# THE ELSEVIER FOUNDATION

# Research Without Borders



Louise Phillips

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# 1. Background

The Annals of African Surgery (AAS) is a biannual open access publication owned and published by the Surgical Society of Kenya (SSK).

The journal has been running since 2007 and was founded and edited by Professor Hassan Saidi until his death in 2017. Since September 2017, the journal has been edited by Dr. James Kigera, supported by a team of Associate Editors across Kenya and two medical student interns. The journal has recently received funding from the African Journals Partnership Program (AJPP) to hire a part-time managing editor to assist with the running and promotion of the journal.

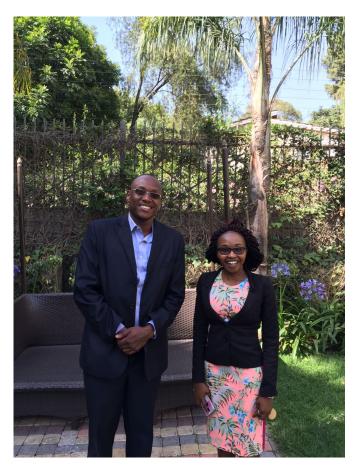
At present the journal does not require authors to pay an Article Publishing Charge (APC) and relies on the society, sponsorship grants, and corporate partnerships for income. The journal team feel that the journal is not in a position to charge authors an APC and, even if it were, it is unlikely that the authors in the journal's target market would have funding to pay an APC.

The journal currently publishes all articles in a PDF format on the journal website, www.annalsofafricansurgery.com. There is a section on the website for Forthcoming Articles but this is largely unused.

Google Analytics and download data is available for all articles.

Articles are also available via INASP's Africa Journals Online platform.

Articles are submitted to the journal via the ScholarOne Manuscripts system, access to which has been donated by Clarivate Analytics for the next five years (estimated expiry in 2021).



Dr. James Kigera, Editor-in-Chief, and Liza Kariuki, one of the two interns

# 2. Objectives

I travelled to Nairobi with Fi Macnab, Executive Publisher. Prior to our visit, we spoke to the previous volunteers, EJ van Lanen and Zoe Mullan, about their experiences and, in their opinion, how we can best help the journal to develop. We also read their reports from their volunteer periods to help us build an idea of the journal's current situation. We also spoke to the Editor-in-Chief via a Skype call regarding his priorities and vision for the future.

Following the phone calls, Fi and I met in person to discuss what we felt we could achieve for the journal and what we could to do to help them achieve their vision for the journal. However, we decided together that one of the most important parts of our role would be to listen.

On arrival in Nairobi, Fi and I met with Dr. Kigera and Liza Kariuki from the Annals of African Surgery editorial team to discuss the surgery research landscape in the local region and what they hoped we would achieve during our time in Nairobi.

Following our discussion, I put together a situation analysis and communications strategy using the SWOT/TOWS and SOSTAC analysis models championed by Elsevier's STMJ marketing department. Please see Appendix I & II for details. The objectives we chose to focus on for our trip were as follows:

- 1. Increase usage and citations to articles published in the journal
- 2. Increase number of quality submissions and accepted articles
- 3. Increase revenue for the journal
- 4. Meet with AMREF to learn about the Innovate for Life program and discuss potential partnerships.



Our first meeting: Dr. James Kigera, myself, Fi Macnab, and Liza Kariuki

### 3. Week 1 Activities

Shortly after arriving in Nairobi, I started to plan my activities for the next three weeks. My main focus for Week I was to perform a situation analysis and determine a set of sustainable SMART objectives and action steps for the journal's communications strategy.

- Met with the editorial team and interns to learn more about how they work, how they are funded and what their priorities are for the coming months and years. We learned that surgery research in Kenya is very poorly funded and as a result surgeons are not prioritizing data collection and research.
- Performed a SWOT/TOWS analysis and used this to develop a media and communications plan for the journal.
- Attended and presented at an authorship workshop to 60 - 80 medical students at the University of Nairobi. I presented on 'How to get noticed'.
- Met and listened to a lecture by Professor Pankaj G. Jani, President of the College of Surgeons in East, Central, and Southern Africa (COSECSA) highlighting the role that data plays in saving lives in the local regions.
- Attended and presented at an editorial board meeting and dinner.
- Fi was working on indexing, journal publishing agreements and digital advertising rates.



Professor Jani at the author workshop



Questions and answers during 'How to get noticed'

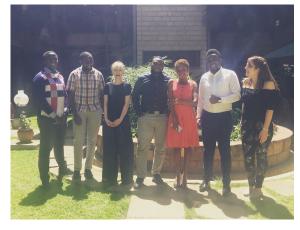
### 3. Week 2 Activities

My main focus for my second week in Nairobi was to start preparing instructions and marketing materials for the journal team to use when implementing the media and communications plan I had created in Week 1. Our second week is also the week we had scheduled in time to visit AMREF on behalf of the Foundation.

- Finalised the rate card for digital advertising and got it uploaded onto the journal website.
- Met with the Innovate for Life entrepreneurs at AMREF, a program sponsored by the Elsevier Foundation.
- Set up Hootsuite and completed a 'Social Media Guide' document for the interns with example tweets and lists of influential accounts, hashtags, and keywords.
- Set up a Canva account for the journal and created a set of templates for social media posts, house adverts, posters, and flyers that the interns can modify as required.
- Visited AMREF again to meet with their director for research to discuss their new journal project and how we might be able to be involved. We discussed the possibility of running author and reviewer workshops.
- Met with the editorial team to discuss progress.



AAS rate card

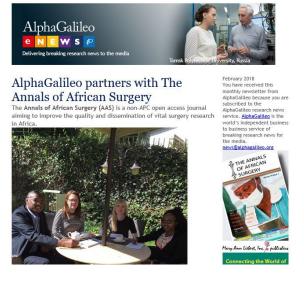


Innovate for Life entrepreneurs with Fi and I

### 3. Week 3 Activities

My main focus for my third week in Nairobi was to move on from the prepatory stage of my project in Week 2 by implementing more of the actions and training the journal team on how to carry out the media and communications plan. It is worth noting that this week was notoriously bad for internet access.

- Met with the interns to talk through the social media element to the communications strategy and ran a training session on how to use the Hootsuite, Canva, and Google URL builder tools.
- Set up a corporate partnership with science news aggregator AlphaGalileo enabling AAS to access and post the most recent surgery news to a global audience of journalists throughout 2018.
- Asked the interns for copies of articles in press and started to draft news stories to post to AlphaGalileo.
- Held a phone meeting with The Conversation Africa to discuss a potential partnership to promote the journal research more widely. This project is still ongoing.
- Wrote a news story for the journal website listing out the reasons why potential authors would choose to publish with AAS.
- Met with the editorial team one final time to establish the support that I will provide now that I have returned to the UK.



# THE CONVERSATION

 It's worth noting for future volunteers that in person contact with the journal team is very schedule dependent. We saw them three times in our first week, once in our second and once in my third week. They are all very responsive to email and whatsapp - I would recommend setting up a dedicated whatsapp group before you leave.

### 4. Travel & Extra Activities

This section of my report is aimed at future volunteers and information that they might useful/interesting. The Foundation provided a stipend to cover my expenses while I was in Nairobi.

#### **Vaccinations**

Before I left for Nairobi, I was advised to have vaccinations for yellow fever and rabies. I was also advised to take a course of malaria tablets. Fi and I both took Malarone (atovaquone/proguanil) as the side-effects are less severe than alternatives for most people.

#### Visas

Visas are required for Kenya and you can apply online or buy a visa at the airport. It's a relatively quick process but note that you won't get a notification when you receive your approval, you need to log in to the portal to check and download the certificate.

### **Flights**

Fi and I both flew with British Airways. Dr. Kigera organised a car to pick us up at the airport - note that drivers wait outside the airport, not the arrivals area.

### Hotel

Fi and I both stayed in serviced apartments at the Waridi Paradise Hotel in Hurlingham, opposite the Nairobi Women's Hospital where the SSK offices are located. Dr. Kigera organised our accommodation for us.

#### Travel

It can be difficult to get around Nairobi as there isn't a reliable public transport system and most people drive (leading to some horrific traffic queues). Uber is used widely around the city and is very reliable.

#### **Time**

I would be wary of Kenya time... things move a lot more slowly than in London and meetings frequently start 10 - 15 minutes after the alloted time, sometimes longer.

# 4. Travel & Extra Activities (continued)

There is a mall (Yaya Centre) a short walk from the hotel on the edge of Kilimani.

### Coffee

Artcaffe in the Yaya Centre

Java is like the African version of Starbucks but also serves food. There is a branch in the Yaya Centre.

The Tin Roof Cafe in Karen is a 30 minute Uber ride (cost around £5) but well worth it. You may need to tell your driver that it is in 'The Souk' across the road from the Karen Hub mall.

#### Dinner

Crowne Plaza hotel has a dinner buffet that is good for formal dining
Mama Rocks in Kilimani for burgers with an African twist
Mint Leaf in the Yaya Centre for Greek and Indian food
Nyama Mama in the Yaya Centre or Westlands for modern African food

#### **Drinks**

I only discovered this on my last night but the Four Points by Sheraton opposite the hotel has a rooftop bar and pool.

### **Groceries**

There is a bakery, butcher, greengrocer, and general supermarket in the Yaya Centre. Alexandre's almond muffins are the best.

### **Shopping**

There is a Maasai Market at the Yaya Centre on Sundays but you can buy similar items in other shops in the Centre.

Karen Hub Mall has some really nice shops and restaurants

### Wildlife

Fi and I booked a day tour to Amboseli National Park with Natural Tours and Safaris as we'd heard we'd be able to see wild elephants. It was \$200 each (not including gratuities) and included transport with a guide, breakfast (although worth taking snacks), game drives, and lunch at a lodge in the park.

# 5. Pictures

I kept a diary using Instagram for my trip and this can be accessed at: www.instagram.com/rwbnairobi (no need for membership or log in).



# Appendix I: SWOT/TOWS analysis

I used a SWOT/TOWS analysis to help determine the media and communications strategy for the journal.

### **External Opportunities**

- Accessible website
- Publishing workshops
- Increasing use of social media and Whatsapp
- African media outlet partnerships set up by competitors
- Advertising and sponsorship by medical supply companies
- Google advertising
- Editor access to Scopus and ScienceDirect
- Internal staff access to market intelligence

### **External Threats**

- Internet access in the local region
- Similar journals indexed by PubMedCentral and ESCI
- Low number of email contacts in this area (even by paid sources)
- Lack of funding for surgery research
- Attitudes of surgeons take offence easily if paper is rejected
- AJPP grant is limited

## **Internal Strengths**

- Knowledgeable and well respected editors
- Dedicated team of interns
- Strong branding and accessible website (top of search rankings)
- Partnership with AJOL
- ScholarOne submission system

- Printed marketing materials for conferences and workshops
- Create a social media guide with example Twitter posts
- Set up access to Hootsuite to manage workload
- Meet with The Conversation Africa and AlphaGalileo to discuss partnerships
- Create a rate card

- Use low bandwidth platforms such as Twitter and Whatsapp
- Heavily promote benefits for publishing in the journal
- Use author workshops to show surgeons how to present and promote their work
- Allow authors to submit short communications and editorials
- Appeal to other funding sources

# Appendix I: SWOT/TOWS analysis

### Continued from previous page

- Create house adverts to use as examples for advertisers
- Identify newsworthy articles while in press
- Run reports on Scopus and SciVal to highlight highly cited surgery authors and follow on Twitter and top keywords
- Run Spredfast
   Intelligence reports to
   identify top hashtags
   and influential users

### **Internal Weaknesses**

- Unable to charge APCs
   & authors largely
   unable to pay
- No marketing budget
- Journal article PDFs
- No IF or indexing
- Reviewer shortage
- Traffic to website could be improved
- No articles in press
- Lack of time

- Media communications to drive traffic to the journal website and increase usage
- Work towards
   publishing articles in
   XML (perhaps request
   sponsorship for this)
- Apply for indexing, especially DOAJ
- Reasons to publish/ review posts
- Get Articles in Press online
- Hootsuite and Google URL training

- The journal doesn't charge authors APCs
- Authors retain copyright unlike a lot of commercial publishers
- Low bandwidth communication platforms are free
- Twitter is quick to update

# Appendix II: Media and Communications Plan

The media and communications plan below is based on the SWOT/TOWS analysis found in Appendix I.

# Objectives: Where do we want to be?

- Increase usage and citations to articles published in the journal
- Increase quality and number of accepted articles over 2017
- Increase advertising revenue for the journal

# Strategy: How do we get there?

### Increase usage and citations to articles published in the journal

- Post one link to a news story or article per day on the journal's Twitter feed
- Post three news stories or articles per week to the Surgical Society of Kenya Facebook page
- Submit one article per month to the AlphaGalileo news platform
- Liaise with The Conversation Africa regarding using their channels to promote articles

# Increase quality and number of accepted articles

- Apply for abstracting and indexing services, and promote on a dedicated page on the journal website once accepted
- Add a page to the journal website news section with a list of reasons to publish research in the journal
- Add a page to the journal website news section with a list of reasons to review papers for the journal
- Conduct an author workshop at the university
- Conduct a reviewer workshop at the university
- Distribute bespoke marketing materials at conferences, meetings, university departments, and workshops

# Increase quality and number of accepted articles

- Create an advertising rate card to sell space on on the journal website on a monthly basis
- Consider Google based advertising options

# Appendix II: Media and Communications Plan

# Tactics & Action: What do we need to get there?

### Increase usage and citations to articles published in the journal

- Identify top influencers on social media researching surgery in the local area
- Identify highly cited and topical research areas in surgery and promote articles on these themes
- Create templates and guidelines for writing tweets with maximum engagement potential
- Create eye catching branded images to use on social media to increase engagement
- Set up a Hootsuite social media management account to enable pre-scheduling of tweets

### Increase quality and number of accepted articles

- Write a journal and subject specific list of why researchers should submit papers and provide reviews
- Create presentations for author and reviewer workshops
- Create marketing materials
- Send a supply of Researcher Academy materials to the SSK office

## Increase quality and number of accepted articles

- Create an attractive rate card that can be edited as traffic (and rates) increase
- Research potential sponsors including fuel companies and airlines around the time of the SSK conference
- Research how to enable Google-based advertising opportunities

# Control: How do we measure performance?

- Performance will be measured by number of accepted articles and number of visits to the journal website each month.
- Results from communications activities will be measured using Google URLs, number of news articles, and social media engagements
- All data should be compiled into a monthly report and presented to the editorial board on a biannual basis, allowing for month-to-month fluctuations.

# The Annals of African Surgery Social Media Guide

### Log in details for social media accounts

#### Hootsuite

Username: admin@annalsofafricansurgery.com

Password: Osteophytes

#### Canva

Username: admin@annalsofafricansurgery.com

Password: Osteophytes

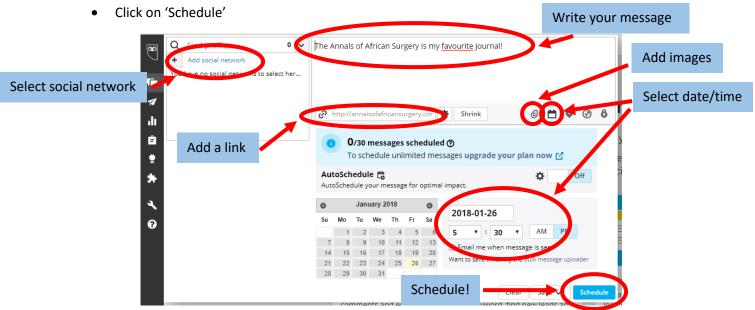
#### **Twitter**

Username: AfricanSurgery Password: 0s!Le35VMTI1Yda4

### How to schedule posts using Hootsuite

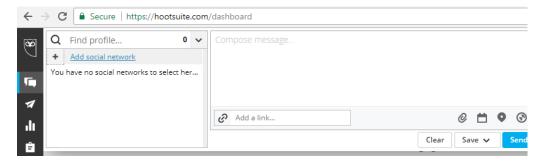
The Twitter feed has already been added so you will just need to follow the below instructions.

- Click on 'Compose Message'
- Add in the text for your tweet
- Add in the link for your tweet in the space provided
- Click on the calendar icon and select the date and time you want your tweet to be posted
- Click on the paperclip icon to add an image to your tweet

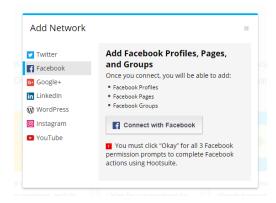


#### How to add the SSK Facebook feed

Click on 'Compose message' in the top left corner and 'Add network':



Click on 'Facebook' in the menu and 'Connect with Facebook':



Follow the on-screen prompts.

### How to edit images using Canva

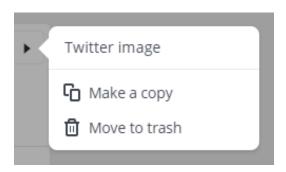
Templates have been added to the Canva account referenced above and all necessary images should have been uploaded.

### Templates already on Canva

- Presentation slide for use at workshops and conferences ideal for breaks in presentations.
   There is one version that can be used now and one version that can edited to include logos for indexing bodies once the various applications have been approved.
- Flyer A5, double sided, to be printed and distributed at author workshops and conferences
- Poster A3, single sided, to be printed and displayed at author workshops and university departments
- Images for Twitter posts templates for 'calls for papers', 'highlighted articles', 'special issues', 'benefits of publishing with AAS', 'benefits of reviewing for AAS', and 'general news story'
- Rate card

Space in each template has been indicated where text or images can be personalized for each post. You will find the templates on the first page when you log in.

The templates can be edited by hovering over the template image that you want to use, and clicking on the drop down arrow in the top right hand corner, followed by 'Make a copy'.



Don't forget to give the new image a different name so you can tell it apart from the template.

### Creating your own images in Canva

• At the top of the page when you log into Canva, there is a section called 'Create Your Own'. You can either use Canva's templates (although be careful because they can be slow to update social media image dimensions when they change) or click on 'Use Custom Dimensions'.

#### **Fonts**

• The correct font for Annals of African Surgery is **PT Serif**, which you can find in the text drop down in Canva, with line spacing set at 1.45

#### Colour codes

To ensure you are using the correct colour story for the Annals of African Surgery, please use the following hex codes:

- #2e9b94 for the cyan/green
- #efefef for the light grey
- #dedede for the darker grey
- #000000 for black

<u>Tip:</u> A general rule of thumb for design is that dark text should be used over a light background as this is easier for most people to read.

You will need to download the images from Canva and upload to Hootsuite directly with the tweet.

## Ideas for social media posts

Below are examples of tweets that can either be copied or edited and scheduled to be posted on *The Annals of African Surgery* social media feeds.

### Call for Papers

- Announcing a forthcoming special issue in memory of Professor Hassan Saidi, former Editor-in-Chief for The Annals of African Surgery and President of the Surgical Society of Kenya. Read the full guide for authors and submit your manuscript online:
- Did you know? The Annals of African Surgery is a fully open access, peer-reviewed journal. As soon as your article has been accepted, it will be uploaded to the 'Forthcoming Articles' so you can start collecting citations immediately:

 At The Annals of African Surgery, we are aiming to provide a platform for the exchange of information between surgeons in Africa and help to keep surgeons abreast of developing surgical innovations. Submit your manuscript online:

### Highlighted articles

- New study shows that asymptomatic peripheral #arterialdisease is more likely to affect the left leg than the right. The study confirms that PAD is prevalent within the local Kenyan population and significant disease progression is likely to occur within one year.
- Study published in The Annals of African Surgery finds that the most common factor preventing surgeons from using minimally invasive #surgical techniques in Nairobi hospitals is lack of appropriate equipment.
- Case Report: #Metastatic Bronchogenic #Carcinoma to the Mandible. Dr Fawzia Butt et al.
  highlight the difficulty and challenges in making the diagnosis clinicians may encounter in
  establishing the primary site of metastatic disease.

#### Special Issues

- Just published: #specialissue in memory of the late Professor Hassan Saidi. Articles included in this special issue cover... [insert key topics here]
- Download our #specialissue on #arthroplasty techniques including... [insert key topics here]
- The most recent #specialissue published the Annals focuses on... [insert topic/articles/highlight key authors]

### Benefits of publishing with The Annals of African Surgery

- The Annals of African Surgery is also available to readers on our website and via @INASPinfo's service #africajournalsonline, ensuring the widest possible audience for your research. Find out how to submit your paper online:
- The Annals of African Surgery is published on behalf of the Surgical Society of Kenya, connecting you and your research to surgeons around Eastern, Central and Southern Africa. Find out more about the types of paper we publish and submit online:
- The Annals of African Surgery is listed as a non-APC charging journal by the @DOAJplus! Read
  our guide for authors and submit your manuscript online: @INASPinfo #openaccess #surgery
  #research (do not post until DOAJ inclusion has been approved!)

### Benefits of reviewing papers for The Annals of African Surgery

- Researchers who review papers for academic journals such as The Annals of African Surgery are helping to contribute towards the development and accessibility of research in their field.
   Register your interest at:
- Volunteer peer-reviewers can benefit from improved critical thinking skills and an improved standing in the research community as a result of their service. Register your interest at:
- Did you know? Volunteering to review papers for academic journals can help improve your own work by helping you develop your ideas further? Register your interest in peer-reviewing research papers for The Annals of African Surgery here:

### General news story

- Highlights from the most recent author workshop hosted by The Annals of African Surgery are now available on the journal homepage! We enjoyed working with the medical students based @uonbi to prepare their theses for publication
- We were very proud to honor Dr. Daniel Ojuka at the Surgical Society of Kenya's Presidential Dinner as the most published author in The Annals of African Surgery
- We were very thankful to be invited to Maputo, Mozambique, to deliver an authorship workshop on translating theses and clinical data into a publication last December. Watch out for our forthcoming tour of the East African region in 2018!

### Links

If possible, it will be easier to track the success of individual posts by using shortened Google URLs. You can set up Google URLs here: <a href="https://ga-dev-tools.appspot.com/campaign-url-builder/">https://ga-dev-tools.appspot.com/campaign-url-builder/</a>

The following naming conventions should be used to be able to accurately track results:

Google term	What it means	What you should use
Website URL	The URL address for the page	Full URL including http:// or
	that you are promoting	https://
Campaign source	This tells Google where your	AAS_twitter
	traffic is coming from	<ul> <li>SSK_facebook</li> </ul>
		<ul> <li>AAS_alphagalileo</li> </ul>
		<ul> <li>AAS_email</li> </ul>
Campaign medium	This tells Google what type of	Twitter
	source your traffic is coming	<ul> <li>Facebook</li> </ul>
	from. It is good practice to set	<ul> <li>AlphaGalileo</li> </ul>
	up an individual link per	• Email
	campaign medium because	
	that will help determine	
	successful ways of promoting	
	different types of content e.g.	
	articles may be more popular	
	on Twitter but news stories are	
	more popular on Facebook	
Campaign Name	This should simply describe	For example, to promote the
	whatever it is you are	Hernia Repair paper in 14.1, you
	promoting	could use something like:
		Osilli_Awori_Ojuka_Hernia_Repair
Campaign Term	Used to identify paid keywords	IGNORE – not relevant for what
		we're doing
Campaign Content	Used to differentiate between	IGNORE – not relevant for what
	adverts for the same campaign	we're doing

Convert to a short URL by clicking on the button below the preview:

Share the ger	nerated campaign URL
Use this URL in any	promotional channels you want to be associated with this custom campaign
'	sofafricansurgery.com/file_download/248/Factors+Influencing+Choice_final.pdf?
	witter&utm_medium=twitter&utm_campaign=Osilli_Awori_Ojuka_Hernia_Repair
	witter&utm_medium=twitter&utm_campaign=Osilii_Awon_Ojuka_Hernia_Repair arameters in the fragment portion of the URL (not recommended).

#### How do I track it?

It is best practice to keep track of each URL that you create using a spreadsheet as the results from these URLs can be tracked using the AAS Google Analytics accounts. Simply click on 'Campaign' and search for the Campaign Name to monitor results.

### Hashtags

Hashtags can be important for getting research noticed. Based on analysis of global users tweeting about surgery, the following hashtags are most impactful in terms of increasing engagement with content (likes, retweets, and link clicks):

- #surgery
- #healthcare
- #research
- #surgeons
- #health

- #healthnews
- #cancer and #cancerresearch –
   although obviously only for the articles
   relating to cancers!
- Type of surgery e.g. #plasticsurgery

Remember, it's important to ensure that the hashtags you use are relevant to your tweet content so the right people are using them. This could include more specific terms such as:

- #arthroplasty
- #transplantation
- #herniasurgery
- #medicalprofessionalism
- #appendicitis

- #appendicitissurgery
- #arterialdisease
- #backpainresearch
- #surgicaldecisionmaking
- #pressurewoundtherapy

### Influential Twitter users

One of the best things to do will be to visit the Elsevier Surgery twitter feed (@ELSSurgery) and see if any of the Twitter users they are following would be relevant to AAS.

It would also be beneficial to search for authors who have published in the journal on Twitter and follow them.

UCSFSurgery

FrontiersIn

#### Appendix III: Social Media Guide

- Neurosurgery
- IJSurgery
- OlivierBranford
- ArthritisFDN
- ELSSurgery
- SESC AmSurg
- JSurgEduc
- STARSurgUK
- Thoracic
- SurgOutcomes
- AATSED
- EACTS
- UnivSurg

- JVascSurg
- NIH
- Surgeonsupdate
- Surg\_Education
- JTraumaAcuteSurg
- Herniasurgeons
- AndrewMIbrahim
- GlobalSurg
- AnnSurgOncol
- SocSurgOnc
- JosephSakran
- Hopkinsmedicine

### **Hot Topics**

Based on analysis of top cited and top mentioned content with the 'Surgery' Scopus category, the following topics are likely to be most popular on social media and should take priority for articles to tweet about.

### Keywords most cited in 'Surgery' category

- Procedures
- Treatment outcome
- Postoperative complications
- Length of stay
- Cancer surgery
- Cohort analysis
- Surgical mortality
- Risk assessment
- Statistical model

- Surgical procedures, operative
- Operation duration
- Laparoscopic surgery
- Resection
- Practice guideline
- Hepatectomy
- Gastrectomy
- Surgical technique

### Keywords most published in 'Surgery' category

- Patients
- General surgery
- Therapeutics
- Wounds and injuries
- Neoplasms
- Transplants
- Methods
- Survival
- Arthroplasty
- Spine
- Laprascopy

- Pediatrics
- Risk
- Length of stay
- Equipment and supplies
- Infection
- Plastic surgery
- Gastrectomy
- Robotics
- Thoracic surgery
- Hip surgery
- Shoulder surgery