MARKETING TRANSITION HANDBOOK

MARKETING 2024/2025

The European Law Students' Association

Foreword

Everything we do in ELSA is made possible by the people behind it. Year after year, dedicated individuals pour their energy and creativity into advancing legal education across Europe. The true strength of ELSA lies not only in the achievements of each term but in the continued efforts of generations of Officers who build on the work of their predecessors. This legacy of shared knowledge and ongoing commitment to its vision is what allows ELSA to grow, from local and national levels to the work of ELSA International.

One of the key ways we preserve this continuity is through **transition**. It might seem like a daunting task at first, but think of it as your final contribution, leaving an imprint on ELSA's history. By preparing your successor, you're passing on the tools, context, and insight they need to confidently step into the role. In doing so, you give them the chance to carry forward your work, evolve your ideas, and leave their own mark on your legacy.

In Marketing, as a Supporting Area, our role is deeply intertwined with the goals of the Key Areas. But there's also a unique space for creativity, structure, and strategy that you can shape and pass on, such as marketing strategies, branding, team dynamics, know-how, or even the storytelling culture you've helped create in your National/Local Group during your term. These are the elements that will empower your successor to not only continue your projects, but to dream bigger and adapt them to new challenges.

This handbook is here to help you with that transition. Use it as a guide, a reference, and most importantly, as a way to make sure that your successor is well prepared for the adventure!

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Introduction to transition

What does Transition mean in ELSA?

Transition refers to passing on strategic goals, knowledge, information, and experience from the current/outgoing Board in any ELSA Group to the incoming Board. Transition is to be understood as a process to be undertaken on two levels - firstly, as a Board activity, and secondly, as an individual process of sharing specific area knowledge between predecessor and successor.

For this process to work well, both boards need to be involved and all individuals have to approach it with a fresh mind and enthusiasm. The outgoing Board should prepare and organise the handover carefully, while the incoming board is expected to take part actively, ask questions, and show interest so that they start their term with a solid understanding of their roles and responsibilities.

When the incoming board understands what the outgoing board has worked on, they can continue those efforts with greater ease and efficiency. This is why **it is helpful to discuss not only achievements, but difficulties and struggles during transition.**

General and Area Transition

There are two parts to the transition process in ELSA: General Transition and Area Transition. A complete transition should include both. The General Transition provides all board members with essential information about ELSA and the current condition of the National Group. This stage also sets the tone for presenting ELSA in a professional manner and begins the process of building a strong team dynamic. The Area Transition focuses on the specific responsibilities tied to each board position. It ensures that every board member understands the tasks linked to their role. To make this process more tailored, it can be helpful to use a questionnaire to gather input on the new board's expectations.

General Transition

The General Transition should be delivered to the new board at once by the preceding board. This approach helps ensure that all incoming members receive the same core information across all areas. The purpose is to give the whole team a **shared starting point**, so they are prepared to handle any ELSA-related matters collectively.

The General Transition should give the incoming board a clear overview of the current state of the National or Local Group, outline each board position's responsibilities, and provide practical details such as access to mailing lists and internal systems. It should go beyond written materials by focusing on confidence-building and helping new board members work well as a team. Alongside the technical aspects, it is helpful to introduce the One Year Operational Plan (OYOP), which sets the direction for the term, and to share the preceding board's experiences, both successful and challenging.

Four main elements should be covered: explicit knowledge (facts and procedures), implicit knowledge (experiences and practical advice), motivation, and team-building. While some of this information can be delivered through documents, much of it is best shared through discussion, examples, and interactive sessions. Training sessions during the transition are highly encouraged, especially those focused on teamwork, planning,

and communication. Trainers from the International or National Trainers' Pool can assist with these, helping to create a strong, connected board from the beginning.

Area Transition

Unlike the General Transition, the Area Transition focuses on the **responsibilities specific to each board position** and is delivered individually; for example, the preceding Vice President in charge of Marketing trains their successor. While it still includes the same four elements (explicit knowledge, implicit knowledge, motivation, and team building), the emphasis is on **passing on practical knowledge and experience.** In some cases, joint workshops between officers with overlapping responsibilities, such as the President and Treasurer/Secretary General, or the VPs for Academic Activities and Seminars & Conferences, can clarify shared tasks and strengthen cooperation.

For Vice Presidents in charge of Marketing, the transition process often requires a more **hands-on approach,** given the technical demands of the role and the focus on practical skills (such as graphic design, audiovisual creation, etc.). Rather than relying solely on theoretical explanations, the process should involve **applied training based on the successor's existing abilities.** To ensure the most effective use of time, the preceding VP should begin by assessing the new officer's familiarity with design tools, website management, and ELSA-related knowledge. If the successor already understands ELSA, more time can be devoted to technical training; if they are already proficient in those tools, the focus can shift to ELSA-specific practices. Use your judgment along with the checklist (to be found at the end of this Handbook) to identify the areas where support is most needed and tailor the transition accordingly.

Introduction to MKT in ELSA

Your Role as the Vice President in Charge of Marketing

The Vice President in Charge of Marketing is a board member responsible for communicating the association's work to its target audience and ensuring that ELSA's image remains consistent, appealing, and recognisable across all platforms. **The role centres on promoting the activities of the association's Key Areas and helping to increase their reach, visibility, and overall participation.** This requires both strategic planning and practical execution in areas such as branding, digital communication, graphic design, and event promotion.

For more guidance on the definition of Marketing in ELSA, consult the International Council Meeting Decision Book, Part 5. Marketing, Chapter 1. Definition (see below).

PART 5. MARKETING (MKT)

CHAPTER 1. DEFINITION

Article 1. General

1.1 Marketing is the Supporting Area of ELSA which aims to raise awareness of ELSA in the society. It provides marketing materials and strategies for the realisation of the activities and projects of all areas of ELSA in cooperation with the respective Officers. Marketing builds relationships with different target groups and ensures ELSA is presented to them according to their needs.

Although the responsibilities may vary across National and Local Groups, the core function remains the same: to **support the successful delivery of ELSA's projects through effective communication and promotion.**

This may include tasks such as developing promotion strategies, producing visual materials, managing social media channels, supporting fundraising, overseeing internal and external marketing, and maintaining brand consistency.

The Vice President in Charge of Marketing must also coordinate with other Board Members and Officers in different areas, offering advice and technical support where necessary to ensure their initiatives are well-promoted and accessible. Planning, delegation, and clarity in communication are key, especially when working with multiple contributors or across multiple platforms.

The success of the marketing area depends not only on creativity and skill, but also on a **well-planned and well-executed transition**. A thorough handover ensures continuity in brand communication, retains the lessons of past terms, and helps the incoming officer maintain standards in the months ahead. Where needed, this process may also include technical training in design tools, editing software, or analytics platforms, depending on the needs of the board and the individual.

Social Media & Digital Communication

Your social media pages are one of the most visible and active parts of your ELSA Group — and they carry your legacy. Whether you're in a National or Local Group, your platforms are how most people stay updated on what you do. That's why it's important to make sure that the transition to the next Officer is clear, smooth, and well-documented.

What to Include in the Social Media Transition

When passing on social media and digital communication responsibilities, don't just hand over passwords — share context, structure, and systems. Here's what to prepare:

<u>Access and Platforms</u>

Make sure the new Officer has **access to all accounts**: Instagram, Facebook, LinkedIn, email, Canva, scheduling tools (e.g. Meta Business Suite), and any shared folders.

List which platforms are currently active and which ones are no longer in use (so they don't waste time trying to revive something dead).

<u>Overview of Current Style and Strategy</u>

Write a short summary of how your Group has been using social media: what tone of voice you used, what kind of posts you created, and how often you posted.

Share your content pillars (types of posts you regularly use, e.g. project promo, team intros, reminders, etc.) so the new Officer knows what to continue.

Explain the **general "look"** besides what is included in the ELSA Brand Book (which has to be transitioned from the very beginning!). This point is especially important if your ELSA Group has a specific aesthetic identity that makes it recognisable.

Templates and Files

Pass on editable templates (from Canva or other tools). **Keep in mind that templates provided by ELSA International usually change every term.** This means that your successor, provided that they are in the relevant mailing list and chats, will receive them through these mediums. As for any national projects' brands, keep them on your Canva account and, if needed, explain how to use them.

Share the photo/video archive you used (from past events, activities, etc.). Make sure to inform your successor about the relevant consent acquired for the use of the material for promotional activities.

If possible, **leave folders named and organised clearly** (e.g. "WELS 2025 visuals", "Partner logos", "Instagram templates"). This will help your successor navigate any materials they might need and will help reduce the overwhelming feeling at the very beginning.

Ongoing or Planned Content

Make a note of any upcoming campaigns or scheduled posts (e.g. an Open Call for applications, an upcoming project, or a regular series like #MemberMonday). If there are drafts or unfinished posts, explain what they were for and how far along you got.

Lessons Learned

Share what worked and what didn't. Maybe Reels worked well, or maybe reminders posted as Stories got more attention. Was it hard to keep a regular schedule? Did people respond more to personal, human posts?

Tools and platforms

Editing platforms

- Canva - https://www.canva.com/
  - Versatile graphic design platform, offering multiple tools for the creation of graphics, editing photos and audiovisual creation
  - You can use Canva with a free version, with limited elements and tools available. You may be able to get access to Canva Pro through your university account. Furthermore, the subscription to Canva Pro allows full access to all tools, including, for example, background remover, AI tools and a large photo bank.
- Adobe Photoshop
  - Primarily a graphics editor, often used to edit photos. In the ELSA content, Adobe Photoshop is also widely used for creating complex graphics. Especially templates from previous terms are available in the .psd format.
  - Usually requires an Adobe Creative Cloud subscription (paid).
- Adobe InDesign
  - Publishing and page layout designing software, primarily used for multiple-page publications, such as booklets, handbooks or Brand Books.
  - Usually requires an Adobe Creative Cloud subscription (paid).

Copyright-free, free image banks

- Pixabay - https://pixabay.com/
- Pexels - https://www.pexels.com/
- Unsplash - https://unsplash.com/

Other tools

- Linktree - https://linktr.ee/
  - Allows you to link social media accounts, application forms and other links into one.

Public Relations

What is PR?

Public Relations (PR) is the strategic process of managing how an organisation is perceived by its audiences. For ELSA, PR means **shaping the way students, law firms, universities, sponsors, alumni, and the broader public view and understand our work, values, and identity.** It's about more than just visibility; it's about building trust, credibility, and connection. PR is how we tell our story, highlight our initiatives, and position ourselves as a serious, vibrant, and professional network of young legal minds.

At its core, **PR is the voice of ELSA to the outside world.** It ensures that people know who we are, what we stand for, and why our work matters. This includes everything from managing social media and designing visuals to writing press releases, promoting events, and maintaining consistent messaging. It also means being mindful of how we present ourselves in every context, whether we're pitching a partnership to a law firm, announcing a new project, or welcoming new members on campus.

A strong PR strategy allows ELSA to grow, inspire, and connect. It amplifies our impact, helps us stand out in a competitive academic landscape, and supports our mission of shaping future lawyers with a truly international and human rights-focused perspective.

How is PR different from social media?

Although PR and social media often work hand in hand, they are not the same thing and understanding the difference is key to doing effective work in this role. **It is exceptionally important to explain this crucial difference to your successor in an early stage.** Public Relations is the strategic foundation of ELSA's communication. It involves deciding what you want to say, how you want to say it, and to whom, with the goal of shaping how others perceive ELSA. **Social media**, by contrast, is just one of the tools you use to communicate those messages. It's the channel, not the message itself.

In PR, you work on the bigger picture: how ELSA is positioned externally, how we build our reputation over time, and how we communicate our values, such as professionalism, internationality, human rights engagement, and community. This includes thinking about tone of voice, storytelling, public image, long-term campaigns, and relationship building (e.g. with law firms, universities, or media outlets). PR also involves internal communication: making sure your team and board members know what the current communication goals are, and how they can contribute to a consistent public presence.

Social media then becomes the **hands-on execution of that strategy.** But here's the crucial part: every platform works differently, and that's where your strategy really comes into play. One of the first things you define is which platform serves which purpose:

LinkedIn is your professional flagship. You use it to position ELSA as a serious, competent, and ambitious legal network. Content here includes academic events, collaborations with law firms, alumni engagement, and impactful projects. It should always reflect professionalism and strategic value.

Instagram is your community builder. Here, you showcase the people, spirit, and day-to-day experiences of being part of ELSA. You post about internal events, takeovers, team activities, and creative formats that connect with students emotionally. Design, language, and frequency matter a lot here.

Facebook plays a supporting role. While it's no longer the most active platform for students, some followers (including alumni and international members) are still active here. It can be useful for cross-posting or event visibility.

TikTok gives you the freedom to experiment and be playful. If used well, it can raise awareness and draw in new members by making law and student life fun and relatable. The challenge is to create light content that still aligns with the ELSA brand.

When you understand what each platform is best at, you can design your content accordingly, always grounded in your central PR messaging. For example, if your PR goal is to highlight the academic depth of your Group, that might mean posting event highlights and speaker quotes on LinkedIn, while showing behind-the-scenes and prep stories on Instagram.

Ultimately, PR is about **managing perception**, ensuring that ELSA is seen as the organisation it truly is: dynamic, international, and future-oriented. Social media is your most powerful instrument to make that perception visible, but only if you use it strategically.

PR in transition

Stepping into the role of VP Marketing means more than just creating content or managing accounts; it means **taking ownership of ELSA's public image** and ensuring that it remains strong, consistent, and meaningful throughout the year. As you begin your term, it's important to understand that PR is not a one-person job. It is a collaborative effort that involves the entire board and thrives when there is open communication across all areas.

PR only works when it reflects what ELSA actually does. That means your success depends on how well you stay connected to the work of other board members. The Seminars and Conferences team needs visibility for its events; the PD officers need support in communicating traineeships to traineeship providers; the President may need assistance preparing statements or public messaging. The more you embed yourself in the internal life of the board, the more effective your external communication will be.

This also means that your work should **start early.** At the beginning of your term, you should meet with the Board as a whole, and especially with the President, to align your strategies. **BEE sets the internal communication goals** and coordinates how members are activated and engaged. You, as VP Marketing, take that internal identity and bring it to life externally. A close exchange ensures that your campaigns reflect the values, priorities, and vision the board is committed to that year.

For example, if BEE is focusing on member retention or strengthening your group's internal community, your PR strategy might emphasise team culture, success stories, and approachable, authentic content. If ELSA is aiming for more academic visibility or stronger partnerships, your strategy will lean into professional branding, highlighting impact, and positioning ELSA as a serious actor in the legal world.

To make the transition smooth:

- Schedule a kickoff meeting with BEE to agree on the communication goals for the year.

- Request updates from each area regularly, so you can understand and adjust your communication goals.

- Be present at internal meetings, listen to what your Network has to say.

- Share your own PR vision early and ask for input from your boards; this fosters shared ownership and helps the board see PR as something that supports everyone's goals.

A well-functioning PR strategy does not run parallel to board work; it runs through it. As the new VP Marketing, your role is to make sure ELSA speaks with one voice, whether it's a social media post, a flyer, a press release, or a partnership pitch. That voice should be shaped together, so that everything the outside world sees reflects the energy, purpose, and professionalism behind your board's work.

Working with and in a Team

Leading a Marketing Team

Being the Vice President for Marketing isn't just about designing visuals or writing posts - it's about leading a team. That means creating a positive environment where everyone feels included, motivated, and supported. You're the one setting the tone. If you're organised, communicative, and open to ideas, your team is more likely to follow that lead.

You don't need to be the loudest person in the room to be a strong leader. In ELSA, what matters more is how you work with people. Start by being clear about what the team's goals are and what kind of support you expect from each other. Create a space where everyone feels comfortable sharing ideas or asking questions. Mistakes will happen, and that's okay - what matters is how you handle them. Give helpful feedback, encourage improvement, and recognise effort.

Every leader develops their own style over time, but a few things always help: **communicate clearly, check in regularly, and make sure people feel appreciated.** Avoid acting like a boss - act like a teammate with more responsibility. **When people feel like their contribution matters, they're more likely to stay engaged and do their best work.**

Delegation and Collaboration

Delegation is one of the most important skills you'll use during your term. It means sharing the workload with your team in a smart and intentional way, not just handing off random tasks. Done well, **delegation helps your team learn new things, take ownership of projects, and feel more connected to the work.**

Start by dividing tasks early in the term. Give clear instructions and always explain the "why" behind a task, not just the "what." This helps your team members understand the purpose and feel more motivated. Whenever possible, **match tasks to people's skills or interests** – but don't be afraid to challenge them with something new, especially if you'll be supporting them along the way.

Delegating doesn't mean stepping away completely. **You're still responsible for the final result, especially when it comes to things that are public-facing, like Instagram posts or event graphics**. Always take a moment to review work before it's published, and offer constructive feedback when needed.

Good delegation also depends on **strong collaboration**. Instead of simply assigning tasks and waiting for results, involve your team in the process. **Ask for their input,** bounce ideas around, and build a s**hared sense of ownership.** When team members feel like their voice matters, they're more likely to be engaged and invested in the outcome.

Make collaboration part of your routine. Hold short check-in meetings, use shared documents or planning tools, and keep your communication consistent and open. If someone finishes a task, offer them a chance to give feedback or take the lead on the next step. This kind of teamwork builds trust and helps everyone grow.
Most importantly, keep the atmosphere positive and respectful. A**sk for help when you need it, thank people for their contributions, and make space for fun too.** The goal isn't just to get things done – it's to create a team that works well together, learns from each other, and enjoys the experience.

Being a Supporting Area - Board Cooperation

Marketing in ELSA is a **Supporting Area**, one of four alongside Board Management (BEE), Internal Management (IM), and Financial Management (FM). Your core responsibility as the VP for Marketing is to actively partner with the four **Key Areas** – Academic Activities (AA), Seminars & Conferences (S&C), and Professional Development (PD) – and with your fellow board members, ensuring their projects are effectively promoted and supported.

Structured Collaboration

Establishing the collaboration at the beginning of the term
Set clear rules – how to request marketing content or design work, who approves what, who writes the captions and other logistical considerations. Make sure to communicate precisely what you would need from your board members and within what timespan.

Communication tools
Use shared calendars and other planning tools (e.g. Trello, Google Calendar, Notion), and a single point of contact for marketing to avoid confusion and last-minute work. Make sure to decide whether you want your Marketing Team involved in communication with your board members and members of their teams.

Aligning with the Areas' Needs

Tailored planning and collaboration
Work with each VP to map out their term's events, campaigns, and deadlines, noting dependencies and busy periods (e.g. exam periods, PD application window overlapping with SELS applications, etc.)

Adapting content to the project's nature
Prioritise content and visuals based on each area's impact – PD may need countdown posts, AA may request more graphic educational materials, and S&C might prefer a strong social-media push for opening and closing of applications. Make sure to also map out content for your National/Local initiatives and inform yourself of best practices according to past experiences.

<u>Time Management Considerations</u>

Plan Around Your Academic Life
Start by mapping out your academic calendar: exam periods, assignment deadlines, internships, and holidays. Do the same for your ELSA term: International/National/Local Council Meetings, project deadlines, campaigns, and events. Where do they overlap? When will you be busiest? Plan ahead and avoid stacking big ELSA tasks during your personal high-stress times.

Respect Deadlines – Yours and Others'
Marketing often works with deadlines from other board members, but you also need time for reviews, edits, and approvals. Set **internal deadlines** earlier than the real ones to create a buffer. Communicate these clearly with both your team and your board – this helps avoid last-minute pressure for everyone.

Evaluate and Prioritise Tasks
Not every marketing request has the same level of urgency or importance. Learn to **evaluate tasks based on impact**:

- Will this help boost engagement or visibility significantly?
- Is it required by a partner or external stakeholder?
- Can it be reused or adapted for future use?

Use tools like a simple priority matrix (Urgent vs. Important) or a to-do app to organise your weekly workload.

Coordinate With the Board Early
Depending on how busy you are, it might be useful to, at the start of each month, check in with your board:

- What events or deadlines are coming up?
- Which ones need promotion, and when?
- What materials need to be created?

A shared content calendar or planning sheet can keep everyone aligned. This way, you can plan your work in advance, avoid rushed requests, and deliver higher-quality results.

Preparing for the Year

One-Year Operational Plan (OYOP) and Strategic Planning

<u>What is OYOP?</u>
So, you've just been elected (congratulations!) or maybe you've been around a while, and now it's time to *actually do stuff*. But where do you begin? We are sure that you've got big dreams for your Local or National ELSA Group – more active members, stronger academic programs, cooler events,and real impact. But dreams need structure. That's where your OYOP, standing for "One Year Operational Plan", comes in. And don't worry, it doesn't have to be too abstract, just honest, clear, and doable, since the purpose of an OYOP is to set goals for your year.

<u>How to create an OYOP?</u>
First and foremost, just ask yourself: ***What are we really trying to achieve this year?***
Write down **3–5 goals** that truly reflect what your team cares about. Not just what looks good in a report, but what you'll actually be proud of in 12 months. Think of this plan as your year-long roadmap. It's not a boring formality. It's your secret weapon to stay focused, to work smarter (not harder), and to leave behind a legacy that doesn't disappear the moment exams hit.

As we have previously established, an OYOP is your plan of action for the year, built around **SMART** goals. It's not about writing down everything you could do. It's about choosing a few things that really matter, then doing them well. It sits in the middle of ELSA's planning pyramid:

- At the top is your **Vision** – that big dream of what you want ELSA to become.
- The **Strategy** defines how you'll move closer to it.
- And your **Operational Plan**? That's the boots-on-the-ground: the real, practical steps your team will take *this year.*

Therefore, sit down with your team and do a quick SWOT Analysis of the marketing in your ELSA Group:

- **Strengths**: e.g. passionate board members, successful past events, solid connections with law faculties.
- **Weaknesses**: e.g. low engagement between events or posts.
- **Opportunities**: e.g. potential sponsors, legal professionals willing to collaborate with your social media.
- **Threats**: e.g. member burnout, funding uncertainties, etc.

This isn't just paperwork, it's your reality check. And it helps shape smart priorities, which then become part of your OYOP.

<u>Things to pay attention to when drafting an OYOP</u>

Before you write anything down, reflect:

- What would you love to see changed or improved in your group?
- What frustrated you last year?
- What did your predecessors hope to do, but couldn't?

Jot down some ideas. Don't judge them. Just let them flow. Then, pick a few that are most important and transform them into SMART goals:

SMART means:

- **S**pecific – Clear and concrete. "More events" isn't specific. "3 legal English workshops in spring" is.
- **M**easurable – You can count it. (How many? How much?)
- **A**ssignable – Someone is responsible for getting it done.
- **R**ealistic – Be ambitious, but stay grounded. You're not solving world peace in a semester.
- **T**ime-bound – There's a clear deadline.

For instance, the Vice President in charge of Marketing will grow Instagram followers by 560 this year.

By the end of your year, you'll look back and realise you did **more than you thought possible**. But don't just drop the mic and walk away.

- Write down what worked (and what flopped).
- Make your transition sweet and simple.
- Leave future officers a gift: your lessons.

Your OYOP isn't just for you. It's a bridge for the next National/Local Board. Good luck with its preparation!

Common Issues and How to Avoid Them

When working on your One-Year Operational Plan it's easy to fall into a few common traps, especially when you're excited and motivated to make a difference. Being aware of these mistakes from the start can save you time, energy, and frustration down the road.

One of the biggest mistakes is setting **too many goals**. It's tempting to try and do everything: host more events, launch more campaigns, grow your social media, and build international partnerships – all in one term. But spreading your energy too thin usually means nothing gets done really well.
So don't build a perfect castle that collapses at the first storm. Instead:

- Leave space for mistakes and flexibility.
- Focus on **quality over quantity.**
- Choose 3–5 powerful goals, and go deep.

Another common issue is being **too vague**. Goals like "improve engagement" or "increase visibility" sound good, but they don't help when it's time to evaluate progress. Make your goals specific and concrete. Use the SMART framework, meaning that goals should be specific, measurable, achievable, realistic, and time-bound.

Monitoring is often forgotten, too. It's not enough to set goals and hope for the best. Build in regular check-ins – monthly or at least quarterly – to see how things are progressing. That way, you can adapt before things fall too far behind.

Avoiding these mistakes doesn't mean your year will be perfect. But it does mean you'll be better prepared, more focused, and more likely to turn your vision into a real, lasting impact.

Transition in Practice

What to Pass On and How

It is hard to make sure your successor learns everything you know. A structured checklist of responsibilities, tools, stakeholders, and key processes is one of the most effective ways to ensure a smooth transition. The goal is not just to transfer tasks, but to hand over context, insights, and relationships that help your successor make informed decisions from day one.

1. Document Key Responsibilities

Begin by listing your core responsibilities. Group them by frequency (daily, weekly, monthly, quarterly) or function (Graphic design, internal tasks, events, partner marketing, etc.). For each responsibility, note:

- What the task is
- Ongoing projects or campaigns
- How it's usually done (step-by-step if needed)
  - Branding guidelines, marketing kits, etc.
- Any tools or platforms used
  - Include accounts and login details
- Common pitfalls and workarounds
- Links to shared resources, such as the ELSA Officers' Portal, where Marketing Kits can be found, etc.

2. Explain the Marketing Calendar

Share a current or past calendar and highlight:

- Recurring international, national (and local) campaigns and flagship projects
  - Even if you don't have the exact dates, the projects usually occur within similar dates
- Preliminary dates of Internal Meetings (NCMs, ICMs, ITM, ISM)
- If applicable, any important dates regarding website updates, subscription payments and/or when to order merchandise or other materials.
- Discuss the different projects, their priority and how to schedule different projects around each other.

Make sure your successor gets a good overview of what to do and when to start the task. This should help with other tasks coming up during the year.

TIP: If possible, enter the dates you have into the calendar your successor will use to help them prioritise the tasks.

3. Review Branding and Corporate Identity guidelines

Clarify how to apply ELSA's branding

- Using the ELSA Brand Book
- Logo usage, colours, and fonts
- Marketing Kits and how to use them
- Language tone, pictures to use

Include example posts, both successes and things to improve, to give your successor a visual standard. Give your successor tasks are to design themselves to help them with struggles during the transition.

4. Highlight Useful Tips and Common Challenges

Marketing in ELSA is not just about visuals, it is also about coordination, timing and engagement. Include:

- Common mistakes to avoid
  - Forgetting deadlines, low-resolution graphics, etc.
- What posts, platform and posting times get the most engagement
- How to further engage the audience, what type of material gets the most views/clicks?
- How to coordinate and work with the rest of the board efficiently
- How to adapt messages to both internal and external audiences

Access and Technical Handover

To ensure your successor can begin their work without unnecessary delays, make sure to hand over access to all relevant platforms and tools. This includes, but is not limited to:

- ELSA email accounts
- Social media platforms (Instagram, Facebook, LinkedIn, etc.)
- Design tools (Canva, Photoshop, etc.)
- Shared folders and shared drives (Google Drive, Officers portal,s etc.)
- ELSA website (if you have one)
- Any merch website that you usually order from (if you have those)
- Communication tools with the new board

TIP: Collect every login information in a document for easy access and make sure your successor can access the document.

To make sure that the handover goes smoothly, include a technical handover in your transition! Go over each account that you need to transition, one by one, and follow these steps:

1. Give your successor the username and password and have them log in
2. Go to settings together and change any two-way authentication to your successor's information
3. Change any other personal information to your successo,r including:
   - Phone numbers
   - Names and potential addresses for orders
   - Other linked personal information and accounts
4. Go over the specific platform that you are transitioning to by explaining:

- What the platform or tool is used for
- How to use the platform or tool by going over the features
- Any specific routines, rules or practices related to using the platform or tool

If Your Transition Was Incomplete

Sometimes, transitions don't go as planned. Maybe you didn't get a proper handover, or the previous Officer didn't leave behind much information. Don't worry! It's still possible to build a strong and effective social media strategy from where you are now.

Here's how to move forward:

Start with What You Have

- Look at the social media platforms: what has been posted recently? What types of posts do you see most often?
- Check saved templates in tools like Canva or Google Drive – you might find materials to reuse or adapt.
- Review page insights (if available) to understand which posts worked well.

Rebuild the Basics

- List the platforms you're using and make sure you have full access to each of them.
- Create new folders for visuals and templates to keep things organized from the start.
- Choose a few content pillars you want to focus on (e.g. promoting projects, showing behind-the-scenes, sharing open calls).

Ask for Help

- Reach out to other Officers in your country or the VP Marketing of ELSA International. They may have examples, templates, or tips to share.
- Don't be afraid to message the previous Officer if you have questions – even if the transition wasn't ideal, many are still willing to help once asked.

Final Remarks

No transition is ever perfect. The work we do in and for ELSA is complex, layered, and difficult to fully pass on to someone else. Every Officer brings their strengths, habits, and approaches — and transition, just like ELSA work itself, is shaped by those personal factors. Still, transition remains one of the most important processes in ELSA. When neglected, it can have a deeper impact on your Group than you might expect. That's why, as your term comes to an end, it's essential to make a sincere effort to create a transition that is not only thorough and practical but also enjoyable for your successor.

No matter what kind of transition you received – or didn't – approach this one with a positive mindset.

You're not just wrapping up your term; you're setting someone else up to thrive and push ELSA and your area forward.

And beyond the tasks, files, and deadlines, don't forget that ELSA is, at its core, about people. One of the best things you can do is simply be there for your successor: as a guide, a teammate, and maybe even a friend. A good transition isn't just about passing on knowledge; it's about building trust and leaving behind a bit of the community spirit that makes ELSA special.

Useful Links

ELSA Brand Book
https://drive.google.com/file/d/1jVWbXcuSMYfiqibRZ_Lv-Q0K6k6k3VOS/view?usp=drivesdk

Officers' Portal
https://officers.elsa.org/

Meta Business Suite
https://www.facebook.com/business/tools/meta-business-suite

ELSA Sweden Logo Generator
https://elsasweden.org/logo.html

HubSpot Blog
https://blog.hubspot.com/

Photopea
https://www.photopea.com/

General Transition Checklist

The Checklist is largely inspired by the Transition Checklist in the ***IM Transition Manual****, to be found* ***here*****.**

General Knowledge

- ☐ The founding of ELSA
- ☐ The purpose of the association (Philosophy Statement)
- ☐ Structure (of the Board and the entire Network)
- ☐ National Meetings (e.g. National Council Meetings [NCMs], National Officers' Meetings [NOMs], etc.)
- ☐ International Meetings (e.g. International Council Meetings, International Training Meeting, International Strategy Meeting, Regional Meetings, if applicable)
- ☐ Flagship Projects of ELSA
- ☐ Abbreviations (e.g. IM, PD, SELS, ICE, EWA, NCM, etc.)

Specific Information about the National Group

- ☐ E-mail addresses/login data
- ☐ Regular and recurring events
- ☐ Evaluation of events organised
- ☐ Typical challenges and problems
- ☐ Overview of the State of the National Network
- ☐ Contact information of partners
- ☐ International contact information (e.g. Facebook groups, mailing lists, how to contact the International Board, etc.)
- ☐ Information about the alumni network (if applicable)
- ☐ The "know-what" and "know-how"
- ☐ General information about GDPR and archiving

Transition of Materials

- ☐ Handbooks (national and international materials)
- ☐ Statutes / Standing Orders / Decision Book of the National Group
- ☐ Statutes, Standing Orders and Decision Book of ELSA International
- ☐ Online Forms (e.g. SotN, EDF application, NCM applications, etc.)
- ☐ Templates for documents (e.g. Board Meeting Minutes, NCM Working Materials, etc.)
- ☐ Officers Portal and any Shared Google Drive(s)

International Council Meetings (ICM)

- ☐ Activity Report (content and related responsibilities)
- ☐ Pre-ICM Calls with the International Board
- ☐ Voting Rights (Financial Obligations, State of the Network Inquiry, National Group Report, and Letter of Authorisation / Proxy)
- ☐ Deadlines to send Proposals and Input Papers (Statutes, Standing Orders, and Decision Book)
- ☐ Preparation for the Plenaries and Workshops of the ICM

MKT-Specific Transition Checklist

General Knowledge

- ☐ The General Structure of ELSA
- ☐ Flagship Projects of ELSA
- ☐ Overview of the State of the National Network
- ☐ Overview of the One-Year Operational Plan (OYOP) and Strategic Goals (as applicable)
- ☐ Overview of the Marketing Area within ELSA
- ☐ International Framework of the Marketing Area (International Officers, ELSA International, MKT area cooperation)
- ☐ Role of Marketing in supporting the Key Areas (AA, C, PD, S&C)
- ☐ Cooperation with the Supporting Areas (BEE, FM, IM, etc.) and cross-area cooperation
- ☐ Marketing Officer's place within the National or Local Board

Administration

- ☐ Regulations of ELSA International – Statutes and Standing Orders, Decision Book and the Code of Conduct (See here)
- ☐ Regulations of the National Group – Statutes/Standing Orders/Decision Book (as applicable)
- ☐ The Brandbook (See here)
- ☐ Templates – Event Materials, Social Media Posts, Partnership Decks, and Reports (For local and national projects, contact your predecessor; for international projects, see here)
- ☐ Communication Platforms (G-Suite, Google Drive, Trello, Slack, etc.)
- ☐ Contact Details and Login Credentials (Social Media, G-Suite, File Storage, Email Accounts)

Skills and Tools

- ☐ Graphic Design – Introduction to different tools (Canva, Adobe Photoshop, Adobe Illustrator, etc., see here)
- ☐ Assignments for practice and guidance for self-learning (e.g., creating a poster)
- ☐ Video Editing – Overview of programs used and technical guidance (See here)
- ☐ Social Media Management – Platforms, analytics tools, and scheduling practices
- ☐ Website Management – WordPress or relevant CMS, login details, and guidance
- ☐ Soft Skills – Knowledge transfer from training and experience sharing
- ☐ Communication and Collaboration – Working with Key Areas and within the Board
- ☐ Content Planning – Building a content calendar and assigning responsibilities

Area Transition

- ☐ Role and Responsibilities of the VP MKT
- ☐ Past and Current Projects – What worked, what didn't, and why
- ☐ Division of Tasks between VP MKT and other board members to prevent collusions
- ☐ Timeline of Annual Events and Marketing Responsibilities
- ☐ Review of Past Event Promotions and Evaluations

- [ ] Discussion of OYOP Goals and Performance Evaluation

Human Resources and Team Management

- [ ] Structure of the Marketing Team (if applicable)
- [ ] Coordination of Local Marketing Officers (if national)
- [ ] Tips for Building and Leading a Marketing Team
- [ ] Maintaining Motivation and Regular Contact with the Team

Knowledge Transfer and Evaluation

- [ ] Transition Materials – Handbooks, Best Practice Sheets, Branding Assets
- [ ] External Contact Lists (e.g. Printing Companies)
- [ ] Social Media Accounts – Login Details and Guidelines
- [ ] Purchased Stock Media and Visual Assets
- [ ] Support Network – Who to contact (For local VP MKTs - national VP MKT; for national VP MKTs - VPs MKT of the IB; and for all levels - relevant immediate Alumni members if transition is not possible via the recent VP)

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