:19	[Image]	Image	Global	50	2 0	Boost post
02/03/2021 08:48	We have 3 days left to submit our Projects!!!	Image	Global	540	6 16	Boost post
25/02/2021 18:05	[Image]	Image	Global	48	0 2	Boost post
19/02/2021 09:57	Do not miss this opportunity	Image	Global	65	4 3	Boost post
19/02/2021 09:51	It's one thing to have a dream and another to see it come to light. A	Image	Global	1.1K	13 49	Boost post
08/02/2021 00:11	Have you been looking for a way to go natural and Eco - friendly on your	Image	Global	1.9K	76 84	Boost post



Figure 10: Contents (Type, Targeting, Reach, Engagement) AA Cameroon. (Source: Facebook Insights AA Cameroon 2021).

As seen in Figures 10 & 11, AA Cameroon has mostly Organic reach. There were little or no paid reach due to lack of sponsorship. However, there seemed to have been some impact and a certain level of awareness created by the organic reach. Video contents received more engagement than picture contents. Their most viewed content stood at 4700 views worldwide with the most engagement at 332 in shares, clicks, likes and comments (Figure 11).

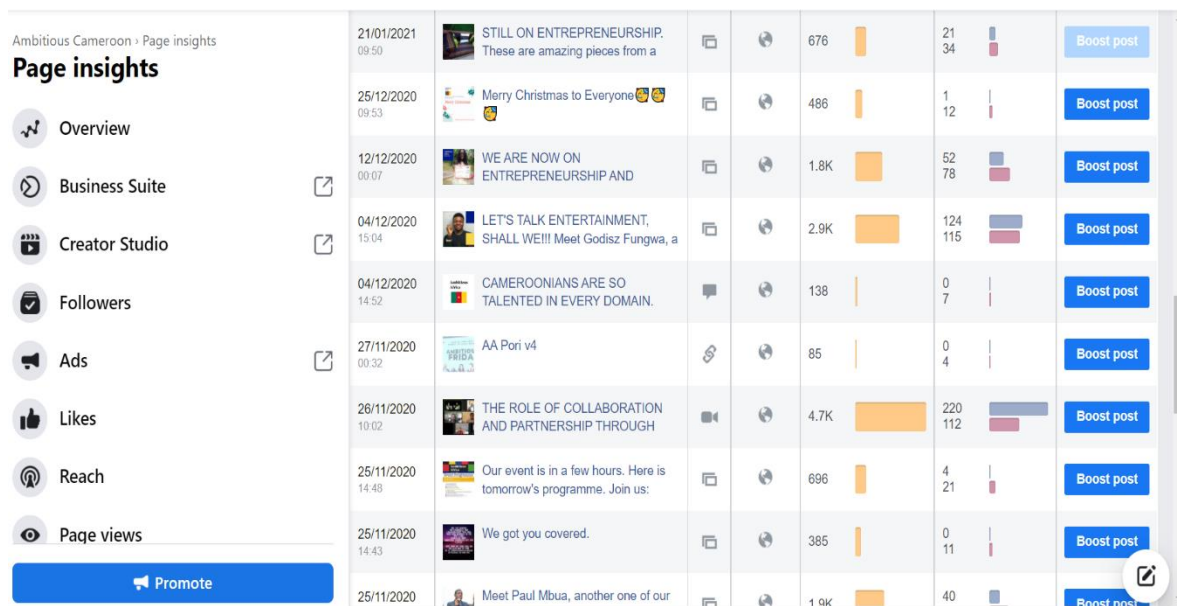


Figure 11: Contents (Type, Targeting, Reach, Engagement) AA Cameroon. (Source: Facebook Insights AA Cameroon 2021).

#### 4.2.2 Ambitious Africa Cameroon on LinkedIn

LinkedIn is a social networking site for business professionals. It was launched in 2003 and has over 645 million users making it one of the largest social media networks. It is the largest platform for jobseekers, employers, and recruiters from around the world. By creating a LinkedIn account, users can research people and companies, connect with business associates and colleagues, and build relationships with influencers. (Statista 2021.)

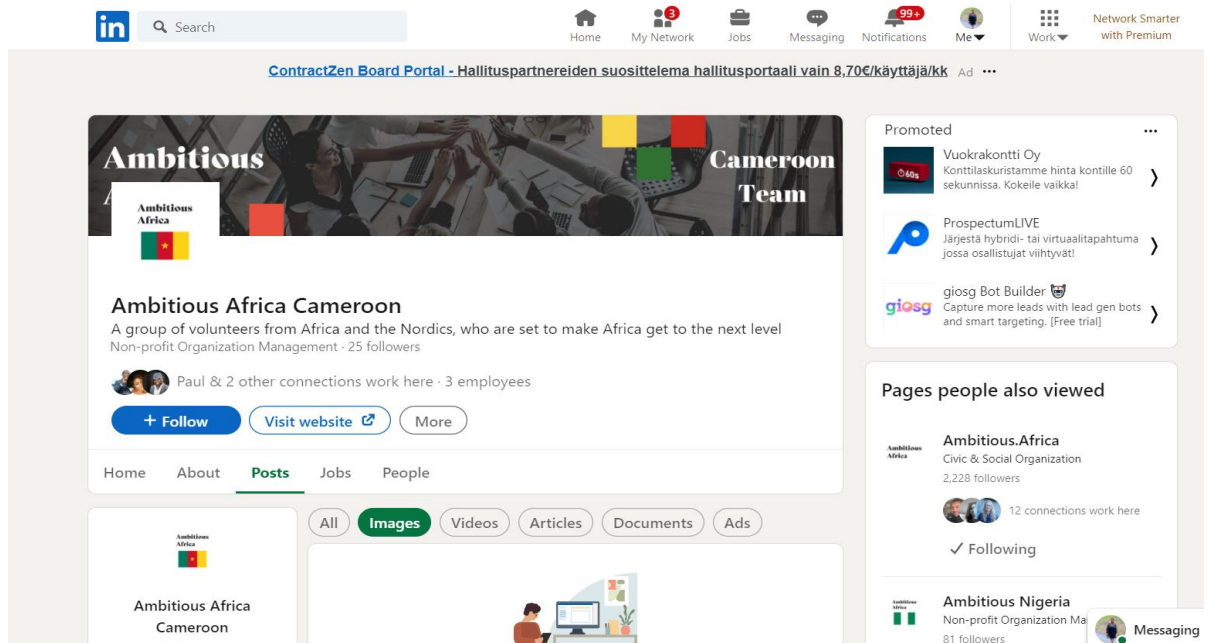


Figure 12. Ambitious Africa Cameroon on LinkedIn. (Source: LinkedIn)

Ambitious Cameroon has a LinkedIn account, and the purpose was to reach out to other professionals in the sphere of entrepreneurship, entertainment, and education. However, observing the page shows no engagement as there is no content on their LinkedIn page. It is then proper to say that Ambitious Africa Cameroon has almost no presence on LinkedIn.

### 4.3 Data Collection Methods

Qualitative data refers to non-numeric information such as interview transcripts, notes, videos and audio recordings, images, and text documents. Data collection in research begins after the research issues has been defined and the research the research designed and planned out. There are two types of data - the primary data and the secondary data. The primary data are those that are collected freshly for the first time and are thus original in character. The secondary data are those that have already been collected by someone else and have been verified, tested, and made public for use. This thesis made use of primary data and secondary data. Primary data was collected through direct communication via interviews, Secondary data was collected via various online sources, as well as relevant literature from textbooks. (Kothari 2004.)

#### ➤ Semi-Structured Interview

A Semi-structured or unstructured interview is one in which interviews are characterised by flexibility of approach in questioning. They do not follow a system of questioning, there

is much freedom to ask, and follow-up as needed. The interviewees are allowed to express themselves such that as much information and unbiased views as possible are obtained. However, the process is time consuming, and participants can be over stretched and may respond biasedly just to get the response to the question. The goal is to explore the responses and draw from them relevant information that supports the project goals and objectives. In understanding the issues with the commissioning company, regarding communication and their goals and vision, the author selected some members of the commissioning organisation for interviews. Participants for the interview were selected subjectively. They are members, volunteers, or participants of the organisation. (Kothari 2004.)

The goal of using interviews was to understand the attributes, feelings, experiences, opinions and knowledge of the users, content creators (marketing team) and management of AA Cameroon. AA Cameroon being an organisation with a mixture of members from different disciplines and ethnic backgrounds, their view of life and how they experience things may be different. It is the author's desire to explore these different narratives and experiences and helping AA Cameroon in achieving its goals. Non-profits often provide services and rich information on how their members and other stakeholders can benefit, therefore the need for participation. This rich source of information will enable the author to clearly understand the problem areas of the organisation with regards to meeting their goals of getting more volunteers, partners and donors for their cause and facilitate their fundraising efforts.

The interview questions were open-ended questions which allows the interviewees to express themselves and provide information that is helpful to the organisation. Interview questions were formulated based on the goal of the thesis. The following table shows a clear picture of the interview structure.

Table 2. Interview questions, rationale, themes, and outcomes

<b>Interview Questions Themes</b>	<b>Rationale</b>	<b>Interview questions</b>	<b>Outcomes</b>
Background Information	To understand the background of the organisation.	1	<ul style="list-style-type: none"> <li>• Youth led organisation</li> <li>• A networking organisation</li> <li>• A community of innovative entrepreneurs</li> <li>• Visionaries and result oriented individuals</li> </ul>

Relationship and Role in Organisation	To understand membership subscription situation.	2,3,13,14,24,25	<ul style="list-style-type: none"> <li>• Members</li> <li>• Collaborators</li> <li>• Volunteers</li> </ul>
Funding and funding trustees	To understand their source of financial support.	8	<ul style="list-style-type: none"> <li>• No Internal funding</li> <li>• Funding trustees (MTN Cameroon, Orange Cameroon, Ambitious Africa Global)</li> </ul>
Goals and specific objectives	To understand their main goals and priorities.	4,15,31	<ul style="list-style-type: none"> <li>• Primary marketing goal – to reach out to participants and share information.</li> <li>• Secondary marketing goal – globally create awareness for Ambitious Africa.</li> <li>•</li> </ul>
Activities and programs	Activities and programmes that have been put in place to support their goals and objectives.	5	<ul style="list-style-type: none"> <li>• Entrepreneurship events</li> <li>• Workshops</li> <li>• Yearly Action plans</li> <li>• Competitions – The Lion’s Gate Project</li> </ul>
Social Media Presence	To understand their social media presence and or marketing efforts	9,10,12,17,18,19,22,32	<ul style="list-style-type: none"> <li>• AA Cameroons social Media platforms include, Facebook, LinkedIn, Twitter – not active</li> <li>• Social Media Strategies – WOM, Organic reach.</li> </ul>
Community and participants	To understand the various categories of people following and participating to their cause.	6,7,16	<ul style="list-style-type: none"> <li>• Followers</li> <li>• Influencers</li> <li>• Members</li> <li>• Participants</li> <li>• Volunteers</li> <li>• Partners</li> <li>• Collaborators</li> <li>• Stakeholders from education, business, and entertainment</li> </ul>

Contents	To understand what type of contents they have created and shared on their social media platforms and how often they post contents.	20,21,23,27,29	<ul style="list-style-type: none"> <li>• Stories about entrepreneurs in Cameroon</li> <li>• Create inspiring contents that youths can relate to.</li> <li>• No fixed content Schedule - content once a week when there is a program.</li> <li>• Success stories from participants to boost value and trustworthiness.</li> <li>• Create more video contents.</li> </ul>
Engagement and experience with brand	To understand what kind of interaction occurs on social media platforms.	11,26,28,30	<ul style="list-style-type: none"> <li>• Zoom meetings</li> <li>• Webinars</li> <li>• Sharing of posts</li> <li>• Comments</li> <li>• Likes</li> </ul>
Recommendations	Recommendations for further improvement from participants' viewpoint.	31,33	<ul style="list-style-type: none"> <li>• Create social media accounts in YouTube, Facebook, LinkedIn, and Instagram.</li> <li>• Share relatable contents on the social media platforms.</li> <li>• Engage participants and community by sharing success stories.</li> <li>• Get legal rights to operate as a Non-profit.</li> <li>• Organise programs and events that bring value to their beneficiaries,</li> </ul>
Partners and associates	To Know their partners.	Follow-up questions	<ul style="list-style-type: none"> <li>• Domestic Partners – University of Buea Cameroon, DD recycling company Limbe Cameroon, Institute of sustainable studies Buea Cameroon.</li> <li>• International Partner – Belinda Babila Foundation USA,</li> </ul>
Beneficiaries (Direct and Indirect beneficiaries)	To know their beneficiaries.	Follow –up questions	<ul style="list-style-type: none"> <li>• Innovative Entrepreneurs</li> <li>• Direct Beneficiaries are young people who have engaged in the three Es (Education, Entertainment and Entrepreneurship)</li> </ul>

			<ul style="list-style-type: none"> <li>• Indirect beneficiaries are the community.</li> </ul>
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The interviews were conducted with help of online interfaces since the interview participants were in different geographical regions. The online portal used was zoom. Zoom was chosen because it is very interactive, and I could record videos over 20mins. It is user friendly.

The Interview participants were divided into three groups, Group 1 consisted of the Project Lead, Group 2 consisted of the Head of Marketing and Group 3 consisted of other members of the Ambitious African Cameroon network. All participants were subjective and chosen based on their relationship with the organisation. Haven interacted with the brand, their contribution to this project was particularly important.

Table 3. Interview groups and interview participants

<b>Interview Groups</b>	<b>Interview participants</b>	<b>Date of Interview and time</b>	<b>Interview Duration (mins)</b>
Group 1 – AA Cameroon Management	Participant 1 (Project Lead for AA Cameroon)	Nov 24. 2021, 22:36pm	21.51
Group 2 – AA Cameroon Marketing Team	Participant 2 (Formal Head of Marketing for AA Cameroon)	Nov 22.2021, 21:32pm	22.02
Group 3 - AA Cameroon Community Members	Participant 3 (Active member and Entrepreneur)	Nov 22.2021, 19:57pm	25.25

#### **4.4 Data Analysis Methods**

In qualitative research, data collection and analysis are a simultaneous activity and starts at the beginning of the very first interview. The data collection method was through interviews and the interviews were unstructured. To maintain the integrity of the project, the interviews were recorded and transcribed. I listened repeated to the audio clips of the interviews and manually wrote down the responses of the questions from the participants. In

analysing the data, an inductive approach to data analysis was used. A thematic content analysis was established where the goal was to find common patterns across the data, understand and compose different themes from the interviewee responses as seen in Table 2. Questions were grouped into themes (Table 2) and each theme was formulated based on the questions and responses that were given by the interviewees. The interviews were interactive and engaging and participants were free to express themselves to the best of their ability, these narratives were used to highlight important aspects that best resonates with project objectives area. (Merriam 2009.)

The choice of this methods best suits this type of qualitative data as it gives me the possibility to explore the data and bring out conclusions based on what has been said and not a pre-determined outcome. Therefore, the results of this project are data driven. (Kothari 2004.)

## **5 Social Media Marketing Plan Proposal for AA Cameroon**

In company marketing efforts, with a detailed marketing plan, any business will be better prepared to launch into the market, a new product, idea, or opportunity. Non-profit organisations also use marketing plans to guide their fundraising efforts, to attract partners, to attract followers and donors of their work and to reach out to more people as possible.

Unlike a business plan which offers an overview of the entire organisation's mission, objectives, strategy and resources allocation, a marketing plan has a more limited scope. It serves as a go-to document on how the organisation's strategies, objectives will be achieved through specific tactics, with the target population at the start point.

There is no specific length for a marketing plan. It varies from organisation to organisation depending on the scope of their activities. The marketing plan for ambitious Africa Cameroon was formulated based on the current situation of the organisation, their mission and objectives, goals, and targeted population. The plan will include a content calendar monthly activity schedule for a 1-year period for their social media platforms, disseminating information that promotes their activities and programs to their preferred groups of people. The plan supports value creation for the potential followers of their social media pages and sites.

The plan follows a structure as described by Kotler, 2018 and contains the following main sections and will be attached to this thesis as a separate document, and final product of the product/project-based thesis.

- An Executive's Summary describing the organisations current situation, current and future tasks.
- The Current Marketing Situation which outlines their founding history, what they do, what they hope to do, their marketing efforts, where they are present and how are they performing?
- The Organisational Description which gives an insight into the organisational needs, the products, or services, needs of the segment and the features and benefits to the groups.
- A SWOT Analysis of AA. Cam – their strengths, weaknesses, opportunities, and threats. This stipulates major threats and opportunities that the organisation may face helping management to anticipate important threats that may impact their implementation.
- Objectives and Issues states the marketing objectives that the organisation would like to attain during the plans term and discuss key issues that may affect its attainment.
- A Marketing Strategy which describes the logic behind which AA. Cam hopes to engage its followers, what value it will bring to them and how it will keep them engaged.
- A Marketing Communication Strategy describes what marketing and promotional medium or tool will be used strategically to enable them to achieve their goals.
- Marketing research which describes how AA. Cam hopes achieve all that it needs to achieve.
- Action Programs stipulates a specific set of activities that AA. Cam hopes to carry out within specific periods of times, to drive engagement, reach their target segment, deliver value, and create further awareness.
- The Budget which is a description of the financial standing of AA, Cam, how they hope to get funding and how those funds will be managed. Also, Non-profit organisations should have an account statement which is a simple bookkeeping account which shows incomes and expenses.
- Control outlines controls that will be used to monitor progress, allow for management, and risk mitigation as well as review of implementation result.

See (Appendix 3) for the social media marketing plan proposal.

## **5.1 Key Findings**

The Project objective statement of this thesis was to prepare a social media marketing plan proposal for AA Cameroon to increase their visibility and subscription numbers and



through that attract partners, donors, members, entrepreneurs and investors for partnership and collaboration. In preparing a plan that will suit the goals and objectives of AA Cameroon as seen in Table 2 under Goals and specific objectives, I needed to understand, the organisational background, the current situation of AA Cameroon in terms of communication strategies, what communication outlets they are utilising, what are their community composition, who are they serving, their partnerships and other stakeholders and what challenges they face in terms of communication and in achieving their marketing goals, content and content types, beneficiaries, funding possibilities and partners. (Table 2).

“...AA Cameroon is an arm of a global youth movement called Ambitious Africa which has as goal to empower young people...by connected youths in Africa with their counterparts in the Nordic, and cross sharing ideas in the fields of education, entertainment, and entrepreneurship, to build on the expertise and knowledge and also unique value of both diverse groups of persons which is the Africans and the Nordics, so that they can build capacity together and grow together for community development...” (Appendix 2, Question 1). In achieving this AA Cameroon has been able to identify key goals to pursue, firstly to create a competent team of visionaries and people who want to work with AA Cameroon, and secondly raising a community of thinkers and innovative entrepreneurs and lastly bringing the Nordic expertise to young Cameroonian youths (Appendix 2, question 4). Communication and marketing goals include, making sure information about the association's programs and activities are disseminated through the right channels to the right people, and ensuring that globally AA Cameroon is known (Appendix 2, question 11). All these goals have been taken and segregated into specific objectives and coined as Yearly Action plans. These yearly action plans will form the basis of their activities and what they hope to achieve one point at a time – their yearly goals.

AA Cameroon is a non-profit corporation and works solely on volunteering. Its community is made up of people who consider themselves as volunteers, active members, partners, donors, or collaborators of AA Cameroon. AA Cameroon believes volunteering is a noble job because people are moved by vision to be able to commit their time, efforts, and expertise in a movement (Appendix 2, Question 3). Therefore, all roles of AA Cameroon are on Volunteering basis, and this comes with little or no incentives which has led to lack of zeal to continue the tasks and some members of the executives retracted from their post of responsibility, partly the reason their activities have been dormant over the past months on. AA Cameroon also have people who collaborated with them to make their activities and events go smoothly by providing their services and other expertise. They have partners both domestically and from abroad. Some of their current partners include the Uni-

iversity of Buea Cameroon, DD Recycling company Limbe Cameroon, Institute for sustainable studies Buea Cameroon and the Belinda Babila Foundation USA. According to the Project Lead, more partners may be joining onboard. (Appendix 2, Question 7.) Getting more partners on board may aid their funding outcome. Some of their funding trustees include Orange and MTN Cameroon. They are optimistic about getting more funding possibilities but due to inadequate resources and exposure, they are unable to carry out activities that will put them in a position of trustworthiness and attract donors.

AA Cameroon has a main communication outlet, the social media. Through various social media platforms, they have been able to reach out to the Cameroonian communities and other environs to create awareness of their existence and to attract the right people. With regards to contents shared on their social media pages, pictures and written texts have been mostly shared and this type of contents has received little engagement compared to the few video contents. This also affected the level of engagement experienced on their social media pages. All interview participants were able to agree that video contents will have more engagement and content's theme should reflect things and areas that youths would be interested in within the three Es - Education, Entertainment and Entrepreneurship. (Table 2, Contents.) Despite the work that has been done so far, it could be seen that, there is still more work to be done.

AA Cameroon hopes that with their social media marketing efforts they can get more partners onboard and keep their vision alive as well as get more participants and create the awareness that they need, as purported by the current project head when he said “.... **social media will help to show forth the value of AA Cam.....**

.....It will **help engage donors...** there are people out there **who have resources and they are looking for where to put resources** and if they do not **get into contact** to these things, they cannot **donate, they cannot fund.**

.... To **attract donors and sponsors .....** people that will want to **fund projects...**” (Appendix 2, Question 9.) This statement forms the basis and purpose for this project/product thesis and the need for a social media marketing plan that will enable AA Cameroon to stay active and consistent on the online space.

## **5.2 Recommendations for further improvement**

Given that AA Cameroon seeks to attract people to its cause be it entrepreneurs, visionaries, thinkers, donors and sponsors, AA Cameroon has the need to make this vision go wide and be seen by as many people as possible. AA Cameroon, even though as an organisation on its own, is operating under the same vision and core values as the mother

company Ambitious Africa Global. Therefore, its activities and programs must reflect these core values that it shares with the mother company.

The key issues faced by the organisation are those of inadequate exposure for the time that it has been in existence and this lack of exposure has not attracted the right people to be part of their vision, cause, and movement. Therefore, to gain the visibility and attract key partners and stakeholders, Ambitious Africa Cameroon must make effective use of social media and the marketing possibilities on these social media platforms. The interviews revealed that AA Cameroon has little activities or current activities are not well structured, as a result the organisation experiences dormancy. It is a good recommendation for the organisation to have an activity calendar, this activity calendar will now form the basis for their marketing on social media platforms. The activities calendar can be spread throughout the entire year excluding national holidays and other days with restrictions within the country, so that they are sure to stay active, relevant, and consistent in their actions. Also, members of the AA Cameroon community should find a reason to stay connected and loyal to the cause. That way, the organisation can gain trust for thoughtfulness from the public and in so doing attract and gain their interest to participate.

### **5.3 Evaluation of Project Management and Outcomes**

This project/product thesis aims to serve as a proposed tool which can be used by Ambitious Africa Cameroon to enhance their social media marketing. The project was limited to the planning stage only. Therefore, the validity and performance of the product cannot be measured and hence cannot be evaluated. The project was overdue due to delay in gathering relevant information for the project phases. The task of presenting the plan to the commissioning company could not be achieved due to time constraint, therefore no possibilities of getting feedback during the project duration. Defining the project scope, allocating time and tasks distribution and completion were a huge challenge and so affected the completion time of the project. However, based on results, the project was a success. The outcome of the project was a social media marketing plan proposal for Ambitious Africa Cameroon including a 1- year content calendar (See Appendix 3 for Content Calendar).

### **5.4 Further Research and Projects**

Further research recommendation for AA Cameroon will be to benchmark other non-profits and learn from them what they do to be able to get the success that they are experiencing. Learning from other similar organisations will be very beneficial for AA Cameroon. Other projects that will help AA Cameroon in its efforts, will be to organise talent shows that will help them locate the real beneficiaries of their cause. Projects that will address key challenges in the sphere of Education, Entertainment and entrepreneurship can boost

participant registration for their events and programs. To properly engage with their counterparts in the Nordics, AA Cameroon can continue to organise events that are geared towards networking, through that, they can get support on how to get funding and sponsorship from the Nordics for their projects and initiatives.

## **5.5 Reflection on Learning**

When I decided to study International Business, I had no idea what my area of interest would be. Two semesters in, I realised I was drawn to marketing and by the 5<sup>th</sup> semester, I found interest in Social Media Marketing because it was and is still a trending topic. During this time, I was working as a volunteer for the commissioning company, and I realised that, their marketing or social media activities were lagging. I talked with the Marketing Head of the mother company Ambitious Africa who agreed with me and permitted me to write and make a social media marketing plan proposal for AA Cameroon.

Writing this project was tough but very rewarding. I have been able to understand concepts of marketing communication, social media, and social media marketing by reading literature from various sources. I learned about the commissioning company, what are their goals and plans, partners, and stakeholders. Furthermore, I understood that networking is the best way that, people can come together and share know-how and ideas. Social media presents the easiest, the most accessible, affordable, and available form of communication nowadays and facilitates networking possibilities of every organisation irrespective of its interest and purpose. The importance of social media and social media marketing cannot be over emphasized.

The most significant learning outcome for me writing out this project thesis is the realisation that, social media marketing is synonymous to content marketing. Content is key when it comes to social media marketing. Have well defined goals and objectives, know your audience, know your target, know your community, understand their needs, and present them with just what they need, what they can relate to and hence boost engagement with your brand. Allow flexibility and get your followers, customers, community members to be your brand tribe and spread the news of your existence – allow them to co – create or co-produce your content by sharing their experiences with your organisation. To help have an active presence on social media, it is imperative to approach your organisational issues strategically, keeping operations structured and organised, defining, and redefining goals, creating programs and activities that address issues your organisation is trying to solve and flooding the social media platforms of the organisation with all these information by means of a content calenda.



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## Appendix 1 Interview Questions

1. What is AA Cameroon?
2. What role do you play for AA Cameroon?
3. Would you consider yourself a participant, volunteer, advocate, member, or donor of AA Cameroon?
4. What are your goals for the organisation as the project lead?
5. Can you tell me about your current activities and programs?
6. Who are the beneficiaries of your activities and programs? In other words, who do you serve?
7. Who are your partners both externally and internally?
8. How do you get funding?
9. Do you consider social media as a great tool for marketing for AA Cam?
10. Do you have presence on social media and on which platforms?
11. What can you say about your social media performance?
12. Would you say you make effective use of social media as an organisation?
13. What role did you or do you play for AA Cameroon?
14. Would you consider yourself a participant, volunteer, advocate, member, or donor of AA Cameroon?
15. What goals did you have for AA Cam as the head of Marketing team?
16. Who did want to attract?
17. What strategy did you have in place to achieve your goals?
18. Do you consider social media as a great tool for marketing for AA Cam?
19. How would you describe social media presence for AA Cameroon?
20. What content types you post on your social media channel during your term of office?
21. How often did you post?
22. What will you say is most important in social media marketing?
23. What will you consider a valuable content for AA Cameroon's users?
24. What is your relationship with the organisation Ambitious Africa Cameroon?
25. Would you consider yourself a participant, volunteer, advocate, member, or donor of AA Cameroon? Ask why if necessary
26. How do you interact with the brand? Where and how – platforms?
27. As a user of AA Cameroon content, what can you say about their social media content?
28. How often do you engage with the organisation online – with their content?
29. What content types do you prefer? Videos, pictures, stories, etc, and why?

30. What kind of engagement do you have, comments, likes, shares etc. with the organisation?
31. Ambitious Africa has as a goal to network across Africa and share the Nordic core strengths of Entrepreneurship, Entertainment, and Education within the Africa Continent. AA Cameroon forms an arm of this great movement. Collectively, what can you say about their success rate thus far? – what is your suggestion for further improvement?
32. How effective in your opinion, is AA Cam's use of social media?
33. How do you think social media marketing has enhanced growth for this organisation?

## **Appendix 2 Interview Transcripts**

### **Participant 1: AA Cameroon Management**

#### **Interviewee Persona**

Name: Mbianke Livancliff

Profession:

Gender: Male

Role: Project Lead and active member of Ambitious Africa Cameroon

#### **Question 1: What is AA Cameroon?**

.....AA Cameroon is an arm of a global youth movement called Ambitious Africa which has as goal to empower young people....by connected youths in Africa with their counterparts in the Nordic, and cross sharing ideas in the fields of education, entertainment, and entrepreneurship, to build on the expertise and knowledge and also unique value of both diverse groups of persons which is the Africans and the Nordics, so that they can build capacity together and grow together for community development....

#### **Question 2: As the project lead for Ambitious Cameroon, what role do you play?**

As a project lead, I play a **more coordinating role**, where first it is my responsibility in **recruiting** my team members..... I have the role to **design activities** for each team member, ..... the role as the **chairing** to make sure that each **team member are carrying out their tasks**, ..... the **role to report on team members activities to the global community** .....role to **monitoring and evaluation, all national teams their set goals and objectives**, if they are attainable, .. I also assess **the challenges that are faced** and as well as .....

**Question 3: Would you consider yourself a participant, .....?**

... for AA Cam I am **more of a volunteer.... All ambitious roles are not paid** and they are on volunteer basis, **so we are tapping on the positive energy of volunteering ....** why does AA Africa believe in volunteering ...? **We believe that for you to commit your time, without being paid you must be moved with vision.** ... we are looking for people who are **vision driven ....** Who are **result oriented...** who wants to see this thing accomplished.

**Questions 4: What are your goals for the organisation as the project lead?**

As a project lead, I came down with some goals that I wanted to accomplish.... I broke down the goals into... **Yearly Action plans.....** so my general goals.

My first goal was **to get and efficient and competent team....**

My second goal was to **raise a community of young Cameroonian innovators, thinkers .... who can innovate in the field of education, entrepreneurship, and entertainment?**

My 3<sup>rd</sup> goal was **to bring and navigate the Nordics expertise opportunities to young Cameroonian people.**

Using those three goals I have **specific objectives** which I segregated to **yearly action plans.**

**Question 5: Can you tell me about your current activities and programmes?**

.... Our very first activity.... I designed a project called **Ambitious Cameroon Lions gate** ... it is a **pitch project where we ask young innovators to pitch their ideas... it is a national, regional and global competition where young innovators in Cameroon would pitch their ideas** and the AA Cam will select the 3 best ideas... so it happens all across... all AA communities... and these 3 best ideas will be pitched before the Ambitious Global community where the 3 finalists will be selected for the most innovative ideas... this project was initiated by Ambitious Cam.

..... **building capacity of female media practitioners.....** here Ambitious Cameroon Collaborated with **Empower women foundation** where we have identified 102 female media practitioners across Africa ..... who we are building **the capacity in peace and conflict journalism, digital journalism.....** we are giving them **internship opportunities** to beef up their knowledge and skills in various media houses and newsrooms across Africa.

**Question 6: Which other groups of persons you serve who are not entrepreneurs?**

.... Yes, our beneficiaries are **young people**.... They are not only entrepreneurs... we work with the three Es.... Our **direct beneficiaries** are **young people who have engaged in these three Es**..... **our indirect beneficiaries** are the communities that we serve. The people who will benefit from these connections..... if our direct beneficiaries set up businesses, the local man will benefit from these businesses..... **talents show**.... The local community will benefit...

**Question 7: Who are your partners?**

.... Currently we have established partnership with the **university of buea**.... As well with Empower women foundation..... also with **DD recycling company in Limbe**.... **Partnership with Mountain University for sustainable studies** .... Abroad we are in partnership with The **Belinda Babilla foundation in the USA**..... so those are our current partners..... in the coming months we would be having more partners on board.

**Follow-up Question: What communication strategy have you in place to be able to take this vision for Ambitious Cameroon further?**

... for communication, I will say , **that is one of the area where we have been lagging** because, I just recently got an email, ..... also we have **not yet had a twitter**.... **Social media pages for Ambitious Cameroon, we have not yet had that**..... also I needed to **work on the logo**.....in the coming days, all these **social media handles will be put in place**. But our challenge mainly has been..... We need to have a **legal document** that really backs our activities in Cameroon....that has been **the challenge**... we are working in a very **sensitive political atmosphere**..... we need all these legal documents to back our activities in Cameroon but .. unfortunately, the global community did not respond favourable, they said it is my responsibility to shoulder the cost of every document that I need.

**Question 8: How do you get funding?**

... We have identified **key businesses** that we can partner with.... We have identified **Orange and MTN** .... Because we have the value that they can buy.... But the **legal documents are a bridge**. but we have identified our trust of funds ..... we cannot get grants - ..... also we have identified support from the global community...

I will not only say it is a great tool, I will say it will be the game changer..... Marketing is not traditional anymore and a lot of people are into social media and getting information in the fasted way is the social media. So I think that would be the game changer. And I think if AA Cam has a well organised and strong social Media presence , with good marketing strategies, it would do a lot for the association.

**Question 9: What can you say about AA Cam social media presence at the moment?**

.... At the moment AA Cam does not have a social media presence.... No social media page

- Follow up question: so to say ambitious Cam is not making an effective use of social media even though in your opinion it will be the game changer?

.... Definitely .... definitely

- Follow up question: So, let's say AA Cam will make great use of social media, how do you think in your opinion, social media marketing for AA Cam will enhance the growth of the organisation?

.... **social media will help to show forth the value of AA Cam.....**

.....It will **help engage donors**... there are people out there who have resources and they are looking for where to put resources and if they don't get into contact to these things, they cannot donate, they cannot fund.

.... To **attract donors and sponsor** ..... people that will want to fund projects

...A lot of **young people will be educated**.... Benefit in value from what AA Cam will be selling out to the world...

**Participant 2: AA Cameroon Marketing team**

**Interviewee Persona**

Name: Martins Folefac

Profession: Student and Entrepreneur

Gender: Male

Role: Former Head of Marketing and active member of Ambitious Africa Cameroon

**Question 10: What role did you play for AA Cameroon?**

I was Head of Marketing ..... August 2020 – April 2021.

Question: Would you consider yourself a participant.....?

I was a volunteer.



**Question 11: what goals did you have for AA Cameroon as head of marketing team?**

**The primary goal was to ensure that, all activities that we had as part of us internally is brought to those who actually need the information .....or those who will take part in the project. If the project was about entrepreneurs .....if we were to meet with entrepreneurs and connect them.... our role as the marketing team was to ensure that as many entrepreneurs in Cameroon know about this particular programs.....**  
Our primary goal was to ensure that, people who actually need to work with AA Cameroon, Work with AA Cameroon. **Our secondary goal was to make the works of AA know globally.**

**Follow up question – Who were you trying to attract by your marketing efforts?**

At the start... the marketing team was not **responsible to detect who were to attract particularly**. If there was a project and it has to do with education ...it is clear that we will want to attract those linked to the education sector..... if we are having a project from the health sector, we will want to deal with stakeholders from the health sector..... so in general it just depends on the project we are working with.

**Question 12: During your tenure, did you have any strategies in place to achieve the goal you mentioned?**

Talking about strategies.. **the place where you can find most people today is on the internet and through social media** – we made sure we were on most social media platforms and made sure we also have a presence that was consistent..... After some time we uploaded content on then platform.....no budget, ..... no tv or radio ads.....no Facebook ads for targeting..... we went organic..... Via **WOM** many more people followed the platform.

**Question 13: What are the different platforms that you have presence?**

.....**Facebook, LinkedIn, and Twitter account** ..... we have a **Twitter account, but we never really used it.**

**Question 14: Do you consider social media as a great tool for marketing for Ambitious Cameroon?**

.. it's the best tool actually ..... it is true we have experimented with others but it is the best in our context because we have no funds.....

**Question 15: How would you describe social media presence for AA cam .....in sense like .... Would you say they have adequate presence on social media..... engagement.....sharing....or are they making max use of social media?**

**.. I will not say we are making max use of social media because we had to work with part of team in charge of content, we cannot be held fully responsible because we are not the ones who want to bring out the contents... so we made strategies.... Engagement depends on what you post..... contents talking about entrepreneurs in Cameroon---- had high engagement... talking about entrepreneurs inspires more youths....**

**Follow up question: How often did you post on your social media site?**

.... We do not have a fixed schedule but any time we had a programme coming up we posted like twice ... once a week.....

**Follow up Question: In other words, is there were no programs coming up, there were rarely any post on the social media platforms?**

....at some point we tried to avoid that.... yes, you can say that.... **Globally, most times we posted were about activities .... And there was a period when we worked closely with those who were in charge of bring up contents** and during that period we had, we managed to post regularly but after that, we did not receive many contents and it became complicated.

**Question 16: What will you say is most important in social media marketing?**

I think it is **having relevant content.... contents that people can relate to....**

**Question 17: What will you say is the preferred content for Ambitious Cameroon?**

.... Talking about the Ambitious stuff.... **What people in general are doing... talking about how ambitious global is trying to bring Finnish and Cameroonian entrepreneurs together?**

.... **Educate the Finns about life in Cameroon and vice versa..... there might some aspects of Finland that Cameroonians might want to explore ....**

**Question 18: Do you think ambitious Cameroon is making effective use of social media?**

.... the use of social media depends on how the whole group is working.... Large majority of the time there wasn't enough use of social media.

**Follow up question: Any suggestion for improvement?**

It is a matter of motivation ..... **need for extra motivation to continue to work**.... if the whole group is motivated, then everything will be okay.

**Participant 3: Users of AA Cameroon (Participants, Volunteers and Advocates)  
Interviewee Persona**

Name: Blaise Ebong

Profession: Business owner

Gender: Male

Role: Active Member of Ambitious Africa Cameroon

**Question 19: What is your relationship with the organisation AA Cam?**

I think the relationship I have with Ambitious Africa Cameroon is one of the **Active Members** who based on my adventure or the nature of my activities which I am doing on ground stands to **portray the reason AACam was created** in the first place. The idea was to create that **partnership between Cameroon and Finland, then help small businesses or help business individuals who are struggling to survive and change the economy with the goal of improving the Cameroon economy**. So, I think that relationship between me and AA Cameroon is that we connect in that oneness. During my .. doing what I'm doing **cuts across the values** which AACam wants to institute in the Cameroon economy. So, I come as an **active member** in this.

**Question 20: How to you interact with the brand?**

I think most of our interaction has been on the **WhatsApp group**. But I think if they **could have more options where ... people could interact more better**. For Instance, WhatsApp groups at times .. one of the **challenges** which I have experienced, and I think some people also experience is the fact that, when in a group, there are **lots of information's** coming in, and I times, when you look at the groups you are in and look at the overwhelming which are in, will just **discourage** you to start reading. which one will you read, which one won't you read because at times most of the groups which you are in are valuable groups, because you want to get....? and times looking at vis a vis what you are having. But I think if there was a customised platform which indicates purposely for this,

like for instance an **application**, ... there could be an App where through that **App you could interact, see what happens, what has passed, ...if there is a meeting going on, you could see and know that, okay this meeting is going on right now, an update. ....**I think that will help the communication effectively.... It will keep **everybody more informed** .....

**Question 21: What can you say about AA Cam social media content?**

So far so good. Some of the contents **have really been valuable**. Atleast the **Webinars** we have been having,.... The ones which I was able to attend, and the trainings are good, we used platforms like **zoom** for their meetings which is credible. Coming on the SoME aspect of it, I noticed that, **LinkedIn, Facebook and WhatsApp** are the **most utilised social platforms that they use, when they want to pass out information regarding what they are doing**... which is good because I think those three platforms **suit the purpose and the grandeur of what Ambitious Africa is all about**. It is not an interactive site for social discussion, it is more of a **cooperate** .... So, I think LinkedIn is very nice. I love the fact that they are on LinkedIn, and Facebook too, I think it is the biggest social site now and I love the fact that they are on Facebook as well. But those two and WhatsApp is very direct. But if they could have a **YouTube channel**, I think that too could help. People go a lot on YouTube to see what is happening. If they can have a recap of all the webinars, we have been having on the YouTube channel, those who missed could go back, and go through it again and see what was discussed, and even those who probably did not attend, they can always go back and get more information, I think that will be very helpful .... YouTube... LinkedIn....Facebook...but the WhatsApp too is good. Though one **would have expected to have continuous regular content**. And get the **participants to contribute**, to speak out of the results that they are having as a result of AA Cameroon. The participants can make **short videos** and share. it spreads, it spreads the work very much. It makes it easier for people to **believe and see value in what they are doing**.

**Question 22: ..... How often do you engage with their content on social media?**

I think I am mostly engaged with them on **LinkedIn** more than **Facebook**. But I think on Facebook, especially when a program is coming up, like when they have a webinar, they will always share it on Facebook to tell who are the **key speakers**, for everyone to be more informed, to be more schooled. I am mostly engaged with their LinkedIn. Where I get to read the information better, see those who have liked, see those who are following AA as well .... I have also done that with the founder of AA, .... makes me to see who is part of the **community**, .....I learn a lot from them.....

**Question 23: What content types do you prefer?**

.....I think **Videos** should be best..... let me give advice. let's say for instance a webinar is to come up, the keynote speakers have been selected already.... I will prefer that they could make, kind of a little shout out where the keynote speakers, can that, okay i will be here this time .. on AA, I'm inviting you all to attend. He could produce that and share.... So, AA could get few videos from all the keynote speakers and then put them as one and share that content. Video alone converts 40% more than pictures..... and with little explanation in the video that pictures don't do tends to convert and catch the attention of many people who are watching the videos.... And on all platforms videos sells and attracts more than pictures.... Videos will boost the engagement.

**Question 24: What can you say about their success rate?**

I think at the beginning compared to when it started, I **think it is growing** ..... Though I cannot really **measure to what degree** that progress has been. But then I believe that in as much as people get added to the community, it indicates that people are getting the vibe, people are getting the value out of it... they have seen the global vision of what AA Africa – Cameroon chapter is all about and they think that's the way forward to network ..... To me I believe that **they are growing** ..... to me I envisage to see a bigger audience next year..... the fact that they actually connect diaspora and home base, that makes it very good because we get to share knowledge on both economies.....

- Follow up: **what kind of suggestion will you give to AA Cam for further improvement or further growth?**

.... Over the time past there have been some call up for start-ups to apply for funding, webinars, ..... and AA Cam have been able to provide few resources to those who are in need by getting people who want to contribute professionally to work with them..... to add to that .... **People always want to be socially proven that this thing works**..... In the future they could probably **organise a seminar in each country** ..... they founder ... could visit the various chapters .... And then call up a conference where Cameroon AA will be there... and other societies will be invited like hops... and be activated under the AA group.....if more entrepreneurs can come to this event, it will be very good.....it will show who the vision careers are and who the vision is meant for them..... the vision is mostly for Africans..... if such seminars can hold once a year... and then to the rest of the other ..... it will give more valuable information as to the real problems those they want to

assist are facing. .... start ups can **share their success stories..... to actually let others that this is true.... We need more success stories.....**

**Question 25: In your opinion how effective is AA Cam use of social media?**

..... I will say, they should increase their game a little bit....  
... What can they do ?  
....I am not too aware that they have a website, if they don't have a website, I think that is the first thing that they should do. That is where all the success stories from Africa can be shared..... So any one can see it.... Then secondly .... **There should be constant..... content on the platform where people can go and see and visualize** ..... what has happened. They should promote content.... Using free means will end at a certain level.... They should also have an Instagram page.... They have a LinkedIn-..... on Facebook promotion..... LinkedIn.... website.....and also YouTube channel.....

**Question 26: How do you think social media has enhanced growth for AA Cam?**

..... **it has** ..... to me if I am to say.....**about 1000%.**  
In social media we get to inform what has happened... through **social media we connect**.... We using zoom.... this media has let us to have **transfer of information, .....network**..... to the best of my knowledge **if there was no social media. then AA Cam chapter would have been .... will stop**..... how many people do read their emails nowadays...? Social platform has really been a push ..... they should keep using it..... they should use Twitter..... we need more social media..... they should have a social media marketing team..... So that contents can be regular..... and **content sharing should be shared by all members and same content and people will understand that this is a movement, and it will raise their interest to get involved.....**

### **Appendix 3 Social Media Marketing Plan Proposal for AA Cameroon**

#### **A. Executive summary**

Ambitious Africa Cameroon is a youth led movement whose aim is to share and transfer know-how of the Nordics core strength and competences in Education, Entertainment and Entrepreneurship to build capacity in Cameroon. They have as tasks to bring together entrepreneurs with transformational ideas and individuals who want to partner and invest with these entrepreneurs from the Nordics and Cameroon and by so doing, create network opportunities. They want to achieve this through programs and activities, workshops, and events creation that will promote this agenda. They want to use the social media as a tool to enable them reach out to the people that they need, to be part of this movement.

## B. Current Marketing Situation

Ambitious Africa Cameroon do not have any defined marketing structure which have been put in place to facilitate their communication, enabling them to promote their organisation's goals and objectives. However, they have so far made use of the social media and social media platforms to promote their activities and reach out to interested participants for their events. They have since continued to shared information to the communities via these social media sites. The performance has not been impressive; they have had little engagement from the public. They have also made use of WOM (Word of Mouth) in a bit to promote their organisation. Their efforts so far have proven to be inadequate and insufficient. It is their desire to increase visibility and increase their subscription, membership and partnership numbers and attract donors and supporters for their cause.

## C. Organisational Description

Ambitious Africa Cameroon operates as an arm on its own and therefore is responsible for its operations. The organisation is led by a Project Lead whose role is to ensure the organisation is functioning properly and within the parameters of the values and principles that have been set by Ambitious Africa. The Project Lead is also responsible for creating a competent team to work with him or her to run the affairs of the organisation. Some of the team roles include but are not limited to, Head of Events, Head of Marketing, and Head of Partnerships. The following figure describes the targeted membership for AA Cameroon and what their needs and corresponding benefits are.

Table 1. Audience needs and corresponding benefits of Ambitious Africa Cameroon

Targeted Membership	Member Need	Corresponding Benefits
Entrepreneurs	<ul style="list-style-type: none"><li>• Networking</li><li>• Business optimisation and growth.</li><li>• Transformative development and technology.</li><li>• Intercultural development and communication.</li></ul>	<ul style="list-style-type: none"><li>• New technological development in education, entrepreneurship, and entertainment.</li><li>• Multiple partnership.</li></ul>

	<ul style="list-style-type: none"> <li>• Innovation and technology.</li> </ul>	
Entrepreneurial mind - Visionaries - Result-driven mindset	<ul style="list-style-type: none"> <li>• Desire to build businesses and legacies.</li> <li>• Geared towards creation of wealth.</li> <li>• Business oriented</li> <li>• Desire for self-sufficiency and productivity.</li> <li>• Risk takers</li> </ul>	<ul style="list-style-type: none"> <li>• Economic development</li> <li>• Greater levels of accountability</li> <li>• Higher profitability</li> <li>• Higher degree of independence.</li> <li>• Reduced unemployment rate.</li> </ul>
Socially conscious	<ul style="list-style-type: none"> <li>• Support for great initiatives and causes that will bring about change and development.</li> </ul>	<ul style="list-style-type: none"> <li>• Proceeds donated to uprising innovative entrepreneurs, start-ups and serve as funds for businesses.</li> </ul>
Millennials	<ul style="list-style-type: none"> <li>• Support courses that help solve social problems.</li> <li>• Mass media /advertising/social technological savvy.</li> </ul>	<ul style="list-style-type: none"> <li>• Innovation</li> <li>• Transformation</li> </ul>

Source: Kotler, Armstrong & Opresnik 2018

#### D. Threats and opportunities

AA Cameroon as an organisation faces some threats and some of the key threats include the fact that, they have limited resources to go about their daily activities especially in terms of liquid cash. There is also a lack of zeal from members and participants. This is due to almost little or no incentives for the work they do. Completely on voluntary basis, these volunteers earn nothing for all their work, and this can lead to a complete shutdown of the entire organisation. Also, there is insecurity concerns, some parts of Cameroon are war torn zones and this has made traveling and gathering people very difficult.



Key opportunities for AA Cameroon are the fact that there is a growing market, consumer trends and wants are changing, there is greater interest in entrepreneurship, entertainment, and education. The entertainment industry in Cameroon is fast developing and youths are much interested. AA Cameroon can leverage this and make its organisation and works known and stand as a medium for these interested persons to showcase their talents and ideas to prospective investors from the Nordics and within Cameroon.

#### D. SWOT Analysis for AA Cameroon

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Interest in Entrepreneurship</li> <li>• Multilingual society</li> <li>• Multicultural society</li> <li>• Vast population</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Lack of zeal</li> <li>• Inadequate support</li> <li>• Inadequate infrastructure and technological development</li> <li>• Lack of incentives</li> <li>• No clear goals, tasks, and specific objectives</li> <li>• Inadequate finances</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Market growth</li> <li>• Changing market trends</li> <li>• Open minded society</li> <li>• Growing middle class</li> <li>• A vast youthful population</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Limited kick start resources</li> <li>• Political Insecurity</li> <li>• Withdrawal due to war trauma</li> <li>• Environmental issues</li> </ul>

Source: Kotler, Armstrong & Opresnik, 2018

#### E. Objectives and Issues

Primary Objective for Ambitious African Cameroon is to create awareness of its existence within Cameroon and Africa in general as well as globally. Secondary Objectives includes getting the right population to drive through the vision of creating a sea of innovative entrepreneurs in Cameroon and Africa, drive development and growth within the African continent by attracting investors who can plan and implement these initiatives.

Some issues encountered in bringing this vision to fruition is the issue of inadequate resources, in both financial and material terms. Other major issues relate to inadequate communication between the community and vision careers. The very sensitive political atmosphere in the country also requires that AA Cameroon acquires legal rights from the state to operate as a non-profit, which as of now has not been achieved.

## **F. Marketing Strategy**

In marketing strategy for an organisation, it is important to answer the questions of who, what, when, where and how. AA Cameroon seeks to reach out to the masses, the population of Cameroon and surrounding environs for networking. Therefore, AA Cameroon is more than just a non-governmental organisation serving its members and community but is also a platform through which people, individuals and companies can network and collaborate. There is the part of the marketing mix which best suits for AA Cameroon is their product and promotion. What does AA Cameroon sell? AA Cameroon sells information, creates networking possibilities, gives its participants the medium to find opportunities that will benefit their ideas and hence grow them as entrepreneurs. The strategy is to identify key stakeholders, what benefits the activities will bring to them, define when these activities will occur, where they will occur and on which medium – online webinars or zoom meetings for example. The promotional activities will be aimed at creating awareness about AA Cameroon's goals and objectives. Where events are organised, the speakers, teaser videos, persona images, topics, venues, etc will be constantly updated on all social media handles of AA Cameroon.

## **G. Marketing Communication Strategy**

- a) Online and Mobile Marketing – Ambitious Africa Cameroon will build web and mobile marketing sites and drive traffic to those sites by creating presence on social media networks, including Facebook, Twitter, Instagram, YouTube, and LinkedIn as recommended. A content Calendar will aid this process.
- b) Event Marketing – Ambitious Africa Cameroon will deploy teams to distribute fliers for events to support entrepreneurs, students, graduates. Business owners, content creators, graphic designers, writers etc. E-fliers will be shared widely on social media platforms with friends and friends of friends.

## **H. Action Programs**

For Ambitious Africa Cameroon to remain relevant and consistent with its promotional activities, online activities will be monitored to understand what the targeted community desires from the organisation, general satisfaction with ongoing activities, what needs to be developed further. Ambitious Africa Cameroon will make use of “Call to Action” programs - that call on interested or potential target groups to participate or take certain actions that are geared towards societal development and growth in the fields of Entrepreneurship, Entertainment and Education. The organisation’s websites and other social media platforms will provide teaser information about the programs, events, conferences, shows, workshops, dates, availability, social gatherings and amenities, venues, collaborators, partners and donors, event speakers and attendees as well as locations.

## **I. Budget**

AA Cameroon is a non-profit organisation and operates solely on volunteering basis and voluntary support from members and other partners. Voluntary contributions can come in cash or in kind. In the past, AA Cameroon has had participants in their events who donated their platforms, office space or IT skills for events. However physical cash donations have not come through. AA Cameroon operates autonomously from its mother organisation Ambitious Africa and so is responsible for its financial commitments. It is the goal of AA Cameroon to find partners that can donate to their cause and support financially the work they are doing. Financial contributions can cover cost such as transportation, communication, accommodation, office space, office supplies, organisational legalisation procedures and more. To attract donors to their cause, AA Cameroon shall organise activities that will call for donors, partners, and membership subscriptions. This call for action will be published on all social media handles and boosted for action.

## **J. Control and Evaluation**

Control in any marketing plan ensures that the marketing strategy put in place is going according to plan. To ensure that AA Cameroon keeps up to date and is current and consistent with its activities on its social media platforms, the following control measures will be helpful

- Monitor awareness by looking at insights from its social media platforms checking level of engagement in terms of new likes, new followers, comments, and shares.
- In the case of an event, AA Cameroon shall keep notice of its list of registered attendees, participant satisfaction through feedbacks.

- What value their events and programs bring to all stakeholders shall be monitored by means of asking for feedbacks from participants during or after these events and programs.
- Any signs of deviation from original plan shall be monitored, where necessary changes shall be made.
- Audience satisfaction shall be monitored and evaluated by means of feedbacks and criticisms, AA Cameroon shall encourage participants to engage and be interactive and, in that way, create trust and gain the possibility of getting credible feedbacks
- Organisational image control shall include making sure that the AA Cameroon team is working within the values and framework of the mother organisation Ambitious Africa. This way activities across all global teams stay consistent, hence boost organisational image.

### **k. Content Calendar**

Based on the data collection and outcome from the analysis, this content calendar has been developed to help AA Cameroon's Social Media presence and marketing efforts. The contents are suggested based on the outcome of the interviews about type of contents and activities preferable for users of AA Cameroon's social media platforms, in a bit to attract, build interest and create the engagement that they need. A content calendar will help AA Cameroon to keep consistent with its content and stay connected with its members, partners, and community. The recommended social media handles for AA Cameroon are Facebook, Instagram, LinkedIn, Website and Twitter. Other social media platforms can be acquired as needed.

Based on the interviews, the preferred contents type for AA Cameroon is video and videos where participants share their success stories on the social media platforms. Also, where appropriate written texts and pictures could be used. This content calendar is a 1-year content calendar for AA Cameroon. It shall be divided into themes for each month and the marketing team will design specific tasks that are related to the various themes and post on all social media platforms of AA Cameroon every month. The marketing team must be creative and come out with hashtags for each team and make it go viral by posting it and sharing it within the community.

Table 2. Content Calendar for Facebook, Instagram, LinkedIn, Twitter, Website blog posts for AA Cameroon for the year 2022.

<b>Pages Schedule</b>	<b>January 2022</b>	<b>February 2022</b>	<b>March 2022</b>
Content type	Videos, Pictures, Persona profiles	Videos Pictures	Videos Pictures
Theme	<p><b>Who Are we –</b> describe AA Cameroon and give a short background information?</p> <ul style="list-style-type: none"> <li>- Mission</li> <li>- Vision</li> <li>- Goals</li> <li>- Partners</li> <li>- Collaborators</li> <li>- Trustees</li> <li>- Global Community</li> <li>- Executive roles and responsibilities</li> <li>- Shared interest</li> </ul>	<p><b>Action Plans –</b> This includes talking about Action programs and events that will occur during the year.</p> <ul style="list-style-type: none"> <li>- In a case of events, Introduce the topic, speakers, participants, and other collaborators.</li> <li>- Share videos and pictures of the events.</li> </ul>	<p><b>Call for Action programmes –</b> raising a community if thinkers and innovators</p> <ul style="list-style-type: none"> <li>- These programmes will identify visionaries and goal-oriented youths with innovative solutions. A call to action to make their work known.</li> <li>- A call to action to attract donors and sponsors.</li> </ul>
	<b>April 2022</b>	<b>May 2022</b>	<b>June 2022</b>
Content type	Videos Pictures	Videos Pictures	Pictures Videos
Theme	<p><b>Let's Network</b></p> <ul style="list-style-type: none"> <li>- Create network opportunities</li> </ul>	<p><b>Lions Gate Competition</b></p> <ul style="list-style-type: none"> <li>- A pitching competition to showcase</li> </ul>	<p><b>Be our Voice</b></p> <ul style="list-style-type: none"> <li>- A call for the public to be the brand tribe for AA Cameroon.</li> </ul>

	between stakeholders through networking events.	youths in Cameroon with the most innovative ideas.	<ul style="list-style-type: none"> <li>- A call for partnership and collaboration</li> <li>- Showcasing AA Cameroon's Values</li> </ul>
	<b>July 2022</b>	<b>August 2022</b>	<b>September 2022</b>
Content Type	Videos Pictures	Videos Pictures	Videos Pictures
Theme	<b>Cameroon Entertainment</b> <ul style="list-style-type: none"> <li>- Features Cameroon Arts, Music, Movie, Dance, Sports, Comedy etc</li> </ul>	<b>Cameroon Education</b> <ul style="list-style-type: none"> <li>- Feature Cameroonian educational system</li> <li>- Short clips from students and teachers. What are their thoughts about school in Cameroon</li> </ul>	<b>Entrepreneurship in Cameroon</b> <ul style="list-style-type: none"> <li>- Feature businesses in Cameroon.</li> <li>- Talk about SMES.</li> <li>- Talk about Start-ups</li> <li>- Trips to interesting sights</li> <li>- Talk about innovative ideas in Cameroon</li> </ul>
	<b>October 2022</b>	<b>November 2022</b>	<b>December 2022</b>
Content Type	Videos Pictures	Videos Pictures	Pictures Videos
Theme	<b>Projects: Peace and Conflict Journalism</b>	<b>Our Year in a Nutshell</b> <ul style="list-style-type: none"> <li>- Post to showcase all activities and the success and plans for the following year.</li> </ul>	<b>Merry Christmas</b> <ul style="list-style-type: none"> <li>- Merry Christmas wishes to the entire community.</li> </ul>

#### **Appendix 4 Thesis activities timeline as a Gantt chart**

Link to Gantt Chart: [https://haagahelia-my.sharepoint.com/:x:/r/personal/bge961\\_my\\_haaga-helia\\_fi/\\_layouts/15/guestaccess.aspx?email=christabel.mejame%40my.haaga-helia.fi&e=4%3Ah5S1IM&at=9&CID=3397888e-3fa6-f305-45a1-8ca4d03b7184&share=Ee9m7Xpb-UFOrhEAPI2sdjcBVZjspxEqLy1lsJPPUDXX7g](https://haagahelia-my.sharepoint.com/:x:/r/personal/bge961_my_haaga-helia_fi/_layouts/15/guestaccess.aspx?email=christabel.mejame%40my.haaga-helia.fi&e=4%3Ah5S1IM&at=9&CID=3397888e-3fa6-f305-45a1-8ca4d03b7184&share=Ee9m7Xpb-UFOrhEAPI2sdjcBVZjspxEqLy1lsJPPUDXX7g). Accessed: 26.10.2020.

