

## DISCUSSION PAPER

### PUBLIC INFORMATION AND GCO

*greeting card operation*

#### Introduction

There has been much emphasis on greeting cards as a product; not much on how to increase overall UNICEF awareness through the medium of the greeting cards.

This paper has the objective of raising some of the issues for a discussion on this theme.

In the first section it tries to set the scene for a mutual involvement of ID/GCO, putting this in the context of the implications of:

- a) Board objectives regarding GCO
- b) The role of GCO within UNICEF

The second section looks at general issues regarding those markets and those audiences GCO can reach - buyers, sellers and volunteers.

Thirdly, and only as examples, practical issues are raised regarding what we say in communicating the UNICEF image and how we can do it.

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Geneva, 30 June, 1982

 jlc/jb

## I. GENERAL APPROACH

Let us remind ourselves of the UNICEF Board objectives regarding selling cards on behalf of UNICEF:

1. To increase public recognition of UNICEF.
2. To provide an opportunity for public involvement in the work of UNICEF.
3. To raise additional resources for UNICEF.

Firstly, it is important when we try to increase public awareness that the means we use conform to an image of UNICEF. We are not simply relying on the cards themselves to increase public recognition, but on the presentation, advertising, promotion, packaging, merchandising, special events, editorial and public relations which we use to promote the sale of cards. Moreover, at a further remove, we are also concerned within different sales areas with the general level of public awareness of UNICEF since this "background awareness" is also a potent factor in developing sales.

Secondly, when we talk of providing an opportunity for involvement we mean not merely involvement through the purchase of cards and the contribution this makes, but we also have in mind the involvement in selling. We are all salesmen. We are salesmen not only for the cards but for UNICEF as a whole and this role of advocacy needs strengthening. On the one hand, staff and volunteers represent the best potential advocates we would hope for; on the other hand, the very nature of GCO, because its results are quantifiable, promotes qualities of competitiveness which can lead to too narrow an outlook. The accountability is satisfying but facile.

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GCO is a part of UNICEF and not vice-versa. Therefore, it behoves us to be objective : to bear in mind that our efforts should be 'conditioned by our job of promoting cards and reaping the advantages they offer.

Building on this foundation, we have two markets for public information; buyers and potential buyers; sellers and potential sellers.

If we bear these markets in mind, we should avoid the trap which lies in our path, that is:

1. Directing our efforts where they are not required - and where Information Division can, anyway, do a much better job;
2. Misdirecting our efforts by forcing the greeting card market to assimilate unpala-  
table or irrelevant information.

In summary, what is proposed as the general guidelines for a GCO information policy is, not necessarily in order of priority:

- i. Bearing in mind the market needs of buyers and potential buyers, to define priority audiences and to take every opportunity of publicising information directly motivational in contributing to card sales through all relevant media opportunities.
- ii. Bearing in mind the motivational needs of sellers and potential sellers, to take every opportunity to disseminate information which, by its advocacy of UNICEF in general, motivates the selling organisations and volunteers to a higher pitch of efficiency.

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iii. To take every opportunity to highlight GCO products as advocates in their own right for UNICEF, bearing in mind commercial priorities including cost and relevance.

vi. To support an intensification of effort by Information Division in achieving a general climate of public awareness of UNICEF, its ideals and activities.

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## II. GENERAL ISSUES

Let us try to keep our target markets in mind:

### 1. The Buying Market

The range could conceivably extend from those who may never have heard of UNICEF to those who buy regularly and this range applies equally within different markets - for instance, for birth announcement cards or for business cards.

The questions to ask would be:

Can we reach all markets and all the range of awareness with one approach? To pose the question is to answer it! If not, what minimum number of approaches do we need and which are the priority markets? Further, what means do we have and what should be provided that is lacking? We might also ask whether the image to be communicated should be a single image or one with multi-facets?

To take the last question first. If we remember that within different markets we are likely to find the same people in different roles, then it seems reasonable that we should try, so far as possible, to communicate a single image. We may have to change the words, or the motivation but we should make a conscious effort to look for constant elements. These could include the symbol, the logo, the colours; or new symbols such as "Itsy" or another to be chosen; more intangible elements such as "quality". In relation to these points (and also to cost) we should bear in mind the intrinsic value of a continuity in presentation and avoid too frequent changes of material.

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In this way we allow time for the image to imprint itself and, just as important, we ensure that each element, be it leaflets, point of sale, posters, brochures, letters, etc., reinforces and reiterates each other element we use.

Let us now look at our prime markets, at the materials we have and at the materials we might need.

We might conclude that we should re-allocate monies so that more is spent on the priority of opening up and developing particular markets and less is spent on general "point-of-sale" material.

A further conclusion could be that some particular markets - notably the business and birthday markets - should be supported with specific promotional material.

. Again, a third conclusion might be that there is not enough "advocacy" material aimed at reaching the potential customer: in other words, more effort should be made beyond mere "point-of-sale" material (but perhaps at the points of sale) towards such items as "How and Whys" which are very cheap, or to posters descriptive of UNICEF work, or to the sale of such booklets as "Why UNICEF?" or to simplified statements of UNICEF's end of year finances and achievements.

Fourthly, there is an opportunity to link more directly UNICEF products to UNICEF activities where this link can be made naturally and especially where it can be done visually.

## 2. The Selling Market

The need here is to motivate and recruit. These needs are well recognised but perhaps have not, in the past, been given their due weight, especially regarding volunteers. It is true that through some large selling outlets - eg banks and post offices - particular needs

have been met regarding packaging and presentation for the buying public. Even so, especially in these outlets, perhaps scope remains for motivating the selling staff, in so far as they sell at all, which is not always the case.

It is probably a fact of life that different conditions in different countries - not to speak of language differences - will result in individual committees largely having to supply their own special needs. Nevertheless, there is much that could be done by GCO/Geneva either pictorially or by way of "pro-forma material" for adaptation; or in terms of relevant selling aids; or as a post office for ideas and suggestions; or as a straightforward channel to the Information Department. This latter point may seem presumptuous since everyone is perfectly capable of contacting I.D. direct. In practice, however, I believe benefit will accrue simply from growing recognition of opportunities as mutual inter-communication develops between National Committees, I.D. and GCO.

UNICEF greeting cards offer access to a mass market. In Europe alone recipients of cards, including their families, number tens of millions. Those who buy cards regularly number millions. Those who buy occasionally also number millions. Those who could become advocates for UNICEF through an interest awakened by their purchases are probably countless.

There is, therefore, through the cards and products marketed by UNICEF, an opportunity to extend our reach and thereby to expand the number of our best advocates.

How can we achieve this?

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### III. PRACTICAL PROPOSALS

I should like to stress that although this section is headed "proposals", I am only suggesting propositions in order to open a discussion. They seem to me to stem logically from what has been said previously but, on the other hand, they do not pretend to be exhaustive.

#### 1. Presentation of UNICEF Image

- a) "We must be recognised and tell people what we are ..."

As a general rule all material should include the symbol, the logo and, as far as possible, the full title "United Nations' Children's Fund" and so far as possible these should always be in "UNICEF blue". Again, so far as possible, this should extend to letter headings, advertisements, leaflets, posters, booklets, etc...

- b) "We must be personal and tell people who we are ..."

It is so important to communicate the notion of warmth and humanity. Perhaps we should reconsider the need for some such symbol as "the smile" or "Itsy" which would personalise UNICEF - or further emphasize the Mother and Child within the UNICEF symbol.

- c) "We must be informative and tell people what we do ..."

To say we are the United Nations Children's Fund is not enough, we must answer questions such as "Are we a charity?", "Where does our money come from?", "What do we do with it?", "Where do we spend it?", "What has boring wells to do with children?" etc...

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- We need to give more imagination, perhaps more justification to such material as "What One Dollar Will Buy". Perhaps on the basis of chosen annual themes?
  - We need to give more care to defining the criteria for our posters.
  - We need to include on our products a mention of our pre-occupation with children. Look at the envelope?
- d) "We must communicate efficiency and tell people how we work ..."
- People want to know that we are effective, that we are accountable for waste, that we have a philosophy of development, that we have priorities.
- We must ensure the possibility of much wider distribution of easily understood material to buyers and sellers, to sales points and volunteers.
  - We need to sell information in the form of self-liquidating pamphlets, for instance "Why UNICEF?", "UNICEF Reports", "UNICEF News" - or Ideas Forum or new "GCO UNICEF Material".
  - We need more visual material.
  - Perhaps we should give thought to the provision, for volunteers, of a "source book" or "fact sheets" summarising the basic data on eg. water, women, disease, sanitation, special projects, malnutrition ...

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e) "We should recognise efforts made on our behalf ..."  
The mere fact that people say they do not want recognition bears no relationship to what they need.

- We should have a formalised system of reward for effort.

- We should promote the notion of UNICEF volunteers having entered into a commitment which they are prepared to acknowledge publicly, for instance by wearing a badge or a tie.

## 2. Copy Content

a) The plight of children is the raison d'être for UNICEF. We must take every opportunity to communicate this concern. Sometimes it will be appropriate to be explicit. It is, however, at least as important that we strive to reflect, implicitly, in all material that carries the UNICEF name that our chief concern is with children. Thus, for instance, the products and promotional material we put before the public should reflect our involvement at least as much by their presentation as by the mere superimposition of public information material.

b) We tend in UNICEF, and it is right that we should do so, to be scrupulous in what we say, the figures we quote, the terms we use. Nevertheless, we must not lose sight of the fact that we are reaching out to people whom we are seeking to interest, to involve, to motivate. We must not be afraid to simplify, to appeal, to emotion.

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c) We should articulate a policy regarding the relationship between GCO new products and Development Education - possibly along such lines as this, that the primary consideration for successful new GCO products is that they please or entertain and that, while they are certainly information vehicles, they do not by the mere fact that they are directed at the children's market also fit the educational market.

d) We are prone within UNICEF - as all people do who work closely within an organisation - to overestimate the extent to which the outside world is aware of us, understands us, remembers what we have already said. We should not be afraid of repetition, of saying again and again what UNICEF is about. It is obvious that this should be done in regions where UNICEF is not well-known. It is less obvious where UNICEF is a household name but it is not less appropriate because in this case we run the risk of being seen more as a respectable institution than as a vital cause.

3. Some Ideas for Establishing Opportunities and Means for P.I. within GCO

- Include P.I. material and posters for sale in GCO brochures.
- Produce training and follow-up material for volunteers, eg: possibly simple "fact-cards" on basic UNICEF preoccupations: water, education, background, etc. etc.
- Consider also improved version/alternatives to "Why UNICEF?", "What One Dollar will Buy".
- Consider possibility of reaching out to volunteers with a regular journal.

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- Define criteria for posters and other visual material and ensure these are produced in adequate numbers to give breadth of choice.
- Re-examine (with a view to lengthening) the useful life of promotional material, including GCO film spots.
- Consider adequacy and availability of photographs and transparencies.
- Re-examine priorities of current list of promotional materials.
- Consider wider use of UNICEF lapel badges, "merit" certificates.
- Produce appropriate material for particular markets - as birth announcement, business etc ...
- Information Division to establish for GCO which items are susceptible of wide distribution.
- Re-examine the possibility of a statement regarding UNICEF being printed on each card (or envelope?)
- Provide greater help in devising portable presentation stands for ad hoc meetings and exhibitions.
- Consider putting annual sales campaigns under the banner of different but specific special UNICEF projects.
- Consider closer link between GCO activities and larger "themes" (water decade, IYDP).
- Orchestration from Geneva, as was done in IYC through NGO's, of sponsorship of UNICEF (by multi-national companies?)
- Investigate possibility of having a "bank" of designs for 3 or 4 years for market segments - eg Jewish market, Moslem market - even business market.

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- Preparation of special leaflets (not so much a press kit) for distribution on World Children's Day and United Nations Day to include illustrations of selected cards, order form, list of "where to buy" addresses and P.I. on UNICEF - a "mini-brochure" of say, 4 pages.
- Consider opportunities for more informational material at point of sale.
- Consider to what extent individual National Committees already doing an excellent job in their own country - eg. Switzerland's Information/Resource Centre, could not be given help to advise/help set up similar operations elsewhere.

*# Resources*  
*# Dev ed for dev ed.*  
*# emotional magazine - development dialogue.*

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RECOMMENDATIONS                      PROPOSALS/SUGGESTIONS                      QUERIES

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<i>Themes</i>	STATE OF THE WORLD'S CHILDREN: local versions or containing country-based materials; central mailing list; special slide sets related to themes covered in SWCR.	Danois: Reg. Info Officer to become Re. Info Coordinator	Breastfeeding film or video slide set (Brazil/GERin)
<i>Gen.</i>	Mechanism for inter-regional information exchange		
<i>Film/ Gen.</i>	Film policy: films should generate from the field; same goes for publications	If film covers several countries, there should be a centrally-produced script (adaptation) (Da Cunha)	Category of children out of reach of UNICEF programmes & information (Danois)
<i>Media</i>	Journalists : a. 3rd World journalists to come to Europe b. journalists from indus- trialized world to go to 3rd World	Catalogue of high-quality films produced by other sources about specific subject (Allan)	
<i>Publ.</i>	UNICEF NEWS: more regional material; Portuguese translation; language versions; distribution and redistribution	Films focussing on urban people's own efforts rather than on viewpoint given by decision-makers or specialists (Razia)	Guidelines for special events in India (Razia)
	Tarzie's recommendation: Agreements with local newspapers and publishing co's for reprint of UNICEF publications; Use built-in questionnaires		Clarification of Community Participa- tion (Razia)
	Smaller, centrally-produced, NGO-oriented UCD Kit with field inputs, complemented with 6-8 page media supplement in Ideas Forum		FO's want 1 single copy of UNICEF NEWS ahead
	UNICEF material to be provided to major existing magazines (SOUTH, DIALOGUE, etc.) to reflect 3rd World viewpoint	Field-produced publications to be discussed at Country Representatives meetings	

RECOMMENDATIONS

PROPOSALS

QUERIES

<i>AV</i>	<p>Co-production approach</p> <p>Increase radio programmes</p> <p>Video-slide-sets</p>	<p>Earmark % for films reflecting 3rd World viewpoint (Razia)</p>	<p>WARO film equipment and film editing facilities</p>
<i>Nat. Comm.</i>	<p>NC's need RAW material, info on programme implementation and speed</p>		
<i>Budget</i>	<p>Build-up information budget instead of seeking devices by drawing from other budgets</p> <p>Sri Lanka problem (realistic appreciation and situation analysis)</p>	<p>Review of JPO system (Tony C.)</p>	<p>Comparative breakdown re progression of budget/staff for regions (Williams/Bouhafa)</p> <p>Written rule on use of Codes 40 and 41 (Danois)</p>
<i>GCO</i>	<p>Donation in favour of Brazil Office in Rio for Info officer GCO</p>		
?	<p>Policy on National Officers</p>		
?	<p>Systematization of joint planning and consultation between Info and PSC</p>		
	<p>Strengthening of Japan Office</p>		

*These 4 points came up during GCO discussion .....*

FUNDRAISING (selection process)

THIS IS WHERE I COLLAPSED .....  
 WHERE



CF Item Barcode Sign

Page 1  
Date 9/14/2007  
Time 8:25:39 AM

Login Name Saroja Douglas



CF-RAI-USAA-PD-GEN-2007-000315

Expanded Number **CF-RAI-USAA-PD-GEN-2007-000315**

External ID

Title

**Public information and Greeting Card Operation (GCO),**

Date Created / From Date

6/30/1982

Date Registered

8/10/2007 at 1:52 PM

Date Closed / To Date

Primary Contact

Home Location **CF-RAF-USAA-DB01-2007-09559 (In Container)**

F12: Status Certain? **No**

Item Fd01: In, Out, Internal Rec or Rec Copy

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Record Type **A01 PD-GEN ITEM**

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13 pp. Discussion paper on UNICEF's greeting card operation, its role within the organisation's work, and its relation to PSC. The paper also looks at markets buying the greeting cards and what audiences they can reach; practical examples are quoted as to how the image of UNICEF can be communicated.

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