POLICY, SYSTEMS, AND ENVIRONMENTAL CHANGE

EFFECTIVELY ENGAGING YOUR COALITION WHEN WORKING WITH THE MEDIA

American Cancer Society®

Comprehensive Cancer Control
Collaborating to Conquer Cancer

PURPOSE OF THE GUIDE

Policy, Systems and Environmental Change: Effectively Engaging Your Coalition When Working with the Media is a resource that coalitions and policy committees or task force groups can use to achieve their healthy community goals.

Media plays a major role in shaping our perceptions and influencing our decisions. Information in the media impacts public understanding of health, which in turn, affects health beliefs, health behaviors, health care practices, and policy- making. As public health practitioners continue to shift their focus towards physical, social, environmental, and political factors that affect health, media engagement has become a vital part of any health campaign or practice.

The purpose of this guide, is to provide coalitions with information and tools they can use to organize their media efforts and maximize their success. It serves as a companion to the Center for Disease Control's (CDC) *Media Plan Guidance: How to create and implement an effective media plan* (http://smhs.gwu.edu/cancercontroltap/sites/cancercontroltap/files/Media%20Plan%20Guidance%20%20%2007%2008%202014.pdf) the *Policy Systems and Environmental Change Resource Guide. (http://www.cccnationalpartners.org/new-resource-policy-systems-and-environmental-change-resource-guide)*

ACKNOWLEDGMENTS

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MEDIA IN A COALITION SETTING

SECTION OVERVIEW

Partners and messaging – Opportunities and challenges of managing media in a coalition setting.

One voice among many – The importance of a unified voice for the coalition.

Framing an Issue – The importance of putting your message in context.

Tips and Tools

Partners and messaging

One of the many benefits of cancer coalitions is the strength of many partners standing together on one issue. Partners come together to support an issue because they want to bring it to the public's attention. But when your coalition takes a stance on an issue, you must also take into account the needs of many partner organizations.

Questions may arise as you consider promoting policy messages, activities, and successes. Sometimes, several partners want to support a stance on a particular issue, while other coalition members do not. Similarly, a member may write an opinion piece on an issue and want to use the coalition's logo to add credibility to their piece. So who is responsible for addressing these questions?

When working with multiple partners, a coordinated approach and a well-defined media plan will make it possible for coalitions to deliver clear and consistent public messages. Media efforts will also be more powerful if they are tied to the coalition's cancer plan; this will align messages with action and will increase the likelihood of community buy-in, and help to change policy and behavior.

In a coalition environment, it is important to give special consideration to ensuring your messages are supported by your members and provide a platform for the coalition as a whole to tell its story to the widest possible audience. Preparation and clear protocols can help you frame messages that best represent the collaboration.

While crafting media messages, it's essential that the coalition is in agreement about them. Depending on the size of the coalition, it might not be possible to touch on everyone's issues. It may be that the coalition agrees that some specific messages will not be addressed. On the other hand, there may be ways to incorporate the essence of each partner's issue into a powerful combined message. Whatever the case, it's critical that all members *feel* that their ideas and concerns were considered.

One voice among many

The path to creating one "voice" for the coalition is communicating consistently with coalition members along the way to gain consensus on messages and positions. Consensus does not mean unanimous agreement. It means that coalition members can agree to address one message at a time and ultimately agree to disagree if required, while still supporting the coalition.

The power of a coalition is that many people believe and support the same idea, which leads other to also believe it might be the right course of action. Credibility is also increased by standing together because it is assumed that the solution has been vetted collectively. If multiple voices are at odds or the coalition appears divided, then credibility is weakened. The focus shifts away from the coalition's strength to impact the situation and the divisiveness of the coition becomes the story instead.

Nothing will damage your efforts faster than either unclear messaging or competing messaging. At best it will be confusing and at worst it will provide your opposition an opportunity to discredit your message. Your competitors will point out that the coalition is fragmented, weak or contradictory, and therefore unsure of its solution.

Remember that the media is paid to get the word out and wants to choose the most compelling stories available. Assuming your issue is engaging, the issues they will choose to cover are those that are easiest to understand. Reporters do not want to spend time educating themselves on the various political, social or theoretical nuances of your position. You've only got a short time to capture their attention, explain the problem, convey your solution, and amaze them that all of the coalition members agree on the same course of action.

Framing an issue

Presenting an issue or position to your audience in a way that they can understand the context of the problem is called framing. Your approach should resonate with the attitudes and beliefs of those you want to reach, and is essential to gaining their support. It is vital that you understand your audience. You may frame your message one way when you want to raise general awareness and another way if you are trying to influence legislation or policy change. Additionally, when presenting how your solution is different to that of the opposition you may choose yet another approach.

Given that policy initiatives will have a diverse audience, be clear on the answers to the following questions when framing your issue:

1. What is the issue?
2. Who is involved?
3. Who will be affected and in what ways?
4. What is the history of the problem and what contributes to the problem?
5. What is the proposed solution and what will help contribute to the solution?

Framing can also be used to share new ideas related to your coalition's message or update your message. For example, a few decades ago, the dominant frame in driving under the influence of alcohol or drugs might have included: "It's those impaired drivers who have the problem." Today that has changed to "friends don't let friends drive when drunk." This is a shift from individual responsibility to one of shared responsibility.

To create this kind of shift, the new frame should include communication materials, tools, and activities. Outreach efforts could even include TV shows, dramas, talk shows, music and advertising. Introducing a new frame or changing a dominant frame takes time, but it's achievable with repetitive, strong, consistent, and broad-based communication.

TIPS
- ♦ Take the time to develop unified messages that are supported by coalition members.
- ♦ You will become a valuable resource to the media if you consistently provide compelling and well supported messages.

TOOLS
- ♦ Please see *Developing Key Messages* in the Tools and Resources section of this guide.

COALITION IDENTITY

SECTION OVERVIEW

Establishing an identity – The importance of creating a unique coalition identity.

How to develop a coalition identity – Steps for creating your identity.

Creating a brand – Steps for creating your brand.

Tips and Tools

Establishing an identity

An identity and a brand can help you generate name recognition, as well as loyalty among members and your community. Creating a cancer coalition identity is different from creating a coalition brand. An identity is the way the media and the public recognizes what an organization stands for, what it does and how it does it. For example, the identity of Minute Maid is that of a juice company. Its brand on the other hand has a deeper meaning. The brand is both its logo and what it means to people on an emotional level. So, Minute Maid's brand isn't just about its logo and tag line, but also the emotional charge attached to goodness, health, taking care of your family, and delicious juice.

It's important that a coalition first establishes its unique identity. Based on this identity, the media and the public become aware of the coalition's stance on key issues. From there, a brand can begin to develop, leveraging both its logo and its call to action. For example—*Ted Talks – Ideas worth spreading…And debating. And criticizing. And improving*.—compels you to watch and join in the conversation. So a coalition's brand can help the media and public to understand the coalition's positions and objectives on an emotional as well as factual level.

A cancer coalition, for example, could define its identity as an organization advocating early screenings to prevent cancer. But its brand might consist of a logo with interlaced pictures of family members and a heart. It could also include a tagline linking cancer screenings to an act of love. While the identity is focused only on promoting increased screenings, the brand becomes one of love for family and the call to protect them from cancer.

You may take steps to create a coalition identity and then continue with the branding process. You can also choose not to develop a brand. Or you may decide to create a tag line, but not a logo. It's up to you. What is important is that partners understand and feel passionate about the coalition's identity and clear about the coalition's position on key issues.

How to develop coalition identity

Creating a unified identity for your coalition is not easy—but it can be done if all members have realistic expectations and can agree that the greater good is more valuable than any individual agenda.

	Getting started
	Leadership meets and agrees to spend time and resources on creating a coalition identity.
	Discussion forums
	Hold several roundtable discussions with members and stakeholders to discuss the key questions.
	Coming to consensus
	Gather feedback on the top suggestions.
	Share your new identity
	Plan to make a splash and unveil your new idea.

Who creates the identity?

Give everyone the opportunity to contribute to your discussion about the coalition's identity. It's critical that you provide a forum that allows everyone to be heard—especially volunteers and those who are interacting with key stakeholders. An open discussion at a regular meeting might be a good starting point. An online survey or discussion might also be valuable, but should not replace a face-to-face conversation.

Notes can be taken on flip charts or by a scribe so that they are visible so that everybody knows that their comments have been duly noted and their contributions are valued. Afterwards, the respective leaders can meet, distill the notes and make a decision. Of course, several rounds of discussions might be needed during this process to vet and to test ideas.

According to the authors of *The 3 Elements of a Strong Corporate Identity*, few organizations can identify and articulate what drives them forward. Often, mission and vision statements are not specific enough to help constituents understand the value the organization offers. Organizations try to be all things to all people and then lose their distinctive identity. By clarifying what your coalition uniquely offers that others cannot and committing to it, you can better communicate your key messages.

Following are some questions your cancer coalition may want to include in your discussions[1]:

- What do our partners, members and supporters value most about us?

- What strengths and capabilities allow us to provide this value?

- What services or resources are we able to offer because of these strengths?

How will the coalition share the results of their decision?

Developing a plan for how information is going to be shared as widely as possible is just as important as building a coalition identity. Create a dissemination strategy—first to the coalition members, then their constituents, then to key target audiences, and then to the public at large. Don't underestimate this progression—nothing is more devastating than information that leaks out without the coalition members hearing it first.

Coalitions should schedule at least some fanfare when presenting a new identity and brand. Make sure you give plenty of notice to save the date and that you finalize the campaign slogan and logo, which should be printed on a poster or banner. If possible, secure the website URL and at least develop a splash page for your website. It is important that information is kept confidential until the release date. Otherwise, you risk devaluing the impact of your new identity or brand.

It's during the unveiling meeting, press release or party that the individual coalition members are acknowledged. It's important to recognize each organization not only for its contribution, but for its unique services or value that it will continue to offer. This is where coalitions can draw attention to each organization's individual identity while still showing their support for the unified goals of the coalition.

For example, although the dairy campaign, "Got Milk?" promoted only one product and the objective to increase milk consumption, it also supported the production and sale of cheese, butter, yogurt and ice cream.

Creating a brand

Branding is also about your coalition's values, and those of your constituents. A lot of brands today demonstrate environmentally-focused corporate responsibility, the ethical treatment of animals or financial stewardship. All of these things go far beyond the message of the organization and connects with the personal values of the target audience.

According to the American Marketing Association brand is "Name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers."

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[1] Adapted from The 3 Elements of a Strong Corporate Identity. P. Leinwand and C. Mainardi. Harvard Business Review. Dec. 9, 2014.

Ultimately, brand goals are:

1. To have an image that is easily and logically recognizable to stakeholders, partners, and the public.

2. To have an identity that clearly conveys the mission and purpose of the coalition to the media and to the public.

You can follow these steps to create a coalition with its own successful brand:

	Consider a community-oriented name
	If your name is identifiable with members of the community, they can take pride in it and rally behind it. Be sure that the brand stays focused on meeting the needs of your target audience.
	Ask the community for their input about their perception of the coalition and its projects
	Don't shy away from asking for input and feedback. Not only does this improve your understanding of how the community perceives the coalition, but it helps to get your target audience involved and gives them ownership. It will also help recruit community volunteers that will ultimately support your sustainability goals.
	Promote your brand internally
	Branding is not just an external act. It's an internal behavior that will help to literally "brand" the cause and objectives onto the hearts and minds of the coalition members and stakeholders.
	Work with other coalition members
	As soon as your coalition has developed and launched its identity, begin to partner with other coalitions and organizations. By building these relationships, you can further your own work by leveraging theirs and their networks.
	Be judicious with alliances
	Alliances and partnerships can be a huge benefit, but they can also be drastically detrimental. Be clear about when and why you want to align with other groups and coalitions because your alliance can impact your brand as well as the media's understanding (or lack thereof) of your mission and purpose. Discuss and agree on partnerships before you create any formal or informal alliances.
	Research your opponents
	Before establishing your own brand, research how others in your area of advocacy or work represent themselves. You'll want to create an identity and brand that's distinct so that it can be told apart from the others in your space. Take note of their logo colors, fonts and imagery. Make sure that the media and the general public will not get confused.
	Associate with other recognizable brands
	Doing so can also be a useful way to establish and develop your own identity. People will "assign" credibility to your coalition if you connect with an organization that has already established its credibility. For example, your coalition could partner with a respected children's hospital or leading health care system. In turn, your credibility will flourish from theirs.

	Use social media
	Similar to traditional mass media and print media, social media is an excellent way to reach your target audience. Although entire books have been written about the best ways to use social media, be aware that having a social media presence is as much a functional requirement for credibility and educational access as a website. What's more, as a communication channel, social media is the most cost efficient form of getting your message out there.
	Protect and defend your brand
	A strong brand will help members stay focused and motivated on the mission of your coalition, whereas a diluted brand can diffuse your message and your members. Be careful about how you allow your brand to be used and who you let use it. Always control how and where your brand/logo can be displayed, discussed or shown.
	Understand that branding is more than your logo or your mission. If you want loyalty for your cause, the public has to make a connection between their values and those of your coalition. This is why it's important to protect your brand. It'll become the symbol of your coalition's ethics, values and commitment.
	For example, Live Strong Foundation's iconic yellow wristbands were a central part of their brand. When the controversy around founder Lance Armstrong began, the coalition lost a lot of its members and donors. The yellow bands no longer stood for what they once did.

Develop social media guidelines

Just as social media can be a great benefit; it can also get out of hand quickly. An unsolicited "post" can be reposted, retweeted or forwarded to literally millions of people in a matter of seconds. To minimize this risk, put in place clear and agreed upon protocols for all social media messaging and authorize only a few people with permissions to use your coalition's official social media sites.

Branding—final notes

There are pros and cons to just about everything, and creating a brand is no exception. The pros are fairly obvious and include newness, excitement, message-simplification and momentum. The cons are less obvious, but are just as important. The biggest danger is the potential for confusion in the media and by extension—the public.

Confusion can occur if a brand or identity is too similar to another brand or identity. If your coalition is not different enough from other organizations or coalitions, then no one will notice or care. On top of this, confusion can lead to apathy. If something is too difficult to understand, remember or rally around, people—especially media reporters—give up. Reporters have very little time and news by definition has to be timely, so if a story takes too long to research, understand and write, it's dropped.

TIPS

- ♦ A unique identity can help you stand out from the crowd.
- ♦ You have the option of focusing solely on creating a coalition identity and skip the branding process.

TOOLS

- ♦ See: *Branding Made Easy* by Stacy Noland - http://www.slideshare.net/StacyNoland/branding-made-easy-29417918

MEDIA TEAMS

The importance of preparing your leaders – Ensure coalition leaders are aware of media campaigns.

Creating a media team – Key people to include on your coalition media team.

Media team best practices – Important reminders for media teams.

Tips and Tools

The importance of preparing your leaders

Before you make your first media move, make sure to include your coalition leadership team in the media process. Even though the people or committees in your coalition working on a media campaign may be clear about their media strategy, it's important to allow the leadership to have their say. It's not possible for the leadership team to be involved in all the details of media planning, but make sure that they are aware of the media outlets that you're targeting and your messages. It's possible that one of your coalition leaders may know someone in the media and could introduce you. Additionally, and most importantly, the telephones of your leaders may be the ones ringing when the reporters want a quote or the story is being fact-checked. It's important that they are not only aware of the media efforts, but are well rehearsed on what to say regarding each story.

Creating a media team
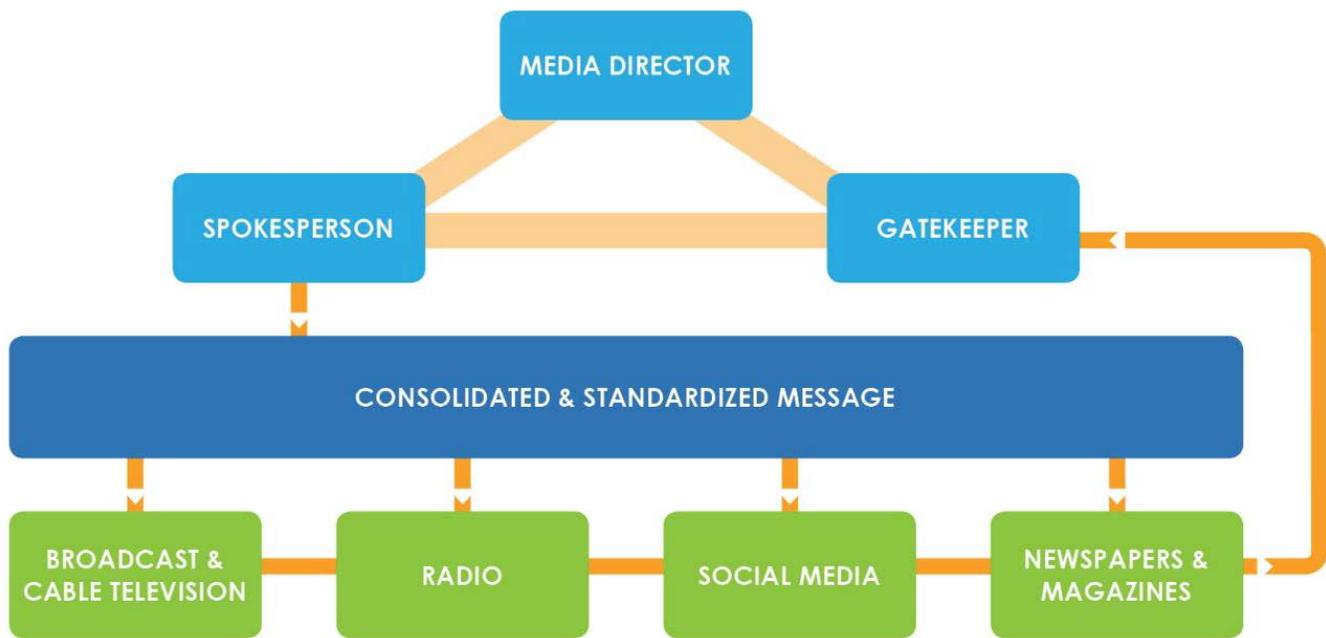
Media committee

Creating a coalition media committee is important. This committee coordinates the flow of information within the coalition and keeping everyone up to date on the media engagement efforts of various committees. The committee can inform leaders when current events or crises may impact the messaging or membership of the coalition.

The committee members should have relationships with the media and contact lists so that they can phone or email reporters with breaking news. They can find volunteers to help draft the press releases, set appointments, pitch stories, and assist with social media, or making phone calls to news desks.

Media spokesperson

Every coalition needs at least one spokesperson. When choosing this person, think about both your audience and the media. It's important to select someone who'll not only resonate with your target population, but also relates to the media. Like any profession, the media will respect someone who is savvy when it comes to conducting interviews, getting back to them quickly with quotes, respecting deadlines and agreeing to the unspoken rules of reporting.

If your coalition is large or has multiple messages, then it may be appropriate to have multiple spokespersons. If you choose multiple spokespersons, it is essential for them to know what each other is saying. This is to make sure that messages do not conflict, while also preventing the same story being given to competing reporters in a single media channel. Reporters thrive on "scoops"—being the first to break a story. If one of your coalition's spokespersons is giving breaking news to one reporter and another spokesperson is giving the same news to another reporter, you might end up doing more harm than good.

The spokesperson is often the face of the coalition, or at least the face of the message. Again, this person should be media savvy and able to anticipate media questions and the way that they're asked. They should be polished, appropriately dressed for all appearances and able to speak off-hand while sticking to the coalition's talking points.

Spokespersons represent your message to the public; they can never be caught off guard or off-duty. Once they step into the spotlight, they will remain in the spotlight. An off-message comment or an ill-advised social media post has the potential to derail the coalition's momentum and messaging. Apart from the designated spokesperson(s), coalition members should never speak to the media about the coalition, its views, policies, or message. If you feel this policy is too restrictive, then specific talking points need to be developed, which can be parroted to the media by a trained coalition member. Whether on or off the record, nothing else should be passed on to the media.

Coalitions exist to advance common goals. If partners contradict each other, the media will lose interest at best and disregard the organization at worst. Establishing clear processes will help to harness the collective voice of coalition members.

The gatekeeper

Together with the spokespersons, gatekeepers play a complementary role. The media committee may play the role of being the gatekeeper. The gatekeeper's job is to monitor and provide appropriate access to the organization. They have to be a confidant to the media, while also policing them. They should work closely with the spokespersons.

Depending on your message, all media may not be friendly. Attempts could be made to gain access to private events or fundraising dinners and some donors or political figures that are supporting your coalition, may not want to be approached by the media. The gatekeeper has to give the media enough access without giving them free rein.

They address whether taking photos or recordings will be permitted at media events. Although some magazines and radio shows have massive audience numbers, they may not be fair or objective in their reporting. Sometimes, the mere mention of your organization in a political magazine can end up pigeon-holing the coalition and polarizing your position or message.

Media team best practices

Consistent communication

Coalition leaders should communicate regularly and share as much information as possible about the media strategy, pointing out possible media events, interests or interview requests. If your topic or position is politically or socially flammable, members should be trained to be ready for any potential media contact regarding stories, quotes, comments or controversy. Members of the coalition need to be as transparent as possible, letting people know that information shared is for the coalition members only. They should be reminded that information—without proper context—can cause confusion and misunderstandings.

Fact preparation

Coalition leaders, especially Media Committees, need to have facts ready and at their fingertips. Factsheets, talking points and training are going to be regular parts of meetings. Rack cards, business cards and one-pagers should all be developed and given to coalition members to use with the media and/ or partners. Webinars, conference calls and email lists should also be used to disseminate talking points and agenda items for the coalition members. Training can also happen in this way. Preparation of the facts and regularly revisiting them cannot be overstated.

Facts in context

Make sure all coalition members know what "the numbers" mean because by themselves they are meaningless. Whether the published facts and figures are financial or statistical, they must be used in context to be meaningful. This is extremely important to make sure that the facts are used in a way that promotes the coalition's message and does not undermine it.

For example, if part of a diabetes coalition promotes the dangers of gestational diabetes and does not clearly communicate the campaign's effort to reduce diabetes overall, it might confuse members of the media who are not familiar with the many forms of the disease. By citing lower numbers associated with only one manifestation, the media may understate the overall burden. This is also the case with diseases such as cancer, heart disease and arthritis which have multiple clinical distinctions.

TIPS	♦ A media team can help your coalition coordinate and maximize their media efforts. ♦ Ensure that all coalition members are aware of your coalition messages and everyone knows the related facts and statistics.

TOOLS	♦ American Cancer Society, Cancer Facts & Figures 2015: http://www.cancer.org/acs/groups/content/@editorial/documents/document/acspc-044552.pdf ♦ Center for Disease Control and Prevention, Cancer Data and Statistics: http://www.cdc.gov/cancer/dcpc/data/

MEDIA MANAGEMENT

SECTION OVERVIEW

The importance of strategic media management – Understand your target audience.

Managing your messages – Ensure that your messages are precise and concise.

Preparing your messages – Assemble your messages for sharing in print, radio or online.

Tips and Tools

The importance of strategic media management

It's easy to get excited and imagine having stories written about your coalition on the front page of the *New York Times*. While that could happen, it actually might be better for your story to be displayed on the front page of an industry newsletter, in a journal, on various social media sites or even mentioned by a local radio host. Whoever you choose to implement your media campaign needs a good understanding of your target audience, including what they read and where they go to find their information. If your audience has a low level of literacy and is underserved, then all of the *New York Times* stories in the world won't be much help.

Managing your messages

In the media industry, the days are gone when theater critics write reviews exclusively about movies and the stage and the sports writer might also cover health care and technology. In the same way, a reporter that covers your coalition is not likely to be an expert in your field or industry, nor do they have the time to become one. They also won't have time to sift through your white papers or a pile of policy statements to pick out your main objectives. Coalitions need to collapse, compress, and consolidate their message to achieve their maximum media potential. This means that you'll help reporters to quickly understand the importance of your mission and easily convey it to the readers, viewers, or listeners.

Consolidating your message

Consolidating your coalition's messages is fundamental for gaining media coverage. Information should also be bite-sized for easy re-dissemination. The next time you watch TV, take note of how many news stories last fifteen seconds or less. Look through a magazine and see how many articles are an inch or two. The more concise a message is, the more likely additional media channels will find room to squeeze it in to their broadcast or pages. Now think about the world of social media, where messages are exceptionally short. Prepackaged social media posts are an excellent way to help reporters grab content and share it quickly. Twitter has done the media-messaging world a great service by limiting posts to 128 characters. This restriction automatically requires communicators to consolidate their message and their thoughts.

Standardizing your message

Once a coalition message has been consolidated, it has to be standardized to increase media dissemination and retention with the target audience. Media outlets like to print stories that other media outlets have already tested as long as there is a new angle that can help them differentiate their story. Apart from breaking news exclusives, most stories are repackaged, reframed, and republished because they have already been tested and are believed to be of interest to media consumers. For this reason, it is important to reproduce your key messages in standardized ways that can easily be tailored to different audiences. From news editors to radio DJs, standardized messages will be easy to read and report amidst a flurry of weather, sports and entertainment news.

Preparing your messages

Broadcast and cable television

Special consideration is required for broadcast television and cable outlets. Because their medium is visual, you must give them visual products with your message. Visual products might include a person for an interview, a spokesperson for a statement, a dog, a chart, or a burning house. B-roll camera footage is video that is considered background to broadcast news stories. For example, if you are advocating to end smoking in apartment buildings, it's useful to provide the broadcast outlet with footage that shows smoke seeping through the air vents. Footage like this can be played during an interview to break up the visuals.

You can probably imagine attractive television reporters with digital diagrams and high-tech tools, and people from all walks of life make great visuals too.

Oversized posters (or large, fake checks) can be positioned next to a press-conference podium so that news cameras have something to film as well as the person talking. When thinking about how to deliver your message, consider what *you* would like to see and use that as a guide.

Radio

Although TV focuses on the visual side of things, radio and print outlets focus more on the story-telling aspect. Statistics and testimonials are perfect for these media, *as long as they are clear and concise*. For example, the CDC recently revealed that the average woman today, weighs as much as the average man did in 1960. That kind of statistic is memorable, repeatable, and creates a visual for the listener while providing plenty of room for news commentary from the radio reporter or disc jockey. Imagine if it were you were sitting in front of a microphone in a small room trying to convey the news. The more exciting and interesting the facts the better. In the same way, shock value is useful for getting your message across.

Newspapers and magazines

When pitching your message to newspapers and magazines, including a picture certainly won't hurt. That said, don't expect them to use your photo or rely on that picture to tell your story. While a picture is worth a thousand words, many outlets do not have space for them, and some prefer to use their own staff photographers. On the other hand, some publications that are short on content use pictures to fill space and draw readers. Make sure your photographs are high resolution and well framed. This will not only increase the chances of your photo being used, but it also signals that you are media savvy and understand the requirements of print media.

Social media

Think of social media as introductory conversations, or something you would include in a postcard. The message should be brief, to the point, sharable and memorable, possibly a little surprising. Saying something surprising, funny or clever is the currency of viral social media. Remember that while social media is a valid media channel in its own right, it also serves as an on-ramp to more traditional media. TV news programs will routinely report on what is trending in social media as well as viral videos or top Facebook posts. Cyberspace is vast but it should be approached in a strategic and precise way.

- It is important to note here that the social media universe does not end with Twitter, Facebook, and Instagram. Instead, you can take a look at over 900 social media sites that target ethnic, racial, geographic, and socioeconomic circles. There's no better way to reach your intended audience than through targeted social media sites.

Media types: Examples | Roles | Benefits | Challenges[2]

MEDIA TYPE	DEFINITION	EXAMPLES	ROLE	BENEFITS	CHALLENGES
Owned Media	Organization controls the media channel	• Web site • Mobile site • Blog	Build for longer-term relationships with existing potential customers	• Control • Fully-owned • Longevity • Versatility	• No guarantees • Organizational communication not trusted • Takes time to scale
Paid Media	Organization pays to leverage the media channel	• Display ads • Paid search • Sponsorships	Can be used as needed at key times to increase engagement.	• In-demand • Immediacy • Reach • Control	• Clutter • Declining response rates • Poor credibility

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[2] Adapted from framework developed by Forrester Research, Inc. http://blogs.forrester.com/marketing/2009/12/defining-earned-owned-and-paid-media.html
Source:davefleet.com

MEDIA TYPE	DEFINITION	EXAMPLES	ROLE	BENEFITS	CHALLENGES
Earned Media	Customers become the channel	• Word of Mouth • Buzz • Viral	Listen and respond. Earned media can be the result of well-executed and well-coordinated owned and paid media.	• Most credible • Cost-efficiency • Transparent and lives on	• No control • Can be negative • Harder to scale • Hard to measure
Social Media	Fans act as third-party channels, promoting the organization's own profile	• Twitter account • Facebook page • YouTube • Flickr account	Two-way information flow between entity, consumers and between various media types	• Cost-efficiency • Versatility • Organizational leanings • Personalizes organizations	• No control • No guarantees • Takes time to scale • Many not controlled

TIPS	♦ Know your audience and create brief distinctive messages.
	♦ Remember:
	   – Say nine things – they remember none
	   – Say three things – they remember one
	   – Say three things three times – they remember all three

TOOLS	♦ Please see *Role Play Scenarios* in the Tools and Resources section of this guide ♦ Please see Media Types: Examples, Roles, Benefits and Challenges ♦ American Cancer Society, Cancer Facts & Figures 2015: http://www.cancer.org/acs/groups/content/@editorial/documents/document/acspc-044552.pdf ♦ Center for Disease Control and Prevention, Cancer Data and Statistics: http://www.cdc.gov/cancer/dcpc/data/

IN CLOSING

Managing media opportunities

From time to time, there will be opportunities for media coverage that fall outside of the main media strategy. Often quick decisions are going to be needed. At these times, the Media Committee, Spokesperson(s) and Gatekeeper have to meet and come to a decision. If necessary, the coalition leadership may need to get involved as well. Last minute opportunities can surface because of unforeseen current events or changes in legislative policy. Media teams should be prepared for these and ready to respond one way or another.

Remember…

Don't rush the process
- Messages take time and effort to create

Get them right
- Ensure everyone involved agrees and "buys in"
- They need to be universally accepted and used

MEDIA MESSAGES

Be consistent
- Deploy the same messages through all of your communication efforts—from press releases and media relations activities to websites, brochures, event themes, and lobbying

Customize them
- Adapt them for different target audiences and occasions—but don't change them fundamentally

Repetition
- For messages to have impact, they have to be repeated over and over again

Proof points
- Support and substantiate each message with evidence and examples

RESOURCE

http://www.programmemed.eu/fileadmin/PROG_MED/Communication_projets/Communication_GUIDANCE/Factsheet_3.pdf.

TOOLS SECTION

Developing media messages[3]

Key media messages help you stay on track and ensure that you communicate the right things to the right people. These messages permeate all of your communications, so they also attract considerable attention from decision makers. Spend the time to get your messages right!

Consider Your Objectives

Write your messages to reflect your objectives.	• Are you trying to raise awareness? • Are you trying to get people to change their behaviors? • Are you trying to address a contentious issue?

What You are Doing and Why

This is your central message.	• Focus on the main points; do not go into detail here. • Use simple jargon-free language. • Highlight the positive side of what you are doing.

Consider What Will Change

Increase understanding of your initiative by communicating what you want to change. Develop supporting messages to strengthen your key message.	• Use facts if they are available. • Use before-and-after examples, if appropriate. • Explain why people should care in terms that are meaningful to them.

Address All of Your Audiences

Tailor specific messages to each of your target audiences. There are four approaches:	• Consider each audience separately and craft messages that meet the needs of each. • Write a single set of messages for each initiative and tweak them for each audience. • Create one list that addresses everyone. • Combine the previous three approaches, starting with your key messages. Evaluate how these messages address each audience and adjust appropriately.

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[3] Adapted from *Strategic Communications Planning: Your Comprehensive Guide to Effective Strategic Corporate Communications Planning.* Dave Fleet

Developing key messages

TARGET AUDIENCE:		
What are you trying to accomplish?	**Why should your audience care?**	**What questions or concerns will your audience have?**

TARGET AUDIENCE:	
Highlights[4]	
Key words or phrases that capture the essentials.	
Key Message	
What you want your audience to remember in one or two sentences.	
Supporting Message	
Talking points about the benefits to the target audience.	

[4] Adapted from *Tech-Savvy Communication: A Toolkit for Nonprofits*. NPower Seattle, 2006.

TOPIC:		TARGET AUDIENCE:	

Key Message[5]

Supporting Message 1	Supporting Message 2

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[5] Adapted from *Communications Handbook for Clinical Trials: Strategies, Tips, and Tools to Manage Controversy, Convey your Message, and Disseminate Results*. Robinson E.T., Baron D., Heise L.L., Moffett J, Harlan S. V., 2012.

Media planning

	KEY CONSIDERATIONS	CRITICAL QUESTIONS	TOOLS & RESOURCES

WHAT IS MEDIA PLANNING?	• The art and science of ensuring that your key messages appear in the right place and right time to reach your target audiences with the least waste possible.
	• Media planning requires:
	  – an understanding of the media landscape
	  – the ability to drill down through consumption data,
	  – creative thinking to identify new communication opportunities
	  – an understanding of consumer behaviors.
		• How does your organization currently use media?
		• What expertise is in place to create, implement, and sustain a media plan for your initiative?
		• What gaps in expertise need to be filled?
			• Address the critical questions.

MEDIA PLANNING vs. COMMUNICATIONS PLANNING	• Media is a tactical aspect of a communications plan. • The media plan has the same fundamental steps as the communications plan. • Communications planning is critical to developing your media plan.	• Have you defined and prioritized the audiences who will receive the messages, and have you focused on the common ground between the messages and the audiences? • Are you sufficiently familiar with your audiences to craft your message appropriately? • Is there agreement on your key messages? • Are your key messages clear, credible, and compelling? • Do your audiences know who your organization is and what it stands for? • Are you confident that your messages are targeted appropriately and that you can re-use your platform repeatedly?	• Address the critical questions, ensuring an affirmative response before rolling out to your intended audiences.

Media planning

	KEY CONSIDERATIONS	CRITICAL QUESTIONS	TOOLS & RESOURCES

MEDIA TOOLS	• Key messages from your communications plan
	• Campaign graphics
	• Public Service Announcements (PSAs)
	• Materials to generate news coverage:
	  – Pitch letter
	  – News releases
	  – Fact sheets
	  – Talking points
	  – Op-eds
	  – Letters to the Editor
	  – Collateral materials
	  – Web sites
	  – Social media
	• Spokespersons
	• Related Associations
		• What media tools is your organization currently using?
		• Of these tools, which are being used most effectively?
		• Are there other media tools that would be more effective?
			• Address the critical questions.

MEDIA TYPES & POTENTIAL AUDIENCES	• Owned: web sites, mobile sites, blogs, newsletters
	  – Attracts customers
	• Paid: display ads, pay-per-click search ads, sponsorships, commercials
	  – Attracts strangers
	• Earned: publicity gained through editorial influence that is non-paid
	  – Creates brand presence without having to pay (i.e., providing subject matter expertise, PSAs, editorials)
	  – Attracts fans
	• Social: Twitter, Facebook, Pinterest, YouTube, WordPress
	  – Can be considered a type of earned media
	  – Attracts fans who create content on the organization's behalf
	  – Word of mouth
		• How does your organization employ email, web sites, and social media to enhance its brand?
		• What opportunities does your initiative have for gaining earned media?
		• What role has earned media played in your organization to date?
		• What social media will you employ?
			• Reference media documents on the flash drive.

Media planning

	KEY CONSIDERATIONS	CRITICAL QUESTIONS	TOOLS & RESOURCES
MEDIA EVALUATION	• Evaluation is the measurement of how well your media campaign is meets your objectives. • Feedback is critical to know what works and what needs to be improved. • Quantitative evaluation (what can be counted) is used to gather data. • Qualitative evaluation (what is believed) is used to deepen understanding.	• What is the purpose of your evaluation? • Which stakeholders need to be included in the evaluation? • Will you conduct a process evaluation and an outcome evaluation? • How will you use the evaluation results?	• Follow up webinars are being considered.

RESOURCES

Ann Forsythe, CDC. "Strategic Communication, Media Planning and Media Evaluation," Cynthia A. Gelb, National Center for Chronic Disease Prevention and Health Promotion, "Skill Building Session 1: PSE Panel Discussion – Communication 'Measuring Earned Media.'" "What is Media Planning," & "What are the Benefits of Media Planning," www.mediacom.com, www.yourthoughtpartner.com/blog, www.admedia.org, www.baileyworkplay.com, www.feedingthepuppy.com , www.davefleet.com, BrickMarketingBlogEarned_Media.jpg

Following are three scenarios to help prepare your coalition communications team to speak on behalf of the coalition.

STATE LEGISLATIVE HEARING - NO LEGISLATION

Scenario

Guest Presentation to Joint House and Senate Health Committee on Cancer Coalition Issue Priorities. The lead legislative staff for the Health Committees requested a presentation on behalf of the Health Committee legislative members. The request specified a presentation of no more than 20 minutes and a maximum of 4 presenters representing the coalition or their respective member organization of the Coalition. They have asked the presentation to focus on 3 key issues impacting the cancer community.

Context Details

The House and Senate Health Committees are two panels of legislators that examine legislation having to do with health issues. These committees are responsible for approving legislation by a simple committee majority before the entire House or Senate chamber is permitted to vote on the bill. It is typical for state legislative health committees to request an educational presentation from various health organizations to get a better sense of the pressing health issues in the state.

Points to Consider for Role Play

- Remember to consider what presenters can and cannot do regarding education, advocacy and lobbying
- Consider your audience when developing your message. Are they decision makers? Strategic change agents?
- Maximize your 20 minutes. Consider follow up tactics to extend the impact of your message
- Be strategic about choosing your 4 presenters.
- Remember to integrate legislator Q and A into your role play. They ALWAYS ask questions. Think creatively about what questions to include in the role play and how presenters can answer based on limitations around education, advocacy, and lobbying.

Roles

- Presenter 1
- Presenter 2
- Presenter 3
- Presenter 4
- House Legislative Health Committee Member 1
- House Legislative Health Committee Member 2
- Senate Committee Health Member 1
- Senate Health Committee Member 2

STATE LEGISLATIVE HEARING - TESTIMONY ON SPECIFIC LEGISLATION

Scenario

In state XXX, insurance companies are required to cover breast screenings for women starting at age 40 and colorectal screenings men and women starting at age 50. Senate Bill 200 is being considered before the Senate Health Committee. The bill would require insurance companies to cover breast and colorectal cancer screening for those individuals at high risk (family history, genetic predisposition, have other gastro issues, dense breasts etc.) for the disease regardless of their age. The Cancer Coalition has decided to testify on the SB 200 before the Senate Health Committee.

Context Details

This issue has been at the forefront of cancer coalition priorities as there have been several cases of late stage disease found in high risk individuals who chose to forego screening because their insurance company would not cover individuals under the stated ages. No one from the Senate Health Committee has reached out to the Coalition specifically, although there has been some outreach to member organizations of the Coalition to testify in support of the bill.

Points to Consider for Role Play

- Remember limitations on what can and cannot be done/said when a specific piece of legislation is being discussed. Can you support or oppose?
- Consider your audience when developing testimony. Remember statements that can be construed as lobbying vs. educating or advocating.
- Remember to be cognizant of time. Make your comments clear and concise, avoid repetition.
- Don't forget to engage strategic partners. Who else should the Coalition solicit to:
  - Provide information for Coalition testimony
  - Give additional testimony on behalf of another organization
  - Give testimony as a committee member's constituent
- Remember to integrate legislator Q and A into your role play. They ALWAYS ask questions. Think creatively about what questions to include in the role play and how those giving testimony can answer based on limitations around education, advocacy, and lobbying.

Roles

- Representative of Cancer Coalition/PSE Work Group
- Strategic Partner 1
- Strategic Partner 2
- Strategic Partner 3
- Senate Legislative Health Committee Member 1
- Senate Legislative Health Committee Member 2
- Senate Legislative Health Committee Member 3

PRESS EVENT

Scenario	The Cancer Coalition, in partnership with several other cancer advocate organizations, is doing a press conference regarding rumored state budget cuts to the state's breast, cervical and colorectal screening programs for the uninsured as well as the state's tobacco quitline. At the time of the planned press event there has been NO LEGISLATION introduced to pass the funding cuts into law
Context Details	The event was suggested by another advocacy organization in the state as a preemptive measure should the legislature consider making the cuts at a future date. The intended audience for the event is local and state media (print, TV, radio) as well as members of the public who have an interest or stake in the issue.

Points to Consider for Role Play

- Remember key take-aways from media and communication planning sessions. What is the most effective way to engage the media based on the issue at hand?
- Think critically about the role of the Cancer Coalition in planning the media event. Who can they contact to attend? Can a Coalition representative speak at the event?
- Consider your audience when developing your message. Are they decision makers? Strategic change agents? Both?
- Maximize the time in front of your audience. Consider follow up tactics to extend the impact of your event
- Be strategic about choosing speakers and attendees.
- Think creatively about how the Cancer Coalition and other organizations can speak at the event based on limitations around education, advocacy, and lobbying.
- Include a Q and A in the role play between event speaker(s) and members of the media. This portion can be either during the press conference or a 1 on 1 interview pre or post event.

Roles

- Cancer Coalition Speaker
- Speaker 2
- Speaker 3
- Speaker 4
- Attendee 1
- Attendee 2
- Attendee 3
- Attendee 4

RESOURCES SECTION

Media planning

- GW Cancer Institute - Media Communications Plan Template
https://smhs.gwu.edu/cancercontroltap/sites/cancercontroltap/files/CommunicationPlanExample_080715.pdf

- GW Cancer Institute – Media Planning and Media Relations Guide
http://smhs.gwu.edu/cancercontroltap/sites/cancercontroltap/files/MediaPlanningMediaRelationsGuide_FINAL.pdf

Social media

- GW Cancer Institute – World Cancer Day Social Media Toolkit
http://smhs.gwu.edu/cancercontroltap/sites/cancercontroltap/files/WCD_SocMediaToolkit_FINAL.pdf

- CDC - Guide to Writing for Social Media
http://www.cdc.gov/socialmedia/tools/guidelines/pdf/guidetowritingforsocialmedia.pdf

- CDC - The Health Communicator's Social Media Toolkit
http://www.cdc.gov/socialmedia/tools/guidelines/pdf/socialmediatoolkit_bm.pdf

- Ogilvy Washington & The Center for Social Impact Communication at Georgetown University - Using Social Media Platforms to Amplify Public Health Messages
http://smexchange.ogilvypr.com/wp-content/uploads/2010/11/OW_SM_WhitePaper.pdf

Cancer-specific resources

- National Colorectal Cancer Roundtable – 80% by 2018 Communications Guidebook: Effective Messaging to Reach the Unscreened
http://nccrt.org/tools/80-percent-by-2018/80-by-2018-communications-guidebook/

- GW Cancer Institute – Breast Cancer Awareness Month Social Media Toolkit – 2015
http://smhs.gwu.edu/cancercontroltap/sites/cancercontroltap/files/2015_Breast_SocMediaToolkit-FINAL.pdf

- GW Cancer Institute – Cervical Cancer Awareness Month Social Media Toolkit – 2016
http://smhs.gwu.edu/cancercontroltap/sites/cancercontroltap/files/Cervical_SocMediaToolkit_FINAL%202015.pdf

- GW Cancer Institute – Colorectal Cancer Awareness Month Social Media Toolkit – 2015
http://smhs.gwu.edu/cancercontroltap/sites/cancercontroltap/files/Colorectal_SocMediaToolkit-FINAL.pdf

- GW Cancer Institute – Lung Cancer Awareness Month Social Media Toolkit – 2015
http://smhs.gwu.edu/cancercontroltap/resources/lung-cancer-awareness-month-social-media-toolkit-november-2014