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Executive Summary

Although people are aware of Traumatic Brain Injuries (TBIs), many cannot recognize the symptoms. Therefore, youth, who are vulnerable to TBIs, can sustain a brain injury during sporting games or practice and not receive proper treatment. This can lead to further injury or death if another TBI occurs. To reduce the incidence of serious TBIs, the CDC HEADS UP campaign would like to launch a social media campaign targeting the mothers of children who play sports and teach mothers to identify TBI symptoms. Mothers are invested in the safety of their children and are known to use social media to receive and share information.

Background and Situational Analysis

Despite the far-reaching HEADS UP campaign that the Centers for Disease Control and Prevention (CDC) launched in 2003, research suggests there are up to 3.8 million sports or recreational-related Traumatic Brain Injuries each year. This number is suspected to be less than the true amount as concussions are believed to be underreported (Dompier).

Traumatic Brain Injuries can lead to life-threatening brain damage. TBIs range from mild to severe; the damage can affect both short and long term brain functionality, including emotions, language, sensations, and memory. The CDC estimates that 75% of TBIs occurring annually are mild. Repeated concussions over time can lead to serious repercussions (Centers for Disease Control). Symptoms may include behavioral changes, degenerative brain damage, communication problems, and even death (Mayo Clinic).

There are 60 million children of both genders registered to participate in organized youth sports programs (National Council of Youth Sports). Children up to the age of 4 and teenagers between the ages of 15 to 19 years old have an increased risk of experiencing a TBI (Sarmiento). While overall awareness of TBIs has increased following the HEADS UP campaign, it is hypothesized that individuals are still unable to identify the symptoms of TBIs after they occur. If athletes, parents, and coaches are unable to recognize that a TBI has occurred, vulnerable youth athletes may be returning to play too soon after an injury. This can lead to further, possibly permanent, damage.

The HEADS UP campaign aims to educate mothers to recognize the symptoms of traumatic brain injuries in young athletes so these athletes are pulled from games before further harm can occur. A secondary benefit of educating mothers about the symptoms and seriousness of TBIs is that armed with the information, mothers will be empowered to advocate for the brain safety of young athletes. They can encourage the athletes' removal from a game once it is suspected a TBI has taken place and advocate that athletes remain out of the game for the appropriate amount of time. While most TBIs are mild, repeated TBIs can be deadly.

HEADS UP will shift its campaign to social media to reach the target audience of mothers using Facebook, YouTube, and a WordPress blog as three platforms of focus. Approximately 84 percent of adults between the ages of 30 and 49 use Facebook; there are more than eight billion Facebook video views each day. Seventy-three percent of adults reportedly use YouTube. (Pew Research Center). Research suggests an estimated 42 percent of Fortune 500 companies use blogs for their organizations (Barnes). By using these social media platforms to educate mothers about the dangers of a TBI and the harm that can occur if there is a repeated injury,

the HEADS UP campaign is working toward lowering the incidence of further damage to young athletes.

SWOT Analysis

The Centers for Disease Control and Prevention's HEADS UP campaign is well-positioned to address the serious issue of Traumatic Brain Injuries in children between the ages of 15 and 19 in the United States. HEADS UP will build on the previous success of their first campaign which brought awareness to the existence of traumatic brain injuries in vulnerable populations. HEADS UP currently has name recognition within youth athletic programs, and carries the prestige of the CDC. The new HEADS UP social media campaign will leverage the relationships already established during the first campaign and use these to promote the recognition of TBIs. Although the HEADS UP social media campaign has many factors working in its favor, there are several challenges to consider.

Firstly, the CDC HEADS UP communications team does not have any professional blogging experience. Resources will need to be expended to set up a blog and educate the team to manage it.

Secondly, the CDC communications team does not have an on staff videographer.

The HEADS UP campaign also must recognize the culture that surrounds sports and athletic programs. There can be a strong resistance to change. Furthermore, coaches, parents, and athletes may be hesitant or unwilling to accept the seriousness of TBIs, especially if it impacts the frequency that athletes can play.

Despite these challenges, there are opportunities available to offset these difficulties. There is a culture shift that is examining safety in youth sports programs. HEADS UP will use this

as an advantage to discuss the seriousness of TBIs and how further injury can occur when athletes return to play too soon after an injury. A strong community of networking exists on social media that shares and receives information. Since parents, especially mothers, use social media for support and guidance, the opportunity to tap into these resources and share information about TBIs will be a valuable tool for expanding awareness.

Please refer to **Figure 1** in the **APPENDIX** to see the chart version of this content for more information.

Target Audience

Target Audience: mothers, aged 30 - 50 years old, with children aged 15 – 19, who participate in high-impact sports in the United States.

The HEADS UP campaign will promote Traumatic Brain Injury recognition to this primary audience for the following reasons:

1. Mothers are particularly invested in the health and safety of their children.
2. Research shows that mothers are vastly more likely to manage the health of children than their fathers (Kaiser Family Foundation).
3. Mothers have a strong influence on the extracurricular activities of their children.
4. Pew Research indicates mothers are more apt than fathers to use social media to give and receive support (Pew Research Center).

The Centers for Disease Control and Prevention will use three different social media platforms to connect with the primary target audience: mothers, aged 30-50 years old, with children aged 15-19 who participate in high-impact sports in the United States. The three social media platforms HEADS UP will use is Facebook, YouTube, and a WordPress blog. According to

Pew Research Center, 84 percent of adults between the ages of 30 and 49 use Facebook. Seventy-three percent of adults use YouTube. HEADS UP will leverage a blog as a hub to host longer form posts and information in one location. Both Facebook and the YouTube channel will refer back to the blog. Studies have shown that parents with children under 18 use Facebook to receive support from their community and share information. Seventy-nine percent of parents who engage in social media affirm they receive helpful information from various social networks (Pew Research Center). HEADS UP proposes to follow this trend by encouraging community and conversations that educate mothers to recognize the signs of a TBI so athletes are safely pulled from games to reduce incidence of further injury.

Organizational Goals

The organizational goal of HEADS UP is to reduce the incidence of damage by Traumatic Brain Injury.

Organizational Objective

The organizational objective of HEADS UP is to increase the ability of mothers to recognize a Traumatic Brain Injury in their children and thus reduce the incidence of increased damage by second injury by 10% by the year 2021 in the United States.

Social Media Goals

The social media goal of HEADS UP is to reduce the prevalence of Traumatic Brain Injuries in children by educating their mothers to recognize the signs of TBIs.

Social Media Objectives

The social media objective of HEADS UP is to increase the number of mothers who self-report the ability to recognize the symptoms of a TBI in young athletes through 2021.

Social Media Strategy

The social media strategy of HEADS UP is to use Facebook, YouTube, and a WordPress blog to create compelling, sharable content that educates mothers to recognize the symptoms of TBIs in young athletes.

Social Media Messaging

- Is it safe to play? Know the signs of Traumatic Brain Injury to protect your child from permanent brain damage.
- It's more than just a headache; learn to recognize the difference between a bump on the head and a Traumatic Brain Injury.
- Did you know that children ages 15-19 are one of the most vulnerable of populations at risk for Traumatic Brain Injury? Learn the facts to keep your family safe from permanent brain damage.
- Many Traumatic Brain Injuries go unreported. Is your child at risk for permanent brain damage? Learn the signs.
- Concussions don't just happen at the big game. Learn to recognize the signs of Traumatic Brain Injury to prevent serious brain damage.

Social Media Platforms

The HEADS UP campaign will focus on three social media platforms to achieve its goal of educating mothers to reduce the prevalence of Traumatic Brain Injuries in youth aged 15 – 19 by 10% by the year 2021. The platforms the campaign will focus on is Facebook, a WordPress blog, and YouTube. These platforms will work together to target mothers with relevant, sharable information regarding the recognition of TBIs in their children.

The Facebook page will use communities of mothers to share relevant information regarding brain safety in children, as research shows the target audience uses Facebook to give and share advice. This tactic is supported by the statistic that mothers are more involved than fathers in making health decisions on behalf of their children (Kaiser Family Foundation).

Content created on Facebook will direct mothers toward the blog, which will host long-form information about TBI recognition for them to see and share. Messaging will emphasize child brain safety, as mothers are motivated to protect their children from harm. Blog posts will be posted at regular intervals to maximize search engine optimization. The word count of blog article titles and blog posts will be written based on blogging best practice. Blogs will include keywords such as safety, sport safety, kids, children, youth football, youth sports, injury, signs, symptoms, concussion, TBI, traumatic brain injury, dizzy, and sports injury to help drive organic search to the blog as well. The blog will operate as the content hub of the campaign.

Finally, HEADS UP will use YouTube to post moving, testimonial videos, motion graphic statistics, and information from health experts. Approximately half of the video content will be curated from partners established during the HEADS UP campaign. This strategy is designed to reduce the costs of creating new video content and to further engage social media communities. HEADS UP partners are motivated by this cause and willing to assist in creating this content for the channel, as was seen in the previous campaign. All video content will link back to the blog. Videos will be short and sharable. Since studies show “85% of Facebook users watch videos with the sound off,” and HEADS UP will be sharing these videos on Facebook, it

will be important to utilize motion graphics and captions to convey the desired messaging (Pew Research Center).

The Facebook page and YouTube channel were both active during the original HEADS UP campaign. The communications team will build on the success of the former campaign to launch the second phase of HEADS UP. The blog will be created with the assistance of a contracted web designer before the second campaign begins.

Please refer to **Figure 2** in the **APPENDIX** for the detailed table of audience preference, organization use, and the nature of content for this campaign.

Social Media Integration

The HEADS UP communications team will work closely with the external relations and public relations departments throughout the campaign. They will contact partners from the first HEADS UP campaign and inform them of the new efforts of the new campaign. The team will ask partners to share HEADS UP content on their social media accounts and to create new content about the importance of brain safety, which will be shared on the HEADS UP social media channels. All content will refer the target audience back to the blog for more information.

The external relations and public relations teams will partner with CDC brain health experts to visit local youth athletic programs and public school districts to facilitate conversations with mothers. These discussions will focus on the seriousness of TBIs and educate mothers on the signs of injury. The Public relations department, along with the contracted videographer, will film and interview these mothers to create relatable content for the HEADS UP social channels. These will be shared throughout the campaign.

Please refer to **Figure 3** in the **APPENDIX** for the chart depicting social media integration.

Resources Required

The time resources for the HEADS UP campaign are divided into internal and external resources. The internal resources include a campaign manager, writer, and web analyst. The campaign manager will be responsible for overseeing various aspects of the project, including responding to social media inquiries, reviewing web analytics, assisting in writing content, crisis communication, and choosing stock photos to accompany posts.

The external contractors include a web designer, Hootsuite subscription, and a videographer. The web designer will assist with the initial design of the blog. This will take place at the beginning of the campaign. Afterward, the campaign manager will manage the blog. Videography will be contracted throughout the campaign as needed. Hootsuite will be purchased as an annual subscription.

Please refer to **Figure 4** in the **APPENDIX** to see the full chart breakdown of time and responsibilities.

Budget

The total annual budget for the HEADS UP campaign is \$67,850. The majority of costs will be used for internal time resources. The second highest expense is the freelance videographer. Research suggests that video is extremely important on social media (Pew Research Center), so the decision was made to make this a priority. Videos will be posted on the YouTube channel, Facebook, and blog. To supplement this cost, the social media channels will also curate valuable video content from HEADS UP partners.

Please refer to **Figure 5** in the **APPENDIX** to see the detailed breakdown of costs.

Measurement

The HEADS UP communications team will evaluate the trajectory of the campaign at the three-month mark. The reason for early evaluation is to determine what adjustments need to be made to make the campaign most successful. The organizational objective of HEADS UP is to increase the ability of mothers to recognize a Traumatic Brain Injury in children and thus reduce the incidence of increased damage by second injury by 10 percent by the year 2021. Since the campaign is evaluated in its entirety in two years, the campaign manager does not want to wait until the six-month mark to evaluate. Based on the final evaluation in 2021, the CDC may grant additional funding and resources to HEADS UP to continue the campaign until 2031.

Please refer to **Figure 6** in the **APPENDIX** for the detailed benchmark and metrics chart.

Timeline for Implementation

The timeline for phase one of the HEADS UP campaign will take four months. The first month will include content planning, content creation, advertising set up, blog set up, hiring a videographer, filming, and organizing with public relations and external relations teams for content integration.

After the month of preparation, the HEADS UP social media campaign will officially launch. Content will continue to be made and curated according to the content calendar. There will be monthly meetings to analyze analytics, meet with partners, and organize with the public and external relations teams. Advertising will run at a concentrated level at the beginning of the campaign.

At the end of the three months, the team will meet to determine if benchmark metrics have been met. At this time, adjustment will be made to the campaign as it continues for the next two years. New benchmarks will be set for evaluation in 2021. At this time, the CDC will decide whether to continue this program.

Please refer to **Figure 6** in the **APPENDIX** for the detailed content calendar and schedule of events.

Conclusion

The goal of the Centers for Disease Control and Prevention is to lower the prevalence of Traumatic Brain Injuries in youth aged 15-19 by 10 percent by the year 2021. The CDC has dispatched their communications team to run a second HEAD UP campaign on social media to meet this goal. This goal was chosen because youth are a vulnerable population for TBIs and many TBIs go unreported. This can lead to further injury or death. By educating mothers to identify TBIs in children, the CDC hopes to lower the overall prevalence of TBIs and further injury to children.

The communications team has chosen Facebook, YouTube, and a WordPress blog to be the three channels they use to accomplish this goal. After analyzing various target audiences, they have decided to focus on mothers, aged 30 – 50 years old, with children between the ages of 15 – 19 who play high-impact sports in the United States. This target audience was chosen because they have a vested interest in the safety of their children and research suggests that mothers are more involved in the health of their children than fathers.

The CDC communications team, the public relations team, and external relations team will come together to create and curate content for the three social media channels. Some of the

curated content will come from partnerships established during the first HEADS UP campaign. The messaging across all channels will focus on the safety of children and the identification of TBIs. This content will be written specifically to engage the target audience. All content will direct mothers to the blog, which will be hub of all HEADS UP information.

Benchmarks have been set to evaluate the effectiveness of this campaign. The first benchmark is schedule for three months after the launch of the campaign. If this campaign is deemed successful by the end of 2021, the CDC will consider extending the funding of this project.

Works Cited

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APPENDIX

SWOT Analysis Figure 1

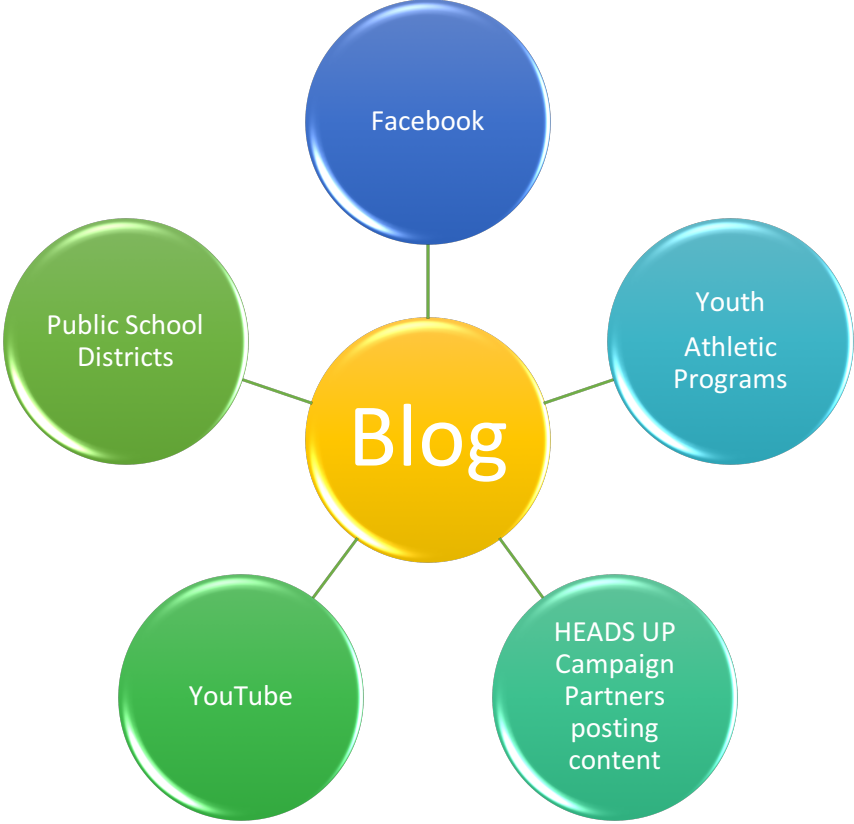


Social Media Platforms
Figure 2.

Social Platform	Audience Preference	Organization Use	Nature of Content
Blog	<p>Research shows that approximately 4.4 million moms blog (Patel).</p> <p>Marketing plans that focus on blogging have 13 times the probability of achieving positive return on investment (Hubspot).</p>	<p>The blog will be the content hub of the HEADS UP Campaign</p> <p>HEADS UP will need to hire a web designer to create the blog.</p> <p>The communications team will need to research best practice for blogging to learn how to manage a successful blog long-term.</p>	<p>Since the blog is the hub of the content, both the YouTube channel and Facebook page will direct the target audience (mothers) here.</p> <p>The blog will host longer content. This content will be more in-depth than what is found on YouTube or Facebook.</p> <p>The blog will focus on content that will help mothers recognize the seriousness of TBI and how they recognize the symptoms in their children.</p>
Facebook	<p>84 percent of adults between the ages of 30 and 49 use Facebook (Pew Research Center)</p> <p>83 percent of mothers receive useful information on Facebook (Kaiser Family Foundation).</p> <p>77 percent of mothers respond to questions on Facebook.</p>	<p>HEADS UP has already established a Facebook page during the first campaign.</p> <p>The team has experience running Facebook social media campaigns.</p>	<p>The Facebook page will focus on building communities of moms who want to learn about brain safety for their children.</p> <p>Research shows that moms go to Facebook for advice and support. The content will aim to be concise, useful, and sharable. It will</p>

			<p>link back to the blog for more information.</p> <p>Facebook content will be written to encourage conversations between the mothers so that more users are brought back to the Facebook page.</p>
<p>YouTube</p>	<p>73 percent of adults use YouTube.</p> <p>Research shows that 6 out of 10 individuals would rather watch online through a video platform than live TV (Brandwatch).</p>	<p>HEADS UP will use the established connections from the first HEADS UP campaign to curate content for the YouTube channel, such as the NFL, local organizations, and other HEADS UP partners who can assist in creating YouTube content.</p>	<p>At least half of the YouTube content will be mostly curated from established partners.</p> <p>The content will be short, moving testimonials, motion graphic statistics, and filmed health expert recommendations.</p>

**Social Media Integration
Figure 3.**



Roles and Responsibilities
Figure 4.

Role	Responsibilities	Time
Internal		
Campaign Manager	<p>Creates content calendar.</p> <p>Reviews content created by writer.</p> <p>Assists writer in creating content for the blog and social media platforms.</p> <p>Coordinates with public relations and external relations teams.</p> <p>Reviews reports created by web analyst.</p> <p>Oversees all social media channels.</p> <p>Researches best practice.</p> <p>Interacts with social media users.</p> <p>Available for crisis communication.</p> <p>Works with media buyers for targeted digital advertising.</p>	35 hours/week
Writer	Creates written content for social media and blog posts.	20 hours/week
Photography	Campaign manager chooses stock images to accompany content.	In campaign manager budgeted time.
Web Analyst	Reviews Hootsuite reports and presents information to campaign manager.	3 hours/month
External		
Web Design	Freelance designer fee to help set up blog before launch of campaign.	N/A
Hootsuite	Social media planning and analytic service.	N/A
Videography	Contracted videographer will accompany public relations and external relations teams to youth athletic programs and	N/A

	<p>public school district meetings to film content with real mothers for the campaign.</p> <p>The videographer will also film a series of brain health information with CDC experts to use on the YouTube channel, Facebook page, and blog.</p>	
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**Budget
Figure 5.**

HEADS UP Social Media Campaign Budget			
Annual Budget	Internal	External	Total Cost
Social Media Management			
Campaign Manager (35 Hours/week)	\$35,000	-	\$35,000
Web Analyst	\$3,000	-	\$3,000
Content Creation			
Writer (20 Hours/week)	\$20,000	-	\$20,000
Creative Manager (included in time above)	N/A	-	-
Blog Design	-	\$2,000	\$2,000
Video	-	\$15,000	-
Stock Photo Subscription		\$450	\$450
Monitoring			
Hootsuite Subscription (Facebook/YouTube)	N/A	\$400	\$400
Free Facebook Analytics (Facebook)	N/A		-
Free Google Analytics (Facebook/WordPress)	N/A		-
Targeted Advertising			
Paid targeted advertising on Facebook and YouTube		\$7,000	\$7,000
Total Annual Budget =			\$67,850

**Measurement
Figure 6.**

Metrics and Benchmarks		
<p>HEADS UP Campaign 3-month benchmark goals.</p> <p>Key: Downloading (D) Inquiring (I) Participation (P) Subscriptions (S)</p>		
Facebook	YouTube	Blog
Page Followers: 1,000 (P)	Subscribers: 3,000 (S)	Total Visits: 4,000 (P)
Likes: 600 (P)	Average Views on video: 1,500 (P)	Visits from Facebook or YouTube: 700 (P)
Shares: 300 (P)	Comments: 70 (P)	Average Length of Visit: 3.30 min (P)
Video Views: 700 (P)	Average Likes on video: 1,000 (P)	Email Subscriptions: 1,000 (S)
Comments: 250 (P)	Shares: 200 (P)	Shares: 500 (P)
Direct Messages: 50 (I)	Average time viewing Video: 2:00 min (P)	Surveys: 200 (I)
Impressions: 25,000 (P)	N/A	Total Comments: 100 (P)
N/A	N/A	HEADS UP marketing materials downloaded: 400 (D)

**Timeline
Figure 7**

Pre-Launch				
Activities	Week 1	Week 2	Week 3	Week 4
Research Best Practice for blogging				
Hire web designer				
Set up Hootsuite				
Hire videographer				
Planning meeting with public relations and external relations departments				
Reach out HEADS UP partners				
Schedule targeted advertising for entire campaign				
Content planning				
Filming/interview with school districts and youth athletic programs				
Begin content creation				
Set up benchmark goals				
Month 1 – Campaign Launch				
Activities	Week 1	Week 2	Week 3	Week 4
Launch first posts				
Interact with users on social media				
Review analytics				
Content creation				
Meeting with public relations and external relations departments				
Communication with HEADS UP Partners				
Run targeting advertising				
Content posting				
Continue Best Practice research				
Facebook Live				
Month 2				
Activities	Week 1	Week 2	Week 3	Week 4
Content posting				
Review analytics				
Run targeted advertising				
Content review meeting				
Planning meeting with public relations and external relations departments				
Reach out HEADS UP partners				

Interact with users on social media				
Facebook Live				
Month 3				
Activities	Week 1	Week 2	Week 3	Week 4
Content posting				
Interact with users on social media				
Review analytics				
Content creation				
Meeting with public relations and external relations departments				
Facebook Live				
Communication with HEADS UP Partners				
Run targeting advertising				
Review benchmarks				
Evaluate plan for the remainder of the 2 year campaign				

Content Planning			
Content	Month 1	Month 2	Month 3
Facebook Live (every other week)			
Mother testimonial			
Expert Advice			
Partner Postings			
What are the symptoms of TBI?			
Is your child safe at practice?			
Working with your child's youth athletic program.			
TBI Facts			
Dangers of TBI			
Quiz: Can you identify the signs of a TBI?			
Youth athlete testimonial			
Talking to your child's coach about TBI			
Talking to your child's school about TBI			
Talking to your child about TBI			
Talking to your partner about TBI			
Talking to other moms about TBI			
What laws are in place to prevent a TBI?			

