

**ENOUGH BRANDING STRATEGY**  
**Paula Newbaker - October 21**

**Table of Contents**

**Situation Analysis – page 1**

**Goals/Objectives – pages 1 & 2**

**Polling and Surveys - page 2**

**Target Audiences - page 2**

**Messaging – pages 2 & 3**

**Tactics – pages 3 - 11**

Partners and Spokespeople - page 3

Earned Media – page 3

Staff media contacts – page 4

Washington Press – page 4

State Department and National Press Club – page 4

Key national and International Press – page 4

Conference attendance - page 4

Editorial Boards – page 4

Op-Eds – pages 4 - 5

Promotion – page 5

Special Press Outreach – pages 5 - 6

Additional print tactics – page 6

Radio – page 6

Television – pages 6 - 7

Blogger Outreach – page 7

Rapid Response – page 7

Story Ideas – page 7-8

Paid Advertising – page 8

Web – page 8

Web Promotion – page 8

On-line – page 8

Product Marketing Strategy – page 8 - 9

Blogger Outreach – page 9

“Enough Said Blog” – page 9

On-line Press Kit – page 9

E-Newsletter – page 9

List-serves – page 9 - 10

On – line chats – page 10

Wireless, Instant Messaging and Texting Technologies – page 10

Social Network – page 10

On-line Ads – page 10

Materials Creation – page 10

Outreach – page 11

**Timetables – page 11**

**Monitoring – page 11**

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**Situation Analysis**

The Enough Project started in 2007 with John Prendergast and Gayle Smith as co-chairs. At that time, a PR firm was hired so that this start-up nonprofit could begin a communications program. In 2008, the communications program became the responsibility of a new communications director, Nanda Chitre, staff was added, and future staffing will continue. Also in 2008, literally dozens of initiatives, campaigns, special events and press events presented themselves, and the focus of communications has had to be largely tactical up until the present time. Moving forward, an overall communications strategy needs to be put in place in order to get the Enough brand out to all target audiences, focusing on a general branding strategy in a cohesive and logical fashion, above and beyond the current tactical approach. A solid branding strategy would take into account how any current and future initiatives support the overall Enough branding strategy.

Enough has been faced with the challenge of carving out a niche among already visible and proactive organizations, and will face the new challenge of keeping the issues of genocide and crimes against humanity at the forefront in the face of a new presidency, a changing global economy, and all that this means for changing foreign policy approaches.

A “core competency” of Enough has always been its capacity to gather and analyze intelligence from the field. Another strength is its strong, vibrant, vital and extremely active work with activists, including celebrity activists. The majority of activists come from the youth community, and there is a strong push toward including a Christian and religious audience. While carving out its particular niche in the universe of activist organizations, Enough needs to capitalize on its youth involvement, and extend its outreach to other audiences who can prove to be just as important in raising the outcry to end genocide and crimes against humanity. Enough provides the resources, and in some cases the glue, to empower and bond the growing anti-genocide movement in the United States.

**Goals/Objectives**

The communications goal is to raise awareness of the Enough brand and its unique role in the universe of organizations working to end genocide and crimes against humanity, positioning it as a leader in providing intelligence and mobilizing activists, as well as highlighting other core competencies.

A secondary goal is to highlight successes brought about by the 3P’s strategy of promoting durable peace, providing civilian protection, and punishing perpetrators of atrocities.

Enough's audiences and messages need to be clearly identified to accomplish these goals.

### **Polling and Surveys**

In order to have baseline knowledge about audience awareness of Enough, its issues, and related information, polling and surveys could produce the data necessary to help Enough choose the right target audiences and the right messages, communicated through the right channels. After this data is gathered, the communications strategy can be tailored to a very specific set of tactics based on the results of polling and data. Enough co-chair Gayle Smith has suggestions for polling data which already exists that could be of potential use.

In lieu of using formal data gleaned from polling or surveys, Enough can build its own internal data by conducting targeted informational, "focus group" sessions with key principal staff, key CAP staff, and a few key external stakeholders. Use of no-cost on-line surveys can also be implemented.

### **Target Audiences**

There are many target audiences in the Enough universe, each needing different ways to communicate the same message, and different channels by which to communicate these messages. These audiences need to be prioritized, added to and subtracted from. Each group needs to be further broken down into specific sets. These audiences are:

- U.S. media market
  - Foreign media market
  - Policy makers
  - Members of Congress
  - The administration
  - Leaders of interest groups
  - Foreign leaders/diplomats
  - International non profits and NGO's
  - United Nations
  - Opinion elites
  - General public
  - Activists, further divided into: student/youth movement, Christian movement.
- Other demographics need to be explored, either based on polling data or by surveying internal staff and making strategic decisions

### **Messaging**

Core messages need to be defined for each target audience. Concurrently, the same messages need to be tailored in different ways for the best reception by each target audience. These messages can be shaped by polling and surveys and by informal, internal surveys with all principals of the Enough team. Themes can be developed for the

Enough brand as a whole, and for each set of issues, of usually one or two sentences, which the audience(s) can take away with them. The goal is to have a succinct and clear message, easily remembered, hard-hitting, and punchy.

### **Tactics**

A series of well – formed, targeted, and effective tactics can be employed in order to position Enough as the leader among groups aiming to end genocide and crimes against humanity.

#### *Partners and Spokespeople*

Enough has a large universe of partners and spokespeople to use for leverage, as channels by which to get messages through to specific audiences, to aid weight, legitimacy, and credibility to specific subject matter and messages, and to utilize for their media appeal. The existing core of affiliated organizations, such as GINet, SaveDarfur, and the like are already being used to promote existing campaigns and initiatives, and for press outreach. Further ways to utilize each organization strategically, in tandem with Enough goals, can be explored. Enough could also explore use of new civic and community organizations, business and corporate entities, and new NGO's/educational groups/academic institutions in order to disseminate messages, and to partner with on specific events, campaigns, initiatives, and press outreach opportunities. Enough can also further explore use of existing and future celebrities in new ways, such as: broadcast public service announcements, campaign and local outreach, press opportunities with local, national and international press, appearances at Enough special and press events, university, entertainment and sports venues.

The best spokespersons should be chosen carefully for outreach to specific audiences and specific media for specific events, campaigns, and initiatives.

#### *Earned media (traditional)*

Throughout 2008, Enough fulfilled literally hundreds of press inquiries. More specifically, by focusing on a few key world events and specific initiatives, such as press outreach when the International Criminal Court began the process of potential indictment of Sudan's Omer el-Bashir, outreach for the Christian Companion, and pre-launch events of the Congo campaign, Enough was able to garner much national and international press attention on substantive issues. Looking ahead, Enough can use its many products, campaigns, initiatives and events in order to become even more proactive and to become the "organization of substance" to which the press defers when needing information on ending genocide and mass atrocities.

Enough should aim for select, well-executed events and news opportunities that will have a genuine impact, in lieu of a more generalized approach which can tend to be scatter-shot.

### Leverage use of Enough staff media contacts

- Explore ways to leverage use of existing contacts in a more strategic manner

### Washington press

- Approach key members of national and international press with themes, accomplishments, background information, tips on future happenings
  - individual meetings/lunches
  - specialized briefings and roundtables
  - aggressive phone and e-mail pitching to targeted media when there is activity in their specific subject area
- Utilize the State Department Press Office and the National Press Club foreign press office
- Disseminate press releases and advisories through the AP Daybook

### Key national and international press not located in Washington

- Develop and maintain relationships with key press.
  - provide background information
  - notify of upcoming events, initiatives, policies
  - aggressive phone and e-mail pitching to targeted media when there is activity in their specific subject area

### Attend conferences of key press and broadcast media

- These provide a way to meet key contacts and discuss issues in an informal way, leading to lasting relationships. Conferences include, but are not limited to: The Society of Professional Journalists, American Society of Newspaper Editors, Radio and Television News Directors Association, and a Washington, D.C.-based blogger dinner.

### Editorial Boards

- Hold editorial board meetings with major daily newspapers and key national publications. Choose the boards according to which will give the most leverage on a specific subject matter

### Op-eds

- With Enough principals currently writing op-eds, and with only a few successes in placement, Enough needs to re-focus its op-ed strategy.
  - use appropriate news hooks

- allow enough time to write the piece
- utilize communications staff writing and placement expertise
- authors need to consult with communications staff on messaging and overall writing; use a hybrid of feature writing and opinion writing. Passion, authority and facts/opinions not already in the news are what editors are looking for.
- strategically decide if direct contact by author, or, communications staff contact is best
- subject matter should be aligned directly with subjects being discussed by the targeted media outlet
- target not only national circulation papers but also regional publications in key media markets with crucial potential support for Enough issues, or, in key Congressional districts being targeted for support
- re-purpose placed op-eds for use in the Enough website, e-newsletter, and other appropriate places to get more mileage out of the existing product

Additionally, it is important to note that op-ed placement is becoming increasingly rare. Op-eds, in addition to reports and other Enough products, should be turned into a blog, podcast, webcast and short strategy paper on the Enough and CAP homepage. All of the products should be linked with appropriate sites all over the web. This will be discussed in further detail in the on-line section.

#### Promotion of Enough Products to traditional press

Enough produces many reports, strategy papers and other policy documents. Each product should be accompanied by a strategic plan for promotion to the traditional and on-line press. Enough has started to produce podcasts for each report, which will be disseminated through the Enough and the CAP websites. Enough will also begin using the blog, webcasts, and short strategy papers to promote the products.

#### Special press outreach and events

As demonstrated by the press hits garnered with the International Criminal Court issue, Enough is quite successful when outreaching to the press on significant national and international events. Enough Policy and Advocacy teams should coordinate with the communications team to develop a calendar of upcoming legislation, policy, activities and events from which to build a press strategy. Key priority Enough issues can be promoted to the press, providing support for public opinion, influencing opinion makers, and pressuring Congress, the Administration, and various international bodies on specific issues. Story ideas will be fashioned from all of these activities and a timetable developed for dissemination to the traditional press.

Appropriate press tactic can be employed to support each endeavor. Press roundtables, full press events, targeted e-mail and phone outreach, exclusives, opinion pieces will be strategically chosen, depending on the desired outcome and results. Specific report-related panel discussions, as well as grouping reports into a series and holding a panel discussion, are events that the traditional press can be invited to attend. For example, the upcoming prevention paper can be packaged as a stand alone event, or an event could combine the prevention paper and defense and intelligence papers. A special event could be held to be timed with the announcement of changes in Congressional Committee chairs, and briefings could be held for incoming freshman Congressman.

#### Additional Print Tactics

Specific media can be targeted according to whom would be most likely to run pieces on certain upcoming issues, events, initiatives, legislation, policies, can be pitched to run set up pieces and background pieces. These and other “long lead media” need to be proactively pitched, sometimes up to two months ahead of publication date. An editorial calendar will be devised with deadlines for each appropriate publication.

#### Radio

Radio is an excellent medium by which to target specific demographics. Radio can be used effectively to promote Enough and its products, policies, initiatives and campaigns by targeting key radio talk show hosts, and pitching local radio when Enough spokespeople are speaking around the country. Outside vendors can conduct radio media tours, where up to 20 national and local radio networks will interview a spokesperson or persons in one morning. Additionally, Enough can promote its products through CAP’s Micheck radio on a regular basis as products are produced.

Celebrity public service announcements can also be produced and placed on radio stations with the appropriate demographic.

#### Television

Enough will use television news reporters, news magazines, morning talk shows, cable channels in a strategic manner. Key TV news reporters and producers will be pitched when products can garner national or international attention, when commentary is needed on events in the five countries, or when legislative, policy or special campaigns merit national attention. When a story calendar is created, both targeted television and radio broadcast media will be considered in the mix of media to pitch specific stories.

When doing press events, satellite media tours can be conducted with the appropriate Enough spokesperson(s), and the videos will then be re-purposed for use on the Enough website and other appropriate websites and on-line venues.

Just as with radio, when Enough spokespeople are on the road for a specific campaign or initiative, local television can be pitched for appearance on news or other appropriate programming.

Celebrity PSA's can also be produced and placed on television stations with the appropriate demographic.

### Blogger outreach

As bloggers are now becoming part of the traditional press, blogger outreach is an important tool in the overall communications strategy. (See "blogger" section in the "On-line" section.)

### Rapid Response

When breaking news happens in one of the five countries, Enough needs to be able to quickly get its message out to key reporters. Categories of key reporters are already set up in the on-line database, Vocus. More categories need to be researched and set up targeting key media on key issues. When news arises, these media can be quickly targeted with a release, advisory or statement, and quick follow up can be done through phone pitching. Key spokespeople and experts will be available for comment and interview.

Enough daily newsclips and press mentions allow Enough communications to see what media is discussing what topics. Where appropriate, the Enough communications team can also prepare "canned" e-mails and attach a report, strategy paper, or other product relating to the topics focused on in the clips and news mentions.

### Story ideas and editorial calendars and putting a human face to the issues

With policy, advocacy, and Enough principals communicating issues, goals, and priorities with Enough Communications, a calendar of story ideas will be created. In addition to creating a calendar of hard news story ideas, Enough should also focus on anecdotal stories told in the first person narrative by refugees and other victims. These type of stories are especially effective with the broadcast media and for web efforts – it puts a human face to issues not always readily understood by audience. When this type of emotional connection is made, a common ground is established by which future messages are more readily accepted and acted upon.

This story calendar will be coordinated with editorial calendars of key print, broadcast, and on-line media. Targeting media with specific topics will lead to well-rounded coverage of Enough.

### *Paid Advertising*

Paid advertising is not the first line of marketing for Enough, although there are times when the additional push could help to raise awareness of or provide extra support for certain initiatives. For example, when the United Nations Security Council met in the spring of 2008, Enough took out an ad in the New York Times. This type of advertising could be useful in similar future situations.

### *Web*

As the “first line of offense” for the target audiences to get to know Enough, it is vital that web promotion and online marketing of Enough products and news be on-message, on-target, clear, concise, easily read and memorable. The Enough target audience will most likely turn to the web for most of its news and information. Enough needs to be easily found when searching for information on its countries.

#### Web Promotion

As Enough is launching a new website, meta and description tags must be optimized to coincide with frequently used search terms. A key word ad campaign will drive traffic to the site based on interest in subject matter. A list of keywords needs to be developed, and a budget will be made for Google adwords.

### *Online*

Enough products can be promoted in many ways, not only on the Enough site, but virally and on other websites as well.

#### Product Marketing Strategy

As mentioned earlier, a marketing strategy should be written for every report, strategy paper, and op-ed, re-purposing it into a blog, podcast, webcast and short strategy paper. It will be on the Enough website in all appropriate places, on CAP websites in the appropriate places. It should also be linked to other appropriate websites and sent to appropriate e-mail lists. Youtube may also be appropriate for placement. Other on-line vehicles should be researched for the marketing of each product.

An on-line marketing strategy should be developed for every product, initiative, special or press event, campaign and each activity that Enough promotes. In addition to the tactics listed above, those listed below provide samples of what can be included in an on-line marketing strategy.

#### Blogger outreach

All of Enough products, as well as Enough campaigns, initiatives, legislative and policy activities, media and press events can also be marketed to the appropriate blogger(s). A list of bloggers is in attachment A. A blogger outreach strategy will be developed as part of each separate product marketing strategy or campaign/initiative strategy. There is also a blogger outreach dinner held in D.C. on a regular basis.

#### The “Enough Said” blog

The new Enough blog will provide a major vehicle for marketing the Enough brand. The use of the blog could do away with some traditional press marketing, and could change the way other Enough products are marketed. A blog strategy will be developed as it launches and in the months immediately following the launch. Enough Said could also have links to other blogs where Enough content was posted

#### On-line press kit

With the launch of the new website, an on-line press kit will allow the media to go directly to this area of the website and choose the information most pertinent to the subject they are researching. This part of the site will be continuously updated with fresh, newsworthy content.

#### E-newsletter

Also with the launch of the new website, an e-newsletter will encapsulate the message, the hard news, and the highlights of Enough and its activities on a weekly basis. As with the blog, the e-newsletter may change the way Enough products, campaigns and initiatives are marketed, as this provides one consistent channel for audiences to quickly get information.

#### List serve communications

Enough e-mail lists should also be included in the product/campaign/initiative marketing strategies. Regular list serve communications should be sent to appropriate lists, with tailored messages. For example, a religious list serve

communication is currently being sent announcing the weekly teleconference call; this communication was also re-purposed to promote the podcasts of the Christian Companion press teleconference and author interviews.

When developing each on-line marketing strategy for each separate event, initiative, campaign, or product, it is important to remember that every blog post, video, podcast, webcast can be re-purposed and marketed through many channels on the web. These should be researched thoroughly for ability to reach the target audience and for effective reach with measurable results.

### On-line chats

In addition to holding on-line chats about products/campaigns/initiatives/other news on the Enough website, Enough should explore using other media outlets. For example, Time.com, WashingtonPost.com, USAToday.com, NewYorkTimes.com, etc. will often use expert chats on their sites. Also, Yahoo, aol, and other internet providers will often use content from organizations such as Enough.

### Wireless, Instant Messaging and Texting Technologies

These technologies can be extremely successful, providing activists and other key audiences with ways to immediately get involved and take action. Campaign news, updates, and tips can regularly be provided. At celebrity-driven events, the audience can immediately gain a connection to the campaign's efforts by texting a given message to a given cause.

### Social Networking

Social networking on sites such as MySpace, Facebook, Yahoo and any other appropriate sites should continue and be a key strategic ways to reach specific audiences with specific messages.

### On-line Ads

Explore appropriate websites on which to place on-line ads for products, initiatives, campaigns of Enough

### *Materials Creation*

Enough has been and will continue to produce collateral material and swag for press events, special events, speaking engagements, student and other activists, partners,

fundere, Hill staff, NGO's, the UN and other international bodies, and others interested in learning about and promoting Enough. Currently, we are stocking and re-ordering as necessary: t-shirts, folders, brochures, country card laminates, 3P's laminates, Christian Companion laminates, bios of principals, bookmarks, stickers, pins, i-pod skins. Enough also holds licenses with several photographers and media companies for the use of their images.

These materials provide an immediate and visible branding mechanism. They will be re-supplied, updated and changed as new initiatives, campaigns and products dictate.

### *Outreach Programs*

Programs can be developed for policy interest groups, representatives, academic audiences, other pertinent audiences. Some outreach tools include town meetings combined with regional market blitzes, special briefings for targeted groups, and attendance at national conference of constituencies that can generate broader support for policy goals

### **Timetables**

Each marketing communications effort, whether it is for an Enough Product, policy initiative, advocacy or legislative activity, campaign, initiative, special event, or press event should have an accompanying strategic plan developed by the communications department in conjunction with the appropriate staff initiating the effort. A strategy will be written, and a timetable will be developed, along with staff assignments and deadlines. This will ensure a strategically well-planned effort, which should garner measurable results.

### **Monitoring and Evaluation**

Appropriate and effective ways in which to monitor and evaluate results for each effort will be researched and implemented.

## Attachment A

### Blogroll:

Think Progress [www.thinkprogress.org](http://www.thinkprogress.org)  
Wonk Room [thinkprogress.org/wonkroom/](http://thinkprogress.org/wonkroom/)  
Huffington Post [www.huffingtonpost.com](http://www.huffingtonpost.com)  
UN Dispatch [www. Undispatch.com](http://www.undispatch.com)  
Sudan Watch [sudanwatch.blogspot.com](http://sudanwatch.blogspot.com)  
Darfur Awareness [www.darfur-awareness.org](http://www.darfur-awareness.org)  
Making Sense of Darfur [www.ssrc.org/blogs.nytimes.com/](http://www.ssrc.org/blogs.nytimes.com/)  
Nikolas Kristof, New York Times [//kristof.blogs.nytimes.com/](http://kristof.blogs.nytimes.com/)  
STAND <http://sthandnational.glogs:pot.com/>  
STAND Advocate <http://standleg.blogspot.com/>  
Genocide Intervention Network <http://www.genocideintervention.net/blog/>  
Voices on Genocide Prevention <http://blolgs.ushmm.org/index.php/COC2/>  
Uganda Conflict Action Network <http://www.ugandacan.org/>  
Save Darfur <http://www.savedarfur.org/blog>  
Daily Kos <http://www.dailykos.com/>  
One Campaign <http://www.one.org/blog/>  
African Press International <http://africanpress.wordpress.com/2008/05/>  
Congo Voices <http://congovoices.blogspot.com/>

