



Strategic Communication

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Learning Objectives

- Define strategic communication
- Describe tools of strategic communication for mobilizing stakeholder support for reform
- Apply the 5 Communication Management Decisions tool in the Sarangaya case (Oct 3)



Session Overview

- Exercise
 - Different Perspectives on Reform
- Lecture on Strategic Communication
- Concepts, Tools, and Approaches
- Use the 5 Communication Management Decision tool to develop a communication strategy for the Sarangaya case (Oct 3)



Learning objective

To apply basic strategic communication tools for mobilizing key stakeholders for coalition building...

... through change interventions informed by actionable insights.



Different Perspectives on Reform

What is Strategic Communication?

Strategic Communication is...

- Knowing your key stakeholders
- Understanding what they want and don't want (What's in it for me? WIIFM?)
- Contributing to behavior change efforts that address adaptive challenges
- Influencing stakeholders to work together toward a shared goal to create public value

A Strategic Approach Toward Action

Constraints to Collective Action

Why do problems persist?

Stakeholder Analysis

***Whose support is critical to
success of reform?***

Strategic Communication

Engaging Stakeholders



Strategic Communication Tools

- Differentiate technical problems from adaptive challenges.
- Stakeholder Analysis
 - Position (for or against)
 - Level of influence
- Targeted Change in Behavior
- Message Framing
- Tracking Changes in Knowledge, Attitudes and Behavior


5 Communication Management Decisions

AUDIENCE	BEHAVIOR	MESSAGES		CHANNELS	EVALUATION
		Takeaway Messages	Supporting Data		

Differentiating Technical Problems and Adaptive Challenges

Type of challenge	Problem definition	Solution	Locus of work
Technical	Clear-cut	Clear-cut	Authority
Technical and adaptive	Clear-cut	Requires learning	Authority and stakeholders
Adaptive	Requires learning	Requires learning	Stakeholders

Targeting Key Stakeholders



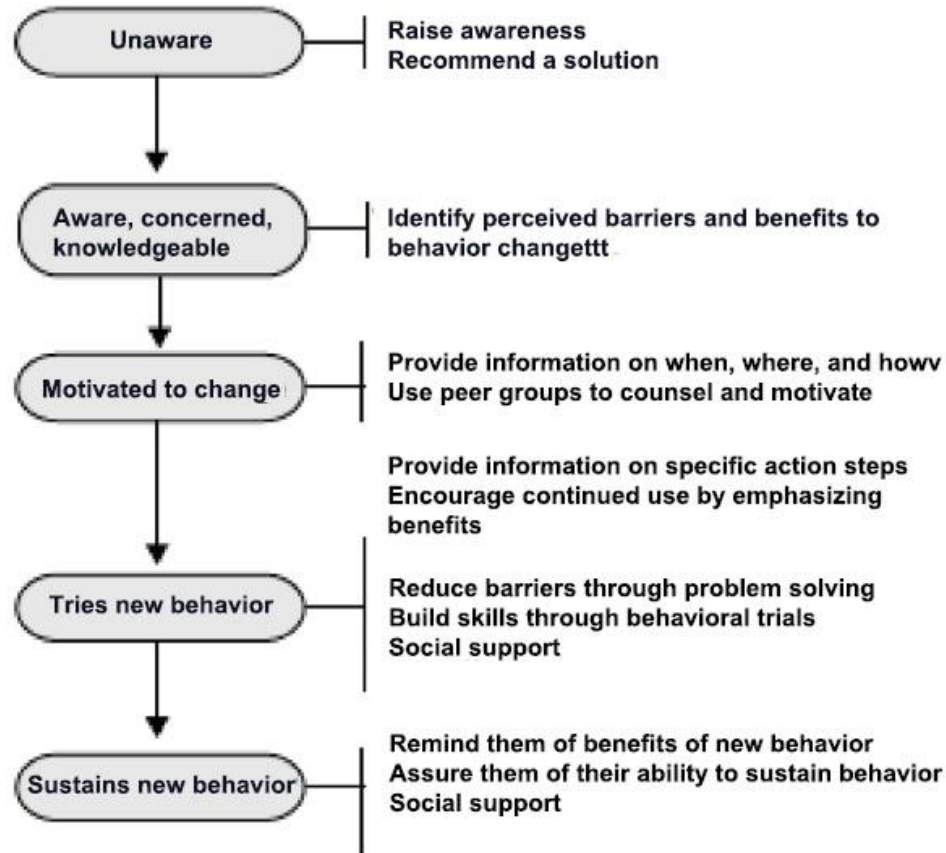
Immovable opponents	Opponents	Uncommitted and uninvolved people	Uncommitted and involved people	Allies	Hardcore allies
<i>Offer minimal persuasion</i>	<i>Deactivate or</i>	<i>Offer minimal persuasion</i>	<i>Activate</i>	<i>Reinforce</i>	<i>Offer minimal persuasion</i>

Power Influence Matrix

Interest	High	“Advocates”: high interest, low power	“Players”: high interest, high power
	Low	“The Crowd”: low interest, low power	“Context-setters”: low interest, high power
		Low	Power High

Stages of Change

Audiences Along a Behavior Change Continuum



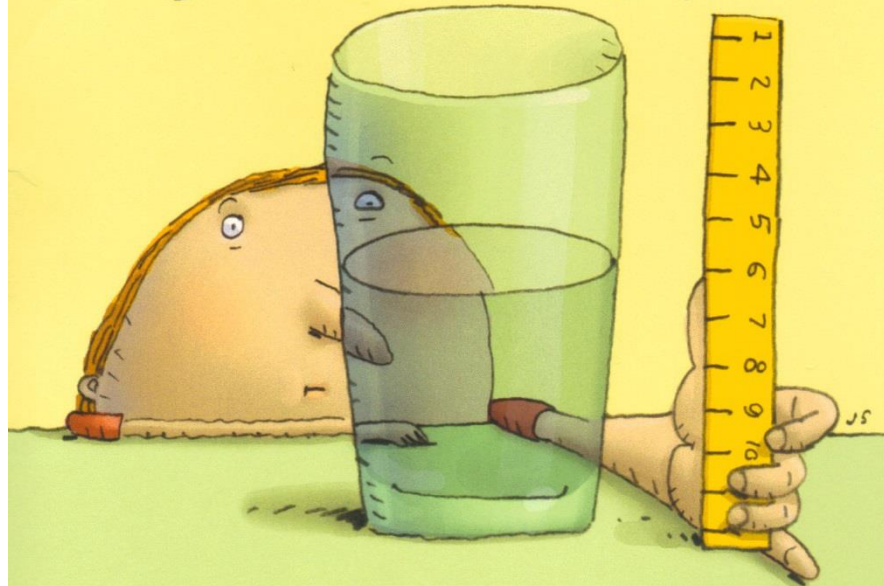


Framing Messages

What do you see?



Some people see this
glass as half empty...



Some people see this
glass as half full...

What do you see?



Video



Framing Messages



Highlighting aspects of your reform that resonate with stakeholder interests!





Framing

- Framing emphasizes some aspects of an issue and de-emphasizes others.
- Framing helps define issues and influences how stakeholders perceive them.
- The alternative framing of issues can influence perceptions of responsibility and lead to acceptance of new solutions.



Framing

- Framing emphasizes some aspects of an issue and de-emphasizes others – by actively choosing what to emphasize and what to de-emphasize
- Framing helps define the nature of the problem and how stakeholders perceive it. It also influences how stakeholders think about the problem and what actions they take
- The alternative framing of an issue can influence the perceived responsibility and accountability for the problem and the perceived legitimacy of different stakeholders

We can increase the quality of communication interventions by purposefully framing our messages.

Less reactive; more responsive to stakeholder interests.



Framing Messages

- What is the benefit (loss) for the stakeholder?
- “What’s in it for me?” (WIIFM)



Problem-Solution Frame

Problem-Solution Frame

Economic crisis as national vs. global vs. regional

National problem  Domestic solution

- E.g., erect trade barriers; “domestic jobs frame”

Global problem  Global solution

- E.g., lower trade barriers globally; WTO; “global free trade”

Regional problem  Regional solution

- E.g., growth triangles, ASEAN; “free trade areas”

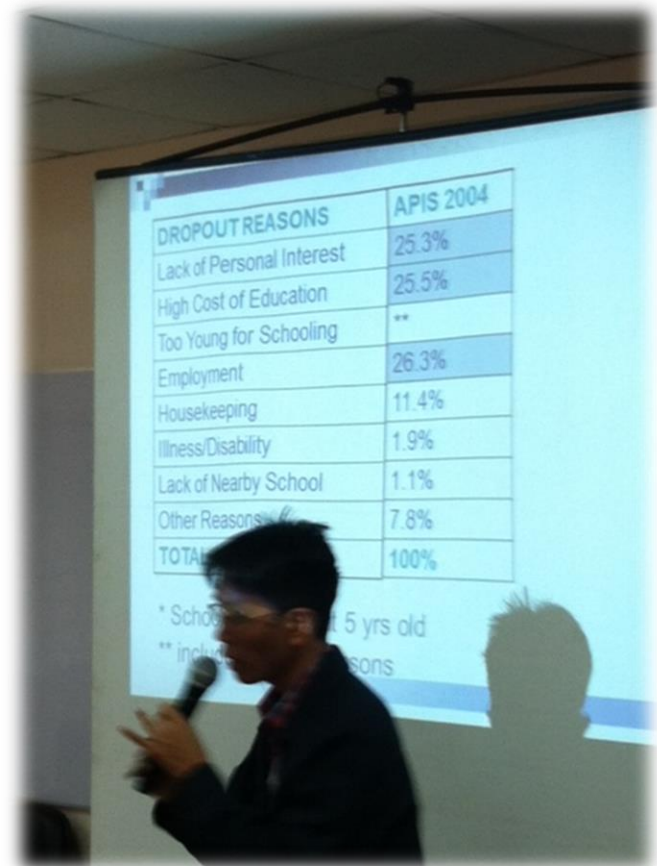
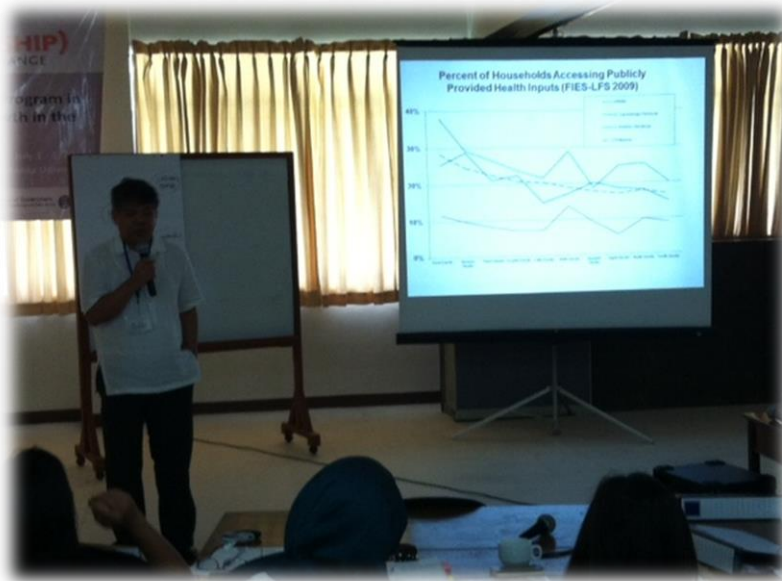
Emotional Frames



Evocative visuals trump verbals;
depends on objective and audience!



Technical Frame



Collective Action Frames, a purposeful shift...



from
“WIIFM?”

to
“WIIFU?”

Collective Action Frames

Framing messages based on:

- Shared Purpose...
- Rewards...



Collective Action Frames

- Shared Purpose
- Identity
(municipality, professional group, cultural group, family)
- Ideology
(political party;
what people find meaningful)

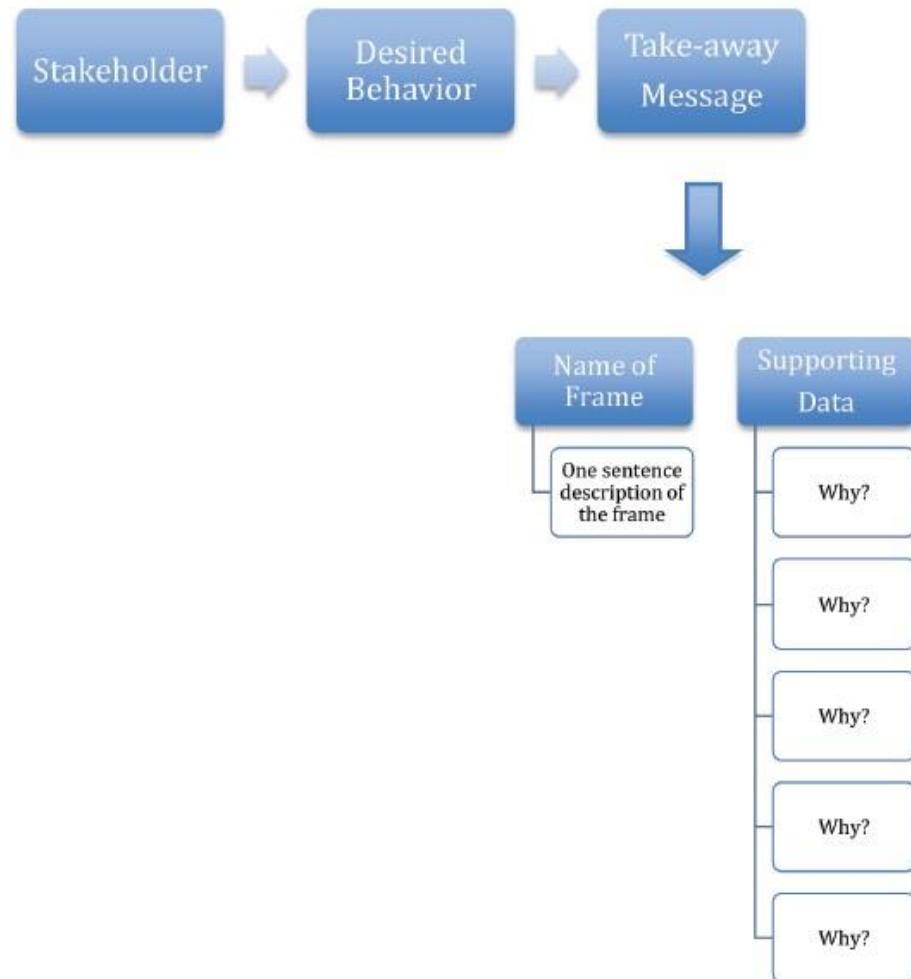




Collective Action Frames

- Rewards
- Resources for the group, specific project, larger cause
- Efficacy (“I can make a difference!”)

Framing Tool



5 Communication Management Decisions

AUDIENCE	BEHAVIOR	MESSAGES		CHANNELS	EVALUATION
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Tracking changes in knowledge, attitudes, behavior

Evaluation of Communication and Change Interventions

PROJECT OBJECTIVE	DEVELOPMENT CHALLENGE	COMMUNICATION INTERVENTION	OUTCOMES (What Change Has Communication Produced?)	IMPACT ² (Contribution of Communication to Desired Change(s) of Overall Project)
Increase economic growth in a major city by extending light rail transit (LRT) line to periphery.	How to secure political will (i.e. build ownership and leadership support) among the executive branch and the legislative branch of government.	Mobilize multi-stakeholder coalition (government officials, private sector and civil society) to advocate with key stakeholders in the executive and legislative branches of government (i.e. use public will to build political will).	<p>Broad stakeholder engagement and open discussions on technical engineering and financial feasibility studies in various fora convened by leaders in the executive and legislative branches of gov't.</p> <p>Dialogue and negotiation sessions with leaders and committee members in the executive and legislative branches of gov't result in project approval.</p>	LRT project is implemented successfully resulting in increased economic growth in the city



Session Summary

- **Management Objective** – behavior change of critical stakeholders
- **Stakeholders** – position and level of influence
- **Stages of Behavior Change**
- **Message Frame** – collective action ..**WIIFU**
- **Channels of communication** – traditional media, social media. New norms – ‘spreadable media’ + ‘sticky’ messages.
- **Evaluation** – tracking behavior change



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