



WFTO-Europe communication strategy 2015-2017

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1. Foreword

Background information:

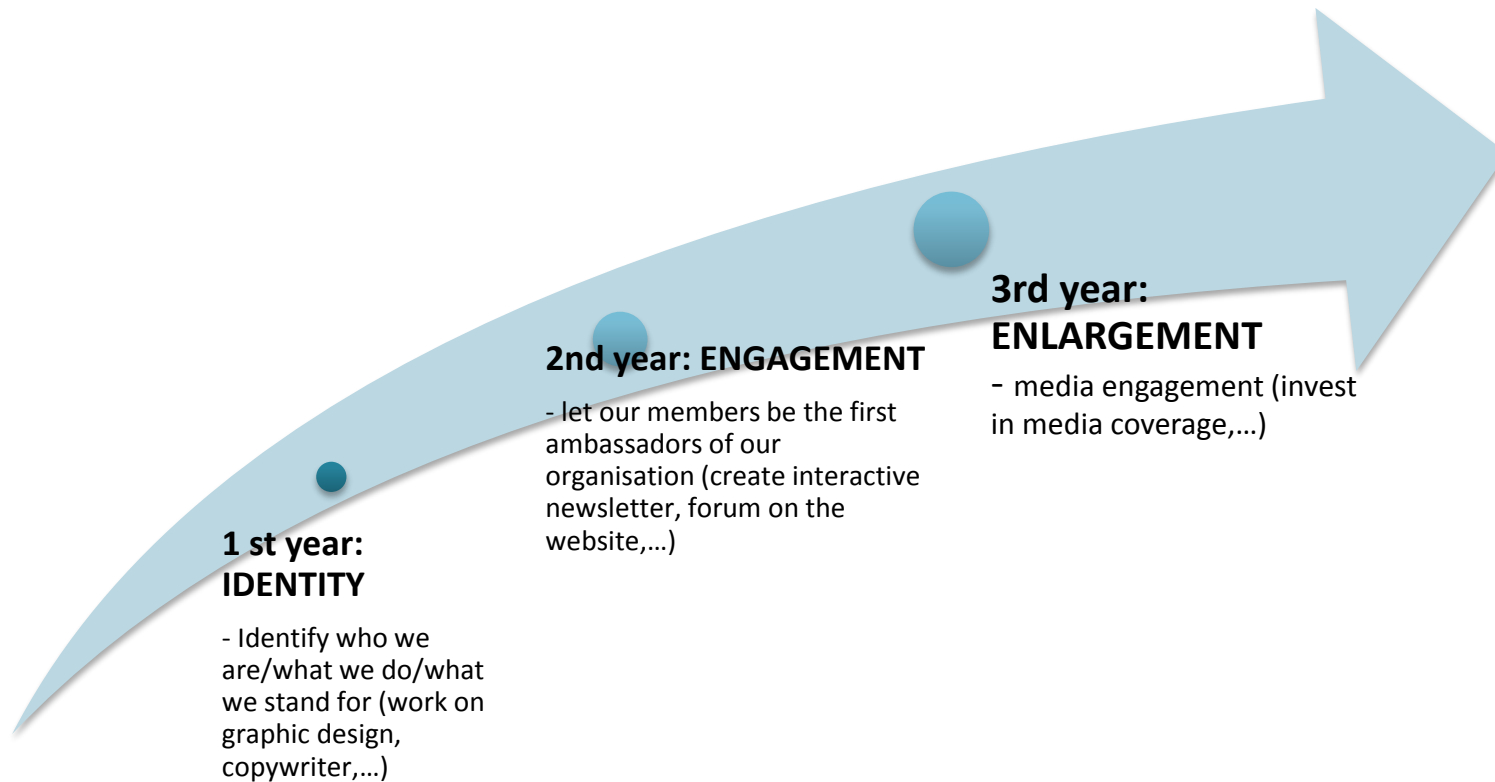
In summer 2014 WFTO-Europe launched a survey on communication to assess the impact of its internal and external communication channels as well as the quality of its tools and the expectation of the members on it. According to the main outcomes evaluated in October 2014¹, WFTO-Europe Board decided to set up an informal sub-committee on communication² aimed at elaborating a 3 years communication strategy and reporting progress to the other members. WFTO-Europe has never had such a strategy and this decision is also the first step towards a more general reflection on the way ahead of the organisation and an overall strategy, which will start in October 2016.

Steps towards the communication strategy

- a) Thanks to some meetings and training sessions offered by Oxfam Magasins du Monde and Plate-forme du Commerce Equitable, the informal sub-committee has firstly identified the main overall goals of each of the three years.

¹ For further information, please have a look at the document “Analysis and main conclusions of the survey, October 2014”.

² Tadeusz, Emilie and Francesca are part of this group.



- b) Then, it has gone through a stakeholder analysis, focusing on the main target groups and identifying per group the main objectives and the main outcomes to be delivered per year in order to achieve each objective. As you can see in the chapter below, the stakeholders have been divided into internal and external, following as well a priority order. According to the latter, WFTO-Europe's priority remains its members in all their different categories and needs. The rationale behind this priority order is really to get value to each single category and to recognise the added value and need that every single member has within our network. The 3 years outcomes reflect the evolution and the overall objectives that the organisation wants to achieve with the strategy. The first year, which has been identified as the 2015, is so strictly focused on reinforcing WFTO-Europe's identity and improving the quality of the current communication tools. In the two following years it is foreseen to



obtain a greater engagement from the members and the external audience in order to reach the overall goal to be recognised as the main representative of FT actors in Europe. Of course the outcomes per year will be revised every year according to the updated calendars of opportunity, budget and resources available.

- c) Starting from the overall picture and getting then more and more into the details, a specific action plan for the first year of activity has been implemented. This is of course based on the communication strategy, but presents more in details each and every activity to be put in place during the 2015, taking into account the main opportunity of the year.

2. Communication strategy: Stakeholder analysis

Overall goal

WFTO-Europe is the main reference on Fair Trade in Europe.

WFTO-Europe is recognised as a network of credible FTOs committed to Fair Trade and trade justice.

Communication objectives

To define better who we are and what we do.

This will be achieved by reinforcing WFTO-Europe's visibility. This in its turn shall lead to an increased membership and to an enhanced position as one of the privileged European Fair Trade interlocutors for international organisations. This document refers to several communication tools that have been identified by WFTO-E as the main channels for its communication and that will be noted in the document with the acronym CT (communication tools): Newsletter (NL), website (WB), Skype (SK), Conferences and AGM,...



Stakeholder	Objectives (What are the main needs of the stakeholder and what does WFTO-E want to achieve?)	Outcome 1 st year (IDENTITY)	Outcome 2 st year (INTERACTION)	Outcome 3 st year (ENLARGEMENT)
INTERNAL STAKEHOLDERS				
I. WFTO-E members : FTOs	1. to support FTOs in the implementation of the GS	1. 1 launch a survey on communication to figure out the main problems, expectations, rooms for improvements for WFTO-E 1.2 to support members in membership and monitoring tasks. (implementation of GS) (CT: Skype, Newsletter, email) 1. 3 to launch a training session on the GS on the newsletter to focus every month on a step of the system (CT: newsletter) 1. 4 to dedicate a workshop on the biennial conference on the GS (CT: workshop and AGM)		
	2. reinforce our identity	2.1 To finalise a graphic chart and to improve the quality of our tools (CT: newsletter,..)		



	3. support market access for members, by promoting the WFTO label		3. 1 to help members access to the market and promote WFTO label: circulating Press release of members, putting organisation labels on the website and share it on the social media; keeping them informed on WG on retailers. (CT:NL, website) 3.2 to promote analysis and research on the current European situation and how to improve market access (CT: research, factsheet, analysis, survey on retailers standard)	
	4. reinforce the network, by getting FTOs more informed about Global and general issues	4. 1 to harmonise our communication with Global and the other Regions to be seen as a unique movement. 4.2 Create new sections in the NL 4.3 Communicate widely on the World Fair Trade Week (WFTW) and the European Year for Development (EYD) 4.4 Introduce FLASH NEWS		
	5. to get FTOs more informed about FTAO and how to do campaigns.	5. 1 to create more synergies with the FTAO's advocacy and campaigning activities and members (CT: Conferences, newsletter,...).	5. 2 to keep members informed on WFTO-E work with the other regions, workshops, committee at Global level and FTAO.	



	<p>6. to promote FTOs visibility and strengthen connection amongst them.</p>	<p>6.1 to keep dedicating one section in the NL to promote members activities.</p> <p>6.2. to set Google alerts for “Fair Trade” and “WFTO-Europe.”</p> <p>6.3 to add on WFTO-E website a short description in EN of each member + map members in Europe (PRICE project)? (CT: website)</p> <p>6.4 To promote the WFTD and encourage members to share their events</p>	<p>6. 5 to get closer to our members, participating in their events and campaigns, whether it is possible (CT: Conferences, newsletter,..).</p> <p>6.6 to increase engagement on social media, highlighting members’ activities. (CT: social media)</p> <p>6.7 to promote members’ activities, pitching stories to the media on key dates.</p> <p>6.8 To actively ask members to adopt WFTO theme “Be an agent for change” for the WFTDay.(together with WFTO Global)</p>	<p>6.9 to promote the Fair Trade Town movement and strengthen the FT organisations at local level.</p> <p>6.10 to encourage members to share best practices of the previous year and follow the WFTDay theme</p> <p>6.11 to ask members to be the ambassadors of WFTO-E</p> <p>6.12 to invest in media coverage</p>
<p>II. WFTO-E members: Worldshops</p>	<p>1. to harmonise the national criteria and strengthen the cooperation and interaction amongst Worldshops</p>	<p>1.1 to organise conferences, projects and campaigns meetings on WFTDay, in collaboration with the FTAO and WFTO (CT: email, skype, conference)</p> <p>1.2 to implement and circulate factsheet on the Retailers standard (CT: analysis, research, social media)</p> <p>1.3 To work within the Committee on Retailers to share experiences and promote exchanges</p>	<p>1.4 to create something specific for the worldshops on the website (CT: website)</p> <p>1.5 to promote FT Retailers Standard on the website and to other actors (such as FTAO)(CT: Conference, website, newsletter, skype)</p>	



III. WFTO-E: FT Network and FTSO	1. to increase connections and exchange information (campaign, activities,...) amongst FTNs and FTSOs	1.1 to increase WFTO-E visibility (as above). 1.2 To promote members activities through our social media and communication tools	1.3to work together in projects or research activities (CT: email, skype, analysis)	
	2. to create more links with the FTAO and Global		2.1 to support and promote networks activities together with Global (CT: social media, conference, training, newsletter)	
IV. FTAO	1. to better engage WFTO-E members in advocacy and campaigning activities	1.1 to communicate better FTAO campaigns and advocacy activities to our members (CT: social media, website, NL, Conference) 1. 2 to deepen the knowledge of WFTO-E members on FTAO activities, by creating for instance a section on the website regarding advocacy and FTAO and circulating more information on its activities round. (CT: website, email)	1.3 promote capacity building training session for members on advocacy and campaigns (via FTAO) 1.4 promote information sharing, by creating a space to store policy documents from members.	1.5 WFTO-E members to be ambassadors of WFTO-E
	2. to strengthen the role of WFTO-E in advocacy issues	2.1 to keep participating in the FTAO internal meetings as well as in project team. 2.2 to work together in the implementation of the EYD	2.3 to provide more inputs on advocacy papers by dedicating more time on content and strategy items.	2.4 to provide more research/analysis on our members to identify specific policy demands. (CT: research,...)
EXTERNAL STAKEHOLDERS				



V. FTO-potential members	1. to clearly see the added value of joining WFTO-E network	1.1 to foster synergies between FTOs in Europe and producers in the Global South (CT: email, NL, Skype, project, research) 1.2 to increase the visibility of WFTO-E and help potential members to get more involved in its activities (CT: social media, conference)	1.3 to get advantage of the project meetings, events to get in contact with new organisations and stressed the added value of our network. (CT: face-to-face meeting, skype, project)	1.4 to organise adhoc meeting with interested members to show the added value of the organisation (CT:skype, physical meeting)
VI. Donors (individual or private funders)	1. to have a clear vision of who WFTO-E is and what it does	1.1 to create an “about us” section on the website to show who is behind the team. (CT: website) 1.2 to be sure that our website reflects our vision and make clear the added value of the organisation (CT: website)	1.3 to create a “testimonial” section on the website to understand the impact of fair trade in the field: short story on how Fair Trade has improved people’s life. (CT: website)	1.4 to carry out analysis on sales and FT trend in Europe to provide more information on the topic (CT: research).
	2. to identify WFTO-E as a credible and sustainable organisations	2.1 to develop a factsheet on who WFTO is at European level 2.2 to make our annual report public to be more credible and transparent (CT: website)		
VII. Public institutions	1. to identify WFTO-E as a credible and sustainable organisation connected with FTAO	1.1 to use the WFTDay to increase our visibility. (CT: events, media) 1.2 to develop a factsheet on who WFTO is at European level	1.3 to create a testimonial section on the website (as presented above).	1.4 to collaborate with the FTAO in the organisation of an annual event in collaboration with the EU institutions (such as the FT Breakfast) to allow WFTO-E members to speak with policy makers. (CT: meeting with FTAO, email, NL, social media, calls)



VIII. Media	1. to have a clear vision of who WFTO-E is and what it does	1.1 to develop a factsheet on who WFTO is at European level WFTDay- European activities		
	2. to interact with media on special occasions (Milan Conference, WFTDay, FTweek)		2.1 to use the WFTDay, International Women's day, Fair Trade week to increase our visibility (CT: events, media) 2.2 to elaborate a media strategy with WFTO Global (including bloggers)	2.3 to try to disseminate better FTAO messages as well as WFTO activities through the media

3. Action plan – 1st year (2015)

Communication objectives for the 1st year (2015)

To strengthen our identity (define who we are, what is our peculiarity compared to the other FT actors)

Target (listed according to a priority order)	Objectives	Action Plan for 2015	Timing & Responsible person
INTERNAL STAKEHOLDERS			
WFTO-E members: FTOs	1. to support FTOs in the implementation of the GS	1.1 To launch a survey and analyse the outcomes 1.2 To start a training session on the GS on the newsletter	2 nd half 2014/beginning 2015 (Coordinator+intern) December 2014 through the 2015 (Coordinator+intern)

		1.3 to dedicate a workshop in Milan on the GS	2 quarter 2015 (WFTO Global)
		1.4 to widely share the outcomes of the Guide to the FT labels and the further discussion within the Global network	2-3 quarter 2015 (Coordinator+intern)
		1.5 to follow up the issue of the 1st buyer non WFTO member	Across the year (Coordinator+Board)
	2. to reinforce our identity	2.1 to agree on a graphic chart to give coherence to our messages	2 quarter of 2015 (Coordinator+Board)
		2.2 to make the website more in line with our daily activities	3 rd quarter of 2015 (Coordinator+intern)
		2.3 to get figures and statistics to assess the impact of our communication (accuse de reception, google analytics, facebook statistics)	Across the year (Coordinator+intern)
		2.4 to give a name to the NL to make it more personal and informal (European shuttle,..)	3 quarter of 2015 (Coordinator+ Board)
		2.5 to start discussing and elaborating a 3-5 years strategy	4 quarter of 2015 (Board+ coordinator)
		2.6 to communicate widely the outcome of the debate on the Charter of FT principles, organised during the WFTW	2 quarter 2015 (Coordinator+intern+WFTO Global)
3. to reinforce the network, by getting FTOs more informed about Global and general issues	3.1 to modify the NL by creating 3 main sections <ul style="list-style-type: none"> • WFTO-Europe@home – to put info on Board decisions and our main communication; • European tour/Europe in a nutshell – to put info on FTAO or promotion of members' activities in Europe; • WFTO around the world – from Global or Regions 	3 quarter of 2015 (Coordinator+intern)	
	3.2 to harmonise our communication with Global and the other Regions to be seen as a unique movement	Across the year (Coordinator+intern)	



		3.3 to communicate widely on the Milan WFTW and keep constant updates	1-2 quarter 2015 (Coordinator+intern+WFTO Global)
		3.4 to dedicate articles on the NL on the European Year for Development (EYD)	Across the year (Coordinator+intern)
		3.5 to reduce the NL frequency and alternate it with FLASH NEWS/ save the date (using the graphic chart approved)	4 quarter of 2015 (Coordinator+intern)
	4. to get FTOs more informed about FTAO and how to do campaigns.	4.1 to create more synergies with the FTAO and its advocacy and campaigning activities by posting articles on the NL on main events and activities	Across the year (Coordinator+intern)
	5. to promote FTOs visibility and strengthen connection amongst them.	5.1 to let members exchange best practices on how they promote FT and WFTO in their relationship with the suppliers under the IMS (principle 8)	Across the year (Coordinator+intern)
		5.2 to create and keep dedicating one section in the NL to promote members activities.	Across the year (intern)
		5.3 to set Google alerts for "Fair Trade" And "WFTO-Europe."	3- 4 quarter 2015 (intern)
	5.4 to get familiar with Google trend together with Global	3- 4 quarter 2015 (Coordinator+intern+WFTO Global)	
	5.5 to promote WFTDay and encourage members to share their events with us to post them on the website, facebook and NL.	1 st quarter and across the year (Coordinator+intern+WFTO Global)	
	5.6 to add on WFTO-E website a short description in EN of each member + map members in Europe (PRICE project)	1-2 quarter 2015 (Coordinator+intern)	
	5.7 to identify the communication officer, whenever possible, of the member organisation	2 quarter 2015 (intern)	



		5.8 to share information on fundraising opportunities	Across the year (Coordinator+intern)
		5.9 to communicate widely on the WFTO Biennial Conference and all the other events organised during the WFTW	2 quarter 2015 (Coordinator+intern+WFTO Global)
WFTO-E members : Worldshops	1. to harmonise the national criteria and strengthen the cooperation and interaction amongst Worldshops	1.1 to organise conferences call on campaigns activities around the WFTDay, in collaboration with the FTAO and WFTO	1-2 quarter 2015 (Coordination+FTAO+WFTO Global)
		1.2 to dedicate a specific article on the worldshops in the NL	3-4 quarter 2015 (Coordinator+intern)
		1.3 to implement and circulate a factsheet on the Retailers standard	3 rd quarter (Coordinator+intern)
		1.4 to work within the Committee on Retailers to share experiences and promote exchanges	Across the year (Committee)
WFTO-E members: FT Networks and FTSO	1. to increase connections and exchange information (campaign, activities,...) amongst FTNs and FTSOs	1.1 to increase WFTO-E visibility (as above)	
		1.2 To promote members activities through our social media and communication tools (such as the PFCE "Guide to Fair Trade labels")	Across the year (Coordinator+intern)
FTAO	1. to better engage WFTO-E members in advocacy and campaigning activities	1.1 to circulate widely FTAO campaigns and advocacy activities to our members	Across the year (Coordinator+intern)
		1.2 to encourage members to actively participate in the campaign on Power in Supply Chain	2 quarter of 2015 (Coordinator+intern)
		1.3 to multiply the impact of FTAO activities, by encouraging members to promote for instance the implementation of the public procurement directives at national level	2-3 quarter 2015 (Coordinator+FTAO)
		1.4 to make more visible on the website our connection with the FTAO	2 nd quarter 2015 (Coordinator+intern)



	<p>2. to strengthen the role of WFTO-E within FTAO</p>	<p>2.1 to keep participating in the internal meetings and Board meeting of FTAO</p> <p>2.2 to keep FTAO informed on the GS and the Global standards, by giving presentations at the FTAO team on the GS and the retailers standard</p> <p>2.3 to give inputs and participate in the 2 project teams of FTAO on the EU FT strategy and power in supply chain</p> <p>2.4 to merge the WFTO theme with the power in supply chain campaign for the WFTDay</p> <p>2.5 to work together on the EYD website and facebook page with WFTO Global and FI as well.</p>	<p>Across the year (Coordinator+Board member)</p> <p>1st quarter 2015 (Coordinator)</p> <p>Across the year (Coordinator)</p> <p>1-2 quarter 2015 (Coordinator+FTAO)</p> <p>2-3-4 quarter 2015 (Coordinator+WFTO+FTAO+FI)</p>
EXTERNAL STAKEHOLDERS			
<p>FTO – potential members</p>	<p>1. to clearly see the added value of joining WFTO-E network</p>	<p>1.1 to foster synergies between FTOs in Europe and producers in the Global South, putting in contact FTOs with producers group from the South</p> <p>1.2 to increase the visibility of WFTO-E and its identity to show the added value of the network (as mentioned in the point 5 for FTOs.)</p> <p>1.3 to contact potential members as suggested by other members</p> <p>1.4 to answer enquiries on membership and follow up on them</p> <p>1.5 to share information on fundraising opportunities</p> <p>1.6 to communicate widely on the WFTW and all the other events organised during the week</p>	<p>Across the year (Coordinator+intern)</p> <p>2 quarter 2015 (Coordinator+intern+WFTO Global)</p>
<p>Donors (individual or private)</p>	<p>1. to have a clear vision of who WFTO-E is and what it does.</p>	<p>1.1 to create an “about us” section on the website to show who is behind the team.</p> <p>1.2 to be sure that our website reflects our vision and make clear the</p>	<p>1 quarter of 2015 (Coordinator+intern)</p>



funders)		added value of the organisation (as above), 1.3 to communicate widely our activities (WFTW, WFTDay,...) – as above	
	2. to identify WFTO-E as a credible and sustainable organisation	2.1 to develop a factsheet on who we are 2.2 to make our annual report public to be more credible and transparent	4 quarter 2015 (Coordinator+intern) 3 quarter 2015 (Coordinator+Board)
Public institutions	1. to identify WFTO-E as a credible and sustainable organisation connected with FTAO	1.1 to use the WFTDay and our participation in the journée portes ouvertes du PE to increase our visibility and promote the campaign on Power in supply chain (PSC) 1.2 to develop a factsheet on who WFTO is at European level (as above)	2 quarter 2015 (Coordinator+FTAO)
Media	1. to have a clear vision of who WFTO-E is and what it does	1.1 to develop a factsheet on who WFTO is at European level (as above) 1.2 to promote WFTDay (as above) 1.3 to modify our website according to our needs and activities (as above)	