Update on Communications, Advocacy & Marketing Strategy

CORINNE WOODS, DIRECTOR OF CAM
CAM OVERARCHING STRATEGY

MISSION

- To put the 821 million hungry people at the heart of political agendas & legislation
- To create an environment for increase in public & private resources to meet the needs of all the hungry people in the world

STRATEGIC OBJECTIVES

- Positioning WFP
- Behavior changed and policy influenced
- Increase Engagement Voice/Join/Act

MAIN KPIs

- Brand Awareness
- Share of Voice
- Engagement

WORKSTREAMS

- Strengthen brand awareness, trust and attributes
- Protect brand and manage reputational risk
- Position WFP as a thought leader in ending hunger
- Create impactful content/storytelling to showcase WFP’s action
- Engage stakeholders and mobilize influencers

MAIN KPI DESCRIPTIONS

Strengthen brand awareness, trust and attributes
Protect brand and manage reputational risk
Position WFP as a thought leader in ending hunger
Create impactful content/storytelling to showcase WFP’s action
Engage stakeholders and mobilize influencers

MISSION

▪ To put the 821 million hungry people at the heart of political agendas & legislation
- To create an environment for increase in public & private resources to meet the needs of all the hungry people in the world
The United Nations World Food Programme is the world’s largest humanitarian organization, saving lives in emergencies and building a better future for people driven into hunger by conflict and the impact of climate change.

<table>
<thead>
<tr>
<th>BOILERPLATE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BRAND DIFFERENTIATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUCCESSFUL</td>
</tr>
<tr>
<td>-------------</td>
</tr>
<tr>
<td>EMERGENCY RESPONSE</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>KEY NARRATIVES</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMERGENCY RESPONSE</td>
</tr>
<tr>
<td>HUNGER-INSECURITY - PEACE</td>
</tr>
<tr>
<td>HUMANITARIAN-DEVELOPMENT NEXUS</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CROSS-CUTTING NARRATIVES</th>
</tr>
</thead>
<tbody>
<tr>
<td>EFFICIENCY</td>
</tr>
<tr>
<td>DIGITAL TRANSFORMATION</td>
</tr>
<tr>
<td>CLIMATE</td>
</tr>
</tbody>
</table>
### WHAT WE DO

- **KEY NARRATIVES**
  - **Emergency Response**
    - Ensuring that WFP is recognized as the leading organization in emergencies
  - **Hunger-Insecurity-Peace**
    - Supporting WFP reports and research which build a body of evidence that hunger, insecurity and peace are tied
  - **Humanitarian-Development Nexus**
    - Positioning WFP as a partner of choice in the humanitarian-development nexus and a thought leader in conversations around resilience-building

- **Cross-Cutting Narratives**
  - **Efficiency**
    - Showcasing how WFP operations are efficient by simplifying processes
  - **Digital Transformation**
    - Illustrating how we apply digital solutions and the smart use of data for real impact
  - **Climate**
    - Highlighting the present and future impact of climate change on food security and nutrition

### WHO WE TARGET

**AUDIENCES**
- **Individuals**
- **Influencers**
- **Opinion Formers**
- **Governments**
- **Staff**

### WHAT WE WANT TO ACHIEVE

**MAIN OBJECTIVES**
- **Positioning WFP**
- **Behavior changed and policy influenced**
- **Increase Engagement Voice/Join/Act**

---

**Glocal Approach**
HOW WE TARGET

AUDIENCE INSIGHT – INDIVIDUAL AUDIENCE SEGMENTS

<table>
<thead>
<tr>
<th>AUDIENCE SEGMENT</th>
<th>DATA INSIGHTS</th>
<th>TARGETED ACTIVITIES</th>
</tr>
</thead>
</table>
| INDIVIDUALS     | • Brand Research  
                  • Neuro Science Study  
                  • Nielsen Study  
                  • Social Media Data  
                  • Persona Study on Under 35s  
                  • Edelman Trust Barometer | • Targeted Marketing Campaigns (e.g. Food Waste, Cinema Campaign)  
                  • Social media Content  
                  • Online Products (e.g. FreeRice)  
                  • Storytellers |
| INFLUENCERS     | • Influencers/Stakeholder Mapping  
                  • Social Media Insights | • Influencers Pitching/Outreach  
                  • Targeted Marketing Campaigns  
                  • High-Level PR Events |
| OPINION FORMERS | • CARMA Report Insight  
                  • Media Tiering  
                  • Stakeholders Mapping  
                  • Salesforce | • Advocacy Campaigns  
                  • Media Pitching/Outreach  
                  • Campaigns  
                  • High-Level Events  
                  • Media targeting |
| GOVERNMENTS     | • Parliamentarians mapping  
                  • Donors Intel  
                  • Persona Study on Policy Makers | • One-on-One briefings  
                  • Field Visits  
                  • Donors visibility  
                  • Interactive Exhibition in Donor Capitals |
| STAFF           | • Google Analytics Web statistics  
                  • GSS Survey  
                  • Feedback from other surveys | • Respect Campaign  
                  • Tea with ED  
                  • Special Events (Gazebo, All Staff)  
                  • WFPgo |
### CAM STAFF

<table>
<thead>
<tr>
<th>Area</th>
<th>HeadCount</th>
<th>%</th>
<th>Estimated Cost (USD)**</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAM HQ &amp; LO</td>
<td>93</td>
<td>28</td>
<td>$10,776,470</td>
<td>36</td>
</tr>
<tr>
<td>CAM RB &amp; CO</td>
<td>150</td>
<td>45</td>
<td>$12,858,060</td>
<td>43</td>
</tr>
<tr>
<td>CAM NETWORK*</td>
<td>92</td>
<td>27</td>
<td>$6,090,522</td>
<td>21</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>335</td>
<td>100</td>
<td><strong>$29,640,242</strong></td>
<td>100</td>
</tr>
</tbody>
</table>

**Average Cost CST 1/3 CAM Network Cost**

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Average CST</td>
<td>1/3 CAM Network Cost</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$66,201</td>
<td>$1,986,040</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
INDIVIDUALS
Q1.2 Thinking about the following global social causes, how important do you find each of them? Show Net Importance (4+5) %

Q1.3 Thinking about the following social causes, how solvable do you find each of them? Show Net Solvability (4+5) %

Base: Target population in 11 countries: 5500 respondents
Q2.2 Below is a list of international humanitarian organizations. Please indicate how familiar you are with each organization. Show %

<table>
<thead>
<tr>
<th>AIDED BRAND AWARENESS AND FAMILIARITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>NET Aided Awareness</td>
</tr>
<tr>
<td>NET Familiarity</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NET Aided Awareness</th>
<th>WFP</th>
<th>Red Cross / Red Crescent</th>
<th>UNICEF</th>
<th>MSF</th>
<th>Save the Children</th>
<th>UNHCR</th>
</tr>
</thead>
<tbody>
<tr>
<td>NET Familiarity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aided Awareness</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Familiarity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Never heard of this organization</td>
<td>6</td>
<td>35</td>
<td>29</td>
<td>19</td>
<td>13</td>
<td>10</td>
</tr>
<tr>
<td>Not at all familiar</td>
<td>19</td>
<td>48</td>
<td>47</td>
<td>44</td>
<td>33</td>
<td>27</td>
</tr>
<tr>
<td>Not too familiar</td>
<td>23</td>
<td>14</td>
<td>18</td>
<td>24</td>
<td>30</td>
<td>25</td>
</tr>
<tr>
<td>Somewhat familiar</td>
<td>13</td>
<td>20</td>
<td>15</td>
<td>7</td>
<td>15</td>
<td>19</td>
</tr>
<tr>
<td>Very familiar</td>
<td>10</td>
<td>13</td>
<td>6</td>
<td>6</td>
<td>10</td>
<td>19</td>
</tr>
</tbody>
</table>

Base: Target population in 11 countries: 5500 respondents

*NET Familiar: ‘Very familiar’ + ‘Somewhat familiar’

*NET Aided Awareness: ‘Very familiar’ + ‘Somewhat familiar’ + ‘Not too familiar’

*Never heard of this organization + ‘Not at all familiar’ + ‘Not too familiar’
The gap between WFP and other organizations is highest in the case of familiarity, but lowest for likelihood to donate.

<table>
<thead>
<tr>
<th>BRAND HEALTH PYRAMID</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Likelihood to donate</strong></td>
</tr>
<tr>
<td><strong>Favourability</strong></td>
</tr>
<tr>
<td><strong>Familiarity</strong></td>
</tr>
<tr>
<td><strong>Aided awareness</strong></td>
</tr>
<tr>
<td><strong>Unaided awareness</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>WFP</th>
<th>Red Cross/Red Crescent</th>
<th>UNICEF</th>
<th>MSF</th>
<th>Save the Children</th>
<th>UNHCR</th>
</tr>
</thead>
<tbody>
<tr>
<td>** Likelihood to donate**</td>
<td>21</td>
<td>41</td>
<td>34</td>
<td>31</td>
<td>27</td>
<td>20</td>
</tr>
<tr>
<td>** Favourability**</td>
<td>48</td>
<td>81</td>
<td>77</td>
<td>76</td>
<td>59</td>
<td>50</td>
</tr>
<tr>
<td>** Familiarity**</td>
<td>25</td>
<td>83</td>
<td>76</td>
<td>64</td>
<td>46</td>
<td>37</td>
</tr>
<tr>
<td>** Aided awareness**</td>
<td>58</td>
<td>96</td>
<td>95</td>
<td>87</td>
<td>75</td>
<td>62</td>
</tr>
<tr>
<td>** Unaided awareness**</td>
<td>0.9</td>
<td>16</td>
<td>23</td>
<td>3.8</td>
<td>3.6</td>
<td>0.9</td>
</tr>
</tbody>
</table>

Base: Target population in 11 countries: 5500 respondents (favourability also recalculated on total base). Top two boxes ('Very' and 'Somewhat' for all indicator)
WF P’S GLOBAL ACCOUNTS

- **Facebook**: 1.1M Followers
- **Twitter**: 1.6M Followers
- **Instagram**: 201K Followers
- **LinkedIn**: 268K Followers
Manar is 32 and lives in Dubai, UAE

Manar is an Emirati native but only returned home five years ago after studying linguistics in England. She now lives in the residential Al Barsha district of West Dubai and owns a business helping expats with local culture and language.

Despite being well-educated in linguistics, Manar has concerns that her lack of technological expertise will hinder her career as her region becomes more advanced in this area.

Manar was hugely active throughout her nation’s year of giving (2017) where she made her business a small partner with the Dubai Foundation for Women and Children (DFWC). Personally she mixes her giving between other local causes and Muslim faith-based charities.

Manar’s media consumption is predominately video, specifically YouTube. She uses the channel for tutorials, entertainment/influencer content like Hatoon Kadi and mini webisodes.

Manar is certainly driven by social status but this is not defined by material goods, she extracts just as much social stock from ‘Waqf’ (philanthropic) activities. Manar’s wealth aspirations are some of the most diverse for her age group across the world, monetary goals appear alongside five other imperatives in her life, highlighting how this Emirati group is still defining itself.

Manar displays significant brand loyalty, maintaining a small repertoire of brands in the categories that matter to her. This will be a challenging point for the WFP as this trait is likely more pronounced with the charitable causes she feels an affinity with like DFWC and Muslim based options.

Manar is under-represented in the WFP’s website and social communities but indexes highly for donation rate and average donation value to the WFP. External data source Charities Aid Foundation corroborate that she is a promising target to develop.
HUMANITARIAN DEVELOPMENT IS THE THEME THAT DRIVES
THE HIGHEST AVERAGE ENGAGEMENT SCORE ON OUR SOCIAL
MEDIA CHANNELS

Digital Data: 1.74%
Hunger & Conflict: 1.93%
Emergencies: 2.31%
Humanitarian Development: 5.20%

*Average Engagement Score - June 2018 to June 2019
FEED OUR FUTURE

GLOBAL CINEMA CAMPAIGN
KEY FACTS

Content shown: 70 second Cinema ad, Digital posters and Video Monitors in lobbies

Companies that participated: 35 Global Companies (e.g. Pearl and Dean UK, Spotlight USA, UFO India, Motivate Val Morgan United Arab Emirates)

Length of Campaign: 8 weeks Sep 20 – Dec 20, 2018. Exception UK: both Pearl and Dean and DCM are still running the ad with a 12 month run

Campaign Value: 25 Million USD
The cinema campaign raised awareness on WFP.
Awareness of WFP was 40% higher among adults who visited the cinema.

The cinema ad was potentially viewed more than 200 million times in U.S. cinemas (over 29 million times on cinema screens and additional 181 million times in cinema lobbies).

Cinema enabled WFP to connect with young men. The majority of adult moviegoers (61%) who recalled seeing the campaign were between 18 and 34 and 59% were men. At a time when it is difficult to connect with young men, WFP commercials in cinema reached this target.
INFLUENCERS & OPINION FORMERS
WFP’S GOODWILL AMBASSADORS AND ADVOCATES &
GLOBAL CINEMA CAMPAIGN (LIVE IN 34 MARKETS WORLDWIDE)
Baroness Anelay of St John’s

- Conservative Peer
- Previously minister for the Department of International Development
- In parliament:
  - On South Sudan, BBC
  - On Myanmar and the Rohingya, BBC

Early Anelay started a debate about WFP in parliament on 8th May 2020. She also published a BBC special on the security council in the parliamentary magazine. And when Theresa May’s Commons defied a vote, in turn they had an informal meeting and that really opened up her relationship with the

Keith Vaz

- Labour MP
- Born in Aden, Yemen, Vaz has worked on issues relating to Yemen throughout the 56 years he has served as an MP in the House of Commons. He has the
- Recently in parliament:
  - [No specific details provided]
- Recently in the news:
  - [No specific details provided]

Ian Birell

- Ian Birell is a former deputy editor of the Independent, who regularly works for the Times.
- Recently in the news:
  - [No specific details provided]

Lyse Doucet

- Chief International Correspondent and Senior Presenter for BBC World News television and BBC World Service Radio.
- She played a key role in the BBC’s coverage of the Arab Spring across the Middle East and North Africa and has covered major stories in the region for the past 20 years.
- Recently in the news:
  - Yemen war: Can ceasefire deal finally bring peace?
  - Yemen war: Saudi Arabia launches air strikes over Yemen

Patrick Wintour

- [No specific details provided]

Oxfam

- [No specific details provided]

Parliamentarians

Chatham House

Chatham House, the Royal Institute of International Affairs, is a world-leading policy institute based in London. Our mission is to shape government and society by building a network of leaders, experts and institutions across the globe.

Chatham House’s key themes include:
- Peace and Conflict Resolution
- Human Rights and Security
- Power and Influence
- Refugee and Migrant
- United Nations

Chatham House Institute of International Affairs

Overseas Development Institute

ODI promotes global progress and prosperity by focusing on improving the lives of the world’s poorest people. Explore our major research themes, programmes and partnerships.

ODI’s focus areas include:
- Conflict & Violence
- Leave No One Behind
- Migration & Refugees
- Jobs & Livelihoods

Institute for Development Studies

IDS is a research institute at the University of Sussex dedicated to promoting high quality research on development issues.

Parlamentarians

NGOs

[Visual elements such as images of various individuals and logos are included to represent the mentioned organizations and their contributors.]
CARMA
Analysis of Key Issues, Favorability

Meltwater
Mentions in Mainstream Media

Sysomos
Share of Voice

Cision
Targeted Outreach
CAM DIVISION IS LEADING THE FRAMEWORK FOR REPUTATIONAL RISK MONITORING, ASSESSMENT AND MANAGEMENT

PRODUCING PRIORITY BRIEFINGS TO THE BOARD AND SENIOR MANAGEMENT AS WELL AS HOLDING LINES, GUIDELINES AND MEDIA STATEMENTS

WITH THE MAIN OBJECTIVE TO PROTECT WFP’S REPUTATION BY PREVENTING ANY NEGATIVE COVERAGE OR REDUCING IT TO A BARE MINIMUM
STAFF
<table>
<thead>
<tr>
<th>SUPPORT TO COs/RBx</th>
</tr>
</thead>
<tbody>
<tr>
<td>COUNTRY PILOTS &amp; TOOLKIT</td>
</tr>
<tr>
<td>TRAININGS</td>
</tr>
<tr>
<td>ADVOCACY AND MARKETING PARTNERSHIPS</td>
</tr>
<tr>
<td>FITT POOL and UNVs</td>
</tr>
<tr>
<td>REAL-TIME MONITORING, BRAND AND INFLUENCERS RESEARCH</td>
</tr>
<tr>
<td>DIGITAL TOOLS</td>
</tr>
<tr>
<td>INTEGRATED SUPPORT MISSIONS</td>
</tr>
</tbody>
</table>
RESPECT CAMPAIGN

FOUR PILLARS

AWARENESS

LOOK AT YOURSELF
Self-Awareness is the first step to gaining respect for each other. Understanding how we apply our personal filters and how we see ourselves and others is a good place to start.

INCLUSION

APPRECIATE OTHERS
Treat others with dignity and respect. WFP is a diverse organization striving for inclusivity whilst being mindful of cultural differences. Examining the concepts of intent vs. impact help consider how we respond to others and be responsible for our words and actions.

FAIRNESS

BE FAIR
Ensure that the teams you are in are respectful of individuals differences exclusive of favoritism, build trust, limit bias, and strive for the best overall outcomes. Make inclusion, dignity and respect a part of our day-to-day practices.

HUMANITY

CHAMPION RESPECT
Commit to being the humanitarian you aspire to be by helping to build a fair, safe and supportive workplace. This means showing respect and consideration for everyone – our colleagues, the people we serve, our professional partners and associates, our family, our friends and ourselves.
RESPECT CAMPAIGN
POSTERS

RESPECT is two-way: you give and you RECEIVE!

ERES UNA ESTRELLA!

MERCI POUR VOTRE SOUTIEN!

Welcome! Bienvenu(e)!

HEART IS WHAT DRIVES US AND DETERMINES OUR FATE

LOVE AND COMPASSION ARE NECESSITIES not luxuries

HUMANITY CANNOT SURVIVE

شكرا لكم الدعم!

BIENVENIDO(A)!

Without them
CAM SUPPORT TO PRIVATE SECTOR FUNDRAISING STRATEGY
Opinion formers mapping Brand - Building and Marketing

Enabling the best possible environment for fundraising

Content Creation
Sourcing and creating personalized content to engage key audiences throughout the donor journey

Enabling Environment
"Warming" audiences to optimize conversion to donate

Digital Expertise
Developing, testing and maintaining best-in-class user engagement through a disaggregated multi-platform digital strategy

Reputation Risk
Monitoring and mitigating all potential risk to WFP’s reputation through its engagement with the private sector, including fundraising activities and donor reactions
Every single public communication aligned towards brand attributes, key narratives and brand story

Targeting key audience segments with an integrated marketing and disaggregated digital platform strategy that builds our brand

Utilizing testing and data insights to stay agile and optimize efforts before they roll-out and continuously during execution

Carefully mitigating and monitoring risk to WFP’s reputation