WWF International Communications Department
Programme/Project Communications Strategy Template

How to get the most out of this template

Please use this template to develop your Programme/Project communications strategy. Simply delete the existing guideline text and fill in the sections listed below.

Whether you communicate to external or internal audiences - or both, this template will help ensure that all key elements of a communications strategy are captured.

1. Current Situation/Background

Before you map out where you want your communications strategy to take you, you need to find out where you are now.

What has been accomplished so far from a communications point of view? How effective have previous communications been?

2. Overall Programme/Project Objectives

This communications strategy must support your specific Programme/Project objectives. Use this section to list your key Programme/Project targets.

3. Communications Objectives

Use this section to list your external and/or internal communications objectives. What do you hope to achieve as a result of your communications activities? How can communications activities help you achieve the Programme/Project targets you've listed above (section 2)?

Clear, specific, and measurable objectives are key to the success of any communications strategy. When setting these objectives, whether your communications will be external (i.e. targeted at consumers, government and business decision makers...etc) or internal (WWF Network/consultants/partners), or both, you should:

❑ be realistic within the timeframe, budget and resources
❑ ensure the objectives are measurable

The following are examples of communications objectives:

- Build awareness of a project among a wide but defined group of audiences and user groups.
- Secure the commitment of a defined group of stakeholders to the project aims.
- Influence specific policies or policymakers around key aspects.
- Encourage participation among researchers or partner bodies.

4. Target Audience

If you're targeting an external audience - who do you want to get your message across to? Be as specific as possible:

- ❑ Who will best help you achieve your goals?
- ❑ What demographic groups are you trying to reach?
- ❑ What do you know about the best ways to reach them?

Target audiences should be described in terms of:

- ❑ current behaviour
- ❑ level of awareness
- ❑ level of knowledge
- ❑ preferred methods for receiving information
- ❑ motivations/barriers to hearing and believing/accepting the information.

The more refined the target audience description, the more precise and effective your communication will be. Broad descriptions such as the "general public" are less likely to lead to a successful communications campaign than a tightly defined target. The more thoroughly you understand your target audience(s), the higher the probability of communications success.

Primary Target Audience – These are the key persons/groups you communicate to directly.. You can have more than one primary target audience.

> *For example: Parents, particularly mothers of children aged 0 – 6 years.*

Secondary Target Audience – people of less importance who you wish to receive the communications campaign messages, people who will also benefit from hearing the messages or people who influence your target audience now or in the future.

If you're targeting an internal audience (i.e. WWF Network for example) - which individuals, teams or departments do you need to reach within the organization?

For more information about target audiences, please see the Publishing Guidelines on Connect:

http://intranet.panda.org/documents/document.cfm?uNC=08887440&uFolderID=4291&uDocID=10849

5. Key Message per Target Audience

Fill out the following for each target audience you want to communicate to.

Whether your target audience is external or internal:

❑ What is it that you want to change?

❑ What do you want the target audience to know?

❑ What do you want them to feel - what perception do you want to create?

❑ What do you want them to do - what action do you want as a result?

  – Examples of a "result" could be the following:

    ▪ Do you want to change their attitude towards WWF or your programme/project?
    ▪ Do you want them to donate funds?
    ▪ Do you want to change the awareness of the environmental hazards in a particular country/region?
    ▪ Do you want them to be motivated to take action or make a decision?
    ▪ Etc

See the Brand Guidelines - Key on-brand messages and word banks by audience:

http://intranet.panda.org/documents/document.cfm?uFolderID=53053&uDocID=56417

6. Communications Mix

How do you want to get the message across. Whether your preparing a 12, 24 or 36 month communications plan, what tools will you need to use during this timeframe? Your choice will depend on what you want to achieve, the level and type of message you want to communicate, and the profile of your audience.

External Communications Mix

❑ **Press**
  – Press release
  – Radio
  – Opinion editorial
  – Features
  – Features advisories

❑ **Online**
  – Passport Alerts
  – Panda.org: Programme/Project sections, Panda.org homepage,...etc.
  – Multimedia: Screensavers, online games, photogalleries, e-cards...etc.
  – What's New e-mail newsletter

❑ **TV**
  – News and features
  – Long-format programmes and online television options

- ❑ **Advertising**
    - – Print
    - – Radio
    - – Television

- ❑ **Print**
    - – Brochures
    - – Posters
    - – Letters
    - – Leaflets
    - – Scientific reports
    - – Etc

- ❑ **Public Relations**
    - – Event/Stunt
    - – Endorsements
    - – Telephone calls
    - – conferences
    - – Etc

Internal Communications Mix

- ❑ Conference calls
- ❑ Face-to-face meetings
- ❑ Etc

See the Publishing Guidelines - Choosing the Medium:

http://intranet.panda.org/publishing/how/choosing/index.html

7. Promotion

Once you've decided what your communications mix will be, you need to determine how you will promote the various components. In other words, how will you promote your "product".

Promotion should be done on two levels. Internally (WWF Network staff need to be aware of what you are doing) and externally.

For example, if you need to develop a website in order to meet your communications objectives, how do you intend on promoting the site throughout the WWF Network? What is your plan to drive external traffic to the site?

8. Budget

Where possible, list the following:

- ❑ The amount of money available now
- ❑ The amount of money available in the future

9. Timeline

When will you need to communicate over the next 12, 24 or 36 months? List the key dates - what do you need and when.

Describe each key event or activity that will need communications (incl. launch of a report, forum, conference, etc.).

What:

Why:

Where:

When:

Who:

How:

Target Audience:

Objective:

Key Message(s):

Media Strategy:

Tools and Materials:

Under this section you can also attempt to identify, or at least anticipate, any communications opportunities that may emerge from the actions of others working in the region, e.g., events such as partner or other agency media events, legislation processes, or expected government announcements that are not controlled by WWF. Describe those opportunities here.

10. Being on Brand

How are you going to ensure that your communications (external and internal) will be on brand?

Presenting our brand correctly is crucial. This means being consistent with our logo, typefaces, slogan, colours, and "on-brand" with our key messages and the way we use words and images on all applications. All this will combine to communicate the sort of organization we are – active, passionate, solutions oriented.

When communicating with your audience follow this simple checklist and ask yourself:

- ❏ Is my message **passionate**? Does it really show my enthusiasm?
- ❏ Is it **optimistic**? Is it positive and forward looking?
- ❏ Is it **inspirational**? Will it move someone to take action?
- ❏ Does it **challenge**? Does it confront the issues?
- ❏ Is it **credible**? Will people believe me?
- ❏ Is it **accountable**? Does it demonstrate our honesty and trustworthiness?
- ❏ Is it **persevering**? Does it prove our commitment?
- ❏ Is it **delivering results**? Does it show what we have achieved?

Keep in mind that your message does not need to include all of the above. In other words, your don't need to reflect every single brand value in your message.

For more information, see the Brand Guidelines on Connect:

http://intranet.panda.org/documents/folder.cfm?uFolderID=51761

11. Evaluating Success

How will you know if you have succeeded and met your objectives? How are you going to evaluate your success, what performance indicators and evaluating measures will you use? It's important to assess your strategy/project so that any changes, if necessary, can be made when engaging in a similar strategy/project in the future.

External

- ❑ Have you achieved your objectives (i.e. raise funds, create awareness...etc)?
- ❑ Did you reach the right audience?
- ❑ Did you use the right tools?
- ❑ Were decisions taken as a result?
- ❑ Did you come in on budget? If you didn't, why not?
- ❑ Etc

Internal

- ❑ Did you reach the right people within the organization?
- ❑ Did they understand what the message was - did they do what had to be done?
- ❑ Did you use the right tools?
- ❑ Etc