The Youth NGO Media Officer Handbook

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Contents

Introduction

What is, or rather, who is the Media Officer? A journalist who works for a certain company or civil society organization taking care of external communication? A PR expert who makes sure the organization gets a positive image and support from the outside? A web editor who produces and distributes online materials? An expert in lobbying and advocacy? A communication expert? Probably all of the above and much more, and before delving into different chapters concerning the competences of media officers, let us have a common understanding of this job position. For that purpose, I downloaded from the internet a typical vacancy and job description of a media officer:

The Media Officer produces on- and off-line news and features content across a variety of media. S/he also provides communications advice, capacity building and support to the Network with a specific focus.

Major Functions:

→ Provide communications expertise for priority advocacy and policy conventions, meetings and events, and provide front-line media relations at such events
→ Produce stories for podcasts, videos, blogs, and other media
→ Act as a spokesperson when required
→ Work with other relevant stakeholders to produce short-, medium- and long-term communications plans and communications output calendars
→ Develop relations with relevant media
→ Provide input into communications strategies as required
→ Scan the news agenda to identify communications opportunities
→ Work with other key communications staff anticipate emerging issues, crises and brand attacks, and work with appropriate stakeholders to formulate the appropriate response
→ Advise on and assist with the development of Network communications standards, training and protocols
→ Provide front-line media relations (responding to queries, pushing stories etc.)
→ Explore new communications methods and new media channels.

Required Skills and Competencies

→ Ability to deliver multiple simultaneous projects
→ Articulate, creative, passionate, flexible and tenacious
→ Excellent written and spoken skills
→ Attention to detail, diplomacy and discretion

Ability to work as part of a team

→ Passionate & Optimistic, Challenging & Inspiring, Credible & Accountable, Persevering & Delivering Results.

→ We are going to use the above job description to elaborate the content of this handbook, of course taking into consideration that this handbook is aimed at the potential media officer in youth and civil society organizations, who would probably be carrying out this job on a volunteer level and have extremely limited resources.

CHAPTER 1
Lobbying

Introduction to lobbying

In today's world this word has mostly negative connotations, that bring about an image of business pressure groups which try to influence policy makers to make decisions to their own advantage, and can even suggest corruption and other means of pressure. Well, lobbying is just a tool, and it simply implies putting pressure on a stakeholder.

In a few and simple words, lobbying simply means getting in touch with the right person in order to influence change and foster action. Yet how to do so? Today communication has raised to an unprecedented level, and you should treat each communication tool as a mean for putting pressure on the person or group you want to lobby. Letters, emails, phonecalls, meetings in person, petitions; these can easily become powerful tools in your hands. After all, you are the Media Officer, you represent and bring out your organization's message to the world out there, with the means you have available, because you, as well as every other volunteer, manager, leader, or trainer in your organization are striving through different means to achieve your organization's goals. Lobbying falls mostly under your arsenal of tools.

In the end, it is all about influencing, and before going any deeper into existing types of lobbying let us set down a couple of ground rules.

→ **Rule 1:** Do not beg but propose, after all you are doing them a favour by contacting and sharing with them your plans. This is a big sign of trust, so put this on the weigh scale, act as though they should thank you. Show them the benefits if they support you actions, what they actually have to gain, and do not be idealistic about it. Keep it down to earth with practical and immediate gains for the stakeholders who wish to support you.

→ **Rule 2:** Wedge in a threat, show them what will happen if they do not support you. For example, explain that your plan is a real life-saver, should it fail, the consequences would be risky.
→ **Rule 3:** Seduce them, show them what you are actually good at, your contacts and who already supports you. Provide evidence by keeping a portfolio including journalists, public life stakeholders and other members of your entourage.
→ **Rule 4:** Give them a perspective of what will happen due to their support, and throw in extra offers, for example, providing them with publicity as a token of gratitude.
→ **Rule 5:** Be diplomatic, and make concrete proposals.

Now, let us have a look at individual lobbying and grassroot lobbying.

3.1.1 Individual lobbying

This type of lobbying can be carried out by one person or a small group trying to put pressure on a person. It is largely based on personal contact, as it implies phonecalls, emails, letters, and meetings face-to-face or in small groups. Here are some tips – suggestions rather than rules – on how to adapt your approach to individual contacts.

Emails and letters are a very good tool, as it is easier to explain more complex issues through writing. Written communication allows the recipient to read and analyse it, to reflect on it, as well as to formulate a reply. Be ready to give a few days tolerance, but if the response does not come, do not give up, go ahead and upgrade the written contact with some other lobbying tools.

SHORT TIPS:

1. Identify yourself. Provide your name, address, affiliations, etc. Shortly present yourself, so that they know who they are dealing with.

2. Be specific. Keep it short, one issue per email/letter, explain how the issue you are addressing affects their and your reality.

3. Ask for response. Urge action on behalf of the stakeholder, apt to their means. Never be abusive or threatening, and follow up with a thank you letter for their response.

4. Always save your correspondence. If you send a letter, send it registered with a return receipt. Copy the contents of letters and emails and keep them safe in a folder. Just to be safe!

5. In some cases, you may publicly release the letter/email you send, so that others see you taking an action.

As far as phonecalls concerned, keep them short and simple, since long conversations on the phone are very unlikely, especially if the other side is very busy. You may not be able to explain the issue in depth, but you will have the advantage of getting a personal contact and an immediate response. It would be best if the phonecall is followed by a letter and/or a proposal for a face-to-face meeting.

SHORT TIPS:

1. Keep it short and simple.
2. Give a call only when the time is short, for example one week before the proposed action you want to take.
3. Identify yourself,
4. Do not argue, just be polite and say what you want to make sure your point is clear. In the end, hang up the phone politely.
5. Practice your phonecall, keep it up to 1-2 minutes at most.

Face-to-face meetings are the best tool for establishing a relation with the stakeholder. Interpersonal communication and language skills play the most important role in these meetings. Therefore, it is of utmost importance to present yourself in a way that others can trust you and understand you. This does not mean to pretend to be someone else, it simply means to be empathic, and to pay attention to the language you use, your words, your intonation, your body language and dress code, in order to be better understandable.

SHORT TIPS:

1. Be polite and behave yourself accordingly.
2. Develop support materials and handouts, and have them handy as an evidence.
3. Be confident, as you are not the one who is asking a favour; you are the one who is doing the favour.

Oh yes, and one last thing! These three tools above, work better when combined together.

3.1.2 Grassroot lobbying

As opposed to individual lobbying, grassroot lobbying focuses more on creating pressure groups and involving others into your efforts to influence a certain stakeholder towards a change. Grassroot lobbying includes, for example, making use of the media, conducting and signing petitions, or taking public actions like campaigns.

Grassroot lobbying works best when combined with individual lobbying. For example, when writing a letter to the stakeholder, send it with a copy to the local newspaper, making sure that the newspaper will also put pressure on the stakeholder to take a stand. Or you may collect signatures in support, in order to show how relevant your proposal is to the general public.

SHORT STORY:

A youth organization in Italy wanted to establish a youth centre where to carry out its activities. They wrote to the civil authorities of their town, asking if they could use one of the abandoned buildings in the suburbs. However, the authorities did not respond to the letters, emails and phone solicitations. Then, the NGO started writing to the local media about the degrading situation of youth in the town, boredom, lack of things to do, the threat of drugs, alcohol and micro-criminality. They also started organising meetings with some citizen action groups and the local police, creating think tanks, and preparing a petition to ask the city to provide a youth centre. The authorities responded but without really committing to anything. The youth NGO continued exerting pressure on the authorities through individual lobbying, while strengthening their effort through grassroot lobbying by involving the general public in the debate. They launched some public actions like carrying out their activities and trainings on the city squares, inviting public authorities to attend. Eventually, the mayor agreed to meet and discuss a plan on how to renovate an abandoned building and turn it into a youth centre.

Lobbying and strategy

In order to successfully lobby you must have carefully thought out and elaborated your strategy. Think about why are you lobbying and what are your lobbying strategies. Here is a small checklist of questions that you might find useful.

1. Are your lobbying goals clear? Do you know who has most influence on this topic? Who are the most reachable stakeholders?

2. Have you looked at the opportunities around? Festivities? Elections? Fairs? Do you plan to use them?

3. Have you thought of a lobbying strategy? Is your strategy built on bullet point tactics?

4. Have you organised events which the stakeholders can attend? Do you know where they usually hang out?

5. Have you organised events for stakeholders and VIPs where they can hold the spotlight?

6. Have you thought about who is the right VIP/stakeholder who can represent you?

7. Ever thought about an event where different stakeholders can attend, and you get to know them? And where the core of your action is explained and discussed?

8. Are you aware about exactly what benefit they can gain if they support you?

9. Are you ready to lobby a stakeholder at any time you „accidentally" run into one?

10. Is everything timely planned? Do you have a communication plan? Calls, emails, letters…?

11. Have you planned how to „seduce" them by offering something attractive? Cocktails, trips, exhibitions?

12. Have you thought of a petition to support your case before the stakeholder?

13. Have you found an issue that personally connects the stakeholders' life directly to your topic?

14. Have you thought about how to use different stakeholders in order to meet more of them ?

15. Have you planned alliances with other groups similar to yours who can benefit from your actions?

16. Does your plan involve full co-operation? Are you asking them to sacrifice anything?

17. Are you aware of the risks of being exclusively associated to one group if you lobby only them?

18. Do all your words and actions reflect your story and what you want to tell?

If you positively answer to each and every of the questions above, then your plan is ready and sound.

CHAPTER 2
Media and journalism

How mass media channels work

4.1.1. Mass media ground rules

Mass media is a business, its currency is information, they sell information and they buy information, therefore it is important for a media officer to know how to sell information to the mass media. But before diving deeper into the tasks of the media officer in mass media relations, let us understand a bit how mass media function. By two simple rules.

Rule 1: News can be found anywhere; if they cannot be found, they can be invented. Front page news can be „Civil War Breaks Out in Uganda" or it can be „Two pigs escape from farm". The content is not as important as the presentation.

Rule 2: The most important element of a good mass media is information, since media is the business of information. Every good journalist and producer/editor has its own information channels and informers, just like the police. This explains why nowadays more and more often the media knows about events long before the police or the government.

Then comes the question how to present your information to the public. There is only one rule here:
→ The main rule of journalism is Be Brief, and it applies to all sectors of media. First of all, pay attention to the Headline.

In radio, television, and press, headlines are what catches the attention at first, convincing the audience to listen to that broadcast, or watch that piece of news, or read that article.

FOR EXAMPLE:

Today the Civil Society Network youthNET has decided to launch a new campaign on Participation.

This title is a way too long. How can we make it shorter? Let us remove the useless words, our purpose is to get the public attention, the rest of the news can be elaborated afterwards.

Today the Civil Society Network youthNET has decided to launch a new campaign on Participation.

So, now the headline has changed.

youthNET to launch campaign on participation

OK. We just captured the public's attention for about one second, the time necessary to read the headline. Now, we need a subtitle, and again this applies to all mass media without exception. The subtitle should explain a bit more about the contents of the article. It also has to be short and to the point.

youthNET to launch campaign on participation

Civil society organizations from 30 countries unite to promote citizenship

And now let us develop the whole message, based on the title and subtitle.

youthNET to launch campaign on participation

Civil society organizations from 30 countries unite to promote citizenship

And now let us develop the feature story.

youthNET to launch campaign on participation

Civil society organizations from 30 countries unite to promote citizenship

On a rainy end of summer day in Vienna, during its annual meeting, youthNET, a network of Civil Society Organizations based in Vienna (Austria), has gathered together to decide to implement a one year campaign to promote youth participation. Participating organizations from former Yugoslavia, former USSR and the European Union gather together to give an answer to youth passivity in their countries.

The campaign will be implemented from December until June 2010, and actions will include fostering videos, photographs and slogans from young people in the countries where youthNET partners come from, and all the outcomes will be exhibited in Vienna in June 2010, with amazing prizes distributed to participants.

That is far too long.

youthNET to launch campaign on participation

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Much better.
Now, we have an information material about the youthNET campaign, an article with a title and subtitle, but of course this is not enough. No radio, television or newspaper news contains only one piece of news. If we imagine that this youthNET campaign is the main piece of news for our media today, we need other stories, too. Keep in mind that the order and layout in which you present the news conveys a message just as strong as the news itself. For example, if this story is featured next to another story about a corruption scandal concerning NGOs, and some other story about youth crimes, the positive tone of this very article is totally undermined. On the other hand, if the article is neighboured by other stories revealing the important role civil society is playing today, a social article about youth passivity today, etc., it strengthens the core message of the article itself. Usually, news is not just words, but is accompanied by photographs or videos, and its sequences and location also can have a meaning. For example, is the picture to the right, left, top or bottom of the newspaper article? What footage is being shown during the report, what is the sound background during the radio broadcast? Nothing is done by chance, and all details combine to strengthen the message the media wants the public to perceive. Influencing moods, and offering inducted logical argumentation to the audience.

4.1.2. Images

Before we go deeper into analysing each mass media tool, let us have a short look at how images are being used in mass media.

An image itself can be a message even without a written or spoken commentary, and this is cleverly used by the mass media.

An important aspect of using images, photos, diagrams or drawings in your communication is the fact that copyrights are to be observed.

You can use a lot of graphic content licensed under Creative Commons from various image repositories which offer images with some of their rights released. It is especially recommended that you use personally created photos and images, because thus you will not have concerns about copyrights, and moreover you will have authentic and trustworthy illustrations to your media presence.

You need photos for both illustrating announced press releases or event coverage, as well as for improving the content of your website, blog, postings in the social networks, vinyl banners, brochures and other printed communication materials.

Involve a volunteering professional photographer if you do not have enough budget to hire one. If you cannot involve a professional, then even some nonprofessional photos taken by a member of your team will do. It is important to know that you better have one picture which is not really good rather than none which is brilliant.

Here are some basic rules regarding the choice of a photo:

→ Find a „loudly speaking" photo: a certain detail or a general frame containing a special emphasis;

→ Let the colours of the photo be in accord with your organization's logo or the organization itself;

→ Let there be contrast in the photo: it might be piece of text or a visual element; anything that is worth remembering;

→ Make sure that you equip the photo with text: a slogan or some background information;

→ The least you should add to the photo is the URL to your NGO's website, but if space allows, do add your phone and other details that are important to say about your NGO or the event you organize.

4.1.3. Radio

In radio, voice and sound play, obviously, the most significant role. To some extent, radio is the weakest type of mass media, because it does not leave the listeners time to analyse the news at their own pace as newspapers do, and it also does not directly transmit any images. Therefore, a radio broadcaster needs to be extra concise in order to keep up the attention, and has to use sounds and voice intonations very cleverly to keep up the interest and communicate images to the audience. How does this happen?

For example, imagine that you are describing a winter forest; you have the wind whistling, the noise of boots leaving tracks in the snow, occasional branches cracking. Now, all depends on the tone of your voice. You may be describing what is around you in a soothing and calming tone, giving the audience a sense of peace and relaxation in a calm winter ambience. Or you may use a more gloomy and fearful intonation, communicating anxiety and the fear that a creeping wolf may jump out any minute and attack. Same scenario, same sounds, but the tone conveys two totally different messages.

When delivering news there are more or less six categories of tones you can use in order to influence the perception of the news on behalf of the public.

1. **Derision –** making fun, not taking it too seriously;
2. **Offence** – showing anger in your voice tone;
3. **Irrelevance** – a neutral tone when wanting to quickly deliver a piece of news;
4. **Respect** – emphasis on your agreement with what is being reported;
5. **Appraisal** – your excitement about what is being reported;
6. **Drama –** using a theatrical tone to express drama, tragedy, comedy, etc.

Try it with the following headlines:

„The European Union announces its further enlargement, opening negotiations with neighbouring countries"

„The youthNET campaign is finally over"

„Youth in Action programme to end in 2014"

As you can see, the headlines totally differ depending on the voice tone you have used.

Now, once we talked about the tone of voice, it is time to talk about talking speed. Yes, speed is neither casual nor coincidental.

You can be speaking fast and then you achieve: Public attention kept

up;
$\rightarrow$ Feeling of drama;
$\rightarrow$ Tension and a sense of urgency.

You can speak slowly and then you achieve: Feeling of drama, again;
$\rightarrow$ Being understandable by the public;
$\rightarrow$ Sound of majesty and triumph.

You can focus on speaking at a normal speed, neither fast nor slow, and thus: Appear neutral;
$\rightarrow$ Appear reliable;
$\rightarrow$ Appear serious;
$\rightarrow$ Remove emotions.

Try it yourself now, with the above headlines, combine the tones with different speed rates and you will see how the message changes.

4.1.4. Press

Press is probably known as the mother of all modern media. Much of what is written in this very chapter concerning press actually applies to other mass media, therefore, it will not be repeated.

Printed media mainly employ two ways of conveying communication: the written word and illustration, though nowadays different media are overlapping each other in the webspace, and quite often newspapers have streaming radio and video channels, too. Press still exhibits its features. It offers the luxury of time, as anyone can read an article at their own pace, but it does not afford the luxury of space, as issues need to be limited to the number of pages of the magazine or newspaper. A difference is that printed media require readers to think and reason in order to understand, rather than just be fed with news bites and images like with television. These are the reasons why press remains the most powerful communication tool.

Now let us see how the press is usually being structured.

First Page: It reports the main events, and is the promise of what will the reader find inside the newspaper.

Second Page: Sometimes, the pages following the first one aim to elaborate the main news in depth.

National News: These pages cover the main news at national level, often dealing with politics.

International News: Obviously, these cover the main international news.

Black Pages: Here are placed most of the news concerning domestic violence, crime, murders, etc.

Culture and Society: News about culture, art reviews, stories and interviews, but also gossips and celebrity news from the show business.

Finance: The main page concerning economic news.

Sports: Clear enough, it is about sports.

White Press: These are news concerning the national and local administrations, changes in laws and regulations, interpretations.

Opinions and Mail: Mail from the readers and columns from opinion leaders.

Local News: Main news of any sort on local level.

Many newspapers precisely follow the above order, although it is not a must. Remember the above chapters, remember the way news are being arranged and displayed, and how pictures alone always serve to deliver message without words.

As for the media officers, it is important for them to know in which column they wish to have their NGO's activities published. More about this to come in the following chapters.

4.1.5. Television

Television, and in general audiovisual media, are the most powerful tools for communication. Yet, these are also the most time and resource consuming ones. Barring the talent of the author/reader, it does not take too much effort to write an article or record a radio broadcast, while producing an audiovisual broadcast requires quite a lot of things, like a good camera, good editing equipment, a video and sound editor, a director, a cameraman, and of course someone to appear on the camera. On the other hand, while radio and press play a certain role in kindling the public's imagination, audiovisual communication is in a way the laziest one, because all the messages and images are being directly fed, without any need for the public to conceive its own images.

There is a thing called 'media imprint'. Just like with animals, when a cub is born its five senses are directed towards its mother, and through smell, taste, vision, hearing and touch it recognises the parent in that animal. With media it works a bit different; it also casts an imprint, combining auditory, visual and sensorial perceptions. In other words, when we see something on the TV, at the same time hear about it on the radio, and read about it in the newspaper we hold in our hands, then quite often we take for granted these news as being true. This is a phenomenon that does not happen consciously.

Everything above, concerning delivery of messages via radio and of images in press, applies to television, too. Therefore, in this chapter, we will concentrate on some video-making rules and tricks, extracted from a manual for the film making postgraduate course in the University of Malta.

Let us start from the very basics. Video is a form of written language where frames are the letters, shots are the words, and sequences are the paragraphs. Let us find out the meaning of these three words.

Frame: There are usually between 12 and 24 video frames per second, flashing faster than the eye can see like a sequence of pictures that gives the perception of motion.

Shot: A composition of frames lasting as much as a few seconds.

Sequence: A composition of shots, usually based on the Cause and Effect principle, or in other words 'Create curiosity and satisfy it'.
→ Tell the public what you are going to do
→ Do it
→ Tell them you have done it

And all this through the written language of video, I.e. through a sequence.

Then, in keeping with written language, there is also need for punctuation and that is: Cut: A shot or a sequence can be abruptly cut before another shot or sequence starts.

→ **Focus Transition:** This can be used when changing the focus of the subject on screen. For instance, you have a glass and an apple on the table, at first you focus on the apple and the glass appears blurry, and then while zooming you slowly change the focus onto the glass, and the blur appears on the apple.

→ **Fade in – Fade out:** Often used with the aid of non-colours, white or black, when an shot or sequence fades in or out.

→ **Dissolve:** When you have two shots or two sequences, you can proceed from one to another by dissolving the first shot and overlapping it with the second.

→ **Wipe:** Once the camera has focused on an object, it moves fast to the right, left, top or bottom part of the screen, leaving a trace of blurry images that gives the feeling that the story is moving elsewhere, making the change of shots/sequences more dynamic.

→ **Zip Pan:** Similar to wipe, except the camera rolls to either left or right. At first, the camera can focus on an object or person, then wipes quickly to the right or to the left and abruptly returns to the object/person, in a different shot. It is a way to zoom in and out without actually showing the zooming part of the process by wiping it.

Of course, there are many more video making techniques, and combinations of the above, and more artistic ones, but let us say these are the basic ones.

You can also go to YouTube and check out samples of each to have a better idea.

Most of the above you can do with a very simple camera, but if the camera does not have this function these effects can be done during the post-production phase. But let us take it one step at the time.

The three production phases

PRE-PRODUCTION

The Story: What do you want to tell? How do you want to tell it? Why is it necessary that you tell it? A short written summary of the story, followed by a script of what needs to be verbally told, and a draw on paper of each shot you would like to take. This is called ‘story board’.

The Public: To whom is your broadcast targeted? Which is your target audience? What are their tastes? Who can understand your work and refer to it most easily? And what is in it for them?

Research: What materials and locations would you need? What permissions? Who do you need on your filming crew?

Budget: How much is it all going to cost (including production and post-production)?

Strategy: How are you going to use your work? Where are you going to distribute it?

PRODUCTION

Shoot: Shoot and keep track separately of everything you have shot, to the smallest detail: the location, the timing, the attempts and number of shots, the position of objects and people. You maybe need this information during the post-production phase.

POST-PRODUCTION

Logging: This which means to view all the footage that you have shot and choose the best pieces.

Editing: Put the shots and sequences together, and add the ‘punctuation’.

Dubbing: This actually means adding the soundtrack, which does not mean only music, but also working on the sound itself.

Print and Distribute: Broadcast it, and choose selling points where you can best reach your target audience.

Now, we know the ABC’s of what it means to shoot a film and what is implied when preparing a video, when making it, and once it is done. Let us now put ourselves in a cameraman’s shoes.

THE CAMERA

Having a camera is like learning how to use a new pair of eyes, which also has its peculiarities. For example:

1. A camera is less adapted to abrupt changes in lighting and high contrasts than the human eye. Therefore, a cameraman needs to choose lighting very carefully.

2. Realtime in video seems endless, a blink of an eye can be even too long for a single shot, dynamism of images is the most important factor.

3. Shots are always more focused and have a much more limited range compared to the human eye. They need to be short, or realtime will seem endless.

4. Camera's capacity for focus is much more limited than that of human's eye. This is why the movements with a camera need to be slower than these of the eyes without a camera. Videotaped motion always looks exaggerated.

5. With video, you can show the reality as you want the public to see it, leaving out what you do not want to be seen, and thus feed images and feelings.

6. Angles can show different points of view and each angle can be a story by itself. Look at how angles are used on news footage.

7. Zoom is something not to be abused, There are different ways to increase the focus on an object or person, especially slow long zooms.

8. Also, keep the focal point since the beginning of the zoom, and start zooming in or out, without moving the camera.

> **Vsevolod Pudovkin:** „The lenses of a the video camera are like the eyes of a very attentive observer who only sees what he wants to see"

And how can you shoot with a camera? Well, the points of view and available examples are endless, but here are some of them. (Also refer to the chapter on photography and photo reporting.)

→ **Extreme Close up:** This is a very detailed close up, focusing on a hand, eyes, a talking mouth, a detail of an object.

→ **Close Up:** It gives a focused and clear picture of the person or the object, for example, a whole face.

→ **Medium Close Up:** It usually involves the object and person plus very few surrounding details, an example would be a bust shot.

→ **Waist:** This one is pretty self explainable, a shot from the waist, cutting off the legs, showing both the subject and more of the background.

→ **Medium:** This is also a form of 'waist', but a longer shot involving more of the background.

→ **Knee:** The shot is from the knee above, often used to focus on more than one person keeping a close up.

→ **Wide:** It involves full height one or more characters put in context, for example a shot showing a family having breakfast including the breakfast table, the stove, the window on the garden, etc.

→ **Long:** The long shot (see Sergio Leone for a few examples) emphasizes the background, which takes most of the screen. It could be floor, sky, other surrounding elements, and the object at a distance; sort of renaissance style perspective in video.

→ **Medium Long:** Same as above, just on a closer distance, can often be used to show a general overview of the scenario.

→ **Point of View:** The camera pretends to be its somebody's eyes and is shown from that point of view. For example, in a conversation between two people, only one person is seen on the screen looking directly into the camera, as if there are the eyes of the other person.

→ **Low Angle:** This is when the camera is placed much lower than the subject, perhaps even on the floor, and shows that point of view.

→ **High Angle:** Same as above, just the shot is taken from a higher angle instead of a low one.

Again, this list is not exclusive, but it is a good basic start.

Composition

Some simple rules on how to compose a shot and a sequence.

1. A very important element of using a camera is not two use it as a mere one- or two-dimensional tool, but try to project space and depth while filming the subject. For example, never ever film two people facing each other on the same level and height while having a conversation. Always give them a bit of diagonal perspective. It adds a dynamic dimension to the video, and it also helps to focus on who is speaking or acting at that specific time, alternating the angles of shooting in the rhythm of the conversation.

2. The same applies to front shots; it is practically a must not to frontally shoot the person or object. Also, you should not have the person looking into the camera; this dissolves the magic of video. Instead, shots should be taken slightly sidelong. Of course, not all shots are profile ones, but to a minimal angle they all are. The same holds true for full profile pictures: always try to give the shot a three-dimensional element.

3. Last but not least, try to occupy the whole scene with objects and characters. Do not keep it linear, give the viewer a sense of depth and dimension and size, using people and objects. Actually, the same rule applies in theatre.

4. On the other hand, do think like an artist, too. Imagine that your shot is such a masterpiece that you want to put a frame around it in order to give a clear picture of where to look and where the picture ends.

5. When you are filming motion, do not arrange the moving object in the centre of your shot. Set it a bit to the right, or even better a bit to the left, since asymmetry enhances the perception of dynamism and movement.

Again, this is not an exhaustive list of golden rules, just take them as golden tips.

Some words about drama

Here are some camera tricks that can help you obtain dramatic and emotional effects.

1. **Push in:** This is not zooming, this is literally moving the camera closer to the subject, a person's face for example. Push in is done to speed up the scene, and give it a sense of shock and drama. Also, when the camera literally moves, the visual effect is different from zooming, and the viewer can perceive movement better than just an effect.

2. **Pull Focus:** This is when the focus changes, remember? We already talked about it (Focus Transition), it is about changing the focus from foreground to background, often aiming to pay attention to some movement happening in the background… or vice versa.

3. **Two Shot:** Remember what was being said before about filming a conversation? One way is to film the conversing parties in turn over each other's shoulders. For a short time it is ok, as abusing this technique may be confusing and may even make someone seasick. Another option is to place the conversing parties transversally and shoot them diagonally, in order to include both parties in the filming.

4. **Connecting Shots:** This is about including everybody into the scene. In the above example, let us have somebody entering the room while two parties are having a conversation. Now, if the first shot is the conversation, the second shot captures the third person entering the room, and the third shot shows the three of them being together, in this way a new character is being introduced, and that is not perceived a brand new scene.

5. **Tilt:** This is when the camera moves up or down, best if combined with a crane or a dolly.

6. **Dutch Angle:** This is when the camera tilts to the right or to the left giving a tilted image and a sense of confusion, mess, disorder, for example if the character is drunk, abusing drugs, head is spinning etc.

7. **Crane Shot:** Do not be confused with the name of this technique. It does not suggest using a real crane, it simply suggests that the camera moves up or down, by keeping the same object. Better when the camera is hand held.

8. **Pan:** Panning means that the camera, being fastened to a tripod or a stable surface, follows the subject, and it best works in close shots. For medium or long, boom shots or dollies are better.

9. **Boom Shot:** Well, this actually does need a crane, but its lack can be overcome with creativity. Boom shots are when you see a dynamic image movement upside down, giving you a wide picture of what is all around. These shots can be made using a hand held camera from a high position, for instance, from amusement park facilities, or a playground.

10. **Arc Shot**: Arc shot moves the camera around the subject in an arc, often as long as one quarter of the circle. It works best with hand held cameras.

11. **Dolly Shots:** Ever seen movie studios with that kind of wheeled tripods, or even a small railway? That is a dolly, but it can be easily replaced by a wheeled chair, a shopping cart, or anything with a flat surface that can keep the camera stable, move it sideways, follow the subject, or move closer and further.

12. **Dramatic Angle:** This is done when the camera is placed below or above the subject and slightly tilting it to obtain a dramatic angle. Only used to enhance tension or drama.

13. **Discovery Shot:** The point of this kind of shot is to reveal something new, something which was beyond your frame when you started shooting. Imagine a scene where the character is giving their back to the shop keeper, paying for something and leaving. The camera stands still while the character is going out, and then it focuses on the shop's counter only to discover there a strange envelope.

14. **Point of View:** This is done by holding the camera by hand and it shows what the character sees, sort of looking through his eyes. This is important to know, in order to have a close up of the actor while he is staring at something or observing it. Better do not use it too often and for too long, as the footage can be quite disturbing.

Something about style

Here are some types of filming styles that are being used and why.
→ **Handheld camera:** Needless to say, hands must not shake. A handheld camera can provide an edgy look, and obviously does not need any cranes, booms or dollies. Besides, it works best when the lenses are fully open, and instead of using zoom the camera is actually moved.
→ **Shoot it all:** Two minutes of film need on the average about 40 minutes of footage to let you have something to edit afterwards. Plan your time.
→ **Cut-aways:** Footage of random close-ups on objects can be a life saver during editing, because it can easily fit in between difficult cuts bridging them together. A squirrel in the park, sugar being poured into coffee, cars passing by, etc.
→ **Rule of thirds:** This is a compositional rule of thumb in visual arts that states that the frame should be imagined as divided into nine equal parts by two equally-spaced horizontal lines and two equally-spaced vertical lines, and that important compositional elements should be placed along these lines or their intersections.
→ **It is like reading:** In the western world, people read from left to right. It is the same when watching at a picture, the viewer first sees what is on the left side and only then moves eyes to what is on the right.

Do you see the light?

Lighting is one of the most important factors, and this is how it is used.

1. **Eyes:** When shooting a person, try to place a light source behind the camera that would reflect into the person's eyes. This will provide a dim sparkle in the person's eyes, bringing the attention there, so that it is easier to read emotions.

2. **Kicker:** This is a light source placed behind the subject, often a bit sideways. It gives some glowing rim behind the subject, kind of a surreal glow, and it also helps outlining the subject against the background.

3. **Soft Light:** This is good for either reducing or enhancing some of the shadows on the object. You can obtain soft light by just covering a lamp with some semi-transparent material like cloth or paper. Just watch out

for fire!

4. **Contrast and Saturation:** They very much depend on the camera you have, but often tungsten light has a predominantly yellow shade while sky light has a predominantly blue one. To increase the saturation, you can either film a white sheet of paper and set the white balance (if your camera has such an option), or just use some software in the process of editing.

5. **Key Lighting:** This is a strong lateral light, that makes one side of the subject bright and the other one shady. You can tone it down by having a softer light on the other side, but use that with caution not to cause overlapping shadows having a disastrous effect.

6. **Avoid Shadows:** One way to cast light on the subject without casting its shadow on the background is to place the light high.

7. **Reflectors:** Do not think about expensive machinery; the reflector may just be a white cardboard, or polystyrene. Placed under the subject, it nicely reflects the light, casting shadows away and giving a very beautiful effect.

8. **Smoke:** This can be expensive, unless you are creative enough to find a way to have smoke effect without intoxicating everyone in the crew. It either creates a mist, or, if used in small amounts and with the right top light, it gives a very nice dim light and brightness effect. For example, if there is some smoke in the room and there are sunrays coming through the window, they look brighter.

9. **Darkness:** Scenes that are meant to be set in darkness are never really dark, and never shot in the dark. Again, it depends on how finely can contrast and brightness be tuned on your camera; if not, you can also add a blue filter when editing the film with your software.

10. **Candlelight:** Indeed, do use a candle and real fire in your films, but these are not enough. Have a dim light, maybe adding an orange, yellow or blue plastic sheet or gel to add to the atmosphere, or otherwise the shot will become grainy.

A bit on techniques

Leaving more and more the mind of the cameraman and entering that of the director.
→ Cutting angles: When shooting a scene from different angles, make sure that there are more than 30 degrees between the shots, in order to make the passage smooth. Otherwise, it will look like a jump cut, unless that is your intention to bring about attention to the cut.
→ Eye Lines: Shoot from profile and the subject will look distant; shoot up front and the subject will look intimate. Somewhere in between the shot feels personal, without running to any of the extremes. That is good position for shooting dialogue, but make sure the eye lines are on the same level, or it would look like the characters are talking to themselves.
→ Everything else will come with experience like, for instance, being careful with the shadows of materials you use in the filming, or that it is not a clichè to say „Action” and „Cut”, With special thanks to the Univesity of Malta for the above tips.

4.2.1. Press releases

First of all, what is a press release? Simply put, it is a letter or email that you send to mainstream media in order to convince them to cover your story. Usually, it is concise, strictly sticking to the subject, and describing pretty much everything you plan to do.

Nowadays, some people argue that press releases are a thing of the past, They insist that today it much more counts the individual relation with the journalist you invite to cover your event, and how much you can persuade that journalist through different means, lobbying included. Yes and No. Perhaps, what these people have in mind is that the press release itself means nothing. It is true that writing an article and randomly sending it to different fax numbers of a media editorial offices or info@... email addresses would have the same effect as if throwing a pebble in a lake when you intend to make a tsunami.

There is a whole lot of preparation to be done prior to sending a press-release, but let us go step by step.

Step 1 – Determine exactly in which section of the printed media you would like to have your news published. What is your news about? Is it about sports? Culture? Society? White press? International news? Decided? Ok, go on.

Step 2 – Get familiar with the different media you want to approach. (You were not actually thinking to approach just one newspaper/radio station/TV channel/website, were you?) Who are their publics, what stories do they mostly cover, what are their editorial policies, what sort language and terminology do they use? Are you ready with the analysis? Next.

Step 3 – You already know the type of media you are approaching, its target group, and the specific section you wish to appear in. Now, write down a list of reporters who would potentially want to cover your story – people who may get potentially interested with what you are going to tell them. Done? Proceed then.

Step 4 – About a month (at least couple of weeks) prior to the event, briefly contact the selected reporters on the phone and propose the story, telling them you are going to send a press-release by email. Send it. Check if they have got it. Do you have their consent? Then, go on.

Step 5 – About ten days prior to the event, contact the journalists, reminding them of their commitment to come and/or cover your event.

Step 6 – Conduct your event, enjoy your glory and visibility.

Now, look at the scheme below for a couple of tips on how to do a press release.

Put your logo and that of your supporters

Your contact information

TITLE (Short and Catchy)

SUBTITLE (usually in italic, explain a bit more about you in one sentence)

TEXT

Answer the following questions about your event:
WHEN
WHERE
WHAT
BY WHOM/FOR WHOM
HOW
WHY

Date and place Conclude elegrantly.

Sign it.

This is not the Universal Press Release format, but it is a good way of doing it.

Logos: Present your reader a colourful page identifying who are you, who supports you, and how to be contacted.

Short and catchy title: It entices the journalist to be curious about your press release and read it to the end.

Subtitle: Reveal a bit more details, still using catchy slogans.

When, Where, What, By Whom/For Whom, How, Why: The text does not necessarily have to be arranged in this way, but at a certain point each question has to be answered in order to give a full picture of your event. Nevertheless, keeping the answer why for the end provides the key to understanding, while simultaneously holding the reader's attention to the very end.

Couple of tips about press releases

Lazy media. Some media might just be too lazy to send a reporter to cover your event, yet might still think its public will be interested in it. Quite often, you can see your press release verbatim copied.

Speak their language. If the media has an audience of mostly elderly people, write down things that elders might be mostly interested in with respect to your event. If the media is mostly read by the town businesses, then speak their language. You want to be understood, and you want the media to perceive that your news are relevant to them. This in no way means to lie about your news, it just means to put it in a different light. For example, if you are advertising a youth peace building and reconciliation exchange programme on a newspaper mostly read by elders, you can recall how decades ago the world was torn by wars and how active youths nowadays are preventing that through peace building initiatives. The same exchange programme advertised on a business newspaper would assume more business air: „Peace building and reconciliation can bring about long term progress and employment making these areas safer for investment”. Again, you are not lying, you are just presenting your material in a different perspective.

Pick your fights, meaning to carefully choose your media. Not always does David manage to bring down Goliath. You surely want to have a dialogue with the media and you want to have them presenting you positively. You probably do not want to go to media who may traditionally be hostile to you, and may manipulate your information to diuscredit you. Remember that in such a fight media professionals are the Goliaths, meaning that they have 100 chances to 1 to win a media fight with you.

Pick your fights 2, meaning to know your strengths. If you are a local organization with deep territorial roots, you may want to try to hit the local mass media in terms of radio, TV, press and internet. It might be tempting and flattering for you to appear on national media, but then again you would have no control whatsoever over the outcomes and reactions. Choose wisely who to address.

4.2.2. Media events and relations

This chapter actually complements the previous one, and we will divide it into two sub-chapters: Media events and Press conferences.

Press conferences

Right now most of you are probably picturing a room full of journalists, with some sort of a stage and a big logo behind, and those journalists rushing to ask questions one after the other, and you get to pick who is asking the questions. Ok, we cannot deny that some press conferences do look like that, but let us step down into reality.

Unless the news for announcing are pretty big or journalists have taken a vow to cover it, organizing a press conference can be quite risky. If the attendance is low, other journalists, the few ones who showed up, might pick on it.

Anyway, if you have chosen this path, there are some tips for you to follow:

1. **Location.** How easy is it to access this location? How is it structured? Does it have enough seats? Does it provide an audio system? Is there a place to arrange some refreshments?

2. **Refreshments.** Offering drinks and snacks often helps to entice a journalist to come to a press conference. This is also a good occasion for them to hang around after the conference is over, allowing you time to approach them personally.

3. **Timing.** The best time for holding a press conference ranges a lot from city to city and from country to country. Whether it is the morning, lunch time, evening, beginning of the week, weekend, working days, or else, you have to find out by yourself. As for the length of the presentation, it definitely should not be long.

4. **Visual aids.** Using a flipchart, or displaying posters or Powerpoint presentations would certainly help you, because even if the journalist gets distracted from what you are talking, a look around the room will return him/her back to your message. It is also important to make sure each journalist has got a press kit, i.e. a folder with information about your organization, what you do, etc., including a press release of the attended conference.

5. **Give freebies.** It is always nice when the journalists have something free to bring home with them. We are not talking about corruptive gifts like baskets of food or so, but something connected to your vision and mission, as a reminder of who you are and what you do.

These are the main tips about setting a press conference. In addition, be open for any questions and answer them honestly. Read the chapter on how to behave during interviews, as there are some tips you may find useful.

Media events

Much of the above also applies to the media events. A media event is not a press conference, but a socialising event where you invite journalists and third parties. During the media event, you can give the journalists a special treatment, and can approach them individually, exchange contacts, and also discuss issues of your organization, projects, activities, future plans, etc. It is an event solely designed to lobby the media, without the pretext of a press conference, thus reducing the risk of an image disaster. For the media event, the location, timing, food and drinks, and freebies get even more important, as for many media representatives this might be the first contact they have with you, and you want them to have a positive image of you.

4.2.3 Dealing with interviews

This is one of trickiest tools of media. Using the interview, a skilled journalist can get almost any answer s/he wishes to get, depending very much on the intonation and speed of speaking used when asking questions, as well as on how the questions are formulated. This is the case with both face to face interviews and surveys. For example:

Anti War **Pro War**

Journalist: Do you like wars?

Interviewee: of course not!

Journalist: So, you are against people killing each other?

Interviewee: Of course, I am against that.

Journalist: So, you are also against aggression?

Interviewee: Yes, I am.

Journalist: Do you believe a country has the right to protect itself?

Interviewee: Absolutely yes.

Journalist: So, a country has a duty to protect the security of its citizens?

Interviewee: Obviously.

Journalist: Even by resorting to war as a last option where all else fails?

Interviewee: Yes.

If these were questions from two surveys, one of them would prove that in its vast majority the public is pro war, and the other survey would prove that the same public is against war. It is all about how the questions are formulated.

Interviews can take different forms if they are designed for newspaper, for television or for radio. Let us review them separately:

Newspaper interview: This sort of interview usually allows preparing a predefined list of questions, at times agreed beforehand by interviewee and journalist. However, the available space in a newspaper is quite limited, therefore, whatever is being said will definitely be edited by the journalist before publication.

Radio interview: This is the shortest type of interview existing, often combined with surrounding sound helping the audience picture where you are. This sound background may also mean to raise your voice in order to be heard, or enter a separate room or studio in order to have silence.

Television interview: It also needs editing, no less than radio or newspaper, upgrades the voices and messages with the power of images being shown and different camera angles. (See the chapter on images in media.)

A journalist can prepare for an interview by:

1. Preparing a predefined list of questions, yet keeping it flexible, just in case the interviewee comes up with a set of unexpected answers.

2. Trying to direct the answers in the direction the journalist thinks might be interesting for the public.

If point number two does not work, there are a few tricks, rarely used, but which need to be kept in mind:
→ Confuse the interviewee.
→ Using difficult terminology.
→ Asking questions that either require an affirmative or a negative answer.
→ Creating a list of questions that presume negative answers, thus making the interviewee defensive.
→ Not giving the interviewee enough time to answer fully.
→ Making the interviewee often agree with the journalist and answer shortly and positively, thus undermining the interviewee's individuality, and his/her cleverness.

The above list of tricks is, as mentioned, rarely used, and we strongly discourage you to use them by yourself, They appear in this chapter to merely warn you on what to watch out for.

Now that you more or less understood how interviews work, let us look at how the media officer of a civil society organization can use them.

Push the message you want to say throughout the interview; do not let the journalist turn you from your purpose. Here is a small story to share with you.

Some years ago there was an international youth conference in Austria. The national television came and asked the organisers to interview three volunteers. In the evening, the following reportage appeared on the TV news:

The journalist: Do you like Austria?

The volunteers: Yes, it is a very beautiful country.

The journalist: What do you think about the food? The volunteers: It is really delicious.

The journalist: Are you cold here?

The volunteers: A bit, but the snow is so beautiful.

The organizers were shocked, to say the least, as not a word was mentioned about their project on the social inclusion of refugees and migrants. How could it have been done differently?

The journalist: Do you like Austria?

The volunteers: The country is very beautiful, but what we dislike is that our organizations have no access to centres for repatriation of expelled refugees, to provide services but also to ensure human rights are being respected.

The Journalist: What do you think about the food? The volunteers: It is delicious, but we cannot help thinking about the disparity of resources on this planet as we eat three times per day, and some people cannot afford the luxury to eat even once a day.

The journalist: Are you cold here?

The volunteers: A bit, but it is nothing compared to how cold are the refugees when crossing on foot mountain passes in search of a better life.

Make a careful note of that.

4.4.2 Media and law

When it comes to develop your own media, you must be extra careful; this is why this chapter is called the media minefield. It is easy to allow small mistakes to slip in that would make any NGO crumble down as a castle of cards. As a media officer it is your duty to make sure this does not happen. Here are some golden rules:

1) Editorial control – The editor is always responsible for what is published. Even if a reporter directly insults someone or lies, it is the editor's responsibility after all. This rule is valid for all media, but it also holds for your own media should you publish a newsletter, a bulletin a magazine or a material on the internet.

2) Liability – Liability means that what you say and publish is truthful, is not defamatory and does not invade anybody's privacy. It basically means that you are responsible for what you publish.

3) Slander – Make sure that it does not directly insult anybody, or if it does, that this insult corresponds to the truth. Otherwise you will be disseminating libels and this is a crime.

For all of the above mentioned crimes you can be fined, arrested and/or shut down. Is it worth the risk?

CHAPTER 3
Marketing

1. The basic principles of nonprofit marketing

The debate over whether marketing has a place in the third sector started in mid-20 century but quickly ended with a positive answer. Naturally, many organizations are still avoiding marketing, believing that it is a sacred territory reserved for the business. Even worse, they attribute the darkest sins of humanity to it. However, back in 1952, the US researcher G. D. Wiebe concluded that the more a social campaign resembles a commercial product campaign, the more successful it is (Wiebe, 1952).

The development of the concept of social marketing from the 1970s to present day and the growing importance of nonprofit organizations around the world demonstrates that the basic principles of marketing are fully applicable to the non-profit sector and that marketing is the key to success. The terms „target groups", „segmentation", „marketing mix" and its components – product, price, place and promotion – have become an integral part of the work in the third sector.

The process of exchange is the foundation of marketing – both in the commercial and the non-profit sector. „Marketing does not occur unless there are two or more parties, each with something to exchange, and both able to carry out communications and distribution." (Kotler, 1971: 8). So, the business exchanges its products and services for the saved money of the seduced buyers, and the social marketing activities offer behavioural patterns leading to social change and bringing benefits to society in future. Such benefits are, for instance, health and longer life, clean environment, equal rights, democracy and active public participation.

Independently of whether the objectives are commercial or ideal, the marketing efforts follow the same logic. We start with market research to understand more about the orientation of consumers: what do they do, what do they know, what are their beliefs and fears. Then, we segment the audience, by defining target groups based on some generic features like needs, desires, problems, beliefs, lifestyle and concerns. After this, we define the groups, which we can work with.

What follows is the determination of the strategic framework done by setting clear objectives and formulating particular tasks. To this strategic planning, we apply the four Ps of the marketing mix: Product, Price, Place and Promotion. It involves answering to the questions what product should we offer, what benefits would it bring, what would be its special features, what would be its price, how could the product reach the consumer easier, what would be the communication strategy, what would be our message and what media channels would be used? Competition research should be conducted as well, for example on what are the main competitors offering, why is it preferable and what are their weaknesses.

It is important to examine the concept of competition in the broader sense. This issue will be discussed in more detail later (paragraph 4.1).

Now, we proceed to implementation, while constantly measuring the results and introducing changes to the plan whenever necessary. The findings of the assessment results will be useful on each stage of the organizational development.

2. Consumer research and segmentation

The first step is to investigate the orientation of the groups, which the achievement of our goals depends on. For example, in the non-profit sector that could be the children we want to stimulate to attend school, the company employees we want to convince of using less energy at work; the adolescents we want to provoke to quit smoking or drugs; the individuals we want to encourage to lead a more active social life, to vote, to volunteer for the good of the community, or to promote healthy lifestyle among obese citizens, who are at risk of cardiovascular diseases.

In order to design the most appropriate strategy for the respective purpose, we have to know what are the needs, desires, beliefs, prejudices and fears of the people we are targeting. Also, it is good to have in-depth understanding of their behaviour, preferences and tastes.

For example, a thorough survey for a campaign against youth smoking may show that the group of the uninformed who do not know how harmful it is to smoke, is quite small. On the contrary, most smoking beginners in teen age are not afraid of any health problems, but are driven by social concerns like the fear of isolation. „Going out for a smoke" in the break is a way of socializing and a smoker cannot remain socially isolated. For others, the motivation may be the wish to take decisions that are independent or even contradictory to the parental ones. The three different groups meantioned above have radically different motivations to smoke and reaching them requires radically different strategies.

We have to segment as if we are going to design a separate campaign for each and every person. This will help us to remember that we are working with people and respect their differences. The more segmented the target groups are, the more successful we will be able to work with them. Of course, it is almost impossible to cover all segments. We must choose the more accessible or more motivated ones, but also those who do need our work.

Segmentation is also necessary for another purpose. Unlike commercial marketing, which mainly targets the consumers, NGOs need a mixed approach. On the one hand, they have to promote their core activity, while on the other hand, they often depend on various other entities, such as partner organizations, volunteers, corporations, donors and media institutions. For example, in the case of a blood donation campaign, the organization must primarily aim at recruiting blood donors, but it also needs to build special relations with other target groups, such as financial sponsors helping to fund the campaign and expand its scope, or volunteers for the dissemination of information materials and other activities. In addition, the organization has to maintain good relations with the media, to establish a good reputation in the society and before the institutions. Therefore, we can conclude that NGOs should not only know the basic principles of marketing, but they need to use them no less than the business itself.

3. Marketing mix

Product, price, place… this really sounds like a trade mark of the business. However, the NGOs are working for the promotion of a very specific type of product. They often aim at introducing of a behavioural changes to promote a cause, or at organizing pressure groups to carry out various educational activities. At the end, they all aim at achieving a social change.

3.1. Product

In our case, the product in the social marketing mix is the behavioural change that the organization is promoting with its activities. If you work in the healthcare and develop a campaign against cardiovascular diseases, you are likely to focus on problems such as lack of physical exercises, excessive consumption of salt and harmful foods and irregular medical checks. So, your goal would be to convince the target groups to engage in more sports, to walk and bike rather that drive, and to eat healthy. The products we offer are exactly these behavioural changes. In order to succeed, we have to convince the people that the benefits of their new behaviour are more than the disadvantages, for example less salty food but longer life, or no car but a healthy tonus and an athletic figure. Our product must be desirable, just as in business. It is not enough to tell people how harmful smoking or overeating is. You should show them how much more pleasant healthy life is and what are its advantages.

Even in a campaign to increase voters' activity, we have to persuade people that voting is pleasant. By the way, in many places around the world this will be easier than convincing them that voting makes sense.

3.2. Price

The standard unit to measure value in business is money exchanged, while in the context of NGOs it is the effort we expect our target group to make in order to get our product. So, if the product seems to be too unattractive, in our strategies we can provide offers of incentives or bonuses. In order to succeed, we must ensure that the target groups perceive that the efforts exerted are smaller than the benefits. For example, during elections many people consider the walk to the polling station as a wasted time and worthless effort, in comparison to the intangible benefits of exercising their voting right. We can offer those people something out-of-the-box, yet attractive. We just need some creativity and proper research.

Even water and electricity saving must deliver more benefits than the required efforts. For example, the air condition in the office is turned off and it is either too warm or too cold, but in the eyes of your green thinking colleagues your struggle to cope with it rather than use the air-conditioning, makes you look like a hero who is trying to save the world. Further more, if you save money for the company, you could get some reward or recognition for that.

3.3. Place

For both profit and nonprofit organizations, distribution is the shortest path from producer to consumer. How can NGOs reach their target groups quickly and efficiently in order to offer their products? Crisis hotlines for victims of violence or discrimination are examples of marketing decisions regarding placement.

Very often, it is beyond the capacity of NGOs to influence this component of the marketing mix. So, even if the residents of a neighborhood are motivated for separate waste collection, the initiative would fail if there are no containers or if waste is not collected regularly. Also, if the polling stations are located at inconvenient places, the efforts to engage the passive voters might be in vain. This is why voting sections are organized in schools and even in stores, i.e. Places that are well known and easily accessible by anyone.

NGOs often underestimate the role of placement in the marketing mix. Let us use again as an example the campaign against cardiovascular diseases. If the organization promotes prevention by inviting at-risk groups (workers aged 45 to 55) for a free check during working hours, how many of them would come? A more successful campaign would include volunteers measuring blood pressure directly at the workplace or encouraging people at risk to take their blood pressure by themselves.

3.4. Promotion

In terms of communication, nonprofit organizations are in a more privileged position than business. While corporate messages are considered with caution, social causes are usually received positively, Accordingly, the business pays huge amounts for media advertising, while it is much easier and cheaper for nonprofit organizations to establish media partnerships, and arrange interviews and media coverage of social events. It is even possible to get charity advertising spots freely broadcast. Let us look more closely at several components of the communication policy: media policy, public relations, advertising, and guerilla marketing.

3.4.1. Media policy and PR

As already mentioned, media have a positive attitude towards socially responsible causes. However, every media has its own specific objectives and target audiences, which we must take into consideration when composing our advertisement messages. Do not underestimate specialized editions for limited audiences by throwing all your efforts into establishing relations with the most popular TV channels and the most popular newspapers. A campaign against the use of fertilizers in horticulture should rather aim at specialized gardening magazines, than fight to get advertising space on the first page of a tabloid. We should not underrate the impact of local and regional publications, too. The radio is the only media with a reserved place next to the driver. If we want to promote safe driving or alternative forms of transport – radio is the right channel for communication.

The power of Internet is indisputable. Its target audience is no more limited to the younger generation. Working with social networks is also an inevitable element of any communication policy.

The main task of PR professionals is to maintain relationships with the media and inform them about the organization’s activities in such a way that the media get intrigued. Here the process of exchange is put in action again. No media would cover an event only because its organizer sincerely believes in its exclusivity. The job of media is to present news, and the job of PR professionals is to create them.

3.4.2. Social advertising

Social advertising is a very attractive form of marketing communication. It is so tempting that noprofit organizations often put all their efforts straight in this direction, before investigating the particular problem or knowing their target groups. Without an adequate judgement of what needs to be advertised, advertising is unnecessary and may even be counterproductive.

What would be the number of young tobacco smokers or drugs takers who decide to quit their habit after an extensive social advertising campaign showing wrinkled faces, tar blackened lungs, decayed teeth and other similar stressful pictures? Though really expressive, such campaigns would have no impact, because, as mentioned earlier, most studies on this topic suggest that target groups are well aware of the dangers of smoking and drugs. There are other motivations, which the advertisement should emphasize on.

In case a thorough study on the problem is available and we have developed an overall marketing strategy for its solution, social advertising can help a lot. Distribution of creative social advertisements can have a viral nature when they get picked up by social media reach many people in no time. In general, viral communication is also applicable in business. However, it requires a really inventive solution and quality design and implementation.

Practice shows that the use of humor makes advertising more effective. But humor should not be an end in itself; such an attitude would mean underestimation of the audience and would not bring success.

If social marketing is applicable to the campaign we are developing, it is recommended to establish a partnership with advertising agencies. If they embrace our cause, they can make an advertisement for free or at preferentially low prices. Let us not forget the process of exchange: advertising takes an interest in this. Ad agencies constantly participate in contests, where social advertisements are often awarded prizes. When making social advertisements, advertisers are free of the requirements and limitations imposed by corporate clients and are not tied up by big budgets. In fact, they have nothing to lose, while on the contrary they are able to deploy all their creativity. This freedom often results in products that advertising agencies proudly present in the contests. Moreover, as already mentioned, the social advertisements build a positive public image, and social engagement is perceived well in advertising contests.

3.4.3. Guerilla marketing

Guerilla marketing is a very attractive and suitable tool for nonprofit organizations. This concept refers to an array of unconventional forms of communication, which often require no expenditures, but only creative thinking „outside of the box". In attempts to attract the media and public attention and influence conservative politicians, environmental organizations often resort to this form of communication. For example, the organizers of the anti-consumerist initiative „Buy Nothing Day", disguised as employees of a supermarket, prevent customers from entering the store, while handing out brochures with tips like „what to do instead of shopping?", including solutions such as „spend more time with you family", „walk","go to the theater or a concert", etc. These fake officials were also sending back the clients using arguments like „The store is not working, because today is Buy Nothing Day". Naturally, this campaign was performed without receiving permission from the supermarket.

In another initiative against car pollution, volunteers secretly put balloons on car exhausts. Every balloon represents the globe with green continents and blue oceans. At one point, the inflated „earth" explodes, and the amazed driver only sees only what has remained of it. All this is captured and uploaded to Youtube to become a „viral communication" spreading from person to person, conquering the social networks and gaining more popularity and followership for the cause.

4. Basic mistakes in the nonprofit sector

NGOs, even those that are trying to adopt the principles of marketing, often fail due to several fundamental mistakes. We shall examine some of them.

4.1. Misunderstanding of the concept of competition

Competition in the voluntary sector exists, but it often passes unnoticed. This does not refer to the competition between organizations working in the same area. Quite on the contrary, two organizations working against discrimination can strengthen each other by cooperating and communicating each other's activities to avoid overlap and to act in a coordinated and consistent way.

Their competitors, however, are the entities that instill hatred for differences. Such entities may vary from football propaganda groups to political parties. Alas, they exist everywhere in Europe. In order to develop adequate messages and campaigns, an NGO must be aware of the arguments of its competitors, the motivations of their supporters and their communication channels.

In the case of a museum, its real competitors are not the other museums, but television or even shopping malls that have recently become the attractive places for leisure activities. In order to attract more visitors to their exhibitions, museums have to promote a more exciting experience and not find lame excuses in the low culture of people. Many museums around the world have already broadened their functions by housing trendy cafes and various shops that attract more visitors.

One of the most dangerous forms of competition, as noted by Kotler, is the status quo (Kotler, 2005). For instance, people with high blood pressure routinely lead sedentary lifestyle and eat heavy meals in large quantities. In order to be successful, marketing campaigns must not only offer them a new lifestyle, but also cope with the competition, namely, with everything that makes the current routine a preferred lifestyle for these people. This is the biggest challenge to social marketing. With regard to the new lifestyle, a successful campaign should not only promote health and tonus, but also an attractive athletic figure. At the same time, with respect to the old lifestyle the negative aspects should be emphasized, such as unattractive figure, lack of tonus, life threatening cardiovascular problems, or spending the rest of your life supported by medicines.

The same approach is suitable for an anti-smoking campaign. You need to replace the cigarette with something else that offers similar or bigger advantages. For example, something that brings recognition and admiration from the people around, something that does not prevent from personal choice and disobedience, into which every teenager is tempted. A substitute may be, for example, extreme sports, in particular if parents disapprove, or joining a voluntary organization, where youngsters can take responsibility and make decisions on their own. However, the negative aspects of smoking must also be brought to the audience's notice – the repulsive tobacco breath, the loss of freedom due to dependence on nicotine, and the unnecessary expenses.

4.2. Ignoring the marketing mix

Quite often, nonprofit organizations rely heavily on communication, thus ignoring the other elements of the marketing mix. They print posters and leaflets, rent billboards, and conduct various campaigns, widely supported by the media and the institutions, while the results are questionable.

If the product does not comply with the requirements of the consumers, or the distribution policy is inadequate, or the target groups require too much and offer nothing in return, then the campaign is doomed to failure. It does not matter how creative the ads are, even if they have taken media by storm, they would be unsuccessful if the entire marketing mix has not been taken into consideration.

Many organizations believe that they will achieve their goals if they distribute flyers. In most medical facilities there are piles of brochures with advice on various health topics. However, people go to the doctor only after the appearance of the first symptoms, or even when it is already too late for treatment. Such brochures should be distributed where the at-risk groups are. For example, flyers on sexual health should be distributed in schools and universities, while information on the prevention of cardiovascular diseases should be provided in public offices and companies with older employees.

If in a blood donation campaign the role of the location has been underestimated and the location of the blood donation centre is difficult to reach, the potential donors might stay away of the campaign. Also, the product we offer might not adequately relate to the real motivations of the target groups. Our blood donation campaign is likely to fail if we appeal to the altruism of the potential blood donors and urge them to do their civic duty, while what really motivates them is the opportunity to brag to their friends about how fearlessly they have confronted the needle.

Sometimes, even the promise of delicious cookies and chocolates appeals more to the potential donors, than something as abstract as „doing one's civic duty". What we need is a complete product policy, based on thorough surveys of the target groups.

4.3. Underestimation of the audience

Many nonprofit organizations are contemptuous of their target groups. They believe that the lack of interest in the organization's activities is a result of low culture, irresponsibility and poor education of the audiences. Such organizations believe that the benefits of their products are obvious. As a result, employees of these organizations can be even hostile to people who do not support their cause, for example, those who do not wish to use their right to vote or lead a healthy life, or minority groups who do not know what „family planning" is.

The truth is that there is a key to every person and the task of these organizations is not to deny this fact, but find that key.

Very often, when they speak about aggression in schools blame is casted to the parents and poor parenting. However, the fact that students are full of energy and the school does not offer them enough opportunities to release it is usually ignored. If there are no extracurricular activities organized like sports, outdoor activities, developing specific skills, hands-on practice, etc., organizations should focus their efforts on providing these, instead of complaining about the parents.

Furthermore, many problem children are coming from normal, rather than dysfunctional families. The problem is more likely to result from poor communication within the family, which is a widely spread problem. Instead of talking more often with each other, members of an average family gather only to watch TV and silently stare at the screen. Perhaps, focusing social marketing efforts on these issues would be more efficient than constantly complaining about the „modern parents" or the „poor" students.

The organizations that underrate their audiences are not people-oriented, but self-centred. They believe that people must change for the better and get more sophisticated to understand the message that these organizations proclaim. But the truth is that the organization itself must change. They must know the people they address to adjust their strategies to them.

The change in mentality and culture, which activists from the nonprofit sector may crave for, comes gradually and is long-lasting. In a society with a well developed nonprofit sector, this change can be catalyzed by regular campaigns of social marketing. Long-lasting social change cannot occur without good education, adequate legislation, functioning economy and technological development. The work of NGOs is to catalyze positive change at every stage of social development and in every sector of the public life.

5. Resources for nonprofit organizations

As already mentioned, the activities of nonprofit organizations usually depend not only on the groups targeted by their core business, but also on other audiences, which provide the resources for the organization. These audiences cover not only the variety of funding sources, but they also include the people who contribute to the non-financial activities, such as public institutions, international organizations, business corporations, customers, private donors, media, volunteers, etc. Building sustainable relationships with each of these specific audiences requires knowledge of the goals they pursue and of their guiding principles.

Again, we must not forget that the process of exchange is a fundamental principle in marketing its and application to each of these audiences is an imperative – if we want to get something, we must give something else in return. For example, corporations that support social causes seek publicity. Media like to be called „socially responsible", but are also trying to reach their audiences. Volunteers want to do some work for free rather than wasting their time, but expect to receive some incentives.

The relationships with some of these entities are strictly regulated and rational (governmental and international institutions), while establishing successful and long-lasting relationships with other groups (volunteers, businesses) strongly depends on the application of marketing strategies. In the next sections we discuss several types of possible relationships.

5.1. Relations with business

In the recent years, the popularity of social responsibility has been growing. The constantly increasing demands of society raise the pressure on business to change. Consumers are looking for better products, but also express a negative attitude towards companies whose activities damage the environment, force their employees to work in hazardous conditions, refuse paying taxes, or do not contribute enough to society. So, more and more corporations develop comprehensive strategies for social responsibility, fund exhibition spaces, schools and universities, support various cultural and environmental events. In return, they expect to gain recognition and trust from the consumers. For this purpose businesses prefer to fund activities, which results are most visible and likely to bring positive publicity. Therefore, when developing a fundraising program, you must pay serious attention to the question „What are we offering?". Do not think that the business always likes or dislikes certain types of initiatives. It is true that a festival involving various exhibitions, music events and performances will draw the attention of many people, but this does not mean that a campaign against cardiovascular diseases may not attract even more. A dancing contest for overweight people can also be a very attractive event for most media and get prime-time news coverage.

When working with business we should target companies that are most likely to be interested in our cause and offer. We have to research their activities, products and financial status. It would be in our favour to demonstrate good contacts with media, backed up with established media partnerships and publications from previous events.

If we find new partners from the business, we must not forget that we may need them in the future. It is advisable to report our activities to them, in both financial and qualitative terms. Sponsors will have more confidence in our organization if we present photos and video materials from the work we have carried out so far, preferably supported by statistics on the achieved results. A fine gesture would be to send a thank you letter to the sponsors to express our gratitude to those company's employees who have been personally involved in the partnership and whom you have been in contact with.

5.2. Customers – the business of nonprofit organizations

In some countries, the law allows nonprofit organizations to have commercial activities and use the revenues for funding the implementation of their nonprofit goals. Many countries have tax incentives for commercial activities of nonprofit organizations. However, this raises some suspicion: tax incentives would put the business in an unpriviliged position and disturb the equal level playing field. For example, in the U.S. Many nonprofit organizations have whole retail chains that offer goods at very low prices, because of the tax advantages, which are not available to their competitors.

In some EU countries, such as in Bulgaria, there are no tax incentives for commercial activities of nonprofit organizations. However, even without such incentives many nonprofit organizations engage in commercial activities in order to fund their core activities.

When we talk about business, we talk about traditional marketing: we offer specific products or services and look for their customers. There are charity organizations, which sell cookies, post cards and artwork or organic products. Other organizations specialize in consulting, issuing various certificates, giving seminars and trainings. Your NGO might be directly related to a specific campaign, for example in a campaign to raise awareness for cardiovascular diseases, the commercial activity could be sale of devices for measuring blood pressure.

When the nonprofit organization is doing business it must apply the principles of segmentation and marketing mix to attract more customers. Think about the marketing policies of product design and development, distribution, price and communication.

At the same time, the organization has to be careful about its reputation and follow its main mission and vision. Organizations that hide behind social campaigns just to gain profit can easily lose credibility and become subject of social criticism.

5.3. Working with volunteers

Very often, nonprofit organizations strongly depend on the voluntary efforts of multiple different individuals. For example, in a student organization, the efforts along the chain are entirely voluntary: from presidents and board members, speakers at various internal seminars and designers of informational materials to regular members and enthusiastic supporters. Even in large organizations like the Red Cross volunteers are a major resource.

Volunteering plays an important role in many societies. In Japan, especially after the catastrophic events in March and April 2011, virtually every mature Japanese citizen participates in the voluntary programs to recover the damages of the tsunami and the earthquakes. The results are tangible: the country is recovering at incredibly fast pace. However, in Japan, the system for mobilization and motivation of volunteers is extremely sophisticated. Besides, collectivist thinking is a part of the social culture of Japan: the community interest is placed over the personal interest. This all makes volunteering a completely natural act.

In the U.S., however, the opposite is the case: the U.S. Culture is characterized by highly developed individualism. Despite, volunteering has significantly developed over the past two decades. According to recent studies, the annual value of voluntary work is estimated hundreds of billions of dollars. In 1991, formal volunteering was equal to the work of 9 million full-time employees and its value was estimated 176 billion dollars (Kotler, 2005: 334). This work was performed not only by youngsters, but also by people of working age, as well as retirees.

Organizations that do not use this valuable resource properly lose, and even worse, they may demotivate people who want to help for free. In order to prevent this, we have to apply the marketing principles to the volunteers as well. By now, it should be needless to remind the principle of exchange. Although volunteers do not receive money for their work, they expect something in return. Something the nonprofit organization should offer, aiming to satisfy the wishes and expectations of its volunteers.

Many volunteers perceive as their main benefit the satisfaction of work done for the public weal, so the organization should be careful not to leave the volunteers idle or burden them with tasks they are not able to do. On the other hand, volunteering is often a part of the career development, hence, the tasks should contribute to the volunteers' knowledge and experience, and expand their professional network. And, last but not least, people expect voluntary work to be pleasant.

A certificate of gratitude would not only be a pleasant memory of a well done charitable work, but also a document that could be mentioned in a CV or used for job application, if the volunteer needs that at some stage of his or her life. However, our most important job is to really enable the volunteers to help, and make them feel a part of the solution to the problem we are trying to tackle. Thus, apart of getting the work done we achieve something even more precious: yet another member of the society, who is more motivated and empowered, who believes in positive social change and is ready to work for it in future – not only as a volunteer, but also from his or her future job position in business or public administration, as a family member, or an opinion leader in his or her social environment.

CHAPTER 4
Campaigning

The campaign lifecycle

Depending on the stage of the lifecycle of our organization, event or cause, the campaign may be qualified as:
→ **introductory campaign** – intensive campaign that starts before a given event, cause communication, etc.;
→ **sustaining campaign** – aimed at forming loyalty to the cause
→ **reminder campaign** – aimed at maintaining the loyalty to the cause.

No matter what type the campaign is, there are several different stages, through which every cause or campaign goes through. Let us discuss them.

1. Recognisability

At this first stage, you should carefully consider and introduce the topic, the cause and the campaign to its audiences. This is a crucial task, as people will hear your ideas for the first time, and the future development of your campaign will depend on how you present them.

Now, you should concentrate in two main directions:

A. Announce your campaign and cause in a unique way so that you do not get melted into the myriad of other communication messages going around. Make yourself heard.

B. Attract the attention of your main target audience by firstly provoking interest, and later – recognisability.

2. Communication

Make use of all communication channels that fit your campaign, but before that trim and sleek your message. Find a working model, e.g. humour, satire, pain, sorrow. Let your message be powerful, emotional, thrilling. Stick to the KISS principle: Keep It Simple, Stupid. Wrap the message in a beautiful, yet clear and expressive form: a photo or design that complement and strengthen it.

Two are the main accents here:

A. Clear and emotionally charged message.

B. Well grounded and comprehensible cause, complementing the main message.

Devise a plan and gradually involve different channels. Start with the social networks, include information to your website, select media partners and negotiate with them about broadcasting and support, organize an event, prepare flyers and posters, carry out the event and very actively cover everything online. All this is communication and it rests in your hands.

3. Attracting followership

No matter how large your organization is, there is always need of more and more support. Every cause aims to attract as many followers as possible.

Once you have a communication plan, start with involving your devotees in its implementation. This is again to be done in several steps.

→ Give people an exact and clear reason to get involved in your organization, to spare their time and resources in order to assist you.

→ Trust – the hardest part of all is to convince people that you are the one to cope with this cause; and in order to make them believe you, lucid messages and demonstration of experience and skills will be needed. Show them that you know what you do and precisely set your final goals, as well as the means of reaching them. If you have already made some successful campaigns in the past, then your job is half done.

→ Acknowledge your faults and errors if there are any; know your weak points and seek support for them, do not hide them. This will also raise people’s trust in you and make them your supporters.

4. Stay with people

Know where exactly your target groups are and be with there. If your campaign is aimed at mothers with small children, find them in front of the kindergartens and public gardens; and if you work with students, **go to the universities**. If nature is your cause, then contact other environmental organizations and internet forums where such problems are discussed.

There are multiple and diverse ways to reach your target audience, but the most important is to get it together and influence it simultaneously. Only in this way you will not dissipate your resources and will do more with less means and time.

In any case, working only in the office won’t do. When it comes to causes and social campaigns, a lot of active field work among people is needed.

Here again, we have two basic keys:
→ Is it easy for people to find you? Is there enough information about your organization at the places where your target audiences are located? Can people learn more about the goals of this particular campaign, do they easily find you over the internet, and have you explained clearly the ways in which anyone can get involved?
→ Why? Why should people get involved in your campaign and support you? This is the main question, and if you have the right and clear answer and manage to communicate it, then your campaign will be crowned with success.

5. Sustainability

Now, you have already started your campaign, or it maybe it has even come to a successful end. Do not forget that for the success of your organization you will need many campaigns, most of which successful. For every new campaign you will find it progressively easier to get support from people, reception and adequate coverage in media, as well as funding from business.

The main things you need to do for your successful and sustainable progress are:
→ Keep your promise. You have gathered many supporters, accomplished your goal by submitting a public petition in the Parliament, you have saved a forest or a river, or donated a great amount of collected money to people in need. Communicate that. Tell the whole story on your website, in the social networks, meet people and talk to them. Share it in text, photos and video. Set up an exhibition. Boast of your success in media. Finish the campaign with a proper event. Such an ending will extremely help you for the successful start of your next campaign.
→ Encourage your audience' loyalty towards you. People already trust you, do not disappoint them. Offer them the next good cause, involve them, speak to them and this will make them feel satisfied and ready to keep in touch with you, because they already know you.

Campaigning and the media officer

When it comes to conducting a campaign, regardless of its kind and lifecycle stage, the work and devotion of the media officer is of crucial importance. The media officer has a key role, as it is her/his work to schedule, coordinate, specify and work with the different partners, collaborators, sponsors and suppliers, in the name of the best performance of the campaign.

The media officer's job may include:
→ designing media communication and positioning strategies;
→ preparing press releases and providing other sorts of information to the media and the relevant stakeholders;
→ permanent contacts with the media;
→ permanent contacts with collaborators, supporters and the general public;
→ permanent contacts with donors and sponsors;
→ daily work on the organization's website, composing and distribution of a newsletter, overall online presence of the NGO;

→ coordination and creative work on preparing communication materials – flyers, posters, etc.;
→ organizing media events;
→ organizing events oriented to other target audiences;
→ organizing and carrying out of integral campaigns.

During large-scale and intensive campaigns, it is especially important for the media officer to attract and build a solid team of collaborators, by assigning, delegating different types of tasks to different people. If there is a possibility to build a team, here are the different roles and responsibilities that can be shared:

Online media. Because of their specifics, it is advisable to have a designated person to take care of your website, the relations with online media, your Facebook, Youtube and other online presences. In the intensive periods of a campaign, working with the online media can completely occupy the working days of the person in charge. It is desirable that this person is experienced in online environments, e.g. a blogger or student in public relations or mass communications.

Offline media. This is a job for a more experienced person who is well acquainted with the offline media and has established contacts with these. In certain cases, work with both online and offline media can be delegated to a single person.

Coordinating an event. The event manager needs to have a different set of skills – for working with people, rather than with a computer. It is her/his responsibility to keep track of the activities of different teams of suppliers, contributors, volunteers. During the very event, it is advisable that the event manager involve other people and prepare a list of their particular tasks and responsibilities, so that the event runs smoothly and safely.

Working with sponsors. Traditionally, working with sponsors is quite different, as it requires another approach and communication. That is often handled by, a particularly designated person or team. This work includes preparing sponsorship packages, submitting them to certain potentially interested companies, organizing meetings and negotiations, tracking payments and execution of the undertaken engagements. In the end of the day, it also includes sending letters of thanks and reports for the work done and the results achieved

Useful tips for the media officer:

Why. Before the start of any campaign or work on a certain cause or event, you should be aware why you are undertaking that. Your personal motivation is of cruciall importance for the ultimate success of your organization.

When. Precisely select the timing for carrying out your campaign. Make sure to take into consideration the presence or absence of national and religious holidays, school vacations. Seasonality is important for the success of your campaign.

How long. How long should your campaign last, in order to produce the necessary impact and reach people effectively without satiety and boredom. There is no single answer, but in any case, try to fit into a period from two weeks to two months.

Who. Obviously, there is quite a lot of work to be done when organizing a campaign or an event. An important objective of yours is to involve the right stakeholders, devotees and partners, in order to achieve your goals with ease. Enthusiasm is contagious, make use of it.

What. Devise the action plan. Elaborate on all tasks in their finest details. Assign a person in charge and an executor for each task. Revise and update the list of tasks on a weekly basis. This will warrant the attainment of the set goals/ the goals set.

Where. Carefully choose the location of your campaign or event. Consider the potential number of expected attendants. It is risky either to reserve a hall that is too small, or to opt for a way too big square if there is a possibility that only few people would come. Derive an extra benefit for your event by situating it at a place with a natural stream of people, near media offices or other public places.

What is needed to be an efficient media officer:
→ Excellent communicative skills, both oral and written;
→ Excellent research skills and ability to find the novelties;
→ High level of networking and conversation skills;
→ Foreign languages – at least, English;

→ A driving license is an advantage;
→ Bachelor or master degree in Journalism, Public Relations or Mass Communications;
→ One- or two-year experience in media or PR is also an advantage

CHAPTER 5
The Internet

Developing your website

As clarified above, Internet is an obligatory, inevitable part of your overall communication strategy. In its centre, we place first and foremost your website – the site of your organization or project. Nowadays, any event or project is obliged to have a website. Thus, it may turn out that our organization may turn out to possess more than one online presences.

It is advisable to consider your organization's website as a virtual office of yours, or a virtual reception lounge. Take care for your website, as you take care for your brick-and-mortar office. And build it like one.

Before you delegate/start the design of your organization's website, you should reflect on the following questions. What should it contain? What sort of work do you assign to it? Who is expected to visit it? Who will be its future visitors and what would they seek and do in your website? By answering these fundamental questions you are getting prepared for the assignment for website development.

The website assignment should include the organization and amount of information on the website – main sections, hierarchy, subpages, levels. Traditional NGO websites contain the following sections:

About Us	Our Projects	Gallery	Partners	News	Contact Us
History	Project 1	Photos			
Management and membership	Project 2	Videos			
Volunteers					

It is possible to include links to your Facebook group, Twitter newsfeed, Youtube channel, etc.

You may also add many other different sections and functionalities.

Having prepared the assignment and the structure of your website, you have a good ground for contacting people, able to build your website. It is advisable to address different people or agencies and obtain several offers. Then, meet those who have given the best offers. During the meeting you will get a clearer idea of how the agency works, and in addition to the offer you will get more opportunities or ideas that probably have not occurred to you so far.

Once you have chosen an agency to work with, designate a member of your team to be in charge of the website development and communication with the agency. That should be someone willing to contribute to the website and should have good communicative skills, as he or she would be supposed to carry the information from the rest of your team to the website development agency.

Start collecting materials, preparing texts, images and anything else that is needed. This is the greatest bulk of work you have to do. Be ready for active collaboration with the agency: they are good at making websites, and you are good at your business. Your website is truly a common cause of both of you and it needs a good deal of work on your part to make it happen.

The project workload includes several main stages.

Stage 1. Structure, functionalities and content

Stage 2. Design

Stage 3. Development

Stage 4. Testing and launch

Stage 5. Promotion

Stage 6. Maintenance

About web 2.0

Web 2.0 offers a wide range of opportunities using the new human-centred forms of online presence, involving the individual user in creation of user generated content. These are the websites of the social network kind like Facebook and Google+, the microblogging platforms like Twitter, the content sharing sites like blogs, Youtube, Flickr, geolocation services like Foursquare and Google maps, etc. All of them are extremely topical, hence important for the communication mix for every organization and NGO.

The major tasks, which we accomplish by using the Web 2.0 sites, are the following: We provide information.
→ We attract followers and members.
→ We attract sponsors and donors.
→ We disseminate our ideas within a wide circle of people online.
→ We conduct online events.
→ We carry out online polls and petitions.

Which of these opportunities shall we opt for?

Blogs

Blogs are a relatively new and modern form of communication that can significantly assist in achieving various goals. We can use them for:
→ presenting our new projects,
→ getting feedback from our different audiences,
→ propaganda and training,
→ presenting our team.

Of course, we have briefly mentioned all of that in the website, too, but it will live in the blog its own and richer life, will expand and speak to the public in a more conversational and comprehensible way.

Having a blog is important but maintaining it should not be taken as a chore. The blog should be written by someone who is good at writing interesting short texts that cover the key points of your daily routine. Launch a blog only if you have in your team a blogger or a person who is going to maintain it with love and persistence.

The topics in an NGO blog can be rather diverse. These can vary from project presentations to special and daily events, as well as interviews with leading team members and interesting people who support your visions, etc.

Follow the steps below:

1. Make a time schedule for writing.
2. Distribute your topics in a way that they do not repeat
3. Think about your blog in a long-term perspective.

It is important not to duplicate the blog contents with that of the news or media section of the website. Even if you write the same things on both places, use a tangibly different wording for the blog – shorter sentences, more colloquial style, with more links, photos and video included.

Once you have your blog set up, you have to incorporate it into your website and the rest of your sites of online activity. The first place where your blog is supposed to appear, is the homepage of your organization's website. Place an „Our blog" button or, preferably, export the last 2-3 blog topics in a separate banner. Do not forget to cite your blog in the rest of your communications, too, by putting the blog address in the signatures in your email correspondence, business cards, etc. Do not forget / fail to boost your more attractive postings in the link sharing (like svejo.net), in your NGO group in the social networks (like facebook.com) and elsewhere.

The blog helps us gain trust, which is of crucial importance for the success of our organization. The trust of our website and blog visitors, as well as the search engine trust, which is also rather significant.

Social networks

Social networks! In a short span of time they outdid even the email with respect to user attention. Social networks have conquered us and tightly hold us in their chains, being both useful and entertaining, doing ideal job when it comes to both business and personal matters.

All this quite naturally drew enormous attention from the nongovernmental organizations to the social networks. At least, all of them established their own fan pages. Social networks are also actively used for communicating causes and events.

And yet, you have to invest quite a few efforts in recruiting enough followers of your ideas. So, which are the most significant success factors? Here they are in a nutshell:
→ Be natural in your communication.
→ Reply to each question or comment.
→ Always be on the active side – write or upload new content on a daily basis, or at least once in a week. The more it goes, the more it goes. This rule holds true here, too.
→ Never buy followers or friends, and enjoy everyone who has been naturally attracted.
→ Involve your fans in action. Invite them to be active users by submitting comments, photos and other content, by filling questionnaires, etc
→ Choose your style and stick to it, especially when you engage several people in publishing information.
→ Link your profile or page to other activities and instances of your online presence. Add a „Be our friend on Facebook" link on your organization's website and blog.
→ Coordinate your activities in facebook.com with those in twitter.com and other social networks. Thus, the impact of each will increase.
→ Share not only text, but also photos and video. It is not obligatory to have it professionally done. But in all cases it is very impressive.

When it comes to the frequency of this activity, namely how often should we update the information and post new items, ideally this should happen on a daily basis. In reality, once or 2-3 times in a week should be pretty enough.

All of the above mentioned considerations demand that you have in your team a person to deal with the social networks. It is best to have one who exhibits good communicative skills and comprehension of the web. Attract students volunteers to help you with that.

Microblogging

Microblogging is where people get informed about what's going on in real time. To have this communication channel work well for you, you have got to keep it up and in case of need to actively use it in your work – mostly during special events.

Create your own Twitter account and brand it with your logo and perhaps a wallpaper of your visual identities. Communicate your account in the rest of your online sites, so that your followers find out yet another way to contact you. Start using your account to follow other people who are preaching your ideas and are interesting to you. Be active – comment upon the others' status messages, retweet them and thus gradually you will recruit new followers.

What to do on Twitter? Yeah, it will be hard in the beginning; you will not have followers and this may discourage you. Start with a simple „Hello„. Step by step, start retweeting the good postings or links shared by your followers or people who express ideas, similar to yours. Place links to your blog, and announce what is happening in your organization that may be of interest to your followers. Try to have at least a tweet per day. Make them even more on special occasions like meetings, conferences and media appearances.

What is hashtag? Hashtag is every word tagged with „#„, for instance „#seminarNGO", which accumulates the tweets on the respective topic. Hashtag allows Twitter users to quickly preview all tweets on a theme. If you organize an event, make sure to think of your hashtag and announce it in advance, so that all event attendants, who wish to tweet during the event, to use that. In this way, your event will reach a way more people.

When use microblogging? Use microblogging only if you are really consistent, if you often have something to say and there is someone to say it, I.e. Write it in an interesting way, so that more and more new followers get attracted. If you only place links to your blog or site, you will not be interesting. You have to engage in real dialogue with people online, in order to achieve your microblogging goals and make sure that whenever you have anything important to say, it will be heard by a good deal of followers.

Sharing video and photo content

Internet gets closer and closer to television. Obviously, in the nearest future both will be indiscernible. Consider how much online video you watch by yourself every day. The truth is that people do search for video online – it is easy to click on a received link and watch something short, funny or informative. It is the same with photos. Besides video, the second most watched thing over the Internet is pictures.

For sure, in the course of your NGO's activities you have captured many photo and video moments. You probably dispose of large archives of photographs and video materials. It is time to start sharing them online.

Online video

The quality of online video is not as high as the one needed for TV broadcasting. This is just what grants you the freedom to personally produce any kind of video materials, and thus create valuable content that your followers and fans would appreciate.

What to shoot? You may shoot short interviews with people from your team, or VIPs who support you. You may record lectures, seminars, interesting parts of your events and thus collect a considerable collection of videos. You may take an even more creative approach and do montages with photographs, a song or some other interesting content to fit in your video file.

Where to upload it? The most natural sites for video sharing are YouTube or Vimeo. Sharing content there is pay free. There are other similar sites, too – make your choice. It is easy to set up your own channel and brand it with your logo and visual identities, and upload there all the video films you have produced.

Once uploaded to Youtube, you can easily embed the video in your blog and website, or offer it to the media, or send the resource link to your fans via email or share it in Twitter or Facebook. Actively share in your video channel the links to all uploaded video films of your NGO.

How often? Nevertheless, video content is not so frequently created. So, about 1 or 2 video films per month would be a reasonable number. If you are having a happening or some other important occasion, you may upload more frequently several videos, for instance, one per day or every other day, so that you satisfy your public's expectations to see the videos as soon as possible.

Online photos

It is already easy to take pictures with your phone, with a camcorder or a simple cam. Most smartphones, connected to social networks, offer you the possibility to share your photos instantly. Do not refrain from doing so. People are curious about any important or interesting event that takes place in your organization, so share it with them.

What to shoot? You may simply capture your daily routine, or some interesting new projects, or events that you organize, support or attend. As time goes by, and just as with other Web 2.0 experiences, you will learn to catch the right photo moments and immediately share them with your followers.

Where to upload it? If you have organized a workshop or another special event, on which you have produced more than 100 pictures, you may distribute them in the following way. Send the best 2-3 photos to the media, place one in your website's news section, illustrate your blog with 3-4 more spontaneous ones, create a whole album with 30-40 photos in Facebook, and upload all of them to Flickr or some other image hosting service. Make sure you have shared all these sites and have interlinked them.

How often? You certainly cannot easily make photos on a daily basis. However, try once or twice a week to find something interesting to shoot and share with your fans. Captions under the photos are also of crucial importance, so consider them carefully.

Geolocation

Nowadays, increasingly more people own smartphones. This brought about the trend of geolocation. Websites like Foursquare became extremely popular and more and more often used for communication purposes.

If your organization has offices or centres in separate places in the town, or in different towns or countries, then make sure to bookmark all of these locations in Google Maps and tag them in Foursquare. It is again a free and easy way to reach new fans or orientate your followers towards your geolocation.

Whenever you organize a special event, actively involve the geolocation. This will be of help to guide people and help them quickly get involved, and reach the friends of your friends, as with any other Web 2.0 instrument.

Once you have started actively using these channels for promoting your organization's activities, you can easily add to the geolocation service some comments, text invitations, photos from the event and many more interesting components that you may find.

Your email marketing

You have got a database with 50, 500 or 5000 emails of your partners, or real supporters, in the ideal case. Good job! Now rope this precious information in and you will see that it will yield a result. Inevitably.

For a start, decide what to tell these people. Do not rack your brain with grand ideas, but think about what people are concerned for, and offer your ideas from that perspective. Introduce people to your new projects, share your success stories, invite them to your happenings, involve them in your actions.

Pack up the beautiful words in a lovely design. Create an email template. Make sure you include pictures and links to your website and to the rest of your online localities.

Do use professional mailing software. Otherwise, you risk to have your messages blocked by spam filters, which is not good anymore. There are some free applications, as well as paid ones. In any case, the use of such software will warrant you quality delivery. Forget using your email client by simply putting all recipients in CC or BCC.

Regularly send your email correspondence to these people, at least once a month. Thus you will gradually increase the number of people you contact with, and you will enjoy a well developed and valuable communication channel.

How to promote an event over the Internet

Key points in a nutshell

We are organizing a special event – press conference, seminar, workshop or conference. We are taking part in a forum or an exhibition. These are public events, during which we can usually contact a limited number of people – only a part of all event attendants. However, thanks to the Internet, any event of this kind can have a substantially greater impact and get a lot more done for us, therefore, increase the return of our investments.

By means of announcing over the Internet each event of this kind, including, if possible, the opportunity for live coverage and follow-up activities, we potentially reach an audience that is several times larger than the one met during the event. Let us see in details how this happens.

Announcement. Where can we announce a forthcoming event of ours? If the event is public, it is advisable to feed the following channels with information in advance:
→ our organization's website;
→ email invitation to mass media;
→ email invitation to other key audiences – followers, partners, others;
→ free calendar and map services, for instance by bookmarking it on Google Maps;

→ specialized (PR, media) resources;
→ social networks – a Facebook event;
→ announcement and a series of publications in our blog and other thematic blogs;
→ adding a link to our announcement in various aggregators like Digg, etc;
→ create a separate website for the more special or large-scale events, establish media partnerships with publications, as well as a banner ad campaign.

During the event:
→ Using your Twitter account, create a hashtag of the event and announce it in the invitations, posters, etc. During the event, start submitting short messages with this hashtag.
→ Try to cover on Twitter all important things that happen, or at least once in half an hour for the event's duration;
→ Comment on the rest event participants, who also tweet on your hashtag.
→ Announce in your blog and in the social networks that you are going to track the event in Twitter.
→ Whenever possible, make photos and immediately share them online.

After the event:
→ Publish an overview of the event in your blog and in the news section of your website;
→ Share this information in the social networks: on your NGO group and on the event page;
→ Make sure you send a thank you email to all attendants, to the lectors and to those who you personally met and conversed with;
→ Share photos and video around various specialized and free file sharing services;
→ Try to keep in touch.

Management of online tools and channels

This was an overview of some of the major tools for online communication. We can add to these sending emails and all other forms of online contacts that we deem relevant to our activities. The main question that arises at this point is who is going to be in charge with all of them. How shall we manage all of our online sites in order to have them sound adequately and work well for us.

How often? The first question to answer before you decide to launch your own blog, Facebook group or Twitter account, is how often you would write there and what. Many organizations feel worried that they have too little to share. The truth is that sharing is a must. The time of doing the bare minimum with updating the website's news section twice a year has gone beyond recall. There is always what to share, as long as you are ready to do so.
→ The blog – do post at least 3-4 times a month, or twice a week if possible.
→ The social networks – record at least 2-3 weekly activities, or every day, if possible.
→ Twitter – during events tweet several times a day, or 3-5 times a week in general.
→ The Youtube channel – upload something fresh at least once a month.

What? Just think of it. Everything ranging from interesting team news to new projects and awards, or just a friendly email from a follower, can be a nice occasion for posting in your blog. Similar information is worth adding to your pages in the social networks, but well-enriched with photos and video; and summarized in brief – in your microblog. Of course, make sure you upload video content, as well as photos – many photos.

How to alternate the channels? Do not be afraid to place just a link to your blog in Twitter or on your organization's fan page in Facebook. It is important, though, that link sharing is not your only contribution to your online identities. Try to alternate your Web 2.0 presences and regularly attend all your online sites.

How to integrate them? It is obligatory to integrate all your online activities at a single place, and the most natural place is your official organizational website or blog. At some relatively less active place in the website, add links to all your virtual identities.

Who shall be in charge? If your organization is small, then the tasks related to the Web 2.0 presence are usually performed by the project leader. It is a good idea to involve other team members as well, and assign tasks to those who are most familiar with the respective media and most eager to indulge in it. If you command the services of a team of volunteers, it is quite a natural decision to delegate this task to them.

And why? With the right planning and implementation, the whole juggling with the Web 2.0 tools can help the lasting online positioning of every organization, add value to its image, warrant high search engine ranking, and – what is increasingly important – well protected online reputation.

Key factors of success

Several basic rules determine the success of our online presence and all these efforts: persistence,
→ positive attitude,
→ proactivity,
→ originality.

Persistence. The most important success factor for your organization's online presence is not to stop, once you have started it. If it is hard for you to organize your presence in all the channels discussed above, choose only one or two of them, but once started, do not stop! In the beginning you will not immediately enjoy many comments, fans and followers, but they will increase with time, their feedback will start coming naturally and this will encourage you. It is of crucial importance not to lose your motivation and keep finding new interesting topics for sharing with your online audiences.

Positive attitude. The time we live in belongs to positivism. So, this is the right approach to follow in your Web 2.0 presence. Press the **„Like"**

button to show that you enjoy the statuses and events of your friends and followers, write your postings in a positive manner, address even the critical notes with respect, and politely explain your points of view. This is important for the overall image of your organizatione.

Proactivity. In the beginning, you may probably have difficulties organizing adequately your presence in all online channels you choose. In any case, enforce some discipline and keep it. Very soon, the topics and the occasions for activity will be the ones to find you, and will urge you to share more and more. In addition, be proactive towards your fans and their activities. Like their statuses, comment, retweet, and discover more and more occasions for getting in touch with them.

Originality. Right, if you are not ingenious, you risk to remain unnoticed in all of this overwhelming stream of information that circulates both offline and online. Being different today is hard. Find your own style, follow it strictly, stay on the edge, get noticed. This is yet another very important key to your success.

Some more rules

In any case, when it comes to your online places, there are some extra rules to be observed: Mainly use them for your purposes, and do not disclose more personal information than is reasonably necessary.
→ Keep track of what the leading companies and other organizations around the world are doing at these places. Keep track of your competitors, too, and try not to lag behind the trends.
→ Look around for what is new. Here only several online localities have been listed, but have in mind that they are much more, and a new important resource can occur at any time. So, be ready.

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