



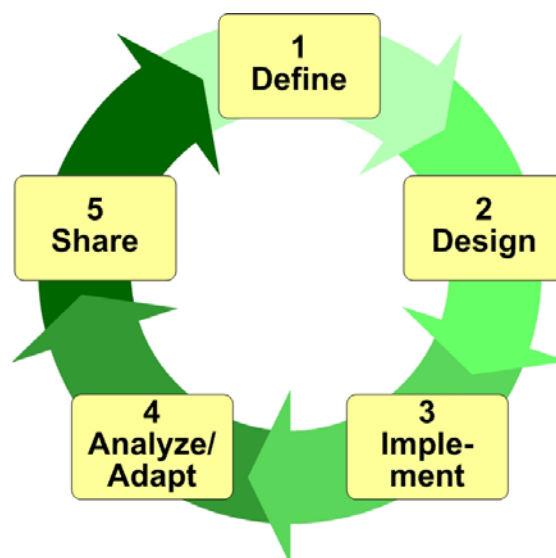
for a living planet[®]



Resources for Implementing the WWF Project & Programme Standards

Step 5.2 Develop Formal Communications Products

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This document is intended as a guidance resource to support the implementation of the *WWF Standards of Conservation Project and Programme Management*. Although each step in these *Standards* must be completed, the level of detail depends on the circumstances of individual projects and programmes. Accordingly, each team will have to decide whether and to what level of detail they want to apply the guidance in this document.

This document may change over time; the most recent version can be accessed at:

<https://intranet.panda.org/documents/folder.cfm?uFolderID=60990>

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Develop Formal Communications Products

1. What are Formal Communications Products?

When we think about conservation communication, we can imagine at least a few different dimensions:

- Communication about project performance and achievements versus communications as a conservation strategy (e.g., an environmental awareness raising campaign);
- Informal communication (e.g., face-to-face conversations, e-mails, and internal documents) versus formal communication (e.g., professionally-produced brochures, videos, and websites)
- Internal communication (primarily communication among project team members and partners, between programmes and within the WWF Network) versus external communication (primarily people outside the project team and partners – e.g., other conservation organizations, government, donors, the general public)
- A collaborative, two-way process versus informing others

Step 5 (Share) of the Standards is about sharing lessons and good practices in order to adapt and improve conservation projects and programmes. It is not about communications as a conservation strategy (see the first dimension above and Box 1). Here, we discuss Step 5.2, which focuses on the *formal* and *external* sharing of lessons and good practices related to project achievements and challenges. Step 5.1, in contrast, focuses primarily on the *informal* and *internal* sharing of lessons and good practices related to project achievements and challenges. Often, however, the line between these two types of communications can be somewhat blurry. We suggest you do not worry too much about this blurry line and instead focus on sharing and communicating lessons in the way that makes the most sense for your audience and your circumstances. See [Guidelines on Step 5.1](#) for more details on informal and internal sharing of lessons and good practices.

2. Why Formal Communications Products Are Important

In conservation projects, communications can be used to:

- Secure funding and internal project support;
- Influence stakeholders and so enable a project goal to be achieved; and
- Magnify the impact of your project (for example, sharing results or good practices with other project teams, or linking policy and practice – see Box 1 in [Step 2.1 Action Plan](#)).

Complex environments, such as those in which WWF operates, require carefully considered communications. Strategically considering how you will communicate your project results to external audiences helps to ensure that the type of communication selected is appropriate. The more complex the environment is, the more important it is to strategically determine how you will formally communicate your project results. This will help the team set priorities and stay focused on its main communications messages. It can also help programmes and communications staff to work together effectively.

3. When to Develop Formal Communications Products

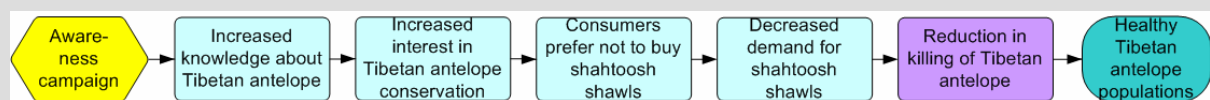
Communications should happen throughout the project lifecycle. Your team may find it necessary to develop formal communications products about your project in Step 2 (Design) and Step 3 (Implement) to let others know about your project and what you intend to do. Sharing lessons, however, generally happens later in the project cycle after you have collected and analyzed data (Step 4) and have a sense of key lessons. In Step 5 (Share), you will actually communicate those lessons and project findings with the hope of improving your own project as well as similar efforts around the globe (i.e. magnification of results).

Box 1. Communications as a Conservation Strategy

Step 5 of the WWF Standards is about formally and informally communicating conservation results and achievements to both internal and external audiences. In this respect, it is about sharing with others what has worked, what has not worked, and why.

Communications, however, is often a conservation strategy in and of itself. For example, a project might use an awareness raising campaign to discourage the killing, harvesting, or trafficking of threatened and endangered wildlife species. In this case, the team is not sharing its project results but rather using communications media – e.g., TV and radio ads, brochures, and town meetings – to help them achieve their biodiversity targets. For example, Figure 1 shows how a fictitious project used communications as a conservation strategy to influence knowledge, attitudes, and practices related to the killing of Tibetan antelope for shahtoosh shawls.

Figure 1. Example Results Chain for an Awareness Raising Campaign



When a project team uses a communications strategy to help it achieve its project goals and objectives, it should apply the Standards as it would to other strategies, such as law enforcement, alternative income generation, sustainable agriculture, and protected area management. This means developing goals for its biodiversity target (Tibetan antelope), objectives for key factors it is trying to influence, indicators for those goals and objectives, and a work plan for how the team will implement the awareness raising campaign. It also means the team should analyze the extent to which it has been successful in its strategy and then share what it has learned internally and informally ([Step 5.1](#)) and externally and formally ([Step 5.2](#)).

See [Conservation Strategies: Awareness and Communications](#) for some ideas and guidance about using communications as a conservation strategy.

4. How to Develop Formal Communications Products

To develop effective communications products, it is important to have a communications specialist (or someone with relevant communications experience) as a member of the project team or assigned to support the team. Where this is not possible, it may be necessary to seek external support. The development of communications products may be seen as a “mini project” in itself, and arguably you could use the same basic adaptive management process you would use for implementing any project. For most projects, however, it is not necessary to go to this effort. Nevertheless, your team should be thinking strategically about:

- 1) Who is your audience?
- 2) What do you want to share with your audience?; and
- 3) How should you reach your audience?

Who Is Your Audience?

As a first step, you need to determine who your target audience is for your formal communications products. You should already have carried out a [stakeholder analysis](#) in Step 1.4 and you can build on this to identify your target audience. Because Step 5.2 focuses on developing formal communications products for external audiences, your target audience will typically involve those groups external to the project but potentially interested in project results. This could include, for example, donors, the conservation community, policymakers, and local communities.

You might also want to think more broadly about other actors – those persons, groups or organisations that can (directly or indirectly) influence the achievement of conservation (or communications) goals and whose participation and support are crucial to its success. Some practitioners may consider actors to be synonymous with stakeholders; strictly speaking they may be different in that some actors (such as the media) may not have a vested interest in the achievement of the project goals, and some stakeholders may not be influential (i.e. weak stakeholders).

Sometimes actors are actively involved in the project; sometimes they are watching us passively or are not aware of the project at all. Actors in the first group often become target audiences in the communication plan. Those in second group are often forgotten, which may lead to missed opportunities (e.g. good intermediaries), or unpleasant surprises (e.g. unexpected enemies). The more you know about the actors, the better you can decide whether they will become a target audience.

When targeting an external audience, you should be as specific as possible and try to describe your target audience in terms of level of knowledge, potential interest in the project; preferred methods of receiving information; and motivations/barriers to accepting the information. The more refined the target audience description, the more precise and effective your communications will be. Broad descriptions like the ‘general public’ are less likely to lead to effective communications products than a tightly defined target audience.

What Do You Want to Share with Your Audience?

After you have selected your target audiences, it is important to decide what you are going to tell them about your project. Each audience will have a different interest in your project. Thus, it is important to tailor your message to that interest. For example, a donor funding your project will want to know what impact you have had and whether their investment in your project was a good one.

Conservation practitioners operating in similar contexts will want to know what key lessons you have learned, what worked, what did not work, and why. A member from a neighboring community might want to know whether your project is likely to have an impact in their community. If you have done good monitoring and analysis throughout your project, you should have the necessary information to

develop relevant messages for each of these audiences. It is just a matter of sifting through what you have and determining what is relevant for each audience.

In communicating your project results to your external audiences, you will want to develop a “key message” that sums up your message in a short memorable statement. A key message should include a benefit for your target audience or, at a minimum, information that is relevant for their interests. In addition to being relevant, your message should be compact and clear. In some cases, you may be communicating your project results to inspire external audiences to take some action (e.g. government to enact policy, donors to support certain conservation strategies, practitioners to adopt lessons). In this case, you will need to provide a key message with a benefit that will motivate your audience to act.

Examples of why your target audience might be willing to act

Governments could be willing to change policy or regulations based on your project results because:

- It will save resources for the future
- It can help the economic situation
- It makes them look good on international level
- It gives them credit with local communities

Donors might support conservation strategies your project has found useful because:

- They hold potential for other areas
- The results gained are high, relative to the investment needed
- There is a need to test them in other settings

Conservation practitioners might adopt your project lessons because:

- They are operating under similar circumstances and using a similar strategy
- Your lessons can help them be more effective
- Your lessons can help them save resources, including time and money

When sharing your project results externally, you should think about what your key message is and whether you want to send a “call to action” to your audience. A call to action describes in a few words what you want your audience to do. As with the internal and informal sharing of lessons and good practices ([Step 5.1](#)), it is important that your formal communications products include messages that are:

- ***Specific*** – clear, crisp and precise, not woolly or vague
- ***Actionable*** – something that can be done – not a vague principle; and
- ***Instructive*** – provide recommendations for use in the future by individuals or teams

For example, an effective message or “call to action” for conservation practitioners might be “If you want to decrease deforestation by promoting sustainable agriculture techniques like those used in our project, it is essential that land tenure be clear and open access to land be restricted.”

How Should You Reach Your Audience?

Now that you have identified your target audience and thought about what you are going to tell them, the next step is to decide how you are going to reach them – specifically what communications methods and tools will most effectively convey your message? Your choice will depend on what you want to achieve, the level and type of the message you want to communicate, and the profile of your target audience.

Communications methods are how you use communications channels to pass your message to the outside world (for example: TV-campaign, Internet campaign, celebration event, press conference, workshops, and direct visits to target audience).

Communications tools are the communication materials you produce - often cost items such as leaflets, brochures, presentations, press releases, banners, testimonials and ads).

Every choice will have a different result. It is up to you to know and decide what result is most effective in communicating your project results. For more information on choosing the right channel and media, see the [publishing guidelines](#).

Keep in mind that communication tools are effective for different purposes. Annex 1 provides a list of communications activities and tools and their common uses. This summary list can help your project team choose the appropriate activities and tools for your situation and target audience.

Being on Brand

In addition to thinking about the “who,” “what,” and “how” of developing formal communications products, you also need to make sure you are careful in how you present WWF. The WWF logo is one of the most recognized in the world. To make people really understand our core purpose – saving nature with people, people living in harmony with the natural world – it is important to properly position WWF every time you communicate to any audience. Just like a person, your tone of voice can be formal, casual, persuasive, or passionate, but your message should always sound like it is coming from the same organization. People who click on our websites, read our reports, and see our folders and advertisements should have no doubt that everything comes from one global organization. Therefore presenting our brand correctly is crucial. This means being consistent with our logo, slogan (For a living planet), typefaces, colors, and "on-brand" with our key messages and the way we use words and images on all applications. All this will combine to communicate the sort of organization we are – active, passionate, and solutions-oriented.

When implementing communications activities and tools, follow this simple checklist and ask yourself:

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

- Is it **delivering results**? Does it show what we have achieved?

When producing tools, also look at the [Brand Guidelines](#) on Connect for the use of logo, slogan, typefaces, visuals, and colours.

5. References

[Methodological guide for Designing and Implementing a Multimedia Communication Strategy](#)

FAO (Food and Agriculture Organization of the United Nations) guiding document focused on communications for sustainable development in developing countries.

[Media Relations 101](#)

Clear website with all aspects one should take into account while developing press or media relations. Examples are Texas-focused.

[WWF College](#)

Via WWF College you can follow on line learning modules on Communications, Campaigning and Advocacy and Lobbying. For more information contact WWF College (college@wwf.nl) or look at [Connect](#)

WWF Connect

- Tips and Guidelines on [Press Relations](#) (e.g. writing press releases, organizing press conferences, press trips)
- Tips and Guidelines on Developing [Websites](#) and Internet Campaigns
<http://intranet.panda.org/documents/folder.cfm?uFolderID=1290>
<http://intranet.panda.org/documents/folder.cfm?uFolderID=1830>
- Step-by-Step Guide to [Publishing In Print or Online](#)
- [WWF-Brand Guidelines](#)

Annex 1 – Activities and Tools

Below are a number of activities and tools that can be used to pass your message to your audience.

	Activities & Tools	Notes	Benefits	Challenges and Suggestions for Addressing Challenges
Campaigns	Advertising	An advertising campaign in media is generally used to build awareness, establish brand image, affirm the value of services, and create a backdrop for promotions and direct marketing activities. In general WWF does not pay for the placement of advertising in media. We rely on pro bono placements offered by international and national media so that our donors' funds are reserved for our conservation projects.	<ul style="list-style-type: none"> • Great influence on message because production of ads is in your hands. 	<ul style="list-style-type: none"> • Expensive • Need to be creative and notable in the middle of other ads
	PR /free publicity	A PR campaign is a series of activities targeting press in order to expose your message in the media. PR is generally used to inform, influence public opinion, offer in-depth messages, reinforce the credibility of the message and establish a leadership role.	<ul style="list-style-type: none"> • Reinforcement of the credibility of the message in the media because it is not a paid (commercial) message. 	<ul style="list-style-type: none"> • Good relationships with press needed • Message has to be relevant for journalists • Not sure the message will be exposed in the media the way you want
	Lobby campaign	A lobby or advocacy campaign is a series of personal communications whereby individuals or a group of people try to persuade others (often politicians) to take a particular stance on a given issue, often in order to change a piece of legislation.	<ul style="list-style-type: none"> • Highly interactive • Demonstrates a wide range of support for your issue 	<ul style="list-style-type: none"> • Attractive advocates needed who are verbally able to explain the message precisely
	Direct Marketing	Direct marketing is any interactive system of marketing which uses (e-) mailings, telephone, and response coupons in media to realize a measurable response by your target audience. DM is often used to motivate corporate targets to act or to support a publicity campaign with more in-depth facts.	<ul style="list-style-type: none"> • Highly selective • Measurable response • Direct action needed 	<ul style="list-style-type: none"> • To obtain the right personal details of your target audience in your database is difficult

	Activities & Tools	Notes	Benefits	Challenges and Suggestions for Addressing Challenges
Press Relations	Press release	A news release, press release or press statement is a written communication directed at members of the media for the purpose of announcing something claimed as having news value. Typically, it is mailed, faxed, or e-mailed to assignment editors at newspapers, magazines, freelancers, Internet media, radio stations, television stations, and/or television networks. The text of a release is usually written in the style of a news story, with an eye-catching headline and text written in standard journalistic style. This style of news writing makes it easier for reporters to quickly grasp the message. Journalists are free to use the information verbatim, or alter it as they see fit. Look at WWF International's guidelines for press releases .	<ul style="list-style-type: none"> • Low cost 	<ul style="list-style-type: none"> • Need to find a strong news angle with relevance for journalists. If no strong news angle, controversy or originality is important.
	Press conference	<p>A news conference or press conference is a media event for which an organisation invites multiple journalists to hear them speak and, most often, ask questions. There are two major reasons for holding a news conference. One is so that a newsmaker who gets many questions from reporters can answer them all at once rather than answering dozens of phone calls. Another is so someone can try to attract news coverage for something that was not of interest to journalists before by offering added value to journalists (e.g. a celebrity, an expert, a photo opportunity)</p> <p>A press release is usually distributed to attending press in a press-kit (which can also include a brochure, more background info etc.) and to all journalists that did not attend by email or fax immediately after a press conference.</p>	<ul style="list-style-type: none"> • Possibility to explain complex issue and provide far more (background)info than possible in a press release • Possibility to promote/ present your experts in person • Interaction possible 	<ul style="list-style-type: none"> • You have to say something relevant and add value to a press release • Be prepared to answer difficult questions • Do not send out press release before press conference
	Press invitation	Inviting press to a press conference or media event is usually done with a written invitation which contains a brief summary of where and when the press conference or media event will take place, what will be presented and what the added value is (mention if experts are present, photo opportunity etc.)		<ul style="list-style-type: none"> • If you give too much information, journalists will not come – need to provide a tempting “tease” • Invitation alone is often not enough to assure presence of media: call all media that you really want to attend
	Press advisory	A press advisory is a written document usually distributed before the start of a major conference such as CITES, IWC, G8 and the many other conferences that take place worldwide on various topics. The purpose is to provide media with all kinds of practical info about WWF's involvement with a conference. Information presented	<ul style="list-style-type: none"> • Highly appreciated by media. • Possibility to underline WWF's 	<ul style="list-style-type: none"> • When providing press with individual contact details of WWF staff make sure all involved are well prepared

	Activities & Tools	Notes	Benefits	Challenges and Suggestions for Addressing Challenges
		includes: WWF staff attending, their contact details during the conference, what WWF's key message and/or goals are during a conference, and which media-events/press conferences/photo-opportunities are planned to take place when and where.	<p>expertise and involvement with a topic.</p> <ul style="list-style-type: none"> • Possibility to actively promote (WWF) spokespeople 	and know which key-messages WWF wants to draw attention to.
	Q&A	<p>A Q&A is usually a document for internal use only, to help inform WWF staff which answers should be given to certain questions. This is a tool mainly used when preparing complex, possibly threatening issues – in situations when it is extra important that WWF staff worldwide is aware of and can explain what the WWF position on a topic is.</p> <p>Sometimes a Q&A is a tool used for external use, for example in a press-kit handed out during a press conference. This type of Q&A is a summary of 'Frequently Asked Questions' and can provide the press with all kinds of details and facts & figures in an easy-to-read manner.</p>	<ul style="list-style-type: none"> • Possibility to make sure WWF staff is aware of and can all communicate the same messages. 	<ul style="list-style-type: none"> • Time consuming to produce
	Position paper	<p>A position paper is a key output of an advocacy strategy and reflects WWF's or other groups' position on a specific issue (e.g. trophy hunting).</p> <p>A position paper is usually prepared for external use and is meant to provide media with all relevant arguments and facts that have resulted in WWF taking a certain position on an issue.</p> <p>For example, during a CITES conference, the species TDP prepares and distributes position papers on all proposals to which WWF wishes to draw attention and on which WWF has an opinion.</p>	<ul style="list-style-type: none"> • Make sure everyone has the same position and presents same message to the press • Possibility to provide press with detailed information and enhance their understanding of your position 	<ul style="list-style-type: none"> • Finding a balance between providing a lot of background information and at the same time keeping the document 'readable' and understandable for people with no knowledge on a topic.
	Interviews	<p>An interview is a tool with which WWF can present our expertise on various topics. Interviews usually take place on request of media – for example after sending out a press release – but can also be actively offered to media in many situations. For example, when one knows of a certain journalist's interest in a topic or area, it can be highly appreciated if an interview with an expert on this topic or region is offered to this journalist pro-actively.</p>	<ul style="list-style-type: none"> • Possibility to explain complex issues • Possibility to underline WWF's expertise on various topics 	<ul style="list-style-type: none"> • Spokespeople must be well prepared. If a journalist is not happy with an interview for whatever reason this can harm WWF's image.

	Activities & Tools	Notes	Benefits	Challenges and Suggestions for Addressing Challenges
	Media briefing	Invitation for media to attend a briefing to explain a complicated issue or report (e.g. elephant culls, invasive species). Also often used to brief media on an upcoming conference which will deal with many and/or complex issues (e.g. CITES, climate conferences). In this case usually a media-advisory is also prepared and can be handed out during the briefing.	<ul style="list-style-type: none"> • Opportunity to explain complicated issue • Trust building • Interactive 	<ul style="list-style-type: none"> • Be prepared for difficult questions
	(In)direct article creation	<p>Written article or content provision for media to create an article. This can be one off or regular (weekly/monthly) and can take multiple forms of media including magazine or newspaper articles, columns, and opinion articles.</p> <p>The interest of media for this kind of input can vary strongly.</p> <p>Some media will always want to write articles themselves to maintain their independence; other media (generally the more local/regional media with fewer editors than national media) will find this kind of input very welcome and gladly use it.</p> <p>Media will not easily give a guarantee up-front that they will use your input, but it is possible to ask first whether what you are planning to write is at all welcome, if they might have already been offered similar input from another organisation etc.</p>	<ul style="list-style-type: none"> • More influence on how articles turn out • Possibility to make sure the WWF messaging comes across 	<ul style="list-style-type: none"> • Make sure you know whether the input you wish to provide is welcome, in order to prevent your writing being a waist of time
	Press trips	<p>A press trip (visit to the field with a group of journalists) can be a very effective way of generating qualitative coverage across all media. If managed successfully a press trip can generate extensive, well-researched coverage, which can substantially increase the profile of priority issues and more importantly, explain often-complex topics, which traditional sound bites cannot do. For more information, see guidelines on how to run a press trip.</p>	<ul style="list-style-type: none"> • Can generate extensive, well-researched coverage by real access to the issues at hand • Can be used to generate feature coverage in non-news driven sections • Cements relationships with key media 	<ul style="list-style-type: none"> • Long preparations and complex logistics • Researching strong stories, spokes persons and visuals • Expensive especially if you pay for costs of invited journalists • Flexibility of press trip organizer
	Media stunts	<p>A media stunt is a sensational, eye-catching (often public) event, organized to attract attention of press and influence people's opinion (e.g.melting hockey game at COP/MOP).</p> <p>Often a media stunt is organized to mark the start of a campaign.</p>	<ul style="list-style-type: none"> • Reinforcing your message by offering an eye-catching event • Media stunt on its own can realize free publicity (often used when nothing new to tell) 	<ul style="list-style-type: none"> • Ensure a good photo opportunity and WWF branding

	Activities & Tools	Notes	Benefits	Challenges and Suggestions for Addressing Challenges
	B-roll for television	<p>A tape (usually in BETACAM format, but digital formats are also increasingly used) with short fragments of video-material.</p> <p>A B-roll does not include spokespeople or background comment, it only includes relevant video-material which TV-media can freely use.</p> <p>For example, a CITES B-roll will include images of all species WWF is focusing on during a CITES conference. A FSC B-roll will include images of destructive logging, logging according to FSC guidelines, animals living in tropical forests, etc.</p>	<ul style="list-style-type: none"> • Highly appreciated by TV 	<ul style="list-style-type: none"> • Expensive to produce

	Activities & Tools	Notes	Benefits	Challenges and Suggestions for Addressing Challenges
Mass Media Channels	TV	TV is commonly used for both advertising and PR. It uses both audio and visual stimuli and is by far the most powerful and complete medium. The WWF International TV Centre serves as a resource for the WWF Network. The TV Centre produces and distributes broadcast materials such as VNR's, feature productions and B-rolls. VNR catalogue and guidelines available on Connect.	<ul style="list-style-type: none"> • Good for emotional appeals and demonstrating behaviours • Appropriate for reaching a massive target audience (increasing due to heavy competition among channels) • Specific programming (or paid ads) can reach intended audience when most receptive • Able to achieve rapid awareness • Useful with illiterate audiences 	<ul style="list-style-type: none"> • Expensive medium due to high production costs • Ad message may be obscured by commercial clutter
	Radio	<p>Radio is a background medium that can be used for advertising as well as PR.</p> <p>Radio-ads are often used to support a campaign in other media.</p> <p>Radio editorials lend themselves well for in-depth coverage of issues. In some remote regions, radio is the only medium that can reach communities. In these circumstances, radio has been used to spread the message and influence changes in behaviour by having a regular programme to reach communities.</p>	<ul style="list-style-type: none"> • Ad production costs low relative to TV • Ads ideal for limited offers & short announcements (with rapid appeal) • Ads often used to support a campaign in other media • In-depth coverage of issues • Strong credibility with national news channels • Useful with audiences where literacy may be an issue 	<ul style="list-style-type: none"> • Message has to be appealing, memorable and short.
	Print: newspapers	Newspapers are often used for PR, less for advertising.	<ul style="list-style-type: none"> • Can reach broad intended audiences rapidly • Strong reader involvement & trust • PR: Appropriate for informative, complex messages 	<ul style="list-style-type: none"> • Coverage demands a newsworthy item • Exposure limited to one day • Not the best way to reach younger people • Expensive to produce qualitative newspaper ads
	Print: magazines	Magazines are used for both advertising and PR.	<ul style="list-style-type: none"> • Highly selective: reaches specific target audiences, 	<ul style="list-style-type: none"> •

	Activities & Tools	Notes	Benefits	Challenges and Suggestions for Addressing Challenges
			dependent on magazine content <ul style="list-style-type: none"> • Is appropriate for informative, complex and in-depth messages 	
	Cinema	Due to the use of audio and visual stimuli, cinema is a very powerful and complete medium for specific audiences in an isolated area.	<ul style="list-style-type: none"> • Suited for emotional and demonstrable messages that build up an image • Highly selective (often young) audiences • Can serve as second-step reminder, once awareness has been established 	<ul style="list-style-type: none"> • VERY expensive medium due to high production and placement costs
	Internet	Internet (information/articles on websites, including microsites and e-campaigns) is used for both image enhancement and for offering detailed information on an organization, an issue or a particular product. Also look at WWF International guidelines and suggestions regarding websites and Internet campaigns: https://intranet.panda.org/documents/folder.cfm?uFolderID=187	<ul style="list-style-type: none"> • Means of two-way interaction • Both image enhancement and detailed information possible • Low cost • Can instantaneously update and disseminate information • Information can be tailored to specific audiences 	<ul style="list-style-type: none"> • Many intended audiences do not have access to Internet • Your message can get lost in a morass of information • Dependent on individuals searching for your message • Plan how to drive traffic to your site • Can require maintenance over time
Interpersonal channels	Counselling activities workshops, trainings, discussions	Counselling activities like workshops, trainings and discussions are often used to realise involvement and education with specific small target groups	<ul style="list-style-type: none"> • Can be credible • Permit interaction • Can be motivational • Most effective for education, teaching, helping/caring 	<ul style="list-style-type: none"> • Can be time-consuming • Limited intended audience reach • Sources need to be convincing

	Activities & Tools	Notes	Benefits	Challenges and Suggestions for Addressing Challenges
Community / organizational channels	Town hall meetings and events, organizational meetings and conferences	Town hall meetings and events and organizational meetings like conferences are often organized to present your organization as a leader or expert in a specific field. Good for image enhancement.	<ul style="list-style-type: none"> • May be familiar, trusted and influential • May provide more motivation/support than media alone • Can offer shared experiences • Can reach a larger audience in one place • Can offers a platform to meet and interact with target audience 	<ul style="list-style-type: none"> • Can be expensive and time consuming to organize
Printed tools	Posters	Posters can be designed to communicate simple and appealing messages to your target audience. Posters should be exposed at locations where your target audience passes. They could be very efficient channels with high recall. Posters are often used for image building and educational messages at shops, conferences and exhibits.	<ul style="list-style-type: none"> • Appropriate for creative and appealing messages • Used for image building and education 	<ul style="list-style-type: none"> • Try to be short and appealing • Combine short text with attractive visual to attract attention
	Direct mailings	Direct mailings can be used to address specific list of target audiences and can offer a high impact once the envelope is opened. Direct mailings imply a call for action and are often used to increase WWF membership, raise funds or support a publicity campaign with more in-depth facts.	<ul style="list-style-type: none"> • Highly selective • Can be personalized • Offer high impact due to pre-selection 	<ul style="list-style-type: none"> • Addresses need to be known • Make sure the envelope will be opened
	Fact sheet, leaflet, brochure	These printed materials can be used to address specific target audiences with factual and possibly in-depth information about your organization, a project or a specific issue. Are often used to increase knowledge and to support a publicity campaign or event with more in-depth information.	<ul style="list-style-type: none"> • Good to pass on in-depth facts and information to your audience • Can be preserved by audience 	<ul style="list-style-type: none"> • Platform needed to spread printed materials. This could be a mailing, an event, or other contact places where your audience passes.
	Testimonial	A testimonial is a statement of worth or value by a respected source. It is often passed to the target audience in a written piece but it could also be passed by video, Internet or face-to-face. Testimonials are often used to certify the value of a particular service or product, or to support a particular truth or behavior. Testimonials provide credibility.	<ul style="list-style-type: none"> • Makes your message trustworthy by using a respected source for your target audience 	<ul style="list-style-type: none"> • Make sure the source you use is trusted by your target audience and can answer questions about the subject

	Activities & Tools	Notes	Benefits	Challenges and Suggestions for Addressing Challenges
	Newsletter	A regular printed or electronic report giving news or information of interest to a special group. WWF programs and projects often use newsletters to inform donors, partners and the WWF network about progress and results in projects.	<ul style="list-style-type: none"> • Ideal to inform specific target audiences about your project on a regular basis. 	<ul style="list-style-type: none"> • Try to be short and factual, • Be sure you will bring at least one story of special interest to your audience; otherwise they will not read next time.
Audiovisual	Documentaries	Documentary film is a broad category of cinematic expression united by the intent to remain factual or non-fictional . If exposed on television you often need to work with a production company.	<ul style="list-style-type: none"> • Non-fictional • Trustworthy • Possible to explain complicated issue 	<ul style="list-style-type: none"> • High production costs
	Commercials	<p>A television commercial is a form of advertising in which goods, services, organizations, ideas, etc. are promoted via the medium of television. Most commercials are produced by an outside advertising agency and airtime is purchased from a television channel or network.</p> <p>The vast majority of television commercials today consist of brief advertising spots, ranging in length from a few seconds to several minutes. Commercials of this sort have been used to sell every product imaginable over the years, from household products to goods and services, to political campaigns.</p> <p>In general WWF does not pay for the placement of advertising in media. We rely on pro bono placements offered by tv stations so that our donors' funds are reserved for our conservation projects.</p>	<ul style="list-style-type: none"> • The content is in your hands • Good for image enhancement • Good for emotional appeals and demonstrating behaviours • Paid ads can reach intended audience when most receptive • Able to achieve rapid awareness • Useful with illiterate audiences 	<ul style="list-style-type: none"> • High production costs • Message may be obscured by commercial clutter • Pro bono advertising often runs infrequently and low viewing times
	Infomercials	Infomercials are television commercials that run as long as a short program (roughly 15 to 30 minutes). Infomercials – also known as paid programming – are normally shown outside of peak hours, such as late at night or early in the morning. As in any other form of advertisement , the content is a commercial message designed to represent the viewpoints and to serve the interest of the sponsor. Infomercials are designed to solicit a direct response which is specific and quantifiable . Therefore, they are a form of direct response marketing . Could be used for raising new donors.	<ul style="list-style-type: none"> • Good for emotional appeals and demonstrating behaviours • Able to achieve rapid awareness • Measurable response • Direct action needed • Useful with illiterate audiences 	<ul style="list-style-type: none"> • Expensive due to high production costs • Message may be obscured by commercial clutter • Often reaching heavy television users • Can irritate public

In addition to these types of communications, WWF projects use many other more technical communications approaches to target more technical audiences. These approaches include technical reports, workshops, advisories, conferences, and peer reviews.

Finally, various activities and tools to share information and results were noted in [Step 5.1 Share Lessons and Good Practice](#). These include:

- Workshop reports
- Minutes of meetings
- Postings on WWF Connect
- Case studies
- Presentations – annual/regional/thematic meetings
- Workshops
- Coffee breaks/informal chats at workshops/meetings
- Communities of practice
- E-mail groups
- E-conferences
- Team/Office/Stakeholder meetings
- Learning Reviews/learning workshops
- Exchange visits
- Presentations (at team, office or Network level meetings/conferences)
- Storytelling
- Video