



An E-Educational Tool

Created by Barbara McConnell, APR, McConnell Weaver Strategic Communication

- A Communication Coach for Recycle Coach

10-Step Guide to Building Knock-out Promotion and Education Strategies

Implementing change, whether it's increasing awareness or motivating action takes time. And it takes vision. And it takes planning.

Developing and maintaining a strategic plan is the foundation of the change process. Strategic plans document the reason for change, set goals and measurable objectives, review the status, define and target audiences and map out the tactics and evaluation mechanisms that, if done well, deliver desirable results.

Investing time in developing strategic plans with measurable objectives is the single most important step in delivering "intelligent" campaigns that effect change.

This template is designed to help waste management educators get started in developing a intelligent strategic plan. It works in tandem with the Recycle Coach webinar that you can reference – [10 Steps to Building Knock-out Promotion and Education Strategies](#)", hosted by Recycle Coach in November 2016. This template is not a comprehensive approach to communication planning – in fact, that's a more detailed endeavor – but if you are new to the process or if you have limited time to dedicate to it, this template will guide you through 10 steps to building a measurable strategic plan for your solid waste and recycling program.

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A 10-Step Strategic Communication Plan Consists of:	What it Does	What to Include	Other Considerations
1. Situation/Overview	<ul style="list-style-type: none"> Reflects the current situation and the purpose of the campaign: why it is being conducted 	<ul style="list-style-type: none"> Describe the opportunity or action needed to address change; why action is needed (why it's important) and what action is planned. 	
2. Goal	<ul style="list-style-type: none"> Sets the ultimate desirable outcome 	<ul style="list-style-type: none"> Action-statement that is solution-oriented; describes "what does success look like". 	
3. Measurable Objectives	<ul style="list-style-type: none"> Supports the goal Provides call to action and establishes metrics that results are measured against 	<ul style="list-style-type: none"> Make a clear statement about what needs to change by how much, during what time frame to achieve the goal. Should be attainable but challenging. 	Additional tools- <ul style="list-style-type: none"> Use action verbs
4. Measurable Metrics	<ul style="list-style-type: none"> Sets out how progress will be measured against the objectives Established BEFORE the components of campaign are developed or a new campaign is launched Repeated after the campaign is over; the results of the post-campaign metrics are compared to the pre-campaign metrics to identify change The change should indicate progress against the stated objectives 	<ul style="list-style-type: none"> Refer to existing or gather new qualitative and/or quantitative data that sets a benchmark against which change can be measured. Metrics can be operational, e.g., program performance, or can comprise any combination of activities that generate comparative data pre, during and post the campaign. Note: refer to presentation slides for a list of measurable metrics options. 	<ul style="list-style-type: none"> Plan for time and potentially budget consideration to execute data collection The process of writing the strategic plan may have to pause while benchmark data are collected
5. Analyze Data Collected in Benchmark Phase	<ul style="list-style-type: none"> Assesses pre-campaign metrics data to identify issues that can potentially affect the desired outcome of the campaign 	<ul style="list-style-type: none"> Examine data to gain insights into current behavior, e.g., does the target audience recycle the way they do because they do not know where to get up-do-date information on newer types of packaging? Is it common to find one type of recyclable, such as fine paper, in the garbage stream 	<ul style="list-style-type: none"> Consider contracting with professionals to conduct qualitative and quantitative pre and post campaign research to establish metrics. Refer to past Recycle Coach webinars posted on the <i>recyclecoach.com</i> website to learn



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		<p>instead of the recycling stream? Are residents putting plastic bags and overwrap in their recycling bins loose instead of placed in one plastic bag and tied because they haven't seen reminder messages to do so? Are the tactics typically used in outreach strategies reaching all audience segments?</p> <ul style="list-style-type: none"> Depending on the intent of the campaign, decide if the messages or tactics need to change to address these or other barriers to better performance. 	<p>more about establishing measurable metrics.</p>
<p>6. Target Audiences</p>	<ul style="list-style-type: none"> Identifies the people or organizations that must be motivated to change their behavior in order to achieve the goal Identifies stakeholders that can help influence the desired outcome 	<ul style="list-style-type: none"> Examine demographics and other characteristics to identify and define audience segments. Become familiar with how various segmented audiences search for and consume information. Identify primary (those that must be motivated to take action) and secondary (those that can help by supporting the campaign) audiences. 	<ul style="list-style-type: none"> Develop an environmental scan (or a SWOT approach) to map out the characteristics that tend to group audiences.
<p>7. Key Messages</p>	<ul style="list-style-type: none"> Establishes the two or three statements that reflect the desired outcome and that, based on audience analysis, will resonate with each target audience 	<ul style="list-style-type: none"> Craft messages that are appropriate to each audience segment (they could be different depending on the perceptions held by each group). Be brief. Include internal as well as external 	<ul style="list-style-type: none"> Include information that directs the audience to locations where they can get additional information



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		audiences. <ul style="list-style-type: none"> • Test draft messages to assess their effectiveness in resonating the audiences, and achieving objectives. • May be necessary to adjust messages to suite the types of audiences. • Include “call to action” – what do you want your audience to do? • Answer “why” and “how” questions. • Avoid jargon. • Use active verbs. 	
8. Develop Creative Approach and Implementation Plan	<ul style="list-style-type: none"> • Creates the graphic approach (tone, style, branding) for print and digital-related creative • Creates the approach for other electronic tactics such as radio, videos, animated infographics, etc. • Determines the period during which the campaign will run 	<ul style="list-style-type: none"> • In the creative development, combine the key message with a strong, related image. • Develop tag lines/slogans, if appropriate. • Incorporate branding and logo in a consistent manner in all print, digital and electronic communication materials. • Test and re-test creative with a sampling of the target audiences until it’s proven to be effective. • Establish a timetable for implementing the campaign, e.g., a launch date and an end date. 	<ul style="list-style-type: none"> • Use few words – be brief. • Capture and hold attention in 5 to 8 seconds. • Stick to one message per communication tool, e.g., ad. • Use consistent typeface, graphic elements to build brand. • Use white space in the ads.
9. Communication Tactics	<ul style="list-style-type: none"> • Determines the most appropriate outreach tools that can be used to convey messages/action/ desired behavioral change to the target 	<ul style="list-style-type: none"> • Select tactics that reach segmented audiences through their preferred channels: <ul style="list-style-type: none"> ○ paid, e.g. ads, commercials, 	<ul style="list-style-type: none"> • If budget or time/staff restrictions present limitations, choose tactics and tools that offer the highest, best characteristics for success in



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	audience(s).	outdoor, online ads <ul style="list-style-type: none"> ○ earned, e.g., news releases, photos ops, op-eds, psas, etc. ○ owned, e.g., website, social media ○ community-based social media, e.g. interaction, commitments, prompts, incentives ○ Note: refer to presentation slides for additional options for paid, earned and owned media. 	reaching the target audience.
10. Plan/Campaign Evaluation	<ul style="list-style-type: none"> • Allows comparative analysis of various types of pre and post campaign measurement metrics • Results in data that can be used to assess the level of success and/or failure in reaching campaign goal and objectives • Helps inform future “intelligent” campaigns 	<ul style="list-style-type: none"> • Post campaign qualitative and quantitative metrics must be collected in the same manner, asking the same questions, as were used in the pre-campaign. This helps to ensure that data are compared on an apples-to-apples basis. • If the survey reach is minimal or measurement variables exist, be cautious about drawing conclusions; use data as trend indicators only 	<ul style="list-style-type: none"> • If your budget allows, hire a professional to help ensure pre and post metrics adhere to appropriate procedures and the data are mined to generate maximum information. • Refer to past Recycle Coach webinars posted on the recyclecoach.com website to learn more about establishing measurable metrics. • Continually build on the metrics measurement process to accumulate a rich resource of data to help build future intelligent strategies and campaigns.