



# **From thought to feedback – How to develop a communication campaign**

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Abstract  <p>The aim of this study was to identify the factors needed to develop a successful communication campaign or individual communication tools for organisations. The research was done by one student studying in an international communication study programme in the School of Tourism and Services Management. The research focused on two aspects: the theory behind communication, communication process as well as the practical aspects of developing an actual communication campaign.</p> <p>The theoretical phase of this study was acquired from various sources in the field of communication theory. The practical part was conducted as the student's own internship at the EUCC- The Coastal Union, Leiden the Netherlands. When combining the theoretical and practical aspects of communication campaign, the study became versatile.</p> <p>The communication tools presented in the case study are one mayor communication campaign and individual communication questionnaires, research and articles in various individual communication networks. The tools were aimed for a specific target group, to inform them about the current situation in the organisation as well as to encourage them to act more environmental friendly and to be aware of the out coming information campaign. The overall purpose of the communication tools was to change the behaviour of the target groups' people and to gain understanding of their behaviour.</p>		
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Tiivistelmä <p>Opinnäytetyöni tavoitteena oli selvittää, miten kehittää onnistunut viestintäkampanja tai yksittäisiä viestintätyökaluja organisaatiolle. Tutkimuksessani selvitettiin lisäksi mitä tarvitaan onnistuneiden viestintätyökalujen kehittämiseen. Työ jakaantuu kahteen osaan: viestintäteoriaan ja viestintätapahtumaketjuun. Työssä käydään läpi käytännön mahdollisuuksia ja rajoitteita, joita viestinnän ammattilaiset kohtaavat suunnitellessaan viestintäkampanjan organisaatiolle.</p> <p>Teoriaosa on koottu tietolähteistä, jotka käsittelevät viestinnän ja viestintäkampanjoiden teoriaa sekä kulttuuritutkimusta. Käytännön esimerkkinä viestintätutkimuksesta ja viestintäkampanjan suunnittelusta on käytetty omaa työharjoittelua Leidenissa Alankomaissa EUCC-The Coastal Unionissa, joka on merten ja rannikkosuojeluyhdistys. Esitellyt viestintätyökalut ovat itsenäisiä viestinnän osia. Lisäksi esitellään yksi iso kansainvälinen viestintäkampanja. Tutkimuksessa esitellyt viestintätyökalut on suunniteltu erityisesti yksityisen organisaation tarpeisiin. Yksittäiset työkalut, jotka opinnäytetyössä esitellään, ovat viestintäkysely, viestintätutkimus, lehtiartikkelit sekä kohderyhmätutkimus.</p> <p>Tutkimuksen tavoitteena on tuoda esiin viestintäkampanjan teon teoreettiset sekä käytännölliset haasteet. Työtä voidaan hyödyntää kun tarvitaan teoreettista lähdettä viestintäkampanjoiden luomiseen. Työ auttaa myös hahmottamaan miten teoria ja käytännön haasteet voidaan onnistuneesti yhdistää luodessa viestintäkampanjaa. Viestintätyökalujen luominen on haasteellista, siksi viestintäteoria sekä kulttuurien tuntemus on tärkeää, jotta kampanjat voidaan onnistuneesti markkinoida valituille kohderyhmille. Viestintäkampanjoiden jälkiarvioinnissa tulee huomioida projektin hyvät sekä huonot puolet, jotta tulevissa kampanjoissa voidaan välttää jo tehdyt virheet.</p>		
Avainsanat (asiasanat) viestintäkampanja, informaatiokampanja, viestintäprojekti		
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## CONTENTS

<b>1 INTRODUCTION .....</b>	<b>4</b>
1.1 Basics of communication theory .....	6
1.2 Background information of the project .....	9
1.3 The structure of the project .....	10
<b>2 THE FIRST STAGE OF COMMUNICATION CAMPAIGN:</b>	
<b>THE ASSIGNMENT .....</b>	<b>11</b>
2.1. A client provides the problem .....	13
2.1.1 Discussions .....	14
2.1.2 Problems .....	14
2.2 EUCC Case study .....	15
2.2.1 Introduction to the EUCC case study .....	15
2.2.2 The project's activities .....	16
2.2.3 The organisation of the project .....	17
2.2.4 Holland as a society .....	17
2.2.5 Project restrictions .....	18
<b>3 THE SECOND STAGE OF THE COMMUNICATION CAMPAIGN:</b>	
<b>SITUATION ANALYSIS .....</b>	<b>20</b>
3.1 External and Internal analysis .....	21
3.1.1 Internal analysis .....	21
3.1.2 External analysis .....	22
3.1.3 SWOT matrix and core problem .....	22
3.2 Formulating the policy goal .....	23
3.3 EUCC case study .....	25
3.3.1 Goals of the project .....	25
3.3.2 The internal and external analysis SWOT .....	25
3.3.3 Policy goal .....	27
<b>4 THE THIRD STAGE OF THE COMMUNICATION CAMPAIGN:</b>	
<b>COMMUNICATION ANALYSIS .....</b>	<b>28</b>
4.1 Parties involved .....	28
4.2 Commutation network .....	29

4.3	Communication goals .....	30
4.4	EUCC Case study .....	31
4.4.1	The project assignment .....	31
4.4.2	The communication analysis .....	32
4.4.3	Communication goals .....	34
<b>5</b>	<b>THE FOURTH STAGE OF THE COMMUNICATION ANALYSIS:</b>	
	<b>TARGET GROUPS .....</b>	<b>34</b>
5.1	The target groups .....	35
5.1.1	The target groups and the interest factor .....	36
5.1.2	Target group analysis .....	37
5.2	Communication objectives .....	39
5.2.1	Communication objectives criteria .....	40
5.3	EUCC case study .....	42
5.3.1	Target groups .....	42
5.3.2	Target groups analysis .....	43
<b>6</b>	<b>THE FIFTH STAGE OF THE COMMUNICATION CAMPAIGN:</b>	
	<b>STRATEGIES .....</b>	<b>46</b>
6.1	The approach .....	47
6.2	Positioning .....	49
6.3	Communication instruments .....	50
6.4	Pre-test and focus group .....	50
6.5	EUCC case study .....	51
6.5.1	The main focus .....	51
<b>7</b>	<b>THE SIXTH STAGE OF COMMUNICATION CAMPAIGN:</b>	
	<b>PROJECT ORGANIZATION .....</b>	<b>54</b>
7.1	Budget .....	54
7.2	Procedure .....	55
7.3	EUCC case study .....	56
7.3.1	The product .....	56
7.3.2	Quality .....	56
7.3.3	Informing the members .....	57

<b>8 THE SEVENTH STAGE OF THE COMMUNICATION CAMPAIGN:</b>	
<b>EVALUATION .....</b>	<b>58</b>
8.1 Evaluation tools .....	58
8.2 EUCC case study .....	60
<b>9 CONCLUSIONS AND DISCUSSION ON THE OUTCOMES OF THE</b>	
<b>PROJECTS .....</b>	<b>62</b>
<b>REFERENCES.....</b>	<b>68</b>
<b>APPENDICES .....</b>	<b>70</b>
Appendix 1 .....	70
Appendix 2 .....	72
Appendix 3 .....	74
Appendix 4 .....	79
Appendix 5 .....	85
<b>FIGURES</b>	
Figure 1 .....	7
Figure 2 .....	11
Figure 3 .....	18
Figure 4 .....	27
Figure 5 .....	45
Figure 6 .....	52

# 1 INTRODUCTION

Humans have five basic senses: sight, hearing, touch, smell and taste.

Communication relates to all of these senses, either in the form of verbal or nonverbal communication. Considering that most of us strive to be in human contact and interact with each other, communication is indeed one of the basic necessities of people. All of us humans unconsciously send and receive either written, spoken or viewed messages daily and seldom pay any attention to these messages. However, when communication becomes professional, then developing, receiving and decoding messages becomes more complex, at least from the point of view of the communicator – when this occurs one begins to realize these messages.

Thayer (1962) stated that communication is not something that exists, it is something which occurs. Therefore communication is a complex process, which includes instigators, receivers, impulses and theory. Designing tools for communication is not an easy task. On the contrary, designing communication tools or an entire communication campaign for any organisations is a logical, yet demanding task. Several stages must be completed before the plan for the concrete product is finalized. The communication expert should be aware of various issues which they will encounter during the preparation of the final product: what is the organization like, what kind of people the target audience consists of, which messages will be targeted to the public, what the favourable outcome is, how the communication objectives need to be formed in order to achieve the pre-set goals and how to evaluate the entire campaign in the end?

This thesis will examine the requirements in effort to achieve a successful communication campaign, or individual communication tools as well as how to avoid and address the problems in a suitable manner. The most important factors in any communication project are the research and the planning of the practical

core preparation stages conducted in advance. Significant parts in pre-preparations for a communication project are communication policies and a target group analysis. After the project is over, the final evaluation is as important as the actual planning of the project.

Throughout this thesis I shall use the terms *communication campaign*, *information campaign* and *communication project* as synonyms to each other, if not implied otherwise. Before the actual campaign can be distributed to the public the communicator has to be familiar with the basics of the communication theory and structure of the communication networks along with communication events. During the course of my research I will be using certain terms which refer closely to my theme of study: international communication, consumer communication, culture and marketing.

As an example of the developing process of a communication campaign I will be using my own internship. I was working as a communication expert at EUCC – The Coastal Union, in Leiden, the Netherlands in autumn-winter 2006. EUCC is an environmental NGO (Non Governmental Organization) which focuses mainly on the preservation of coastal and marine life and areas. My job description inside the organization was to develop a communication campaign as well as individual communication tools to support the main campaign.

In addition to this, I was operating as a publicist and doing environmental PR on behalf of the EUCC. I was working in a multicultural working environment, which was simultaneously enthralling and highly demanding. I was dealing with environmental protection issues, which I am very interested in and I was familiar with the subject area before, therefore the internship provided me a binary motivation: to combine environmental issues with communication.

## 1.1 Basics of communication theory

To avoid misunderstandings it is imperative to provide an accurate description of the terms used during my Bachelor's Thesis. As a communication specialist, one must be familiar with the theory of communication in general, given that this guides you to be an efficient communication specialist. In addition, you need to have the knowledge of the communication tools available and ability to use them in your advantage. In very broad terms, communication is *a changing of symbols, such as words, or in non-verbal communication e.g. expressions*. Conversely, the communication field is far more complex than this. I shall now demonstrate several definitions of the vocabulary I use in my thesis.

The following explanations have been taken from Fearing (1953, 179-180):

**Communication** – is social interaction through messages. These messages can be formed symbolic, even coded, or they can represent events from certain culture, produced to evoking importance.

**Communicator** – is a person who produces or controls the production of a body of sing-symbol material with the intent of cognitively structuring the field of specific interpreters who are assumed by the communicator to have specific needs and demands. They might not be physically present, but are always part of the psychological field of the communicator.

Coffman (2002) defines **Communication campaign** as follows– communication campaigns use the media, messaging, and an organized set of communication activities to generate specific outcomes in a large number of individuals and in a specified period of time. They are an attempt to shape behavior toward desirable social outcomes. To maximize their chances of success, campaigns usually coordinate media efforts with a mix of other interpersonal and community-based communication channels.

We can also approach communication as a form of an eight - phased model. The model was introduced by Samovar and Porter (1996, 10) and it is called the Eight Ingredients of Intentional Communication.

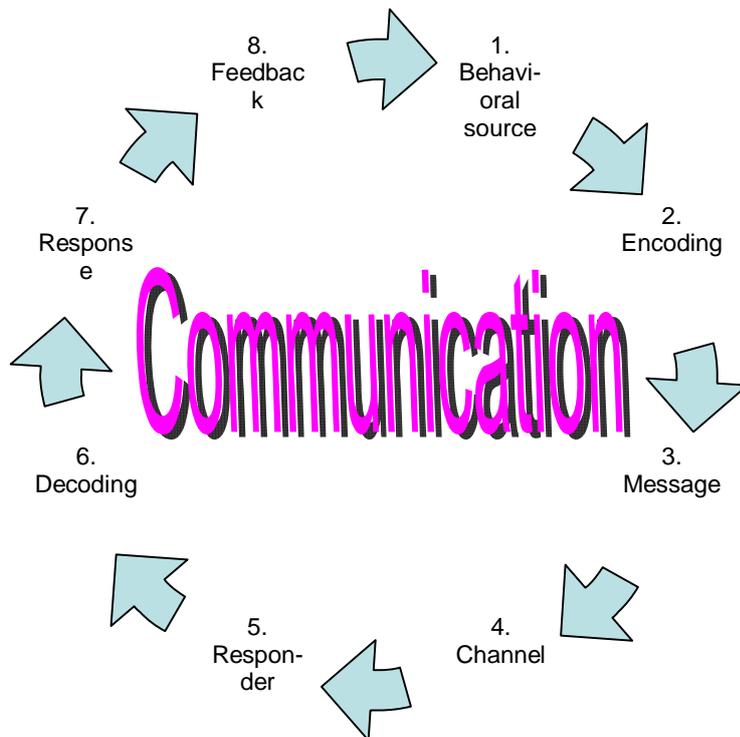


Figure 1. The Eight ingredients of Communication  
(Samovar & Porter 1996)

1. A behavioral source indicates the person who wants and desires to communicate, in most cases they aim to influence the behavior of others or share information.

2. An encoding refers to the verbal and nonverbal signals being used and arranged to the communicated messages according to the rules set by the context and surroundings such as society and language of the communicator.

3. A message is the result of the ingredient. The message is always open and external and it is aimed to the public.

4. A channel is the path that the message moves between the source and the responder. Channels are often known as the communication tools.

5. A responder is the person/persons who receive the communicated messages.

6. The responders then decode the communicated messages in the meaningful context. This is an internal action, where the responder encodes the symbols in to the language familiar to them.

7. A response refers to the actions the person will do with or to the decoded messages. A response to the decoded messages is up to the responder themselves. This may differ due to previous believes and messages.

8. Feedback is an individual message to the communicator reflecting the decoded messages. A response is the outcome of the communicated messages as well as the effectiveness of the received messages the individual feels having after receiving the messages. (Samovar & Porter 1996, 10-11).

In my opinion, the above The Eight Ingredients of Communication Model (Samovar Porter, 1996) presents the items in the communication process very well, but it has one fault – the communication model expects all these ingredients to happen when communication occurs. What happens if for whatever reason the decoding situation is interrupted by a factor x and thus the decoding process has been cancelled or at minimum becomes incomplete? This is why I feel that the study of communication models has to be combined with all communication projects individually.

A communicator needs to be aware of the internal and external factors in the society which may and will affect the outcome of the communication process. Although one should not attach oneself to any model of communication, the models need to be studied when conducting communication research or a longer information campaign, because it supports the research process along with the development of the communication tools and campaign.

Gerbner (1967, 43) stated that “**communication approach** can be distinguished, that it makes the nature and sole of the messages in life and society its central concern”. In all communication situations, the understanding of the communication event is crucial. If you do not have a general image of the events and factors contributing the event, you will not be able to develop your campaign nor the individual tools any further.

The basic communication event model, constructed by Thayer (1962, 2) has four basic elements:

1. *An originator*
2. *A situation*
3. *A message*
4. *A receiver*

*The communication event* will occur once the receiver will be informed about the messages and by the receiver's attention to the messages. The situation will provide the need for the communicated messages and a reference source for its interpretation. When you create an information campaign, you will encounter with the reality: will the campaign be successful or not? There are no universally accurate rules of how to create a successful and effective communication campaign, since all campaigns have to reflect the demography of the target groups and the society the campaign is build for.

Nevertheless the basic rule for communication campaign effectiveness is based on the expectations of the campaign itself. These rules and theories we can study and operate the communication tool accordingly. "When the *denominator* (the expectation) is high, the *numerator* (the outcome) will have to be of proportionally greater magnitude for it to be judged "a success". Conversely, when the expectation is low, even a much lesser outcome or achievement will be interpreted as successful" (Salmon & Murray-Johnson 2001, 169).

## **1.2 Background information of the project**

My internship at the EUCC – the Coastal Union started in July 17, 2006. The office of EUCC is located in Leiden, The Netherlands. My internship lasted for five months till the December 17, 2006. I was hired as a volunteer intern to work with

the issues connected with external communication, mainly with membership communication across Europe as well as to design individual communication tools along with one mayor campaign. I was supposed to design separate communication tools for individual prospective information campaigns as well as to attract the mass media to become more involved in EUCC's projects. The entire internship as well as the final products were to be composed in English.

### **1.3 The structure of the project**

The prelude of any assignment related to communication related to any organization, will provide you with the question or a problem connected to the organization's communication. There will be communication present inside the organization, but the communication is not working correctly. This is why a communication specialist is called in to examine the problem and to solve this communication problem. Vos, Otte & Linders (2003, 11) provided a practical overview of the stages during the development of any communication project.

I will demonstrate the graphic in the next page; it will help any communication expert to develop his/her communication project organization, when the actual project is in very early stages. I will use the model as a structural guideline to my thesis, for the reason that I do believe it will help me to compose my thesis in a profound way. However the thesis will not be binding to the structure.

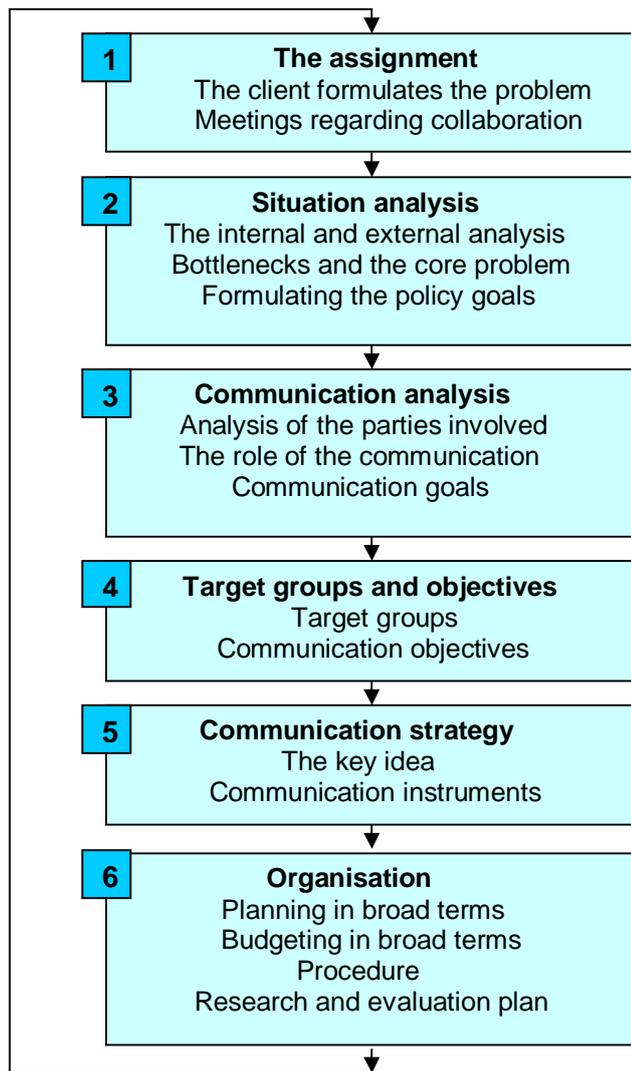


Figure 2. Development of communication project (Vos et al. 2003)

While studying and developing information campaigns, it is useful to base your communication campaign development on a strong theoretical aspect. In the case of developing communication campaigns, *cognitive paradigm* is one of the most distinguished ones. It emphasises the concepts of attitude, beliefs, perceptions, needs and gratifications. According to DeFleur & Ball-Rokeach (1989) the cognitive approach is helpful in understanding many aspects of the communication process. This approach is good to reflect later on, when you start to develop a target group analysis. In this cognitive paradigm, the basics can be summarized as follows:

1. Individual members of a society can best be thought of as active receivers of sensory input, whose behavioural responses to such stimuli are shaped by inner mental (cognitive) process.
2. Cognitive process enables individuals to transform sensory input in various ways: code it, store it, interpret it selectively, distort it, and retrieve it for later use in decision about behaviour.
3. The cognitive processes that play key parts in shaping an individual's behaviour include perception, imagery, belief systems, attitudes, values, tendencies toward balance in such factors, plus remembering, thinking, and numerous other mental activities.
4. The cognitive components of a given individual's mental organization are products of his or her prior leaning experiences, which may have been either deliberate, accidental, social or solitary.

## **2 THE FIRST STAGE OF COMMUNICATION CAMPAIGN: THE ASSIGNMENT**

Generally a communication project is created when there is a specific problem in the organization's communication network or networks. The problem might be presented to you by a client, or as a communication expert you can come up with the dilemma yourself. The latter option may arise if you are hired as an outside communication expert. To simplify my study, I will examine the cases, when I was asked to present an opinion on the client's communication problems reaching the organization's communication members. In addition to this, throughout the study I shall present the case when I was assigned to develop specific communication tools which would create a bigger communication campaign of a precise communication topic in the field of coastal and marine protection.

## 2.1 A client provides the problem

The first rule as a communication expert is to place you as a member of the client's **organization** to get a better insight of the organization. "...you should develop an understanding of the motive behind the request (to hire you)" (Vos et al. 2003, 15). During the first **meeting** your client will provide you with a **communication problem**, which will be the initial in the process of developing the communication campaign. During first meeting with the client, you will agree upon the assignment as well as on the approach you will maintain working together. Throughout this stage reflect the following questions:

1. *what is the best procedure*
2. *what information you demand*
3. *plan the future analysis*
4. *decide the direction of the campaign*

An additional aspect is to set up specific discussion times where both you and your client will consult over the up-coming communication project. Meetings will build up the future collaboration between you and your client. A written contract between you and your client is needed for the legal reasons: the contract provides you the freedom of work. Communication with organizations demands new approach to communication "...communication should create, simultaneously, common perceptions and understanding, share decisions and the coherent identity of a personal community" (Cesaria 2000, 164.) Always consider the community and the structure around and inside the organization, since they influence the flow of the communication. You are called in to be a communication specialist, which is a clear indication that there are problems in either internal or external communication fields, presumably in both.

### 2.1.1 Discussions

The client most probably provides you with information concerning **the communication problem** facing their organization. However, look for additional information yourself, such as consulting the organization's website, search for the annual reports and collect up-to-date information from the media, if possible. Do this prior to your first meeting with the client to make sure you have an image of what your client is about. Desk research is a tool which will help you in this stage of the campaign development. In the **briefings** the client will provide you with information concerning the problem "During the meeting, try to extract as much information as possible about the problem, the organization and the products" (Vos et al. 2003, 17).

In **debriefings**, you are the one who informs the client of what you perceive the problem to be. The debriefing will be the arena to discuss of the core communication problems and the reasons behind them. After the discussions, **a report** is drawn out to distinguish whether all parties comprehend the problem in an equivalent manner. During the discussions you merely illustrate how you are planning to work, presumably you do not have any solutions for the communication problems yet. The budget and time-frame of the project plays an important part in the first round of the discussions. Clarify the estimated amount of money you are allowed to use during the project, in addition to the supplementary costs. It is your duty as a communicator to be aware of the budget as well as the time frame of the project.

### 2.1.2 Problems

All communication experts will come across a variety of **problems**. You may not get along with your communication partners or other colleagues inside the organization. The only option is to deal with the problem. Have a discussion with the people involved. Do not tackle the problems during the first meetings with the client, discuss the problem first with your own team members to analyse the

situation thoroughly. A secondary problem may arise with the time; your client possibly assumes that only one or two meetings are required at this stage. This is not the case by any means. Ensure that your contact person inside the organization will always have time for you, although you should be the one who arranges subsequent meetings after the first meeting.

## **2.2 EUCC Case study**

### **2.2.1 Introduction to the EUCC case study**

My internship at the EUCC – the Coastal Union started on July 17 2006 and lasted till the end of December 2006. Established in 1989 EUCC is a Coastal Protection Organisation which mainly deals with the promotion of coastal protection issues. The organisation has 2700 members as well as member branches in 40 countries. The main goal of the organisation is to lower the information gap between scientists, environmentalist, site managers, planners and EU policy makers regarding the coastal protection as well as marine policies. See appendix 1 for more info on the EUCC organization.

“The mission of EUCC is to promote coastal management that integrates biodiversity conservation with those forms of development that sustain the integrity of landscapes, the cultural heritage and the social fabric of our coasts taking into accounts the effects of climate change. EUCC advocates best practice by developing coastal and marine policies, mobilising experts and stakeholders, providing, advice and information and implementing demonstration projects” (<http://www.eucc.net/en/index.htm>).

EUCC has several communication tools for both external and internal communication. As for now, these communication tools are being used insufficiently by the members of the organisation. The organisation is not getting enough exposure and the members are not using the communication tools effectively. Also, the client is in need for higher membership payments for exchange of better communication opportunities. The messages and tools for the

prospective of the communication project were to be designed for the professionals and members of the EUCC. In addition to better the use of membership communication and the distribution of the communication messages, the year 2007 mark a special year for EUCC, given that the year was named as The Year of the Dolphin. I was allocated to develop the collaboration between European NGO's. The campaign would be premeditated to reach the general publics as well as professionals.

### **2.2.2 The project's activities**

My first chore was to plan the project carefully. I needed to get familiar with the organisation by doing desk research. After the desk research was concluded, I started interviewing people in the office, to discover how the employees perceive the working environment as well as to find out internal atmosphere of the office. The employees provided me an insight of the real situation which was helpful since I did not have relevant experience in this particular field as a professional. Given that the organisation deals with coastal and marine protection issues, I needed to consult with environmentalists, students from that field as well as professionals, to help me understand the issues regarding coastal and marine conservation.

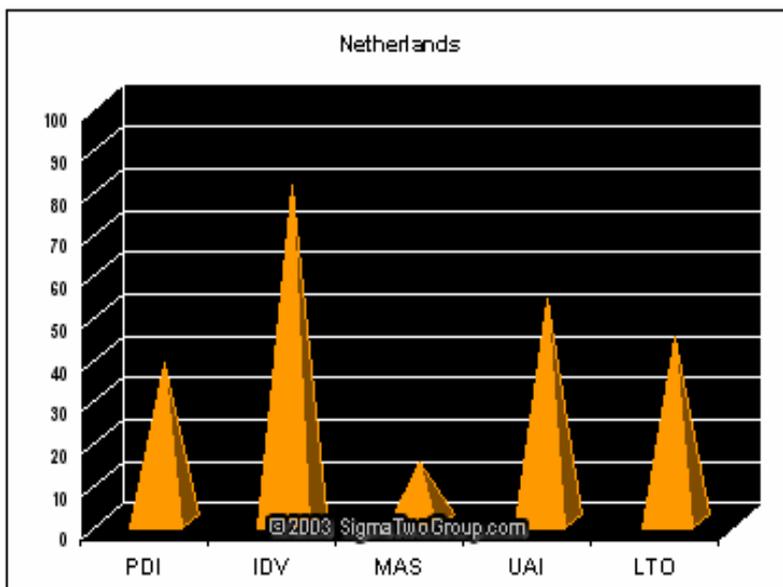
After this groundwork I started searching for companies in order to find out which companies would be interested in collaboration. The tools developed for this purpose were a questionnaire conducted via email, face-to-face interviews and enquiries. The third stage was to collect data and information about environmental issues and possible material for the publications. Finally I would assemble all of my research results in one research report which will be handed to the client as a report before starting to build up the final products. These first stages took approximately 2 months of my internship.

### **2.2.3 The organisation of the project**

The organization consisted of a communication student: Niina Johanna Meriläinen from the Jyväskylä University of Applied Sciences. The student organisation was to design communication tools for EUCC – The Coastal Union, and possible partners of the client. EUCC was the primary client of the communication organisation. The communication tools were to focus on conservation issues for coastal and marine areas across Europe. The main coach during the communication internship was Mr. Albert Salman. My technical coach as well as the secondary coach was Miss Marijke Kooijman. The organisation scheduled a meeting with the client every week. During these meetings, the organisation demonstrated any valuable information it had and discussed the upcoming project activities.

### **2.2.4 Holland as a society**

Needless to say that because my internship took place in The Netherlands I was going to work in a society where the working environment was to be different from working environments in Finland, my native country. This is why it is essential for my study and for my thesis to dedicate some time to looking at how the Netherlands is as a society, from the point of view of culture student. This allows the communication expert prepare herself for the coming project.



The Index Scores PDI=38, IDV=80, MAS=14, UAI=53, LTO=44

Figure 3. The Culture Chart of the Netherlands by Geert Hofstede (Contractions are explained more detailed in the appendix 2)

Geert Hofstede stated that the high Individualism (IDV) ranking for the Netherlands is indicative of a society with more individualistic attitudes and relatively loose bonds with others. Hofstede (2003) also pointed out that the populace is more self-reliant and looks out for themselves and their close family members. This individuality is integral to the daily lives of the population and must be considered when travelling and doing business in their country. According to the Hofstede's studies the Dutch society is very individualistic (IDV=80) and the power distance is low (PDI=38), which means that an emphasis is placed on the person. In the working life, everyone needs to take care of themselves, which is what I experienced.

### 2.2.5 Project restrictions

There were limits to my communication projects. In order to deliver a good final product, I needed time to carry out all the activities thoroughly. The primary restriction I was to face with was time restriction. The deadline for the final products seemed to be too early, which created stress. The stress may perhaps factor the

Geert Hofstede has done fundamental culture research and in his studies one can find that Holland is a very individualistic country. The Dutch society is very open and people tend to say exactly what they mean.

performance of the communicator. I had a long list of activities (**project activities**) to accomplish, which made the project seem very chaotic at times. Another limit that I feared to encounter was the lack of support from my client.

I discovered near the beginning, that external communication with the other NGOs was difficult, sometimes impossible, due to their financial insecurities and unwillingness to come abroad for the prospective communication tools. Along with this, the internal communication in the client's organization was not always as efficient as I had hoped for. Sometimes it was hard to get anyone to help you.

Finally, the communicator was not experienced in working in a professional communication environment, which led to a few misunderstandings. Gladly they were solved at once. However there is no need to start working in any organization with a bad self-image or thinking that you will fail as a communicator, no matter what.

This goes for both, students as well as already graduated communication experts.

“Due to a match in self-image and similarities in cognitive, affective and behavioral patterns, international students with a higher level of independent self-construal tend to actively engage in host communication as well as to attain a higher level of adjustment showing intercultural communication effectiveness” (Yamaguchi & Wiseman 2003, 242).

Consequently, the student feared that the final products might be insufficient or the entire communication tools might fail for reasons bigger than her. I had to bare in mind, that I was already hired as a communication specialist, therefore I had no choice but to trust my skills and the knowledge base I already had.

### 3 THE SECOND STAGE OF COMMUNICATION CAMPAIGN: SITUATION ANALYSIS

To have a versatile picture of the client's organisation is to do a **situation analysis**. During this stage, the prime concern is to research, collect and analyse information in relation to the organisation and its environments. Being a highly important step in the designing process, do identify the organization along with the situation surrounding the client. "You can't successfully solve problems if you don't understand the problems in the first place" (Vos et al. 2003, 25).

Aim to provide answers to these questions:

- *What is the problem you are facing?*
- *What causes the problem?*
- *How can you solve the problem?*
- *Are there any other problems?*

After finding the answers to these questions, you can begin formulating the communication policies. The image your client presents you about their own organization is often wrong, thus do not trust the image your client is providing for you. This information is rarely objective enough to be used as it is. Therefore finding out additional sources and doing desk research on your own, is essential. Find information about the management style as well as the environment that the organization belongs to in order to have a profound image of your client. You are being called in to give your expertise on the issues related to communication, but it is not your responsibility to create communication – communication must be present before you have been given your assignment.

According to Cesaria (2000, 168) "Communication specialists do not create communication; rather, they provide support and to facilitate managers, team leaders and to line employees who develop the communication process."

Therefore you are the aid, who has the knowledge to tackle the problems the

organization is facing. Problems may not be problems in a traditional sense, but for example. Creating a marketing campaign for a new product is seen as a communication problem because the task includes the problem: how to reach the target audience and to get them to buy this particular product?

In awareness campaigns the problem is: how to influence and change the behavior of the public? According to Klein (2002) the most important factors when designing a successful communication campaign which aims to changing the behavior of the public are increasing the awareness as well as knowledge. "You have to change the behavior by giving people something to do to change it" (Klein 2002, 10), which is an issue that we will go deep into in the following chapter of my research.

### **3.1 External and internal analysis**

A situation analysis is composed of two parts: **internal and external analysis**. Internal analysis is the analysis which deals with the insides of an organization and external analysis regards the outside environments. The correct approach to receiving information of the organization is to do both **desk** and **field research** on the internal and external environments. You should also find out the strengths and weaknesses, opportunities and threats of the organization. Once you have mapped out the internal and external factors, asses them individually.

#### **3.1.1 Internal analysis**

Internal analysis is always the priority, given that here you need to "describe the most important objectives, standards and values of the organisation" (Vos et al. 2003, 27). Often the organization has these points listed in its **mission statement**, which is an excellent source of material for any communication expert to use. The internal analysis will provide you with information on how to function inside the organization. Other sources of materials for the desk research are **research reports**, prior composed **analyses**, **annual reports** and **organizational charts**.

“The structure of an organization profoundly impacts its internal communication” (Rasberry & Lindsay, 1994, 44). The understanding of the organization and the managerial style for any communication expert is vital. While researching the organization, try to discover the direction of the communication: is it **bottom up**, from employees to employers or the other way round, **up to bottom**?

### 3.1.2 External analysis

The external analysis is, in general, done after the internal analysis. In this step you research the progresses of the organization and the events effecting the organisation. The environment surrounding the organization is called **meso-environment**. This environment relates to consumers, competitors, suppliers, shareholders, capital investors, pressure groups as well as the media. The client does not directly control these environments, but it does have influence on them. **Macro- environments** are called the developments in broader aspects, such as the economy, demography and culture, which the organization operates in (Vos et al. 2003). Study both macro and meso environments, to gain a profound view of the external environments. I would encourage any communicator to conduct **a field research** as well. It means doing research outside the organization and formulating a questionnaire as well as doing one-to-one interviews with people. Interviewing people inside the office is a good way to receive data for your purposes.

### 3.1.3 SWOT matrix and core problem

After having analysed the internal and external environments, you can compose a **SWOT-matrix**. SWOT is widely used in the business and management sectors, but it is a constructive tool for any communicator to base his/her internal and analysis in the early stage in the development of the communication campaign.

“SWOT analysis is fine for an initial classification of the issues when one is getting to know a company, a situation or a case study. But this kind of back-of-the-envelope analysis is something we should keep to ourselves – it has no place in our final report or our presentation to management.”  
(<http://www2.wmin.ac.uk/haberba/SwatSWOT.htm>)

Thus SWOT provides you a structured view of the organization and its environments, because all the information is presented at once in a chart. Utilize this as a tool when formulating the policy goal. It must be said that SWOT is hardly ever presented as a form of a chart in the presentations with the client – use your own words and findings based on the SWOT, but do not showcase SWOT. After the SWOT analysis, you can see what the internal and external factors facing the organization are. “You can find the organization’s problems within the weaknesses and threats... The positive points can be found within the internal strengths and opportunities” (Vos, et al. 2003, 35).

Try to discover which of the main bottlenecks are causing the communication problems. Once the bottlenecks are known, it can be seen if they relate to each other. Is particular bottlenecking a result of another bottleneck and can they be solved with communication? Some bottlenecks will form up a larger problem. We called this a problem-field. This demands a further analysis of the cause of these bottlenecks. As a communication specialist, reflect what role of the communication plays in the bottlenecks. Your task is to find the solution for the communication problem with the communication tool you will design.

### **3.2 Formulating the policy goal**

After the desk and field research, SWOT and discovering the core communication related problems, you formulate the **policy goal**. The policy goal is not a communication goal, nor does it aim to solve small, everyday problems, rather it is the response that your client is giving to the communication problems. The policy goal determinates what the organization will do to solve the core problems. All the future steps in the developing of the campaign needs to be written down clearly. Once you have a comprehensible policy goal, you know where you are as a communicator regarding to the communication problems. Remember that the

external environments influenced the internal environments, problems cause other problems.

As Vos et al. (2003, 10) stated

“...you need to be aware of the connection between the organizational policy and the communication policy. The communication policy forms part of the total organizational policy. The guidelines for the communication policy are always the organizational policy in which the objectives of the organization are recorded.”

Policies are intended to resolve or prevent problems, or to support a certain situation. In our case, the policies make us a better communicator in our client's organization. As you start to get familiar with your client, you will have to research the theoretical aspects of developing a communication campaign. Only with the theory you will be able to develop a well rounded campaign. However, the theory itself does not guarantee you any success alone, this is why the theory is applied individually to your chosen case. Creating communication policies or any goals varies from marketing communication to creating an independent communication tools for a NGOs.

Today's society is more international than in previous centuries, due to globalization. This presents challenges to any communicator, but especially for those who are working in organizations away from their native country. For students working as interns or already graduated professionals, the insecurities and problems will be the same “Communicating with the host nationals can be a formidable challenge requiring extra effort” (Yamaguchi & Wiseman 2003, 229). This is why any communicator will be a better in his/her tasks, if s(he) has a good knowledge of the host culture and the communicator will be prepared for the new cultural dimensions and features. One should take a good care of oneself, since there is a connection between communication problems in a workplace and a bad physical health. There is no need to become physically ill, just because the new environment is strange and different from what was expected.

## **3.3 EUCC case study**

### **3.3.1 Goals of the project**

In this stage I needed to do research, collect data and analyse the information available on the EUCC as an organisation. This was compulsory, for the reason that I had to have a well formulated picture of the organisation before I could construct the communication tools. My goal was to create communication tools for EUCC Leiden, with possible co-operation of other branches of EUCC across Europe. The topic choices were conservation issues for coastal and marine areas as well as ICZM, integrated coastal zone management inside the European Union.

### **3.3.2 The internal and external analysis SWOT**

“Understanding which communication skills are needed by managers requires an understanding how communication occurs in an organisation and which key theories of management have made those skills necessary” (Rasberry & Lindsay 1993, 10).

I was determined to understand the situation in-and outside the office of EUCC. The tools that I used were desk research, where I studied the existing publications of my client. I studied their annual reports, websites, annual magazines and meeting agendas as well as I chose to form an informal spoken survey, given that the atmosphere in the EUCC's offices was relative formal. I found out that a clear way to present my findings was a Swot Matrix chart. The SWOT – Matrix chart demonstrated the internal and external features of the organisation.

The survey was not approved well by all the employees, because they saw me as an outsider invading their organization. However I was able to receive a few answers.

According to the feedback I got, some things stroked out:

- *poor salary*
- *lack of funding for campaigns*
- *lack of volunteers*

These two were closely connected to each other. Often poor salary slows the organisational developments and lowers the rate that the campaigns are being developed because of the lack interest from the part of the employees. People inside the EUCC were highly educated, a majority of them had university degrees in environmental science, biology or chemistry and the employees appeared to be enthusiastic about their work – they had a passion for it. Despite this passion for their work, the external and internal communication environments were not working properly.

The previous EUCC publications and final media products were well designed and produced in a professional way, but they did not reach their target audiences even though they would have had potential to do so. The overall image of the workplace was very innovative yet chaotic. In addition to these factors, the lack of volunteers made the updating of the websites or the developing of new communication tools sometimes impossible – there was just not enough manpower to do the tasks.

The internal communication networks operated both ways – bottom up and up to bottom. The employees had meetings with superiors weekly; ideas were changed with memos, emails and occasionally during coffee-table conversations. The employees I interviewed appeared to be comfortable with the level of communication that was occurring in the office. Conversely I was left wondering, how come I often witnessed employees talking negative matters about the other employees, regarding their work and appearance? Secondly, why it was a mayor issue to do the internal survey, why did I receive negative feedback? In my opinion, both factors were due to the problems in the internal communication networks –

they were not working sufficiently enough. I will demonstrate these results in the form of a SWOT, in Figure 4.

<b>Internal</b>		<b>External</b>	
<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
Strong group - spirit	Poor salary	Chance the make difference	Not able to reach the target groups because of poor planning
Well educated background of employees	Do not want interference	Many possible target groups	Not willing to create communication networks
Everyone is aware of their place	Unaware of the communication tools	Multiple channels to communicate	
Room for new ideas	Lack of funding		Lack of funding

Figure 4. Internal and External SWOT- Matrix of the EUCC's communication networks

I felt that EUCC was a coherent working environment. Nevertheless, I found the working environment unorganized at times. Thus I needed to get to know the employees, since they made the organisation's internal atmosphere. The disadvantage of the EUCC was that they do not use of the communication channels to their advantage, leading to the situation that the messages sent out were unattainable by the people from the target groups. EUCC has no influence directly for the developments within the general public, but it holds a vast influence on the organisation's communication members. By influencing the members, some of which are NGO organizations of nature protection; EUCC could influence the general publics through the communication members.

### 3.3.3 Policy goal

After four weeks of working, the policy goal finally was formulated. The main issue for the EUCC was to communicate better with the professionals and managers, the members of the organisation. My task was to find out the communication needs of those groups and how the publications can meet the communication requirements

of the yet undecided target groups and how we can get the members to pay an additional membership fee, while getting upgraded communication tools for their use. The best case scenario was that more than 50% of the already existing professionals and members would be interested in the message we would communicate. The worse case scenario was that less than 20% of the professionals would find the campaign effective at all. In addition to this, I was supposed to develop individual communication tools for the organisation, e.g. for the Year of the Dolphin 2007.

## 4 THE THIRD STAGE OF COMMUNICATION CAMPAIGN: COMMUNICATION ANALYSIS

Now has come the time to develop a **communication analysis**, which will be a central tool to design the final communication tools or the entire project. In this stage you will study **the environments** the organization operates in. The analysis will provide you information of the organizations and public groups concerned with the **communication problem** your client is facing. Your main task is to study how communication will solve the problem. After this you will formulate the general **communication goal**, which will also be your final assignment. Given that communication is a transmission and coding of information, set your goals the way that the transmission process will be successful and your target audience will be able to decode your messages. Do present your client with your findings.

### 4.1 Parties involved

You need to research which parties are involved in the fields where your clients operate in. Depending on your client's business, these parties are also known as **stakeholders** or **business relations**. Once you have drawn out a list of the

interested parties, you will be able to see if there are any resemblances or connections between different parties. One key question is: which parties are involved in the problem and what role they have in solving the communication problem? After this comes a bigger question: which of those parties can help you in solving the problem? **Intermediaries** are the groups of one or more people, who inform or influence the public. The groups can be either individual citizens or organizations, such as governments, public groups or for example doctors. Be aware of which of the groups are involved in the problem your client is having, since these parties help solving the communication problem.

## 4.2 Communication network

You can define the **communication networks**, in effort of getting further information on the relationships between all parties involved. You will observe all the communication networks from all the intermediaries and figure if they contribute the communication problem or to the solution. As Vos et al (2003, 49) acknowledge "Working with communication alone is not enough because you need to co-operate with others". Furthermore, you will find out how these intermediaries communicate with each other.

Other factors concerning with the networks is to find out what the client's need to inform is. Once the research has been conducted, you can start to develop the role of the communication. In practice this means finding out the tools you will use during the out coming campaign. The tools can be public information communication, marketing communication, advertising as well as legal actions.

According to Vos et al. (2003, 50) the communication can be used in two ways:

- *communication as the main means*
- *communication as a supportive means to other instrument*

It is the responsibility of the communication expert to decide which means you will be using. What is the contribution that communication plays in the problem (bottleneck) process? By now you should have a clear view as to how the communication contributes in solving the client's original problem. When you are in contact with all parties involved you can formulate an enhanced communication goal.

### 4.3. Communication goals

**The communication goals** show you how to perceive your assignment. You will formulate the communication goals for the project in balanced and profound sentences as well as you will present the assignment you have received from your client in the same manner. If there are multiple goals, you may split them in many different sections, such as a marketing communication goal, an internal and external communication goal and a legal communication goal. The latter is done only if the communication goals are delicate and are the client's response to legal accusations by a third party. The goals work as guidelines for you. If there are variations in your original assignment and your communication goals, it is because you have received more information about the organization, communication networks and through SWOT.

Be aware of the preconditions, such as the lack of staff, budget and time limitations, as well as juridical and ethical preconditions. Sometimes you are the only member of your campaign organization, which means more tasks for you to complete individually. Money will be an important factor and the lack of budget may cause restraints to the project. Study the laws and notify the ethical surroundings of your organization and project before formulating the final communication goals.

There are a few basic goals for **internal communication** and **marketing communication**. The internal communication goals express the need for internal

communication, or internal communication projects. The marketing communication refers to franchising a brand from the other organizations.

## **4.4 EUCC case study**

### **4.4.1 The project assignment**

My client is the EUCC Leiden – The Coastal Union. The main problem facing the organisation was that the members were not using the communication tools as they should have been – the production of these tools was too expensive for the EUCC. The members did not use any of them nor distribute their communication messages via the tools available to them. To develop better communication services for the members, EUCC needed more money to finance the useful communication tools. If the members would pay more than 1000 euros per year, they would be granted an additional advantaged opportunity of using the new communication tools to publish their own communication messages.

Another main task for me was formulated in the later stage of my internship at the EUCC. The year 2007 was declared as the Year of the Dolphin 2007 by The UN Convention on Migratory Species, together with its specialized agreements on dolphin conservation ACCOBAMS and ASCOBANS and the Whale and Dolphin Conservation Society WDCS. For the reason that EUCC is one of the main organisations involved in the Year of the Dolphin 2007 as and NGO, I was signed to develop collaboration possibilities, for e.g. communication campaign and additional communication tools to support the campaign. As an overview of EUCC's communications tools and projects, there appeared to be a gap between scientists, environmentalist, site managers, and practical planners along with the EU policy makers. The local population did not receive the same information as the professionals.

The information and communication did not flow fluently and freely between these operators. The managers, scientists and policy makers belonged to a group, which was relatively aware of the environmental issues; whereas the local population was not being reached efficiently to the same extent. Therefore the assignment was to create communication tools, such as a variety of publications. At this stage the communication tools to my access were:

1. *Magazines*
2. *Internet sites*
3. *Newsletters*
4. *Research projects, for instance target group research, policy analysis, marketing communication*
5. *Questionnaires (e-mail and phone)*

#### **4.4.2 The communication analysis**

What I found in my desk research was that EUCC mainly functioned with professionals and managers, who do not take full advantage of the communication tools and the opportunities these tools provide for distributing their own communication messages. The general public who may not be aware of the environmental protection issues, created a challenge for me as a professional – how can I manage to reach them via communication tools? In this situation, the solution was to do extensive desk research, to discover if there was anything in common with the professionals and managers, compared with the general public. Presumably there would only be few connections. Nevertheless, this was to be the central issue for me.

I was required to design the campaign that met the needs of the professional and non-professional level within the coastal issues. The communication network consists of four major parties:

- *The client – EUCC*
- *Other information senders (such as pressure groups)*

- *Intermediaries (such as reporters and committee members)*
- *Receivers (the primary and secondary target groups)*

As we can see, the parties involved were closely linked to each other. Besides being aware of the communication network, it was vital to identify the information climate of these groups. The central questions were: Who is really interested in environmental issues? How will I make the campaign more appealing to them? Which are the key communication tools to be used?

Some instruments that can be useful in this campaign were:

§ *Education*

§ *Legal legislation*

§ *Technical means, subsidies and facilities*

**Education** was a relevant factor in this project. With education one can reach many potential new members that would join our target audience. Education can take place through publications. When people read the EUCC's publications or visit the organisation's website. They will receive more information and be educated while reading, if they choose to acknowledge the communication, decode the messages and respond: they will be educated. Education on environmental matters is highly important, because that may lead to a more environmentally friendly behaviour.

**The Legal legislation** will make it a matter of law, to act in an environmentally protective matter. Through legislation, everyday people are able to get closer to the actual reality of nature protection, for example using legally approved fishing nets, which would not cause harm to dolphins; or visit nature parks that have the European Union's proof of being ecologically sustainable.

#### 4.4.3 Communication goals

**Communication goals** determine how the campaign would be built and which will be the central themes during the project. The major communication goals during this campaign are:

- Give information to the members of the new communication tools and subsidiary membership fee
- To produce information about EUCC and to obtain more people to join as a member
- PR - To give the public an up-to-date image of the state of marine and coastal areas
- The Year of the Dolphin 2007 awareness campaign

The key issue is to make the campaign according to the previous campaigns, to use them as a guideline for this up-coming project. However, this does not mean that the campaign should be similar to EUCC's previous campaigns. The possibilities for the subject matter in our co-operation are versatile. I decided to use both the concern of internal communication as well as the marketing communication.

## 5 THE FOURTH STAGE OF COMMUNICATION CAMPAIGN: TARGET GROUPS

The stage four is a demanding stage, since here you carry out one of the most important tasks: **target group analysis**. You will discover the **target groups** and formulate your **communication objectives**. "The more you know about your target groups, the more you are able to determine achievable communication objectives." (Vos et al. 2003, 57) This means having to do the target group analysis before formulating the communication objectives. Only then are you able to determine the

problem approach. Consider that communication target groups vary from communication marketing target groups; the latter groups are normally smaller than the communication target groups.

Please remember that important and interesting messages are not necessarily synonyms – what your target group regards as interesting might not be important to your communication objectives. It is your responsibility to make interesting messages important and vice versa. However, begin to reflect whether the members of your target group are automatically going to be interested in the communicated messages? “Person’s perception and memory of materials shown to him are often distorted by his wishes, motives and attitudes” (Hyman & Sheatsley 1947, 418). We will come back to this aspect of the communication campaign and the public in the fifth stage of the campaign, but it is not too early to have not to consider this factor.

## 5.1 The target groups

At this point you are aware of the communication parties involved in the project as well as the role they play in your problem and problem solving. However, by specifying the target groups, you will gain knowledge about which groups are important in your communication projects and problem solving process, given that they are the units which will help you solving the communication problems you are facing. According to Vos et al. (2003) the first task for you is to determine **the primary communication target group** or groups, which is the crucial target group. These groups form your main **communication objective targets**.

People who belong to the groups are the people who you need to be reached with your communication campaign. Bear in mind that besides individuals, pressure groups or media can belong to this group. Your secondary target group will be important players in your communication campaign, but not as important as your

primary target groups. **Secondary groups** are the publics or the groups that affect your problem solving, but not directly.

Inside the target groups you may find various segments which are called **sub target groups**. This may also be found in other than the primary target groups. By researching the target groups you will find out the differences inside the groups. Once you have named your target groups you will have to justify why you made the selection you did. While deciding on the target groups, a few questions should be answered: what are the priority, urgency, feasibility and accessibility.

**The priority** refers to how significant the target group is to your client?

**The urgency** regards to how important it is to communicate with this specific target group: whether you should communicate with them currently or on later stage? **The feasibility** will show the interest your target group has on you communication topics, product or service. Your primary target groups will showcase high attention, whereas the other groups do not wish to be informed or learn more about the topics. **The accessibility** relates to the connection between the target groups e.g. which groups are easily reached with the communication and which groups demand more research.

As stated earlier, all the target groups are not equal for the communication campaigns. There is always going to be a certain group in the society which will be indifferent to all communicated messages. The people belonging to this group will disregard all information or communicated messages toward them. We call these people **know-nothings**. "There is something about the uninformed which makes them (know-nothings) harder to reach, no matter what the level or nature of the information" (Hyman & Sheatsley 1947, 413).

### 5.1.1 The target groups and the interest factor

**A motivation** is important when a member of the target group is receives the communicated messages. This means that those who are already aware of the issues which relating to the communication will be affected by it, rather than know-nothings. People who are willing to learn more are more willing to be interested in

the communication topics; as their interest increases they are impelled to learn more about the subject. This is an advantage as well as a disadvantage to all public communication campaigns. There is the large group inside the population which will have little or no interest at all in the communication campaign. The duty for the communicator is to realize that this group of people will not be reached when you "...simply increase the flow of information. Scientific surveys are needed to determine who these people are, why they lack interest, and what approach can best succeed in reaching them" (Hyman & Sheatsley 1947, 416).

Another issue you may come across is that people will expose themselves to the messages which counterpart with their previous conceptions and attitudes, as well as they will avoid any exposure to messages which are not amiable with the prior attitudes and conceptions. This proves that people are selective as exposed the target groups. Members of the target groups will interpret and choose the information to acknowledge according to their prior attitudes and beliefs. People are selective when it comes to communication messages, which one should never forget.

If the target group has previously been exposed to relevant information they are receive currently, they will be more willing to accept new communication messages. The publics will have a notably different attitude toward the messages, whereas the know-nothings will remain indifferent to the communication messages. In everyday life this can be seen when people read the news they are interested in, but disregard the topics they do not find interesting.

### **5.1.2 Target group analysis**

**A target group analysis** is essential for your assignment to design a communication campaign. Knowing your target groups, you will be able to design a successful communication campaign specifically to a primary audience. In the analysis you will examine and portray the characteristics and attributes of your target groups. Frequently you will have an existing image of your target groups, but it is not as profound as the image of the target groups has to be. As mentioned in

stage three, the information your client provides you with is presumably not up-to-date or objective enough, even when it comes to existing or possible target groups. Thus you need to conduct additional research by yourself or with your communication team.

Proper tools for target group analysis are desk and field research, formulating a SWOT-matrix and your previous studies on the parties involved along with the communication analysis. In case you are lacking research sources, do not be afraid to ask assistance from a third-party research organisation, since they can provide you with objective information. One important aspect is to discover the communication competence of the possible target groups.

“Learning about communicative competence may include knowledge about cultural history, politics, laws, and customs as well as awareness of one’s own attitudes towards out groups. Someone who is open and mindful, will be better prepared and will better understand these components than someone who is closed and prejudiced” (Witterborn 2003, 189).

Understanding these factors stated by Witteborn, I will refer later as demographics of the target group, during the target group analysis. Begin by forming an overall picture of your target group. After that you need to write a specific analysis of each target group and their sub groups within the groups. By segmenting your target groups, you will find the primary target group without difficulty. The target groups have to be homogenous, large enough to make the campaign noticed and accessible to the target groups.

Central questions for the communicator, while conducting a target group analysis are:

- *What is the size of you target groups? This is done to determine how big the group is you aim to reach.*
- *What characteristics your target group has? This will help you to develop the final communication objectives. The items to study are: age, location, education level, family relations, beliefs, religion, values, lifestyle and motivations plus behaviour patterns.*

- *Are there any sub segments in your target groups? To realize the coherence of your target groups will assist you as a communicator to choose the right communication tools and messages for your campaign.*
- *How familiar is the communication subject to your target groups?*
- *How easily do the target groups gather information? It is essential to know what media the target groups use, since you need to use the same media or inspire people to use new media types.*

Several communication studies have been accomplished, but often one similarity arises from each of the study: you need to research your audience and segment the audience so that you can aim the communication campaign to them. "The basic idea of segmentation is simple: Divide a population, audience into groups whose members are more like each other than members of other segments." (Grunig 1989, 202).

## **5.2 Communication objectives**

It is evident, that the awareness of the people you will be aiming the communication campaign for, is highly important. The three different sections of concern in the communication objectives (Vos et al. 2003, 66) are:

### **Knowledge-based objectives:**

*public awareness of an organization or brand*

*knowledge about an organisation or a brand (positioning)*

*knowledge of a certain subject or a problem*

### **Attitude objectives:**

*attitude with respect to an organization or brand e.g. involvement*

*interest shown in a certain subject or the awareness or a problem*

*being aware of a need in product category*

*satisfaction e.g. after a sale*

**Behavior objectives:**

*behavioral intentions regarding an organization, brand, or particular problem  
information request concerning an organization, brand, or particular problem  
possessing skills, e.g. communication skills*

After the target group analysis, you will start to create the advantaged communication objectives as mentioned in stage 3. Communication specialists will formulate specific objectives to each of the possible target groups. This means that the objectives are the practical communication means you will conclude in your campaign. The objectives are formulated according to the communication needs of the target groups. This sets high requirements of the conscience about the target groups.

**5.2.1 Communication objectives criteria**

**The objectives as the criteria** are needed to determine the most successful communication campaign. The objectives offer the communication expert guidelines to approaching the communication problem. The communication objectives are created according to several criteria: objective, quantified, time and measurable. The **objectives** must be concrete, referring to the target groups' knowledge, attitudes and behaviour models. **Quantity** is the percentage of the people inside your target groups, which will be reached or affected by the campaign. **The time** refers to the time factor which the messages need to be reached by your target groups. **Measurable** refers to retrospective evaluation of the objectives regardless how the campaign has been reached by the target groups.

Make your objectives realistic for the campaign. It is useless to develop objectives which have no authenticity. Make sure your objectives have been approved by your client. They need to be written down and compiled according to the criteria provided above.

It is vital for you as a communicator to study communication models to gain insight how the communication is structured.

“A good verbal communication model is a concise explanation which describes an event and at the same time identifies its chief parts or aspects. It is based upon a conscious theoretical approach to the event to describe; it includes a word-by-word or phrase-by-phrase identification of those aspects of the event that have actually been the local points of concern and investigation” (Gerbner 1956, 172).

With the verbal model we can specify ten points in communication which will help you to understand the process of communication.

The model is meant to guide you in the making of analysis and communication policies. Below you can find the words and actions related to the ten parts of the Gerbner's (1965, 173) classic verbal model.

1. *someone*
2. *perceives an event*
3. *and reacts*
4. *in a situation*
5. *through some means*
6. *to make available materials*
7. *in some form*
8. *and context*
9. *conveying content*
10. *of some consequence*

The verbal model can be utilized when designing a communication campaign. The starting point is to study the communication agent, the communicator and the audience. This is followed by an awareness research in order to reach any kind of perception. At this point you will also do a theory research as well as the possible effectiveness of the communication. Make a study of social and physical settings, the target group analysis. Target group analysis is not valuable alone, but it has to be completed by studying the materials and media channels which the communication will be conducted through-some means.

The form of the media has to be decided, in order for the chosen media to carry out the messages. The context in which the messages are received refers to communicative setting, communication platforms. This formulates the contents of the media campaign which eventually will have a consequence, a meaning to the receivers.

## **5.3 EUCC case study**

### **5.3.1 Target groups**

EUCC has over 2000 communication members. Some of them are individuals, some are organisations. For the reason that the publications will be published in English, the target group mainly consisted of practitioners and managers, who are previously devoted to the subject. All of the 2000 members belonged to my primary target group. Therefore they composed the primary target audience. The communication partners formed up the primary target group. The greater public, members of parliament and fishermen for example composed the secondary target group.

The secondary target group consisted of people who are not members of the EUCC, therefore to clarify I shall call them the secondary target group, to differentiate the public from the professionals. To target the communication tools for both managers/professionals, as well as bigger audiences from Europe, shall be the biggest challenge for me as a communicator. Concluding, I wanted to solve the problem where professionals and local people are separated when it comes to informing them about coastal and marine protection issues. Since the EUCC has vast network of communication partners, the primary target group will be relatively large and that group will be my primary target group.

### 5.3.2 Target groups analysis

My main target group consisted of the professionals and managers inside the coastal and marine protection field. The target group was quite large and the people inside the group mostly well educated. Building up the communication tools principally for them required me to get the basic knowledge of the group. A typical professional was over 30 years of age, male or female; he or she had studied in the higher level, university. He or she was relatively interested in all topics concerned in the field of coastal and marine protection topics. Usually professionals are open to new ideas and are aware of the current developments inside their own area of expertise. Often the professionals belong to a nature protection organisation. The individuals in my target group were all members of EUCC.

I formulated two focus groups: **professionals** and **local people**. The two focus groups, the **target population**, were compulsory, because the upcoming communication tools were aimed for both: the members who were professionals as well as the local people from across Europe. The questionnaire was given to the focus groups via email, see the survey in appendix 3. Because of the budget and staff limitations, it was impossible to conduct the entire survey by person to person. In the first phase of the campaign, the target population consisted of over 2000 people.

I tried to get equal percentage of men and women to both focus groups across Europe. I planned to pre-test the questions with this small target group of people, to find out if there was something that needed to be changed in the questionnaire. "Many companies use the survey as the starting point for diagnosing improvement process" (Rasberry & Lindsay 1993, 97). Without the sample groups, the answers of the questionnaires might end up being biased and including many errors. By sampling, it was my intention to ensure that the questionnaire would not be misleading or present wrong information. I used the KISS-system (keep it short and simple), when designing the survey. The target group analysis is important because without knowing the target groups, one cannot formulate a campaign that

will have success among the people in the target groups. The better you identify your target groups, the more successful can the campaign be formulated and the communication objectives and the strategy for the campaign be formulated.

When doing the desk research, the aim was to find out everything possible about the target group:

- *how big is the target group across Europe*
- *what are the lifestyle factors of the target group members*
- *how homogeneous is the target group, are there any sub-groups within the group (for e.g. age, nationalities etc.)*
- *what characteristics do the target group have*
- *does the education level influence the understanding of the nature conservation issues*
- *what are the important attitude characteristics*

**The knowledge-based objectives** in this case were the knowledge factors the target group had of a certain subject or problem. **The Attitude based objectives** were the interest shown in a certain subject or awareness of a problem. **The behaviour objectives** regarded with behavioural intentions concerning a particular problem, in our case the marine and coastal zone protection as well as the lack of membership payments and communication tools. The ongoing research will ensure that the campaign is based on the beliefs and hopes of the target group. If the campaign was developed to influence the belief-system of the people in the target groups, the main messages would be reached most effectively.

If the possible campaign partners had existing communication networks, this would save time and money for my campaign, because we could take an advantage of the existing connections and resources that the partner organisations had. An important factor was to create a link between the publication and local community as well as with the local organisations within the community. The linkage worked in our advantage – the message we gave out were no longer something abstract, but something people could put to use in their everyday lives. When I am aware of the

current problems and ideas of the people in my target group, I am able to develop efficient campaign tools.

Carrying out the questionnaire by email was the least expensive option. I was able to distribute the survey for a large amount of people areas and it gave the respondents time to answer. In the following SWOT analysis I will demonstrate what are the strengths, weaknesses, opportunities and threats to face the future tools for the communication campaign.

<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
Shares valuable information	Information not reached by the publics	Strong educational value	Unreachable
Large target audience	Target audience is too immense		Target audience is too immense
	Will be similar with previous publications in many way	Possible communication partners	Lack of funding

Figure 5. The SWOT Matrix

The negative impact I feared was that the answer rate might have ended up to be relatively low and the survey questions could have been misunderstood. By doing the interviews face-to-face, the answer rate would have been higher, since people prefer to talk in person than answer email surveys. Since I did not have the time or personnel capability to do face-to-face interviews, I did only the email questionnaire in addition to a few phone interviews across Europe and Asia.

## 6 THE FIFTH STAGE OF COMMUNICATION CAMPAIGN: STRATEGIES

In this stage you showcase how you will accomplish the plans you have formulated in the previous stages by creating a **communication strategy**. You determine **the main focus** for your communication campaign, **the central theme** and **rationalize the choices** you have made so far in the development process. Meetings should be held with the client to ensure that, you both have a conclusion about your plans for the communication campaign.

During these meetings you will demonstrate your knowledge and skills as a communication specialist to guarantee that your client will approve your communication strategy. Be well prepared and up-to-date about your previous analysis and stages you have taken while designing the strategy. If you choose the wrong strategy and promise to do more than you are capable of, the client can abandon your messages, strategy, and your communication campaign will become **counter-productive**. Not to mention that your target groups will disregard the entire awareness campaign.

All communication campaigns are political to a certain extent. The public and mass-communication campaigns have the aim of distributing messages, which will eventually instigate a change in the society, how people behave or perceive things or how society operates. This should be taken into account once you start to finalize your communication strategy. When you work with NGO's (non-governmental organisations) in reality they will have the same aim as actual political organisations:

“The first level of effectiveness pertains to the success that groups have in defining a social phenomenon as a social problem. When certain condition has been accepted as social problematic, it reflects the ability of some claims-making organisation to get an issue onto various agendas” (Salmon & Murray-Johnson 2001, 169).

Mendelsohn (1973) stated the primary reason why communication campaigns can succeed, is the knowledge of the audience. While developing the campaign, the communication experts need to set dissimilar communication strategies for the various segments of the public. Information aimed for the primary target segment requires different communication strategies and policies than the audience which is indifferent toward the communication messages.

The similar policy was briefly cited in chapter three with the theory from Klein (2002). Both authors have a similar view: the primary way to influence the public is to increase the awareness and knowledge. However Mendelsohn goes further explaining that since the people who do not belong to the target groups or are not interested in the information communicated they will presumably dismiss the information. This creates a problematic situation which many communication campaigns are facing: how to reach the “indifferent people, the know-nothings?”

The psychological characteristics which need to be studied before the development of the communication strategies are

- *The chronic “Know-Nothing’s”*
- *The role of the interest in increasing exposure*
- *Selective interpretation following exposure*
- *Differential changes in attitudes after exposure*

(Hyman & Sheatsley 1947, 413)

## 6.1 The approach

The most important step in designing the strategy is to choose the right approach when it comes to your target groups. How will you communicate with them? Is the communication going to be **one-way**: you will be the one who is communicates? Vice versa, if the target groups have an opportunity to communicate with you then the communication is going to be **two-way**, in other words **a dialogue**. The two-

way communication is preferred when you are building a public information campaign for an organisation; since this way you may make variations to the campaign, according to how the public preserves the messages. There are various kinds of approaches you could obtain. **A rational approach** can be used with products that the target group often uses. **An emotional approach** is valuable when trying to reach people's conscience with certain themes or unknown products. **A direct or indirect approach** will determine who is sending out the message: the client or the third party organisation, an intermediary organisation.

You are able to select the proper style of the approach by studying your client's organisation, the campaign topics and the demographics of your primary and secondary target groups. In case of competition, the organisation may withhold information. Then the approach is not as open as it may be in other cases. When you are designing an image-cleaning communication campaign, it is helpful to be as open as you can, thus you should choose an openness approach. We can say for certainty that the often popular principle in communication campaigns: more information will alter more attitudes or behaviour, is not valid in reality.

The reason for this is that once people have been exposed to the communicated messages, they will change their attitudes or conduct in correspondence to their prior attitudes. "Information campaigns cannot rely on increasing the flow to spread their information effectively" (Hyman & Sheatsley 1947, 421). The amount of information does not guarantee an equal amount of exposure among the public. When formulating the approach, try to remember: the more information you offer, does not automatically equal the more exposure and public interest for your campaign.

The style which you structure your communication with is also relevant to the approach planning. Is the campaign going to be humorous, serious or business-like? The style depends on the topic of the communication campaign and demography of your target audiences. Designing a business-like AIDS awareness campaign with a humourous touch would most likely be a bad idea. When you design a crisis or concern communication a phased approach is needed. With this style of

approach you will draw all the attention to the focus and process the opposition's arguments with your communication messages as well as focus on building up the confidence by presenting new innovative activities for the future.

Which approach goes best with your objectives? As seen, there are several options to choose from as your approach. You will choose the approach once you have the precise communication objectives. Begin to think about your campaign's effectiveness and efficiency being the important factors in the approach planning. We will get back to these terms later on your project preparations. Have your choices written down, justify why you did choose some and did not and choose alternatives – this will help you when presenting your choices to your client.

## **6.2. Positioning**

Positioning relates to where and how you are going to place your client, or certain product, brand. "You choose your positioning by thoroughly analysing what organisation wants, what the competition is doing and what the environmental requirements are" (Vos et al. 2003. 79). Once you have developed a well-rounded image of the client's organization, you are able to secure a rightful positioning. The nature of the organization or the products will give you a guideline as to where position your client. All brands are probably allied with a certain type of lifestyle. The organization might be labeled even before positioning – you can use the existing labeling to your advantage or try to create a new image, label, with your communication campaign.

The central theme of your campaign will be decided in this phase. The central theme is the suggestion of the approach, positioning and messages. These will work as your guides for the rest of the project. The themes may differ from messages per each target groups and segments, but they all need to reflect the values of the central theme of your campaign.

### 6.3 Communication instruments

You should choose the communication instruments which will be the most favorable for you to use for each of the target groups. **The mass-media** is a valuable asset when designing a communication campaign. The Directory of Mass Media provided an explanation for mass media, which Gerbner (1967,44) introduced the definition of the mass media taken from A Dictionary of the Social Science , to be a “Mass media is all the impersonal means of communication by which visual and/or auditory messages are transmitted directly to the audience. In the mass media, I have included TV, radio, internet, cell phone messages, movies, books, music and advertisements.

Another two-way definition for the mass media is

“1.their products are easily available- in a physical sense – most of the public, including a sizable number of people in all major subgroups: 2.their cost is so small to the individual that they are generally available to these same people in a financial sense” (Gerbner 1967, 44, from Wiebe, 1952, 164-65).

Do your best to promote your communication messages and try to get as close to your target groups as possible. “Usually, you would use a combination of different instruments so that the communications mix exists” (Vos et.al 2003, 83). In addition, it would be helpful to specify which media types you are going to use for each target groups. Remember to state clearly which media you will use and why, justify your choices.

### 6.4 Pre-test and focus group

A pre-test is necessary for any communication campaign. Develop a pre-test group of the members belonging to your target group. The group should not be too small

or too big, since you need to evaluate and process all their answers, in order to make important essential changes to your project. The focus group will be developed in order to monitor the success of the project and how the communicated messages have been received by the people. The people from the focus group will be citizens in the target groups. You need to be in contact with them once a week or month, depending on the duration of your project.

Formulate two focus groups: a group of professionals, if possible, and a group of common people. These people should all belong to one of your target groups. Conduct a survey which will be the same for both focus groups. Nevertheless, you can ask the professionals more professional questions. This is done because giving the similar kind of surveys to both groups, you will notice the differences between the ways the two groups think alike and not alike, consequently you will discover which issues are and are not important to both groups.

## **6.5 EUCC case study**

EUCC Leiden wished to find out what the communication needs of the members are as well as to inform them of the current situation within the organisation concerning the lack of funding. The imbalance between income and expenses for membership services has been discussed in the organisation's meetings. The survey was meant to investigate the interest in the information and services among members available to them by paying higher membership fee. This will be my main focus when creating the communication tools – get more, once you pay more.

### **6.5.1 The main focus**

After I had sketched the main focus for the communication tools, the first task for me was to develop a survey aimed for the members of EUCC. See appendix 3 for the survey. The survey is focused on the need to inform the members as well as

asking them whether they are willing to pay higher membership fees when they are granted additional communication services and opportunities in return.

As my internship was progressing, I was informed that the year 2007 will be The Year of the Dolphin. Therefore EUCC is planning a European wide communication campaign around the whale and dolphin watching along with conservation issues. This meant that I was assigned to contact the operators, design a survey for them as well starting to brainstorm about the possible ideas concerning the campaign.

The EUCC – Coastal Union had several communication tools which vary from internet newsletter distributed to the members to full colour magazines which will be released a few times a year. There are also voluntary organisations which belong to the communication network. Reports and articles of coastline matters are published yearly and are distributed via EUCC. The target groups are presented in the Figure 6 below which presents the interested parties for all communication tools, therefore all the target groups.

<b>The production</b> Primary targets	<b>Governments/ Politicians</b> Primary targets	<b>Financiers</b> Secondary targets	<b>Interest and Pressure groups</b> Secondary targets	<b>General public</b> Secondary targets
Academics	National governments	Donators	Pressure groups	Academics
Professionals/ Managers	European Union	Funds from the EU	Environmental groups	Professionals
The environmental protection NGOs	Educational institutes: universities		Branch organisations	Local people
Dolphin and Whale watching operators				Media

Figure 6. The Interested parties for communication tools

The production column is generated of academics, professionals, managers, whale and dolphin watching operators and several other groups from the environmental protection industry. People from this group are presumably dedicated to the issues of coastal/marine protection. This group will reach the messages distributed by the

communication tools intensely, since they are devoted to the chosen communicated topics tools and are thus easily reachable.

The first priority was to find out the target groups communication needs. This was extremely important, for the reason that the communication needs are the guideline for all of the communication tools. If the target groups prefer to receive more information concerning fisheries or ICZM, I needed to develop communication publications which provide the needed information. In return the members must pay the higher membership fees. The problems facing the use of the communication tools were that the target groups might not be homogeneous: the managers might be very different from the academics. Academics are perhaps more interested in the academic side of the communicated messages, whereas managers can find the practical information more relevant to them.

The next possible target group to communicate with were the politicians along with governments. By providing information to this section of the target group, more politicians and members of the EU parliament become aware of issues concerning coastal and marine protection issues. Most likely this group was interested in getting specific data and financial calculations and detailed explanations of the possible ways of improving the current situation of the coastal related issues.

Financiers were similar to the politicians. They needed specific information with calculations about the costs, losses and benefits of any new investment. Often the investors are not that interested in the actual backgrounds of the campaign. Nevertheless, they do want to be aware if the campaign is cost-effective or not. If it is so, the investment will be functional for them to participate in. However, the investors should be aware of the actual aim of the project. They need to be informed of the campaign's main message, even when they seem too reluctant to receive the information.

The pressure groups involved in environmental issues are most likely to be interested in the upcoming communication tools if the tools suite their own interests. Their view of the campaign may be different from those of the target

groups because their aim is not actually getting additional information, rather getting more people interested in the campaign. Branch organisations may be involved in the actual campaign, thus they should be called as associates rather than target group.

## **7 THE SIXTH STAGE OF COMMUNICATION CAMPAIGN: PROJECT ORGANIZATION**

In the last stage of your assignment comes the time to finalize **the organisation** for your final product. You as a communication expert should conduct the final procedure for the campaign. The stage includes an **execution plan, activities, and the budget** as well as **pre-and post tests** before executing the campaign. Some useful pre- and post test questions you can find in the Annex 5. Evaluation is the last assignment, which will be done after the campaign. You will state all these items in your final planning meeting with your client. At this point, you should present the communication instruments you will use with which target groups as well as specific timeframe of your campaign. If your campaign is going to last more than one year, do present an overall time-frame, assorted by monthly actions. Later on you can make the actual time-frame for each year, **an annual program**. In short-term projects, clarify the week to week schedule for the communication campaign.

### **7.1 Budget**

When planning the budget, the communication expert would benefit knowing the **overall cost** of their communication campaign. Specific calculation for the distribution of the costs per action and sections of the campaign must be calculated. In addition the expert needs estimated cost proposals for personnel costs, where you state the in and outsourced costs. Which tasks you need to perform outside the organisation and which you can do in the office? Material costs will take an infinite section of your budget. Poster printings, TV spots and

advertisements will be expensive, as well as the distribution channels for the ads for e.g. outside third-party sources. Hiring additional help, such as new employees for campaign events, actors for commercials etc. belongs to the material costs as well. Many non NGOs have a specific communication budget, which you may be entitled to use. Remember to specify the material costs per activity or target group. General costs will be composed of meeting costs with the client, travel and overnight costs. It is important to have an endorsement budget, in case there is a need to buy, design or make additional payments on during the project.

## 7.2 Procedure

Now has come the time to put your communication plan into action. Approve your final communication plan with your client, your communication partners and additional communication experts. Valuate the risk factors that may influence the success of your communication campaign. Evaluate the people working fro the project – will they be able to work efficiently enough? Share the responsibilities for each person, set up a discussion forum where employees and volunteers can share their ideas on the duration of the project. Make written agreements for each person, sharing the tasks between them.

You have to be organized, problems will arise during the campaign and sorting out management difficulties will take your time. There is certainly not going to be a problem free communication campaign. If you are prepared for the problems, you will be ready to solve them immediately. If you work in a long term communication campaign, **a steering committee** should be formed, to control and evaluate the ongoing campaign. The steering group will be involved in the project in the more practical sense, since "...they are focused upon on the progress of the process and operate on a strategic and managerial level" (Vos et al. 2003, 93).

Other monitoring teams are called **project teams**, where the members are professionals and experienced in the communicated issue. Their task is to monitor

the project and exercise the more practical issues within the project. **A workgroup** has a role in the tactical and operative level of the communication campaign. An account team is paying attention to the progress and execution of the project. The members are specialized in the communication aspects of the project, thus they are also called as the “account team” and their task is the strategic visions of the project. **External consultants** may offer their help in problematic situations, as the secretariat provides daily information and advice to you.

## 7.3 EUCC case study

### 7.3.1 The product

The finished product will be multiple communication tools created for EUCC. In the final product, the following questions should be answered:

- The companies' willingness to take part in the publication (the participation level)
- What information the public needs concerning coastal protection issues
- How to reach both target audiences
- Dolphin campaign and which organisations will join the campaign for the Year of the Dolphin 2007

Moreover, I gathered information from various publications as well as researched the organisations which would be willing to participate in this campaign, and to get in contact with the people who are interested in related environmental issues. Based on the data I collected, I designed the final communication tools.

### 7.3.2 Quality

The qualities of the products within a project were very important. In my case the products were reports to EUCC as well as the final communication tools. For instance the shape and look of the reports were all done according to the same format and font. The sources that I used should all be mentioned and be checked

on credibility. The standards I am going to use are still to be agreed upon. While I am progressing through the project I can adjust the standards if I like to or when I am told to.

All products should have the following format:

Text	Normal
Font:	Arial
Size:	12

All texts should be typed in any version of Microsoft Word. Within that program the spelling checker should be used to pick out as many mistakes as possible. Each new topic was underlined by starting a new paragraph which was aligned at one tab.

### **7.3.3 Informing the members**

My project plan for the internship was to create a communication campaign and individual communication tools for EUCC – The Coastal Union Leiden. The topic choices for the campaign were of conservation issues for coastal and marine areas across Europe as well as ICZM, *integrated coastal zone management* in addition to dolphin and whale protection. Additionally to develop these mentioned tools, a membership communication survey was to be designed after the extensive communication research. I was to provide text and articles to be placed in the EUCC's websites regarding topics of coastal and marine protection issues. Furthermore, I researched the topics which relate to the marine and coastal protection issues. I made suggestions to the organisation as to how the organisation can use their own communication tools more efficiently in promoting the protection issues.

## **8 THE SEVENTH STAGE OF COMMUNICATION CAMPAIGN: EVALUATION**

After your campaign has been finished comes the time to evaluate your campaign as well as to evaluate yourself as a communication specialist. Many communication campaigns are not successful when the accurate evaluation has not been executed. Once the communication campaign or tools have been published the communication experts need to carry out the evaluation of the impact the communication campaign had and to put the result in a scientific context. “When evaluating communication campaigns, one needs to take into account the capabilities of the alternatives, engineering and enforcement” (Salmon & Murray-Johnson, 2001, 170). Factors, such as laws, the structure of society and demographics of our target group, will influence the campaigns outcome. Therefore it may not be that the campaign fails per se, but that it fails because of an external factor in society. Consider that effects are not the same, effectiveness institutes the effects in a larger context, where the effects are characterized by the original implementations and goals of the campaign.

### **8.1 Evaluation tools**

There are multiple tools which you can use for evaluation purposes. A survey is one of the most common and used methods for testing if the communicated messages were received well by the public.

“(Surveys)... can tell to what extent information has reached the public and how far has it changed existing opinions. They can also tell what information is still needed and what aspects of it must be stressed in order to reach the unexposed or unsympathetic groups” (Hyman & Sheatsley, 1947, 421).

A survey is a valuable tool to determine the attitudes and believes of the public, even after the campaign. Surveys assist you to discover the demographics of the mass audiences, which will help to formulate the communication campaign more

effectively next time and to see what went wrong in this particular case of information flow. When designing the survey questions design them in a way that the recipient will not be able to give short “yes” and “no” answers. When the questions require an answer which is at least one sentence long, you will get more tools to work and better your information campaign or tools or evaluate your tools or campaign during the post-test research.

As you developed and structured your information campaign and its content, you must do the same for your evaluation process. Bare in mind, campaigns are difficult to evaluate because of the following reason:

1. *the outcome is rarely foreseen beforehand*
2. *multiple unpredictable factors can change the outcome enormously*
3. *evaluators lack of information about the campaign history, tactics and/or proper evaluation tools*
4. *situations occur inside the target groups which effects the outcome*

When you evaluate your communication project, your task is to evaluate the development process, the way you worked as a communicator, the co-operation with your client as well as the outcome of your campaign with the impact, if any; it had or did not have to the target groups. Did the campaign change the attitudes and behavioural models of people? Design a post-test survey and hand it t to your pre/test group. Evaluation should research how the target groups responded to the communication campaign. If the messages communicated will not change the behaviour of the target group people, the communication process has failed. As Porter & Samovar (1996) stated, communication in not always complete, because communication is only complete when the intended behaviour is perceived by only the intended receiver and that person responds to and is affected by the behaviour.

## 8.2 EUCC case study

My internship at the EUCC ended in late December 2006. During the five months of my internship I formulated several communication tools and started up a major communication campaign: The Year of The Dolphin 2007. Evaluating the communication tools for any communication specialist is hard, but nevertheless needed. Overall I was very satisfied with my internship: with the development process as well as for the final products, but one neither can nor should be totally satisfied with oneself. Once I started to evaluate myself, as well as the outcome of the communication tools, I came upon with failures.

In October I designed the communication questionnaire. I formulated the questions according to the data I had received during my research, which included an analysis on the following: possible target groups, external communication, existing communication tools, communication objectives as well as the communication needs of the EUCC. It took me three months to do the research and formulate the survey. It must be said that I was working with PR issues at the same time, which may have factored the long duration that my communication research took to conduct. After this, I needed to pre-test the survey in order to find out which matters, if any, had to be changed in the design, questions etc. The pre-test group was formed from the EUCC's Board of Members, all together over 50 people across Europe. After I had received feedback from the pre – test group members via email, mail and fax, I formulated a new questionnaire for all the 2000 communication members.

The survey dealt with issues from external communication tools as well as conservation issues. The communication survey which I formulated to reach all the existing as well as possible communication partners was placed on the EUCC's website, where all the members could fill out the survey in the future as well. This improved the accessibility of the survey. I was to call all the 2000 existing communication members, but having thought about this alternative, I soon discovered it to be a too ambiguous and impossible for me to conduct by myself.

This is why the communication questionnaire was to be conducted via email, for the reason that it appeared to be effortless and simple way of contacting the members of the organisation. After the questionnaire was finalized and published, the final preparations for the Year of Dolphin 2007 campaign began which was set to start at the beginning of 2007.

I did not receive as much feedback for my communication questionnaire as I had hoped for. I only got approximately 40 answers, either phone, mail, fax or email. In my opinion the reason for this was that I send the questionnaire via email and did not have the time to call each of the 2000 members personally, to remind about the survey. However the survey was also placed on the internet, at EUCC's website: [http://www.eucc.net/en/membership\\_survey/index.htm](http://www.eucc.net/en/membership_survey/index.htm). This was an excellent decision, given that all the members could easily fill out the questionnaire online and then, as advised, send it to me via email or by fax at the office of EUCC – The Coastal Union, Leiden.

It was predictable that the response rate for the entire survey was going to be only 35%. The low response rate is a typical dilemma of the email surveys

“While the number of studies that use e-mail to collect data has been increasing over the past fifteen years, the average response rate to the surveys appears to be decreasing. On average.....a mean response rate (is) of 36.83%.” (Sheehan, 2001).

In the light of these numbers, my email survey was receiving the average feedback rate of all international email questionnaires. Thus this communication tool designing was not a complete failure. However Ranchhod & Zhou (2001) wrote that Tse et al. (1995) stated, that they have “observed a low response rate of 6 percent from email survey compared with 27 percent from traditional mail surveys.” As we can see, there is a clear discrepancy between different results concerning the usage of email surveys. I believe one thing is certain – that communicator can never expect high response rates from email questionnaires.

Out of the answers received answers the results spoke clear: most of the communication members are planning new communication tools and messages to be published in the future. In addition to this, about 50% of the respondents were considering of using EUCC's communication tools to spread their communication messages with. According to the members' answers, the articles on coastal protection news, new communication possibilities and communication partner search were the most valuable to them. As a rule, all of the respondents did not wish to pay the additional membership fee, before being informed exactly what the new communication tools were going to be like. When asking about the challenges for the future, the communication members showed interest in raising the public awareness of the environmental issues through educating and public participation

The survey is still available online, where the members can fill out whenever they wish. To this day, EUCC is receiving new survey answers form communication members, but since I am no longer an employee of the organisation, I made the conclusions presented in my thesis according to the responses received till the end of December 2006.

## **9 CONCLUSIONS AND DISCUSSION ON THE OUTCOMES OF THE PROJECTS**

The purpose of this thesis was to examine the development progress of communication tools for any organization. I used various theories from the field of communication and communication campaigns to support my research and final products: the communication tools. In practice my tasks were to research and formulate communication tools for the marine and coastal protection organisation EUCC – The Coastal Union in Leiden the Netherlands. My internship lasted 5 months, from July 2006 till the end of December 2006. I worked in English and all my research and developed communication tools were conducted in English.

During my first week as an employee of the EUCC, my hypothesis was that the communication members are not using the communication tools as effectively as it is possible for them to use. I chose to conduct my communication research according to Vos et al. Development of communication project – model, explained in the page 11, Figure 2. I selected the model, given that it is very clear and provided step-by-step information how to research an organization, publics/target groups, internal and external communication environments as well as how to develop several communication objectives and strategies. I did refer to the model various times, but I was not bind to the model completely. As I gained more information through my research I was able to operate freely and refer to various other communication theories, to which I have referred in this study as well.

In my opinion the Development of communication project- model (Vos et al. 2003) is an excellent model for any communication expert to use as a preliminary model to operate accordingly. This is the situation especially if the communicator is a beginner in the field of communication. However, as the experience and knowledge of the communication processed grows, it is vital to look for additional models and theory to back up the development process.

According to the feedback form the communication members, it can be said that my hypothesis was right - the members did not put the communication tools to use as they were meant to be used. This was the reason why regardless of a low response rate that my survey got, it did not mean that the questionnaire was a failure: the organization was able to gain important information and now the client can use this data to better their communication tools, prior to the promotion of the membership fees for the coming years.

Many EUCC's communication members are NGO's or private research facilities, thus they do not have the financial possibility to pay higher membership fees, just to gain access to the new communication tools. This alone is going to be a challenge for my client – how to encourage the members to pay the much needed higher membership fee? The members must be reminded that without the extra money, the publication of various communication tools, such as the Coastline and

few websites, are facing termination. I encourage EUCC to use my research results, given that they are of professional quality and it took many months to accomplish them. It would be of such waste if the client would not do anything with the results.

Designing communication tools and researching the communication networks is never an effortless task. It was frustrating at times, when external communication partners could not decide what their objectives and communication needs were. This is why I spend countless hours on the phone contacting these partners. At the beginning of October, the communication partners were known and the actual planning of the new communication tools and the final communication questionnaire could begin. While I was waiting to receive answers from the partners, I was working as a PR professional and handling the responsibilities of informing the mass media of the new out coming communication project that the EUCC was planning.

My client was not always in agreement with my tasks and I had troubles getting my bosses to sit down and agree with each other – thus occasionally I had to wait for my two superiors to have a meeting with each other, until I could continue working with the external partners. This was yet another signal that the internal communication networks were not working to the fullest in my client's organization. I would recommend my client to notice this and take the measures required to repair the internal communication networks between different departments inside the organization,

The one of the most valuable lessons for me, while working as a professional communicator, was to study the communication theories before and during the communication campaign planning. This is due to the fact that I became a better communicator, given that I had a better knowledge how to use different internal and external communication processes and research tools that were available for me. In my opinion, the internal communication environment is not working well inside the EUCC and more communication experts are needed inside the organization, because the organisation already has marketing and financial

experts. Having a communication expert would be a useful addition to the organization, since the client does not have a remaining communication expert working full-time for the organization. I did form all the communication tools independently, which was a major challenge, having never worked alone in such a situation. Luckily I did receive feedback through the weekly meetings with my superiors.

As it turned out, it was very important that a communication questionnaire was formed and sent out to all the members to fill in. This was because now the client, EUCC, has informed about the members' opinions about the advantage membership payments, in turn, the members are informed about the organisation's new communication tools and activities in the near future. In the last meeting with my client, we discussed about just how important it was to conduct a well and thorough communication analysis, which included the six stages while forming the information campaign.

The amount of time which I took for the research was more than I had predicted in July, when I started my internship. It does take a long time to do a proper communication analysis. My boss was pleased with the outcomes of my communication analysis as well as the final tools and he said that it was good that I was a very independent employee and did decisions concerning my research on my own, but came to ask if I was faced with problems.

I do not consider that while I was designing the communication tools the communication with external communication members or other employees was always as efficient as it should have been. However, I was in a daily contact with the Dolphin tour operators and marine biologists when I was developing the Year of the Dolphin 2007 international campaign. I was able to remain calm, when different operators were making impossible demands and requests for the campaign. A communicator's most valuable tool is to stay composed and rational, so you can ensure the partners about the right conduct and actions to be taken.

What I found out in the case of designing an international campaign, with the subject being previously unknown to me, I needed to go back to basics and find out everything I could, starting from dolphins, whales, tours at the sea etc. This gave me the knowledge and insight on the subject, which was important to have, so that I could communicate with the professionals in the same level – to know what they were talking about. I was able to create a well balanced public communication and awareness campaign for the Year of the Dolphin 2007. In February 2007, another communication professional will take over my tasks and continue to execute the project in Europe. The individual communication tools, such as articles and research on independent communication aspects, were done professionally and they received their place in the EUCC's communication tools.

When I started working as a communication specialist in the EUCC – The Coastal Union in Leiden the Netherlands, I had just finished my one year exchange period in the University of Applied Science in Groningen, the Netherlands. In the university I studied communication theory, intercultural communication, marketing and culture. Thus I had a strong theoretical background of the developing of communication campaign as well as knowledge of various communication theories. I had also gotten familiar with the Dutch society and people, which is why it was easier for me to start working in the Dutch NGO. I worked in English and all the communication happened in English. I did not have any problems working in English, given that my level of English is very good, but not perfect when it comes to vocabulary of marine and coastal biology. This is why I studied that field in English prior to my internship and the whole duration of my work. From time to time my colleagues had conversations in Dutch and that made me feel inadequate, having been unable to participate.

EUCC was a highly individualistic working environment. I was given the freedom to do my task alone and by my computer, if I wanted that. I conducted the desk and field research by myself, which may also be why I took it very personally, when my internal survey of the communication atmosphere inside the office, received lack of interest from the employees. In this sector EUCC should enhance their internal communication network and include all new employees inside the network.

I do encourage any communicator to work in an international environment because it provides many challenges, but also opportunities. As stated in the beginning of the thesis, communication is one of our basic functions as human beings. Having said this, we humans should never treat communication as a trivial everyday matter. As I have proved in my thesis, communication is a complex event, with various studies and models supporting and facilitating it. Whether you decode monologues, nonverbal communication or written messages, the previous beliefs as well as the cultural surroundings influence the receiver - as they influence you as a communicator while designing a successful communication campaign for any organization.

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## Appendices

### Appendix 1. Information of EUCC – The Coastal Union

#### 1. The basic EUCC Administration structure is as followed:

The EUCC council appoints the Board members of the EUCC executive Committee which then controls the International offices abroad. The council is consisted with members from countries belonging to the EUCC. EUCC is an association that is governed by its members: bottom-up, not top-down. The organisation works together with other organisations belonging to NatureNet Europe. Their motto is: *“Beautiful Europe*. EUCC gets funding from the European Commission. This makes it part of European Union environmental protection field.

EUCC is aiming to develop a European costal and marine protection network. There are four stages which are particularly useful in this stage:

#### **The development of a European Coastal and Marine Ecological Network by promoting:**

- EUCC wishes to carry out a proposal of legislation that is contributed to promote European costal and marine protection network.
- The promotion of the means designed for the coastal and marine conservation. This is being done through combination of legal conservation instruments integrated approaches, sectoral measures, and nature restoration.

#### **Integrated Coastal Zone Management and Sustainable Development in coastal areas and waters by contributing to:**

- The development of the integrated preparation and administration as an instrument for sustainable development of the marine, river and coastal areas, by finding out the best means possible.
- Giving out information of coastal and marine protection and conservation issues and promoting sustainable costal and marine tourism.

#### **Coast and Climate by encouraging:**

- Effective as well as environmental responsive and sustainable costal erosion management strategies and their execution.

**Network building by assisting and supporting:**

- Developing a network of coastal practitioners and researchers. These guiding principles are carried out throughout a large number of projects supported by the EU with the Dutch government in addition to other funding agencies. Various aspects of science, education, nature conservation and sustainable development issues are combined with practises in close association with local and regional authorities, Non-governmental organisations (NGOs) and local groups. The budget for the communication campaign will be drawn out on later date, thus is dependant on donation and sponsorship grants. What I found in my desk research was that EACC mainly functions signals and managers.

## Appendix 2. The Explanation on the Netherlands Culture Chart by Geert Hofstede

**Power Distance Index (PDI)** that is the extent to which the less powerful members of organizations and institutions (like the family) accept and expect that power is distributed unequally. This represents inequality (more versus less), but defined from below, not from above. It suggests that a society's level of inequality is endorsed by the followers as much as by the leaders. Power and inequality, of course, are extremely fundamental facts of any society and anybody with some international experience will be aware that 'all societies are unequal, but some are more unequal than others'.

**Individualism (IDV)** on the one side versus its opposite, collectivism, that is the degree to which individuals are integrated into groups. On the individualist side we find societies in which the ties between individuals are loose: everyone is expected to look after him/herself and his/her immediate family. On the collectivist side, we find societies in which people from birth onwards are integrated into strong, cohesive in-groups, often extended families (with uncles, aunts and grandparents) which continue protecting them in exchange for unquestioning loyalty. The word 'collectivism' in this sense has no political meaning: it refers to the group, not to the state. Again, the issue addressed by this dimension is an extremely fundamental one, regarding all societies in the world.

**Masculinity (MAS)** versus its opposite, femininity refers to the distribution of roles between the genders which is another fundamental issue for any society to which a range of solutions are found. The IBM studies revealed that (a) women's values differ less among societies than men's values; (b) men's values from one country to another contain a dimension from very assertive and competitive and maximally different from women's values on the one side, to modest and caring and similar to women's values on the other. The assertive pole has been called 'masculine' and the modest, caring pole 'feminine'. The women in feminine countries have the same modest, caring values as the men; in the masculine countries they are somewhat assertive and competitive, but not as much as the men, so that these countries show a gap between men's values and women's values.

**Uncertainty Avoidance Index (UAI)** deals with a society's tolerance for uncertainty and ambiguity; it ultimately refers to man's search for Truth. It indicates to what extent a culture programs its members to feel either uncomfortable or comfortable in unstructured situations. Unstructured situations are novel, unknown, surprising, and different from usual. Uncertainty avoiding cultures try to minimize the possibility of such situations by strict laws and rules, safety and security measures, and on the philosophical and religious level by a belief in absolute Truth; 'there can only be one Truth and we have it'. People in uncertainty avoiding countries are also more emotional, and motivated by inner nervous energy. The opposite type, uncertainty accepting cultures, are more tolerant of opinions different from what they are used to; they try to have as few rules as possible, and on the philosophical and religious level they are relativist and allow many currents to flow side by side. People within these cultures are more phlegmatic and contemplative, and not expected by their environment to express emotions.

**Long-Term Orientation (LTO)** versus short-term orientation: this fifth dimension was found in a study among students in 23 countries around the world, using a questionnaire

designed by Chinese scholars It can be said to deal with Virtue regardless of Truth. Values associated with Long Term Orientation are thrift and perseverance; values associated with Short Term Orientation are respect for tradition, fulfilling social obligations, and protecting one's 'face'. Both the positively and the negatively rated values of this dimension are found in the teachings of Confucius, the most influential Chinese philosopher who lived around 500 B.C.; however, the dimension also applies to countries without a Confucian heritage.

### **Appendix 3. EUCC's Membership Communication survey 2006.**

## **EUCC – THE COASTAL UNION MEMBERSHIP SURVEY 2006**

With our websites, Coastline magazine, our five e-newsletters, workshops and conferences, we are reaching an estimated 10,000 coastal and marine practitioners world wide, every two months. However, EUCC's members are not sufficiently using these communication opportunities. We think that improvements are possible in two ways:

- a) the level of information provision and other services to members;
- b) encourage members (and non-members) to distribute their messages through our newsletters, magazine, website and conferences.

The costs of these communication tools are high and only a small part is covered by membership fees. The present level of our services can only be ensured (and improved) through a closer involvement of key members who are ready to pay a little extra for valuable services. To this end, we are looking for the most prominent coastal and marine institutions in Europe (and even world wide) who are interested to become EUCC's core network: we will provide special privileges re: information, communication and project participation; and we are also preparing "Networks of Excellence" in different fields. This survey is a first step in this process.

*Please answer the most important questions 1 to 9. This will most probably require less than ten minutes. Please feel free to answer questions 10 to 13 too. All answers will be processed confidentially. An analysis will be carried out based on the responses.*

**1. Name of your organisation: ...**

**2. Where is your organisation based? (town, country) ...**

**3. Your name (contact person to EUCC): ...  
... and e-mail address: ...**

**4. Are you planning any important messages or information campaigns targeted at the international coastal practitioners or expert community in the next 1-2 years?**

yes                       no                       maybe

**5. Would you be interested to reach important stakeholders world wide through EUCC's publications?**

EUCC Publications	maybe	yes	no
<b>Coastline magazine: reaching 2000 practitioners and decision makers</b>			
<b>Electronic newsletter(s), reaching 5000-10000 practitioners</b>			
<b>EUCC Coastal Guide, reaching 1000 practitioners daily</b>			
<b>An annual magazine targeting 100,000 people in your coastal region(so far only in the Netherlands, the <i>Kust&amp;Zee Gids</i>)</b>			

**6. Would your organisation be interested to become a Communication Partner and become co-publisher of the above media? (cf. Annex 2)**

**yes**                       **no**                       **maybe**

**7. What additional information or services would you like to get from EUCC?**

Please tick all that apply (cf. Annex 2)

- assistance in EU project preparations and fundraising
- using EUCC to represent you at conferences (e.g. for flyers, posters, networking)
- participate in programmes and projects (see Annex 1)
- project partner search
- nothing extra
- other (please specify): ...

**8. Would your organisation like to become a Programme Partner?**

(cf. Annex 2)

**yes**                       **no**                       **maybe**

**If yes, please specify in what field your organisation is interested to join a EUCC Network of Excellence**

(criteria to be further developed, involving Programme Partners):

- coastal research     marine research
- coastal management     marine management
- other (or more specifically): ...

**9. Would you like to support EUCC financially to enable us to promote good management or sustainable development (as a Friend of the Coast Partner or as a Partner of our Year of the Dolphin 2007 campaign)? (cf. Annex 2)**

**yes**                       **no**                       **maybe**

**10. What information from EUCC's communication tools is useful to you?**

Please tick all that apply:

- news on events and projects     articles, papers
- website info, addresses, links     membership information
- news on developments in policy     guides on aspects of management
- other, please specify: ...

**11. What is your impression of EUCC's membership services in terms of 'value for money'?**

excellent       good       fair       poor

Please specify why: ...

**12. How would you rate your own interest in?**

**a) coastal issues**

high       good       fair       poor

**b) marine issues**

high       good       fair       poor

**13. Which two of the following are in your view most important to be enhanced by communication?**

- |   |   |
|---|---|
| <input type="checkbox"/> environmental management         | <input type="checkbox"/> integrated coastal zone management |
| <input type="checkbox"/> environmental legislation        | <input type="checkbox"/> education and awareness            |
| <input type="checkbox"/> coastal & marine protected areas | <input type="checkbox"/> public participation               |
| <input type="checkbox"/> other:                           |   |

*Thank you very much!*

Please return by e-mail to: [Niina Meriläinen](mailto:niina.merilainen@eucc.eu) at EUCC  
or fax to: +31 71 5124069

## ANNEXES

**Annex 1. EUCC's existing communication tools and platforms**

- EUCC Coastline **magazine, 2-4 issues a year (depending on funding)**  
 EUCC's E-newsletters **in five different languages:**
- ✓ EUCC Coastal News **(in English, monthly)**
  - ✓ EUCC EuroMediterranean News **(in English and Spanish, quarterly)**
  - ✓ Küsten Newsletter **(in German, by EUCC Germany)**
  - ✓ Letter EUCC France **(in French, by EUCC France, quarterly)**
  - ✓ KustMail **(in Dutch, bimonthly)**
- EUCC websites for coastal practitioners: **www.eucc.net** and the **EUCC Coastal Guide (www.coastalguide.org)**  
 EUCC workshops and conferences, including **Littoral (jointly with EUROCOAST)**  
 EUCC participation in projects and websites: **Coastlearn, EUROSION, Coastal Practice Network, ENCORA, MOTIIV, COREPOINT, SPICOSA, CONSCIENCE, etc. ...**  
 EUCC participation in conferences, e.g. **OSPAR, MEDCOAST, ICCCM, etc**  
 Journal of Coastal Conservation (JCC): **publication to be resumed in early 2007 by Springer and Kluwer Academic Publishing**  
 EUCC Publications for a broad public: **Coastal Guide to Europe (www.coastalguide.to); Kustgids.nl (largest coastal website in the Netherlands); Kust&Zee Gids (annual magazine in Dutch).**

For more information: **www.eucc.net**

**Annex 2: EUCC Membership Options as per 2007**

<b>Membership type</b>	<b>Membership services</b>
Friends of the Coast <b>(private supporters)</b> <b>min. €20/yr</b>	<ul style="list-style-type: none"> <li>• <b>EUCC's e-newsletters (five language editions)</b></li> <li>• <b>Kust&amp;Zee Gids (in NL and Belgium)</b></li> </ul>
Student & private members <b>€40 / yr,</b> <b>€60 / 3yrs</b>	<ul style="list-style-type: none"> <li>• <b>EUCC's quarterly magazine Coastline</b></li> <li>• <b>EUCC's e-newsletters (five language editions)</b></li> <li>• <b>Kust&amp;Zee Gids (in NL and Belgium)</b></li> </ul>
Professional members €65 / yr, <b>€100 / 3yrs</b>	<ul style="list-style-type: none"> <li>• <b>EUCC's quarterly magazine Coastline</b></li> <li>• <b>EUCC's e-newsletters (five language editions)</b></li> <li>• <b>Discounts to EUCC related conferences (e.g. Littoral)</b></li> <li>• <b>Discounts to EUCC publications</b></li> <li>• <b>Kust&amp;Zee Gids (in NL and Belgium)</b></li> </ul>

<p><b>Small Non Governmental Organisations</b> (annual budget less than €500,000) € 65 / yr, € 100 / 3yrs</p>	<ul style="list-style-type: none"> <li>• EUCC's quarterly magazine Coastline</li> <li>• EUCC's e-newsletters (five language editions)</li> <li>• Discounts to EUCC related conferences (e.g. Littoral)</li> <li>• Discounts to EUCC publications</li> <li>• Kust&amp;Zee Gids (in NL and Belgium)</li> </ul>
<p><b>Member Organisation</b> € 300 / yr, € 500 / 3yrs</p>	<p>EXTRA:</p> <ul style="list-style-type: none"> <li>• information on project partner search</li> <li>• special access to the <i>Journal of Coastal Conservation</i> (under negotiation with Springer)</li> </ul>
<p><b>Communication Partner</b> € 1000 / yr</p>	<p>EXTRA:</p> <p>Status of co-publisher of:</p> <ul style="list-style-type: none"> <li>• Coastline (incl. editorial space up to 2 pages / yr)</li> <li>• EUCC Coastal News, EuroMed News or KustMail (incl. editorial space up to 2 pages / yr)</li> </ul>
<p><b>Programme Partner</b>  € 2000 / yr</p>	<p>EXTRA:</p> <p>Status of co-publisher of:</p> <ul style="list-style-type: none"> <li>• Coastline (incl. editorial space up to 2 pages / yr)</li> <li>• EUCC Coastal News, EuroMed News or KustMail (incl. editorial space up to 2 pages / yr);</li> <li>• active participation in project partner search</li> <li>• joint EU project preparation and fund raising</li> <li>• collaboration in the representation at conferences</li> <li>• access to information from EUCC projects and conferences</li> <li>• free copy of Coastline Reports</li> <li>• special access to the <i>Journal of Coastal Conservation</i> (under negotiation with Springer)</li> <li>• joint promotion and market approach as "EUCC Network of Excellence"</li> </ul>
<p><b>Friends of the Coast Partner OR Partner to the Year of the Dolphin campaign</b>  € 2000 / yr</p>	<p>EXTRA:</p> <ul style="list-style-type: none"> <li>• joint promotion of the <i>Friends of the Coast Campaign</i> or <i>Year of the Dolphin campaign 2007</i></li> <li>• participation in project partner search</li> <li>• 1 page in Coastline or Coast&amp;Sea Guide (per year)</li> <li>• 1 page in EUCC Coastal News, EuroMed News or KustMail (per year)</li> <li>• free copy of Coastline Reports</li> <li>• joint project preparation and fund raising</li> </ul>

Leiden, 6 Nov. 2006.

## Appendix 4. Results from the final questionnaire survey

### Feedback from the EUCC's Membership communication questionnaire

4. Are you planning any important messages or information campaigns targeted at the international coastal practitioners, or experts community in the next 1-2 years?

Name of the organisation	Yes	No	Maybe
IBAF – CNR Italian national research council		x	
Coral Seas Inc – Integrated coastal zone management	x		
UK Coastal sand dune and Shingle	x		
Ben Gurion University of the Negev, Israel			x
Uusimaa Regional Environment Centre, Finland			x
FTZ Westküste, Germany		x	
Ministry of the Interior, Kiel Germany (not sure yet)		x	
Liverpool Hope University, UK	x		
CHARM Project, Bangkok, Thailand	x		
Eco Coast Consultancy, The Netherlands			x
Institute for Tourism Research in Northern Europe, Germany		x	

5. Would you be interested to reach important stakeholders worldwide through EUCC's publications?

Name of the organisation	Publication	MAYBE	YES	NO
IBAF – CNR	Coastline magazine	x		
	Electronic newsletter(s)			80 <del>x</del>
	EUCC Coastal Guide			x
	An annual magazine			x
Coral Seas Inc	Coastline magazine		x	
	Electronic newsletter(s)		x	
	EUCC Coastal Guide		x	
	An annual magazine		x	
Girton College	Coastline magazine			x
	Electronic newsletter(s)			x
	EUCC Coastal Guide			x
	An annual magazine			x
UK Coastal sand dune and Shingle	Coastline magazine		x	
	Electronic newsletter(s)		x	
	EUCC Coastal Guide	x		
	An annual magazine	x		
Ben Gurion University of the Negev	Coastline magazine			x
	Electronic newsletter(s)		x	
	EUCC Coastal Guide		x	
	An annual magazine			x
Uusimaa Regional Environment Centre	Coastline magazine	x		
	Electronic newsletter(s)	x		
	EUCC Coastal Guide			x
	An annual magazine			x
FTZ Westküste	Coastline magazine		x	
	Electronic newsletter(s)		x	
	EUCC Coastal Guide	x		
	An annual magazine			
Ministry of the Interior	Coastline magazine			
	Electronic newsletter(s)	x		
	EUCC Coastal Guide			
	An annual magazine		x	
Liverpool University Hope	Coastline magazine		x	
	Electronic newsletter(s)		x	
	EUCC Coastal Guide	x		
	An annual magazine	x		
CHARM Project	Coastline magazine	x		

	<b>An annual magazine</b>				x
Institute for Tourism Research in Northern Europe	<b>Coastline magazine</b>	x			
	<b>Electronic newsletter(s)</b>	x			
	<b>EUCC Coastal Guide</b>	x			
	<b>An annual magazine</b>	x			

6. Would your organisation be interested to become a Communication partner and become co-publisher of the above media?

<b>Name of the organisation</b>	<b>MAYBE</b>	<b>YES</b>	<b>NO</b>
IBAF – CNR			x
Coral Seas Inc	x		
Girton College			x
UK Coastal sand dune and Shingle	x		
Ben Gurion University of the Negev			x
Uusimaa Regional Environment Centre			x
FTZ Westküste (not sure yet)			x
Liverpool Hope University ( <b>our future is not yet secured</b> )	x		
CHARM Project			x
Eco Coast Consultancy			x
Institute for Tourism Research in Northern Europe			x

7. What additional programme information or services would you like to get from EUCC? Tick all that apply.

- xxxxxxx Assistance in EU project preparations and fundraising
- xxxxxx Using EUCC to represent you at conferences (e.g. for flyers, posters, networking)
- xxxxxxx Project info &  
Other (please specify): As a network we envisage a two way exchange –we are not just buying but also selling!
- xx Nothing extra



xxxxxx news on developments in policy  
 xxxxxx guides on aspects of management  
 x other, please specify: approaching conferences

12. What is your impression of EUCC's membership services in terms of "value for money?"

Name of the organisation	EXCELLENT	GOOD	FAIR	POOR
IBAF – CNR	x			
Coral Seas Inc				x
Girton College		x		
UK Coastal sand dune and Shingle		x		
Ben Gurion University of the Negev			x	
FTZ Westküste	x			
Ministry of the Interior		x		
Liverpool Hope University		x		
CHARM Project		x		
Eco Coast Consultancy		x		
Institute for Tourism Research in Northern Europe		x		

13. How would you rate your own interest in

a) Coastal issues?

Name of the organisation	HIGH	GOOD	FAIR	POOR
IBAF – CNR		x		
Coral Seas Inc	x			
Girton College	x			
UK Coastal sand dune and Shingle	x			
Ben Gurion University of the Negev	x			
Uusimaa Regional Environment Centre		x		
FTZ Westküste		x		
Ministry of the Interior		x		
Liverpool Hope University	x			
CHARM Project	x			
Eco Coast Consultancy	x			
Institute for Tourism Research in Northern Europe	x			

b) Marine issues?

Name of the organisation	HIGH	GOOD	FAIR	POOR
IBAF – CNR (no tick from this organisation)				
Coral Seas Inc	x			
Girton College			x	
UK Coastal sand dune and Shingle			x	
Ben Gurion University of the Negev			x	
Uusimaa Regional Environment Centre			x	
FTZ Westküste				x
Ministry of the Interior	x			
Liverpool Hope University			x	
CHARM Project	x			
Eco Coast Consultancy	x			
Institute for Tourism Research in Northern Europe			x	

14. Which two of the following are in your view most important to be enhanced by communication?

x	environmental management	xxxxx	education and awareness
x	coastal & marine protected areas	xxxxxx	ICZM
x	environmental legislation	xxx	public participation

## **Appendix 5. Pre- and Post test survey questions**

For the entire campaign:

How does the target group recognize the messages from the campaign?  
- What has changed from the first pre-test version?

How was the campaign reached by the target group/groups?

How the campaign has changes the attributes or the target groups?  
-This would include attitudes, social sense-making process, beliefs etc.

How has the resulted behaviour changed the attributes to the intended outcome of the project?

Which messages were the most valuable?  
- Why? Why not?

Which messages fail to reach you?  
Why?

Who were the best messengers?  
(This question refers to the marketing campaign where celebrities e.g. public figures where used as a spokespersons.)

Which materials used in the campaign were the most beneficial?

How did the campaign stay in the budget limits?  
(If used in an internal test question between the organizational members)