



UFU: BUILDING TRUST IN THE MIDST OF CHAOS



Comms 346: Mastery Case

Trystan Plunkett, Amy Stagg, Tyra Gilmore, Hannah Urquiaga, Lexie McBride

TABLE OF CONTENTS:

Background	3
SWOT	4
Situation Analysis & Core Problem	5
Goals & Objectives	5
Publics	7
Big Idea & Heineken's Ladder	8
Primary & Secondary Messages	9
Strategies & Tactics	11
Calendar & Budget	13

BACKGROUND

Goal

International Rescue Committee (IRC) and their subsidiary United for Ukraine (UFU), is a “non-profit, humanitarian agency that provides relief, rehabilitation, protection, resettlement services and advocacy for refugees, displaced persons and victims of oppression and violent conflict (proposal, pg.3).” UFU has a strong network of members and volunteers who can provide support to displaced Ukrainians. Furthermore, the organization has experience in providing aid and support to people affected by conflict and displacement. It is our goal to build trust and awareness in UFU and the critical information and funds it delivers and help users and donors differentiate between multiple organizations.

External Environment

Topics related to the struggles in the Ukraine are top of mind for many media consumers around the world. Discussions are emotionally charged due to the nature of this conflict. There is potential for outbreaks of arguments if anything of a disturbing or controversial nature is shared. UFU may face challenges in accessing certain areas due to security concerns or bureaucratic obstacles. There are many other initiatives that have been created to support the Ukrainian people so it can be difficult for refugees to understand which organizations are trustworthy and which should be avoided.

Stakeholder Research

There are Ukrainians refugees in more than 30 countries. This means that they are experiencing a variety of new and distinct cultures. There are also potential refugees that have stayed in the Ukraine that also need to be targeted with this campaign. The UFU has partners and donors from around the world who donate time and money to the cause of the organization. It will be important to make sure the messages that are sent out also appeal to the people that have supported the UFU. The UFU has also received aid from governmental organizations. Governmental organizations are humanitarian organizations that have helped the UFU with their projects, funding, and campaigns. The demographics of these stakeholders are people living inside and outside of the Ukraine that have enough resources and influence to support the cause. A self-interest of these donors is investing in an organization that will create space and support for refugees. Opinion leaders who are government officials who have influence in the funding that the donors give and receive.

Promotions and Resources

The UFU currently has a website, unitedforukraine.org where the sourcing of information is performed by an editorial team. The website offers resources and help for almost all aspects of the life of a refugee. There is also a Facebook community that is consistently used to promote and share the resources provided on the website. The organization can use this opportunity to expand their outreach and raise awareness about the plight of displaced Ukrainians, potentially attracting new donors and supporters. The UFU has an emergency portal that is used to communicate important information to those who have fled Ukraine. The information is presented as an FAQ sheet that is separated by country and region for ease of use. The UFU gives its members free access to psychological support, education services, legal support,

and employment services. All of these resources are supplied by partners who have joined with UFU to create a community of refugees. These partners include International Rescue Committee, PHINEO, airbnb.org, Bryter, Meta, and Cisco. These partners contribute their company's own assets to help the UFU community.

Their social media platforms include Facebook (@united.for.ukraine.ufu: followers: 33k), Instagram (@united.for.ukraine: followers: 30.9k), Twitter (@UnitedforUkr: followers: 3.3k)

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

Strengths

- UFU has a strong network of members and volunteers who can provide support to displaced Ukrainians. (Organization)
- The organization has experience in providing aid and support to people affected by conflict and displacement. (Organization)
- UFU has established partnerships with local and international organizations, which can help in expanding the reach and impact of their work. (Promotions)
- Access to psychological support, education services, legal support, and employment services. (Resources)

Weakness

- UFU may lack the resources and funding needed to provide comprehensive support to a large number of displaced Ukrainians. (Stakeholder Research)
- The organization may not have enough capacity to handle the scale and complexity of the situation. (Stakeholder Research)
- UFU may face challenges in accessing certain areas due to security concerns or bureaucratic obstacles. (External Environment)
- The organization may struggle with communication barriers or cultural differences when working with displaced Ukrainians who speak different languages or come from different backgrounds. (External Environment)

Opportunities

- UFU can leverage their partnerships and collaborations to access more resources and support for their work with displaced Ukrainians. (Promotions)
- The organization can use this opportunity to expand their outreach and raise awareness about the plight of displaced Ukrainians, potentially attracting new donors and supporters. (Social Media Platforms)
- UFU can work to strengthen their relationships with local and national authorities to advocate for the needs and rights of displaced Ukrainians. (Promotions)
- This crisis presents an opportunity for UFU to demonstrate their effectiveness and impact, potentially enhancing their reputation and credibility in the community. (Resources)

Threats

- The ongoing conflict and political instability in Ukraine may pose a risk to the safety and security of UFU staff and volunteers. (External Environment)
- The situation may escalate, leading to an influx of displaced people that UFU may not be able to handle. (Stakeholder Research)
- Other organizations or actors may compete for the same resources and support, potentially limiting UFU's ability to provide aid and support. (External Environment)
- Donor fatigue or lack of public interest in the crisis may hinder UFU's fundraising efforts, making it more difficult to sustain their work in the long term. (Stakeholder Research)

SITUATION ANALYSIS AND CORE PROBLEM:

Situational Analysis

The UFU's campaign to garner support for displaced Ukrainians has several strengths and weaknesses: firstly, the campaign highlights a pressing issue that is affecting a significant number of people, which can draw public attention to the issue and motivate individuals to take action. The campaign presents compelling statistics and facts to support its cause, making it easier for people to understand the urgency of the situation. UFU has a strong network of members and volunteers who can provide support to displaced Ukrainians. One potential weakness of the campaign is The organization may not have enough capacity to handle the scale and complexity of the situation. It could benefit from providing more guidance on what actions individuals can take to help those affected by the conflict.

The UFU's campaign to support displaced Ukrainians faces both threats and opportunities in achieving its objectives. One significant opportunity for the campaign is the growing public interest in global humanitarian issues. As people become more aware of the impact of conflicts on vulnerable populations, they may be more inclined to support initiatives like the UFU's campaign. Moreover, with the rise of social media and other digital platforms, the campaign has an opportunity to reach a broad audience and create a groundswell of support. One major threat to the campaign is donor fatigue, which is a phenomenon where people become less motivated to donate money or time to a cause after being bombarded with multiple requests for support. With the UFU's campaign competing with numerous other global humanitarian issues, it may struggle to capture and maintain public attention and support.

Core Problem

If we neglect to create trust and show that the UFU's services are effective and deserve support in refugees, donors, and partners the UFU organization will not gain increased following and funding.

GOALS AND OBJECTIVES

Goal

Our goal is to build trust and awareness in UFU and the critical information and funds it delivers and help users and donors differentiate between multiple organizations.

Objectives

Objective 1: Increase brand awareness and trust by 10% by August 2023 in order to motivate UFU bids and usage of information.

Objective 2: Create 10 viral or breakthrough social media posts entirely about UFU's purpose by August 2023 with a minimum reach of 100K to increase understanding of their resources and abilities.

Objective 3: Using social media create 4 pathos viral social posts to motivate and increase emotional connection with potential donors and refugees by April 2023.

Objective 4: Strengthen relationships with partners by hosting 3 events for partners and bidders and having 10 social media collaborations with partnering companies by August 2023.

Evaluation

Objective 1: This objective would be evaluated by creating a baseline of how many bids and website usage they are currently get it and then track those same metrics over the course of a month to determine the 10% increase.

Objective 2: This objective would be evaluated through creating a baseline of their social media reach, engagement etc. Then increase on reach to 100K of the 10 videos would be determined using those same metrics.

Objective 3: This objective would be evaluated by the creation of the 4 videos and then tracking the increase of engagement from social media metrics.

Objective 4: This objective would be evaluated by following through by hosting 3 events and social media collaborations and tracking the increase seen in the number of bids and partners and donations from partners to determine success.

Key Publics

We have identified UFU's key publics as refugees/potential refugees, donors, and partners.

Medium

The ideal medium or channels for UFU to reach these key publics is primarily social media. Their best chance at connecting with their key publics is to utilize social media influencers and collaborations, social media pages, events and earned media from news outlets on social media.

Research and Metrics

The metrics we have access to are from *social media*. We would use the following metrics as a baseline to judge our progress on our objectives and ultimately our goal, above. We wish we had access to search engine click and search rates and website click rates and partnership details. If we had access to search engine information/clicks and website clicks to UFU websites or apps we could create a baseline and allow us to better track how our objectives involving partners, trust, events, and usage is going. If we had details about event attendance and partnership deals/donations we could gauge how those are going. We also wish we had access to how many donations and when donations are being made, this would allow us to track how our objective involving donors and partnerships is going.

PUBLICS

Key Publics

Refugees/Potential Refugees

Demographics: Lives in Ukraine or other affected countries.

Psychographics: In need of physical and psychological assistance.

Relationship: UFU is a help resource for the refugees.

Opinion leaders: Donors and current refugees in UFU.

Motivating Self Interest: They are looking for a place of refuge and will find confidence in United for Ukraine's mission.

Objectives they will help accomplish: They will increase UFU's reliability and can be potential interviewees to spread UFU's mission.

Viable communication channels: News media is most dominant.

Partner

Demographics: Organizations that support UFU.

Psychographics: Believe in the cause of UFU, have been affected either directly or indirectly, are emotionally invested in UFU's mission.

Relationship: Donated their resources to UFU because they trust UFU's mission.

Opinion leaders: Current UFU refugees, and UFU donors.

Motivating Self Interest: These organizations exist because they want to give relief to those affected by the war, partnering with UFU will give them more brand recognition.

Objectives they will help accomplish: Spread the word of the effectiveness of UFU.

Viable communication channels: News media and social media.

Donors

Demographics: Live inside the borders of the Ukraine and outside of the Ukraine..

Psychographics: People who feel emotionally affected by the war in the Ukraine and want to help.

Relationship: They are supporters of UFU.

Opinion leaders: Government officials, refugees.

Motivating Self Interest: These are people who want to help but don't know how, UFU provides tangible ways for them to make a difference.

Objectives they will help accomplish: Funding to UFU. Their involvement and collaboration with UFU will bring credibility to the organization and build trust for potential refugees.

Viable communication channels: News media and social media.

Stakeholders

Ukrainian People and Supporters

Demographics: Live inside the borders of the Ukraine and outside of the Ukraine who have enough resources and influence to support the cause.

Psychographics: People who feel affected by the war in the UK, either directly or indirectly, and see the need to help.

Relationship: Supporters of UFU.

Opinion leaders: Government officials, refugees and donors.

Motivating Self Interest: People who want to give relief to the Ukraine and the people and are looking for a trustworthy resource to realize their desire.

Objectives they will help accomplish: Increase brand awareness and brand trust in the UFU organization, provide support to the refugees via UFU's resources, and help promote UFU events and social media.

Viable communication channels: News media and social media.

BIG IDEA AND HEINEKENS LADDER

Big Idea

To launch a campaign that exposes and builds trust with refugees, donors, and partners to UFU's organization and resources to motivate them to work with, donate, or use UFU for their needs.

Slogan: "Holding Hands With Ukraine"

Strategy:

- Create a social media strategy featuring the hands of refugees, volunteers, etc. that will gain traction on different platforms.
- Host "Holding Hands" events for potential donors and partners.

Visual:



Heinekens Ladder

CONTAGIOUS

We would place our campaign at the "contagious" level of the Heinekens ladder. As defined by LinkedIn contagious means, "A contagious campaign is creative and strategic and delivers creative,

innovative and effective marketing.”

Our campaign has the potential to spread to refugees that have already left the Ukraine, potential refugees, and partners of the UFU. We think that as we continue to emphasize the success stories of UFU, this campaign will spread and show that the UFU is a reliable company that refugees can look to for help and aid. Showing the resources that are offered will also increase the trust and awareness which will lead our key publics to spread this message and be contagious.

MESSAGES

Refugees/Potential Refugees

Primary Message

Reassure Ukrainian Refugees that UFU is an established and trustworthy company that has the ability and power to help them.

Secondary Messages

- “United for Ukraine provides emergency relief, humanitarian assistance and essential information.” - UFU Website
- UFU has successfully helped over 15,000 immigrants relocate and find new job opportunities. - UFU mission statement

Call to Action

Ukrainian Refugees need to know that the UFU is an organization that has their best interests at heart. They need to know UFU’s goal is to help and support them during this time of hardship and tragedy. They need to believe that UFU is the best, most capable organization to assist them. UFU has great traction thus far but is still not known by the majority of refugees. They need more awareness which can be spread by popular Ukrainian forms of social media, such as Facebook (#1), Instagram (#2), and Tiktok (#3). However, they are in the mental space of looking for aid and UFU is ready to give that. Their minds do not need to change, but they do need to become more aware of UFU and all the services it can offer them. UFU needs to become their go-to when they need help. With the right social media strategy this should be very doable.

Partners

Primary Message

Motivate potential partners to join their cause and promote actions that will benefit Ukrainian Refugees.

Secondary Messages

- “After partnering with UFU we were able to combine our forces to host the *Holding Hands With Ukraine* event which generated over \$20,000 in donations.” - Amy Valdez (Executive assistant at Refugee.gov)
- “UFU has successfully partnered with over 50 organizations to help refugees.” - Josh Plunkett (UFU recruiter)

Call to Action

Partners need to know that UFU is a company that genuinely cares and has the abilities to help Ukrainian refugees. They need to know they are capable and widely known so that they will be motivated to form a partnership that will hopefully give them more opportunities to extend their services. They need to know that UFU is trusted.

UFU has great traction thus far but is still not known by the majority of refugees. They need more awareness which can be spread by hosting events for potential partners, becoming more widely known through social media, and by reaching out personally.

Their minds need to become made up that UFU is the best organization to partner with due to their reach and goals.

Donors

Primary Message

Inform generous donors if they want to make a difference with the issues going on in Ukraine, UFU is the channel that they should choose.

Secondary Messages

- “Our company is so glad we chose UFU to help us make a difference. We have been involved and informed and it’s been extremely impactful.” - Dave Phillips (UFU Executive Assistant)
- “93% of large organizations want to help with world issues. 45% don’t know where to start.” - Miranda Gustav (Senior VP of IRC).

Call to Action

Donors need to know that UFU is a company that is trustworthy and a safe place to put their money. They need to be able to clearly identify UFU’s mission, goals, and where their money will go towards. UFU can gain awareness by hosting events for donors, visiting companies, and creating a strong brand. They need to make it on the donor's radar and then catch their attention enough to motivate them to donate.

STRATEGY AND TACTICS

Refugees/Potential Refugees

Strategy

By utilizing the news media, via radio news, we will be able to reach refugees across the country and share stories of refugees who have turned to UFU, which will increase UFU’s awareness and trust as an organization amongst refugees.

Tactics

1. UFU refugee shares a message on the radio sharing their story and encourages other refugees who are seeking shelter to turn to UFU
2. PSA on the radio sharing a message about an UFU informational event for refugees to attend and understand more about the organization.

Partners

Strategy

By collaborating with trusted social media voices on social platforms in order to reach past and potential partners, we will be able to increase UFU's reach that will lead to greater donations and partnership.

Tactics

1. Create Instagram posts that show the success stories and why the partners should continue to donate or start to donate.
2. Create Facebook ads that will show how a business can join the UFU community and donate

Donors

Strategy

By educating Donors about UFU and resources through emotional but educational campaigns on social media, email or events we will motivate donors to choose UFU when donating to refugee causes.

Tactics

1. Send a mass email that shares a testimonial of the positive impact UFU had on refugees who have an offer to donate money with the option to choose where it will go towards: food, clothes, travel, emergency pack.
2. Social media campaign for donations with a pathos type video that evokes emotional response and shows how beneficial, and needed the donations are and what they go towards.
3. Donation event for high level donors. They are invited to come and watch an emotional video, and then people here UFU speakers give testimonials, maybe some testimonials from a refugee or two and then people donate at the event.

BUDGET AND CALENDAR

Budget

Link: [📅 UFU PR Schedule](#)

[illegible]