



**KALEIDOSCOPE**  
COMMUNICATIONS



**OXFAM**

# A DIFFERENCE A DAY

CAMPAIGN STRATEGY REPORT



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## INTRODUCTION

Climate change is a contentious issue that is commonly rejected or dismissed by the general public, often borne of an ignorance of its scientific and socio-economic ramifications. As such, youths arguably hold the greatest potential for influencing their generation and future generations towards creating a more eco-friendly world. This report outlines the strategy behind Kaleidoscope Communications' integrated campaign, which aims to increase awareness of the issue and its impacts, specifically food security, among 18-26 year olds and consequently generate substantial and sustained action. This report aims to outline the key messages and objectives of the campaign and includes a detailed solution to the problem of Australian youths' disengagement from climate change and food security as pressing socio-political and environmental issues.

## CLIENT BACKGROUND

Research on the client has ensured that the tactics presented maintain a 'clear and consistent image, position, message, and theme across all marketing communication tools' (Anantachart 2008, p.104), in line with the overall objectives of Oxfam as a global organisation.

Oxfam Australia is a part of a worldwide developmental organisation that mobilises the power of the people to end global poverty. Working around the globe to equip people with practical and innovative skills as well as resources, Oxfam assist them in creating their own solutions to poverty. Along with physical aid, Oxfam also runs various successful campaigns advocating for the voices of the poor to be heard in influencing the local and global decisions that affect them.

## SITUATION ANALYSIS

Secondary research has played an integral role in forming our communication strategy; the insights gleaned have cultivated a greater understanding of the situation faced by Oxfam Australia (Broom & Sha 2013). Climate change is an issue that requires international action, and as one of the world's biggest polluters and energy wasters, Australia has a significant role to play in alleviating climate change related effects around the globe.

In the year to June 2013, national emissions from deforestation alone rose 1.5% (Arup 2014), while 2013 was confirmed as the hottest year nationwide in more than a century (Bureau of Meteorology 2014). The increased temperatures have already prompted premature crop development, and in the future, extreme weather could create even more

unpredictable growing periods and failed crops. Despite this fact, food security is not high on the political agenda of the Australian Government.

The 2013 Climate Institute Study found that more than a third of younger people believed humans to be the main cause of climate change (Climate Institute 2013). Therefore, youths acknowledge that they have the power to act against this change.

## SWOT ANALYSIS

Below are a few key points of the extensive SWOT analysis conducted on Oxfam Australia in relation to the climate change issue:

### Strength

- Oxfam is an established organisation that holds a strong and positive reputation within Australia. This gives the organisation a 'greater ability to build on their positive base and increase performance' (Smith 2009, p.37).

### Weakness

- Oxfam has no specific sponsors for the climate change initiative; this could potentially decrease the magnitude of future campaigns as funds are limited.

### Opportunity

- Utilising Oxfam's current youth audience has the ability to lead to new relationships with other like-minded individuals who are willing to engage with the organisation and message.

### Threats

- Oxfam competes with a wide range of not-for-profit and charity organisations that have similar campaigns and messages.
- As climate change is a long-term issue it is difficult to maintain enthusiasm and support from a young audience.

## COMMUNICATION ISSUE

Australia is one of the world's biggest polluters and energy wasters, and Oxfam recognises that Australia, as part of the Global North, has a responsibility in combatting climate change both on an individual and political level (Oxfam Australia 2011). With increased awareness of climate change and its effects on the world food system, Oxfam hopes to mobilise young Australians to take action not only through individual behavioral changes, but as a collective group in the hope of leveraging government policies that will work towards a more sustainable environment (Oxfam Australia 2011).

## OPPORTUNITY STATEMENT

The communication issue presented by Oxfam identifies as an opportunity for the organisation as it 'offers a potential advantage to its publics' (Smith 2009, p.19); reducing the future effects of climate change will not only sustain the planet but also protect all those who inhabit it. Taking this into account, the opportunity statement for this strategy is as follows:

By engaging young Australians, Oxfam has the opportunity to increase awareness of the climate change issue and its effects on the global food system while simultaneously generating sustained and significant action.

## KEY PUBLICS

Publics must be segmented in relation to an analysis of the external and internal issues and opportunities confronting the organisation at hand. As our key public, in keeping with Oxfam's brief, we selected:

Australian youth between the ages of 18-26.

Preliminary research indicated that this demographic were highly aware of climate change as a pressing geo-political and environmental issue, with 92% acknowledging climate change as a real phenomenon (Kaleidoscope Communications 2014). However, only 37% qualified it as a human made phenomenon (Kaleidoscope Communications 2014). This knowledge gap is significant to the campaign, indicating a need to raise awareness not only of climate change, but more specifically its severe social ramifications; the most pressing being global food shortage. When analysed collectively, these insights highlight youth to be hugely significant to Oxfam's situation; given that they are the primary change makers of the future and arguably the most open to the potentialities of preventative climate change measures. Preliminary research into this target public clarifies the need for an integrated campaign, which both raises awareness and elicits action.

## GOALS

Smith suggests that ‘a successful approach to strategic communication in a competitive environment is to position the organisation according to its own particular niche’ (2005, p.2). As such, campaign goals need to highlight Oxfam's unique role in alleviating the effects of climate change, to the specific benefit of global food security.

- To illuminate the link between climate change and global food security to Australian youth.
- To encourage youth to take an active, engaged and positive role in preventative climate change measures, based on the knowledge that such measures can alleviate the global burden of food scarcity.

## OBJECTIVES

‘Planning is about developing a carefully sequenced series of actions to progress and assess the strategy’ of a campaign (Johnston & Zawawi 2009, p.171). Objectives serve this purpose to ensure the tactics are executed ‘in a way that makes sense’ to the overarching aims of a campaign (Smith 2005, p.3). Oxfam's objectives have been segmented accordingly, into categories of awareness, acceptance and action.

- Increase awareness and acceptance of climate change as a human made phenomenon with severe implications for global food security, which can be alleviated through small, consistent human action, by June 2014 (20% increase on March figures)
- To facilitate, increase and sustain action in alleviating climate change by encouraging youth to make ‘a difference a day’ by June 2014. (Achieve 6,000 hashtagged posts across all social media platforms and 3,000 app downloads)

## KEY MESSAGES

By mobilising this demographic by way of both information and avenues for individual and political action, Oxfam can work to empower youth to make sustained, positive changes to their life-styles and thereby galvanise food security on a global scale. As such, all key messages of this campaign revolve around the concept of youth making 'a difference a day' to alleviate climate change.

1. Climate change has a significant impact on global food security as it affects the availability of food, and its ability to be grown, transported and traded in quantities necessary to sustain the global population.
2. Climate change is a human made phenomenon that can in turn be rectified by small, consistent and engaged human actions, which can significantly alleviate the damaging impacts of environmental degradation.
3. Youth particularly have a crucial role to play in alleviating climate change through positive and engaged individual and political actions; thereby making a difference a day and substantial changes to their own futures and the world they will inherit.

## TACTICS

### Key Insights

From all of our primary and secondary research, there have been a few particularly profound insights that have shaped our campaign choices. Research highlighted that most youths are aware climate change is occurring, though few understood the ramifications of this, and haven't been motivated to take action to solve it.

### The Problem

The current attitude of the target market toward climate change is ambivalent and indifferent as for 'many people, climate change is a remote problem and not one of personal concern' (Nicholson-Cole 2005, p.255). The topic itself has saturated the media and society, resulting in a disconnection between the public and the issue. The problem is that 18-26 year olds believe climate change is bigger than them and that the issue is out of their control, thus we need to put the focus on small changes driving bigger ones. The overall aim is for awareness to translate into action; motivate youth towards becoming more eco-friendly by taking steps to change daily habits.

### The Solution

We need to reconnect the target market with the issue, and inspire them to take responsibility for being eco-friendly in their own lives. Our campaign will be a two-step approach: first raising awareness of consequences of climate change, particularly regarding food security, and then stimulating action to combat these effects. The #adifferenceaday campaign will enlighten the target market on the gravity of the issue at hand through informative messages across digital, print and physical platforms, while emphasising action the achievable differences that can be made in daily life, predominantly through an accessible app and various social media pages. A breakdown of each campaign component follows:

#### *Website*

Before the campaign begins, a website will be set up as a constant referral point for any information regarding the campaign messages, ideas, suggestions and research. The website will be called '#adifferenceaday' and will reflect our overall message, creating the baseline for consistency within all aspects of the campaign.

#### *Posters*

The first stage of the campaign will begin at universities, where motivated and inquisitive minds will be targeted in order to start the awareness and lay the foundation of our ideology. Posters will be displayed at UTS, Sydney University, University of NSW and Macquarie University and other TAFE and private college institutions. The poster will have a



playful tone, while still honing in on the link between food security and climate change. The posters will use relatable situations (soaring banana prices after cyclone Yasi in 2011) with a hint of irony, to create a comparison and highlight the seriousness of the issue in developing countries: they bear the brunt of poor harvest the hardest as their livelihood depends on it.

*Publicity Stunt*

The second item in our campaign is a publicity stunt that will creatively and effectively attract audience interest, gain media attention and be the starting point for making a change in the market. It will be conducted at Central Station, a vibrant location in Sydney city that sees thousands of the target market every day due to surrounding universities, and will have the foot traffic we need for the stunt to succeed. We will have two identical clear plastic tubes set up side-by-side, one representing the food consumption of the Global South, and the other of the Global North, with each tube having a marker which indicates how much food is needed to feed the amount of people.



The stunt will be a visual representation of overconsumption juxtaposed against the destitute state of the Global South, thus proving the imbalance of food security across the world. It will raise awareness to the point that climate change threatens food security around the globe. There will be an iPad stand where, with help from one of our promotional assistants, people can calculate their carbon footprint using our app and see how the app shows you how to make #adifferenceday.



The stunt will be accompanied with a calico tote bag branded with ‘#adifferenceaday’ as well as the Oxfam logo, to add a tangible, takeaway reminder of the campaign message. The continued exposure as people reuse these bags is an added advantage, and will also encourage people to link back to our website where they can research the issue further. There will be a press release about the event to ensure media attention, as well as alerting journalists, newspapers and other media outlets that the stunt will be taking place in order to increase public awareness.

### *Video*

To accompany the publicity stunt, a video created using footage of the day will act as a reference point online – to be displayed on our website and shared across social media platforms. The video will contain an informative overview of the campaign message and issue, and will have a youthful, creative edge, with a high level of attraction to sharing, in the hope that it goes viral through promotion on social media.

### *Smart Phone Application*

The ‘a difference a day’ application, as previously mentioned as part of the publicity stunt, is a key element of the action portion of the campaign. The app will have a page where users can calculate their carbon footprint, which will feature a visual graphic similar to the food tubes from the publicity stunt. The app will have a range of suggestions on how to make a sustainable change each day, and any actions users make in their lives will reduce their carbon footprint, with their personal emissions level dropping down accordingly. For example, a suggested change may be to buy local, organic produce thereby supporting local farmers and reducing the emissions in the production and transportation of your produce. There will be options to share to social media, so people can be proud of their efforts and share it with their friends.

### *Social Media*

The social media aspect will be ongoing for the duration of the campaign. The main component will revolve around the hashtag #adifferenceaday. The central idea around the campaign is to generate action, and through this hashtag we encourage people to post on their choice of social media outlet how they are making small changes to their life. Oxfam posts made on each platform will direct audiences to visit the website and watch the video for more information, or download the app for suggestions on how to become more sustainable. To match the light-hearted tone that goes hand in hand with social media, we will use phrases such as ‘an excuse to take a selfie’, which encourages people to flaunt their eco-friendliness without compromising their online image.

## RATIONALE

The campaign is multi-faceted, combining components in order to engage as many of our target market as possible. Harnessing the principles of Integrated Marketing Communication (IMC), the 'idea is to strategically coordinate marketing communications tools to optimise the impact of these tools on the target audience... in an integrated way to maximise communication effects that promote company goals' (Anantachart 2004, p102).

Social media is vital in this campaign, as it is the most used medium of our demographic and also very cost effective, though we have additionally allowed for paid promotion in the budget. Wherever our other elements are operating on a smaller scale, social media will be used to amplify. The hashtag #adifferenceaday will be advertised in all aspects of the campaign to create consistency and strength of message. The website lays the foundation for information, while the publicity stunt will attract the demographic as they are appreciative of innovative, attention grabbing action. The app offers a long-term element to the campaign, takes advantage of youths' propensity toward technology and social media, and is tangible in terms of giving an interactive and quantifiable insight into how making a difference a day actually works to make real changes in your energy and food consumption. From a practical point of view, the app's effectiveness will be easily measurable and we will have concrete download numbers to assist in our campaign evaluation.



TIMELINE

Task Name	Mar 30	Apr 6	Apr 13	Apr 20	Apr 27	May 4	May 11	May 18	May 25	Jun 1	Jun 8	Jun 15	Jun 22	Jun 29	Jul 6	Jul 13	Jul 20	Jul 27	
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The timing of our campaign is based on a slow-burn approach, in which we value longevity over short-term impact. This reflects the nature of climate change as an issue; it is not a quick fix, thus we must aim to create sustained action.

Other tasks that will continue from June onwards include:

- Social media upkeep
- Evaluation of campaign success
- Potential launch of a social media #adifferenceaday competition

## BUDGET:

We plan to implement the communications strategy over a three-month period. Our short-term strategy has been devised with the potential to be extended into the long-term on a slow burn approach, with continued social media activity, a strong online presence and further promotional campaigns.

TACTIC	COST	DATE	NOTES
<b>WEBSITE</b> <ul style="list-style-type: none"> <li>- Design, development of mid range web page</li> <li>- Upkeep → hosting / updates</li> </ul>	\$1299  \$400	April 2 <sup>nd</sup> → ongoing	Quote from Edge Creative Sydney –incl. Platinum Page
<b>POSTERS</b> <ul style="list-style-type: none"> <li>- Combination A3/A4 for awareness around universities</li> </ul>	\$400	April	Quote from Edge Creative Sydney)
<b>PR STUNT</b> <ul style="list-style-type: none"> <li>- Oxfam Posters</li> <li>- Plastic Tubes</li> <li>- Material inside tubes</li> <li>- Employees</li> <li>- Takeaway tote bag</li> <li>- Press Release</li> <li>- Council license</li> <li>- Exhibition package hire (iPad stand and other signage)</li> </ul>	- \$600 \$200 - \$900 - \$500 \$1500	April → May	Sourced from Oxfam  Approx – custom made from All Star Plastic  Kaleidoscope Communications  Quote from Shoppingbagwholesale.com.au  Quote Edge Creative Sydney
<b>VIDEO</b> <ul style="list-style-type: none"> <li>- Filming Costs</li> <li>- Video production service</li> <li>- Editing</li> </ul>	\$100 Donation -	April → May	Any onset needs only  Family of team member with resources  UTS / own resources
<b>SOCIAL MEDIA</b> <ul style="list-style-type: none"> <li>- Page presence /</li> </ul>	\$1000	April →	For Facebook presence to be promoted and

marketing		ongoing	to assist in upkeep if necessary – approx figure
PR CONSULTANCY - Running costs	\$200	Ongoing	Due to nature of campaign, Kaleidosope Communications are working pro-bono however allowance for petrol, some food etc.
MOBILE APP - Basic app development	\$6000	April	Average approx cost from online quotes
<b>TOTAL</b>	\$13 099		All estimates are based on quotes and are approximate – small costs may vary.

## EVALUATION TOOLS

Constructing evaluative mechanisms at the beginning of strategy development is crucial in measuring the overall success of the campaign. Overall, evaluative mechanisms, if constructed effectively, ‘find linkages between information, attitude and behaviour’ (Pritchitt and Sherman, 1994).

Awareness, as a non-tangible, qualitative concept can be difficult to measure, but we have several tools to quantify and evaluate our campaign using principles derived from persuasion and likability tests (Wells, Spence-Stone et al. 2011). A survey was distributed to inform our strategy (see Appendix), aimed at gauging individuals’ knowledge and perceptions of Oxfam and it’s role, climate change and food security as global issues and environmental involvement. This same survey will be distributed again after the campaign as to best analyse the 20% increase in awareness we aim to create.

Levels of action can be effectively quantified and collated with reference to social media engagement, predominantly traceable through the hashtag ‘#adifferenceaday’, and app downloads. Media monitoring and analytics of the quantity and regularity of ‘likes’, ‘shares’, ‘follows’ and use of the hashtag across all of Oxfam’s active platforms will demonstrate whether the key messages have been disseminated to the intended publics in an effective manner, and confirm if we reach our KPI of a 20% increase in social media engagement.

## CONCLUSION

Our strategic approach is a reflection of our agency, and your brand: multi-faceted, honest, a ‘practical visionary’ (Oxfam 2013). Each campaign element has a strong core idea that will connect with the target audience across different mediums to create awareness, and then generate action. Oxfam’s existing relationship with youth combined with our vast knowledge of this particular demographic will ensure the #adifferenceaday campaign succeeds in mobilising the target group towards alleviating the effects of climate change, to the specific benefit of global food security.





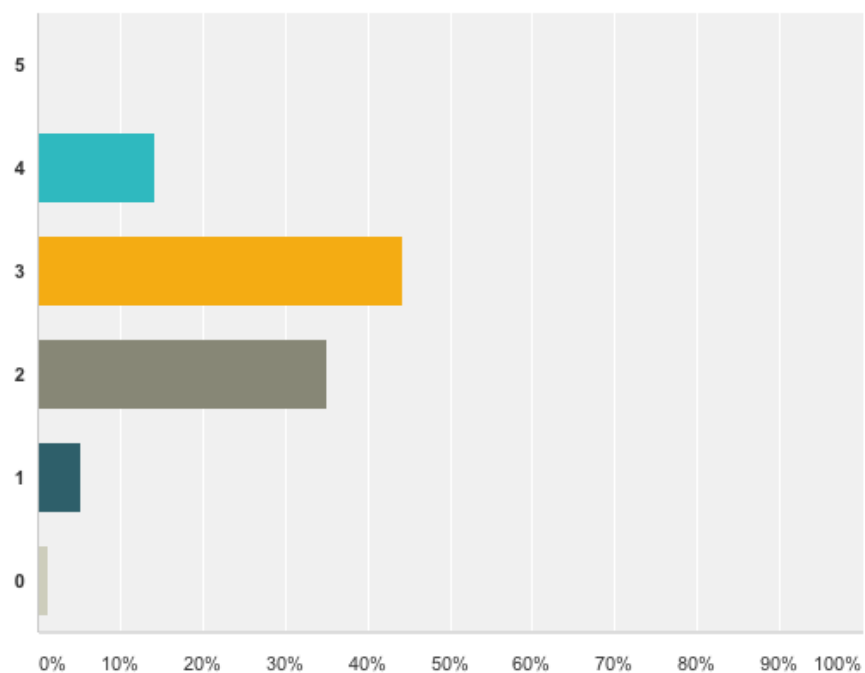
# APPENDIX

Survey conducted among 18-26 year olds (sample size = 77)

1. Have you heard of Oxfam?
  - 90% YES
  - 10% NO
2. What do you think Oxfam’s main objective is?
  - 33% said it was a charity to raise money through fundraising
  - 29% said it was to end poverty
  - 12% didn’t know
  - 11% think it is to help disadvantaged children
  - 8% said it is for equal rights
  - 6% mentioned climate change
3. What is climate change?
  - 95% recognised it is a change in the climate by temperature rising
  - 37% mentioned it was human induced
4. Do you believe climate change is happening?
  - 92% YES
  - 8% NO
5. Are you conscious of your carbon footprint?
  - 21% YES
  - 58% SOMETIMES
  - 21% NO

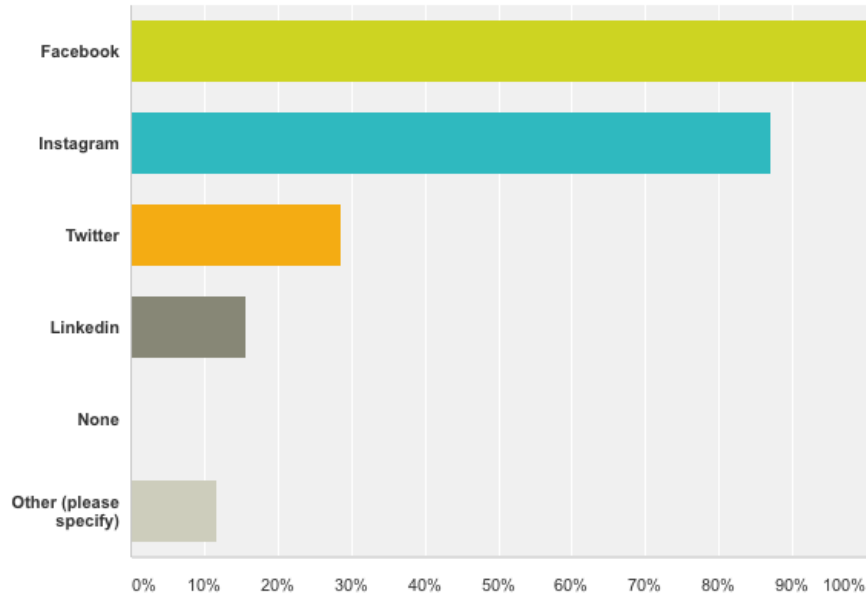
## On what level do you believe you are sustainable in your daily life? (5 being completely eco-friendly)

Answered: 77 Skipped: 0



### What social media outlets do you use?

Answered: 77 Skipped: 0



8. Do you currently have any involvement with charities of any kind?

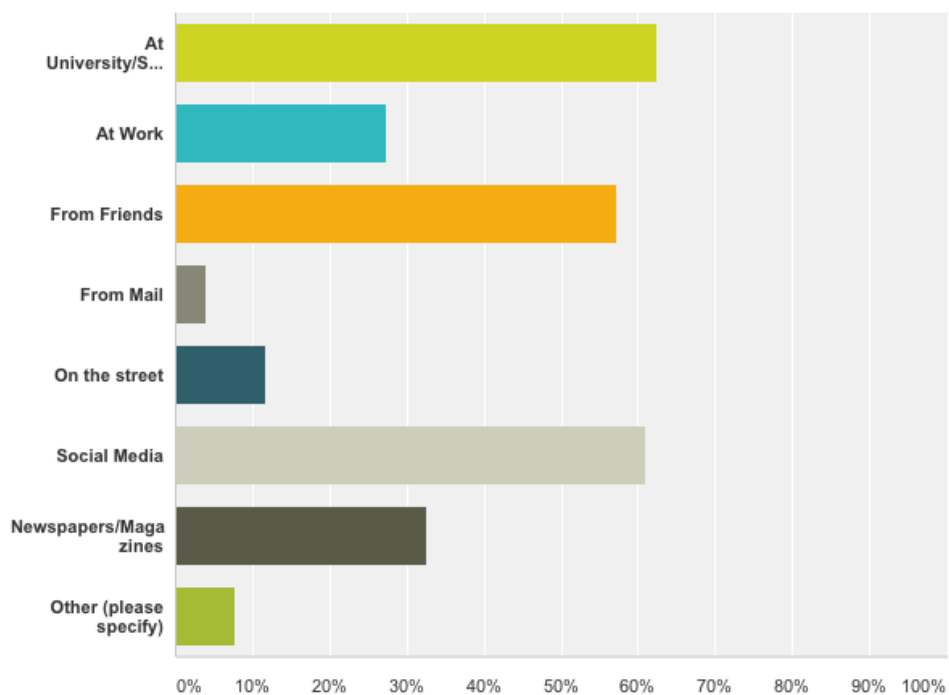
- 34% YES
- 66% NO

9. Would you consider becoming involved with a charity?

- 82% YES
- 18% NO

### Where are you most likely to engage with information about a charity?

Answered: 77 Skipped: 0



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