

OBJECTIVES

Every time you plan activities or campaigns refer back to your mission and objectives.

Set clear targets to help you achieve your organisational goals and clear metrics for measuring them, this will reduce your work by focusing your analysis on only the metrics that matter to you.

Organisational goal	Marketing goal	Tactic	Metric	Target
Become financially stable	Increased donations	Demonstrate impact through service user stories	No. of donations	100

YOUR RESOURCES

Work out what resources you have available to understand what you are capable of achieving before you plan any activity you should know:

- **Your channels**
- **Your assets** - such as imagery, stats or people like ambassadors
- **Your budget**

STAKEHOLDERS

Stakeholders are people such as employees, customers, trustees or active audience members who are involved with an organisation in some way and therefore have a responsibility towards it and an interest in its success.

Stakeholders can help or hinder any activity so ensure you create a stakeholder

The most important part of marketing is your audience.

map. To manage them, create content governance so you have an agreed process and set of guidelines for approving content.

You'll also need to share your communications plan internally with employees, detailing what you'll communicate, to whom, when and where. Share and collaborate, if you don't keep people informed then how are they supposed to support a campaign?

WHO 'THEY' ARE

The most important part of marketing is your audience. To start, select four or five key

audiences. Avoid marketing to 'everyone' otherwise your message will end up bland and disengaging.

Once you have selected your key audiences, create a lean persona or pen portrait for each one – an informal description of a person or group of people covering hard variables such as age and location but also softer dimensions such as attitudes and lifestyle. At first this will be based on assumptions but improve them by researching your audiences further.

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MESSAGING

When you've selected your key audiences create a messaging framework, this will make creating content for them easier:

Goal	Raise Awareness		
Audience	"Campaigner"		
Channel	Facebook	Website	Print
Message	???	???	???

Framing your message for each audience increases its success:

Do ✓	Don't ✗
Make it relevant to your audience and their values	Rely on facts
Use inclusive words like 'we' or 'us'	Use legal or procedural arguments
Showcase 'wins' or reframe positive stories	Use myth-busting (this is just facts)
Demonstrate value, don't just assume it is there	Use an international argument setting Britain as an 'example'
Change the argument	Get stuck making the same argument

TACTICS

How are you going to achieve your goals? It could be as simple as a series of content posts on a topic or it might be more complex. Develop tactics using ideation techniques like Crazy 8s to generate fresh ideas. Use dot voting to collaboratively select the best ideas, this engages the wider team and removes that difficult decision making step.

The best ideas will fall flat if they aren't executed well, so when you've worked out your tactics create a user journey map. For example, 49% of

failed donations are down to a bad user journey design, so make sure whatever the tactic and goal it's really easy for the audience to complete the action.

SCHEDULING

Get a cross-organisation group in a room and some post-its and map out everything you have going on, no matter who is doing it. The more you know in advance the better you can plan your time. Make more content in quiet periods so when you're busy you're prepared.

CAMPAIGN PLANNING

As you've done all this work planning your marketing, it will be easier to produce successful campaign plans, just refine your goals, audience, messaging and tactics. And remember, your campaign goals should help you achieve both your marketing and organisational goals too.

Reason Digital is a digital agency using digital expertise to tackle some of the most pressing social issues of the 21st century.

THE EQUALITY CHARITY

Naomi Westland, **Football Welcomes** Manager at Amnesty International UK, talks about running a nationwide campaign on just a shoestring budget and a lot of hustle.

Find the story

WHAT IS FOOTBALL WELCOMES?

Football Welcomes is a programme at Amnesty International UK looking at how football clubs can work effectively with other organisations in their communities to welcome refugees and promote integration. It comes under Amnesty's 'I Welcome' campaign, calling for a better international response to the global refugee crisis and encouraging people across the country to collaboratively create more welcoming communities for refugees and asylum seekers.

We identified football clubs as having an important role to play in this campaign. They are at the heart of many communities across the UK, are influential and have benefited enormously from migration.

Football Welcomes kicked off with a weekend of action in April 2017 for football clubs to celebrate the contribution players with a refugee background have made,

and continue to make, to the beautiful game.

FIND A COMPELLING STORY TO SUPPORT YOUR CAMPAIGN

The idea grew out of an anniversary we were aware of – in April 2017 it was 80 years since the bombing of Guernica in the Spanish Civil War, an atrocity that led to the evacuation of thousands of children from the Basque Country. A month later, nearly 4,000 unaccompanied child refugees sailed from Bilbao to safety in Southampton.

Amongst the arrivals, six of the boys went on to play professional football in England. To us, this tragic anniversary provided the opportunity to launch something positive and the contribution of Spanish Civil War players to the game gave us something different to talk to football clubs about. It made the issue relevant to them and it provided a good story for the media when we launched.

As well as a lot of hard work, much of Football Welcomes' success has been down to its celebratory tone.



This is more attractive to football clubs and those who might be less likely to engage with a 'harder' human rights message. Football Welcomes makes human rights, specifically the refugee crisis, relevant to people in their own lives as football fans and in their own communities.

MAKE IT EASY

We provided social media graphics, template copy for clubs' websites and programmes and a template local press release. In many cases they used these alongside their own photos and videos as the campaign design allowed participating organisations to take ownership of their involvement by putting on events and activities suited to their local area, and to create their own content. For example, the Football Association and a number of football clubs made their own videos and shared them online over the weekend - this provided us with extra publicity for free.



In the first year of Football Welcomes we had no dedicated budget and very limited staff resources, but we scraped together enough to produce t-shirts for event participants to wear and to produce a video with a Premier League footballer. By the second year, Amnesty had created the temporary position of Football Welcomes Manager to develop the programme, but they still had very little budget to spend on it. **In both years we've spent around £5,000.**

NETWORK, NETWORK, NETWORK

We didn't know many people in football clubs when we started and I would say if you're thinking of doing something similar, **work your contacts** and ask them to make introductions. Contact other organisations you'd like to work with who can add legitimacy and help promote it.

If you've got the vision and the determination to hustle big time for your campaign, make

sure you have the capacity too. Bring in colleagues from different teams who have a part to play and ensure they're equally as committed. It's also important to establish what you need to do to make sure your campaign is inclusive – this has been a particular challenge with Football Welcomes, as football is such a male-dominated world.

I started talking to journalists about the Football Welcomes weekend from the start, explaining the concept and asking what they would need to cover it. I then used some of their comments to help shape the event. This paid off as journalists visited our football projects in various locations across the country and we received excellent coverage on both local and national media across the UK.

Football Welcomes has grown fast in just over a year and we're really pleased with what we've achieved so far on such tight resources. Our vision is for more and more football clubs to get involved and that the weekend becomes an annual celebration for years to come.

Amnesty International UK *is part of the Amnesty International movement, the world's largest grassroots human rights organisation.*

THE MEDIA AGENCY

Caroline Holmes, Account Director at Weber Shandwick, shares her top tips to ensure a successful marketing campaign.

Establish a clear brief



Every successful marketing or communications campaign is underlined by having a really clear brief. From the start we must know what we're trying to achieve and why. Sometimes this means further defining the brief as the planning process develops. Next, we must make sure that the whole team buys into the plan. We also need firm deadlines, with a bit of room for delay. Lastly, even the best campaign will be trial and error. Be flexible in your planning to allow for adaptation and always build in sufficient resource for evaluation.

Success is of course based on having a story people want to hear but this story must always reflect the image the organisation wants to put across. Start by identifying the issues that your organisation has an opinion on. Then research what sort of related topics or approaches are popular in the media. Combine this insight to identify subjects you might own, where you have a new point of view or a great example to share.

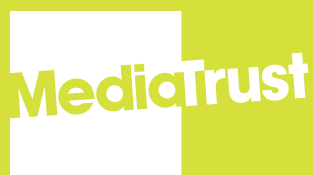
A good story is one that wins hearts and minds, but again, this depends on audience perspective. Five hundred jobs created for local people will be far more interesting to residents than a change of corporate

leadership. However to readers of the Financial Times, the opposite might be true.

While targeting is absolutely vital, one campaign can in some cases serve many audiences. But it's unlikely that one set of tactics or messaging will fit all. Be clear on the relevance for each group from the briefing stage and evaluate as you go along.

Weber Shandwick is a leading global public relations firms dealing with media, business and government.

This guide forms part of **Stronger Voices**, a training programme created in partnership with the Equality and Diversity Forum and funded by City Bridge Trust, designed to help strengthen the voices of London's equality sector.



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