



DRIVING PARTICIPATION

WITH BETH BRODOVSKY

SESSION 175

COMBINING PR & SOCIAL MEDIA TO SHARE YOUR STORY GLOBALLY

WITH LIZANNE PANDO

BETH: Hello, this is Beth Brodovsky, and welcome to Driving Participation. This week I am on with Lizanne Pando. Lizanne is now the president of St. Hubert Catholic High School for Girls in Philadelphia, but in I think 2015 she was the director of communications for the World Meeting of Families that happened here in Philadelphia which was a pretty big and amazing event for the city to host and to make it be what it needed to be. There was a lot involved and a lot of spreading of the message, and Lizanne did some pretty amazing things to combine social media and PR and make it spread around the globe, and I wanted to have her on today to share a little bit of what she did, how she ran a global event that was really pretty astoundingly participated in all over the world. Lizanne, thank you so much for joining me today.

LIZANNE: You are welcome. Thank you for having me, Beth.

BETH: Am I right? It was 2015, right?

LIZANNE: Yes. We started in 2013, but 2015 was the execution of the World Meeting of Families in a papal visit.

BETH: I always remember that date because I happened to have left Philadelphia on that because I was visiting my son and my daughter-in-law who was just a few weeks away from delivering my first granddaughter so I remember specifically being in Florida that day and having my son and my daughter-in-law who were incredibly homesick for Philadelphia watch the whole meeting so they could watch the fly overs of Philadelphia and kind of fuel their homesickness, I think.

LIZANNE: Understood, understood. I love my home, Philadelphia, as well.





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BETH: Yeah. So before we get into that, why don't we talk about what your thoughts are on participation in general. We love to ask people about this whole idea of what participation means to them and you have a number of different places where you experience this, with what you do with your school today, with what you did in that work and things you maybe have done in your career before that. In the work that you have done over your life, what does "participation" mean and how have you seen it fuel an organization and help it thrive?

LIZANNE: So participation really comes with the old adage, "What you put into something is what you get out of it." I feel that when you're participating, you can bring an idea to the table say on any aspect you're working on and any life you're living and when you give it to a think tank, when you give it to a couple people that are also involved and possibly passionate about your mission or the outcome, you can watch it grow and almost become three dimensional. From your two-dimensional participation you can then make it become three dimensional and sometimes it grows in ways you would never have even seen. I'm a great proponent of talking to people who think differently than I do and then that can flush out an idea or make it just that much more real and it really often resonates with people at a different level as it moves on in participation.

BETH: You're a leader of an organization now. You've been a leader of other organizations. That whole idea of an idea growing in ways you had never imagined kind of leads to some people thinking that's awesome. This is going to spread and really get out there, but in other situations, that whole idea of an idea spreading feels a little like wild fire and out of control. As a leader of organizations, how did you get comfortable with the idea that once you start putting it into the hands of others it's going to morph and maybe be different than what you hoped or envisioned?

LIZANNE: Right, that's a great question. So everything has to start with your own plan, your own branding of your product, your own messaging of your mission and so when you are and I'll lead right into social media with this. When you have





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a social media following, say for the World Meeting of Families, which is what we're speaking of, people are very excited for you. They're excited to learn from your social media, communications from your website, communications from your press releases and the components and the leaders who are speaking about your mission, but so you need to control what is being said and be the author of everything. Now with that said, you can use your crowdsourcing to say, "Oh, here's a great graphic. This is what we're talking about. We need volunteers. We're looking towards registration in a month or in two months. We need families to hear this message about the Catholic faith in the World Meeting of Families. We need to get messages out." You can then send what you want to be said out there. In the design process, what you want is people who are thinking of like thought. So you want people within the organization and maybe people who you feel are good influencers in the marketplace that you're going towards to be a part of that, and some of that can be reading books or following blogs or following social media that is resonating. So we followed a lot of bishops. We followed people who had done World Meeting of Families before. We researched World Youth days and things that were happening at the Vatican and authors and Catholic writers. So you want to surround yourself with people who are going to add to your ideas and help you spread your ideas in an authentic way. If something should go awry, if something should move, then that's a different market for communications entirely.

BETH: That's a different podcast!

LIZANNE: Well, it is and it isn't. So this was the world, this is the world so it's a very interesting communication. We're not talking about something with very little goals, something very national. This was global and it can be misinterpreted or misconstrued or purposefully construed to fit someone else's agenda. So what you have to do is you have to also be ready to counteract that. If something goes out and it looks like it's your fault, to apologize and put it out. So if there's fires that come up, you also have to monitor what's going on very closely. Sometimes your own crowd will monitor it for you, which is something very interesting I've





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learned through social media. You can put something out there and this leads to other jobs I've done as well and we worked with the Miraculous Meadow, which was praying to Mary for her intercession to her son and a lot of people who aren't Catholic didn't believe in that or didn't understand that and would either come onto our sites and say something derogatory or negative or ask questions and if I didn't get back to them in five minutes, the people that were on the social media were answering for us and quite often ...

BETH: That's all been a surprise to people, that media will do that for you. Before we get too far in, explain to the listeners a little bit the context about what the World Meeting of Families is. I don't typically have an event that's global or even specifically religious and I think it's really important to talk about that there's lots of events that are designed for a specific community. This one had some pretty amazing scale. So if you could just explain what the meeting is and what was the goal of the meeting.

LIZANNE: So the meeting was the 8th World Meeting of Families. World Meeting of Families happens every three years and it's run by the Diocese that it's in with the Vatican. So when it was in Mexico it was run by a Mexican Diocese and the Vatican. When it was in Milan same thing. The Archdiocese of Philadelphia same thing. So we ran it in conjunction with the Vatican. It begins with a catechesis, which is a book of ten chapters of the Catholic faith and its teachings right now. So as a parish or a person of Catholic faith, you're supposed to read the book 2-3 years before leading up to the World Meeting of Families and then work on it with your parish, and then when you come to the World Meeting of Families we will have lectures based on those 10 themes and then the Pontiff, the Pope, should come for the weekend event, which is a big celebration, a festival of families talking about their faith and the family and then a closing with a mass as the religious high point of our religion. So that's the structure. It was Tuesday through Friday for conference. Saturday is the festival and Sunday is the mass. So when we brought it to the United States it was very interesting because the United States was not familiar with it. So truly we had to brand it here. We had





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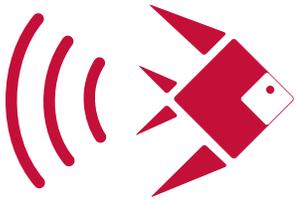
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to get people to understand what it was very quickly, which was not easy. So we used, talk about crowdsourcing, we used every diocese in the United States and then in the world to spread what this was and then used a lot of the media and the religious media to push out how to follow along. Some people followed along from the very beginning. Some people didn't follow along until the conference itself, and some people were only very enamored with the papal visit. So people jumped in at very different levels of participation.

BETH: One of the things I find interesting about the structure of this event and I'm sure anybody that's listening that has planned an event or this is what they do for a living is amazed that every time they do a meeting it's a completely new team. Like you didn't have a mailing list. You didn't have any real assets. You had to start from scratch. It sort of reminds me of the only big event I've ever been involved in planning is my son's wedding, and I can't imagine doing that on a global scale. What were some of the opportunities of being able to come in and go, "We can do whatever we want," and challenges of that?

LIZANNE: So the greatest opportunity was that you're not working with a team that has soured on ... we really brought in some great minds. We are a very religious organization so we felt that we prayed to have the right team of people, and it was extraordinary. I mean, the fact that these people were available for two years in their careers suddenly and we could all come together and we all became great friends. They were amazing to work with on a global scale and their expertise was extraordinary. So we were very blessed at putting a team together. So for us, that was an advantage. I don't know if that's an advantage every time. I can imagine that's a challenge at times, but sometimes when you let go a little bit, when you don't worry about it and you just bring in and you start putting it out there, what comes back to you is a very interesting combination. So that was a great ... of course, we did worry. We had to raise millions of dollars. The archbishop was very conscious of making sure that was not on the backs of parishioners of the archdiocese. So we had to raise it separate from the parishes





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so that we could accommodate all of the things that had to be done. We used an outsource model so that the archdiocese would not be left with a lot of burden, some things to “get rid of” at the end of two years when this whole thing collapsed back down into zero, and our goals were very clear that we do the best event possible, including the most people and great minds and thinkers of the Catholic faith, not only the Catholic faith. Of all faiths. The archbishop was very strongly involved with the planning and we had a rabbi and a protestant minister and a Baptist minister, and so we brought in all faiths that wanted to participate to discuss family and faith and urban and rural and worldly issues. What’s happening in the United States isn’t always happening in Africa or Asia. So we really were challenged by the bishops, by the pope to really discuss in a very strong way and it was, luckily it was Pope Francis’ agenda for the two years prior to our event was family and he really came in with a strong agenda to talk about family and grandparents and children and marriage and things of that nature. So we had a great advocate in the pope and a lot of direction from him so that was all very, and of course, you get extremely starry-eyed when you are in the presence of the pope and all these bishops and great minds and people who dedicate their lives to your faith. So it was just extraordinary. It was an extraordinary opportunity for us.

BETH: That’s interesting. It’s funny. I feel like a lot of times in the early years of this podcast I used to ask everyone before we started their background, and it always reminds me of something that my brother says. He is now an IT and people say, “You have this theater degree. Do you ever use that degree in your work? Ha ha!” and he always says, “Yeah, every time somebody says ‘there’s no budget, you’re starting at zero, we need to build this thing and we need to have it done by this time,’” and he’s like every time I do that I’m using my theater. Because it’s very much like I’ve got to pull all these things together and put on a show. You had to do everything from build a team, to get people to show up, to then also do all the development and fundraising to pay for it, all in a very short amount of time. What do people really need to think about? If their goal is to do





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something like this and lots of nonprofits have to do this whole idea of we've got to get people to the show, we've got to design the show, we've got to pay for the show and we want to promote it out there to the world. What do people need to think about before even deciding what to do to promote it to get it out there? How do you need to think about things like their audience and the experience they want to have? What should people be focusing on?

LIZANNE: So when you, like I said, first you have to take your mission and your brand and begin your plan. So with that, and your plan you have to do your messaging, your audience, you really do need to find who is your audience and what is the sizzle? What's gonna sell them? What's going to help them hear what you want them to hear? We're a very busy world with a major mission of distraction and there's many, many messages out there. So a lot of things you have to resonate. So you want to look at the platforms that you're on. Is that platform good for your audience? What's the demographics of your audience? Who do you want to be your audience? Who is your audience? That could be two very different things, as well. Right?

BETH: Right.

LIZANNE: And then, what are your budgets and what would be your most efficient delivery of these things? What's being heard? People watch 200-300 videos a day. Can you incorporate video? Now that we have iPhones, yes. It's not a problem typically. Sometimes very raw footage is a fun way to get a message of how people feel. If they're behind the scenes, it's not a problem as it was before and many years ago when you had to do big productions for \$50,000 or \$30,000 to get a professional message out there. So starting out, you really need to do your own personal focus groups, family and friends and people who are surrounding you and if you can get surveys out there, you can also use social media to do surveys. If you can get influencers to push promotional information towards you or surveys out, like who is your audience? How can you reach them?





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How can you reach them more deeply? What do they want? Ask them. Make sure you don't forget that social media is a participation platform.

BETH: Woo hoo!

LIZANNE: Talk about participation as a first question. That is the ultimate participation. We used to when I was a kid, you were told what Peter Jennings told you was happening in the world. Now you can be told by your neighbor's cousin in Tucson what's happening in her world and that can become important to you.

BETH: Exactly.

LIZANNE: ... the media and now the media scours the social media to make sure they're not missing an important message they should be talking about.

BETH: It's so different! Especially depending on who your audience is. Like my son actually watches the nightly news on a YouTube show. It's so different from what people have. So that brings the question, a lot of people are talking right now about influence. There's an influence for marketing and it's becoming the latest buzzword. What is an influencer today? How do you choose the right influencers for your project and reach out to them?

LIZANNE: So it's so much easier to reach out to influencers nowadays. So how do you choose? You choose, I think that's a logical one. Maybe I'm wrong, but you choose ...

BETH: I never assume anything is logical.

LIZANNE: You choose who you think is an influencer, who is resonating with your own product and your competitors and what I always do is I think big. So if I never had a budget, what would I want and just go for your biggest, broadest,





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most wonderful dream, and then if Oprah was my spokesperson or if God was my spokesperson, so just go as broad and as big as you can and then work your way back to who you can reach and who will hear you. You can reach out through Twitter. You can reach out through LinkedIn. You can reach out through emails. You can go to people's websites. I mean, the communication availability nowadays is so broad that you know and the six degrees of separation that was and again in my childhood, I think is like three degrees now because you can tweet at somebody and they might hear you. That's access we never had to a celebrity or a CEO or anything else. People love being mentors. So when you ask for advice you often get it because people are flattered so don't ever take that as a discount.

BETH: Right, I've heard people say if you ask for advice you get money and if you ask for money you get advice.

LIZANNE: Exactly, exactly. That's a very good point.

BETH: Part of the reason I asked you that was because a lot of times people are coming up with formulas now. Oh, look at how many social media followers that person has. For some people, that may work really well to make sure you're not putting all of your effort into building an influencer who has, like somebody that you know is a big name in your industry or they only have 300 followers, but you never know if they're 300 of the right followers and they have high influence, that could be a perfect person. So I would always tell people that look at the obvious stuff, but don't make your final decision based on stats that worked for some other organization that may be different in your organization.

LIZANNE: Exactly, and so also, having an endorsement from someone, even when they have as many followers as not, if you really think they're an influential person in your industry, having any kind of endorsement that way is ...

BETH: Makes a huge thing. I really love your tip about going for the top. I have





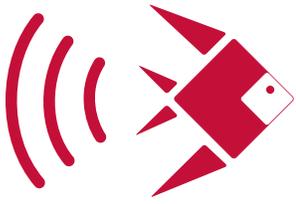
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to say personally that's something I always struggle with. I always think they're not going to talk to me, and especially when I reach out for somebody to be on the podcast I think, "Oh my gosh, I read this amazing article. They're not gonna want to talk to me," and then I get on the phone with them and they say, "Oh my gosh, I listen to your podcast." We all get in our own heads about feeling like an imposter and we don't feel like we're worthy of the time or attention of someone we perceive as maybe bigger or more famous as us, but it's surprised me how many times that they say yes and I also want to tell people to think about who you know that may know somebody. I actually just recorded with somebody earlier this week that I would have assumed would never ever get on the phone with me because she has such a big reputation and it turns out I have a friend that she's a personal friend of and so I asked for an introduction. I love your idea of going for big people, but if you're a little anxious or even if you think this is gonna be a better path, I wasn't really nervous about reaching out to her, but I just thought if I reach out directly to her I'm gonna get stuck in the media mill that's there to protect people from contacting her too much, and I got right through all that by finding out that a friend knew her. So utilize all your resources.

LIZANNE: Absolutely. I was telling you about this before, but there's a perfect example is that when we were doing social media for the World Meeting of Families, we're cruising along, had a wonderful team of people who were very aggressive and innovative, and we heard of this thing called Periscope, and I said, "Check this out for me. What is it?" We did, and I said, "Let's try this. Let's Periscope." It had just come out and I'm like, "Let's Periscope our next press conference, and let's see what we do," and we found out right away that you can verbally talk to people. They were typing questions, and I gave it to somebody ironically who was bilingual so when questions started coming in in Spanish he started answering them back and so now we're two languages. They said could you get closer. He didn't know if he could, but he did and so it became a really exciting event for us and we could save that video. We could post it in different areas, and in like two weeks Twitter called. He called into the office and this





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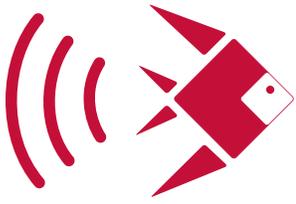
young man comes in to me and he goes, “Twitter called.” C’mon. Twelve million families, everyone is asking us to sponsor them, everyone is asking for a seat because people visit. I said, “Don’t get your hopes up, my friends. I’ve been through some things that look really exciting before,” but you also have to pursue everything. You can’t be too cynical. So we set a conference call up, and they called and the first thing they said is, “We’ve been following you on Periscope,” and I’m like, “Ohhhh, Twitter. Really? You’re following us!” They offered to come in, and they trained us on Periscope. They trained us on Twitter Mirror. They brought things to the World and it was absolutely extraordinary. Talk about influencer and talk to me about thinking out of the box. Would I have thought to say, “Let me call Twitter”? So you have to be careful of limiting yourself. You never know what’s gonna happen. It was one of the most extraordinary days. We invited a lot of influencers in the whole process to join us, even to Skype in with us to be trained by Twitter. So that helped us give a free training of very high level of what to do and what not to do in social media on a big event. Who does big events better than Twitter?

BETH: Yeah, right.

LIZANNE: It just spiraled into this amazing opportunity for us.

BETH: I think one of the things that’s really interesting about that is anybody that’s listening, I bet there’s people that are listening who have never heard of Periscope, and a lot of other people that might be listening that are like, “Periscope, it was here and then it was gone.” A lot of times people have this idea of “Well, you know that may not last so I don’t know if we really want to get into that,” and you can look at it lots of different ways. I mean one approach to look at it is, “Do we want to put our time and effort to something that may or may not be here five minutes from now, and we’re already spread really thin. Do we want to take on something like this?” The other way you could look at it is, “Wow, this is new, this is different. Let’s get on and poke around and see what happens,” because bringing something different to our community because there really isn’t





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a right or wrong answer. You can say, “If you do that, Twitter’s gonna call.” There’s no guarantees ever, but I mean look what you got out of choosing to be open to something different and unique. I always try to tell people there is no “Yes, do it,” or “No, don’t do it” because it’s going to be a distraction. I feel like every time you have to evaluate what are the pros and cons of this situation and not make what I would call global decisions about we don’t try new stuff or we wait to make sure it’s, we only go on Facebook because that’s tried and true.

LIZANNE: Yeah. Perfect is the enemy of the good.

BETH: Yeah, absolutely.

LIZANNE: So you have to be ready to not only get out there, but to not always be right. You’ll be forgiven because you tried, and you can even say that. You can say, “We love to be innovative and try new things.” Then you’re on the cutting edge of things, but I agree with you. You need to evaluate, and say, “Was this worth it, and what did we learn, and moving forward, will we use it again?”

BETH: Right. So you’ve talked about getting these influencers to come on board and kind of get it into the diocese and into the world pre-meeting. A lot of what people, everyone the public really knows or sees of the meeting was the weekend broadcast of the papal mass and of these live big public events, and you did some pretty amazing things to really make that story, this live and in the moment thing really explode. Can you talk a little bit about how that ended up circling the globe and growing really big?

LIZANNE: The papal visit or the World ...

BETH: Yeah, the things that were going on live during the mass and how you got people all over the world involved in sharing the message.

LIZANNE: So as a director of communications, at one point I reached out and interviewed a few people that would be my international director, assistant





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director of communications, and this gentleman who ran World Youth Day in Madrid years before popped up as a very strong candidate, and he was wonderful. When we were in Rome for meetings, I met with him and hired him on and he is a professor at a university in Rome and in Madrid, and so what we did was he created an international team of social media advisors, assistants, and what we did was we had created early on in our social media plan, we had created 20 social media accounts, and 16, I believe, Facebook accounts in different languages. We quick grabbed their names first so that we had their names locked in so someone as an imposter didn't get out there as if they were an authority. So we grabbed all their names very early in the event, and then we used them as he brought in people from his classes. He taught communications so they were communication specialists in their late teens and early 20s and so what we assigned them to do is each person in their own language, sometimes in their own country, sometimes in the United States would re-tweet us in their own language in that platform. So we would give them access and passwords to those platforms to speak in Polish and German and Spanish and Portuguese and Vietnamese and all the languages. We would have Skype meetings and go to meetings and things like that with them to make sure they were understanding the rules or get feedback from them. What that allowed us to do is not only push out communications and have conversations with people as they were coming to the United States, participating in the United States, what it culminated with was a live tweeting, which we did a lot of tweeting, but a live tweeting of the Papal Mass on the Parkway was our most participated piece for the entire event, and we did that in 20 languages, and it was extraordinary to know we were, deeply in my own faith, tweeting out this amazing mass done by our religious leader worldwide, and we had 2.1 million impressions that weekend in social media.

BETH: And that part was literally almost like transcribing what, the parts of the mass. The things that people are familiar with, the phrases, but just putting them out there in real time. Do you think it was sort of that, I mean, even if you're not Catholic, I live in Philadelphia, the experience that was going on here during that,





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it was pretty powerful. It was pretty impressive. It's a global leader that came to the city, and people want to be involved. They want to feel the energy when something momentous happens in your area, and I think that combination of this is happening right now is exactly what Twitter is about, and so you picked the right platform and the right content and the right communicators, and I really think that when you get that triangle together, that's really where the momentum builds. So these kids that did this, were they paid interns? Were they volunteers? Did they do it for school credit?

LIZANNE: They were volunteers. Several of them were volunteers, but several of them were in class and so he had them write up papers or use that as material. Once you've been in a global event, it's a great paper to write, but understand that we spent years building these Twitter platforms, doing Twitter chats every week. Every Wednesday at lunch we did a Twitter chat for the authors of the catechesis, the vendors that were coming, religious points, the bishops. We would have full out bilingual, trilingual or more Twitter chats leading up. We tweeted live every mass that the archbishop did. For like three weeks, we Periscope'd every mass that was done at the World Meeting of Families as well. We had 200 social media volunteers at the event during the World Meeting of Families and then on the ground for the papal visit as well.

BETH: Right. I think that's really a huge thing, that the scale and scope can sometimes depend, not sometimes. Really all the time depends on the preparation that you do to get to that point. One of the things that's getting blurry these days are the intersection I guess is the right word of PR, public relations and social media. Is it the same? Is it different? How do those two things, how do they play together for you? What did you do to capitalize on all of this energy to get the earned media that you were hoping for?

LIZANNE: So public relations was enormous for this event, and we had a woman who was dedicated to running that with us and she was extraordinary. You can't separate the two, but public relations should be the author of the event. You can





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do a little event ...

BETH: Explain what that means.

LIZANNE: What is your event? If they're planning it, sometimes they're part of the planning of the event, but say they're not. Say I brought this person in, and we need a press conference on the announcement that the pope is actually joining us for the World Meeting of Families. She spent 24 hours, I'm not even exaggerating, at the archdiocese building creating press releases around that, creating moments that the cameras would see, creating people that would be of influence on the podium, answering questions to the media, giving this to the media in a form they could understand, but at the same time, I was taking her messaging. You want one author. Well, I mean, we were all authors. We were all in there.

BETH: You mean a voice, one voice.

LIZANNE: One voice, right. So that then the social media will resonate with what's happening. So if you don't keep the same voice, you're right. The lines do get blurred, but they are tools. Public relations and social media are tools of your whole marketing plan. If all of that leads back to your website and your website is confusing and there's nothing there for them to see or click through or understand or read more about or your Facebook never got posted or your link is dead, all of that is for naught anyway. So you have to have a full plan and then use these pieces in concert. It's really, you need a conductor. You need a conductor to take each piece of this, like an orchestra, and your public relations should be very strong, but it should be in concert with your social media and your website and what your board is saying and what your influencer is saying and pushing that out, but it's all singing the same song.

BETH: So true. I always liken it to a kitchen remodel. You need a general contractor and that person may not be the one laying the tile, but you can't lay the tile before you put the sub-floor in, that somebody has to be in charge of all





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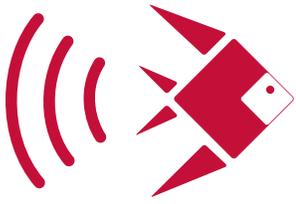
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of the pieces, all of the scheduling, all of the right order and also all of the quality. Because at the end, it's still gonna ultimately represent that general contractor's work. If somebody was looking at having a big, momentous event, something transformational in their organization, if somebody was at the stage where they have something they are doing and would like to take their message globally, based on the things that you've learned from running this thing, what's the best piece of advice you could leave people with?

LIZANNE: So globally is in many different languages. Because we all speak the same language typically, we often think in our own language, and we forget that that's going to translate into many different ways. So you really need to make sure that you have interpretation lined up. Google does not cut it on your website or as part of your messaging and then start getting those influencers all around the country, the world or locally that will message with you in that language so that you're saying what you need to say. Finding your markets in each of those places. So events are interesting. So even if you're just running a company and like, "Why should I do an event?" Well, sometimes events brings so much attention to you that you can flush out new influencers, new board members, new donors. That and the opportunity to shout out what your mission is and use a lot of what you're doing to show off.

BETH: Events also can serve to have you be the thought leader on a topic. I was just talking with someone recently saying if you own the event and you own the research, you then become the perceived and are the voice that's looked to well beyond the actual event. People are interested who are listening here are interested in this whole concept of translation and doing communications in other languages. I did do in [episode 151](#) on translation where we had a company that does translation and a partner that they worked with on Living Beyond Breast Cancer on and talked about how they translated traditional media for a campaign into lots of different languages and how they made those decisions. If language translation is part of your global story, that might be another good episode to





DRIVING PARTICIPATION

WITH BETH BRODOVSKY

listen to. Lizanne, thank you so much. This was incredibly interesting. If people have more questions for you about this idea, what's a good way for them to reach out to you?

LIZANNE: They can reach out to me on Twitter [@SHLizanne](https://twitter.com/SHLizanne) or email me at LizannePando@gmail.com.

BETH: And I will put links for how to get directly in touch with Lizanne on the show notes page. Lizanne, thank you so much for sharing your knowledge with both me and our whole nonprofit community. I hope to hear everyone back here again soon. Thanks again.

LIZANNE: Take care.

