



Framing Sustainability

Effective Communication Strategies to Promote UBC Botanical Garden Corporate Tours on Facebook and LinkedIn

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Executive Summary

The Sustainable Communities Field School at UBC Botanical Garden aims to help business teams reconnect with their colleagues and with nature through their corporate tours. Due to their diverse program values – promoting outdoor activity and wellbeing, team-building, and sustainability education – the Field School has met challenges in outreach and are keen to create a robust social media marketing strategy that encompasses all three value branches of their corporate tours.

The main goals of the Field School marketing, and thus this project, is to make the corporate tours more visible, tangible, and enticing to potential business clients in the Greater Vancouver Area and to promote the brands of the UBC Botanical Garden and the Field School as thought leaders in local and global conversations in sustainability education.

The Field School has hired the author, Shalini Nanayakkara, a graduate student completing her Master's degree in English, to identify the most effective communication trends on LinkedIn to connect with potential clients. Sustainability was chosen as the communication theme to analyze due to the Field School's commitment to sustainability education and the potentiality of reaching new clients and cultivating global thought leadership through this important and multi-faceted topic.

This project has five stages: 1) Scholarly Review to identify the direct and indirect ways of communicating sustainability messaging; 2) Competitive Scan to identify how and when these strategies are implemented on social media; 3) Qualitative Analysis to discern particular strategies to create a LinkedIn Pilot Campaign for the Field School; 4) the Campaign itself; and 5) Recommendations for future Field School marketing strategy.

The practical result of this project found that in comparing the strategy usages on both Facebook and LinkedIn, there are very specific combinations of sustainability communication strategies that are effective on their respective platforms and are not interchangeable (i.e., strategies that work well on Facebook do not always translate well onto LinkedIn, and vice versa). The academic result of this project found that communication strategies act on a spectrum – some are more obvious in their sustainability messaging than others, but there is no real binary.

Therefore, this project expands the concept of sustainability communication to include any messaging that allows for meaningful connection with the natural world – which is arguably the foundation for the behavioural change necessary for sustained environmental change – and considers the diverse ways that sustainability can be framed and normalized on social media.

Introduction

Encouraging individuals and businesses to adopt sustainable practices and reconnect with nature is an important mission for the Sustainable Communities Field School (also known as the Field School or FS) at UBC Botanical Garden. The Field School is a social enterprise organized by UBC Botanical Garden, Society Promoting Environmental Conservation (SPEC), UBC Psychology and the Institute for Resources, Environment and Sustainability at UBC, and aims to immerse local businesses in nature through their corporate team-building tours hosted at UBC Botanical Garden.

In order to reach out to potential clients, promote the team building tours, and establish the Garden as a sustainability thought leader, the Field School was interested in assessing LinkedIn as a tool to connect with appropriate business audiences. Field School programming can be framed in three ways to local businesses: as a botanical-garden-based program, as an outdoor team-building experience, and as sustainability education. This project was established to identify the best communication strategies to engage LinkedIn users using all three angles and to compare engagement on LinkedIn to Facebook.

The project was implemented in five stages. First, a scholarly review of sustainability communication was conducted using a recent report called “Behaviour Change for Nature: A Behavioral Science Toolkit for Practitioners” (Park et. al, 2019) to create an evaluation matrix of 35 direct and indirect sustainability communication strategies. In the second stage, the project author evaluated the use frequency of these strategies in the most engaged Facebook and LinkedIn posts of 20 organizations similar to FS in a competitive scan to determine overt or implicit sustainability messaging trends.

In the third stage, a qualitative analysis of the Top 9 most engaged posts on Facebook and Top 3 on LinkedIn (as measured by likes, shares, and comments) was conducted to isolate the top communication strategies. The fourth stage saw the Field School’s LinkedIn Pilot Campaign, in which 14 posts were created based on Stage 3 recommendations and were posted on UBC Botanical Garden’s LinkedIn Page. The fifth stage presents conclusions from the Competitive Scan and the Pilot Campaign and provides recommendations for future Field School LinkedIn marketing strategy by identifying which communication strategies worked best to engage LinkedIn and Facebook audiences.

The project was framed by the following research questions:

Research Question 1: What specific sustainability communication strategies are used in the most engaged LinkedIn and Facebook content of nature-conscious organizations?

Research Question 2: Is direct sustainability communication strategies or indirect sustainability communication strategies more engaging to LinkedIn/Facebook followers of nature-conscious organizations?

Stage 1: Scholarly Review

One of the greatest challenges to effective sustainability communication is making sustainability “visible” (Robertson, 2018, p. 31). Visible communication means providing tangible representations of the often “slow” and invisible consequences of environmental issues, such as biodiversity loss and climate change, which necessitates the immediate implementation of sustainable practices worldwide and across industries (Nixon, 2011; Robertson, 2018).

The same issue of “visibility” that challenges global sustainability communication challenges the Field School. To increase the Field School’s visibility, this project implemented a humanistic approach to appeal to businesses as individuals on social media. The tools used for this humanistic approach stemmed from a recent report done by the Behavioural Insights Team and the sustainability organization Rare: Centre for Behaviour & the Environment (Park et. al, 2019). This report, called “Behavior Change for Nature: A Behavioral Science Toolkit for Practitioners” offers conservation organizations best practices to make their sustainability communication more visible and impactful. These practices center around three behavioural thrusts: 1) motivate the change, 2) socialize the change, and 3) ease the change. They suggest that instead of sustainability solely being an economic or scientific issue, the reason for the delay in action is a social, cognitive, and behavioural one. Thus, their best practices pertain to rhetoric – or the style, argumentation, and persuasiveness of a message to move an audience. Effective rhetoric, or framing of the sustainability messaging, is a key factor to delivering effective communication to inform public opinion, education, and decision-making.

- **Why Social Media?**

Social media appears to be an effective approach to frame sustainability in a more realistic, tangible, and relatable manner to the public. In a recent Pew Research survey (2018), it was found that 42% of Canadians receive their news via social media and thus likely make everyday decisions based, consciously or unconsciously, on the content that they see and engage with. On the flip side, according to a *USA Today* survey, two-thirds of companies use social media and blogs to connect and communicate (Mullaney, 2012; Reilly & Hynan 2014). The sheer amount of activity online by both audiences and organizations makes social media a viable place to determine the validity of using the rhetorical best practices offered by the “Behaviour Change for Nature” Toolkit.

- **Analysis of “Behaviour Change for Nature” Toolkit**

According to the Toolkit, sustainability communication has always been about behaviour change (Park et. al, p. 66). To develop lasting change, communicators must look at “nonconscious” and internal behaviours and biases (p. 8). An individual’s social network (including their workplace), their internal values, and their cultural contexts should be considered and harnessed to overcome the limits of

rationality-focused change strategies (p. 15), as information alone is a weak indicator for sustained behavioural change (p. 17).

This is where rhetoric comes in – the framing of a message can be rational, informative, and educational, but it can also be emotional and used to map an intangible issue such as climate change with a wider range of values and motivations. Communication that appeals to the “deeper, more realistic understanding of the drivers of the human behaviour” (p. 17) is key to this report. Self-interest often trumps ethical values, hence why someone might buy into the convenience of purchasing a plastic bag even if they feel guilty utilizing single-use plastics. The Toolkit (Park et. al, 2019) identifies that alongside slow, rational decision-making processes, humans have fast, instinctual, situation-based decision-making processes that focus on minimizing risk and emphasize immediate pleasure or gain. The traditional, direct approaches of sustainability communication focus on legal wellbeing, market incentives, and awareness – which are all necessary, but seem to appeal only to slow cognitive processes. By implementing indirect strategies that frame sustainability more relatably and realistically, communicators may more effectively appeal to the second, more instinctual decision-making process.

- **Strategies from the Toolkit**

There are several specific rhetorical practices (hereafter called “communication strategies”) from the Toolkit that can be used to verify the effectiveness of instinct-appealing “indirect” communication. An *appeal to self-interest* strategy would prioritize “convenience, security or enjoyment” (p. 23) by framing, for example, a sustainable diet as luxurious, wholesome, and a way to increase living standards, and not as a restrictive precaution against oncoming ecological hardship (p. 26). Messaging that incorporates what are already considered “keywords” of sustainability tend to only work on those already onboard – for example, those not concerned about climate change may be put off by sustainability messaging that explicitly uses the word “climate change.” *Appealing to preconceived worldviews* frames sustainability as an issue beyond environmentalism, i.e., as an issue of national security or public health (p. 26). *Delivering key messages during moments of high emotion* (called “Post on salient dates” in this project), advocates for eco-messaging on important days such as Earth Day, or after a business’s successful financial quarter, to utilize the power of positive emotions and mindsets (p. 51). *Choosing the right messenger* (“Peer Authority” for this project), identifies the importance of having relatable, familiar, and most importantly, *reliable* figures delivering sustainability messaging.

Many of these strategies incorporate the marketing ethos and even the general purpose of the FS corporate tours: well-being, community, and authorial integrity are part and parcel of the FS’s corporate tours and the Garden as a whole. Thus, such strategies were selected to be featured in the project’s Competitive Scan and Pilot Campaign to determine their effectiveness in improving the sustainability messaging on UBC Botanical Garden and the Field School’s social media platforms.

The Sustainability Communication Strategies

In this project, sustainability communication strategies that incorporate lessons from the Toolkit and appeal to social media followers' fast, instinctive decision-making processes are called *indirect communication strategies*. More traditional communication strategies that explicitly appeal to followers' slow, value-based decision-making processes and make use of well-known sustainability discourse are called *direct communication strategies*.

Table 1 outlines the 35 communication strategies that were assessed in the Competitive Scan and the subsequent Pilot Campaign. See Appendix A for definitions of the 35 communication strategies. Terms labelled with an asterisk were inspired or directly extracted from the Toolkit (Park et. al,2019).

Table 1: The 35 direct and indirect communication strategies evaluated and implemented in this project.

DIRECT COMMUNICATION STRATEGIES	INDIRECT COMMUNICATION STRATEGIES
1-Sustainability terms/language	11-Socialization*
2-Urgency Rhetoric	12-Photo
3-SDG Rhetoric	13-Infographic
4-Sustainability News/Milestones	14-Multiple photos/album
5-Complicated Sustainability Narrative	15-Video
6-Solutionary language	16-Brevity
7-Call to Action (Direct)	17-Post on salient dates*
8-Positive Frame*	18-Highlighting desirable norms*
9-Negative Frame	19-Personable*
10-Neutral Frame	20-Self-interest*
	21-Appealing to preconceived worldviews*
	22-Non-sustainability language
	23-Informational/Scientific facts
	24-Third party links
	25-Peer authority*
	26-Celebrating positive behaviour*
	27-Link to website
	28-Social Enterprise Rhetoric
	29-Peer to peer news*
	30-Update on Organization – Natural Surroundings
	31-Update on Organization - Events
	32-Call to Action (Indirect)
	33-Anthropomorphizing Nature
	34-Unexpected weather
	35-Hashtags

Stage 1: Research Approach

The goal of this study was to answer two research questions: 1) What specific communication strategies are used in the most engaged LinkedIn and Facebook content of eco-conscious organizations? and 2) Is direct or indirect sustainability rhetoric more engaging to LinkedIn/Facebook followers of eco-conscious organizations? This project defines sustainability as any solution pertaining to the imminent and ongoing break down of the current natural systems, including loss of biodiversity, climate change, air/land/water pollution, etc.

The Competitive Scan aims to address both research questions and use the findings to design a pilot campaign to promote the FS on UBC Botanical Garden Facebook and LinkedIn pages. **Stage 2: Competitive Scan** entails a quantitative assessment of 75 posts: the top 3 most engaging posts of 20 competitor organizations on Facebook and the top 3 posts of 5 competitor organizations on LinkedIn to address Research Question 1 and 2. **Stage 3: Qualitative Analysis** is a deeper, qualitative assessment of the overall Top 9 most engaging posts on Facebook and Top 3 posts on LinkedIn from the 75 posts analyzed in Stage 2. This qualitative analysis addresses Research Question 1 to build recommendations and scaffold the posts for the UBC Botanical Garden LinkedIn Pilot Campaign.

Hypotheses

Research Question 1: What specific sustainability communication strategies are used in the most engaged LinkedIn and Facebook content of nature-conscious organizations?

Hypothesis 1: The most engaged posts on Facebook will feature: Sustainability News/Milestones, Solutionary language, Positive Frame, Socialization, Photo, Multiple photos/album, Personable, Peer authority, Celebrating positive behaviour and Call to Action (Indirect). The most engaged posts on LinkedIn will feature: Sustainability terms/language, Sustainability News/Milestones, Complicated Sustainability Narrative, Solutionary language, Call to Action (Direct), Neutral Frame, Photo, Peer authority, Celebrating positive behavior, and Peer to peer news.

Research Question 2: Is direct sustainability communication strategies or indirect sustainability communication strategies more engaging to LinkedIn/Facebook followers of nature-conscious organizations?

Hypothesis 2: Indirect strategies will be more effective on Facebook due to the platform's inherent purpose to emotionally connect individuals to their friends, family, and worldwide news. Direct strategies will be more effective on LinkedIn as individuals use it to gain more direct updates and news on professional topics, such as sustainability.

Materials and Methods

Preliminary Scan

1. Gather Companies for Competitive Scan: The author gathered 20 businesses under three organizational categories of nature-based experience, adventure/ team-building, and sustainability. Organizations were derived from previous scans issued by the Field School and associated partners, recommendations from FS personnel, and Google search of nearby organizations pertaining to the three value branches of Field School.
2. Pre evaluation: Preliminary information (number of posts, levels of engagement, follower count) was gathered on May 29 2019. The author identified the number of posts in a month for each organization platform, ranging from 6-80+. A month's worth of content (April 29-May 29 2019) was considered to be sufficient content to select the top three most engaging from each organization. Three exceptions were made: the Facebook page of Mount Seymour, whose Facebook had been inactive for a month, was analyzed between March 29-April 29 2019; the LinkedIn page of Science World was analyzed from November 2018 to May 2019; and PlanetVision's Facebook page has recently been inactive, so posts from May 2018 to May 2019 were analyzed.

Stage 2: Competitive Scan

1. Based on the pre-evaluation, 15-20 minutes were spent per platform to identify the top 3 most engaging posts of each organization and write down brief notes on their communication strategies, which are based off the research outlined in Stage 1: Scholarly Review. For each post, the date, time, level of engagement (likes, comments, and shares), and communication strategies used were recorded.
2. The author quantified rhetorical strategies in all engaging posts. In a table, the author indicated the number of times the identified 35 rhetorical strategies were used in the Top 60 posts on Facebook and Top 15 on LinkedIn. A graph of this data is shared in Figure 1.

Stage 3: Qualitative Analysis

1. The author analyzed the rhetoric of Top 9 most engaging posts on Facebook and Top 3 from LinkedIn. The author identified the top 3 most engaging posts from each of the three organizational categories to create the Facebook list, while only Sustainability organizations on LinkedIn were analyzed.
2. The analysis isolated specific strategy recommendations to create an informed LinkedIn campaign strategy. This campaign strategy contains LinkedIn post ideas unique to UBC Botanical Garden and the Field School and was implemented in the Campaign phase, starting June 15 2019. The campaign strategy and the results from the scan were reviewed by Dr. Tara Moreau and Marketing Manager Katie Teed, who provided feedback and contributed hypotheses along with the author for the results of the LinkedIn campaign.

The quantitative findings of the Top 60 and Top 15 posts is intended for future continued marketing purposes, while the qualitative findings from the Top 9 and Top 3 posts are to give shape to the LinkedIn Pilot Campaign specifically. Thus, the final Recommendations will revisit the quantitative findings as well as the Pilot findings to determine definitively which strategies are most effective.

The methodology for the campaign and recommendations is discussed in Stage 4: LinkedIn Pilot Campaign on page 31.

Organizations Evaluated in Scan

Table 2: List of organizations analyzed in Competitive Scan from three thematic categories: 1) Nature-based, 2) Adventure/Team-building, 3) Sustainability.

NATURE-BASED ORGANIZATIONS	ADVENTURE/TEAM-BUILDING ORGANIZATIONS	SUSTAINABILITY ORGANIZATION
1. VanDusen Botanical Garden	11. Grouse Mountain Resort	15. Society Promoting Environmental Conservation (SPEC)
2. University of Alberta Botanical Garden	12. Capilano Suspension Bridge	16. Science World
3. Royal Botanical Garden	13. Mount Seymour	17. Sustainable Brands
4. Toronto Botanical Garden	14. Deep Cove Kayaking	18. California Academy of Science – PlanetVision
5. New York Botanical Garden		19. Rare
6. Heathcote Botanical Gardens		20. United Nations Global Compact
7. Denver Botanical Gardens		
8. Morton Arboretum		
9. Vancouver Aquarium		
10. Stanley Park		

The organizations evaluated in the Competitive Scan are a combination of nature-based, adventure/team-building, and sustainability organizations to represent the three themes under which the Field School operates. More nature-based organizations (i.e., botanical gardens, parks) are analyzed as this is the institutional umbrella under which the FS falls. However, functionally, the FS's immediate competitors are local team building/adventure-themed organizations. The last group are the sustainability educators, which is the second largest group as this project is primarily testing the marketability of sustainability to future potential FS clients and collaborators.

This mix of private, non-for-profit, governmental, garden-focused, outdoor team-building, local and global entities aimed to achieve the most diverse array of effective sustainability communication strategies and to identify the best rhetoric to promote sustainability directly through education and indirectly through nature-based experiences.

Nature-based and Adventure/Team-Building Rationale: The organizations selected are all North American non-tropical gardens and local organizations that have similar services: namely leisure activity and interactions within the natural world.

Exploring the environment is an important way of appealing to an individual's interest in sustainability (Zelenika et. al, 2018). Gardens and outdoor activities are indirectly sustainable in that they may cultivate an unconscious interest in sustainability; visiting botanical gardens and other natural spaces, particularly those kept in a semi-wild state like UBC Botanical Garden, may be important in cultivating personal stewardship values (Zelenika et. al, 2018).

Sustainability Organizations: One branch of the Field School incorporates sustainability education in the Garden tours, specifically the Sustainable Development Goals (United Nations, n.d.). While sustainability is one of three organizational categories analyzed in the Competitive Scan for Facebook, it is the only category in the Competitive Scan for LinkedIn, since the 5 organizations of the 20 total that had active LinkedIn pages were already part of this category or had strong ties to it despite being in another category. The latter case applies to Vancouver Aquarium, which offers similar experiences as the FS (just underwater) but also demonstrates strong sustainability education in its programming.

It should be noted that the very fact that the most sustainability-minded organizations from the 20 selected competitor organizations have LinkedIn is itself an interesting trend. Considering that organizations with similar visions and missions to the Field School's sustainability theme (as opposed to team-building or nature experience themes) have active LinkedIn pages perhaps already indicates that sustainability-focused posts will be most relevant, appropriate, and engaging on LinkedIn.

Limitations

There were several limitations to this project. Due to the subjective nature of the communication strategies, all results are qualitative in nature. The quantitative measurement of use frequency of the strategies only indicates how often the author believed these strategies appeared in the posts. This is a natural limitation to any analysis of rhetoric or communication. Similarly, “engagement” is a subjective term. Everyone has a different engagement practice on social media. For example, someone may take just as much care liking a post as another individual would take in posting a long comment, or a follower who spent 15 minutes engaging with a post may never even leave any indications. Measuring engagement by reactions, comments, and shares allows for a comprehensive but still relatively superficial understanding of a posts’ interest and relevance to followers.

More technical limitations include the invisibility of organizations’ promotional strategies. It is not just rhetoric that create engagement – sponsored ads, varying sizes of followership, and advocacy for employees to share their content with their own networks also affect engagement. These limitations can be accounted for in future iterations of this study.

Definitions for Scan

Table 3: Engagement Terms and Definitions.

Term	Definition
Engagement	Number of Reactions, Comments, Shares on a post. This information is publicly available on the organizational Pages on Facebook and LinkedIn and served as external indication of followers’ interest and resonance with the post.
Reaction	A way to express your interest or emotions towards a post. On Facebook, the options to react are “Like,” “Love,” “Haha” [Laugh], “Wow,” “Sad,” and “Angry.” On LinkedIn, they are “Like” “Celebrate” “Love,” “Insightful” and “Curious.”
Comments	A public response by a follower to a given post, to which the organization can respond.
Shares	A method for followers to attach the post to their profile, potentially allowing individuals from their own networks to see the post on their newsfeeds.
Follower	An individual account that has liked a page to receive updates of said page on their newsfeed.

Stage 2: Competitive Scan Results

Results: Strategies Used in Top Engaged Posts on Facebook and LinkedIn

Figure 1 shows the frequency use of the sustainability communication strategies featured in the Top 60 engaged posts on Facebook and Top 15 on LinkedIn, strategies which may have contributed to the engagement levels quantified in Appendix B¹. The most used strategies on Facebook are Positive Frame, Call to Action (Indirect), Personable, and Non-sustainability language. The most used strategies on LinkedIn are Positive Frame, Post on salient dates, Celebrating positive behaviour, and Link to website.

Table 4 organizes the communication strategies in groups of “popular” and “common” strategies. The most frequently and least frequently used strategies will be analyzed in the Quantitative Discussion.

¹ Refer to Appendix B for graphs displaying the engagement measurements of the Top 60 posts on Facebook and Top 15 on LinkedIn. Refer to Appendix C for the table data of this graph.

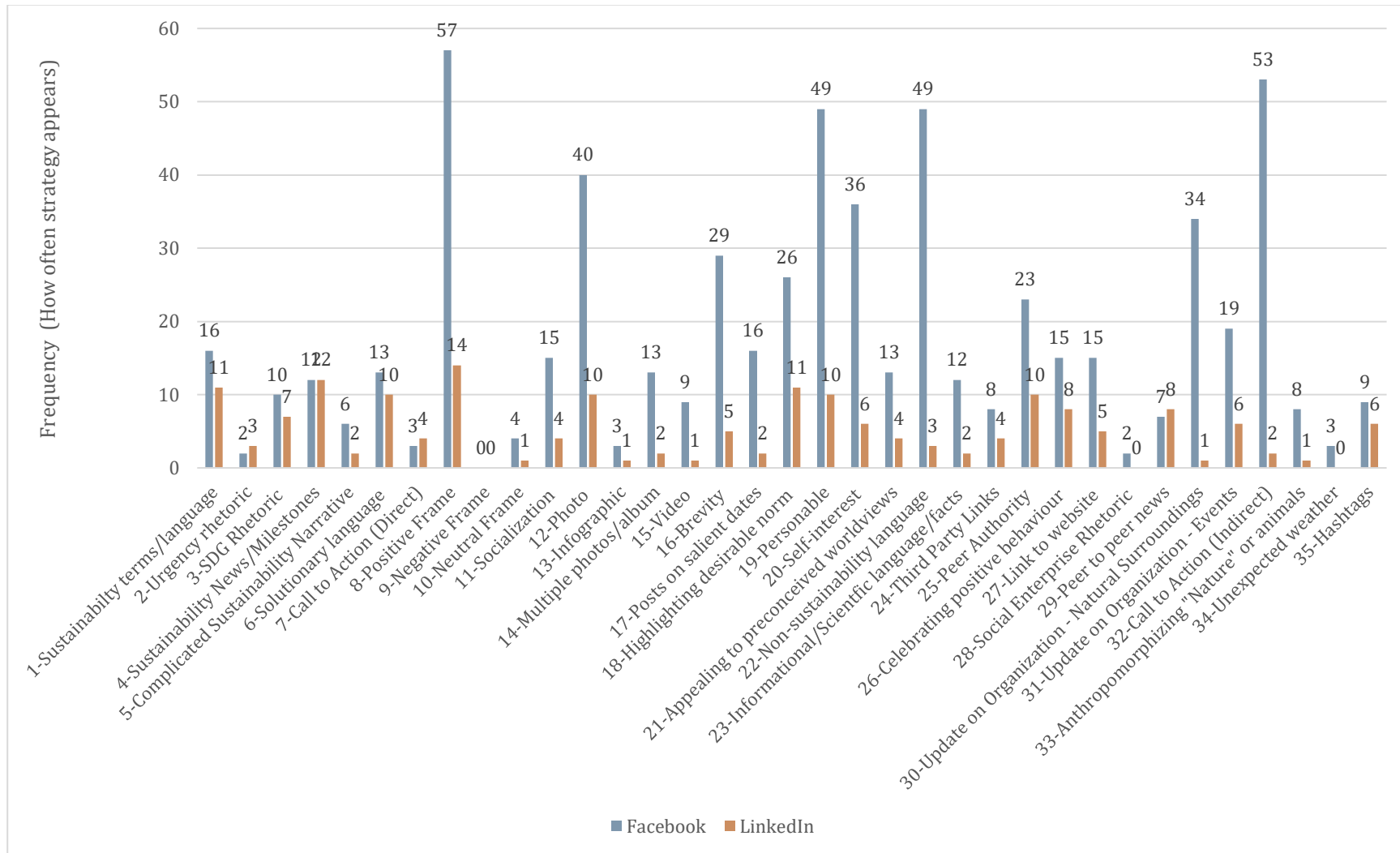


Figure 1: Frequency of the 35 communication strategies used on Facebook and LinkedIn for the top engaged posts in 20 organizations. Note that direct communication strategies are numbered from 1-10 and the indirect communication strategies are numbered from 11-35.

Platform	Most Popular Rhetorical Strategies (% Use Frequency in Posts)	Common Rhetorical Strategies (% Use Frequency in Posts)	Total Use Frequency of Communication Strategies			Total Use Frequency of Popular/Common Communication Strategies		
			Total Frequency of Strategies Used	Use Frequency of Direct Communication Strategies	Use Frequency of Indirect Communication Strategies	Total Frequency of Popular/Common Strategies Used	Use Frequency of Popular Direct Communication Strategies	Use Frequency of Popular Indirect Communication Strategies
Facebook (n=60)	Positive Frame (95%); Call to Action (Indirect) (88%); Personable (81%); Photo (67%) + Multiple photos/album (21%) = At least one photo (88%); Self-interest (60%); Non-sustainability language (81%); Update on Organization - Natural Surroundings (57%)	Brevity (48%); Highlighting desirable norm (43%); Peer Authority (38%)	603	121 (20%)	482 (80%)	11	1 (9%)	10 (91%)
LinkedIn (n=15)	Positive Frame (93%); Sustainability News/Milestones (80%); Photo (67%); SDG Rhetoric (67%); Peer Authority (67%); Sustainability language (73%); Solutionary language (67%); Highlighting desirable norm (73%); Personable (67%); Celebrating positive behaviour (53%); Peer to peer news (53%)	Self-interest (40%); Update on Organizations – Events (40%); Hashtags (40%)	176	64 (36%)	112 (64%)	13	4 (31%)	9 (69%)

Table 4: The most popular and common strategies found in the Scan of the top engaged posts on Facebook and LinkedIn. Strategies in green are direct communication strategies.

Popular and Common Communication Strategies on Facebook

On Facebook, the most popular communication strategies were determined by whether the strategy had a use frequency of higher than 30, meaning that it was present in more than half of the 60 posts. The popular strategies were: Positive Frame (used in 95% of 60 posts); Call to Action (Indirect) (88%); Personable (81%); Photo (67%) + Multiple photos/album (21%) = At least one photo (88%); Self-interest (60%); Update on Organization - Natural Surroundings (57%). Common communication strategies are determined by having a frequency of at least 25 in the posts. The common strategies were: Brevity (48%); Highlighting desirable norm (43%); Peer Authority (38%).

Direct vs. Indirect Facebook

In total, direct communication strategies were used 121 times out of 603 total strategy usages (20%) on Facebook, with 1 direct communication strategy being popular or common (10% of the 10 popular/common strategies). This strategy was Positive Frame (95%).

In total, indirect communication strategies were used 482 times out of 603 total strategy usages (80%) on Facebook, with 12 indirect communication strategies being popular or common out of the 13 total popular and common strategies (90%). These indirect communication strategies were: Call to Action (Indirect) (88% of 60 posts); Personable (81%); Photo (67%) + Multiple photos/album (21%) = At least one photo (88%); Self-interest (60%); Update on Organization - Natural Surroundings (57%).

Popular and Common Communication Strategies on LinkedIn

On LinkedIn, the most popular communication strategies were determined by having a frequency of higher than 7, thus being present in more than half of the 15 posts. The popular strategies were: Sustainability News/Milestones (80%); Photo (67%); SDG Rhetoric (67%); Peer Authority (67%); Sustainability language (73%); Solutionary language (67%); Highlighting desirable norm (73%); Personable (67%); Celebrating positive behaviour (53%); and Peer to peer news (53%). Common communication strategies were determined by having a frequency of 6 or 7 in the posts. The common strategies are: Self-interest (40%); Update on Organizations – Events (40%); and Hashtags (40%).

Direct vs. Indirect LinkedIn

In total, direct communication strategies were used 64 times out of 176 total strategy usages (36%) on LinkedIn, with 4 direct communication strategies being popular or common (31% of the total 12 popular/common strategies): Sustainability News/Milestones (72% out of 12 posts); Photo (72%); Peer Authority (72%); SDG Rhetoric (67%); Sustainability language (67%); Solutionary language (61%).

In total, indirect communication strategies were used 112 times out of 176 total strategy usages (64%) on LinkedIn, with 9 indirect communication strategies being popular or common (75% of the 12 total popular/common strategies).

Quantitative Discussion

Overview

Facebook posts were evaluated and were found to use more indirect communication strategies. This makes sense as more nature-experience and team-building organizations (organizations that are indirectly nature-conscious) use Facebook, and, in general, see more engagement on Facebook than sustainability organizations. Meanwhile, LinkedIn posts use a mix of direct and indirect rhetoric. This also makes sense as sustainability organizations see much more engagement on LinkedIn than Facebook, likely because of the natural fit of the platform with their own goals for professional outreach and thought leadership.

The prevalence of indirect rhetoric can be explained fairly easily, as the nature-based and adventure/team-building organizations are usually only indirectly interested in promoting sustainability, and thus their *most engaging posts* tend to feature indirect/emotive rhetoric rather than direct discussions of sustainability. For example, Toronto Botanical Garden posts fairly regularly on environmental issues around the world; however, these have a lower engagement rate, perhaps due to viewer expectations of a garden and perhaps because they often used negative or neutral frames.

Nature-based and adventure/team-building organizations overall engage much better on Facebook, where the emphasis on emotional connection complements the indirect sustainability communication strategies these organizations use, such as immersive photos and indirect call to actions. Similarly, sustainability organizations, while they may have more followers on Facebook (as the case is with Rare), often engage much better on LinkedIn. While it is not a place to emotionally connect or start conversations under posts (i.e., not a place to socialize), LinkedIn emphasizes the more direct sustainability communication strategies such as sustainability language and solutionary language through constant and positive news updates. Such posts are complemented by the indirect strategies such as highlighting desirable norms in captions and using images to engage followers to read their captions and follow their news links.

In conclusion, the “Behaviour Change for Nature” (Park et. al, 2019) strategies are more apparent in "soft" or indirect sustainability messaging by nature- and adventure-based organizations but are also used to complement the more direct sustainable messaging by sustainability organizations on LinkedIn.

Facebook Strategies

Facebook: Successful Strategies

Positive Frame (used in 95% of posts): The direct communication strategy Positive Frame is the most used strategy, with 57 out of 60 posts (95%) using it. This is in accordance with the general organizational use of social media to promote positive content. **Followers gain a positive association to the organization** by consuming positive content. This is important for sustainability businesses as disaster framing of environmental issues may drive individuals to avoid the issue altogether.

At least one Photo (88%): All posts had a visual component, with most having a single photo (67%), and another 13 out of 60 (21%) had multiple images, with a total of 88%. **Most garden posts with multiple photos/an album of photos of their location had higher engagement**, signaling an interest on Facebook to see multiple images or angles of a garden area. **The desire to feel “immersed” is strong on Facebook**, particularly through striking, high-resolution, well-lit photos. These are effective in transporting the follower to the location, whether it is a garden, a mountain, or a forest.

Photos that framed sustainability issues in a positive light (i.e., a child and mother in front of wind turbines), had high engagement: connecting direct sustainability messaging to a positive frame is important. Note that photos are not always an indirect communication method – an image of wind turbines could be considered a direct sustainability communication strategy. The correct frame depends on the image conveyed.

Personable (81%) and Self-interest (60%): Most posts featured the Personable strategy, mostly within the nature-experience and team-building/adventure organizations. This strategy is likely used to create an empathetic connection through emotion between the follower and the organizations’ intangible services (tours, outdoor experiences, etc.), similar to the immersion aspect of the Photo strategy. Self-interest appears in 60% of the posts, and despite having a similar effect of creating an empathetic connection through incentives, more posts used Personable than Self-interest. **This is surprising as this means the posts emphasize emotion over incentive.** This pattern is consistent on LinkedIn as well. This trend follows the Behaviour Change for Nature Toolkit’s consideration that incentives are not as strong of a change driver as the emotional connection created through relatability, familiarity, nostalgia, and an alignment of personal interests (p. 26).

Non-sustainability language (81%): Some posts described nature or environmental concerns without using explicitly sustainable language. Often these appeared through images, especially for nature-experience and team-building businesses, whose missions may not directly relate to sustainability but still economically and socially benefit from pristine outdoor environments. **Consciously or unconsciously, they are promoting their followers to consider and even practice a nature-conscious lifestyle.**

Update on Organization - Natural Surroundings (57%): This strategy is particularly important for nature-experience and team-building businesses and relates to their use of non-sustainability language. Showing updates on the flowers, mammals, birds, and interesting plants on their premises helps **the follower virtually “visit” the location, get excited, and experience their nature-focused services/products superficially** – while economically efficient as an online “taster” of their offerings, they also provide an avenue for followers to admire nature while on social media and engage in conversations about nature/gardening/weather in the comments.

Call to Action (Indirect) (88%): This strategy often occurred through businesses showing updates on their environments with images, and so were present in posts that also featured the following strategies: Photo, Non-sustainability language and Update on Organization – Natural Surroundings. An indirect call to action reinforces the immersion aspect of visual and textual descriptions of their gardens or outdoor locations and is valuable to the business as a soft promotion method. Simultaneously, this strategy promotes an eco-centric consciousness in the follower. **Social media updates with striking, high-resolution and interesting images and personable captions naturally entice followers to visit the location without the need to explicitly invite them.** This call to visit can simultaneously be considered a call to sustainable action – the action with smallest direct productive impact but perhaps with the greatest motivational impact: reconnecting with nature.

Facebook: Unsuccessful Strategies

Negative Frame (0%), Neutral Frame (6%), and Urgency Rhetoric (3%) did not appear often in the posts. This is in accordance to the identified strategy of **using optimism, humour, and cheer to create positive associations between the follower and the organization’s brand**, particularly when the avenue of social media allows the followers to respond publicly to the organization’s posts. The overall use of Facebook then functions seamlessly with the indirect sustainability communication strategies outlined in the “Behaviour Change for Nature” Toolkit (2019), as posts on Facebook already emphasize positivity and frame sustainability and nature-conscious lifestyles as desirable, fun, and fulfilling.

Infographics (5%) are not common on Facebook. **They appear to be only very engaging if they display graphics that are already iconic or well-known/eye-catching in the community**, as in the case of the UN Global Compact’s Facebook use of the Sustainable Development Goals (SDG) graphics. Two out of three of their most engaged posts used the SDG infographic, and, generally, posts did better if they had an SDG infographic. While SPEC used an infographic as well, it did not feature a recognizable graphic or logo, perhaps leading to its low engagement. The author postulates that perhaps the immediate connection of a recognizable graphic did not occur, hence the lower engagement despite the similar rhetorical medium.

Popular and Common Strategies on Facebook

Refer to Table 4

Of the direct sustainability communication strategies, only Positive Frame was found to be popular. Positive Frame can even only be considered direct rhetoric because a positive frame is already part of traditional sustainability rhetoric, as are negative/urgent/critical frames and neutral/unbiased frames. The next most used direct strategies are Sustainability language/terms (27%); Solutionary language (22%); and Sustainability News/Milestones (20%) which are traditional, and mostly used by sustainability organizations, and on average have much less engagement than the other two organization categories. The clear example is PlanetVision, whose posts enjoy at least 10x more engagement on average than engaged posts by all other organizations evaluated. Their rhetoric in particular is important: while they directly address sustainability, they do so with a very positive and robust manner. It appears as if their Page is dedicated to creating a consciousness populated by news from sustainable global, national, private and grassroots organizations, individuals, and trends to encourage the public. This has been astronomically successful – even though they had over 20,000 followers fewer than Global Compact, they had almost 200x better engagement rates. This may be due to factors beyond those analyzed in this scan, including the demographics of followers.

The common strategies were Brevity (48%); Highlighting desirable norm (43%); Peer Authority (38%). All of these strategies were directly inspired by “Behaviour Change for Nature” Toolkit (2019) as indirect communication strategies to make sustainability a more approachable and emotionally resonant subject, particularly to casual followers who are not specifically interested or knowledgeable in sustainability. This helps to confirm the project’s goal of finding the effectiveness of the Toolkit’s recommendations – the Scan and evaluation reveals that at least several of the Toolkit’s strategies are useful and are already being used in the most engaging posts of nature-conscious organizations.

LinkedIn Strategies

LinkedIn: Successful Strategies

Positive Frame (93% out of the 15 posts): Fewer organizations were analyzed in the LinkedIn category as fewer organizations had LinkedIn Pages. Additionally, posts on LinkedIn were generally less engaged than in Facebook scan. Nevertheless, the fact that the Positive Frame is used slightly less on LinkedIn than Facebook is in accordance with the hypothesis that while **LinkedIn works more for “realistic” news updates and serious development** over the emotional connection that is emphasized on Facebook posts, **friendly or optimistic tones must still be used to engage effectively.**

Sustainability language (73%): The prevalence of this main direct sustainability communication strategy was expected: its prevalence suggests that more direct rhetoric works on LinkedIn and **that perhaps more individuals with overt sustainability purposes (either personal or professional) may be following sustainability organizations on LinkedIn**, as they are looking for and engaging enthusiastically with direct sustainability content.

Sustainability News/Milestones (67%): More often than not on LinkedIn, the sustainability language discussed above is embedded in a societal update on the topic of sustainability. Positive news updates and milestones in the fight for normalizing sustainability in business and everyday life accrue the most engagement for sustainability organizations on LinkedIn. **This suggests that sustainability audiences on LinkedIn are looking for encouraging opportunities or moments to celebrate, thus joining the conversation and community around normalizing sustainability.** Organizations then that post milestones/news are participating in an online conversation, or at least propelling it further into interested audiences, enjoy more engagement than organizations that do not contribute to globally-relevant conversations.

SDG Rhetoric (67%) and Solutionary language (61%): Solutionary language is tied to Sustainability news/milestones. If the update is not of a momentous breakthrough, then it is likely a solution provided by a peer authority/institution (or the posting organization itself) on specific strategies that individuals or corporations can adopt to help facilitate such a breakthrough in future. Thus, **solutionary language is an important galvanizing aspect on LinkedIn to facilitate engagement.** Oftentimes, this solutionary language appears through overt mentioning of the United Nation’s Sustainable Development Goals, as these are highly visible and recognizable solutionary practices that sustainability thinkers resonate and thus engage with on LinkedIn.

Photo (67%): As on Facebook, all posts have some sort of visual element. The most common on LinkedIn is a single photo. It is interesting to note the seeming reversal of media rhetorical strategies – **on Facebook, shorter captions with multiple photos or albums engage better, while on LinkedIn, a single image with a longer caption appears to engage better.** This observation can potentially be explained by

the different purposes for which individuals use both platforms: for Facebook, the intention is to be more immersed in positive *experiences* and to create emotional *associations* with an organization or people, particularly through striking imagery from their location. For LinkedIn, the purpose is to be educated, to feel good and productive in *participating* in a sustainable action, often seeing oneself or one's ideals *reflected* in the positive sustainable news they read on an organization's post.

Highlighting desirable norm (73%): – The prevalence of this metric is logical when associated with the popular factors on LinkedIn; as already discussed, LinkedIn is a platform used to be part of the sustainability conversation. **Part of participating in this conversation is to frame the news and milestones in the battle for sustainability as the new normal.** By highlighting movements, policies, and businesses changes that have already succeeded, followers can imagine that they are on the “winning side” of this battle for sustainability.

Personable (67%): This is an unexpectedly popular metric for LinkedIn as it indicates that while posts can directly address sustainability, they still should make it relatable to the follower. And while Facebook and LinkedIn are used for two different purposes, the **Personable strategy ranks high in both Facebook and LinkedIn because it propels both purposes with a highly relatable factor: positivity.** While Facebook is mostly used for emotional connection and LinkedIn for professional or idealistic connection, the Personable rhetoric can be used for both, as it helps create the common denominator, relatability.

Peer Authority (67%): This metric complements the idea that LinkedIn is a space for conversation and gaining new information on sustainability issues, and so the prevalence of authoritative peers (i.e., other sustainable organizations or individuals) in LinkedIn posts makes sense. **Gaining inspiration, discovering role models, and absorbing credible information is a key aspect of LinkedIn,** and the purposes of sustainability conversations on this platform is no different.

Celebrating positive behaviour (53%) and Peer to peer news (53%): If normalizing sustainability, connecting with positive news, and participating in a “winning” narrative are common strategies on LinkedIn, these strategies are a natural fit. **Highlighting successes are a significant part of using LinkedIn for individuals and organizations alike,** which makes LinkedIn a potent platform to promote green news and updates in order to create more awareness, education, and immersion in sustainability issues. LinkedIn also has a “Celebrate” reaction button, visualized as green clapping hands. This is a way to visually impart celebrating positive behavior. Thus this sustainability communication strategy is automatically more legible, accessible, and effective on LinkedIn than it is on Facebook, as it is already an integrated into the user interface of LinkedIn.

LinkedIn: Unsuccessful Strategies

The less than positive frames of **Negative Frame (0%)**, **Neutral Frame (7%)** and **Urgency Rhetoric (20%)** also did not do well on LinkedIn for the same reasons of organizations likely wanting to develop positive brand recognition and to provide motivating content on sustainability. Multimedia beyond a single photo was not common as **Video (7%)**, **Multiple photos/album (13%)**, and **Infographic (7%)** all scored low – this is likely because the single Photo strategy was closely tied to the post image actually being a link to a news link with further information on the topic posted. Thus, the frequency of the Photo strategy actually connotes popular use of linking third party sites to provide more information. Surprisingly, **Informational/Scientific facts (13%)** did not fare well in the Scan, perhaps identifying that while individuals want information on sustainability, they do not want their updates to be overly technical or focused on science rhetoric.

Discussion of Popular and Common Strategies on LinkedIn

Refer to Table 4

The use of direct and indirect sustainability communication strategies was shown to be slightly more balanced on LinkedIn than Facebook. Instead of only one popular direct strategy, as was the case on Facebook, there were four: Sustainability News/Milestones (72%); SDG Rhetoric (67%); Sustainability language (67%); and Solutionary language (61%), against nine indirect strategies. The four direct strategies were found to complement one another in the posts evaluated, as they allowed for individuals on LinkedIn to become informed on recent sustainability news directly. The most used indirect strategies – Photo (67%); Peer Authority (67%); Highlighting desirable norm (73%); Personable (67%); Celebrating positive behaviour (53%); Peer to peer news (53%) – complemented the direct sustainability messaging by framing the content in an encouraging and positive light. These bracing but informative posts help followers feel better about environmental issues and become informed, thus making them more likely to engage with explicitly sustainability-minded posts.

Other common strategies were Self-interest (39%); Update on Organizations – Events (39%); Hashtags (39%). These all correspond to the socialization strategies outlined by the “Behaviour Change for Nature” Toolkit (2019), similar to those on Facebook. However, the Self-interest strategy scored surprisingly low, considering that a business-focused platform may have appealed more to incentive-driven strategies such as professional development, but this was not the case. Again, interest in connection, information, and celebration are more important than incentives to engage with sustainability topics on LinkedIn, as it was found on Facebook.

Stage 3: Qualitative Analysis of Top Engaged Posts on Facebook and LinkedIn

Table 5 and 6 below display the Top 9 most engaged posts from Facebook by organizational category and the Top 3 most engaged posts from LinkedIn. The top 3 posts were identified to analyze the most effective strategies to scaffold posts for the LinkedIn Pilot Campaign. The posts are listed in the organizational category order; within that, they are ordered by highest engagement levels.

This section provides the key findings and the strategy recommendations for the Field School's LinkedIn Pilot Campaign. See Appendix D for the analysis of each post outlined in Tables 5 and 6, from which these strategy recommendations derive. The recommendations are the guidelines to create the posts for the Pilot Campaign, which will implement the most popular and engaging strategies of the Top 9 and Top 3 posts on Facebook and LinkedIn respectively to begin an informed attempt to increase engagement on the UBC Botanical Garden's LinkedIn Page. For the Recommendations which incorporate the findings from the Competitive Scan, please view the Pilot Recommendations, which incorporates the findings of both the Scan and the Pilot to inform future marketing strategies at the Garden.

Overview - Top 9 Engaged Posts on Facebook

Table 5: The Top 9 most engaged posts on Facebook from the evaluated 20 organizations, arranged by organizational category.

ORGANIZATION	POST	DATE POSTED	ENGAGEMENT
Top 3 Nature-Based Organization Posts			
Royal Botanical Gardens	Benefit Concert - The Jim Cuddy Band with HPO	May 15 2019	1100 reactions, 160 comments, 163 shares
Vancouver Aquarium	Dwayne "The Rockfish" Johnson	May 7 2019	1000 reactions, 215 comments, 114 shares
Denver Botanic Gardens	Lilac Garden / Mother's Day	May 12 2019	777 reactions, 38 comments, 69 shares
Top 3 Adventure/Team-Building Organization Posts			
Deep Cove Kayak	Orcas at Camp Jubilee	May 23 2019	231 reactions, 49 comments, 49 shares
Capilano Suspension Bridge	Summer Hours Open	May 18 2019	192 reactions, 7 comments, 18 shares
Grouse Mountain	Grinder and Coola in the Lower Pond	May 24 2019	186 reactions, 14 comments, 20 shares
Top 3 Nature-Based Organization Posts			
PlanetVision	6 Reasons to Be Hopeful about Climate Change	June 20 2018	8400 reactions, 1 comment, 24 shares
PlanetVision	UK McDonald's Paper Straws	June 22 2018	5600 reactions, 22 comments, 164 shares
PlanetVision	California's Plastic Bag Ban	June 18 2018	5500 reactions, 3 comments, 53 shares

Overview - Top 3 Engaged Posts on LinkedIn

Table 6: The Top 3 most engaged posts on LinkedIn from the 5 sustainability organizations evaluated.

ORGANIZATION	POST	DATE POSTED	ENGAGEMENT
Top 3 Sustainability Organization Posts			
United Nations Global Compact	Search for SDG Pioneers!	2 weeks ago (from Scan date)	218 reactions, 8 comments, 0 shares
United Nations Global Compact	All Human are Born Free and Equal	1 month ago (from Scan date)	167 reactions, 1 comment, 0 shares
United Nations Global Compact	Global Investors for Sustainable Development Alliance	1 month ago (from Scan date)	124 reactions, 13 comments, 0 shares

Key Findings – Top 12 Most Engaged Posts:

1. **Personable + Preconceived worldviews:** Uses nostalgic commonality to engage. Facebook contests ask followers to like/comment on their post – this particularly works for interested followers who already have a strong connection to the topic (i.e., music, naming animals, etc.).
2. **Photos:** Uses striking photos (multiple or in an album). Curated collection of “in the garden” photos on a specific area in bloom, suggesting an indirect call to visit as soon as possible.
3. **Photos:** Uses long portrait-oriented photos: Takes more space on newsfeed, translates to longer time in mental consciousness.
4. **Post on salient dates:** Uses days associated with organization (Mother’s Day, environmental days).
5. **Sustainability news/milestones:** Make visible updates/milestone news at the first line of the caption (Summer Hours are open!).
6. **Anthropomorphize animals and plants:** Creates a “pet” connection with followers, used to interest followers in how species enjoy the organization’s environment (weather, etc.).
7. **Positive frame:** Celebrates sustainability services and contributions – locates organization in local, national, and global action. Associates organization with “feel good” but still realistic attitudes so followers consider the organization and its social media platforms as a “sanctuary” against the barrage of negative news on environmental issues.
8. **Peer Authority:** Incorporates quotes by public figures/researchers in posted photo. Immediately visual, creates reliability and sense of community.
9. **Peer to peer news:** Shares positive posts of other sustainability organizations to be part of conversation and community and congratulate/celebrate with them.
10. **Celebrate positive behaviour:** Features news demonstrating steps towards sustainability. These steps can be small or large, but shows that while larger political institutions may ignore issues, smaller organizations and even individuals can make change.
11. **Infographics:** Works with well-known/iconic graphics (i.e., SDGs).

Recommended Strategies

The following are the recommended strategical themes to create posts for the Field School’s LinkedIn Pilot Campaign. Refer to Appendix D for the qualitative analysis of each of the Top 9 Facebook and Top 3 LinkedIn “Model Posts” from which these recommended strategies were inspired.

1. Recommended Strategy: Socializing Video

- a. **Model Post:** Benefit Concert The Jim Cuddy Band with HPO - May 15 2019

Instead of a contest to win tickets, ask the question: what is your favourite memory being out in nature? Complement this request for socialization with a video of a Garden employee reminiscing about their favourite memory in nature. Similar to music, happy memories can bring people together and encourage engagement. It will be preferable if the Garden employee is well-known to current followers as someone whose memories in nature are relevant to their own and are authoritative in consideration with the Garden employee’s position. Key strategies used are: Socialization, Video, Call to Action (Indirect), Peer Authority.

2. Recommended Strategy: Cute Photo, Important Information

- a. **Model Post:** Dwayne "The Rockfish" Johnson - May 7 2019

In this post, feature the often unseen animals of the Botanical Garden: bees, slugs, etc. The image has to be bright and properly taken to communicate the admirable/cute qualities of the critter. The caption should offer a funny name to the animal and discuss the unseen non-plant species at the Garden. A paragraph should be provided on their ecological contribution to the Garden and their place in biodiversity (particularly in Vancouver ecosystems) more generally, and what people can do to help them out if they see them around. For example, with bees, we can suggest not to cut dandelions as they help bees pollinate. Key strategies used are: Photo; Positive Frame; Personable; Anthropomorphizing “Nature” or animals.

3. Recommended Strategy: Post on Important Dates

- a. **Model Post:** Visit Lilac Garden on Mother's Day - May 12 2019

Publish an album of striking images from the garden for any of the following salient days:

- World Day to Combat Desertification and Drought - June 17: Display photos of greenhouse and/or alpine garden and discuss adaptation to desertification/how to harness biodiversity
- International Climate Change Day – June 21: Same as above, or discuss Douglas Fir trees’ resistance to fire
- World Rainforest Day – June 22: Rainforest garden photos – “As we celebrate rainforests today, let’s not forget temperate rainforests!” in the caption

- National Pollinator Week - June 17 - 23, 2019: Show off bees in the garden.

Hashtag as appropriate. Key strategies used are: Multiple photos/album; Posts on salient dates; Update on Organization - Natural Surroundings; Call to Action (Indirect).

4. Recommended Strategy: Come See These Views

- Model Post:** Orcas at Camp Jubilee - May 23 2019

This concept resonates with the Field School objectives to bring business teams into our beautiful environment. Create a post with the caption “This is our office view – what’s yours?” displaying a striking photo taken from a Garden employee’s office. Provide links to the corporate tour website with added mentions of past clients and hashtags. Tag companies that have attended tours to increase visibility. Key strategies used are: Highlighting desirable norm; Personable; Self-interest; Update on Organization - Natural Surroundings; Call to Action (Indirect).

5. Recommended Strategy: Portrait Photo

- Model Post:** Summer Hours Open - May 18 2019

Post a long portrait photo of the Tree Walk and the view down from the bridge. In the caption, link the corporate tours website, mentioning that the Tree Walk can be included. Describe the senses of being up there (sight, sound, smell, etc.). Add text, “Book this summer” perhaps with a feature of the Tree Walk that is only visible in the summer. Key strategies used are: Photo; Non-sustainability language; Update on Organization - Natural Surroundings; Call to Action (Indirect).

6. Recommended Strategy: Experience the Location

- Model Post:** Grinder and Coola in the Lower Pond- May 24 2019

Post on a rainy day of how a specific plant (preferably flowering) is benefitting from the rain. Anthropomorphize the plant, “_____ plant is drinking her fill today!” Use high-resolution and well-placed images, especially since it will be cloudy. Demonstrate implicitly or explicitly that rain or shine, the Garden is a beautiful place to visit (maybe hint at forest cover being an umbrella for an educational twist). Incorporate hashtags. Key strategies used are: Personable; Update on Organization - Natural Surroundings; Call to Action (Indirect); Anthropomorphizing "Nature" or animals; Hashtags.

7. Recommended Strategy: Celebrating Positive Steps

- Model Post:** 6 Reasons to Be Hopeful about Climate Change - June 20 2018

Use a celebratory, productive frame on Garden’s sustainable news: 1) statistics from Zero Waste events, or 2) quotes from past participants on improved sustainability knowledge from corporate tours. Add Image of either individuals at the event or individuals participating in the corporate tours. This can

frame the Garden and/or corporate tours as action leaders, that what we are doing contributes to sustainability at a local level. Frame the post as a respite from bad news about climate change in a way that entices them to visit garden. For example: “Here at the garden, we are celebrating our contributions big and small to counteract climate change and normalize sustainable practices in local businesses.” Key strategies used are: Sustainable terms/language; Sustainability News/Milestones; Solutionary language; Positive Frame; Photo; Highlighting desirable norm; Celebrating positive behavior.

8. Recommended Strategy: Sharing Good News

a. Model Post: UK McDonald's Paper Straws - June 22 2018

Share a news post by another sustainable organization that uses LinkedIn (preferably local) to create comradery. If there’s nothing appropriate, share a global news piece. Highlight the key takeaway from news and tag and congratulate the organization(s) involved. Key strategies used are: Sustainability News/Milestones; Highlighting desirable norm; Third Party Links; Celebrating positive behaviour.

9. Recommended Strategy: Trendy Sustainability Topic

a. Model Post: California's Plastic Bag Ban - June 18 2018

Create a short blog post or a post on a sustainability issue relevant to Garden and trendy in current sustainability issues (ocean cleanliness/water conservation; food waste). Highlight key players in the success story (local Garden employees, public figures, etc.) – similar to California being a leader in sustainability in the US despite national apathy. Highlighting the work of the smaller but active figures in is important for morale and showing what the individual can do. Add an image that shows individuals participating in sustainability activities. Key strategies used are: Sustainability terms/language; Sustainability News/Milestones; Positive Frame; Highlighting desirable norm; Third Party Links; Celebrating positive behaviour; Call to Action (Indirect).

10. Recommended Strategy: Promote with SDGs

a. Model Post: Search for SDG Pioneers! - 2 weeks ago

Promote the corporate tour by linking it to the SDG graphics so the image bears both the Garden environment and SDG icons. Highlight known ideals (sustainability education, being out in nature, etc.) and professional development attached to the corporate tours at the Garden, and frame them against associated SDGs (i.e., water conservation). Use the hashtag #GlobalGoalsLocalBusiness, since FS is a part of this movement. Add a paragraph in the caption which describes how the Garden incorporates the idea of being a local business contributing to global movements and how the corporate tours are designed to encourage other organizations to do so as well. Key strategies used are: SDG Rhetoric; Positive Frame; Highlighting desirable norm; Self-interest; Update on Organization - Events; Hashtags.

11. Recommended Strategy: Leveraging Peer Authority

- a. **Model Post:** All Human Beings are Born Free and Equal - 1 month ago

Create a post with a professional profile photo of noted UBC scholar (Dr. Tara Moreau, Dr. Jiaying Zhao, etc.) with a quote on sustainability issues, particularly about communicating sustainability to the public or companies. The quote should appear on image along with UBC and Garden logos. Include hashtag in caption and on image. If possible, link back to website for more relevant information. Key strategies used are: Photo; Highlighting desirable norm; Personable; Peer Authority.

12. Recommended Strategy: Conversing with Businesses

- a. **Model Post:** Global Investors for Sustainable Development Alliance - 1 month ago

Create an infographic post that details with statistics how many businesses we have welcomed to the Garden, with some logos of the most recognizable. Any other data from feedback forms may be used. This is a direct appeal to businesses to show who exactly has passed through the Field School experience while also inviting them to participate as well and be part of the “alliance” of organizations who have enjoyed themselves while learning about sustainability at the UBC Botanical Garden. Key strategies used are: Sustainable terms/language; Sustainability News/Milestones; Solutionary language; Photo; Highlighting desirable norm; Celebrating positive behaviour; Call to Action (Indirect).

Stage 4 – Linked Pilot Campaign

Pilot Introduction

The goal of the Pilot campaign was to test the results of the Competitive Scan for the Field School by replicating the top strategies analyzed in the Top 9 most engaged Facebook posts, and Top 3 LinkedIn most engaged posts. This section of the report outlines the methodology, results, analysis, and the final recommendations from the Competitive Scan and LinkedIn Pilot Campaign.

Hypothesis on campaign: By using the connective aspects, striking images, and organizational updates of Facebook with the lessons learned on LinkedIn with regards to providing information, good news/milestones, and bringing nature into a business consciousness, the campaign should generate an improved rate of engagement for UBC Botanical Garden’s LinkedIn Page.

The pilot will also help validate the most effective and ineffective strategies for Facebook and LinkedIn that were outlined in the Scan analysis. The LinkedIn Pilot Campaign posts will incorporate best strategies used on Facebook to test whether these strategies are platform-specific.

Pilot Methodology

In the Analysis Recommendations from the Competitive Scan section, twelve posts were outlined as suggestions for UBC Botanical Garden social media content. These top 12 posts used to create recommended posts will hereafter called “Model Posts” to differentiate them from the Pilot posts.

For the Pilot, most of these strategies were adopted and implemented (See the comparison of the Pilot Posts to Model Post counterparts in Table 7). However, not all posts were replicated exactly, and some were not used during this campaign. The Pilot also accounts for routine posts published by FS during the campaign period that still operate using the noted sustainability communication strategies. Such posts include features that celebrate recent corporate clients participating in the FS tours.

Furthermore, more Pilot Posts were inspired by Recommendation 8: Sharing Good News than any other. This strategy was found to be easily implemented and effective in engagement during the Competitive Scan and in the initial stages of the Pilot Campaign and therefore was used twice during the Campaign to determine its actual effectiveness.

The LinkedIn Pilot Campaign was launched on the official UBC Botanical Garden Page due to its established status and base followership. A goal for this Pilot Campaign was to determine whether the Field School and the Garden marketing team should develop Showcase Pages and invest into other LinkedIn tools to promote FS and Garden events.

- **Implementation**

Overall, fourteen posts were uploaded onto UBC Botanical Garden's LinkedIn Page between June 15th and July 29th 2019, eight of which were also posted on Facebook during this time. A marketing strategy developed between the author and the Garden Marketing Manager provides a rationale for the chronology of the posts: The first half of the campaign allowed for more general posts and shares about Garden activities to establish a regular posting rhythm and expand the page's audience. The Field School-heavy content was prepared for the latter half of the pilot to receive more engagement. The final post, #14 Statistical Celebration, was intentionally placed last as it was the most technical and directly related to the Field School, to benefit from the context provided in the previous posts about the Garden and the Field School program.

Posts uploaded between June 26th and July 3rd 2019 were sponsored, meaning that LinkedIn was paid a fee to promote the posts during this time. The short sponsorship also allowed discussions of the viability of implementing LinkedIn Sponsored Content more robustly in future Garden marketing strategies to enter into this report. The findings of the Sponsored Content viability can be found in Pilot Results on page 46.

Garden employees were not encouraged to either like nor ignore the Pilot Posts – if the posts appeared on their newsfeed, the author remained neutral on whether they were to like or comment on the posts. The share feature on LinkedIn is different than on Facebook however, as it is difficult for casual viewers to see the share button on a LinkedIn post. Because of this, shares were not as heavily evaluated in the analysis and so the author and the Marketing Manager encouraged Garden employees to share the LinkedIn posts on their own newsfeed.

Engagement levels were gathered and analyzed with the same method used in the Competitive Scan (see Appendix B). See Appendix E for graphs displaying the engagement levels of the Pilot Posts. The communication strategies used in the most engaged Pilot Posts are analyzed in the Results.

- **Analytics**

As the Pilot Campaign is posted within the Garden's own channel, more analytics on their performances are available than in the Competitive Scan, and thus LinkedIn Impressions and Engagement rates will also be evaluated. Impressions is how many times the post has been viewed. Engagement rate is the number of reactions, comments, shares, clicks, and follows divided by the number of impressions – or in other words, how often the post was engaged with compared to how often it was viewed.

It was not the original intention to post on Facebook and compare the engagement levels of posts across platforms. However, it was found beneficial for both the study and the Garden's page activity to

post some of the LinkedIn Pilot posts on Facebook as well, starting on June 28th 2019. The appropriate format of the Facebook equivalent posts was arranged by the Marketing Manager at UBC Botanical Garden, and as such some of the parallel posts may have different features across the two social media platforms.

Pilot Results

Table 5 provides a summary of the Pilot Posts and the Scan posts they were modeled after. Figure 2 demonstrates the levels of engagement each Pilot post received on LinkedIn and Facebook, if applicable. Figure 3 compares sponsored and organic impressions and engagement rates. Figure 4 displays the frequency use of the communication strategies used in the top 3 most engaging Pilot posts. These figures are all discussed in Pilot Post Description and LinkedIn Performance on page 35.

Refer to Appendix F to view images of the Pilot posts.

Table 7: A comparison of the Pilot Posts and their “Model” Posts derived from the Competitive Scan shows the common key strategies used and the levels of engagement found in the Pilot Post and Model Post, since their post date to July 29th 2019.

Pilot Post	Model Post from Competitive Scan	Key Strategies Used	Pilot Post Engagement by Platform	Model Post Engagement by Platform
1. Garden Feature on World Day to Combat Desertification and Drought - June 17 2019	3. “Post on Important Dates”: Visit Lilac Garden on Mother's Day - May 12 2019	Multiple photos/album; Posts on salient dates; Update on Organization - Natural Surroundings; Call to Action (Indirect)	LinkedIn: 1 like	Facebook: 777 reactions, 38 comments, 69 shares
2. Unseen Animals Living in the Garden – June 19 2019	2. Cute Photo, Important Information: Dwayne "The Rockfish" Johnson - May 7 2019	Photo; Positive Frame; Personable; Anthropomorphizing “Nature” or animals	LinkedIn: 1 like	Facebook: 1000 reactions, 215 comments, 114 shares
3. Share: A small but profound step in the #ZeroWaste movement! - June 21 2019	8. Sharing Good News: UK McDonald's Paper Straws - June 22 2018	Sustainability News/Milestones; Highlighting desirable norm; Third Party Links; Celebrating positive behaviour	LinkedIn: 2 likes, 1 celebrate reaction	Facebook: 5600 reactions, 22 comments, 164 shares
4. Thank you for featuring	N/A	Socialization	LinkedIn: 2 likes,	N/A

us! - June 24 2019			1 comment	
5. Share: SAP Labs's Kirsten Sutton shares four great reasons why Vancouver is an ideal location for corporate meetings. - June 25 2019	8. Sharing Good News: UK McDonald's Paper Straws - June 22 2018	Sustainability News/Milestones; Highlighting desirable norm; Third Party Links; Celebrating positive behaviour	LinkedIn: 5 likes	Facebook: 5600 reactions, 22 comments, 164 shares
6. TreeWalk Feature – June 26 2019 / July 29 2019	5. “Portrait Photo”: Summer Hours Open - May 18 2019	Photo; Non-sustainability language; Update on Organization - Natural Surroundings; Call to Action (Indirect)	LinkedIn: 3 likes; Facebook: 67 reactions, 1 comment, 14 shares	Facebook: 192 reactions, 7 comments, 18 shares
7. View from the Office – June 28 2019	4. Come See These Views: Orcas at Camp Jubilee - May 23 2019	Highlighting desirable norm; Personable; Self-interest; Update on Organization - Natural Surroundings; Call to Action (Indirect)	LinkedIn: 6 likes, 1 comment; Facebook: 30 reactions, 1 share	Facebook: 231 reactions, 49 comments, 49 shares
8. Authority Profile: Tara Moreau and Rare – July 3 2019	11. Leveraging Peer Authority: All Human Beings are Born Free and Equal - 1 month ago; 8. Sharing Good News: UK McDonald's Paper Straws - June 22 2018	Photo; Highlighting desirable norm; Personable; Peer Authority	LinkedIn: 5 likes; Facebook: 15 likes, 1 comment, 2 shares	LinkedIn: 167 reactions, 1 comment, 0 shares
9. UBC Sauder School of Business on TreeWalk - July 5 2019 / June 27 2019	N/A	Socialization	LinkedIn: 3 reactions; Facebook: 32 likes, 6 shares	N/A
10. What’s Your Favourite Memory in Nature? – July 5 2019	1. Socializing Video: Benefit Concert The Jim Cuddy Band with HPO - May 15 2019	Socialization, Video, Call to Action (Indirect), Peer Authority	LinkedIn: 3 likes; Facebook: 76 reactions, 5 comments, 8 shares	Facebook: 1100 reactions, 160 comments, 163 shares
11. SDGs and Corporate Tours – July 9 2019	11. Promote with SDGs: Search for SDG Pioneers! - 2 weeks ago	SDG Rhetoric; Positive Frame; Highlighting desirable norm; Self-interest; Update on Organization - Events; Hashtags	LinkedIn: 4 likes; Facebook: 6 reactions	LinkedIn: 218 reactions, 8 comments, 0 shares

12. Share: UBC Faculty of Forestry Findings - July 10 2019	N/A	Socialization	LinkedIn: 2 likes	N/A
13. Sustainability with Field School Scholar - July 16 2019	9. Trendy Sustainability Topic: California's Plastic Bag Ban - June 18 2018	Sustainable terms/language; Sustainability News/Milestones; Solutionary language; Positive Frame; Photo; Highlighting desirable norm; Celebrating positive behaviour	LinkedIn: 3 likes, 1 celebrate reaction; Facebook: 60 reactions, 2 comments, 29 shares	5500 reactions, 3 comments, 53 shares
14. Statistical Celebration – July 25 2019	12. “Conversing with Businesses”: Global Investors for Sustainable Development Alliance - 1 month ago	Sustainable terms/language; Sustainability News/Milestones; Solutionary language; Photo; Highlighting desirable norm; Celebrating positive behaviour; Call to Action (Indirect)	LinkedIn: 1 like ; Facebook: 6 likes, 1 share	124 reactions, 13 comments, 0 shares

Pilot Post Description and Linked In Performance

1. Garden Feature on World Day to Combat Desertification and Drought - June 17 2019

This post was the first to be published on LinkedIn as part of the Campaign. It presented direct sustainability messaging in explicitly referencing climate change through acknowledging World Desertification and Drought Day, using relevant hashtags such as #sustainability and #UnitedNations, and how the Garden is responding the climate conversations. The images were intended to display unique aspects of the Garden to implicitly entice audiences to the Garden. The post was inspired by Recommendation #3 Post on Important Dates and received 1 like from 146 impressions with a 4.46% engagement rate.

2. Unseen Animals Living in the Garden – June 19 2019

The second post intended to provide a more indirect sustainability messaging and appeal to gardener followers' interest in garden animals and UBC Botanical Garden itself. The bee image was to catch the eye while the messaging itself was intended to deliver relevant sustainability messaging. The post was

inspired by Recommendation #2 Cute Photo, Important Information and received 1 like from 176 impressions with a 3.97% engagement rate.

3. Share: A small but profound step in the #ZeroWaste movement! - June 21 2019

The third post was a share of a digital marketer's post on Corona's recent sustainable packaging. This post intended to connect to outside networks with positive news in sustainability while also providing context on Garden activity relevant to this issue. The post was inspired by Recommendation #8 Sharing Good News and received 2 likes and 1 "Celebration" reaction from 97 impressions with a 14.43% engagement rate.

4. Thank you for featuring us! - June 24 2019

The fourth post was a share of a feature by Gardens British Columbia. This post was not directly inspired by this project's Recommendations as it is a regular Garden post, but does fall under Recommendation #8 Sharing Good News. The post received 2 likes and 1 comment by Gardens British Columbia from 108 Impressions with a 2.78% engagement rate.

5. Share: SAP Labs's Kirsten Sutton shares four great reasons why Vancouver is an ideal location for corporate meetings. - June 25 2019

The fifth post was another share of a relevant post from the Manager of Sustainable Destination Development at Tourism Vancouver. This post had the same intention as the third post with the added benefit of a local audience. The post was inspired by Recommendation #8 "Sharing Good News" and received 5 likes from 162 Impressions with a 6.79% engagement rate.

6. TreeWalk Feature – June 26 2019 / July 29 2019

The sixth post was the first to incorporate Field School-related content through the Greenheart TreeWalk. The focus of this post rested on the indirect sustainability rhetoric used through a striking Garden photo and the caption (sensorial description to immerse the reader, information about the TreeWalk, and how to sign up). The post was inspired by the communication strategies outlined in Recommendation #5 "Portrait Photo" and is the first of three sponsored posts. It received 3 likes from 511 Sponsored Impressions and 81 Organic Impressions with a 1.96% engagement rate from Sponsored Impressions and a 15.66% engagement rate from Organic Impressions.

7. View from the Office – June 28 2019

The seventh post was similar to the second post in that it aimed to indirectly entice followers to visit the garden to see the view displayed in the post image themselves. This post also included a socializing aspect in asking followers to share their own office views and tagged companies who have already

participated in tours and “seen the views” themselves. The post was inspired by Recommendation #4 “Come See These Views” and is the second of three sponsored posts. It received 6 likes and 1 comment from 463 Sponsored Impressions and 130 Organic Impressions with a 4.32% engagement rate from Sponsored Impressions and a 13.85% engagement rate from Organic Impressions.

8. Authority Profile: Tara Moreau and Rare – July 3 2019

The eighth post was a more directly sustainability-related post as it tags the sustainability organization Rare in connection with a quotation by the Field School’s Dr. Tara Moreau on sustainability communication and the behavioural science toolkit they helped develop. The image in the post is provided by the attached link, which is to an online copy of the Toolkit with the intention of dispersing a relevant resource to followers and viewers who see the post under the sustainability hashtags used. The post was inspired by Recommendation #11 “Leveraging Peer Authority” and is the last of three sponsored posts. It received 5 likes from 249 Sponsored Impressions and 91 Organic Impressions with a 0.8% engagement rate from Sponsored Impressions and a 13.19% engagement rate from Organic Impressions.

9. UBC Sauder School of Business on TreeWalk - July 5 2019 / June 27 2019

The ninth post was again not directly inspired by this project’s Recommendations as it is a regular Garden post, but it does fall under Recommendation #8 Sharing Good News. The post features a group who recently participated in a corporate tour. The post received 3 likes from 75 Impressions with a 10.67% engagement rate.

10. What’s Your Favourite Memory in Nature? – July 5 2019

The tenth post features a video of a Garden employee talking about memorable childhood experiences in nature, and the caption asks followers to share their own nature experiences. The post was inspired by Recommendation #1 “Socializing Video” and received 3 likes from 88 Impressions with a 11.36% engagement rate on LinkedIn.

11. SDGs and Corporate Tours – July 9 2019

The eleventh post focuses on a directly sustainable messaging as it assigns different experiences of the Field School’s corporate tours a different United Nation’s Sustainable Development Goal, using the SDG hashtags. The post was inspired by Recommendation #10 “Promote with SDGs” and received 5 likes from 135 Impressions with a 25.93% engagement rate.

12. Share: UBC Faculty of Forestry Findings - July 10 2019

The twelfth post was again not directly inspired by this project's Recommendations as it is a regular Garden post, but it does fall under Recommendation #8 Sharing Good News. The post features a study by UBC's Forestry Faculty. The post received 2 likes from 72 Impressions with a 4.17% engagement rate.

13. Sustainability with Field School Scholar - July 16 2019

The thirteenth post focuses on a CBC news article that features the Field School's Dr. Tara Moreau and intends to highlight the Garden's connection to trending sustainability work being done in the community. The post was inspired by Recommendation #9 "Trendy Sustainability Topic" and received 4 likes and 1 "Celebrate" reaction from 100 Impressions with a 6% engagement rate.

14. Statistical Celebration – July 25 2019

The fourteenth and last post features an infographic of survey responses to what was the most enjoyed activity and the most important lesson to recent corporate tour participants. As most of the answers were sustainability related, the post was framed as a directly sustainable message, using SDG hashtags to connect to the theme of team-building. The post was inspired by Recommendation #12 "Conversing with Businesses" and received 1 like from 45 Impressions with a 6.67% engagement rate.

Followership: The followership of the UBC Botanical Garden LinkedIn Page Increased from 62 to 75 followers between June 15th to July 29th 2019, an increase of 21%. Five followers came from the Sponsored feature offered by LinkedIn between the dates of June 26th and July 3rd 2019.

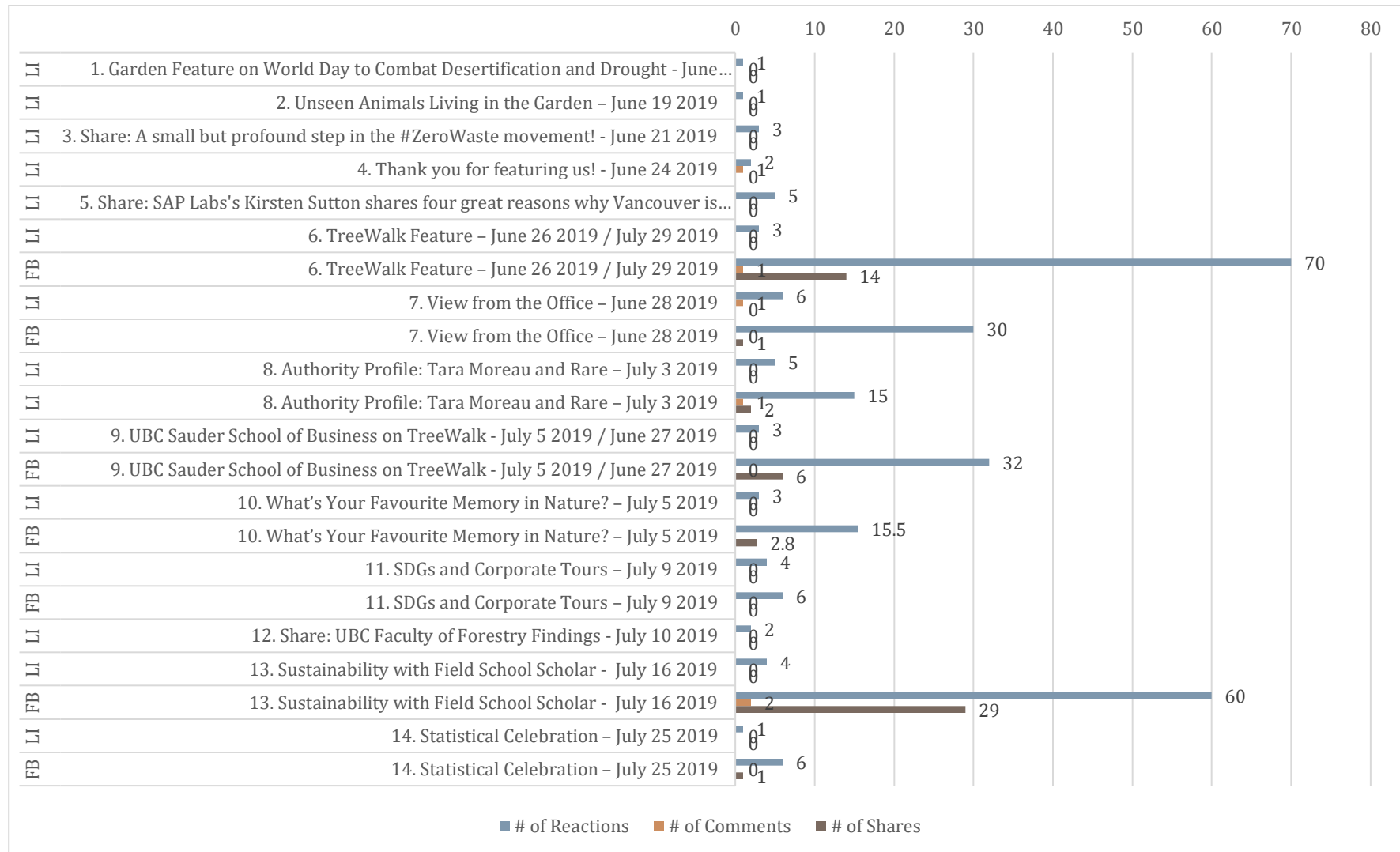


Figure 2: Engagement levels received for the Pilot Posts on Facebook and LinkedIn

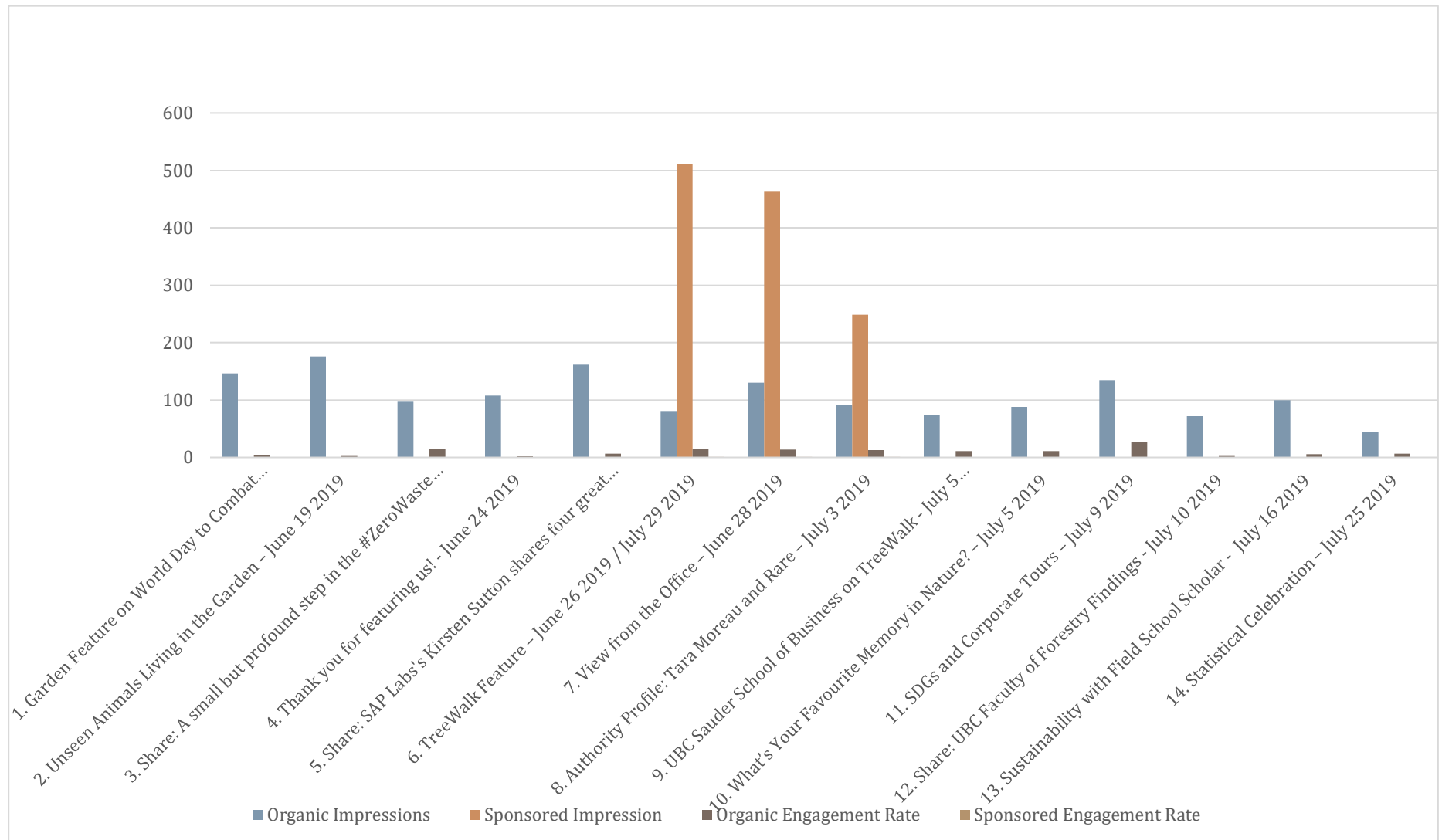


Figure 3: Impressions and engagement rates for Pilot Posts on LinkedIn (organic vs. sponsored)

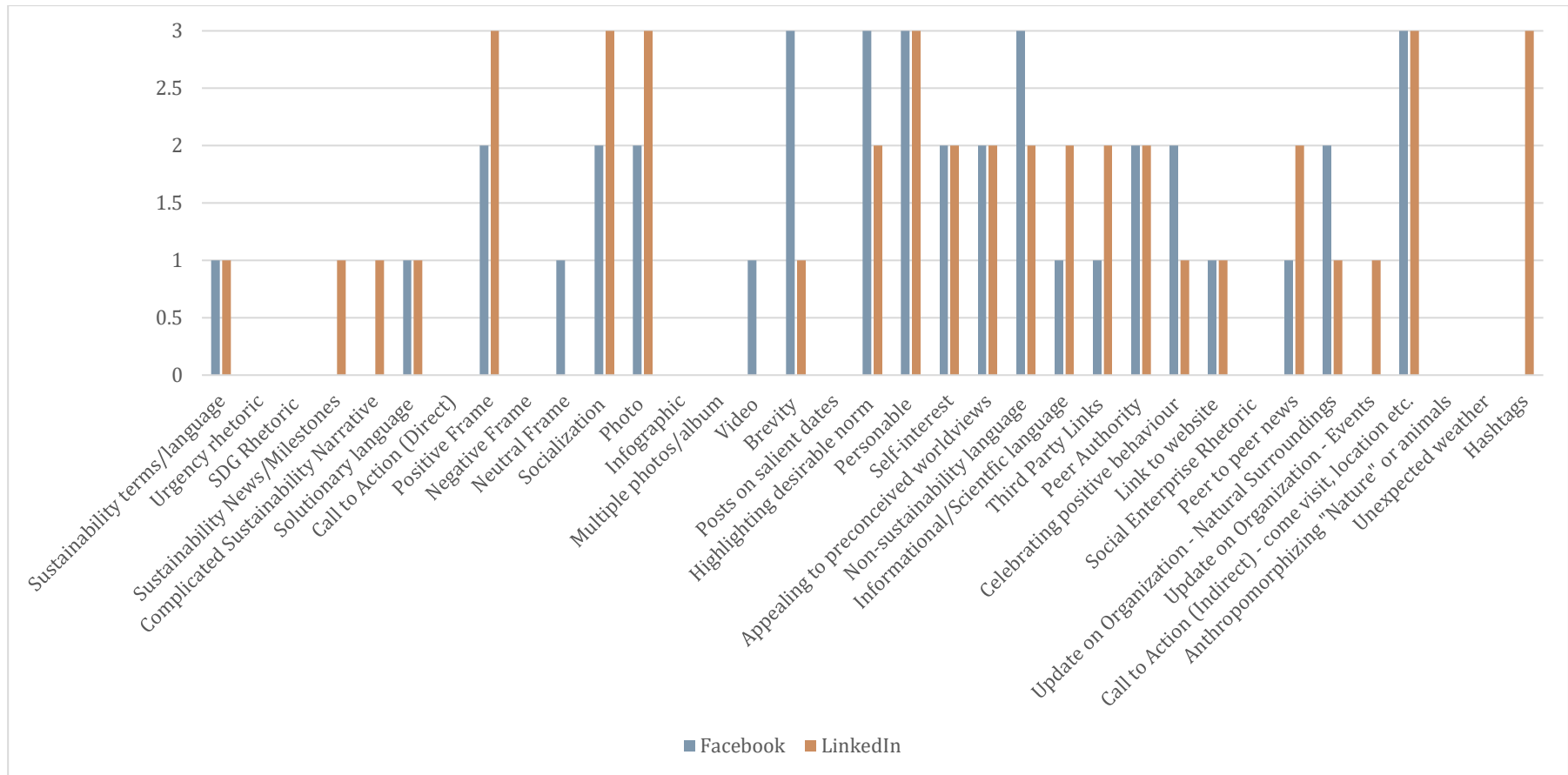


Figure 4: Use frequency of communication strategies in the top 3 engaged Pilot Posts for Facebook and LinkedIn

Pilot Posts Analysis

A. Engagement Analysis

Each Pilot post was analyzed for its performance on LinkedIn and Facebook, measured by levels of engagement in reactions, comments, and shares. The analysis will touch on the Impressions and Engagement Rate analytics from LinkedIn. The analysis will also compare how the Pilot posts performed relative to other posts in the campaign, as well as how their relative performance compares to their counterpart posts in the Competitive Scan.

1. Garden Feature on World Day to Combat Desertification and Drought - June 17 2019

The first post in the pilot did not engage well on LinkedIn. It had a neutral frame and dealt with the serious issue of desertification and drought, while its model post “Visit Lilac Garden on Mother's Day - May 12 2019” had a positive frame and dealt with the more emotional topic of Mother’s Day, love, and flowers. While the two posts had different purposes in messaging, different audiences, and different platforms, **the Pilot post employed an incongruous mix of strategies**: those that are effective on Facebook (i.e., multiple immersive images, an indirect call to visit the garden) and not enough LinkedIn appropriate strategies (i.e., sustainability news or positive frame). Because of its mixed use of popular Facebook strategies and unpopular LinkedIn strategies, this post was not successful on LinkedIn.

2. Unseen Animals Living in the Garden – June 19 2019

This post encountered similar issues to Post 1 above – it employed a mix of strategies that were too Facebook-centric and not LinkedIn-centric enough. Specifically, the bee image used was not anthropomorphized or “cute” enough to replicate the same factors in the model post “Dwayne "The Rockfish" Johnson - May 7 2019.” **The post became more about direct sustainability than indirect – but this was not effective on LinkedIn without a positive frame or use of the Sustainability news/milestone**, which is the most effective way to deliver direct sustainability messaging on LinkedIn.

3. Share: A small but profound step in the #ZeroWaste movement! - June 21 2019

This post fared a little better, just as the model post “UK McDonald's Paper Straws - June 22 2018” did much better on Facebook – sharing news does well across both platforms. While the post had fewer impressions, **it performed better than the other posts that also employed direct sustainability messaging but did not specifically frame it as a Sustainability news/milestone**.

4. Thank you for featuring us! - June 24 2019

This was not a post for the campaign, but it still counted through the Socialization strategy, increasing brand recognition with relevant local organizations. Its engagement was relatively average, but its main

purpose was to connect with other local organizations and demonstrate permanently visible connections with local organizations to present and future followers of the Garden LinkedIn page.

5. Share: SAP Labs's Kirsten Sutton shares four great reasons why Vancouver is an ideal location for corporate meetings. - June 25 2019

This post helps confirm that shares are a powerful tool to harness engagement on LinkedIn. An engagement of five likes is a significant improvement from previous posts and confirms that sharing sustainability news on LinkedIn garners more engagement. The post served to gain more visibility, add the Garden into conversations on sustainability, tourism, and organizations as event spaces. It appears important to add the Garden's actions to the conversation – simply sharing the post is not enough. **This indicates that followers are reading the captions and are interested in hearing how the Garden specifically relates to this sustainability news update.**

6. TreeWalk Feature – June 26 2019 / July 29 2019

This post is hard to analyze against the model post “Summer Hours Open - May 18 2019” as the portrait photo format did not work on LinkedIn. However, the post did do well on Facebook, which means that **the indirect strategies (the immersive quality of the longer image, non-sustainability-focused sensorial descriptions, and brief informative text on the tour) all served to work well on Facebook in both the model and the Pilot iterations of those strategies.** It is important to note that this post gained over 20x more engagement on Facebook in 2 days than it did on LinkedIn in a month (it was posted on June 26 on LinkedIn and July 29 on Facebook), indicating its strategies' effectiveness on Facebook. This post was Sponsored on LinkedIn, and while the engagement overall was average, the organic impressions allowed for better engagement rates than sponsored impressions.

7. View from the Office – June 28 2019

This post performed well, garnering the most likes on LinkedIn and a good amount on Facebook. While socialization was not considered an important strategy on LinkedIn, this post emphasized it in asking followers to share their own view of their office windows. **While there were no comments from followers outside of the Garden, the high like rate was likely due to the relevance of the content (office culture) for LinkedIn, connected to the Garden.** This post was sponsored on LinkedIn, and while the engagement overall was good, the organic impressions allowed for better much engagement rates than sponsored impressions.

8. Authority Profile: Tara Moreau and Rare – July 3 2019

The post did not use a profile image as suggested by the model post; instead it featured an image from Rare that may have been recognizable to sustainability audiences. **It performed averagely on Facebook**

and did well relative to LinkedIn, suggesting that connecting to well-known sustainability organizations and content is effective for LinkedIn. This post was Sponsored on LinkedIn, and while the engagement overall was good, the organic impressions allowed for better much engagement rates than sponsored impressions.

9. UBC Sauder School of Business on TreeWalk - July 5 2019 / June 27 2019

This was not a post for the campaign, but it still counted through Socialization, increasing brand recognition with relevant local organizations. **This post did much better on Facebook than LinkedIn, suggesting that people like seeing event/nature updates on businesses they follow on the former platform rather than the latter.** Regardless, the engagement rate on LinkedIn was relatively high even with low Impression number of 75.

10. What's Your Favourite Memory in Nature? – July 5 2019

This post performed the best on Facebook but did not perform well on LinkedIn. Though the post has a high engagement rate and a low impression rate, it did not resonate with LinkedIn audiences. This indicates that LinkedIn viewers are likely not interested in clicking videos, particularly if they are not news-related. The appeal instead to Facebook is through the emotional connection of a Garden employee (and judging by the comments, someone well-known in the community) relaying nostalgic memories to followers on Facebook. **The stark difference in engagement demonstrates the importance of the roles we assume on the different platforms.** Whether we are in the emotional role of family/friends/self or the professional/employee, this affects *when* followers engage with *what* content.

11. SDGs and Corporate Tours – July 9 2019

This post performed well and had the highest engagement rate, likely much better than if it did not feature SDG icons, as they helped make the images unique and appear relevant. The Facebook counterpart did not implement these images and instead featured the standard Field School promotional image; and while it did not perform much better than LinkedIn, the two cannot be compared as they had separate images. **However, the fact that the images made a significant difference in engagement levels (it performed much better on LinkedIn) demonstrates the importance of the chosen images – the visuals make (or break) the post.** The high engagement rate of 25.93% indicates that SDGs rhetoric and visuals are effective on LinkedIn, even when less effective LinkedIn strategies (such as multiple photos) are implemented.

12. Share: UBC Faculty of Forestry Findings – July 10 2019

This was not a post for the campaign, but it still counted through Socialization, increasing brand recognition with relevant, local organizations. The post did not garner much engagement and likely

would have done better if the caption connected to Garden or Field School activities as other Pilot share posts did. A drastic reduction in the engagement rate (4.17%) from the previous posts shows that **more informative captions and more striking and people-oriented images are important.**

13. Sustainability with Field School Scholar – July 16 2019

This post did well as it featured the trendy topic of zero waste and connected to Garden activities by way of Dr. Moreau’s work during Apple Fest. The image featured a well-known local zero waste store NADA, which likely engaged Vancouver audiences. This post received a Celebration reaction, indicating that a follower found the news positive or motivating and thus confirming that sustainability news-focused posts garner engagement most effectively on LinkedIn. However, LinkedIn analytics reveal that only one viewer actually clicked through to the article, demonstrating that **followers may rely more heavily on captions to make decisions on whether to engage with a post – and that sustainability news on LinkedIn may not always be about informing oneself, but instead is a way to ensure oneself that positive change is happening regardless of one’s own commitment.** The post performed well on Facebook as well; however, the comments from followers were more critical, though they appeared to be adding to the conversation begun by the article rather than criticizing the Garden for posting it.

14. Statistical Celebration – July 25 2019

Similar to Post 12, this post demonstrated that while LinkedIn may be a useful place to share sustainability information, posts do not see as much engagement as they would being connected to a larger discussion on sustainability. This post featured an infographic on Field School corporate tour participants’ feedback that they found sustainability topics most valuable from the experience. **While the content was relevant to LinkedIn, the direct sustainability messaging in this post was not framed correctly on either Facebook or LinkedIn to maximize engagement – instead, it should have had a Socialization or Sustainability news/milestone indirect strategy to frame it, thus more relatably delivering the content to followers.**

B. Best Strategies from Pilot

Below are the lists of communication strategies that were used by the top three most engaged posts from the Pilot campaign (refer to Appendix E for full data). **Bolded text indicate strategies demonstrated to be the most popular and thus most effective sustainability communication strategies in both the Pilot Campaign as well as the Competitive Scan.** Refer to Table 4 for the list of these popular strategies from the Competitive Scan.

BEST STRATEGIES ON FACEBOOK

- | | |
|---------------------------------------|---|
| 1. Positive frame | 2. Self-interest |
| 3. Socialization | 4. Appealing to preconceived worldviews |
| 5. Photo | 6. Non-sustainability language |
| 7. Brevity | 8. Celebrating positive behaviour |
| 9. Highlighting desirable norm | 10. Call to Action (Indirect) |
| 11. Personable | 12. Update on Organization – Natural |

BEST STRATEGIES ON LINKEDIN

- | | |
|---------------------------------------|---|
| 1. Socialization | 2. Third Party Links |
| 3. Highlighting desirable norm | 4. Peer Authority |
| 5. Personable | 6. Peer to peer news |
| 7. Self-interest | 8. Call to Action (Indirect) |
| 9. Informational language | 10. Sustainability news/milestones |

Eight out of ten of the effective Facebook strategies for the Pilot were found to be effective during the Scan, potentially confirming the validity of these strategies in creating engaging Facebook posts. Five out of the 10 most used strategies by the most engaging Pilot posts on LinkedIn were also found effective in the Scan. This lower number makes sense as most of the Pilot posts were constructed using Facebook-appropriate strategies. This suggests that there are strategies that *do* perform better on specific platforms – in the case of Facebook, it is more indirect sustainability communication strategies, and on LinkedIn, it is a specific mix of direct and indirect, through relatable framing of explicitly sustainable news and conversations.

Does Applying More Strategies Create More Engagement?

Having higher number of communication strategies tended to provide more engagement. On Facebook, the most communication strategies used had highest engagement (posts #11 and #14 both used 17 strategies, the highest number used).

Did Sponsorships Help?

Sponsorships were not as effective in gaining engagement as organic exposure. While the sponsorship increased the impression count by over 100%, engagement saw an increase of only one or two likes (16%-20%) compared to non-sponsored posts.

Stage 5: Overall Recommendations from Scan and Pilot

Effective Strategies Confirmed by Scan and Pilot

- The Field School should continue to use the following communication strategies confirmed to work on Facebook by the Competitive Scan and Pilot Campaign to engage audiences on Facebook:
 - a. **Positive Frame*** – friendly, positive tone
 - b. **Photo** – striking images of surroundings, some with people; multiple photos or albums
 - c. **Brevity**
 - d. **Highlighting desirable norm*** – normalize sustainability practices/living with nature
 - e. **Personable*** – relatable tone
 - f. **Self-interest*** – incentives/beneficial information to follower
 - g. **Non-sustainability language***
 - h. **Call to Action (Indirect)** – implicit or explicit invitation to visit the Garden
 - i. **Update on Organization (Natural Surroundings)** – Visual or textual evidence of what’s happening at the Garden
- The Field School should continue to use the following communication strategies confirmed to work on LinkedIn by the Competitive Scan and Pilot Campaign to engage audiences on **LinkedIn**:
 - **Highlighting desirable norm*** – normalize sustainability at Garden and elsewhere
 - **Personable*** – relatable tone
 - **Self-interest*** – incentives/beneficial information to follower
 - **Peer to peer news*** – share updates by local and globally-recognized sustainability organizations
 - **Sustainability news/milestones** – share updates on the “fight” for sustainability while including how the Garden does the same

Strategy Specifics

LinkedIn

- Posts should have longer captions with one image (preview from news link).
- Connect to local organizations by sharing their news or relevant features. Tie back the news/milestone of the post to relevant activity, values, and research taking place at the Garden.
- Consider the role audiences takes on LinkedIn – professional, employee, learner: emphasize informational connection.
- Create Garden-focused videos for Facebook, not LinkedIn.

- Use LinkedIn to create brand awareness, reputation with organizations (both sustainability authorities and potential clients).
- Apply graphics from well-known sustainability organizations (such as SDGs) in content.
- Hard promotions are not effective – use LinkedIn to “network” and create brand recognition through shares and updates on the Garden.
- Post in the early afternoon.
- Sponsorships brought fewer impressions and engagement rates than organic exposure, and so were not effective. However, a more long-term sponsored campaign might find different results.

Facebook

- Posts should have shorter captions with multiple images. Captions of maximum 3 lines are important to contextualize the image and should always be implemented (use the philosophy, if the organization does not engage with its own content, why should a follower?).
- Photo, Non-sustainability language, Update to organization – Natural Surroundings, and Call to Action (Indirect) are interconnected strategies to create engaging Facebook posts. Use these strategies to create visually striking posts implicitly enticing the follower to visit or at least be interested in the recent happenings at the Garden.
- Consider the role audiences takes on Facebook – friend, family member, member of community: emphasize emotional connection.
- Update followers on new happenings – new flowers are bloom, new animal sighted – people like and engage in discussion on updates on the natural spaces they follow.
- Sharing sustainability news works well on Facebook as well – use alongside Garden updates.
- Post in the early afternoon.

Hypothesis Discussion

The guiding research questions were answered by the results of this study. For Research Question 1, *“What specific rhetorical strategies are used in the most engaged LinkedIn and Facebook content of nature-based organizations?”* it was found for Facebook that Positive Frame, Photo, Brevity, Highlighting desirable norm, Personable, Self-interest, Non-sustainability language, Call to Action (Indirect) and Update on Organization (Natural Surroundings) were most used in creating engaging content. Hypothesis 1 predicted a greater presence of direct communication strategies – namely that of Sustainability News/Milestones and Solutionary language – and that Socialization would figure more prominently. However, the Facebook-effective strategies appear to appeal almost solely to instinctual decision-making processes by creating emotional connection and visual immersion, enticing followers to partake in nature-focused lifestyles that include regular visits to natural outdoor spaces. On LinkedIn,

the most used strategies of the most engaged posts were: Highlighting desirable norm, Personable, Self-interest, Peer-to-peer news, Solutionary language, SDG Rhetoric, and Sustainability News/Milestones. Hypothesis 1 was accurate in predicting an even balance of direct and indirect strategies being used on LinkedIn. However, a greater presence of a neutral frame had also been predicted. Instead of providing completely objective information, a mix of direct and indirect strategies are used to share sustainability news to not only inform but to celebrate with followers and relevant organizations on LinkedIn.

The answer to Research Question 2 *“Is direct sustainability rhetoric or indirect sustainability rhetoric more engaging to LinkedIn/Facebook followers of nature-based organizations?”* found that indirect sustainability communication is more effective on Facebook, particularly for nature-based and adventure/team-building organizations. Direct sustainability communication is more effective on LinkedIn for sustainability organizations, though these posts also exhibit a mixed use of direct and indirect. Additionally, sustainability organizations’ LinkedIn posts are overall much more engaged with (2-20x) than the equivalent posts on Facebook, suggesting that sustainability thought leaders may find LinkedIn a more productive space to engage with interested audiences. Hypothesis 2 was correct in predicting for Facebook, but LinkedIn’s reliance on indirect sustainability communication strategies was underestimated.

Final Observations

The strategies from the “Behaviour Change for Nature: A Behavioral Science Toolkit for Practitioners” (2019) were found to be useful, as the directly inspired Toolkit strategies take up 8 out of 16 of the most used strategies in the top posts analyzed in the Competitive Scan and 9 out of 14 in the top 3 most engaging Pilot posts.

However, a limitation in the project appeared in that sustainability communication strategies actually appear to operate on a spectrum, and not a binary of direct and indirect (particularly Photos, Hashtags, and Positive Frame). While the “Behaviour Change for Nature: A Behavioural Science Toolkit for Practitioners” (2019) posits that strategies which incorporate what the author coined as “Peer Authority,” “Personable” and “Update on Organization – Natural Surroundings” operate under a newer, more socializing standard of sustainability communication, this project demonstrates that they have also *always* been used in traditional sustainability communication. For example, Peer Authority features heavily in direct sustainability rhetoric, as this metric is often paired with “Sustainability News/Milestones” and “Sustainability language,” particularly on LinkedIn.

While the Toolkit never explicitly makes such a distinction between direct and indirect strategies, it is still important to note for sustainability communicators that these strategies may operate on a

spectrum. The understanding that some strategies are more direct than others should influence which direct strategies complement which indirect strategies for best engagement on social media platforms such as LinkedIn and Facebook.

Despite this, specific strategies and combinations of strategies appear to work on specific platforms – for example, Positive Frame and Sustainability news/milestone work best on LinkedIn, while Photo, Non-sustainability language, Update to organization – Natural Surroundings, and Call to Action (Indirect) resulted in highly engaged posts on Facebook. These strategies specifically tie into the posting organizations’ aims and values: the more direct sustainable updates work with sustainability organizations, while the indirect posts that immerse and entice followers to visit work for nature-based and adventure/team-building organizations. As a program with goals and values that encompass all three types of organizations, the Field School (and by extension, UBC Botanical Garden), can implement its unique messages effectively on the two different platforms using the appropriate combination of sustainability communication strategies.

Conclusion

This project aimed to discover whether direct or indirect sustainability communication strategies would be most effective at promoting the Field School on LinkedIn and Facebook and to discover which strategies in particular were found to be most frequently used in the most engaged posts on these platforms. The results were derived from the Competitive Scan, which evaluated the top 3 most engaged posts by 20 competitor organizations, and the Garden’s Pilot Campaign, which modelled 14 posts after the Top 9 Facebook and Top 3 LinkedIn posts from the Scan. It was found that indirect sustainability communication strategies work best on Facebook, while a specific mix of direct and indirect communication strategies work best on LinkedIn. Based on this evaluation, it is recommended that Facebook should be used to engage individuals to think and discuss sustainability topics, provide updates on the natural state of Garden, highlighting new developments at the Garden or show and celebrate the human/employee side of the organization. LinkedIn, on the other hand, should be used as news update platform, to share relevant news pieces and connect these to Garden activities in order to create brand awareness and reputation with local and global organizations.

Next steps in the project include expanding beyond limitations of this project. A competitive scan of most publicly engaged social media posts (i.e., via reactions, comments, and shares) cannot objectively demonstrate what particular aspects of the communication strategies (particularly visual ones) engage followers. To track this, a qualitative survey that collects social media followers’ first impressions on

posts could be implemented. Further iterations of this project should include statistical analysis of the quantitative data to account for the varying followership sizes of organizations evaluated.

As Margaret Robertson (2018) states in *Communicating Sustainability* “The audience is not a passive receiver” (p. 23). The communication strategies used can only *suggest* behavioural change and thus should not be the only factor considered in implementing sustainable change. Similarly, engagement with social media posts do not necessarily indicate direct behavioural change in the follower. However, continued presence of sustainability-minded rhetoric in individuals’ newsfeeds, just as the powerful “Highlighting the desirable norm” strategy implies, may help normalize the changes in motivation, socialization, and implementation needed to make sustainability a more pervasive reality.

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Appendices

APPENDIX A – SUSTAINABILITY STRATEGIES DEFINITIONS

Table 8: Definitions of direct sustainability communication strategies used to evaluate sustainability messaging in social media posts on Facebook and LinkedIn

Rhetorical Strategy	Definition
1-Sustainability terms/language	Uses sustainability keywords such as “biodiversity” and “climate change”
2-Urgency Rhetoric	Uses critical/dire keywords and tone, i.e., “disaster”
3-SDG Rhetoric	Directly or indirectly mentions UN’s Sustainable Development Goals
4-Sustainability News/Milestones	Frames sustainability topics as updates
5-Complicated Sustainability Narrative	Nuances discussion of sustainability topics
6-Solutionary language	Highlights solutions to a particular sustainability issue
7-Call to Action (Direct)	Invites followers to directly participate in sustainability initiative
8-Positive Frame*	Frames sustainability issues in optimistic light
9-Negative Frame	Frames sustainability issues in objective light
10-Neutral Frame	Frames sustainability issues in pessimistic light

Table 9: Definitions of indirect sustainability communication strategies used to evaluate sustainability messaging in social media posts on Facebook and LinkedIn

Rhetorical Strategy	Definition
11-Socialization*	Invites followers to participate online (i.e., share, comment) and in person (volunteer); Uses post to socialize online (sharing other organizations’ news)
12-Photo	Uses single photo
13-Infographic	Uses infographic
14-Multiple photos/album	Uses at least two photos
15-Video	Uses video

16-Brevity	Uses 3 or less lines of text
17-Post on salient dates*	Posts coincides with important/relevant date (i.e., Earth Day, Mother's Day) or season
18-Highlighting desirable norms*	Frames sustainability actions as already standard in society
19-Personable*	Makes sustainability/nature funny, sad, relatable – appeals to emotions
20-Self-interest*	Relates sustainability to ego, status, individual interests
21-Appealing to preconceived worldviews*	Connects sustainability/nature to other important paradigms (i.e., religion)
22-Non-sustainability language	Does not incorporate sustainability keywords but still discusses sustainability/nature
23-Informational/Scientific facts	Offers scientific explanations/facts
24-Third party links	Offers link to mentioned resource not associated with post organization
25-Peer Authority*	Leverages public/well-known figure
26-Celebrating positive behaviour*	Frames sustainability action as moment to recognize individual/organization efforts
27-Link to website	Links to organization's own website
28-Social Enterprise Rhetoric	Mentions non-for-profit business
29-Peer to peer news*	Recognizes another organization's sustainability action
30-Update on Organization – Natural Surroundings	Provides update on organization's environment
31-Update on Organization - Events	Provides updates on organization's events

32-Call to Action (Indirect)	Invites follower to participate in nature-focused activity (i.e., visit garden)
33-Anthropomorphizing Nature	Imbues natural world with human-like qualities to make it more relatable and tangible
34-Unexpected weather	Discusses/provides updates on unseasonal weather patterns but does not directly mention climate change
11-Hashtags	Uses hashtags to reach appropriate audiences

*Term inspired by BIT and Rare's "Behaviour Change for Nature" toolkit.

APPENDIX B - COMPETITIVE SCAN ENGAGEMENT RESULTS

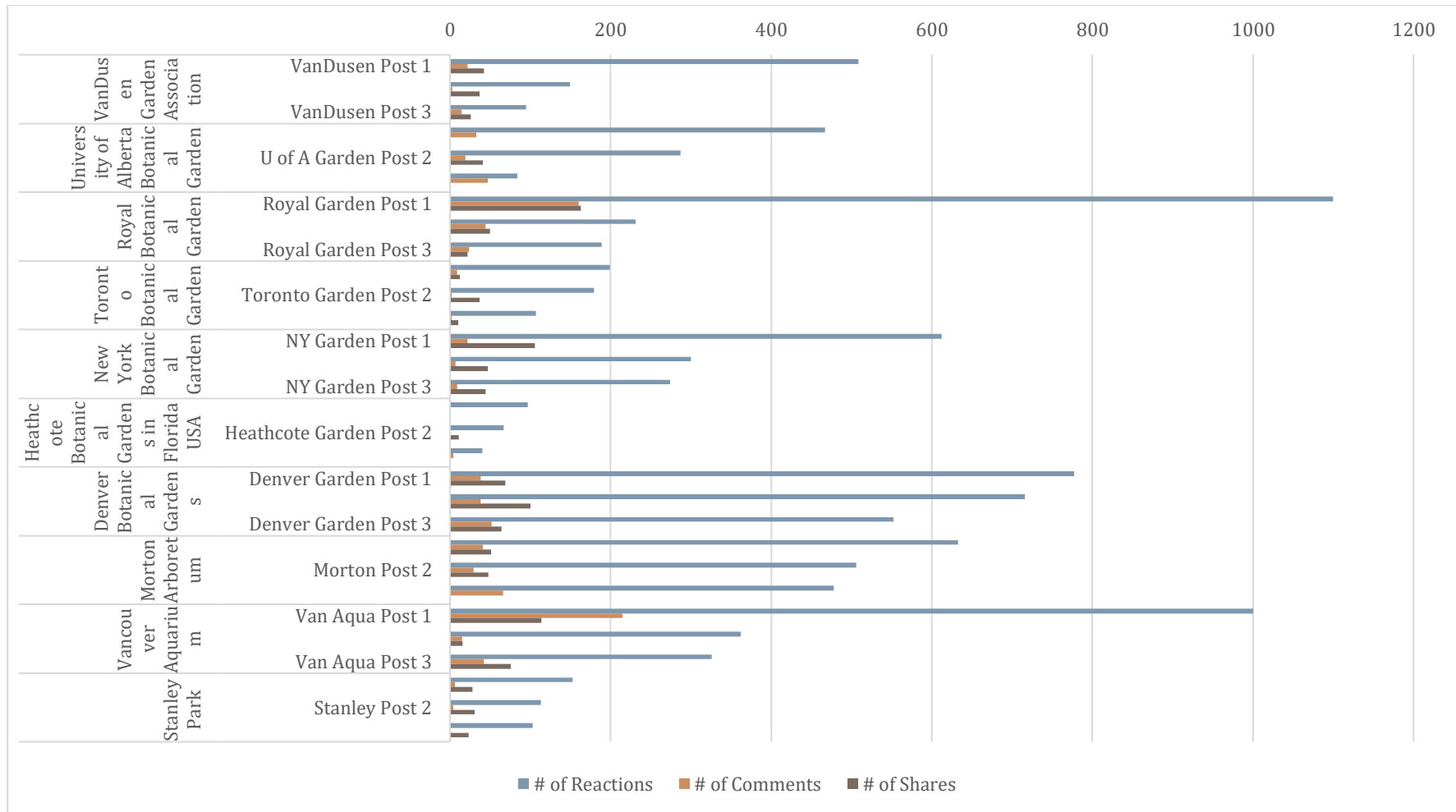


Figure 5: Quantitative data shows the level of engagement across the top 3 most engaged posts from the 10 nature-based organizations (3 posts x 10 organizations = 30 posts evaluated) on Facebook.

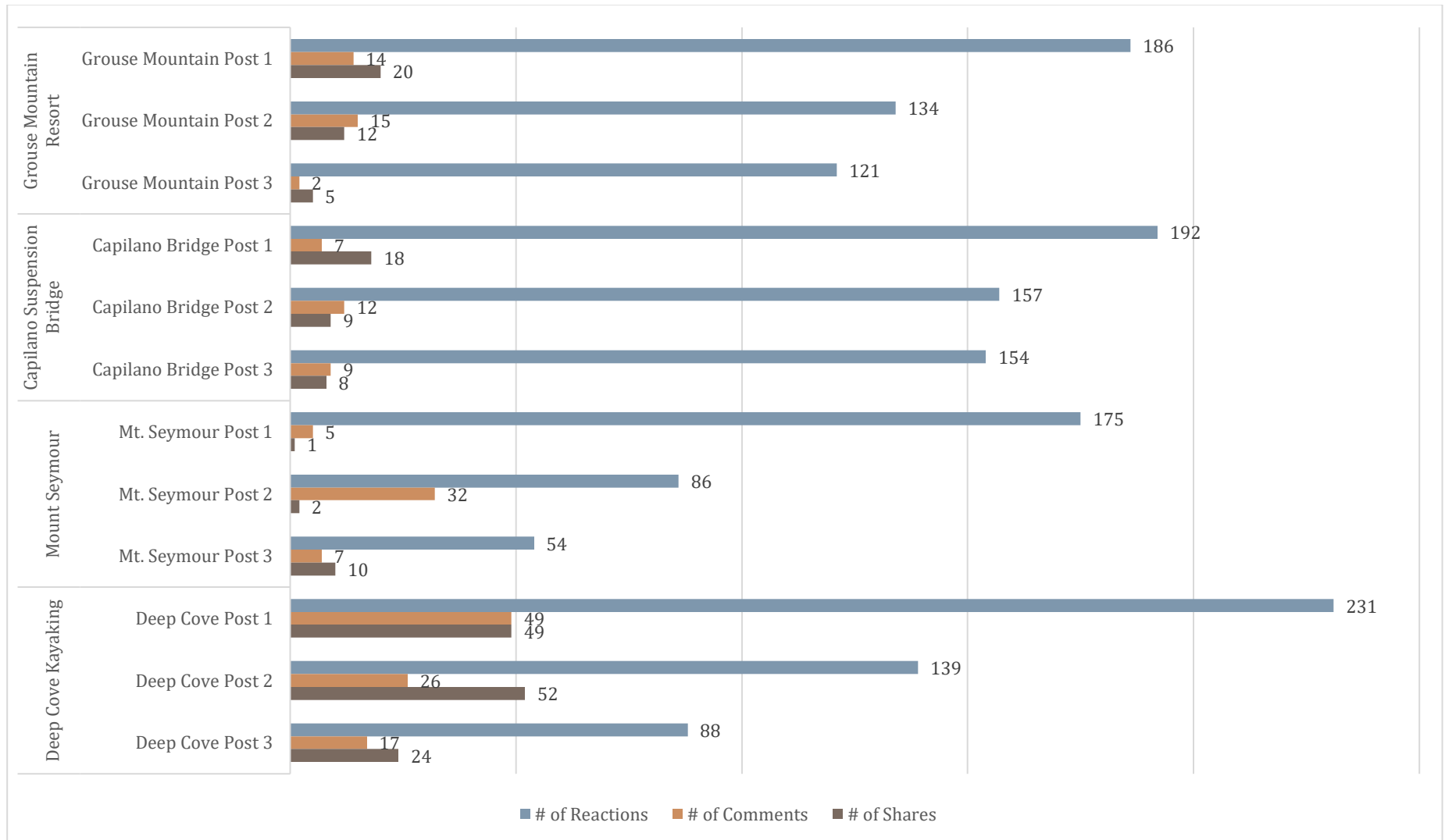


Figure 6: Quantitative data shows the level of engagement across the top 3 most engaged posts from the 4 adventure/team-building organizations (3 posts x 4 organizations = 12 posts evaluated) on Facebook.

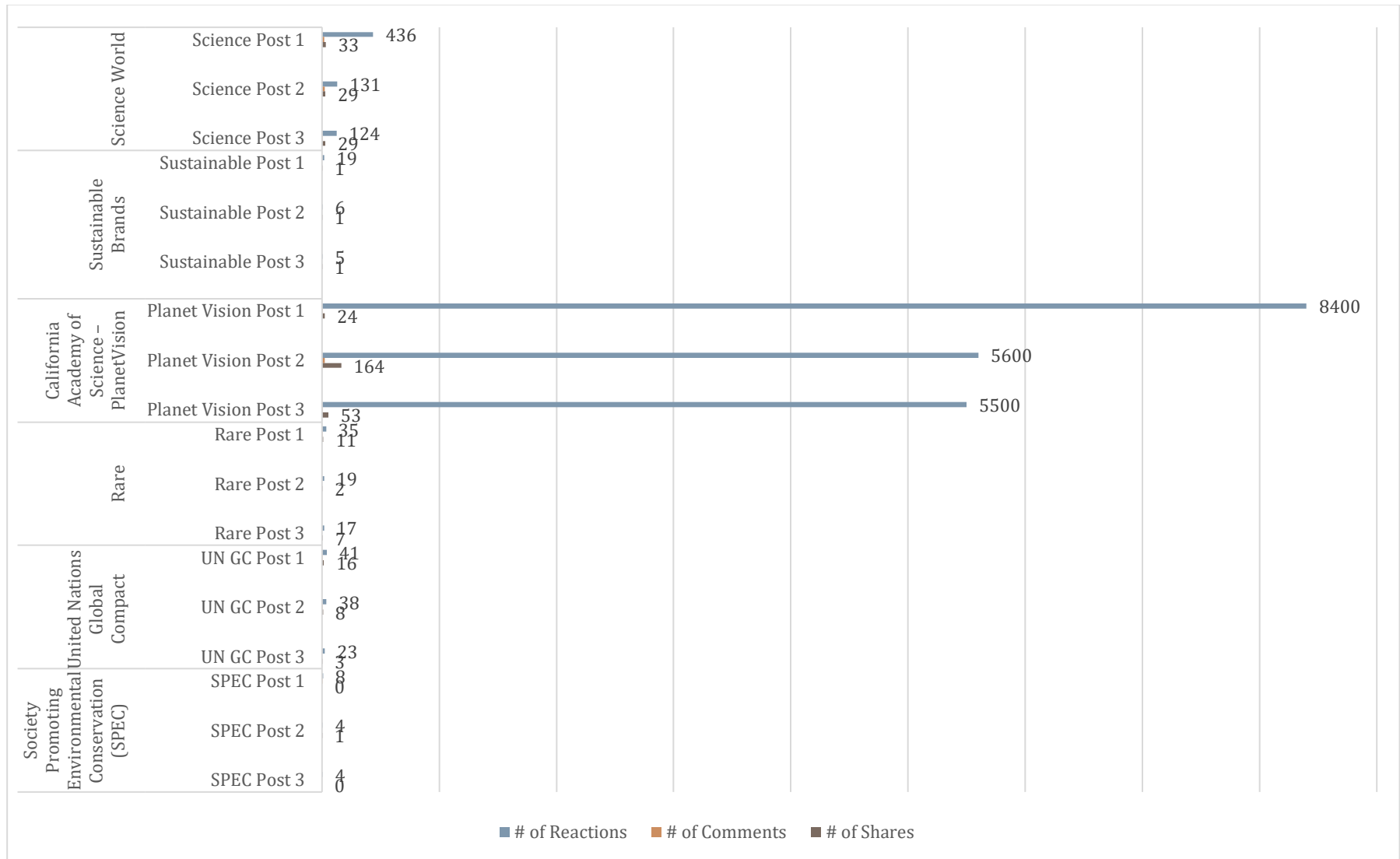


Figure 7: Quantitative data shows the level of engagement across the top 3 most engaged posts from the 6 sustainability organizations (3 posts x 6 organizations = 18 posts evaluated) on Facebook.

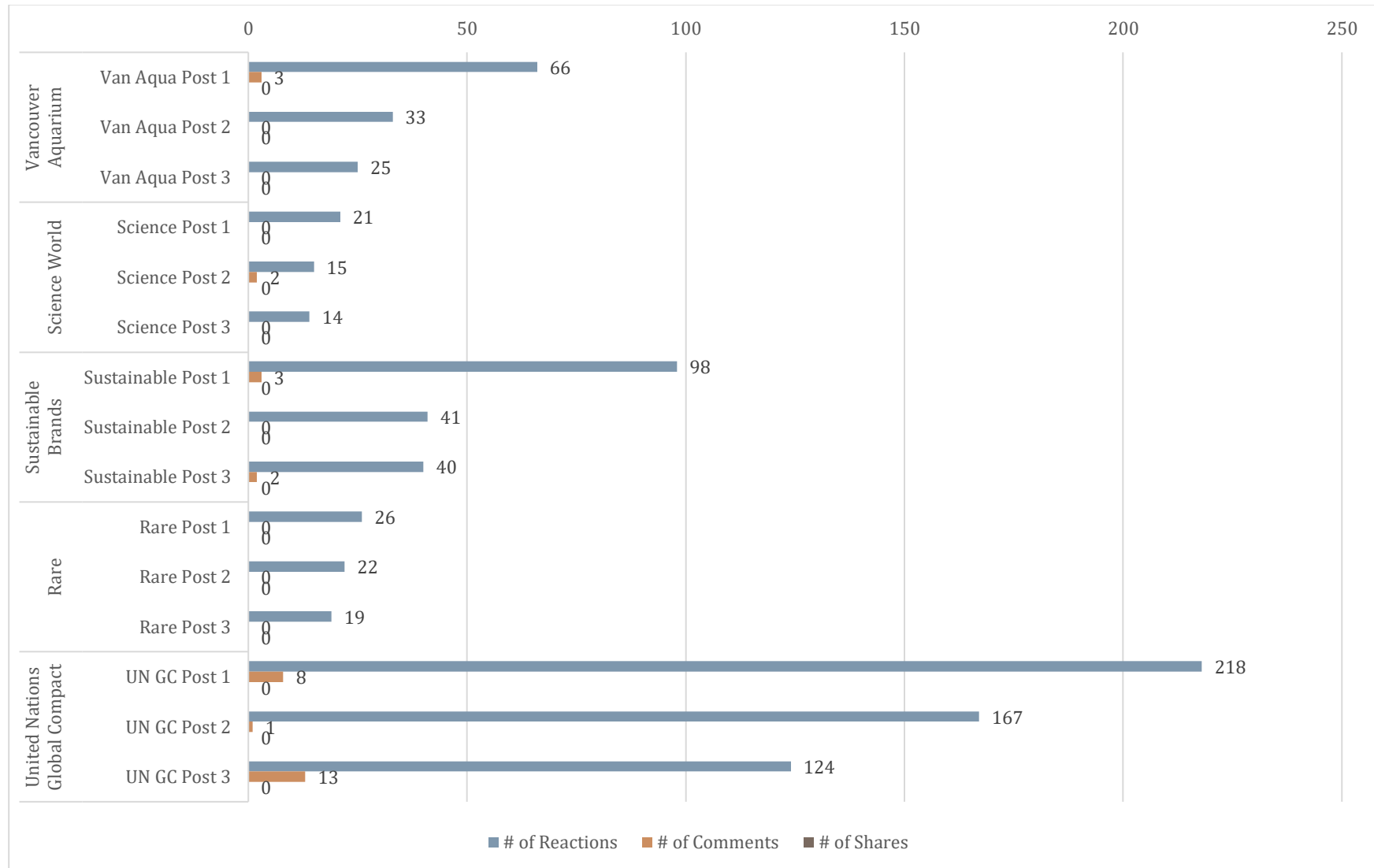


Figure 8: Quantitative data shows the level of engagement across the top 3 most engaged posts from the 5 sustainability organizations (3 posts x 5 organizations = 15 posts evaluated) on LinkedIn.

APPENDIX C – COMPETITIVE SCAN RAW DATA

Gold boxes indicate the most reaction-engaged post; *silver* is the second most; *bronze* is the third.

Table 10: Nature-based organizations' Top 3 engaged posts and engagement levels on Facebook

Organization	Post	# of Reactions	# of Comments	# of Shares
Van Duesen Garden Association	Tulips in Full Splendour - May 1 2019	509	22	42
	Meet David the gardener - May 23 2019	149	3	37
	Laburnum Walk opening - May 10 2019	95	14	26
University of Alberta Botanical Garden	Kurimoto Japanese Garden Spring Festival - May 7 2019	467	33	0
	Snowy Garden - May 1 2019	287	19	41
	Sound Vibes Yoga Event - May 7 2019	84	47	0
Royal Botanical Garden	Benefit Concert The Jim Cuddy Band with HPO - May 15 2019	1100	160	163
	Flowering Cherries and Star Magnolias! - May 6 2019	231	44	50
	Its Magnolia Season! - May 18 2019	189	24	22
Toronto Botanical Garden	Pretty Magnolias on this gloomy Monday! - April 29 2019	199	9	12
	Cherry Blossom Season! - May 7 2019	179	2	37
	The Season Is Warming Up - April 30 2019	107	2	10
New York Botanical Garden	The Azalea Garden / Mother's Day - May 10 2019	612	22	106
	The Last of Our Late-Blooming Cherries...Won't Stick Around - May 3 2019	300	7	47

	The Lilacs are Really Living It / Lilac Weekend - April 29 2019	274	9	44
Heathcote Botanical Gardens in Florida USA	Heathcote's Herb Society Sunset Stroll Event - May 22 2019	97	0	0
	Heathcote Originated as a Nursery - May 2 2019	67	0	11
	Appreciation Dinner - April 30 2019	40	4	1
Denver Botanical Gardens	Lilac Garden / Mother's Day - May 12 2019	777	38	69
	Tulips in Snow Hats - April 29 2019	716	38	100
	Garden After Hailstorm - May 28 2019	552	52	64
Morton Arboretum	Ground Cover Garden - May 7 2019	633	41	51
	Redbud Trees - May 4 2019	506	29	48
	Wine Tasting Event - May 6 2019	478	66	0
Vancouver Aquarium	Dwayne "The Rockfish" Johnson - May 7 2019	1000	215	114
	USA Today Top 10 Aquarium - May 10 2019	362	15	16
	Help Sea Otters - May 29 2019	326	42	76
Stanley Park	It's official... our herons are now parents!... - May 2 2019	153	6	28
	Adopt Eaglet / Mother's Day - May 8 2019	113	4	31
	Great Blue Heron - May 22 2019	103	1	23

Table 11: Adventure/team-building organizations' Top 3 engaged posts and engagement levels on Facebook

Organization	Post	# of Reactions	# of Comments	# of Shares
Grouse Mountain Resort	Grinder and Coola in the Lower Pond- May 24 2019	186	14	20
	Good Day for a Dip - May 25 2019	134	15	12
	Sunday Adventure - May 26 2019	121	2	5
Capilano Suspension Bridge	Summer Hours Open - May 18 2019	192	7	18
	Halfway to Weekend - May 15 2019	157	12	9
	Rain-Worthy View - May 16 2019	154	9	8
Mount Seymour	Sunset / Appreciation - April 14 2019	175	5	1
	6cm Snow Fall - April 10 2019	86	32	2
	Rockstar Puddle Party - April 16 2019	54	7	10
Deep Cove Kayaking	Orcas at Camp Jubilee - May 23	231	49	49
	Orcas at Work - May 23 2019	139	26	52
	Friday Night Lights Tour - May 24 2019	88	17	24

Table 12: Sustainability organizations' Top 3 engaged posts and engagement levels on Facebook

Organization	Post	# of Reactions	# of Comments	# of Shares
Science World	Dunkirk at OMNIMAX Theatre - May 12	436	17	33
	Ryan Reynolds voices Great Bear Rainforest documentary - May 24	131	22	29
	Great Bear Rainforest and Science Panel	124	1	29
Sustainable Brands	Corporate Grants on Regenerative Ranching - May 15 2019	19	0	1
	Sustainable Feminine Hygiene Products - May 6 2019	6	0	1
	National Geographic pledge - May 15 2019	5	0	1
California Academy of Science – PlanetVision	6 Reasons to Be Hopeful about Climate Change - June 20 2018	8400	1	24
	UK McDonald's Paper Straws - June 22 2018	5600	22	164
	California's Plastic Bag Ban - June 18 2018	5500	3	53
Rare	Ocean, Biodiversity, and Climate Change are Part of the Same Problem - May 15 2019	35	1	11
	The Mesoamerican Reef - May 10 2019	19	0	2
	Sustainable Fishing Behaviour - April 30	17	0	7
United Nations Global Compact	Companies Endorse Ten Principles - May 4	41	3	16
	Action Platforms for Companies - May 27 2019	38	2	8
	All Human Beings are Born Free and Equal -May 11 2019	23	0	3
Society Promoting Environmental Conservation (SPEC)	Westside Community Food Market - May 2 2019	8	1	0
	Vendors Needed - Westside Community Food Market - May 14	4	0	1
	Monthly Recycling Depot	4	0	0

Table 13: Sustainability organizations' Top 3 engaged posts and engagement levels on LinkedIn

Organization	Post	# of Reactions	# of Comments	# of Shares
Vancouver Aquarium	Killer Whales at Lunch - 1 month ago	66	3	0
	Koi Rescue - 6 months ago	33	0	0
	OceanWise Greenest Employer	25	0	0
Science World	Dr. Scott Sampson on Climate Change for 30th Anniversary - 2 months ago	21	0	0
	ScienceofCocktails Thank You - 4 months ago	15	2	0
	Dr. Scott Sampson - "Bring People Together for These Discussions" - 3 months ago	14	0	0
Sustainable Brands	National Geographic Pledge - 2 months ago	98	3	0
	Nature Needs Heroes! - 1 month ago	41	0	0
	Alternative Materials to Polyester, Nylon and Leather - 1 month ago	40	2	0
Rare	Overfishing / Netflix's Our Planet - 1 week ago	26	0	0
	Netflix's Our Planet, David Attenborough / Overfishing Solution - 3 weeks ago	22	0	0
	Burger King's Impossible Whopper - 1 month ago	19	0	0
United Nations Global Compact	Search for SDG Pioneers! - 2 weeks ago	218	8	0
	All Human Beings are Born Free and Equal - 1 month ago	167	1	0
	Global Investors for Sustainable Development Alliance - 1 month ago	124	13	0

APPENDIX D – QUALITATIVE ANALYSES

Top 9 Facebook Posts Analysis

1. Benefit Concert The Jim Cuddy Band with HPO - May 15 2019

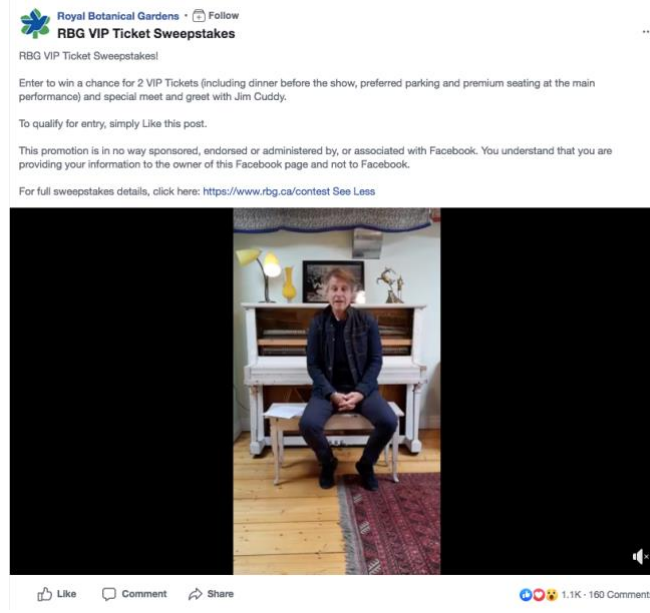


Figure 9: The most engaged post from the nature-based organizations in the Competitive Scan: Benefit Concert The Jim Cuddy Band with HPO - May 15 2019

Organization: Royal Botanical Garden (Burlington, ON)

Engagement: 1100 reactions, 160 comments, 163 shares

Key Communication Strategies: Socialization, Video, Appealing to pre-conceived worldviews, Peer Authority, Call to Action (Indirect),

Hashtags: None

What's working: The **socializing** aspect of the contest rules encourages engagement (specifically likes). However, beyond simply following the contest rules, followers have loved, expressed shock (through reaction buttons), commented, and shared this post. This additional level of engagement could be due to the post's use of a **Call to Action** using a feature people already have a long connection or interest in (in this case, a music band). Using a well-known figure such as Jim Cuddy catches followers' attention as they are essentially being "recommended" to engage with the post through their **preconceived worldviews** of music, memory, and nostalgia.

Recommended Strategy for Pilot: "Socializing Video"

2. Dwayne "The Rockfish" Johnson - May 7 2019

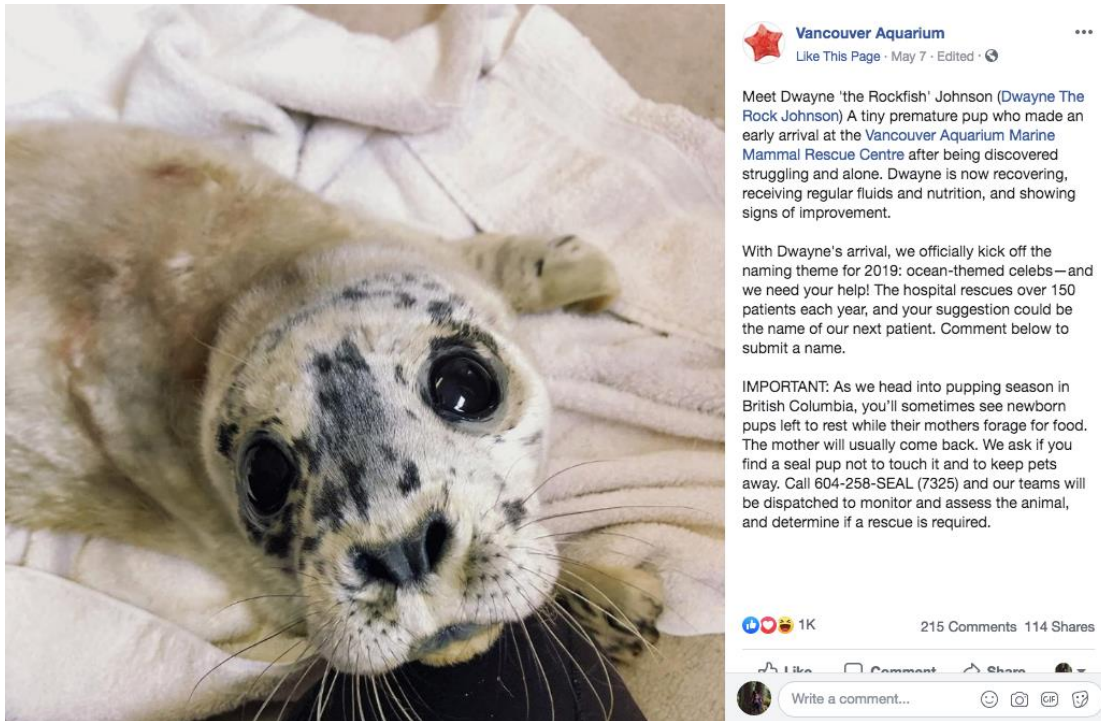


Figure 10: The second most engaged post from the nature-based organizations in the Competitive Scan: Dwayne "The Rockfish" Johnson - May 7 2019

Organization: Vancouver Aquarium

Engagement: 1000 reactions, 215 comments, 114 shares

Key Communication Strategies: Positive Frame, Socialization, Photo; Highlighting desirable norm, Personable, Appealing to preconceived worldviews, Non-sustainability language, Call to Action (Indirect); Anthropomorphizing "Nature" or animals

Hashtags: None

What's working: The eye-catchingly cute seal pup works to engage and elevate emotions of the follower and **anthropomorphizes nature** by giving it a friendly face. The **positive** image is paired with the appropriately cheerful voice in the caption with the pun of the pup's name. The post also encourages **socialization** and engagement by asking followers to suggest other celebrity names for future rescues. The lengthy caption works as the follower's attention is held by the eye-catching and adorable animal photo, which allows the caption to deliver important sustainability information about rescuing pups and how followers can help.

Recommended Strategy for Pilot: "Cute Photo, Important Information"

3. Visit Lilac Garden on Mother's Day - May 12 2019



Figure 11: The third most engaged post from the nature-based organizations in the Competitive Scan: Visit Lilac Garden on Mother's Day - May 12 2019

Organization: Denver Botanic Gardens

Engagement: 777 reactions, 38 comments, 69 shares

Key Communication Strategies: Multiple photos/album; Posts on salient dates; Self-interest; Appealing to preconceived worldviews; Non-sustainability language; Update on Organization - Natural Surroundings; Call to Action (Indirect)

Hashtags: None

What's working: **Non-sustainability language** is powerful particularly through striking images of nature. The use of **multiple photos/albums** highlights different angles and aspects of the garden, making the experience immersive. The **salient posting date** (Mother's Day and Lilac Weekend) connects to followers' and likely plays on their **preconceived worldview**, which equates Mother's Day to flowers. The posts hints that the lilacs are in bloom *now*, **indirectly** suggesting that followers should visit the garden as soon as possible. Describing some history and science attracts enthusiasts.

Recommended Strategy for Pilot: "Post on Important Dates"

4. Orcas at Camp Jubilee - May 23 2019



Figure 12: The most engaged post from the adventure/team-building organizations in the Competitive Scan: Orcas at Camp Jubilee - May 23 2019

Organization: Deep Cove Kayak

Engagement: 231 reactions, 49 comments, 49 shares

Key Communication Strategies: Multiple photos/album; Highlighting desirable norm; Personable; Non-sustainability language; Update on Organization - Natural Surroundings; Call to Action (Indirect)

Hashtags: None

What’s working: Shows a **desirable** and ideal view at workplace while **updating followers on their environment** as an **indirect call to visit**. The unique sight is a draw for followers to become immersed in the **multiple photos** and consider visiting the location to see these views themselves. The organization also tags several relevant peer organizations to increase post visibility and encourage them to share this content as well.

Recommended Strategy for Pilot: Come See These Views

5. Summer Hours Open - May 18 2019

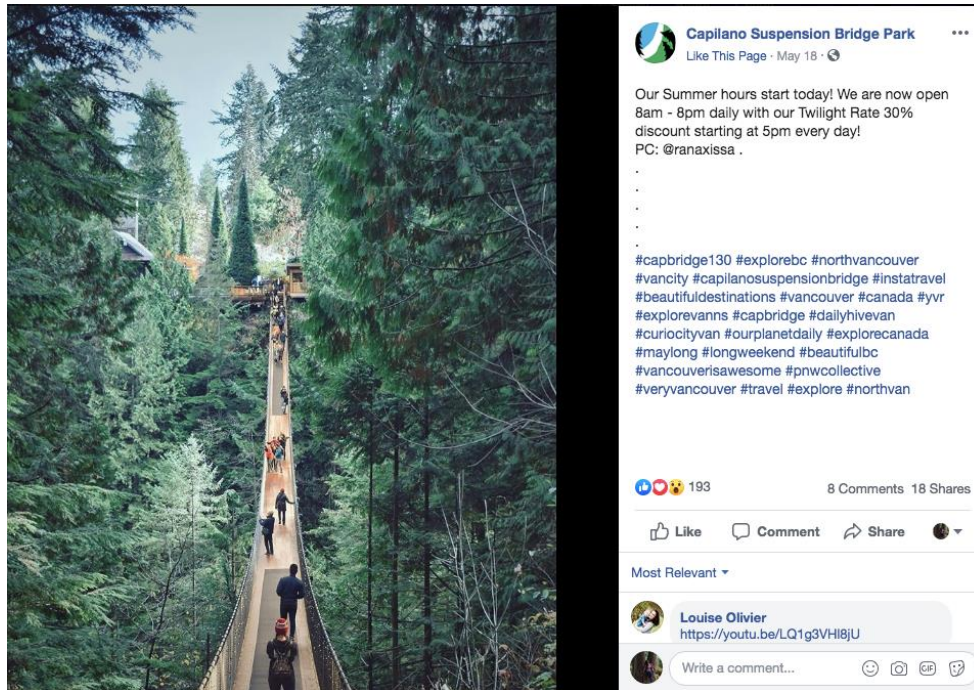


Figure 13: The second most engaged post from the adventure/team-building organizations in the Competitive Scan: Summer Hours Open - May 18 2019

Organization: Capilano Suspension Bridge

Engagement: 192 reactions, 7 comments, 18 shares

Keywords: Summer Hours, today

Key Communication Strategies: Photo; Brevity; Posts on salient dates; Self-interest; Non-sustainability language; Update on Organization - Natural Surroundings; Call to Action (Indirect); Hashtags

Hashtags: #capbridge130 #explorebc #northvancouver #vancity #capilanosuspensionbridge #instatravel #beautifuldestinations #vancouver #canada #yvr #explorevanns #capbridge #dailyhivevan #curiocityvan #ourplanetdaily #explorecanada #maylong #longweekend #beautifulbc #vancouverisawesome #pnwcollective #veryvancouver #travel #explore #northvan (Instagram format)

What's working: The format of a long portrait **photo** takes up larger physical space/thought space on the follower's newsfeed, making it unique and memorable content. The photo, the **brief** mentioning of hours of operation, and discounts, are all an **indirect** enticement to visit the location. Using someone else's photo encourages **socialization**. The image has people in it to show popularity, but not too many that it seems too busy. The photo itself is striking, particularly the colour of pale bridge against dark firs.

Recommended Strategy for Pilot: "Portrait Photo"

6. *Grinder and Coola in the Lower Pond- May 24 2019*

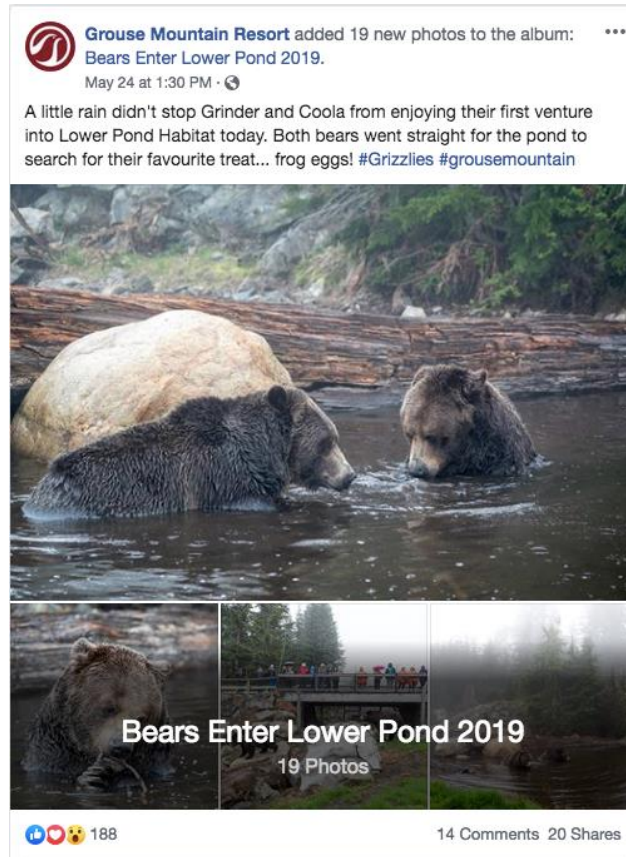


Figure 14: The third most engaged post from the adventure/team-building organizations in the Competitive Scan: *Grinder and Coola in the Lower Pond- May 24 2019*

Organization: Grouse Mountain

Engagement: 186 reactions, 14 comments, 20 shares

Key Communication Strategies: Multiple photos/album; Personable; Non-sustainability language; Update on Organization - Natural Surroundings; Call to Action (Indirect); Anthropomorphizing "Nature" or animals; Hashtags

Hashtags: #Grizzlies #grousemountain

What's working: The post is an **update on the natural environment** and a sneak peek of the exciting view if the follower **visits...**of bears! **Anthropomorphizing** bears with names and human-like actions make them relatable and cute. This display of location and events promotes sharing and other social engagement with the post. An **album** of bear images allows the follower to immerse themselves in the experience of seeing bears up close online.

Recommended Strategy for Pilot: "Experience the Location"

7. 6 Reasons to Be Hopeful about Climate Change - June 20 2018



Figure 15: The most engaged post from the sustainability organizations in the Competitive Scan: 6 Reasons to Be Hopeful about Climate Change - June 20 2018

Organization: PlanetVision

Engagement: 8400 reactions, 1 comment, 24 shares

Key Communication Strategies: Sustainable terms/language; Sustainability News/Milestones; Solutionary language; Positive Frame; Photo; Brevity; Highlighting desirable norm; Self-interest; Celebrating positive behaviour; Link to website

Hashtags: None

What's working: The **photo** shows the next generation of humans against one of the solutions to climate change (renewables) and clearly frames a **positive** sustainability message. The sharing of positive news shows thought leadership, as it appears the organizations have a pulse on audiences' attitudes on climate change (that they are exhausted and worried), thus framing the issue in a **celebratory** way. The post normalizes sustainability as the caption implies that humans collectively feel worried about climate change, **highlighting a desirable norm**.

Recommended Strategy for Pilot: Celebrating Positive Steps

8. UK McDonald's Paper Straws - June 22 2018



Figure 16: The second most engaged post from the sustainability organizations in the Competitive Scan: UK McDonald's Paper Straws - June 22 2018

Organization: PlanetVision

Engagement: 5600 reactions, 22 comments, 164 shares

Key Communication Strategies: Sustainability News/Milestones; Photo; Brevity; Highlighting desirable norm; Third Party Links; Celebrating positive behaviour

Hashtags: None

What's working: Providing **third party good news** is an effective way to generate **positive** associative feelings to the organization, while providing accurate information from sustainability conversations. The **brief** caption also highlights the key takeaway of the post with a quantifiable number – using statistics is a captivating way to deliver good news on sustainability issues, to counteract the devastating numbers we hear every day.

Recommended Strategy for Pilot: “Sharing Good News”

9. California's Plastic Bag Ban - June 18 2018



Figure 17: The second most engaged post from the sustainability organizations in the Competitive Scan: UK McDonald's Paper Straws - June 22 2018

Organization: PlanetVision

Engagement: 5500 reactions, 3 comments, 53 shares

Key Communication Strategies: Sustainable terms/language; Sustainability News/Milestones; Positive Frame; Photo; Brevity; Highlighting desirable norm; Third Party Links; Celebrating positive behaviour; Call to Action (Indirect)

Hashtags: None

What's working: The use of a relevant image which **highlights a norm** to be eliminated is helpful. The topic itself is on a popular **sustainability issue** (single use plastic) which helps with engagement. The **caption is short**, sweet and motivating, and the inclusion of a **positive** statistic since 2010 is impactful. Short **link** to more information is more appealing than a longer, clunky link.

Recommended Strategy for Pilot: "Trendy Sustainability Topic"

Top 3 LinkedIn Posts Analysis

10. Search for SDG Pioneers! - 2 weeks ago



Figure 18: The most engaged post from the LinkedIn organizations in the Competitive Scan: Search for SDG Pioneers! - 2 weeks ago

Organization: United Nations Global Compact

Engagement: 218 reactions, 8 comments, 0 shares

Key Communication Strategies: Sustainability terms/language; SDG Rhetoric; Call to Action (Direct); Positive Frame; Socialization; Infographic; Brevity; Highlighting desirable norm; Self-interest; Update on Organization - Events; Hashtags

Hashtags: #GlobalGoalsLocalBusiness

What’s working: The post recruits volunteers with more **direct address to sustainability** and high concept benefits – for example, being part of a sustainability movement or being associated with the UN. It uses graphics that are already well known in sustainability community, like **SDG icons**.

Recommended Strategy for Pilot: “Promote with SDGs”

11. All Human Beings are Born Free and Equal - 1 month ago



Figure 19: The second most engaged post from the LinkedIn organizations in the Competitive Scan: All Human Beings are Born Free and Equal - 1 month ago

Organization: United Nations Global Compact

Engagement: 167 reactions, 1 comment, 0 shares

Keywords: Neutral Frame; Photo; Brevity; Highlighting desirable norm; Personable; Non-sustainability language; Peer Authority; Hashtag

Hashtags: #UDHR #StandUp4HumanRights

What's working: The post incorporates a quote from a known and **well-loved leader** in the field, with the quote written on image so it looks professional and eye-catching (versus being hidden in the caption). The profile view of Mr. Annan looking with wise and smiling expression connotes hope, compassion, and capability. The logo of UN in right hand corner provides powerful association. The **photo** doubles as **link** to more information on website.

Recommended Strategy for Pilot: "Leveraging Peer Authority"

12. Global Investors for Sustainable Development Alliance - 1 month ago

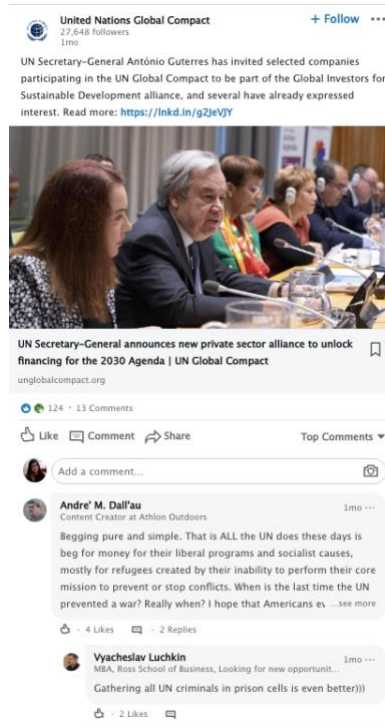


Figure 20: The third most engaged post from the LinkedIn organizations in the Competitive Scan: Global Investors for Sustainable Development Alliance - 1 month ago

Organization: United Nations Global Compact

Engagement: 124 reactions, 13 comments, 0 shares

Key Communication Strategies: Sustainable terms/language; SDG Rhetoric; Sustainability News/Milestones; Solutionary language; Photo; Highlighting desirable norm; Celebrating positive behaviour; Call to Action (Indirect)

Hashtags: None

What's working: This post's professional **photo** of UN Secretary-General at a press release and the caption offer a direct appeal to businesses as a **news update**. The comments section on this post is the only one of the top engaged posts that is entirely critical – most are written by those critical of the existence of UN as a “socialist” entity and appear to be hostile against climate action and global institutions. This can be avoided with **clearer language** that accurately describe the scope of the news update (“several have already expressed interest” is too vague). A strong emphasis on clarity and positivity can help negate the comment section becoming a place for hostile dissenters to gain traction.

Recommended Strategy for Pilot: “Conversing with Businesses”

APPENDIX E – PILOT POSTS ENGAGEMENT LEVELS

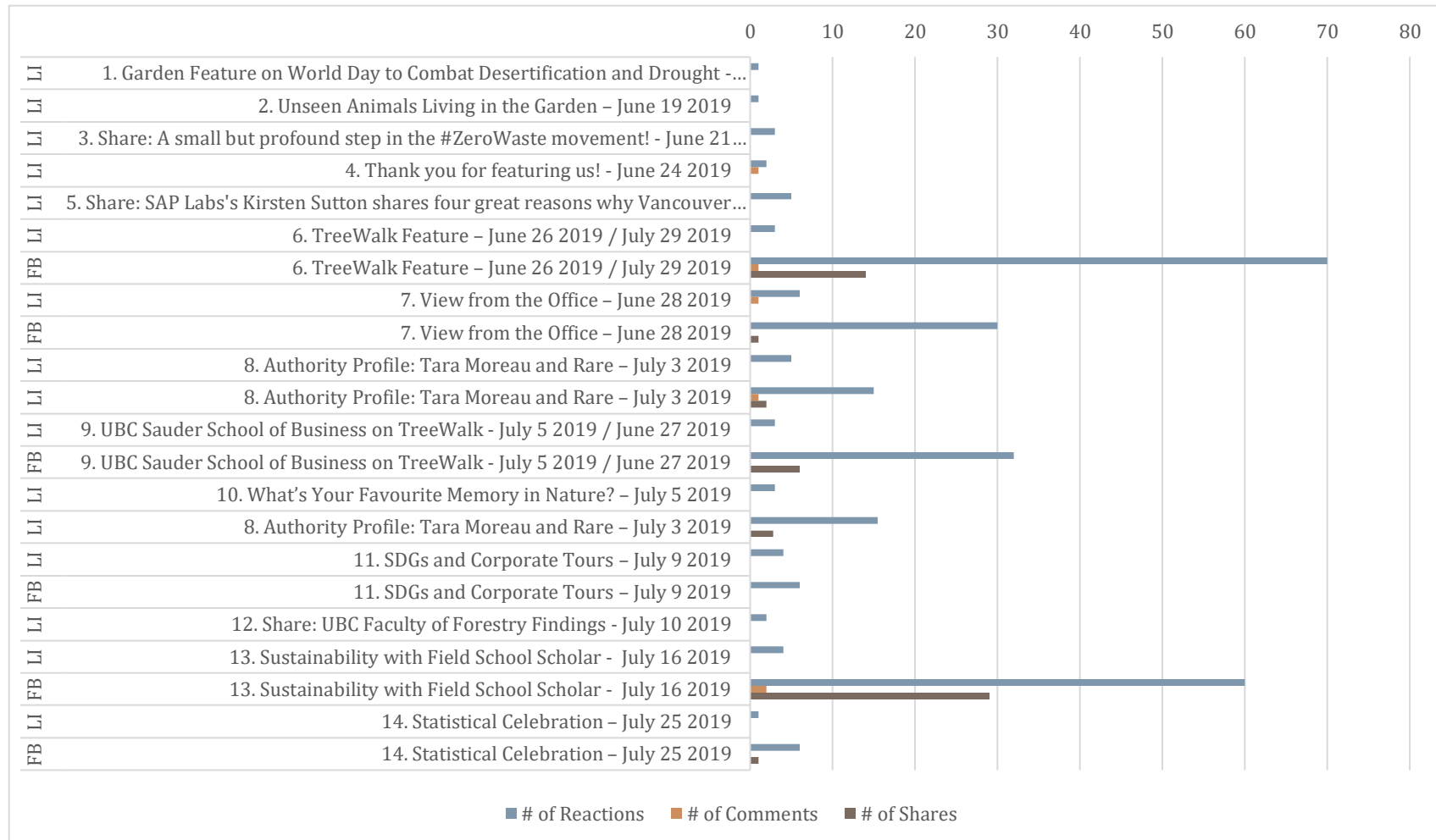


Figure 21: The engagement levels in reactions, comments, and shares for the Field School's 14 LinkedIn Campaign Pilot Posts.

APPENDIX F – PILOT POST IMAGES

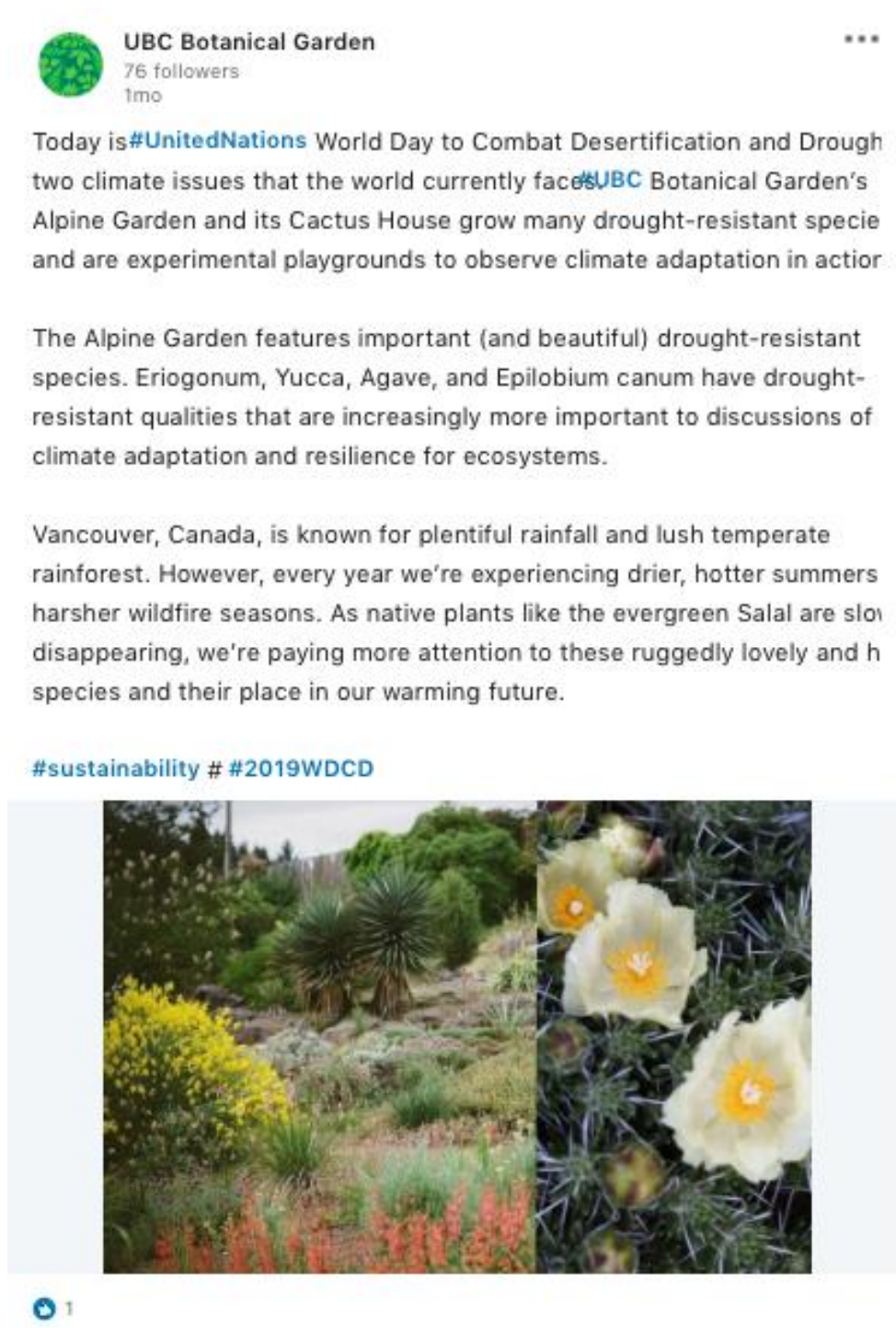


Figure 22: Pilot Post - Garden Feature on World Day to Combat Desertification and Drought - June 17 2019

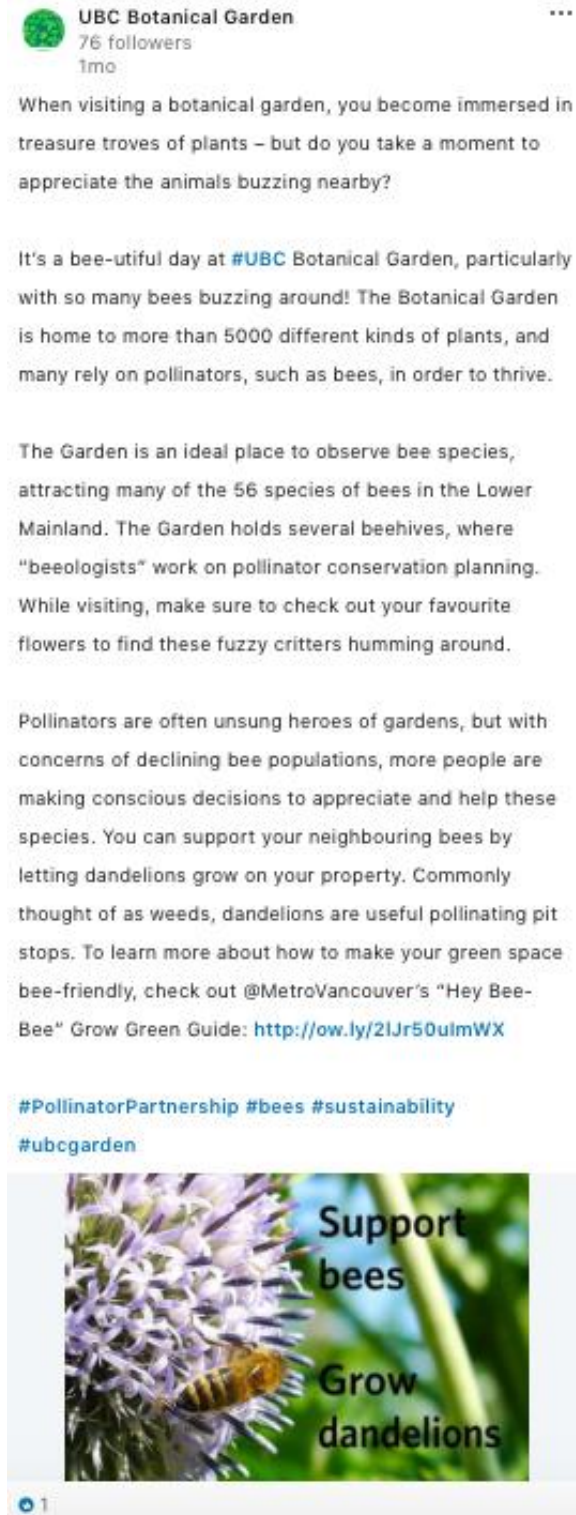




Figure 23: Pilot Post - Unseen Animals Living in the Garden – June 19 2019


 **UBC Botanical Garden**
75 followers
1mo



A small but profound step in the [#ZeroWaste](#) movement! The odds are stacked in our favour to eliminate single-use plastic and keeping our environments pristine and thriving. [...see more](#)

 **Chris Branch** • 2nd
Seed to Branch 🌱 Digital Marketing | Seedtobranch.com | Content | S...
1mo • Edited

👏👏👏 well played [#coronaextra](#)

Brilliant PR move to make the blueprints for this open-source tc [...see more](#)




  3

A small but profound step in the [#ZeroWaste](#) movement!
The odds are stacked in our favour to eliminate single-use plastic and keeping our environments pristine and thriving.


Research co-conducted by our own Tara Moreau, PhD found that waste generated at public festivals and events can be reduced by simple, effective solutions that emphasize convenience, and Corona Extra's new innovative design fits the bill!

<https://lnkd.in/exU2Jt5> [#inspiration](#) [#packaging](#)
[#reduce](#)

Figure 24: Pilot Post - Share: A small but profound step in the [#ZeroWaste](#) movement! - June 21 2019


 **UBC Botanical Garden**
75 followers
1mo

Thank you for featuring us! 🙌

 **Gardens British Columbia**
38 followers
1mo



Nitobe Memorial Garden at [The University of British Columbia](#), managed by the [UBC Botanical Garden](#). Have you been?


[...see more](#)



👤 2 · 1 Comment

👍 Like 💬 Comment


 Add a comment... 

 **Gardens British Columbia** Author 2w ...

You are most welcome!

👍 | 💬


Figure 25: Pilot Post - Thank you for featuring us! - June 24 2019

 **UBC Botanical Garden**
75 followers
1mo

SAP Labs's [Kirsten Sutton](#) shares four great reasons why Vancouver is an ideal location for corporate meetings. We heartily agree, Kirsten!


Business retreats are an important way to connect people with the knowledge and beauty our local environment has to offer. Did you know that UBC Botanical Garden offers team-building experiences and corporate event spaces surrounded by nature?

[#gardensgrowteams](#) [#ubcgarden](#) [#ubc](#)
[#tourismvancouver](#) [Tourism Vancouver](#)

 **Gwendal Castellan** • 2nd
Manager, Sustainable Destination Development ...
1mo

I'm really happy to share this fun collaboration I was part of putting together with SAP Labs:

[...see more](#)



Four Reasons to Make Vancouver Attractions Part of a Corporate Meeting
tourismvancouver.com



 5

Figure 26: Pilot Post - Share: SAP Labs's Kirsten Sutton shares four great reasons why Vancouver is an ideal location for corporate meetings. - June 25 2019

 **UBC Botanical Garden**
75 followers
1mo

Crisp coastal air. Chattering birds. Rain-soaked earth. Smiles and laughter.


Immerse yourself in nature on the TreeWalk at **#UBC** Botanical Garden built by **Greenheart International Development Corporation**.

The TreeWalk is a 20 metre-high suspension bridge in our lush David C. Lam Asian Garden. This award-winning eco-adventure is just one of the many activities you can select for your customizable excursion at the Garden.

Book your corporate **#teambuilding** experience this summer!

<http://ow.ly/Ekmj50uNIka>

#UBCgarden #Vancouver #gardensgrowteams



Team Building in Nature | UBC Botanical Garden
botanicalgarden.ubc.ca


 3

Figure 27: Pilot Post - TreeWalk Feature – June 26 2019 / July 29 2019



UBC Botanical Garden · July 29 · 🌍

Crisp coastal air. Chattering birds. Rain-soaked earth. Smiles and laughter.

Immerse yourself in nature on [Greenheart TreeWalk](#) at UBC Botanical Garden.

The TreeWalk is a 20 metre-high suspension bridge in our lush David C. Lam Asian Garden. This award-winning eco-adventure is just one of the many activities you can select for your customizable excursion at the Garden.... [See More](#)

👍❤️ 67 1 Comment 14 Shares

👍 Like 🗨 Comment ➦ Share 🌐

Most Relevant ▾

 **Pete Prown** Etc David Charlton and I talked about that -- a bridge across the creek so we oldsters don't have to face "the hill of doom" back to the parking lot. 👍 1

Like · Reply · 1d

 Write a comment... 😊 📷 GIF 🗨

Figure 28: Pilot Post (Facebook) - TreeWalk Feature – June 26 2019 / July 29 2019

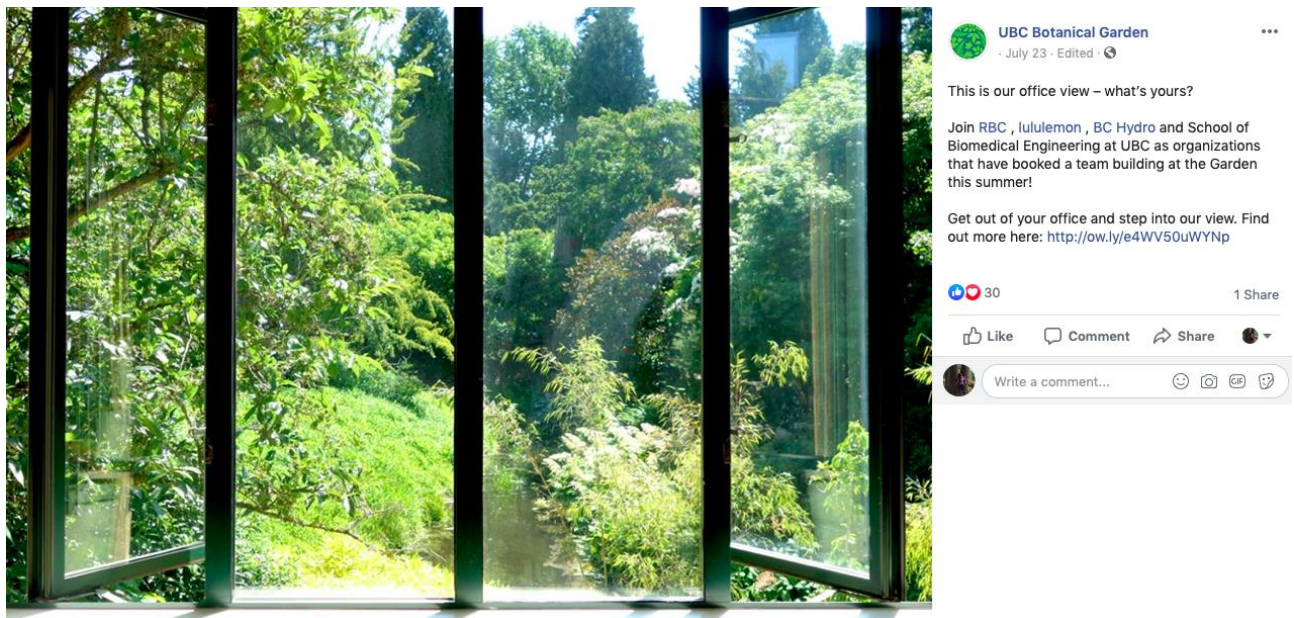
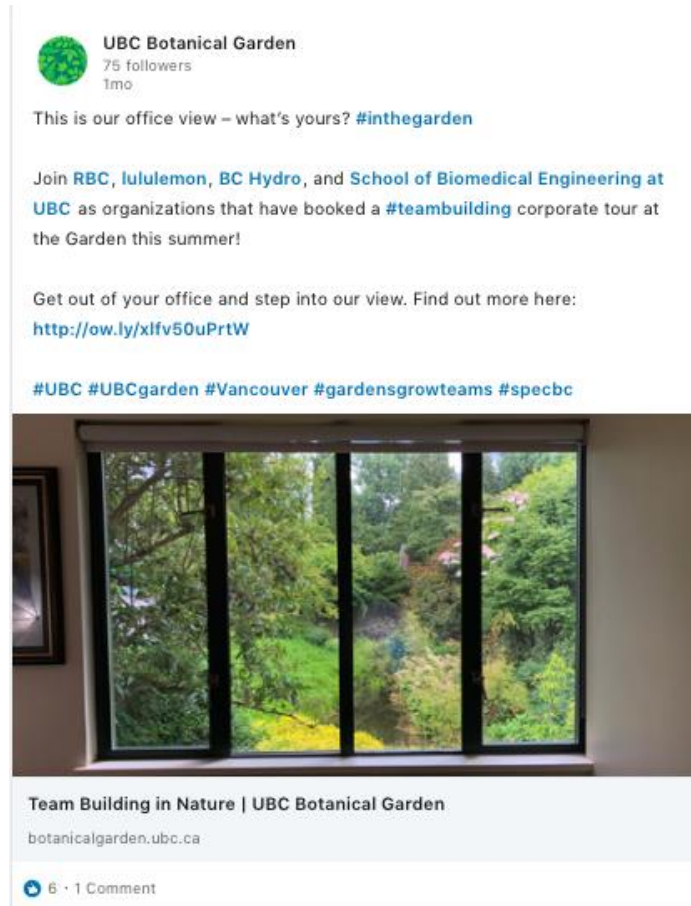


Figure 29: Pilot Posts - View from the Office – June 28 2019

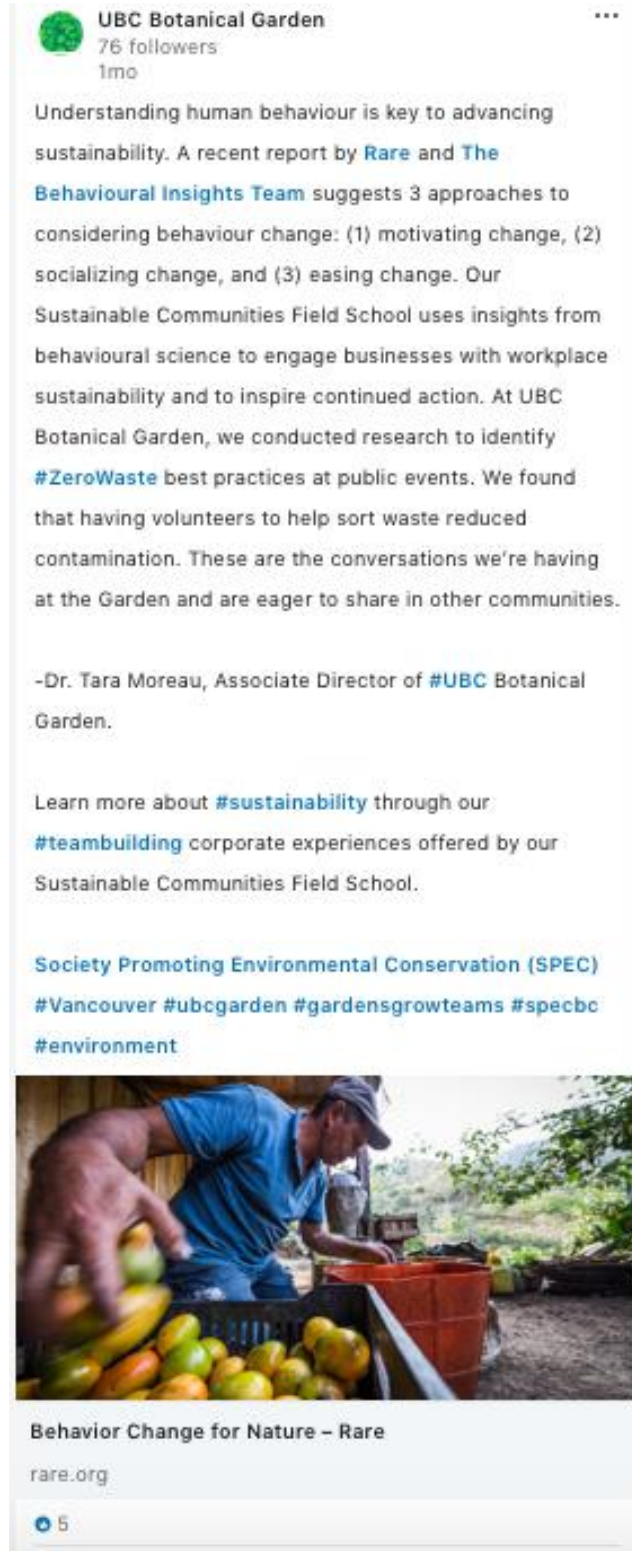



Figure 30: Pilot Post - Authority Profile: Tara Moreau and Rare – July 3 2019


 **UBC Botanical Garden** is in Vancouver, British Columbia.
 Published by Hootsuite · July 3 ·



Understanding human behaviour is key to advancing sustainability. A recent report by Rare and The Behavioural Insights Team suggests 3 approaches to considering behaviour change: (1) motivating change, (2) socializing change, and (3) easing change. Our Sustainable Communities Field School uses insights from behavioural science to engage businesses with workplace sustainability and to inspire continued action. At UBC Botanical Garden, we conducted research to identify ZeroWaste best practices at public events. We found that having volunteers to help sort waste reduced contamination. These are the conversations we're having at the Garden and are eager to share in other communities.





-Dr. Tara Moreau, Associate Director of UBC Botanical Garden.

Learn more on our LinkedIn page: <http://ow.ly/Usss50uSa7g>






Credit: Image is the cover of the Rare report which is available on LinkedIn.



  15 1 Comment 2 Shares

 Like  Comment  Share 

Most Relevant ▾

 Write a comment...    




 **Barb Moreau** Kudos T !!!
 Like · Reply · 5w  1

Figure 31: Pilot Post (Facebook) - Authority Profile: Tara Moreau and Rare – July 3 2019



Figure 32: Pilot Posts - UBC Sauder School of Business on TreeWalk - July 5 2019 / June 27 2019

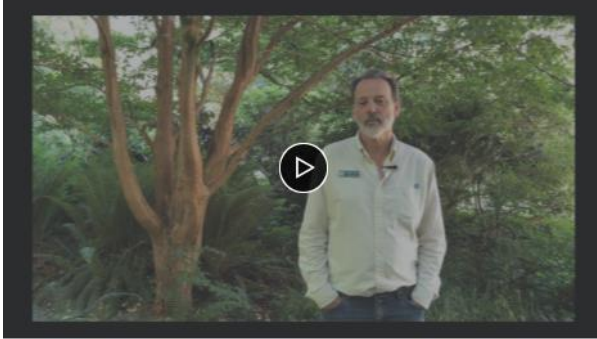
 **UBC Botanical Garden**
76 followers
1mo

Douglas Justice, Associate Director of #Horticulture & Collections at #UBC Botanical Garden, reminisces on formative experiences in nature that led to his career in #botany —it all started with childhood road trips with his family.

Reflect and reconnect with what is important to you. What is your favourite memory in nature?

<http://ow.ly/hCi750uTOXP>

#UBCgarden #Vancouver #inthegarden



Memory in Nature | Douglas Justice
youtube.com


3

 **UBC Botanical Garden** is in Vancouver, British Columbia.
July 5 at 10:30 AM · 🌐

Like Page ...

Douglas Justice, Associate Director of Horticulture & Collections at UBC Botanical Garden, reminisces on formative experiences in nature that led to his career in botany —it all started with childhood road trips with his family.

Reflect and reconnect with what is important to you. What is your favourite memory in nature?




YOUTUBE.COM

Memory in Nature | Douglas Justice
Douglas Justice, Associate Director of Horticulture & Collections at UBC

👍❤️👤 Clare Ford and 76 others 5 Comments 8 Shares

👍 Like 💬 Comment ➦ Share 🌐

Figure 33: Pilot Posts - What's Your Favourite Memory in Nature? – July 5 2019

 **UBC Botanical Garden**
76 followers
1mo

Our **#teambuilding** corporate experiences are designed to meet two goals: 1) to encourage employees to connect with each other and nature, and 2) to help small-to-medium teams incorporate United Nations **#SustainableDevelopmentGoals** into business and life.

Our team building experiences incorporate several **#SDGs**:

SDG 3 / Good Health and Well-Being: The program brings participants into nature—which is a great way to de-stress, bond, and have fun!

SDG 6 / Clean Water and Sanitation: Vancouverites consume water well above the national average. Our “water-can” team-building activity demonstrates obstacles in maintaining clean water for cities.

SDG 15 / Life on Land: A bird’s eye view encourages you to consider the environment and our impact on our ecosystems.


SDG 17 / Partnership for the Goals: We can’t solve these issues alone! We hope our corporate experiences bring employees together to connect with their own **#sustainability** goals.

<https://lnkd.in/gzcTgBe>

#GlobalGoalsLocalBusiness #UBC #gardensgrowteams #specbc



Figure 34: Pilot Post - SDGs and Corporate Tours – July 9 2019

 **UBC Botanical Garden** July 9 at 2:00 PM · 🌐

Our **#teambuilding** corporate experiences are designed to meet two goals: 1) to encourage employees to connect with each other and nature, and 2) to help small- to-medium teams incorporate United Nations **#SustainableDevelopmentGoals** into business and life.

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<http://ow.ly/OCgS50uWSZY>

@Society Promoting Environmental Conservation
#GlobalGoalsLocalBusiness #UBC #gardensgrowteams #specbc



BOTANICALGARDEN.UBC.CA

Team Building in Nature | UBC Botanical Garden
Immerse your team in an outdoor experience that promotes teamwor...

👍 6

Figure 35: Pilot Post (Facebook) - SDGs and Corporate Tours – July 9 2019



UBC Botanical Garden

76 followers
1mo

Study from [The University of British Columbia's](#) Faculty of Forestry provides clues on how trees evolve to survive.

[#plantsarecool](#) [#trees](#) [#evolution](#)



The University of British Columbia

329,902 followers
1mo

A new study provides clues on how trees, like the towering giants of Vancouver Island's Carmanah Valley, evolve to survive.

<https://bit.ly/2XSwrq3>



UBC scientists find high mutation rates generating genetic diversity within huge, old-growth trees

news.ubc.ca

 2

Figure 36: Pilot Post - Share: UBC Faculty of Forestry Findings - July 10 2019



UBC Botanical Garden

76 followers
3w

The inefficiency of recycling suggests that consumers should focus on reducing, reusing, and refusing [#plastic](#) packaging.

Learn more in the linked [CBC](#) article featuring Associate Director, Dr. Tara Moreau. She recommends slowly changing habits by taking a week to conduct a "garbage audit" to see how you can reduce your plastic consumption.

[#Vancouver](#) [#sustainability](#)



Reduce, reuse, refuse: Recycling is not enough, advocates say | CBC News

[cbc.ca](#)



Figure 37: Pilot Post - Sustainability with Field School Scholar - July 16 2019

 **UBC Botanical Garden** July 16 at 10:19 AM · 🌐

The inefficiency of recycling suggests that consumers should focus on reducing, reusing, and refusing plastic packaging.

Learn more in the linked [CBC News](#) article featuring Associate Director, Dr. Tara Moreau. She recommends slowly changing habits by taking a week to conduct a "garbage audit" to see how you can reduce your plastic consumption.



CBC.CA

Reduce, reuse, refuse: Recycling is not enough, advocates say | CBC News

👍❤️ 60 2 Comments 29 Shares

👍 Like 💬 Comment ➦ Share 👤

Most Relevant ▾

 Write a comment... 🗨️ 📷 📧 🗑️

 **Top Fan**
Courtney Charnell I wonder how a store like NADA receives their products. The reason why I question this is because clothes all come to stores wrapped in individual bags that all get discarded. Even if you say no to the store bag, all of your clothes bought already came to the store in bags. It is so difficult to refuse. Basically stop buying things that arent needs.
 Like · Reply · 2w

 **Heather Virtue-Lapierre** How about the manufacturers reduce their packaging? Especially styrofoam and those nasty plastic and paper towel pads they put under meat in the styrofoam trays? Those things are disgusting and unnecessary. And the styrofoam trays do not wash properly. The scent is still on them and they attract vermin.
 Like · Reply · 2w

Figure 38: Pilot Post (Facebook) - Sustainability with Field School Scholar - July 16 2019



UBC Botanical Garden

75 followers
6d

What do participants say about our [#teambuilding](#) experiences?

Fifty percent of participants on a recent visit said our 120-metre high TreeWalk was their favourite part, and a whopping 71% thought that the most important takeaway was about [#waterconservation!](#)

We are happy to see these sustainability elements resonate with our visitors. The Sustainable Communities Field School at [#UBC](#) Botanical Garden is committed to making [United Nations #SustainabilityDevelopmentGoals](#) accessible to businesses.

Take a break with your colleagues in nature. Book your team building experience now: <https://lnkd.in/edBzBQQ>

[Society Promoting Environmental Conservation \(SPEC\)](#) [#Vancouver](#)
[#gardensgrowteams](#) [#GlobalGoalsLocalBusiness](#) [#SDGs](#)



1

Figure 39: Pilot Post - Statistical Celebration – July 25 2019



Figure 40: Pilot Post (Facebook) - Statistical Celebration – July 25 2019