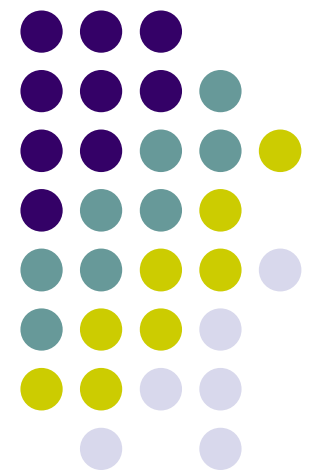


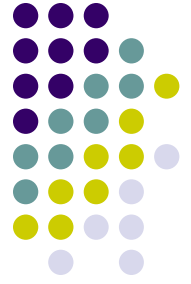
# Marketing recovery:

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## Outreach and Communication Strategies for Recovering Communities

Presented by Dr Susan Nicholls and Ms Christine Healy





# Outline of presentation

- Case study: “Recovering from the 2003 Canberra bushfire: A work in progress”
- Theory and practice
  - Recovery and marketing communication theories
  - Outreach: creating dialogue with recovering communities
- How marketing communication and public relations theories can help us to manage recovery communication better



## Outline of presentation 2

- How good outreach utilises proven communication practices
- What would best practice recovery communication and outreach look like?
- Evaluation and conclusion

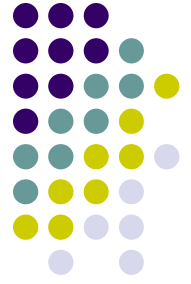
# The Canberra Bushfires 2003





# Canberra bushfires 2003

- Four deaths
- Many injuries
- 500 homes & infrastructure destroyed
- 1600 households affected
- Many pets killed
- Livestock and pasture destroyed
- Environmental destruction on a large scale



# Management of recovery

- Recovery was managed by a Task Force
- Facilitated whole-of-government response
- Advised by a Community and Expert Reference Group (CEREG)
- Serviced by whole-of-government staff team
- Bushfire Recovery Centre set up six days after fire



## Research after 3 years

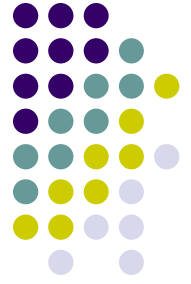
- Conducted between September 2005 and July 2006
- Funded by Emergency Management Australia and ACT Government
- The Research Group:
  - Australian Catholic University (Canberra campus)
  - University of Canberra
  - ACT Government



# Research focus

- Individual and community recovery
- Government and community recovery programs
- Mental health outcomes for individuals
- Communication and media





# Research methods

- Questionnaire with 126 questions to 1600 households (registered with Bushfire Recovery Centre) – More than 500 responses (43% homes destroyed)
- In depth face-to-face interviews with 40 participants

# What services and social support helped? 1



- Diverse responses to almost everything
- Recovery Centre and other organised government and non-government services
- GPs and community health services
- Community development and community events
- Self help and mutual help

# Recovery Centre (one-stop shop)



- The Bushfire Recovery Centre provided all services in one location
- 86.2% of those in the survey sample who attended the RC found it helpful or very helpful
- ‘A great initiative; could not have survived without it’
- A small number thought it closed too early

# What services and social support helped? 2



- Community activism
- Volunteerism
- Church and other group membership
- Support through family, friends and neighbours
- *Community Update* and other helpful communication and local media



# Mental health

- Good overall recovery but a considerable number of respondents continue to experience ongoing mental health and psycho social problems
- Similar to other natural disasters in Australia

# Communication and media



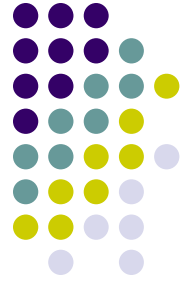
- *Community Update* newsletter singled out for praise
- Overall efforts to inform affected people well-received
- Issues included:
  - Timeliness of receiving information
  - More outlets for information needed
  - Need for more community input, less government ‘cheeriness’

# Recovery: lasting positive effects



- Community and neighbourhood relationships
- Overall support received
- Spiritual beliefs

# Recovery: lasting negative effects



- Relationships with friends
- Work situations
- Financial situation
- Overall health



# What theories can we apply?



- Basic communication model
- Theories about two-way symmetrical and asymmetrical communication (Grunig & Hunt)
- Hallahan's publics (latent, aware, active, aroused) and involvement levels
- Persuasion: language strategies
- Attitudes, motivation and involvement theories

# Emergency management vs PR crisis management



## Emergency mgmt

- Prevention, hazard mitigation or reduction
- Disaster preparedness
- Emergency, disaster
- Response
- Consequence management
- Recovery
- Lessons learnt

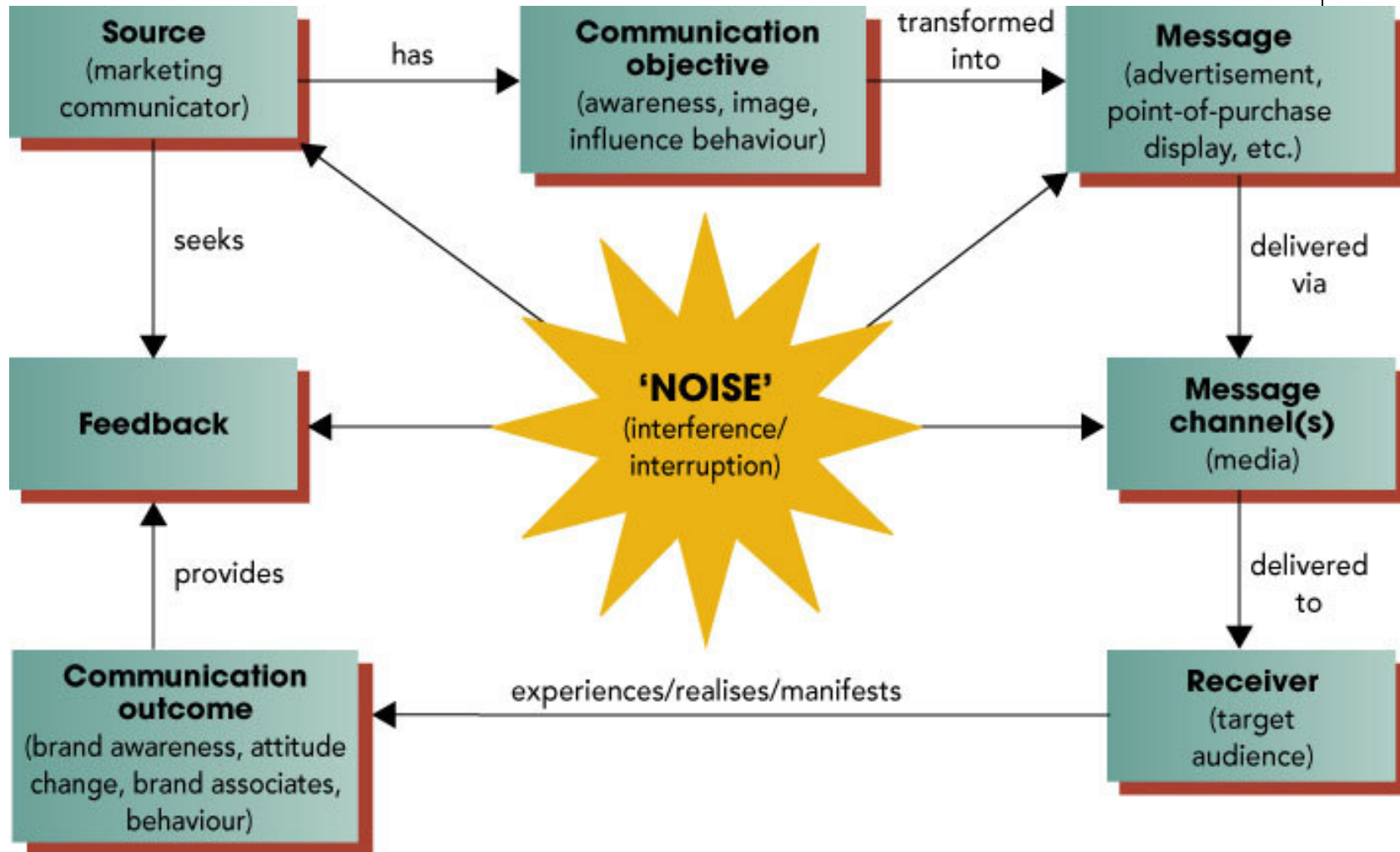
## Public relations

- Boundary spanning, issues management
- Risk management
- Crisis build-up
- Crisis breakout
- Abatement
- Termination
- Issues management

(after Fink:1986)

**Where does communication fit here?**

# A basic marketing communication model



# Grunig & Hunt's PR models

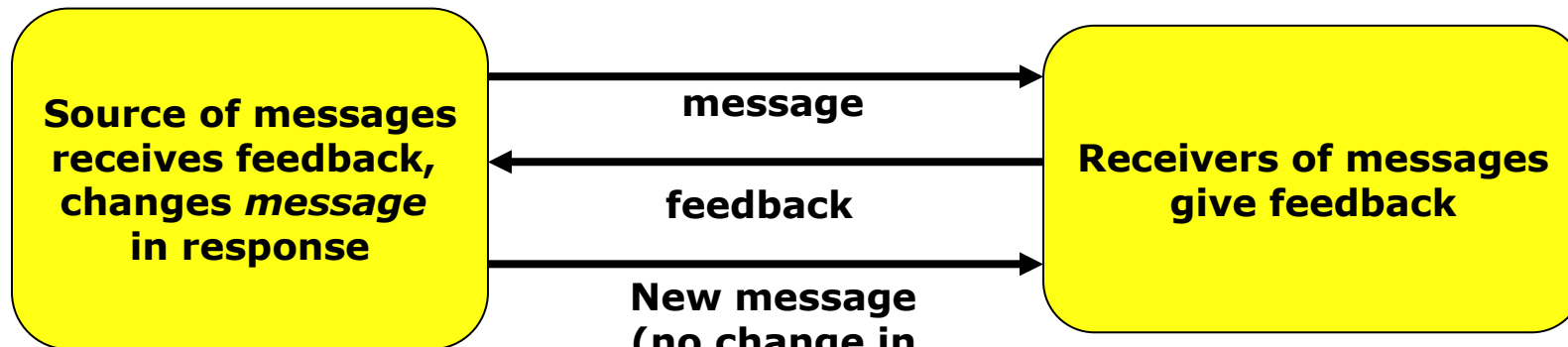


- Public information: accurate information
  - Requires minimal audience research, no feedback sought
- Two-way asymmetric communication
  - Requires evaluative research, seeks feedback from receivers of message to assess accuracy of reception and possible re-framing of message
- Two-way symmetric communication
  - Requires audience research, feedback sought to enable dialogue to achieve mutually acceptable outcomes

# PR communication models



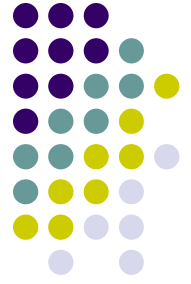
1. One-way communication



2. Two-way **asymmetrical** communication



3. Two-way **symmetrical** communication



# Theories of persuasion

- Aristotle's Theory of Rhetoric
- Hierarchy of Effects
  - Exposure to information
  - Attention
  - Comprehension
    - Perceptual encoding, active synthesis
  - [Miscomprehension: poor message, bias, 'noise']
- Behavioural theories



# Theories of persuasion 2

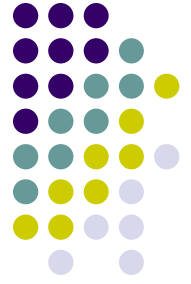
- Aristotle's Theory of Rhetoric
  - Language strategies: 'Artistic proofs'
    - Pathos – appeals to feelings, emotions
    - Ethos – appeals to credibility, respect
    - Logos – appeals to (apparent) logic



# Theories of persuasion 3

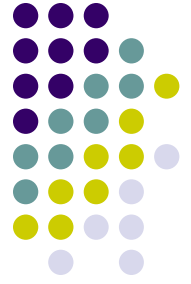
- Hierarchy of Effects
  - Interest
  - Retention
  - Retrieval
  - Action
- The AIDA model
  - Attention, Interest, Desire, Action
- Think, Feel, Do (and variants)





# Theories of persuasion 4

- Elaboration Likelihood Model (ELM)
  - Central route processing
  - Peripheral route processing
- Effective message processing requires
  - Motivation
  - Opportunity
  - Ability



# Effective messages

- Enhancing motivation to attend to messages
  - Informational needs
  - Hedonic needs
  - Use of novel stimuli



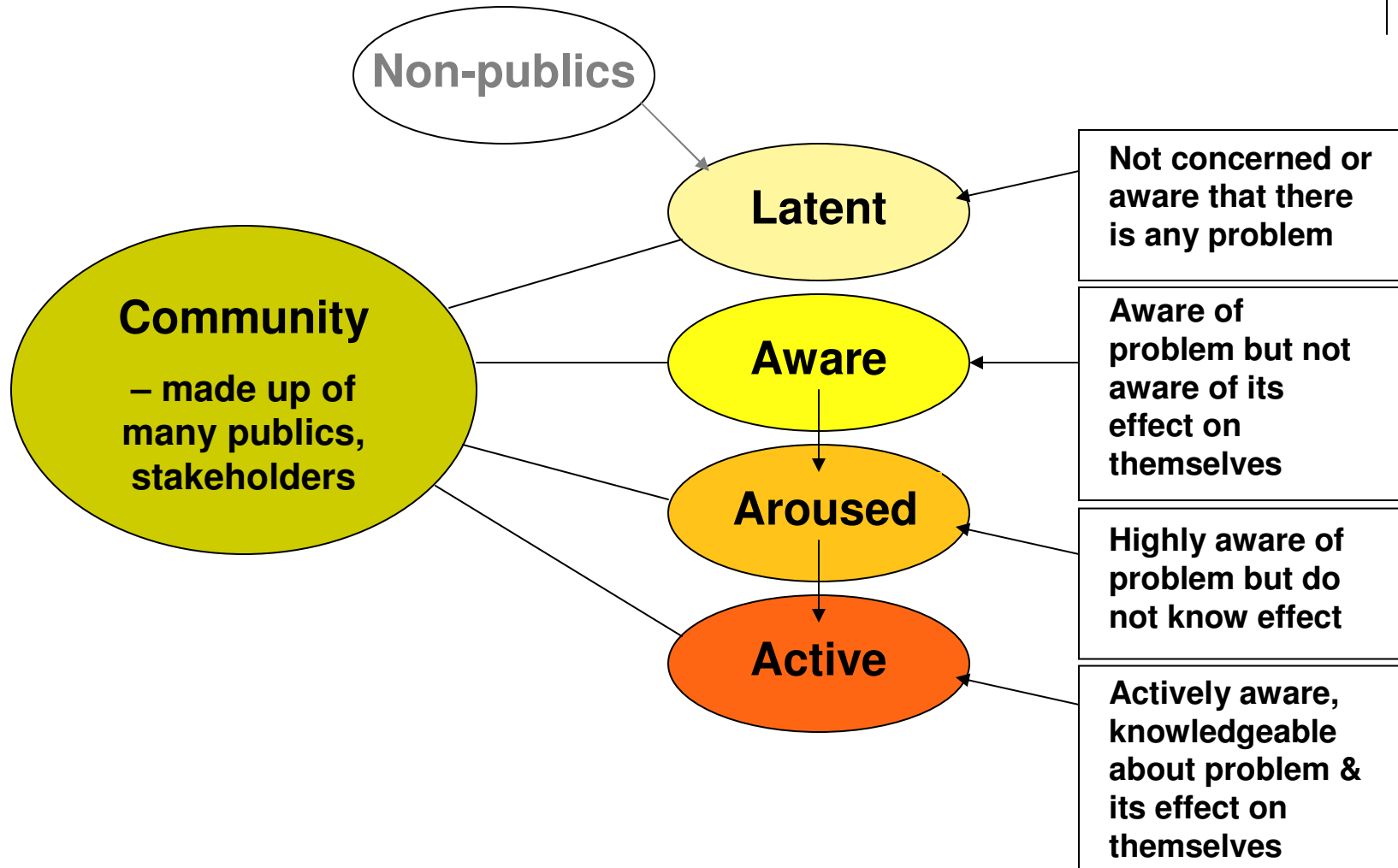
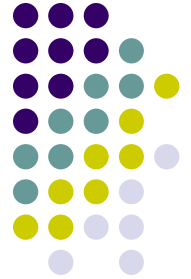
## Effective messages 2

- Involvement levels: how active, aware, aroused are audiences (publics)?

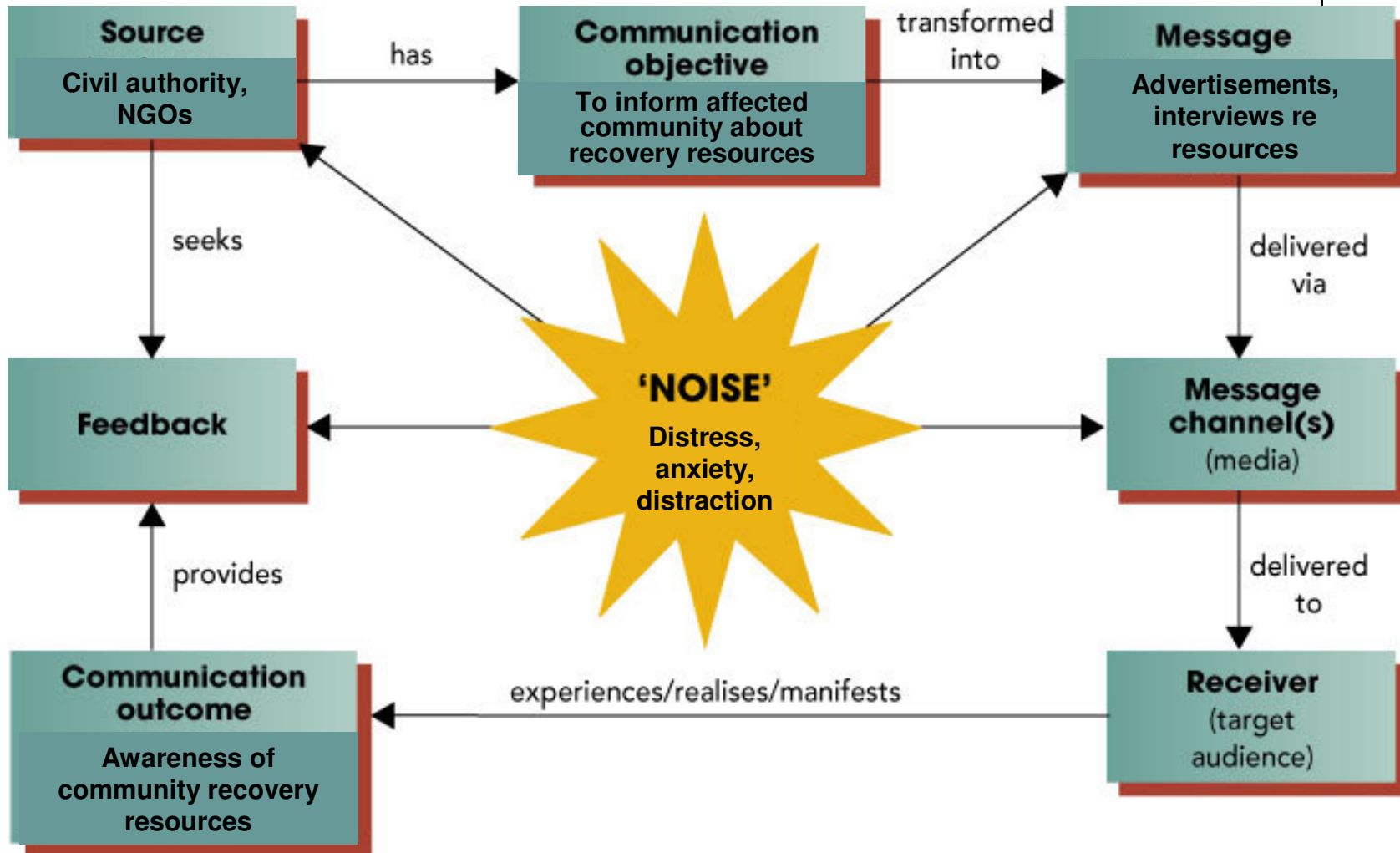
<i>Levels of being informed</i>	<i>Low involvement</i>	<i>High involvement</i>
<b>High knowledge</b>	Aware publics	Active publics
<b>Low knowledge</b>	Inactive publics	Aroused publics

(Adapted from Kirk Hallahan, "Active Publics: the Forgotten Publics in Public Relations" *Public Relations Review*, Winter 2000)

# Different messages for different audiences



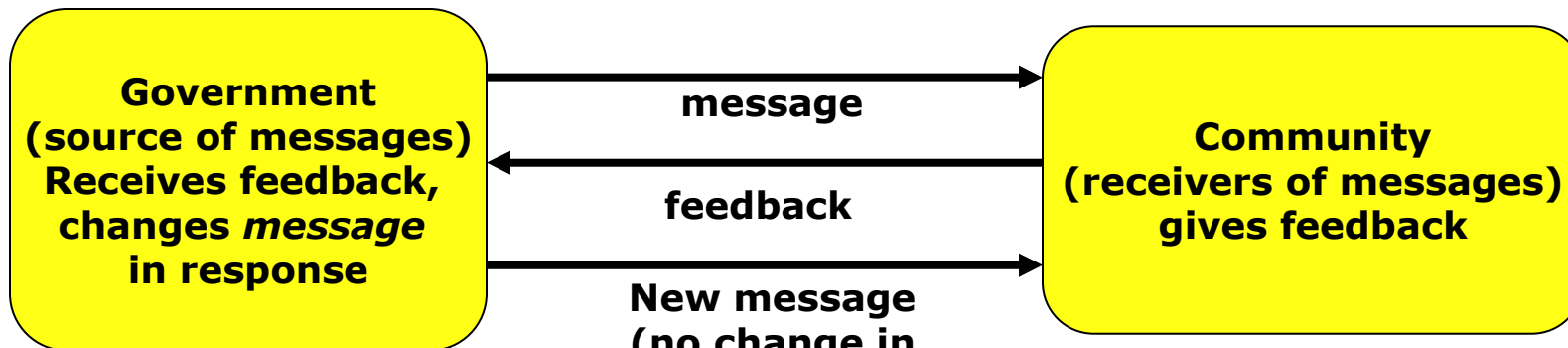
# Applying the basic marketing communication model to recovery



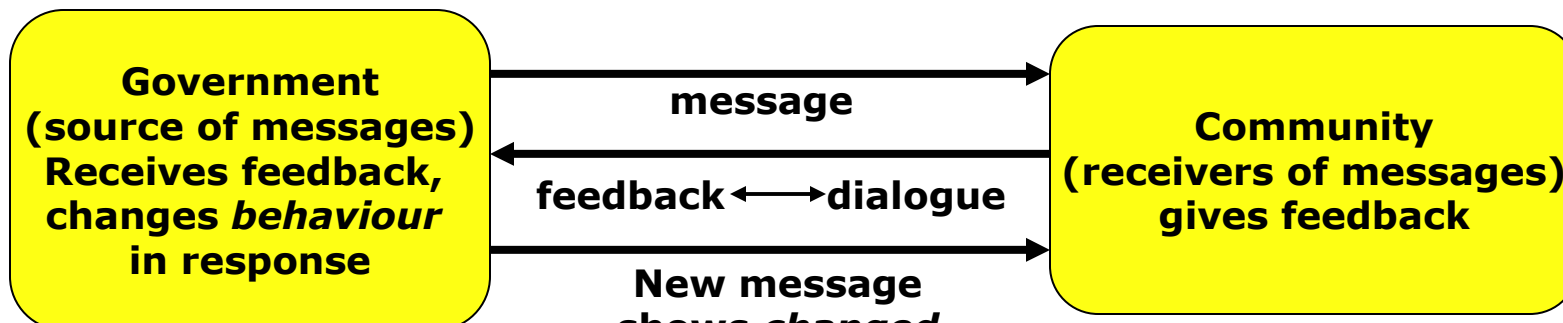
# Applying PR communication theory to recovery



1. One-way communication

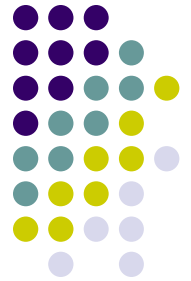


2. Two-way asymmetrical communication



3. Two-way symmetrical communication

# Why communicate and reach out to people after disaster?

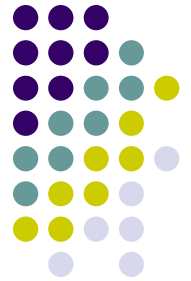


- Tell people what's available
- Use hierarchy of effects, ELM etc, to convey message and get people to consider messages

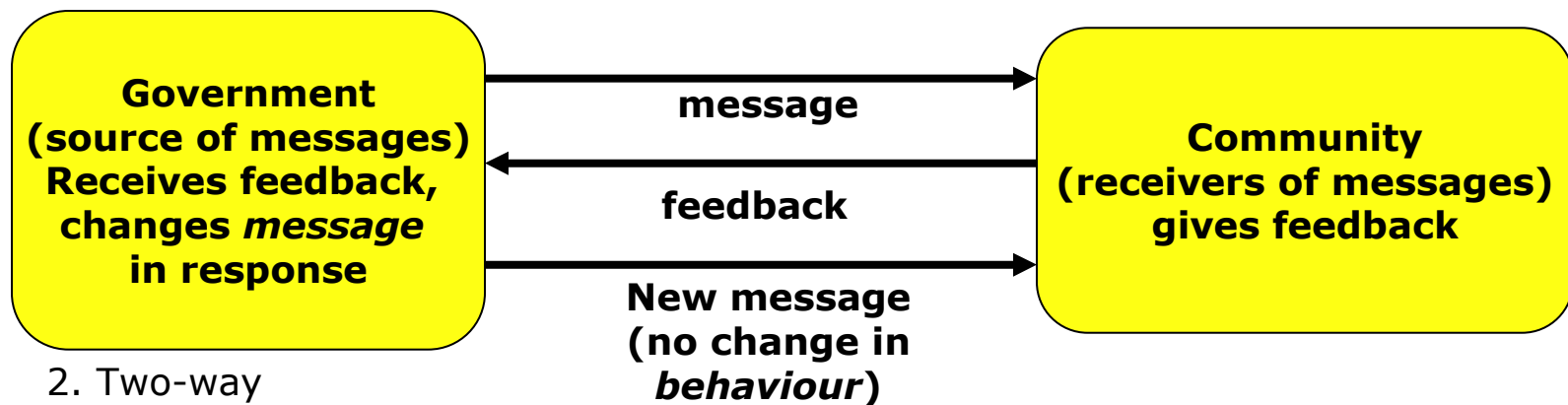


1. One-way communication

# Why communicate and reach out to people after disaster?



- Persuade people to make use of services and resources
- Use persuasive proofs to enhance messages
- Improve messages based on feedback



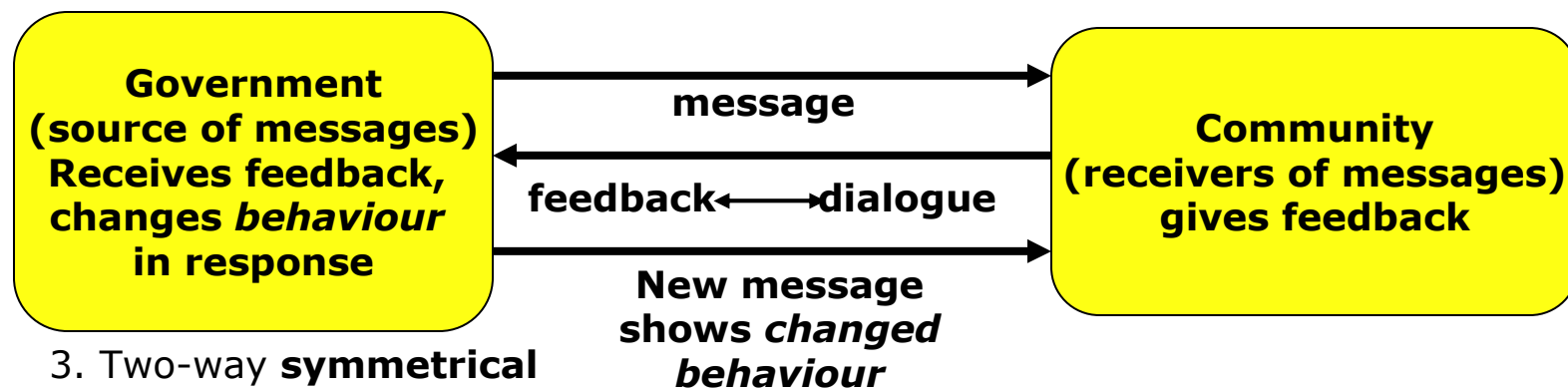
2. Two-way  
**asymmetrical**  
communication



# Why communicate and reach out to people after disaster?



- Find out if what is provided is meeting their needs by evaluating feedback
- Demonstrate listening and adaptability
- Dialogue



3. Two-way **symmetrical** communication



# The need for effective outreach

- Many may quickly disperse from the site and may not be easy to contact e.g. London Bombings
- Many may not be able to reach the services e.g. Hunter floods
- Many affected by disaster have never used 'helping' services; embarrassed to ask for help
- People may feel OK initially, but suffer effects as time goes on

# Broad-scale public media campaigns (one way information)



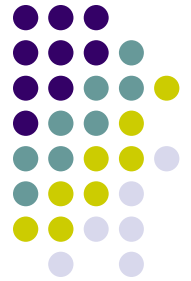
- Important for letting the community know that services have been established; how to access services, donations, grants, etc
- ‘Brand’ the disaster response program
- Stress ‘free and confidential’ services
- Normalise disaster distress reactions
- Legitimise outreach staff on the streets

# Types of media (one- and two-way)

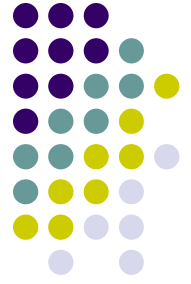


- Regular and well targeted newsletters – develop in the immediate aftermath Regular advertisements in daily newspapers
- Brochures in community languages
- Radio and TV ads and interviews
- Fact sheets
- Central Hot Lines and Warm Lines
- Web based services

# Special outreach to vulnerable communities (two-way)



- Directly impacted groups and family members
- The disadvantaged
- Frail aged
- People with disabilities
- Children and young people
- Closed communities
- Seriously and persistently mentally ill
- Culturally and linguistically diverse communities



# Some outreach methods

- The One-Stop Shop
- Community reference group enabling feedback
- The ‘person on the street’
- ‘Hard hats’ and ‘Soft hats’ working as a team responding to feedback
- Training of community members in the psychological effects of disaster (to enable two-way communication)
- Special events for particular communities, with outreach workers present (two-way)



## More outreach methods

- Supported rituals, anniversaries and memorials
- Support for people giving testimony at Inquiries, public events, in publications
- Art, music and drama projects (highly participatory)



# Outreach lessons learnt

- Canberra Bushfire response used all the outreach methods discussed
- Most successful were:
  - Recovery Centre one-stop shop
  - Recovery case worker approach
  - Government partnering with community
    - Facilitation of community activities



# Communication lessons learnt



- Need for deeper understanding of the complexity and variety of ‘publics’
  - Some publics felt overlooked
- Need to repeat information based on understanding of people’s capacity to heed and remember (processing, awareness)

# Communication lessons learnt



- Seeking, facilitating, and responding to feedback
  - Structure of recovery response helped to facilitate and respond to affected community's concerns
    - Task Force, Community & Expert Reference Group
- Acknowledging where people *are*
  - Community expressly asked for a realistic reflection of how things were for them in communication (e.g. *Community Update*)
  - People rejected 'over-cheeriness', saw it as political spin

# Is the knowledge transferable?

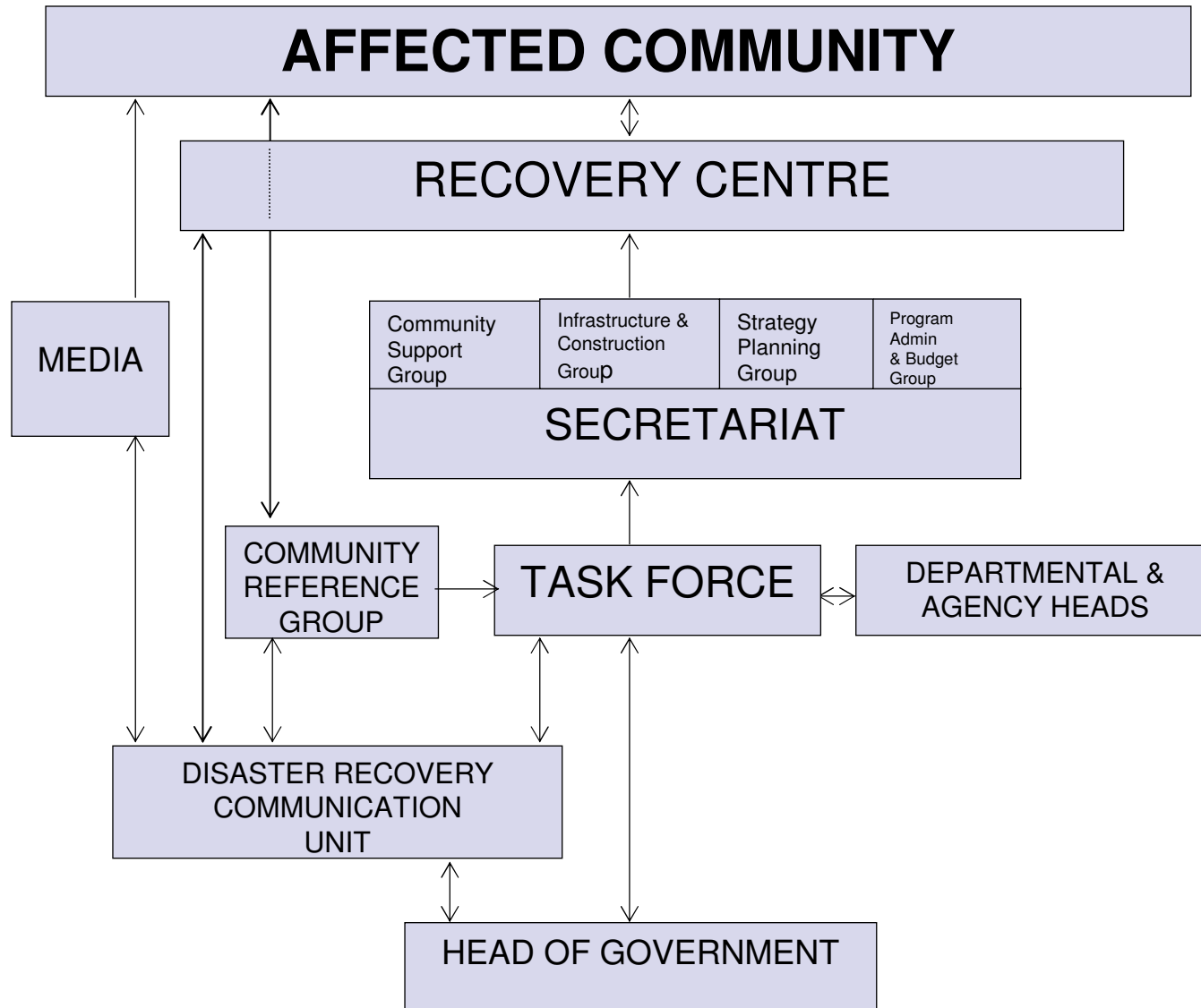


- Canberra is small, contained geographically and with a small, fairly cohesive population
- Damage was mostly suburban but also rural – also visual/psychological

However:

- Survivors of disasters show very similar needs and responses
- Good communication and outreach are *critical*

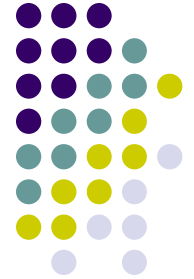
# A recovery communication model





# Complexities, questions ...

- Can web-based and online communication be used better to communicate with and inform affected communities?
- Should government 'efface' itself or is it better to 'brand' its communication?
- How best to reach extremely distracted people – increased channels?
- Further research needed



# The Recovering Community

**Access and Communication**

**Trained personnel**

**Whole of Govt structure**

**Local & State Govt**

**Federal assistance**

**Good Governance**

**Political will**

## **Building the Recovery Wall**

# Thanks

Any questions?



QuickTime™ and a  
TIFF (LZW) decompressor  
are needed to see this picture.

Lucky the koala