

# EQUINOX ACADEMY

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## Communication Strategies in the Voluntary Sector

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New media is changing the way voluntary organisations communicate & campaign.

This session will guide you how to integrate communications & digital communication into your campaign planning.



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# Presentation Outline

- ▶ Key principles of Effective Communications
- ▶ What is Digital Communication
- ▶ Preparing your Campaign – Tips & Tricks



# Key principles of Effective Communications



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# Key principles of Effective Communications for a Campaign

Drawing up a communications strategy for a campaign is an **art as well as a science**, and there are too many different ways of approaching the task.

# A communications strategy for a campaign requires:

Objectives

Audiences

Messages

Tools &  
Activities

Evaluation &  
Amendment



For an effective Communications Campaign it is important to start off by identifying your objectives by answering the following questions:

- ▶ What are your **goals** for this campaign?
- ▶ How can the **communications activities** serve your campaign effectively?

# Audiences



It is important to:

- ▶ Identify the audience you are targeting to achieve your campaign objectives.
- ▶ Example audiences to consider are: your staff, funders, key political targets and media.
- ▶ Target the right media / digital source with the widest impact possible for the audience being targeted.





- ▶ Strategic targeting and consistency are key to your campaign messages.
- ▶ Create a comprehensive case covering all the key messages by emphasising the different elements of the case for different audiences.
- ▶ To maximise impact - summarise the case in 3 key points that can be constantly repeated.
- ▶ It is important to use: interesting narrative, human interest stories and imagery – Short info graphics work better than write-ups today.

# Tools & Activities



- ▶ Identify the **right tools and activities** for the **right audience** – this will make your campaign more effective.
- ▶ Ex: an annual report is a useful tool in corporate communications whereas an email newsletter lends itself well to internal communications, social media however tends to be more viral and have a wider impact.
- ▶ It is important to **tailor your tools** and activities to the level of time your **target audience** tends to have.

# Evaluation & Amendment



- ▶ Consider performing an independent **campaign evaluation** to **assess the effectiveness** of your strategy with your audiences.
- ▶ Use open questions with appropriate prompts and benchmarks and, if possible, get someone independent to do the work.
- ▶ Consider and discuss the results carefully and **use them as lessons learned** for future campaigns.

# Evaluation & Amendment

Questions you should consider asking your audience are:

- ▶ What do you read / see / hear?
- ▶ What works / doesn't work?
- ▶ What do you want to see more of?
- ▶ What information do you need that you are not currently supplied with?
- ▶ How often do you want us to communicate with you?

# Campaign Strategy

While drawing up your campaign strategy, you should **involve your team**, and on a smaller scale, the **entire organisation**.

This way the team / organisation will **identify with the campaign strategy**, given that they would have contributed to its origin, thus resulting in a **stronger impact inside out**.

No Campaign should start without having **tested the strategy** through qualitative / quantitative research methods.

# Digital Communication



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# What is Digital Communication

Effective digital communication is the ability to create persuasive communications in different media, be it websites, video, audio, text, or animated multimedia.

Source: <https://www.classle.net/faq/what-digital-communication>



# Membership Meetings

- ▶ Holding regular membership meetings keeps members informed and engaged.
- ▶ They are useful to generate ideas, assigning responsibilities, and planning.
- ▶ Consider holding a monthly face-to-face membership meeting as you start up. If not possible consider video conferencing, which helps lend a more personal touch than conference calls or email.





# Membership Meetings



- ▶ Annual meetings could be dedicated to decision-making on key priorities.
- ▶ Other meetings can be held monthly to discuss key issues, such as publicity and the best times and venues for bringing in new members.

Today information technology breaks down geographic boundaries.

Flexibility is important and regular use of online tools, to keep your members interested, informed, and involved.



- ▶ Having a website is one of the easiest ways for members and potential members to find you.
- ▶ There are both proprietary and open source tools to help with website development.
- ▶ Websites do not need to be complicated; in fact, it is best to create a simple website to start and then add pages as the information you need to present and your resources grow.





- ▶ The [Internet Society New York Chapter](#) has a set of open source tools on their website that offer a number of ideas for how to create a site that is lively, dynamic, and easy to keep current as well as one that inspires action.

# Mailing Lists

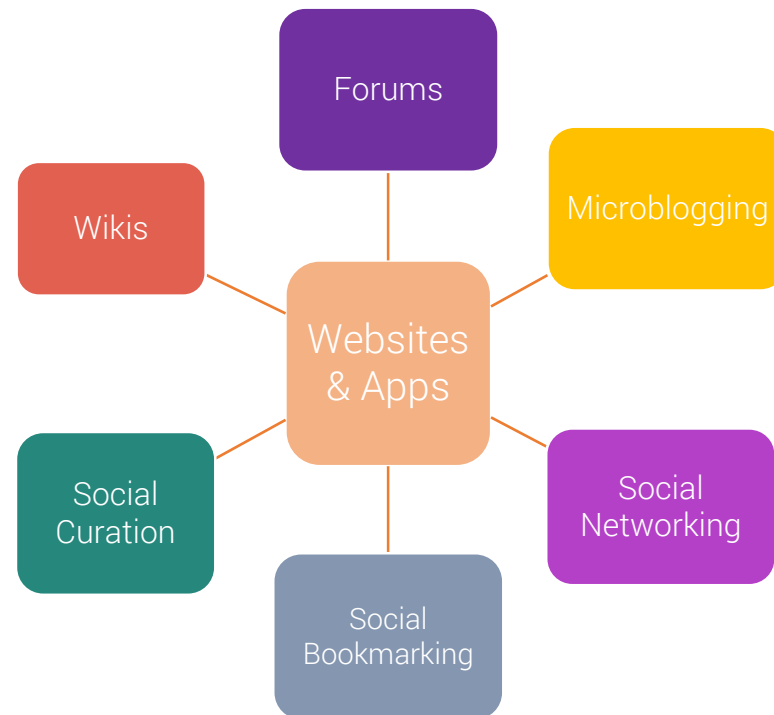
Mailing lists are essential for reaching out and more than one mailing list will enable you to target members, prospective members and board members.



# Mailing Lists Tips

- ▶ Read your emails carefully before sending them. Typos and missing words can completely change what you mean.
- ▶ Don't use all capital letters in your email it comes across as shouting.
- ▶ Be brief and to the point.
- ▶ Remember that not everyone speaks the same language.
- ▶ Be as professional as possible - avoid expressing emotions that might be perceived negatively.
- ▶ Treat mailing lists with ultimate care and professionalism, being especially attentive to the privacy of the individuals on your lists.

Social media is the collective of online communications channels dedicated to community-based input, interaction, content-sharing and collaboration.



- ▶ What is the impact of social media?

According to Google Ad Planner (November 2009):

Social Media	Visitors	Page Views
Facebook	800 million	260 billion
Twitter	120 million	4.4 billion
LinkedIn	67 million	1.9 billion



- ▶ Social media has become a critical means for self-organizing, communicating, social and professional networking.
- ▶ Keeping members engaged and interested through Facebook, Twitter, Pinterest & Instagram.
- ▶ For more information on social networking tools vide Nonprofit Technology Network (NTEN)
- ▶ NTEN reports, “nonprofit work is.... about relationships. We can use these tools to build real relationships in a way that broadcast tools like email, direct mail, and advertising do not.”

# Social Media Benefits



- ▶ Bring members together in a highly dynamic virtual meeting place.
- ▶ Help attract new members and sponsorship.
- ▶ Motivate members to get more involved through the promotion of activities.
- ▶ Rally members around specific topics and issues.
- ▶ Get information out quickly.
- ▶ Enhance professional networking opportunities.
- ▶ Help identify topics for meetings, presentations, and projects.
- ▶ Increase attendance at events.

# Tools to Manage your Social Media



**Klout** - Klout measures influence online. When you create content or engage, you impact others.

Klout analyzes that impact to find your Klout Score, influential topics, and your influencers. This

can help you monitor your Organisations' impact and react accordingly -

<https://klout.com/home>

# Tools to Manage your Social Media



**Hootsuite** - Manages online brands and facilitates submitting messages to a variety of social media services, including: Twitter, Facebook, Google+ and Mixi. Hootsuite provides a browser-based dashboard that allows users to manage all social media marketing from one tool.

- It saves time allowing you to quickly schedule messages and easily manage your social accounts.
- Measure your social media campaigns to understand what members want.
- Schedule unlimited messages to Facebook and Twitter etc
- Track what your current and potential members are saying about you.
- Measure the impact of your social campaigns.

- ▶ Seek out and establish contact with local, regional, and national media to promote your Organisation, its mission, goals and activities.
- ▶ Press releases are one of the more popular ways to make contact with the media.
- ▶ Local reporters and journalists are often looking for ideas and by establishing yourself as a reliable authority.
- ▶ Engage membership and ensure effective outreach through membership for individuals with experience in marketing or publications, who are good writers, or who have contacts at local media.

- ▶ Public statements must not be contrary to any stated position of the Organisation.
- ▶ They must be prepared and presented in a professional manner.
- ▶ They must be clearly and unambiguously identified as originating from the Organisation.
- ▶ It should be unlikely they will give rise to any significant legal or juridical liability.
- ▶ Speak with a unified voice through a public position or statement about issues of the day, especially controversial topics, it strengthens your organisation and enhances your credibility.

# Preparing your Campaign



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# Preparing Your Campaign

## What is a Campaign Strategy?

A campaign can be seen as an organised, purposeful effort to create change and it should be guided by thoughtful planning. Before taking action, successful campaigners:

- ▶ the existing situation
- ▶ who is affected by the campaign issue both positively and negatively
- ▶ what changes could improve the situation
- ▶ what resources, tactics and tools are available to implement a campaign that will address the issue.





# Preparing Your Campaign



Use this knowledge to create your strategy to plan, implement, market, monitor, improve and evaluate your campaign.

Your campaign strategy will guide what you do and it should be updated regularly as the campaign is implemented and the situation changes.

# Problem, Vision, Change



- ▶ What problem are you confronting?
- ▶ What is your vision of how the world will be, once the problem is resolved?
- ▶ What change/s would bring about this vision?



- ▶ Who is affected, positively or negatively, by the problem?
- ▶ How are these people or groups related to the problem and to each other?
- ▶ Who are you trying to reach?
- ▶ If your campaign is successful, who will be affected?
- ▶ Answering key questions repeatedly, at each stage of your campaign, about the problem, solution, stakeholders and targets as well as the tactics, message and tools you will use, will help develop your campaign strategy.

# CREATE A COMMON VISION

Involve your whole group in exploring the problem, your vision and the changes sought: a shared understanding of the problem will stimulate ideas about possible actions to take, and help your group to stay motivated and focused during the campaign. Creating a common vision will also help determine ways to monitor and adjust the implementation of the campaign.

# Activity 1: PROBLEM - SOLUTION - CHANGE

- ▶ Discuss and decide, as a group, what core problem your campaign seeks to address. Elaborate all the adverse effects of this problem.
- ▶ Each person in the group should create their own answer to the following question: What would a world without this problem be like?
- ▶ Combine your individual visions of the future to create a single common vision for the campaign.
- ▶ Discuss in depth which broad actions or changes would resolve the problem you identified, so as to arrive at a unified solution. These necessary actions are the main focus of your campaign.

# Activity 1: PROBLEM - SOLUTION - CHANGE

Stakeholders are people, groups, organisations, or institutions that are connected to your issue. They may:

- ▶ support your campaign,
- ▶ be adversely affected by the issue in question,
- ▶ have the power to change the situation, or
- ▶ be responsible for the problem you have identified.



# Activity 1: PROBLEM - SOLUTION - CHANGE



Learn as much about the stakeholders as possible:

- ▶ Understand each stakeholder's relationship to the problem and your proposed solution
- ▶ Define the relationships between different stakeholders
- ▶ Determine the ability and willingness of stakeholders to help or hurt your campaign
- ▶ Identify which of these stakeholders your campaign should concentrate on to create the change you desire.

# Activity 2: MAPPING STAKEHOLDERS & THEIR RELATIONSHIPS

Start creating a map in which entities with a stake in your issue are represented as nodes, and lines between these circles represent relationships.

- ▶ Discuss the interaction that is at the root of the problem your campaign wants to address. Who creates the problem? Who is affected by it? How and why are these entities connected to one another? Continue, taking notes as you go along, until you can identify the interaction between entities (nodes) that most represents what you seek to change.
- ▶ Identify all of the nodes between which this kind of interaction is happening.
- ▶ Place these nodes at the center of your map.



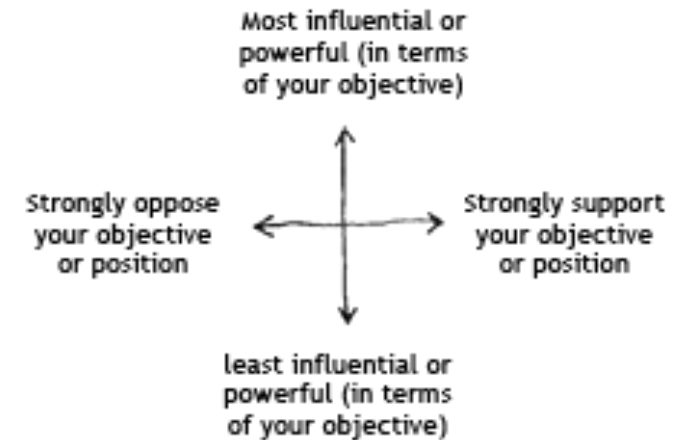
# Activity 2: MAPPING STAKEHOLDERS & THEIR RELATIONSHIPS

- ▶ Identify the relationships of these central nodes with others nodes on your map. Start locally and move outward regionally, nationally, internationally and globally, if relevant. Depending on your problem, expand your map with two or more levels of nodes.
- ▶ Draw lines between these nodes and identify the kind of relationship they have: Power, Mutual benefit, Conflict and Potential.
- ▶ The graphic representation of your stakeholders' relationships will enable you to analyse how your stakeholders may help achieve the change/s you seek.

# Activity 3: FROM STAKEHOLDERS TO TARGETS

Define specific objective/s of your campaign by considering each stakeholder's level of support & influence in your objective/s.

- ▶ Define what would resolve your problem & bring about change. (Objectives should be specific, measurable, achievable, realistic, & time-bound)
- ▶ Using the list of the stakeholders from the previous activity, identify as many as possible who could help achieve your objective.
- ▶ Draw a horizontal and a vertical axis on a large sheet of blank paper (shown here). Place the stakeholders as follows: The vertical axis - level of influence in achieving the goal of your objective from most influential (top) to least influential (bottom). The horizontal axis - whether they are likely to oppose (left) or support (right).

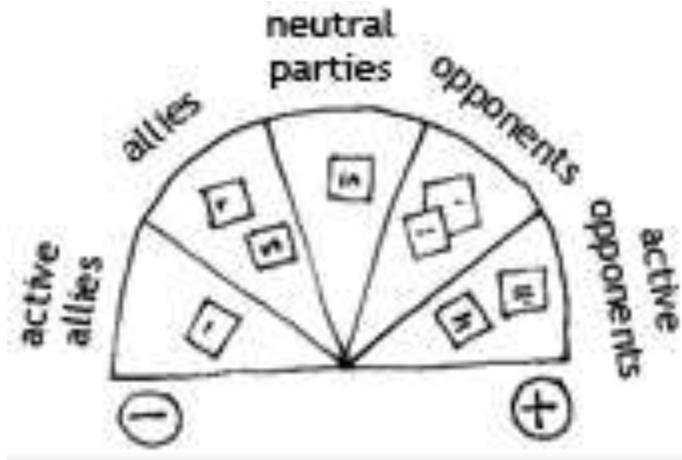


# Activity 3: FROM STAKEHOLDERS TO TARGETS

- ▶ Identify the most influential entities or individuals as potential primary targets, those who can make the change you seek. Note their level of support or opposition for this change. Discuss the relationship of these entities to other stakeholders. You may already have this information on your stakeholder map from Activity 2.
- ▶ Identify stakeholders who support your campaign and have influence on or relationships with your primary target group. They are your secondary targets, or participant groups, who could become actively involved in helping your campaign achieve its goals. Locate them on your graph and identify two or three participant groups to concentrate on.

(Adapted from The Change Agency's Power Mapping exercise.)

# Activity 4: FROM TARGETS TO TACTICS



Now you can consider what tactics will best address your target and participant groups.

- ▶ Draw a half-circle, divided into wedges. Place those who most support your campaign on the left side of the spectrum; those who oppose you the most on the right.
- ▶ Use your maps and sticky papers, placing each target and stakeholder in a wedge according to their level of support for your cause. The result is a spectrum of stakeholders, a few of whom you have identified as primary or secondary targets. (Adapted

from [New Tactics in Human Rights' Spectrum of Allies exercise.](#))

# Activity 4: FROM TARGETS TO TACTICS

- ▶ A five-wedge diagram would include:
  - Active allies: supportive and motivated to achieve your goals
  - Allies: may benefit from your success
  - Neutral parties: may not be involved or affected currently
  - Opponents: may suffer from your success
  - Active opponents: actively interfere with your activities
- ▶ The diagram will help you decide which tactics to consider, depending on location on the spectrum:
  - Supportive: use mobilisation tactics
  - Neutral: use educational, visualisation tactics
  - Opposing: use disruption, interference tactics

# Delivering your Campaign Tips & Tricks



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## 1. Tell your NGOs' story in photo essay format:

- ▶ NGOs should prioritize sharing success stories in photo essay format - for each photo essay

insert:

- five photos that communicate success,
  - add a sentence or two caption to each photo explaining what is happening in the photo,
  - include a short introduction (one or two paragraphs) that summarizes your photo essay.
- ▶ Publish on your website or blog ensure that a donate button, e-newsletter subscribe option, and social network icons are prominently featured.

# Tips & Tricks

- ▶ To distribute include the introduction and one photo in the body of your e-newsletter and then encourage readers to “Click to View Photo Essay” or “Click to Read More” to increase traffic to your website or blog.
- ▶ Post on social media the link to your website or blog and upload the best photo from the photo essay to increase likes, retweets, and click-throughs to your website or blog.
- ▶ Titles - think like a journalist and craft titles that are more likely to receive interaction and engagement on social media.





## 2. Schedule Social Media updates for other time zones

- ▶ If your NGO is hoping to increase awareness of your cause and fundraising results on a global scale, then you must schedule **Social Media** updates for different timezones.
- ▶ To schedule all your social media in advance, use [HootSuite](#).



### 3. Tap into the power of stats and inspirational quotes

- ▶ Create a page of ten powerful stats related to your mission and programs on your website or blog
- ▶ Another page of ten inspirational quotes that speak to your cause.
- ▶ Ensure that you have a prominently featured donate button, e-newsletter subscribe option, and social network icons on both pages.
- ▶ Once a week share a stat and inspirational quote on your social networks and always link to the associated stats and quotes pages.



- ▶ This will significantly increase traffic to your website, help build your e-newsletter list and social network communities, and thus increase your online fundraising success.
- ▶ Your stats and quotes page will become two of the most visited pages on your website or blog.
- ▶ Converting quotes and stats into images or embedding them on photos will make your NGO even more successful on social media.
- ▶ Experiment with tools such as Quozio, Share As Image, and Infogram and again, use PicMonkey or Photo Gallery to embed stats or inspirational quotes on your images.

## 4. Tap into the power of cause awareness days

- ▶ Create online communication campaigns around cause awareness days will help your NGO get international exposure and raise money online.
- ▶ The trick is to plan your campaign at least one month in advance to have time to:
  - create text and visual content,
  - craft an e-newsletter to be sent the morning of the cause awareness day,
  - schedule social media updates throughout the 24-hour period, and
  - research and participate in relevant tweet chats and Google+ hangouts.



## 5. Study mobile and social media best practices

Become familiar with the following well-known mobile and social media blogs and resources that consistently publish best practices related to mobile and social media, such as:

- Connecting Up: [connectingup.org](http://connectingup.org)
- Idealware: [idealware.org](http://idealware.org)
- Mashable: [mashable.com](http://mashable.com)
- Mobile Marketer: [mobilemarketer.com](http://mobilemarketer.com)
- Nonprofit Technology Network: [nten.org](http://nten.org)
- Social Media Examiner: [socialmediaexaminer.com](http://socialmediaexaminer.com)
- TechSoup Global: [techsoupglobal.org](http://techsoupglobal.org)
- The Next Web: [thenextweb.com](http://thenextweb.com)



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