

**VILNIUS UNIVERSITY**  
**FACULTY OF COMMUNICATION**  
**STUDENT OF INTERNATIONAL COMMUNICATION**

Viktoriiia Slyvka

The Role of Public Communication Campaigns in Mobilizing Support for Ukraine in the  
USA in Terms of the Russo-Ukrainian War 2022: The Case of Ukrainian Society of  
Eastern Iowa

Master Thesis

Supervisor Assoc. Prof. Jolanta Gužaitė – Kvintus

Vilnius, 2022

## Cover Letter for Master Thesis

Viktoriiia Slyvka

(Name and Surname of Master Thesis author)

Visuomenės informavimų kampanijų vaidmuo siekiant sutelkti paramą Ukrainai Jungtinėse Amerikos Valstijose Rusijos ir Ukrainos karo metu 2022: Rytų Ajosvos Ukrainiečių bendruomenės atvejis

(Title of the Master Thesis in Lithuanian)

The Role of Public Communication Campaigns in Mobilizing Support for Ukraine in the USA in Terms of the Russo-Ukrainian War 2022: The Case of Ukrainian Society of Eastern Iowa

(Title of the Master Thesis in English)

---

I guarantee that my Master Thesis is prepared independently, without any violation of the copyrights of other persons. Any part of this Master Thesis haven't been used at other institutions of higher education.



(Signature of Author of Master Thesis)

Fills the supervisor of Master Thesis

**I, Jolanta Gužaitė – Kvintus, authorize this Master Thesis for defense.**

(authorize / not authorize)

09.12.2022

date



(signature of Master Thesis supervisor)

## ABSTRACT / SANTRAUKA

NGOs are compelling actors in the matter of mediating war-related issues to the world public. Due to the lack of qualitative research in the field of NGO strategic war-related communication, and, in particular, on the role of public communication campaigning in NGO communication strategy, this master thesis examines the role public communication campaigns play in the communication strategy of USEI, a non-profit organization registered on August 22, 2022 in Iowa, USA, that operates to mobilize humanitarian and financial support for Ukraine after the breakout of the Russo-Ukrainian War 2022. Based on the participant observation, one-on-one interviewing, and content analysis of organizational and web materials, this master thesis investigates strategic approaches and tactical decisions applied in launching and running public communication campaigns that started as a reply to the Russo-Ukrainian war (2022). The master thesis grounds its findings on communication theories of J. Moreno (1930), Dearing (2001), Dozier et. al. (2001), Dervin and Frennette (2001), Dijkzeul and Moke (2005), and Rice and Atkin (2009).

NVO yra įtakingi veikėjai tarpininkaujant pasaulio visuomenei su karu susijusiais klausimais. Kadangi trūksta kokybinių tyrimų NVO strateginės komunikacijos, susijusios su karu, o ypač viešosios komunikacijos kampanijos vaidmens NVO komunikacijos strategijoje, stokos, šiame magistro darbe nagrinėjamas viešosios komunikacijos kampanijų vaidmuo NVO komunikacijos strategijoje. USEI, ne pelno siekianti organizacija, įregistruota 2022 m. rugpjūčio 22 d. Ajovoje, JAV, siekianti sutelkti humanitarinę ir finansinę paramą Ukrainai, prasidėjus 2022 m. Rusijos ir Ukrainos karui. Remiantis dalyvių stebėjimu, individualus interviu ir organizacinės medžiagos turinio analizė, šiame magistro darbe nagrinėjami strateginiai metodai ir taktiniai sprendimai, taikomi pradedant ir vykdant viešosios komunikacijos kampanijas, kurios prasidėjo kaip atsakas į Rusijos ir Ukrainos karą (2022 m.). Magistro darbe išvados grindžiamos J. Moreno (1930), Dearing (2001), Dozier ir kt. komunikacijos teorijomis. al. (2001), Dervin ir Frennette (2001), Dijkzeul ir Moke (2005) ir Rice ir Atkin (2009).

Key words: public communication campaigns, communication strategy, NGO, war/armed conflict, resource mobilization

---

The Role of Public Communication Campaigns in Mobilizing Support for Ukraine in the USA in Terms of the Russo-Ukrainian War 2022: The Case of Ukrainian Society of Eastern Iowa: Master's research work/ Viktoriia Slyvka; supervisor Assoc. Prof. J. Gužaitė – Kvintus; Vilnius University. Faculty of Communication. – Vilnius, 2022. – 85p. (160,774 symbols): 9 tables. – Summary in English and Lithuanian. – Bibliogr.: pp. 65-72 (115 titles).

# CONTENTS

<b>INTRODUCTION</b> .....	6
<b>1. THEORETICAL PRINCIPLES OF PUBLIC COMMUNICATION CAMPAIGNS</b> .....	10
1.1 Defining public communication campaigns.....	10
1.2 The evolution of communication campaigns .....	11
1.3 Fundamental research in the field of public campaigning .....	14
1.4 Types of public communication campaigns.....	15
1.5 Audience segmentation and understanding .....	18
1.6 Sociocultural context and ethics in campaigning .....	20
1.7 Behavioristic theories of public campaigning .....	22
1.8 Communication campaign message design.....	25
1.9 Public campaign evaluation .....	28
1.9.1 Formative evaluation.....	29
1.9.2 Summative evaluation .....	29
<b>2. NGO COMMUNICATION THEORY</b> .....	31
2.1 Strategic communication of NGOs .....	31
2.2 Perspectives on communication strategy of humanitarian NGOs .....	32
2.3 NGO fundraising principles .....	33
2.4 Types of donors.....	34
2.5 Key theories to be tested in the research .....	35
<b>3. METHODOLOGY</b> .....	36
3.1 Participant observation.....	36
3.2 Formal interviewing .....	37
3.3 Content analysis .....	39
<b>4. ANALYSIS</b> .....	40
4.1 Goals and communication strategy of USEI .....	40
4.2 Campaigns implemented by USEI .....	45
4.2.1 Media advocacy campaign addressed at Iowa state government .....	45

4.2.2	Media advocacy directed at Iowa health institutions .....	48
4.2.3	Media advocacy addressed at John Deere corporation.....	51
4.2.4	Entertainment-education communication campaign: pysanka workshops.....	53
4.2.5	Garage sale fundraising campaign .....	57
4.2.6	Educational campaign in partnership with World Affairs Council of the Quad Cities .....	59
4.3	General tendencies in USEI public campaigning.....	61
<b>CONCLUSION.....</b>		<b>63</b>
<b>LIST OF REFERENCES .....</b>		<b>65</b>
<b>ANNEXES.....</b>		<b>73</b>
	Annex 1: Two Types of Media Campaigns.....	73
	Annex 2: The Elaboration Likelihood Model of persuasion (ELM).....	74
	Annex 3: Donor stewardship matrix .....	75
	Annex 4: Consent form for participant observation of organizational activity.....	76
	Annex 5: Interview consent form.....	77
	Annex 6: Interview questions for Interviewee 1 .....	78
	Annex 7: Interview questions for Interviewee 2 .....	80
	Annex 8: Interview questions for Interviewee 3 .....	82
	Annex 9: Interview questions for Interviewee 4 .....	84
	Annex 10: Interview questions for Interviewee 5 .....	85

## INTRODUCTION

The prompt transformation of the political situation in Ukraine in 2022 has affected life in both the country and foreign states. The order of Russia's president to seize Ukraine and capture the capital of Kyiv on February 24, 2022 (Sangal et. al., 2022) caused massive confusion in world political, economic, and social structures (Adams, 2022; Cheng, 2022). The unexpectedness of a brutal large-scale armed conflict in Europe in the 21<sup>st</sup> century, the risk of nuclear war breakout, the drop in the world's economy system, and, especially, the tremendous life crisis in Ukraine which was supported by distressing images of deaths and torture, seriously imprinted in human consciousness and resulted in massive shock waves spreading around the world (Cheng, 2022). National leaders, influencers, and public stood up in less than a week worldwide (Dado & Garner, 2022).

The anti-war public protests, solidarity actions, fundraising initiatives, and other types of public communication campaigns have been organized by pro-active individual to demonstrate their solidarity with the state and to mobilize support for Ukrainian Military Forces and Ukrainians in need (Dado & Garner, 2022). Besides that, more than 4.6 million Ukrainians have fled from Ukraine (Cheng, 2022), and some get involved in local societies and organizations upon arrival to help running solidarity and fundraising initiatives (e.g. Together for Ukraine, 2022). The instantaneous unity of societies that has been exhilarating over time and numerosness of support actions initiated collaboratively by people with the most different occupation types, education levels and cultural differences introduce a broad arena for communication science research, in particular, for the fields of international public communication campaigning and fundraising.

**Research relevance.** The problem is that little empirical research has been conducted on strategic public campaigning in non-profit sector (Dijkzeul & Moke, 2005; Duong, 2017) and strategic communication of non-governmental organizations that address conflict-related issues (Frohlich & Jungblut, 2017). Generally, communication studies introduce theories on communication campaigning in domains of health care (e.g. Lauren et. al., 2017; Valente, 2002, etc.), environment preservation (e.g. Wilbur, 2006; Shove, 2010; etc.), and political election (e.g. Denton, Trent & Friedenber, 2019; Takens, 2015, etc.) as those used to be and still are numerous in the market (Almlund, 2020). In turn, war-related strategic communication has been mainly researched in the contexts of major political conflicts such as Afghanistan war (e.g. Dmitriu, 2012), (2) Iraqi war (e.g. Manheim, 1993), and (3) Russo-Ukrainian war (2014) (e.g. Lange-Ionatamishvili & Svetoka, 2015; Tiffany, 2015; etc.). Yet, these researches focus mainly on how strategic communication principles are employed by “victim” and “enemy” countries in

national and foreign media. No studies have been conducted on communication campaigns initiated within general public.

**Research aim and practical application.** The purpose of this thesis is to answer the demand of research in the field of war-related public campaigning. The thesis focuses on the role public communication campaigns play in mobilizing humanitarian and financial support for Ukraine in 2022 and aims to identify strategic goals and tactics of launching and running public communication campaigns that started as a reply to the Russo-Ukrainian war (2022) based on the example of the USEI.

USEI or Ukrainian Society of Eastern Iowa is a newly established NGO (registered officially in August 2022 in Iowa state, USA) that was launched by local pro-Ukrainian activists and former residents of Ukraine. With the breakout of Russian aggression towards Ukraine, they went out to participate in public demonstrations and, in turn, individually, started humanitarian aid collection, fundraising campaigns, and media advocacy communication with Iowa state governing, medical, and social security institutions to mobilize collection of resources to support Ukraine. USEI started as a fallout from Putin's invasion and an acquaintance of three leaders of Ukrainian diaspora in the state of Iowa. They decided to put efforts into raising local public awareness of Ukrainian culture and country's current political situation, and mobilizing financial and humanitarian support for Ukraine as an organization.

This thesis discusses how a group of former residents of Ukraine managed to adapt to the sudden change in the political situation in the country of their origin and identifies strategic and tactical decisions they took to initiate and manage six major public communication campaigns the purpose of which was to inform the public of Iowa state about Ukraine's need of help and mobilize support. The thesis provides suggestions on how to smoothen war-related communication campaign planning and implementation, and therefore, can be helpful for campaign planners of similar initiatives which are to be organized in the United States in the future.

**Object and objectives.** The object of this research is the concept of public communication campaign that objectifies to change audience's attitude towards the Russian invasion of Ukraine (cultivation of solidarity attitude is considered a goal) and engage that audience to make (a) donation(s) (a suggested behavior change).

Current master thesis has the following objectives:

- (1) to outline the structural plan of each of the six campaigns implemented by USEI executives;
- (2) to analyze strategies and tactics decisions USEI executives took while planning and implementing public communication campaigns aimed at mobilizing support for Ukraine;

- (3) to identify difficulties USEI executives faced while implementing different kinds of communication campaigns;
- (4) to identify ways USEI executives dealt with the difficulties;
- (5) to provide theory-based suggestions on how to smoothen the process of dealing with difficulties related to campaign planning, implementation, and evaluation;

**Methodology.** This master thesis is of qualitative research type and uses a case study research method based on participant observation, one-on-one interviewing, and content analysis of the organizational materials and web sources that document their activities. To analyze gathered data, such methods are applied as deduction, induction, analogy, extrapolation, and comparison.

**Thesis structure.** The structure of this thesis is as follows:

- (0) introduction presents an academic issue of war-related public communication campaigns, generalizes major research findings in the field, defends the novelty of current research, and introduces aim, tasks, and methodology briefly;
- (1) chapter no. 1 presents the main theoretical findings in the field of public communication campaigning in eight sub-chapters that cover definition of public communication campaigns by Rice and Atkin (2009) and Rogers and Storey (1987) in 1.1, four evolutionary eras of public campaigning in 1.2, main directions of existing public campaign research in 1.3, three communication campaign typologies based on insights of William Paisley (2001), Julia Coffman (2003), and Jolanta Gużaitė – Kvintus (2022) in 1.4, methods of audience segmentation based on theory of Rice & Atkin (2009) in 1.5, arguments on why ethics and cultural sensitivity incorporation in public campaigning of international level is important in 1.6, behavioristic theories relevant for the field of public campaigning in 1.7, principles of campaign message designing that grounds on C/PMM and ELM models in 1.8, and principles of formative and summative evaluation based on theory by Valente (2001), Rice and Atkin (2009), and Flay and Cook (1989) in 1.9;
- (2) chapter no. 2 presents theory on NGO strategic communication in four subchapters: 2.1 arguments why NGO communication practices are strategic, 2.2 provides Mental Map matrix for classifying humanitarian NGOs by Dijkzeul and Moke (2005); 2.3 introduces stewardship management as an approach to effective fundraising in NGOs; 2.4 suggests a typology of donors suggested by Filipczykova (2016); 2.5 summarizes the key theories that are to be tested in the research.
- (3) methodology chapter provides on the tree research methods in three subchapters.



- (4) analysis chapter presents objectives of USEI non-profit and a theory-based analysis of organization's communication strategy in 4.1, analyzes three media advocacy and three individual behavior change campaigns in 4.2; and sums up general tendencies in USEI public communication campaigning;
- (5) conclusions chapter provides on main findings of this thesis, its limitations, and introduces recommendations for the further research;
- (6) References to scholarly works can be found in the chapter REFERENCES;

Also, this master thesis includes 10 annexes which provide additional information on some aspects of this research at the end of the work, and master thesis cover letter, abstract in English and Lithuanian, and table of contents before the chapter INTRODUCTION.

# 1. THEORETICAL PRINCIPLES OF PUBLIC COMMUNICATION CAMPAIGNS

## 1.1 Defining public communication campaigns

Public communication campaigns are a widespread policy tool implemented by organizations, corporations and governments in different parts of the world to influence masses and change social beliefs, norms, and behaviors (Rogers & Storey, 1987; Rice & Atkin, 2012). Based on works of Rogers and Storey (1987), Rice and Atkin (2009) developed a structured definition of the notion, which involves seven important aspects. They define public communication campaigns as:

(1) purposive attempts (2) to inform, persuade, or motivate behavior changes (3) in a relatively well-defined and large audience, (4) generally for noncommercial benefits to the individuals and/or society at large, (5) typically within a given time period, (6) by means of organized communication activities involving mass media, and (7) often complemented by interpersonal support (Rice & Atkin, 2009, p. 436.)

Almlund along with other scholars (2020) state that public communication campaigns are “by definition about different issues.” Yet, considering them from the analytical point of view, they have a number of features in common and, therefore, are considered to be of the same “communication genre” (Almlund et. al., 2020). Indeed, all public communication campaigns have to include at least four characteristic components, which were identified thanks to the extensive empirical study conducted by Rogers and Storey (1987).

First of all, communication campaigns pursue *a purpose* (Rogers & Storey, 1987; Rice & Atkin, 2009). This feature basically comes from the term, scholars claim, as a campaign by definition is characterized as “a planned group of activities that are intended to achieve a specific aim” (“Campaign,” Cambridge Dictionary). The purpose is usually defined by objectives which should always be precise and measurable (Rice & Atkin, 2009). The purpose of campaigns is generally to improve the quality of life in societies and the world; it is usually achieved through the objectives of raising awareness about a particular issue, educating, mobilizing audiences to change behavior through suggested ways of action taking (Rogers & Storey, 1987; Rice & Atkin, 2009; Potter, 2014).

Secondly, campaigns pursue to influence *a large audience* (Rogers & Storey, 1987; Rice & Atkin, 2009). Scholars claim that the word “large” is used in order to distinguish campaigns from single cases of interpersonal interaction of one or a few individuals who aim to influence a few other people, despite the fact that most campaign strategies are based on the principles of interpersonal communication (Rogers & Storey, 1987). Therefore, to reach enough people and deliver a defined and measurable outcome, campaigns are usually organized by organizations that are interested in conducting such activity or by independent institutions, states Hall (1978).

Thirdly, there is *a relatively defined time limit* for campaigns to be launched and implemented (Rogers & Storey, 1987; Rice & Atkin, 2009). Rogers and Storey claim that the time limit is defined as “the period between the initiation of the campaign intervention and the conclusion of evaluation efforts to assess the impacts of the campaign,” which usually takes from a few weeks to several months (Rogers & Storey, 1987, 820). By the initiation of the campaign, they mean the first interaction with the target population, or “the first broadcast message” (Rogers & Storey, 1987, p. 820). Yet, both the beginning and the end of the campaign can be blurred, they state. This is due to the fact that campaigns may embody both short- and long-term goals which are assessed differently (Rogers & Storey, 1987, p. 821).

Finally, the fourth characteristic component of the communication campaigns defined by Rogers and Storey (1987) is the fact that all campaigns employ *an organized set of communication activities*. They state that this is the fundamental feature of all campaigns as the effectiveness of prepared and implemented communication activities is crucial for the success of the whole campaign (Rogers & Storey, 1987, 821). To employ communication activities at their best effectiveness, it is required to establish sufficient message and channels to reach a targeted audience (Rice & Atkin, 2012). To deliver the message, campaigns closely deal with the fields of persuasive communication, social marketing, advertising, traditional public relations, public diplomacy, digital marketing, and interpersonal communication, based on their type and scale (Lister, 2019). These provide helpful strategies and scientific theories which a communication campaign should encompass to be able to deliver a measurable outcome (Lister, 2019).

Thus, to sum up, public communication campaigns form on the following principles: they provide *a set of purposive communicative interactions* that are based on *previously identified measurable objectives* and deliver *a compelling message to large social group within a specified time limit* (Rice & Atkin, 2012; Rogers & Storey, 1987).

## 1.2 The evolution of communication campaigns

Tanese Tasente (2020) states that the serious evolution in societies is tightly connected to the thorough changes in the media and, accordingly, the form of public communication campaigning. The technological and human development greatly affect the way societies receive information and process it (Tasente, 2020). The scholar emphasizes that channels of message transmission “not only multiply, but they become diverse, much more fragmented and complex than in the previous evolutionary stages” (Tasente, 2020). To observe these changes, this sub-chapter focuses on the development of public communication campaigns throughout a few centuries.

The first attempts to conduct communication campaigns took place in the early 18<sup>th</sup> century by such individual reformers as Benjamin Franklin who talked about abolitionism, Dorethea Dix who raised the problem of the mentally ill treatment, Thomas Paine who argued about independence (Rice & Atkin, 2009). The 19<sup>th</sup> century social issues such as the struggle for slavery abolition, nature preservation, women's suffrage, etc. became catalysis for the development of some new communication campaigns (Bracht, 2001; Rice & Atkin, 2009). Yet, the beginning of the first scientific era of public communication campaigning started soon after the Second World War and was named "the golden age of the parties" and "the age of the newspapers" (Blumler & Kavanagh, 1999).

Blumler and Kavanagh (1999) define three main stages of public communication campaigning due to changes in their progressive improvement. They provide this typology based on the example of American political communication campaigns as those were the ones that applied strategies of communication knowledge the first, and their approaches towards campaigning and activities employed in them were followed by other countries soon afterwards (Blumler and Kavanagh, 1999).

According to Blumler and Kavanagh, due to the reason that developed political system of the United States in the 1960s provided various initiative suggestions and reform ideas, it was considered reliable among the public and provided the field for communication campaigns battle between parties (Blumler and Kavanagh, 1999). To gain sympathy and loyalty among the electorate, politician's strategy of purposive communicative interaction with their audience took forms of public speech giving, news coverage notices, and door-to-door propaganda (Blumler and Kavanagh, 1999). However, Rogers and Storey (1987) claim that this kind of campaigning was not always successful. In their work, they define the Era of the Minimum Effects in the history of public campaigning, which reached its peak in 1940-1950s. This stage is said to be determined through a course of studies by communication researchers who identified "a number of barriers as limiting factors on campaign effectiveness," among them: picking wrong channels to reach a targeted audience, relying on the flow for the message to be spread, and abstract message formulations (Rogers and Storey, 1987).

Rogers and Storey (1987) claim that the 1960s were the starting point when it was realized that communication campaigns could not be effective unless their design and application are synthesized in accordance with particular communication strategies:

Instead of blaming campaign's audience for not being affected by the campaign, communication scientists became to blame an ineffective campaign on such factors as the campaign's planners, channels, or messages" (Rogers & Storey, 1987, p. 829).

Based on Blumler and Kavanagh (1999) work, this was the time when the second stage of public communication campaigning began, and it was named "the television era" or "the modern period of

electoral campaigns". They provide the four following characteristics of this era: (1) the main channel for message distribution has become television; some TV channels have developed the ethics of neutrality, and fairness, and, therefore, most parties were provided with equal broadcast time; (2) due to the drop of written press production, the choice of information sources by campaign providers has been considered more carefully too (referring to radio and TV exploitation); (3) difficult-to-reach audience groups have finally been influenced thanks to TV usage; (4) campaigns have been exposed to public by the TV news during the prime-time, so campaigns effectivity could be noticed in a short-term period (Blumler and Kavanagh, 1999). According to Rogers and Storey (1987), this stage brought important changes to public campaigning tradition, as the multiple channels usage and their effects were taken into account by campaign planners, which, of course, increased the effectiveness of campaign reach. However, as Tasente (2020) claims, there was a negative effect about this transformation too: general public became more distant from campaign leaders and, therefore, "more passive in the electorate process".

The third stage of public communication campaigning started arising at the end of the 20<sup>th</sup> – beginning of the 21<sup>st</sup> century (Blumler and Kavanagh, 1999). This phase is considered to be called the "postmodern period" or "digital era" due to the employment of narrowcasting communication model in message distribution with the help of the Internet and a shift from centralized campaigning to decentralized (Blumler and Kavanagh, 1999). As, Tasente claims, decentralized model of public communication campaigning has been applied due to the finding that the strategy to use political actors who "personalize" the campaign message within local social groups was more effective than when the same message was distributed by the central organization, which was not aware of the local demand and political experience (Tasente, 2020). As for the narrowcasting technique, it enabled campaign implementers to deliver information about the campaign to the key group segments, members of which signed up for the mailing list and newsletter delivery (Tasente, 2020). Thus, campaign planners started actively dividing audience into segments and apply suitable, more grounded techniques of persuasion to them; the audience became what Cees Halelink (2007) called a "political consumer" (Tasente, 2020).

In a more recent study, Tanese Tasente (2020) introduces the fourth phase of the political campaign evolution called the "new media era." The researcher argues that contemporary media digitalization has enabled masses to communicate to masses in contradiction to the "digital era" which provided facilities only for one-dimensional (or linear) and two-dimensional (or interpersonal) communication. According to Tasente (2020), the newly developed opportunity to reply to and share a communication message by one click has enabled a new three-dimensional pattern of communication to appear within the web, which

he calls “many-to-many” communication (Tasente, 2020). Interestingly too, the latter technological improvement has changed the power roles within public communication campaigning (Tasente, 2020). Due to the reason that message receivers can share a particular campaign message with social groups they control “more effectively than the political actor,” the actual persuasion power shifts to the side of message receivers accordingly (Tasente, 2020, p. 82).

Even though Blumler and Kavanagh (1999), Tanase Tasente (2020), and Cees Halelink (2007), focus on political public campaigning, the findings of their works are directly related to most contemporary campaigns, as many of them employ features of Internet technologies, television, radio, printed media and public meetings. Indeed, the “new media era” has introduced valuable benefits for public communication campaigning, as new media technologies help both campaign planners and their audiences to generate a much bigger number of interactions and develop deeper connections (Tasente, 2020). Also, the power of Internet connection allows social groups from various countries to be aware of major changes within societies abroad in real time (Tasente, 2020). Yet, even though multidimensional communication is beneficial, it has become very much complex, so modern communication specialists must be careful designing a campaign and delivering any message to any audience (Tasente, 2020).

### 1.3 Fundamental research in the field of public campaigning

Public communication campaigns research has been conducted in different directions. Generally, scientific literature delves into analytics of common communication issues public campaigns deal with, apply strategies to resolve them and provide the most effective solutions (e.g. Rice and Atkin, 2012; Niderdeppe et. al. 2014). However, coming back to Almlund’s emphasis that communication campaigns are about different issues, solutions that apply to various typologies of them may differ. Therefore, researchers tend to work choosing a social, environmental, or political problem and work on optimization of communication processes in chosen campaign type (Rice &Atkin, 2012; Almlund, 2020).

This way, many studies are usually suggested in a form of case observations (Almlund, 2020). For example, in the field of health care, major works have been introduced by Crano W. D. & Burgoon M. (2002) who emphasize the enhancing power of mass media in the context of drug abuse prevention campaigns, Kotler, P., Roberto, N. & Lee, N. (2002) who observe the role of social marketing in health promotion campaigns, Yanovitzky I., Stewart L., & Lederman L. (2006) who introduce campaign strategies in response to anti-alcohol consumption campaigns, Valente T. W. (2002) who proposes aspects on health promotion campaigns research design development and evaluation, Singhal A., Bouman M.P.A., Lubjuhn S. & Reinermann J. (2014) who define entertainment-education principles of health care promotion programs, Lauren with colleagues (2017) who discuss the role of interpersonal

discussion of social norms in public health campaigns, etc. So far, the sphere of public health has been researched the most.

In the field of environment protection and sustainability, the most prominent works are offered by Moser S. & Dilling L. (2012) who outline suggestions for successful public outreach and behavior change in climate change campaigns, Wilbur K.C. (2006) who provides tutorial on social marketing strategies applied in watershed programs in Utah, Cox R. (2013) who describes the role of media and public forums in shaping opinions and actions in environment protection campaigns, Shove E. (2010) who reflects on confined models of social change used in environmental management of the UK, etc.

The sphere of elective politics has been researched from the communication perspective by Denton R.E., Trent J.S., and Friedenbergr R.V. (2019) who draw on strategic and tactical choices of politicians in public speeches, Enli G. and Moe H. (2017), who investigate the role of social media in the UK political communication campaigns, Stechova M. and Hajek R. (2015) who examine the role of celebrities' presence in political campaigning of the Czech Republic and observe audience's attitudes towards it, Takens and her colleagues (2015) who explore how the content of traditional media is dependent on the social values of media institutions in Dutch national election campaigns during 1998-2010, etc. The research of political election campaigns has been a popular topic among scholars, yet it has a limited or no focus on the element of behavior change among audiences (Almlund, 2020).

Interestingly, there has been not much research conducted in the field of strategic usage of communication campaigns by non-governmental organizations (Duong 2017), which is of interest to this thesis. Some scholars investigated the link between NGOs and corporations targeting the topic of corporate social responsibility (e.g. Shumate & O'Connor (2010), Cho & Kelly (2014)). Also, there was a number of attempts to look at the relationship between the government, market and domestic public once an important status of some NGOs in the sphere of state politics was identified (e.g. Clarke, 2002, Spa & Mure, 2003, Mercer, 2002, Fogarty, 2011). Yet, these studies do not discuss an actual usage of NGO's communication to achieve their target. So far, there has been only one study which investigates this issue, by Hue Trong Duong (2017). Duong examines how a fourth-generation NGO (CFR in Washington, DC) designs and implements a strategic communication campaign, and thus, the findings of this research are of primary benefit to current study.

#### 1.4 Types of public communication campaigns

Classification of public campaigns is a relatively vague topic in scientific literature of communication studies. Reviewing scholarly thinking regarding the aforementioned issue for this research, it has been

discovered that different factors are taken as a ground for communication campaign typology, and thus there are different ways of classifying campaigns.

Perhaps, the most widespread scientific distinction of communication campaigns has been suggested by William Paisley (2001) who offers a classification based on campaign's stakeholder type. The scholar distinguishes the two types of public campaigns: *public service campaigns* that deal with a wide division of stakeholders at once and *advocacy campaigns* that address a specific stakeholder type as the latter is considered to affect large societies afterwards, and thus is a "door" to most desirable outcome of any campaign (Paisley, 2001; Rice & Atkin, 2009).

Media advocacy has been positively commented as a complementary strategy for public campaign running by scholars (Wallack & Dorfman, 2001; Piotrow & Kincaid, 2001), yet, Paisley (2001) separates it as a distinct type of campaigning. Wallack & Dorfman (2001, p. 393) define the notion as "the strategic use of mass media in combination with community organizing to advance healthy public policies." Rice and Atkin (2009) add that media advocacy pursues to connect social structures and institutions with social issues that should be resolved. They claim that the major positive argument on media advocacy's behalf is the fact that using it nears campaign executives to large-scale changes in attitudes and behaviors towards a social issue, which is the ideal and desirable aim of any campaign (Wallack & Dorfman, 2001).

Scholars are convinced that successful communication campaigns should be tied with the broader community action, and media advocacy deals perfectly with this task (Dozier, Grunig, & Grunig, 2001; Dervin & Frenette, 2001; Bracht, 2001). Because media advocacy campaigns employ persuasion strategies mainly towards diplomats, politicians, policymakers, and other opinion leaders, they enable the possibility for social changes to be implemented with the help of rules and orders that might be established by those officials in the near future (Wallack & Dorfman, 2001). Also, as media actors, officials may provide an example of expected attitude/behavior change and this way encourage masses to consider changing their attitude/behavior too (Rice & Atkin, 2009).

Rice and Atkin (2012) state that media advocacy involves the following tasks: (1) developing a set of suitable policy suggestions, formulating a convincing message to describe them, and addressing them to relevant stakeholders that are able to create a desired change; (2) creating a debate which would outline that the discussed social issue requires policy reaction for specific audience groups and supporting it with evidence (3) outlining a list of media channels (such as events, press, editorials) that can be reached through storytelling, and addressing them to spread the message; (4) retaining interest in the issue over time and advancing the policy. This way, in parallel with addressing opinion leaders to react appropriately to a social issue, media advocacy's task is to continue raising awareness of that issue in the



public (Vaughn, 2021). Scholars argue that media advocacy campaigns are truly effective if employed carefully following these principles, and, therefore, they become more popular nowadays (Rice & Atkin, 2012). However, as Coffman (2003).

Another campaign classification has been discussed by such scholars as Dungan-Seaver (1999), and Henry & Rivera (1998). They divide campaigns into two categories: *individual behavior change* and *public will and political change* campaigns. Julia Coffman (2003) summarizes their theories in a table (see Annex 1) and provides a detailed description of each of them.

According to the researcher, individual behavior change campaigns are the ones that “strive to change in individuals the behaviors that lead to social problems or the behaviors that will improve individual or social well-being” (Coffman, 2003). Such campaigns are usually targeting change of such behaviors as smoking, seat belt usage, recycling, drug usage, etc. as these are the behaviors that are dependent of an individual first of all, and on the public afterwards only (Coffman, 2003). One of the strategic implications in individual behavior change campaigns is active involvement of social marketing approach in message delivery, which employs various techniques of commercial marketing (electronic and broadcast advertising; print in newspapers and magazines; outdoor advertising in hoardings, billboards, banners, wall paintings, on vehicles, etc.; digital media advertising if a format of SMS and email marketing, ads on the Internet websites and phone applications, etc.) (Coffman, 2003). Coffman (2003) claims that individual behavior change campaigns have been greatly established in the field of health care, yet, they are expanding and now cover some issues in early childhood care, criminal justice, and education spheres.

Public will campaigns, which are sometimes named *public engagement campaigns*, “focus on creating public will that will motivate public officials to take policy action” (Coffman, 2003). As Coffman (2003) states, this campaign type prioritizes legitimization of specific social issue for the public and thus builds motivation in the society to ask for change in the government. Also, public will campaigns are said to focus of the public’s concern of a massive action taking more than on individual behavior (Coffman, 2003). Basically, Coffman names a public will campaign what Paisley (2001) called media advocacy. However, Coffman (2003) along with Dungan-Seaver (1999) and Henry & Rivera (1998) consider media advocacy just a tool that helps to implement public will campaigns, as the latter are perceived to be more complex and of larger-scale.

According to Jolanta Gužaitė – Kvintus (2021), communication campaign type can be identified based on the campaign’s objectives too. The scholar suggests four types of campaigns, such as *education campaigns* that aims to educate society about social or health benefit (e.g. eating low carbs food),

*concrete action campaigns* that intent to influence people to do a specific action (e.g. to become a donor, get vaccinated, use seat belt), change of *behavior campaigns* that focus on persuasion of people to change specific habit or behavior (e.g. quit smoking, consuming alcohol), and *change of values campaigns* that aim to change attitudes in societies towards a specific notion or practice (e.g. consider basic human rights, voluntary assisted dying) (Gužaitė – Kvintus, 2021). This typology suits well for identifying more specific type of what Coffman (2003) calls individual change behavior campaigns. As for media advocacy, it is classified as a separate campaign category that works slightly different than other campaign types (Gužaitė – Kvintus, 2021).

This paper closely deals with two campaign types: media advocacy and individual behavior change campaigns. Therefore, these terminologies will be used accordingly.

### 1.5 Audience segmentation and understanding

Since all communication campaigns deal with addressing different social groups and interacting with them, understanding those groups members' norms and needs is essential for drafting a relevant communication campaign design and implementing a campaign successfully (Rice & Atkin, 2009). Communications scholars (e.g. Rice & Atkin, 2009; Berkowitz & Turnmire, 1994; Grunig & Grunig, 1989) find that successful approach of understanding target audience is to segment it or, in other words, divide it into sub audiences.

There are various approaches to apply audience segmentation (Berkowitz & Turnmire, 1994; Grunig & Grunig, 1989). Different campaign types may require the audience research to be conducted based on unique factors relevant to the campaign type (Berkowitz & Turnmire, 1994; Grunig, 1989). Yet, Rice and Atkin (2009) suggest a standard set of aspects which campaign planners may base their target audience research on. According to them, segmentation is employed taking into consideration such factors as demographics, media usage experience and patterns, lifestyle, psychographics or IAO variables (interest, activities, and opinions), disposition towards the campaign theme, access to variable channels (Rice & Atkin, 2009, p. 440). As communication scientists state, researching the public in accordance with these factors allows to identify audience groups that are “receptive to the campaign” and “are most in need of change” suggested by the campaign (Rice & Atkin, 2009, 440).

Once general audience research is accomplished, more detailed audience segmentation can be employed. Communication literature singles out three main audience types: *focal segments*, *interpersonal influencers*, and *societal policymakers* (Rice & Atkin, 2009). Focal segments are groups of people unified by such aspects as risk of dealing with an issue suggested by the campaign, readiness and eligibility to react to the issue, income level, literacy and education level, and, finally, excitement-

seeking degree in an individual (Rice & Atkin, 2009). Interpersonal influencers are peers, role-models, and media advocates, who are able to be campaign's intermediaries and are willing to negotiate the agenda (Rice & Atkin, 2009). Finally, societal policymakers are the individuals who are eligible to organize "legal, political, and resource infrastructure" to cooperate and issue policies or mobilize the public through local "community-based campaigns" (Rice & Atkin, 2009). Because each of the three audience types has a separate predisposition to the campaign and initial reaction to it, each audience type requires to be addressed using different persuasion strategies and communication approaches (Dervin & Frenette, 2001). Both, campaign planners and target audience members can benefit from appropriate dialogue and thus result in campaign meeting its objectives successfully (Dervin & Frenette, 2001).

Conducting such a detailed research about target audiences' perception of the social issue and their possible needs related to it can only be successfully accomplished once campaign planners attempt to reach audience members and get informative response from them (Dervin & Frenette, 2001). Here, Sense-Making methodology takes charge (Dervin & Frenette, 2001). Sense-Making methodology, introduced by Dervin and colleagues in 1972, is defined as one that attempts to "communicate communicatively" (Dervin & Frenette, 2001, 72). As Dervin states, the method intends to "ensure as far as possible that dialogue is encouraged in every aspect of communication campaign research, design, and implementation," so it is suitable for the three stages (Dervin & Frenette, 2001, p. 72).

The argument of Dervin & Frenette (2001) lies in the process of communication as such. According to their observation, communication campaigns that strive to better their audiences and apply linear (or one-way) communication model meet moderate or even modest objectives (Dervin & Frenette, 2001). Despite the facts that though great deal of resources is spent on campaign message distribution, and the importance of social issue is supported by scientific evidence, an actual response to those messages through action is slightly noticeable (Dervin & Frenette, 2001).

Concerned by this issue, scholars argue that communication as phenomenon and communication campaigns accordingly must be perceived dialogically, or as a two-way process (Dervin & Frenette, 2001). The message itself does not produce change, they state; campaign results can only be visible when communication either provides instruction on how to use information or triggers audience to be involved, incorporates self-reflection in recipients (Dervin & Frenette, 2001). Therefore, to start understanding differences between audience segments, it is required to negotiate with their members, ask some of their members for recommendations on what those audiences lack to perform in a way desirable for the campaign; further on, those suggestions can be incorporated in message designing (Dervin & Frenette, 2001).

Dozier and the Grunigs (2001) name campaigns that employ this communication model as *two-way symmetrical*. They claim that such campaigns apply negotiation with an activist public to understand their opinions and identify their attitudes towards specific institutions that launch campaigns (Dozier, Grunig, & Grunig, 2001). Sometimes, such campaigns are initiated by *invisible clients*, organizations that do not wish to reveal relatedness to specific message and prefer staying anonymous (e.g. campaigns in tobacco and diary industries) (Dozier, Grunig, & Grunig, 2001).

Thus, segmenting and understanding campaign target audience is an important stage in communication campaign planning. The extent to which campaign executives understand people they will engage with reflects on the message design and, accordingly, outreach of the campaign (Rice & Atkin, 2009; Dervin & Frenette, 2001).

### 1.6 Sociocultural context and ethics in campaigning

The importance of considering sociocultural context as well as local public's ethics principles before planning and designing a public communication campaign message is crucial to its success too (Rice and Atkin, 2009; Guttman, 2003; Wang, 2004). Coming back to Rice & Atkin (2009), the rules of campaigning and persuasion strategies that work within one social group may not always work within another. Wang (2009) claims that cultural context social groups exists in affects the way audiences perceive the communication campaign too. According to him, concepts of culture and campaign communication are "intimately related" as culture always serves as a context for any campaign (Wang, 2004, p. 71). With culture being the basis of the society, communication campaigns serve as a "catalyst" for "innovation", "social changes", and "social improvement" in that society (Wang, 2004). Wang says that the absence of culture in campaign communication would result in campaign being a "senseless occurrence;" culture creates the environment in which messages gain meaning and can be shared within and perceived by the cultural group members (Wang, 2004, p. 71).

In order to understand the sociocultural situation before planning a set of interactions with public, Rice and Atkin (2009) recommend to consider the following list of culture-driven criteria: (1) identify the local behavior patterns of the prominent audience groups, (2) examine their experience with particular media usage, (3) acknowledge what kind of institutional behavior could be not accepted in accordance with their social norms and culture, and (4) what social changes would be meaningful to them. Rice and Atkin (2009) imply to pay attention to the social and cultural norm differences between audience groups as this is a barrier that might distance them from receiving the campaign message and perceiving it in a way campaign planners designed it initially.

Sandra Macleod emphasizes the importance of public campaign adaptation to target audiences too: “As Heinz applies different recipes to its same name soups (depending on the country), so the public relations recipe needs to be altered” (Macleod 2005). Thus, considering what Rice and Atkin (2009) refer to as “realities of sociocultural situation” and Wang (2004) -- as “cultural context” helps to adjust the message formulation to the selected audience group, choose suitable variables of delivering it, and, this way, come closer to developing deeper, trustworthy, and respectful connection with its members, which, accordingly, reflects on the campaign’s outreach positively (Rice & Atkin, 2009).

In the work about health communication campaigns, Herbert Guttman (2003) reflects on the role of ethics in public campaigning too. She claims that resolving ethics issues within an installed campaign decision-making process is also important for the communication campaign successful implementation:

Ethicists note that moral obligation to do the utmost to better people’s health, to avoid doing them any harm, to respect people’s autonomy and privacy, to ensure equity and fairness and provide for those who are particularly vulnerable or who have special needs, and to maximize the greatest utility from health promotion efforts, especially when resources are limited (Guttman, 2003, p. 652).

Therefore, Guttman (2003) insists that such elements as *beliefs, expectations* of campaign planners, their *ideas of behavior interference*, and readiness to take *responsibility for unintended consequences* from raising particular issues and addressing a *truthful* message to specific audience segments are vital to be communicated so that the conflict of interest during the campaign running process does not occur (Guttman, 2003). Gutmann’s suggestions on ethics in health public campaigning are universal and are suggested to be employed in planning of other campaign types as ethics principles are necessary to be followed for audience groups to develop reliability and trust towards any campaign executive team and their campaign messages (Rice & Atkin, 2012).

Interestingly, as any institution has their own sociocultural atmosphere, the group of communication campaign executives, as a rule, has one within the board (Guttman, 2003). Important too, ethics norms within social groups are closely interconnected with cultural norms of those social groups (Sha, 2006). Therefore, cultural sensitivity should be employed within both the campaign executive team management and the communication campaign design, especially in cases when the presence of different cultural identities is evident (Sha, 2006; Creedon & Al-Khaja, 2005).

In cases of intercultural communication, which is of interest to current research, the consideration of social norms and values of each cultural group is often recommended for the development of healthy relationships and communication patterns in them (Creedon & Al-Khaja, 2005). Acknowledging cultural differences between the communicating groups may help to predict possible reactions/replies of their

members and develop the strategy which would allow to avoid misunderstanding and offence in communication between them (Sha, 2006).

### 1.7 Behavioristic theories of public campaigning

Communication campaigns are known for their appeal to form attitudes, raise awareness and knowledge of particular issues, and achieve behavioral change in individuals and societies (Capella, 2003). Yet, to be able to achieve any change in public's perception of a social issue and behavior related to it, it is required to understand mechanisms that stimulate those effects (Capella, 2003).

Approaching the issue of evaluating campaign's efficacy, which has been done by Holbrook (1996), Hornik (2002b), Thomas (1994), is said to be senseless without considering theoretical ground for effective message distribution and planning a set of interactions with target audience (Capella, 2003). Therefore, communication scholars outline series of communication foundations that describe contexts and factors that stimulate public to learn and adopt new behaviors (Bobbitt & Sullivan, 2013; Rice & Atkin, 2009; Capella, 2003; Salmon & Atkin, 2003). Those relevant to this research are suggested below.

Some valuable behavioristic theories of public campaigning have been reviewed by Capella (2003): among them, *normative behavior theory* by Rimal and Real (2003) (emphasizes that a suggested behavior can be adopted or ignored by an individual depending on approval or disapproval of that behavior by significant others), *theory of participation and empowerment* in communication campaigns by Morris (2003) (emphasizes that inviting the public to participate in an activity that brings them closer to the desired behavior is effective), and others.

Salmon and Atkin (2003) outline *methods of persuasive message building* in public campaigning such as application of positive and negative incentive appeals, representation of evidence to prove statements, providing practical instructions to the target audience (e.g. how to adopt certain habits, resist negative example of peers, differentiate truth from false, etc.). Besides, scholars create a map of awareness progress in target audience: they claim that such stages of message perceiving can be experienced by public as "recognition, activation, compliance, information-seeking, and sensitization" (Salmon & Atkin, 2003; Rice & Atkin, 2009).

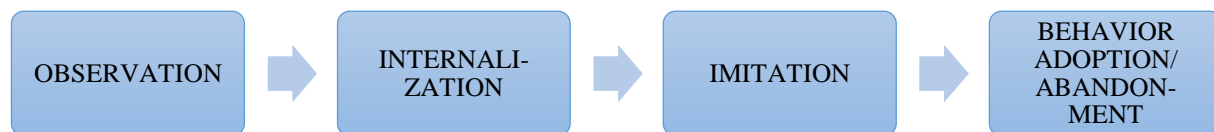
Bobbitt and Sullivan (2013) review numerous public campaign theories adopted from the fields of mass communication (e.g. *cumulative effects theory* by Elisabeth Noelle-Neumann (1974), which suggests that persuasion is likely to be achieved when the message is distributed through various channels and is repeated over an extended period of time; *two-step flow communication theory* by Paul Lazarsfeld (1955) that refers to the fact that "information passing from the source to the opinion leaders and then on to the receivers" is effective; *episodic and thematic framing theories* by Erving Joffman (1974) which

imply that public consumes information about specific topic in peak-regress cycles that repeat over time; etc.) psychology and education (e.g. *field theory* by Kurt Lewin (1950) which suggests that “no decision-making takes place in a vacuum” and is affected by multiple factors in the environment, such as driving forces and restraint forces; *cognitive dissonance theory* by Leon Festinger (1957) which implies that public tends to ignore/avoid messages which they believe to be untrue; *diffusion theory* by Everett Rogers (1977) that suggests five-step process of accepting new ideas in audience: “awareness, interest, trial, evaluation, and adoption;” etc.)

The number of behavioristic theories relevant for the field of communication campaigning is plentiful. However, introducing all of them would not make sense as some theories are outdated for contemporary communication campaigning (e.g. Grunig’s press agency and publicity model (1984)) and others are not fully relevant for this research as they focus exceptionally on suggestions for campaigns of one dimension (e.g. Fishbein and Yzer’s theory of behavior change in health campaigns (2003)) . Due to this reason, this thesis sticks to the set of communication campaign theories outlined by Rice and Atkin (2009). In their study (2009), they review the research on media effects and principles of social change in public communication campaigning and provide a set of prominent theoretical models that appeal to guide successful campaigns in different domain of topics. Those are introduced below.

- *Theory of social learning*. Introduced by Albert Bandura (1977b) and improved by Flora (2001), this model suggests that individuals are likely to adopt opinions and behaviors similar to the ones of their trustworthy role-models, who decidedly provide an example of desired behavior. According to Bandura (1977b), learning is possible as a result of experiencing the environment directly and imitating others. He provides an example of a working environment in which employees are rewarded for performing in particular way; their colleagues start performing similar actions in anticipation of a reward (external: appreciation and recognition; internal: self-worth) too (Bandura; 1977b) (see Figure 1).

Figure 1: Social learning theory model

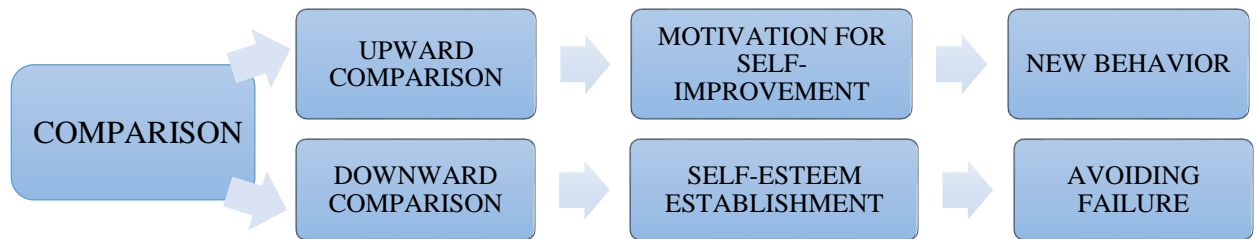


Source: Bandura (1977b).

- *Theory of social comparison*. Introduced by Festinger (1954) and advanced by Flora (2001), the theory is close to the theory of social change; yet, it emphasizes the importance of comparison phenomenon in acquiring new behavior patterns. Festinger’s idea is that people evaluate their worth

by determining their comparison with other members of society. Therefore, individual's behavior change is possible once behavior of others is observed and evaluated as good or bad in accordance with social norms, attitudes, and intentions (Festinger, 1954), The model predicts two ways of action: downward comparison, when one finds him/her-self more proficient in particular matter than somebody else, and upward comparison, when one finds him/her-self performing worse than anybody-else (see Figure 2).

Figure 2: Theory of social comparison



Source: Festinger (1954)

- *Reasoned action theory.* Introduced by Ajzen and Fishbein (1980), the model suggests that one's own attitude creates an intension in an individual to perform an action (see Diagram 3). Rice and Atkin (2009) claim that this theory is based on expectancy-value model which takes one's expectation of behavior's successful or negative outcomes (that, of course, comes from subjective perception of social norms) as a ground for the probability of the behavior to be adopted.
- *Self-efficacy theory.* Developed by Albert Bandura (1977a), the theory takes one's confidence in their capacity to accomplish an action as a pushing force for the actual behavior change. According to Bandura (1977a), the extent to which one believes in their capacity to change their action affects the probability of them attempting to change their attitude/behavior in relation to a social issue. Extension of self-efficacy power in at risk groups is the priority for many health campaigns (Rice & Atkin, 2009).
- *Diffusion through social network theory.* Introduced in 1890s as a study of societal structures, and popularized by Jacob Moreno in 1930, the theory emphasizes the role of social relations and networks (offline and online) in information distribution. Nowadays, the social network theory constitutes of multiple theories that explain the principles of network formation and its efficacy (Liu et. al., 2017). Rice & Atkin (2009) suggest campaign planners to use social network theory as one of the means to diffuse campaign message and influence public effectively.
- *Transtheoretical model: stages of change.* Introduced by Prochaska and DiClemente (1992), this model suggests an approach of addressing audience segments according to their stage in the



behavior change process. According to scholars, behavior change arises in a series of stages, such as precontemplation (not considering any behavioral change whatsoever), contemplation (consideration of a significant behavior adoption), action (the first change in a pattern of behavior), and new behavior maintenance (Prochaska & DiClemente, 1992). The transfer from one stage to another is caused by such factors as audience's positive/negative assumptions about problematic behavior pattern, the raise in one's consciousness, self-efficacy level, temptation to return to the old behavior, re-evaluation of environmental motifs, and others depending on a case. The theory suggests to approach different audience segments depending on the stage of their behavior change and apply relevant messages to guide them to the following step (Prochaska & DiClemente, 1992). Rice & Atkin (2009) state that this is the perfect approach for constructing interactive websites in particular, as, thanks to this approach, audience would be able to find information relevant to their situation.

As a rule, a public campaign that involves communication with different audience groups through the extended period of time cannot apply only one theoretical approach (Atkin, 2001). Indeed, Atkin (2001) asserts that grounding a communication campaign on diverse scientific theories increases the chances for its message to reach broader number of audience segments and for the campaign executives to work with those who respond applying the most relevant strategies.

One way to diversify the number of applied communication theories and, accordingly, increase campaign's effectiveness is conducting campaign activities at and by the community level (Bracht, 2001). According to Dearing's (2001, p. 305) investigation, "social change occurs because of complementary and reinforcing information circulating through social and organized systems that constitute a community . . . [with the help of] multiple positively related interventions at multiple levels of impact with a given geographic area." Such "social-ecology based" approach allows new connections to be developed and relationships to be reinforced as the atmosphere becomes more casual and less demandful (Dearing, 2001).

Many communication theories and strategies mentioned in this subchapter are applied in the practice of USEI. A more detailed discussion about them can be found in subchapter 4.2.

### 1.8 Communication campaign message design

Once a detailed research on target audiences has been conducted and public campaign theoretical foundations have been acknowledged, the message design of soon-to-be-launched communication campaign shall be developed (Rice & Atkin, 2009).

According to Richard E. Petty and colleagues (2009), the main goal any public campaign message pursues is to influence people’s attitudes and, preferably, change behaviors related to social issue raised in it. Communication campaign’s success is dependent on the degree to which the two aforementioned objectives are met (Petty et. al., 2009). Yet, Charlotte Nickerson (2022) explains that the processes of attitude and behavior change come out as results of effective persuasion; and since persuasion always happens internally in an individual (implying that the messenger (the one who sends a message) can never be certain that their message persuades the receiver unquestionably), communications scholars “can only design for persuasion”.

Applying the communication/persuasion matrix model (C/PMM) of persuasion (McGuire, 1985,1989) to message design development is one of the ways to observe the extent of message persuasiveness (Rice & Atkin; Petty et. al., 2009). In accordance with McGuire’s model, the process of message designing requires two types of variables to be identified: independent or *input* variables (these can be influenced by message designers), and dependent or *output* variables (these are out of message designers’ control) (Rice& Atkin; McGuire, 1989) (see Table 1).

Table 1: The communication/persuasion process based on McGuire’s Communication/Persuasion Matrix model

OUTPUT VARIABLES	INPUT VARIABLES				
	SOURCE	MESSAGE	RECIPIENT	CHANNEL	CONTEXT
EXPOSURE					
ATTENTION					
INTEREST					
COMPREHENSION					
ACQUISITION					
YIELDING					
MEMORY					
RETRIEVAL					
DECISION					
ACTION					
REINFORCEMENT					
CONSOLIDATION					

Source: Petty R. E. et. al. (2009)

As Petty et. al (2009, 128) claim, McGuire’s input variables tend to answer Laswell’s (1964) traditional question about communication campaign’s message: “Who says what, to whom, when, and how?” The source variable shall be specified in terms of such factors as individuality/collectivity, sex,

level of expertise, etc.; the *message* variable shall be determined in terms of emotional/logical appeal, length, communication style, addressing single/multiple belief(s), usage of positive/negative appeals, evidence credibility, ideology, aspirations, etc.; the *recipient* variable shall be identified based on such factors as intelligence level, awareness of an issue, experience in an issue, general mood and attitude towards the issue, self-efficacy, psychological portrait (including presence of anxieties, compensatory mechanisms, habits), etc.; *channel* variable shall be specified in accordance with its credibility, reach, depth, ability to interact with one or several human senses, pace of information distribution, intrusiveness, etc.; and, finally, the variable of *context* is defined by the existing environment during the contact with message (McGuire, 1989; Petty et. al., 2009; Rice & Atkin, 2009, Atkin, 2001).

McGuire's output variables map a process of message perception by an audience member and their possible reaction in response to it (McGuire, 1989). This process involves the stages of exposure to the message, paying attention to it, getting interested in new information, comprehending it, acquiring the new idea, yielding it, and storing in memory, which is followed by information retrieval, decision-making process, possible action taking, its reinforcement in the future, and consolidation (McGuire, 1989).

The idea of C/PMM is that each of the input variables to some extent has an impact (can be positive or negative depending on the case) on one or a few output variables (McGuire, 1989) (see Table 1). Accordingly, identifying the stages of message perception that have not been accomplished by an audience member may suggest problematic points of message design and thus provide ideas for its improvement (McGuire, 1989; Atkin, 2001).

However, this model is considered to be not fully effective as it does not provide sufficient explanation of acquisition, yielding, and storage processes which are rather fundamental for acquiring a new behavior pattern (Petty et. al., 2009). Referring to the cognitive response approach, Petty and colleagues (2009) explain that the aforementioned processes are dependent exceptionally on an individual's ability to make sense of information they are being exposed to and their memory abilities:

In contrast to the traditional view that acceptance of a message depended upon learning the message content, the cognitive response approach contends that the impact of variables on persuasion depends on the extent to which individuals articulate and rehearse their own individual thoughts to the information presented (Petty et. al., 2009, 131).

Furthermore, the stage of action taking is exceptionally individual from one person to another due to the reasons that some people may have (1) remarkably more confidence in the validity of their thoughts, and (2) higher self-efficacy level than others; also, (3) their behavior is often dependent on various external factors (Petty, Briñol, & Tormala, 2002).

This way, Petty and Wegener (1999) introduce the elaboration likelihood model of persuasion which focuses primarily on occasions when people appear to be active processors of a message (see Annex 2). The model suggests that the likeliness of a message receiver to be persuaded by the message depends on the level of the recipient's elaboration with that message, which can be either *high or low* (Petty & Wegener, 1999). By elaboration, scholars refer to the effort that an audience member puts into message processing and making sense of it (Petty & Wegener, 1999). This way, if the recipient's elaboration with the message is high, they go through the central-route message processing and consider it an issue-relevant argument (Petty & Wegener, 1999). Such recipients tend to consider message details and facts logically and may be able to turn them into motivation; yet, if the elaboration with the message is low, the recipients follow the peripheral processing route and turn the message into a peripheral cue, which brings them back to the initial position of ELM (Petty & Wegener, 1999). Here, there are two options: either the recipient gets engaged from their social circle and reconsiders the importance of an issue to some extent, or returns to the primary stage of the model (Petty & Wegener, 1999). Yet, however, the change in an attitude towards particular issue does not guarantee an immediate response and change in behavior: the latter requires "overcoming past attitudes, developing confidence in new ones, and learning new skills and perceptions of self-efficacy" (Petty et. al., 2009, p. 152).

Both C/PMM and ELM complement each other and provide the fundamentals of the persuasion process in the audience of communication campaigns. Neither guarantees full persuasion to be achieved, however, both suggest ways of working with different types of audiences and nearing them to attitude and behavior change (Rice & Atkin, 2009).

### 1.9 Public campaign evaluation

Public campaign evaluation is a complex process that requires many aspects of a campaign to be reviewed and analyzed (Valente, 2001). Valente (2001, p. 106) defines communication campaign evaluation as "the systematic application of research procedures to understand the conceptualization, design, implementation, and utility of interventions." According to his theory, a full-scale campaign evaluation is based on a detailed analysis of all communication campaign processes starting from research and finishing with implementation. As a result, the revealed data allows to observe the extent to which a campaign achieves its attitudinal and behavioral objectives, which benefits future communication campaigns running by providing suggestions on improvement of strategies (Valente, 2001; Evans, 2016; Rice & Atkin, 2009).

### 1.9.1 Formative evaluation

Formative evaluation is typically applied to pre-test campaign's message design and identify possible unintended outcomes in audience attitudes and reactions (Atkin & Freimuth, 2001; Flora, 2001). The latter can be caused by the complexity of political, sociocultural context, or social norms within a particular audience segment and may take a form of campaign message misunderstanding, boomerang effect, or displacement of an undesirable behavior pattern to another social sector (Rice & Atkin, 2009).

To avoid such consequences, Atkin and Freimuth (2001) suggest a few message design options (which considerably differ from one another) and pretest them on limited audience group by means of such methods as focus group interviews, questionnaires, "theater testing," media gatekeeping analysis, and observation of physiological responses (Atkin & Freimuth, 2001; Rice & Atkin, 2009). Gathered data might provide cues on which message design and strategy of campaign implementation are accepted and appreciated by society at its most (Atkin & Freimuth, 2001). Furthermore, the such evaluation method helps to identify how well campaign executives understand audience's needs (Valente, 2001).

### 1.9.2 Summative evaluation

Summative evaluation is applied to measure final communication campaign outcomes in terms of *effects* and *effectiveness* categories (Rice & Atkin, 2009). According to Flay and Cook (1989), it should provide measurable results in terms of the following campaign aspects: (1) scope of target audience that has been reached, (2) success in implementation of prepared campaign components, (3) the level of persuasion effectiveness (referring to the question whether attitudes or both attitudes and behavior have been influenced), (4) impacts on a number of social structures (e.g. families, communities, organizations, businesses, government institutions, etc.), (5) cost (parallel between the budget total and cost-effectiveness), (6) causal processes analysis that identifies theoretical explanation behind why certain changes have/have not occurred. Valente (2002) remarks that analysis of the last aspect can be considered successfully implemented if it identifies the difference between *theory failure* and *implementation process failure* (Rice & Atkin, 2009). Considering this important suggestion can help to identify relevant lessons for future campaigns (Valente 2002).

While communication campaign's effects can be evaluated relatively easy (as those can be observed during the process of campaign implementation (except for the degree of achieved persuasion because it often is internal (Petty et. al., 2009))), the evaluation of campaign's effectiveness might appear quite a difficult task as it demands a deep analysis to be conducted (Rice and Atkin, 2009). To simplify this process Rice and Foote (2001) suggest to pay attention to *planned*, *engaged*, and *real* inputs that

have been involved in a communication campaign. This approach allows to systemize summative evaluation and turn it into measurable research data (Rice & Foote, 2001). Combining it with Flay and Cook's theory (2001) turns summative evaluation into well-structured process and data gained from it appears to be highly informative (Rice & Atkin, 2009).

## 2. NGO COMMUNICATION THEORY

### 2.1 Strategic communication of NGOs

The term *non-governmental organization* encompasses a wide variety of social organizations types, yet, all of those are known as “not-for profit, voluntary citizen’s groups that are organized on a local, national or international level to address issues in support of the public good” (Leventry, 2008).

Non-governmental organizations, one of the most fast-growing organization types in the world (Ferguson, 2018), have become essential actors in social and political spheres (Oliveira, 2017). They tend to acquire roles of experts, lobbyists, critics, partners, and service providers thanks to their developed social networks system and, accordingly, ability to provide unique information collected from direct sources (Frohlich & Jungblunt, 2017; Oliveira, 2017). The increasing expertise of some NGOs has resulted in intensive public support which, in some cases, is much more numerous than in state’s political parties (e.g. Greenpeace in Germany) (Oliveira, 2017). Peculiar expansion of NGOs supports suggests that these organizations establish certain communication strategies that allow such expansion to happen (Oliveira, 2017).

Indeed, as task-oriented human organizations in nature, NGOs are considered to greatly rely on strategic communication to influence people and communities (Ferguson, 2018; Duong, 2017; Oliveira, 2018; Dijkzeul & Moke, 2005; Frohlich & Jungblunt, 2017). Kotler and Andersen (1996, p. 478) emphasize that NGOs communication by rule is “a matter of informing target audience[s] about the alternatives for action, the positive consequences for choosing a particular one, and the motivation for acting (and often continuing to act) in a particular way” and sums up that such complex practice requires an understanding of communication processes by public relations executives. This way, Duong (2017, p. 121) assures that strategic communication is applied by NGOs as they address and interact with “the vast network of people and organizations that share the NGO’s mission” in order to accomplish their purpose and achieve significant results.

As Dijkzeul and Moke (2005) state, the employment of strategic communication in public relations has been generally acknowledged rather by for-profit than non-profit sectors. This is due to “the lack of available literature and limited information on public communication policies and outcomes” revealed by non-governmental organizations as many prefer to “guard” their public information policies and do not disclose those on their communication platforms (Dijkzeul & Moke, 2005). Yet, it does not mean that such practice does not exist, the scholars assure (Dijkzeul & Moke, 2005).

Patterns of strategic communication in NGOs are said to depend on the type of non-governmental organization and its mission (Oliveira, 2017; Dijkzeul & Moke, 2005). Because this research deals with

the *humanitarian NGO* that works to facilitate victims of war and armed conflict, theory on this issue is outlined accordingly.

## 2.2 Perspectives on communication strategy of humanitarian NGOs

Humanitarian assistance is a common way to support the victims of the armed conflicts worldwide, and, accordingly, it involves a cooperation of variety of institutions and communities (Macalister-Smith, 1987). The term *humanitarian organization* refers to communities and organizations which are “involved in humanitarian action” such as saving lives, maintaining basic human needs, reducing level of injury and displacement, and providing education in emergencies (Macalister-Smith, 1987).

According to Slim (1997, p. 344), understanding of the core “humanitarian principles” varies among humanitarian organizations and is thoroughly based on organization’s “operational choices.” He argues that there are four such principles: humanity, neutrality, impartiality and solidarity (Slim, 1997, p. 345). Based on this division and organizations’ independence factor, Dijkzeul and Moke (2005) introduce a matrix of humanitarian organizations typology called Mental Map. The matrix is said to facilitate the research of humanitarian organizations’ communication strategies and practices as it helps to identify the organizational type of a particular humanitarian institution (Dijkzeul & Moke, 2005).

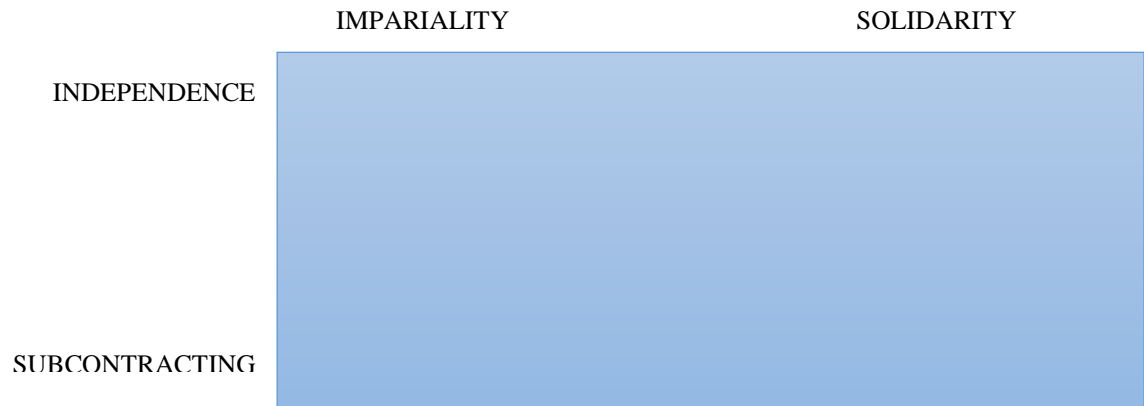
The Mental Map typology has two axes, the horizontal which locates humanitarian organizations in accordance to their relation/attitude towards the victims of conflict, and vertical which outlines organization’s cooperation with the state it operates in (Dijkzeul & Moke, 2005) (see Figure 3).

This way, *impartiality* index refers to organizations that facilitate the victims of a particular issue based on the general need among certain social groups and with no discrimination of their race, religion, etc.; *solidarity* index can be assigned to organizations that chose to “side with the group of people and their political cause;” *independence* reflects organization’s independence of action despite the influence of financial and political structures, and *subcontracting* index refers to organizations that “make their living executing contracts for donor governments and, to a lesser extent, multilateral institutions” (Dijkzeul & Moke, 2005).

Humanitarian organizations are said to professionalize their public communication management in accordance with their position in the Mental Map matrix (Dijkzeul & Moke, 2005). Based on the level of structural independence and personal interest in an issue, their communication strategy can be either individually established (isolated from outside opinions that come from assigned alliances with enterprises and governments) or “developmental” (comes from assigned collaboration with interested governmental structures and other institutions) (Dijkzeul & Moke, 2005). The Mental Map matrix is applied to the case organization of this research in subsection 4.1.



Figure 3: Mental Map model



Source: Dijkzeul and Moke (2005)

### 2.3 NGO fundraising principles

As a rule, many non-governmental, and, especially, non-profit organizations greatly rely on fundraising practice and philanthropy (Worth, 2017). These allow to collect resources to cover organizational expenses and secure support of running projects (Vestergaard, 2013; Worth, 2017). In particular, these practices benefit humanitarian NGOs and non-profits which require financial and humanitarian aid for realizing their multiple and continuous projects (Filipczykova, 2016). Therefore, those organizations initiate public campaigns the main objective of which is to raise funds (Filipczykova, 2016).

According to Filipczykova (2016), fundraising campaigns involve the following tasks: (1) planning (e.g. fundraising campaign research and design development, cooperation with economists to arrange budget, assigning communication methods to address donors, etc.), (2) administration (e.g. developing a donor database and reports on realized projects, running executive team meetings, assessment of outcomes), and (3) communication management (e.g. within the executive team, and with donors).

Because the development of trustworthy relationship with donors increases donors' loyalty to the to the organization and thus maintains the longevity and quality of organization's practices, great deal of attention is concentrated on this process in communication literature (Waters, 2008; Worth, 2002; Rosso, 1993). One of the ways for the organization to maintain fundraising ethics and improve the quality of relationships with donors, responsible stewardship management should be applied (Waters, 2008). Kelly (2000) argues that it involves such practices as (1) *reciprocity* (manifestation of organization's gratitude for donor's attention and donations), (2) *responsibility* (assuring that donated sources are used in a responsible manner), (3) *reporting* or *accountability demonstration* (providing evidence of how donations were used), and (4) *relationship nurturing* (continuous cultivation communication with donors

(may take form of various communication activities)). Stewardship management is said to benefit relationships with donors of all levels (Kelly, 2000).

Donor relationship building process greatly depends on the level of engagement of a donor in a charity action (Kovacs, 2020). To retain donors and facilitate long-lasting relationships with them, NGOs and NPOs are recommended to apply *donor stewardship matrix (DSM)* (Kovacs, 2020). This matrix suggests communication strategy and activities which can be applied to donors depending on the level of their engagement in an organization (Kovacs, 2020) (see Annex 3).

The matrix is based on the principles of the donor journey map, which involves stages of raising awareness, consideration, intent establishment, stewardship, re-engagement, and action taking (Verma, 2020). Matrix suggests stewardship approaches towards four donor kinds: new donors, loyal donors, major donors, and planned giving donors (Kovacs, 2020). Suggested communication activities are recommended to be completed within a certain time period for the sake of effectiveness (Kovacs, 2020).

#### 2.4 Types of donors

The diversity of sources from which non-profit NGOs can get support in donations increases their independence level and capability to realize wide-scale projects (Filipczykova, 2016). Scholars argue that the practice of relying on different sources of *fundraising income* (term introduced by Worth (2002)) increases chances for an organization to avoid financial crisis (Ledvinová, 2013).

Filipczykova (2016) identifies four main social groups which a non-profit NGO may consider a possible donor: corporations and entrepreneurs, foundations, national and local governments, and single individuals. Detailed description of each is introduced below.

- *Corporations and entrepreneurs*. “Motivated mostly by business interests,” this donors type values reputation of their businesses, and, therefore, tend to avoid unsafe topics (Filipczykova, 2016). In relation to NPOs and NGOs, they possess themselves as sponsors and philanthropists. Large corporations who follow CSR principles, may have an established grant system and intra-net network, and thus, cooperation with them, if arranged carefully, can turn into a long-term partnership (up to three years) (Filipczykova, 2016).
- *Foundations*. Having developed a policy of allocating funds to various projects, this donor type prefers to focus on certain priority issues and provide finances to initiatives that share mission relevant to them (Filipczykova, 2016). Foundations, as a rule, require reporting and reciprocity for their contribution. In some cases, cooperation with them might last up to five years (Filipczykova, 2016)

- *National and local governments*. These are characterized by high bureaucracy level and a rigorous policy, and addressing them often requires an NGO to have developed partnerships with other entities (this signals of the organization's large-scale influence and stability) (Filipczykova, 2016). However, this donor type possesses high level of power and influence, which can result in allocation of “subsidies, public sector contracts, legal state aid ([from] churches and religious societies), or ... tax exemptions” (Filipczykova, 2016, p. 36).
- *Individuals*. This donor type is said to depend on the factor of emotional empathy during the decision-making process of whether to provide a donation to an organization and usually has no expectation of anything in return (Filipczykova, 2016). Individuals tend to provide one-time donations; however, taking into consideration the “pyramid of donors,” an individual may help to establish a relationship with aforementioned donor types if he/she belongs to the management structure within those institutions (Filipczykova, 2016).

Thus, considering each of these donor types as a target audience of a fundraising campaign provides a basis for establishing an effective message design and donor stewardship plan, which, accordingly, helps to reach diverse social groups and influence them to take part in charity on a regular basis.

## 2.5 Key theories to be tested in the research

As a conclusion to theoretical section, this short sup-chapter lists the most relevant theories that are considered as foundation for the analytical research part. These are:

- Tasente's *theory of “decentralized” campaigning* (2020) the idea of which is to distribute the message within local social groups through representatives familiar with local demand in information and experience of particular media usage by local groups.
- *Diffusion through social networks theory* by J. Moreno (1930) which emphasizes the positive role of social networks in campaign message distribution and, accordingly, in behavior change process.
- Dearing's theory of social change (2001) that refers to the fact that behavior change occurs once information circulates in social and organized systems that constitute a community.
- Theories by Dozier, Grunig, and Grunig (2001), Dervin and Frennette (2001), and Bracht (2001) that media advocacy campaigns are tied with much broader community action.
- *Mental Map matrix* theory which introduces two types of NGO's strategic communication: individually established or “developmental” (Dijkzeul & Moke, 2005)

### 3. METHODOLOGY

With the phenomenon of public communication campaigns as an object of current research, this study observes the transformation in the field of Ukraine-war-related public campaigning in 2022 based on the example of USEI humanitarian non-governmental organization, board directors of which have launched communication campaigns addressed at healthcare institutions, governing structures, educational organization, and a large corporation.

In particular, this organization was chosen to be studied due to two main reasons: (1) it was launched soon after the Russo-Ukrainian War 2022 started and thus its example illustrates a phenomenon of how a certain social group in a foreign country has adapted to the transformation in political situation of the country of their origin; (2) the staff of the NGO has experience in running both media advocacy and individual behavior change public communication campaigns.

To provide relevant empirical overview of principles of public communication campaigns that address the issue of the Russo-Ukrainian War in 2022 in the USA area, this master thesis aims to answer the following research questions:

- (1) What communication strategies do USEI executives incorporate to organize and implement public communication campaigns that aim to mobilize support for Ukraine in 2022?
- (2) What difficulties do USEI executives face during the implementation of public communication campaigns that aim to mobilize support for Ukraine in 2022, and how those are overcome?

#### 3.1 Participant observation

Coming back to the observation of Dijkzeul and Moke (2005) that non-governmental organizations tend to not display their communication strategies publicly, this qualitative research greatly relies on participant observation method. Participant observation method is defined as one “in which the researcher participates as an actor in the events under study” and is said to help to “develop a deeper and fuller understanding” of “communication phenomenon under study” (Baxter & Babbie, 2004, p. 301). Participant observation is a highly popular method applied in communication research as it is effective for studying “the subtle nuances of attitudes and behaviors and for examining communication processes over time” (Baxter & Babbie, 2004, p. 321). Lofland and colleagues (2006, p. 85) identify participant observation as an effective method for conducting case studies in particular: the interactive contact of the researcher and the organization “enables the researcher to enter more closely into the setting under investigation and may facilitate a deeper understanding of the context(s) of social action.”

In current research, participant observation was conducted over the course of two months, and involved three stages called the “warm-up period,” “the floor exercise stage” and the “cool-down period.” The warm-up period took place online on September 20, 2022 during the first encounter of the author and three NGO executives. The meeting allowed to draw a general picture of organization’s communication dynamics and to become aware of the organization’s upcoming projects. Also, a consent form was signed by each executive (see an example of a consent form in Annex 4).

The floor exercise stage lasted for two months since September 20, 2022. Because USEI is a newly established organization and does not have its headquarters yet, participant observation took place online (during the three scheduled meetings of USEI executives) and offline (during the implementation of organization’s projects). The participant-as-observer role was employed to gather information during the participant observation process, and short field notes were taken upon each meeting with USEI executives.

This research analyzes both types of communication campaigns, individually and collectively launched, due to the fact that those that were started individually by each executive have become essential for organization’s communication strategy.

### 3.2 Formal interviewing

To give structure to qualitative data which was gathered during the second stage of participant observation, this master thesis incorporates the method of one-on-one formal interviewing with three USEI executives (2-2,5 hours/each) which took place online at the end of participant observation process or so-called cool-down period (see Annexes 6,7,8). Final formal interviewing summarizes the evidence gathered during informal interactions with executives upon different occasions during the second stage of participant observation. Interview questions were developed to answer the research questions of this thesis. The respondents were asked to describe motivation behind choosing a certain type of stakeholders, provide reasons for why certain decisions in terms of message design, channel usage, and frequency of message distribution were made, and to evaluate the success of their communication campaigns overall.

As a result, conducted formal interviews provide an extensive qualitative data on communication projects implemented by executives individually and collectively upon the breakout of the Russo-Ukrainian War. These interviews serve as evidence for maps of action-taking in the context of each of the six public communication campaigns discussed in this research and allow to answer research questions raised in this master thesis. Formal consent forms were signed by each interviewee before the actual interviews took place (example of a consent form can be found in Annex 5). Consent forms indicated that the interviews would be transcribed for more detailed research; this fact was announced

verbally during the interviews as a reminder and an approval was announced by executives verbally too. To comply with research ethics in relation to participants, the names of interviewees remain anonymous throughout the entire research.

Besides that, this master thesis includes two more formal interviews: one with an expert from the Iowa House of Representatives who was related to the media advocacy campaign addressed at Iowa’s governing structures, and the other with the major representative of the World Affairs Council of the Quad Cities. The first interview broadens perspectives for media advocacy campaign implementation for individuals and organizations in the United States, and the second identifies perspectives for war-related educational campaigns in the USA (see interview questions in Annexes 9 & 10). Again, consent forms were signed by interviewees upon conversation with them was recorded, and the notice about interviews to be recorded was announced verbally. Their names remain anonymous in the research too.

Details such as length and date of the five interviews conducted for this research are outlined in Table 2. Also, the interviewee codes are assigned to each respondent for the comfortable reference to them in the analysis part.

Table 2: List of interviewees

INTERVIEWEE CODE	POSITION	LENGTH	DATE
Interviewee 1	UESI treasurer	2,5 hours	11/15/2022
Interviewee 2	USEI secretary	2,5 hours	11/19/2022
Interviewee 3	USEI President	2 hours	11/21/2022
Interviewee 4	Member of Iowa House of Representatives	40 min	11/27/2022
Interviewee 5	Head representative of World Affairs Council of the Quad Cities	40 min	11/28/2022

Thus, participant observation method along with formal interviewing method were incorporated in this research to understand (1) the dynamics of communication processes within the NGO executives, (2) the quality of organization’s social networks, (3) strategic decision-making motifs related to public communication campaign implementation applied by each executive, and (4) perspectives for running media advocacy and educational campaigns in the USA. As a result, evidence of each interviewee allows to “construct meaningful propositions about the social world” and benefits the field of communication science (Mathison, 1988, p. 15).

### 3.3 Content analysis

Besides the participant observation and formal interviewing methods, this research employs content analysis method of organizational materials, access to which was given by request; among them, founding documents such as “Conflict of interest policy,” “Articles of incorporation,” “ByLaws,” samples of thank you letters, photographs of humanitarian aid delivered to Ukraine, and meeting minutes which describe the points that have been discussed and decisions that have been approved at different organizational gatherings, and others.

Also, this master thesis benefits from web articles and news releases about projects initiated by each executive as well as from Facebook group created by USEI to spread information about their activity. The most prominent news releases are suggested by Stephen Gruber-Miller (2022), Erin Murphy (2022), and O. Kay Henderson (2022) about Iowa state donation of bulletproof vests and helmets in support of Ukraine, Jenna Webster and Alfonso Cerna (2022) and Caroline Sierk (2022) about the workshop fundraiser of \$14,000 and shipment of first aid kits to Western Ukraine by the family if one of USEI executives, Jonathan Fong (2022) about “dinner with friends” initiative and official establishment of USEI, and Matt Holderman (2022) about the garage sale fundraiser in Davenport IA in October, etc. Thus, content analysis of articles and organizational materials helped to draw a clearer image of organization’s activities and to understand organization’s communication policies and strategy.

## 4. ANALYSIS

### 4.1 Goals and communication strategy of USEI

Ukrainian Society of Eastern Iowa is a non-profit tax-exempted organization registered officially on August 22, 2022 in Dubuque, Iowa, USA. It is organized exclusively for charitable and educational purposes but is not limited to providing financial and material support to people of Ukraine. Official purposes for the establishment of the organization are promotion and facilitation of aid to Ukrainian educational institutions and performance of fundraising activities and cultural events (adapted from the “Bylaws” document).

USEI identifies the following objectives for their activity:

- organize and provide educational events to promote and popularize Ukrainian culture;
- obtain funds and supplies for the support of the Ukrainian people;
- provide funds, supplies, and services as needed to support Ukrainian people;
- transport supplies and people to fulfill the purposes of the USEI;
- obtain and provide funds for medical services;
- provide assistance to Ukrainian educational institutions (adapted from “Bylaws” document).

Registered soon after the arrival of the Russo-Ukrainian War in 2022, three USEI executives, who are the board directors of the organization too, perform mainly to collect humanitarian aid for Ukrainians in need (e.g. clothes, medication) and financial resources to purchase necessary equipment for Ukrainian Military Forces and deliver them to Ukraine. This way, the organization can be called humanitarian.

**Communication strategy.** During the floor exercise stage of participant observation (Sept. 26), it was identified that USEI operates by managing single communication campaigns directed at different stakeholders in the state of Iowa. Communication campaign projects allow the organization to (1) explain its humanitarian principles and beliefs to local communities, (2) communicate its goals and engage volunteers, (3) raise awareness of the most prominent humanitarian emergencies which are identified thanks to the developed relations network with the partners in Ukraine, (4) advocate for those partners’ needs, (5) raise funds and collect donations from different stakeholder types, and (6) to establish new networks that might facilitate organizational performance in the future.

Also, it has been identified that each USEI executive developed and implemented one or several communication campaign projects individually before the official non-governmental organization was established (see Table 3). Each executive is responsible for ongoing running of those campaigns now within the organization due to two main reasons: (1) significant expertise in implementing certain



campaign types was developed by each executive; (2) valuable trustworthy relationships between the executive and a significant campaign stakeholders were established. So, decision to continue working on some communication campaigns was made upon the vote of the three board directors. Progressive achievements in relation to ongoing campaigns (e.g. establishment of a new valuable donor relationship, discovery of a new way to gather donations or persuade donors to donate) and outcomes of implemented campaigns are discussed during the official board meetings (which are usually scheduled once a month) as well as documented in the organization’s records.

Meanwhile, the three USEI executives work on developing communication projects collectively with one having been implemented (autumn garage sale fundraising campaign) and a couple more being in the process of development (such as Christmas caroling concert and dinner to be delivered in two cities of Iowa and spring garage sale fundraiser). Such operational strategy which consists of running campaigns individually and collectively allows the organization to accumulate resources, and results in ability to purchase humanitarian aid requested by USEI partners in Ukraine.

Table 3: List of USEI executives and major campaigns they are responsible for

EXECUTIVE	CAMPAIGN
USEI President	<ul style="list-style-type: none"> <li>• Media advocacy addressed at Iowa governing structures</li> <li>• Media advocacy addressed at John Deere corporation</li> </ul>
USEI treasurer	<ul style="list-style-type: none"> <li>• Media advocacy addressed at Iowa health care institutions</li> <li>• Partnership educational campaign with World Affairs Council of the Quad Cities</li> </ul>
USEI secretary	<ul style="list-style-type: none"> <li>• Education-entertainment campaign: pysanka workshops</li> </ul>
Collective	<ul style="list-style-type: none"> <li>• Garage sale fundraising campaign</li> </ul>

**Mental Map matrix:** Following the NGO strategic communication theory by Dijkzeul and Moke (2005), USEI communication strategy plan can be defined as “individually established.” In the horizontal axis, which positions organizations depending on their relationship to the victims of the conflict, USEI leans towards “solidarity” end.

The thing is that each board director was raised in Ukraine but immigrated to the USA due to various personal reasons. Yet, each one still has friends and close or distant family members residing in Ukraine. Reference to the personal story about family and friends living in the realities of war appears often in campaign messages designed by USEI executives: see the example of the head paragraph in the news release by E. Murphy (2022): “[name of the executive], a Ukrainian-Iowan who lives in Dubuque, said in 2015 he lost two good friends who fought for Ukraine, and that now he has two more close friends fighting to defend Ukraine against the Russian invasion,” and lines in J. Fong’s article (2022):

She [USEI executive] recounted terrifying stories of friends and family that were in conflict zones... Even scarier, her sister's own business is trapped in the conflict... 'right now, her restaurant is mined. You cannot get in because it's booby-trapped. So if you try to go in, it'll explode.'

In turn, the third USEI executive shared how she, by accident, recognized people from the military brigade in the Facebook publication of her future partner: "When she [partner in Ukraine] posted the picture of the brigade and wrote 'Good luck, boys, we are praying for you,' I was shocked that I knew some of them [soldiers] too. I was telling my husband that I want to help them" (Interviewee 2).

The latter example, in particular, demonstrates that USEI executive looks for ways to help Ukrainian communities which live under the death threat because within those communities there are people she was acquainted with personally. Thus, having been raised in Ukraine and being aware of the complexity of Ukrainian versus Russian history, USEI executives' solidarity with victims of the conflict arises and USEI as a humanitarian organization can be positioned in right end of the Mental Map matrix.

In the vertical axis, which "looks at organization's financial and political independence of action" (Dijkzeul and Moke, 2005), USEI leans towards "independence" end. Political independence in the model signifies the extent to which the organization is "non-governmental". Because USEI has no contracts or agreements signed with governing structures of Iowa state or the United States which would limit its course of actions, the organization can be considered fully independent from outside views on NGO's operation.

In parallel, financial independence of USEI is arguable. Interviewee 1 points out the following:

Large organizations spend some of the money that are donated on organization [running]. We don't, we spend our own money, not donated money to keep organization running, we spend our time, we don't pay any administrators, like big organizations do.

From the one hand, USEI can be considered fully independent financially as its operation is based on volunteering of the board of directors who keep certain organizational operations running. However, from the other hand, this approach contradicts to the idea of Dijkzeul and Moke (2005, p. 678) who claim that financial independence embodies satisfactory funding flow to the organization to guarantee successful operation running. In a way, USEI does not comply with the suggested definition of NGO's financial independence. In this case if operation running is fully dependent on volunteering, the performance of the organization recognizes limitations due to the fact that income of executives may vary depending on their professional occupation. Furthermore, basically, organization's executives are required to run two jobs (one in the organization and one to earn for a living), and, as a result, the pace of organizational work and the scale of implemented projects ran in such organization may decrease.

This limitation can be observed in case of education-entertainment campaign (pysanka workshops) implemented by USEI secretary. During the interview she reveals the following insight:

When we had the workshops, we had either lunch or snacks provided at our house... We spend our own money for that. I didn't take the money from the donations on those snacks... Actually, it gets expensive. For two workshops it's okay, but for more [the executive ran 11 workshops] it started getting costly. But we had to do it: people stayed at our house for three hours, so we had to have drinks and snacks... So that's why I liked when other people were inviting us to host workshops at their place: I did not have to spend relatively large sum of money for food (Interviewee 2).

Considering the introduced evidence, USEI cannot be considered as fully financially independent due to the fact that its processing still slightly is limited by financial factor. Therefore, it leans towards the “independence” end in Dijkzeul and Moke’s Mental Map matrix but does not reach it completely. Finally, in accordance with the theory, USEI communication practice can be recognized “individually established” but also the one that contemplates financial limitations.

**Types of stakeholders.** Ukrainian Society of Eastern Iowa runs most of public communication campaigns with the aim to change stakeholder’s attitude towards the political conflict that arose in Ukraine in 2022 and to encourage them to provide a humanitarian or financial donation to support the country and its citizens. Following Filipczykova’s (2016) four main social groups which a non-profit NGO may consider a possible donor, USEI representatives have addressed three of them in their communication practice since February 24, 2022:

- ***Companies and corporations.***

- a) As a full-time employee at *John Deere*, an American corporation that manufactures agricultural, forestry machinery, and other types of heavy equipment worldwide, the President of USEI initiated a communication campaign to address the wide world network of John Deere employees and its senior management soon after February 24, 2022.
- b) In turn, the treasurer of the non-profit, who, in parallel, is a full-time pharmacist in Davenport, IA, approached the following health care institutions in her communication campaigns:
  - *UnityPoint Health – Trinity*, Iowa’s regional integrated health care delivery system including four full-service hospitals in Rock Island, Moline, Illinois, Bettendorf, and Muscatine;
  - Independent *pharmacies* in Iowa state (Interviewee 1)

- ***Local governments.*** Iowa state governing structures have become a stakeholder for the media advocacy campaign launched by USEI President the day after the Russo-Ukrainian war began (Interviewee 3). The communication practice has resulted in *Iowa Governor’s Office* collecting 146 protective helmets and 714 ballistic jackets from local law-enforcement agencies and coordinating their shipment to Ukraine in March, 2022 (Interviewee 3; Gruber-Miller, 2022).

- *Single individuals.*

- a) As interviewees shared, practically each campaign by USEI relies on single individuals as donors. Furthermore, this donor type usually provides the biggest sums to organization's fundraising income. In particular pysanka workshops campaign initiated by USEI secretary recognized single interested individuals as the main target audience of the entertainment-education campaign. The executive emphasizes that participants usually were *family members, friends, social networks of friends, and work colleagues*. "...to be honest, it was just friends and friends of friends mainly. It [workshop] didn't involve too many new people. But we managed to raise around \$400 per one with 10-12 participants" (Interviewee 3).
- b) According to Filipczykova's typology of donors (2016), membership-based non-profits are a sub-category for the "individuals" donor group. These are usually public communities united by similar values. USEI practice shows that other non-profits tend to be reliable donors and partners in public campaigning.
  - For example, a division of *Genesis Health Services Foundation* in Davenport, the NGO that inspires donors to charitably invest in the healthcare of the Quad Cities region in Iowa, has replied to the request of USEI treasurer in a generous donation of brand-new medications upon the breakout of war in Ukraine (Interviewee 1).
  - Similarly, *World Affairs Council of the Quad Cities* NGO has helped USEI treasurer to deliver an educative presentation to the community of their educational non-profit in the city of Bettendorf, Iowa. Thus, such collaborative educational campaign has resulted in raising of local public's awareness about the armed conflict in Ukraine.
  - *Churches* have also been chosen as target audience and a possible donor in some campaigns of USEI. However, cooperating with churches as a target audience in the USA is a complicated process. The organization has not succeeded to gain their trust yet to organize communication projects collaboratively (see more discussion in 4.2.4)

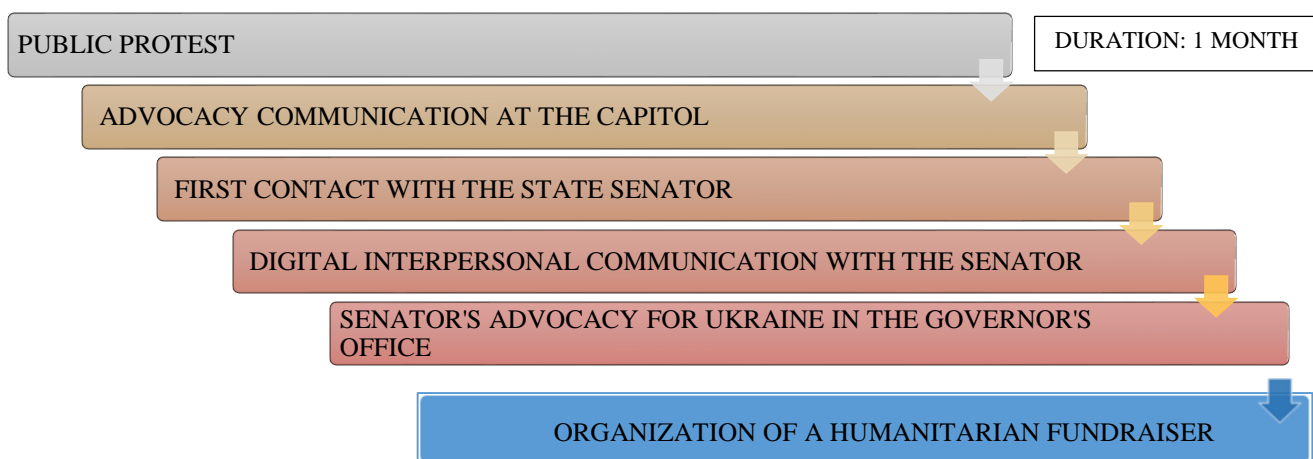
Consequently, Ukrainian Society of Eastern Iowa deals with the wide range of stakeholders who are usually appear to be donors too. Such donor types are identified in USEI practice as companies and corporations, local governments, and single individuals including other non-profit organizations. The more detailed discussion on the process of approaching each donor type is provided in analysis of each of the six communication campaign projects in the following sub-chapter.

## 4.2 Campaigns implemented by USEI

The purpose of this subchapter is to provide a detailed description of each of the six public communication campaigns implemented by USEI executives. Each public communication campaign is discussed considering the following key points: (1) illustration of general campaign processes undertaken by a campaign planner in Action Map model, (2) general idea of the communication project and motivation behind it, (3) target audience chosen to be addressed, (4) features of communication message design, (5) outcomes of the campaign (effects and effectiveness), (6) strength/weakness points for the campaign implementation.

### 4.2.1 Media advocacy campaign addressed at Iowa state government

Figure 4: Media advocacy communication campaign Action Map: Iowa government



**Motivation behind the communication campaign.** The very first purposive attempt to inform, persuade and motivate a help action by a representative of the future USEI targeted the governing structures of the state. “12 hours after Putin and terrorist Russia started bombing Ukraine with the cruise missiles,” USEI President in companionship of a friend headed to Des Moines, the capital of Iowa state, with two posters saying “Russia is a terrorist state,” and “Support Ukraine.” According to Interviewee 3, the main motivation behind this action was to “find any possible help for Ukraine at that critical moment,” and so the executive headed to initiate conversations directly at the state capitol. Having participated in public protests in Ukraine in 2014, the executive relied on his personal experience and approached the matter of communication with the government of Iowa state in the same way:

If you have a problem of such scale, this is a government level problem. That is the reason why a demonstration, a protest format was chosen. But it was a simple demonstration. Like the one in Ukraine at 2014. Then at 2014, the main idea was to bring attention to the problem with the help of public protests. This helps to convey the context of the problem (Interviewee 3).

**Target audience.** The transformation of the public protest into a media advocacy campaign began once the executive and his friend started initiating interpersonal conversations with government officials, the target audience of the campaign, upon their own request: “There is a special procedure there [in the capitol]. You write your message in a piece of paper, and then a courier delivers that message to the senator meeting room” (Interviewee 3). The choice of government officials to be addressed was made thanks to suggestions by other politicians who were present in the capitol hall due to the Gun Society event running there:

There were a lot of people, and we stood on the side. So, some people were approaching us and asking about what's happening. Some were showing support verbally. So, basically we were talking to random people in the capitol building and asking about who we could talk to, who has the power, who can hear us and bring our concerns to the higher level of the government (Interviewee 3).

One senator, whose name remains anonymous in this research due to ethical reasons, was recommended to be contacted due to his previous military experience in USA Air Force Reserve and involvement in Afghanistan evacuation operations. According to the interview with the executive, he managed to bring senator’s attention due to the following reasons: (1) pictures and videos that would illustrate the military operations by the aggressor were provided; these were captured by witnesses, (2) personal story was introduced, (3) the style of the conversation was kept professional with some emotional moments. As result, the senator got interested and provided his phone number to the executive to receive the updates about the situation in Ukraine.

Considering the situation from the perspective of Elaboration Likelihood Model of persuasion by Petty and Wegener (1999), the senator’s elaboration with the message was high. This might have been caused by the facts that (1) the senator had had military experience and was aware of the complexity of the situation, and that (2) he was aware of the possible tremendous outcomes of Russia’s seizure of Ukraine for the world’s peace. However, as an assumption, this data cannot be considered fully scientific. This hypothesis could be tested with personal evidence of the senator.

**The complexity of interpersonal communication with the government senator.** At this point, the communicative role of USEI executive transforms: he becomes a direct source of information about the war in Ukraine for the state senator. Such situation is beneficial to both parties as (1) the official is able to receive detailed information of events from the direct sources while it takes time for the same information to reach foreign state media channels, and (2) the USEI executive is provided with the possibility to apply persuasion strategies. According to Interviewee 3, it took time to engage the official to take action: “He did not reply to everything. He was usually reacting to the pictures and to some of my messages [referring to smiley reactions].” Therefore, suggested by Rice and Atkin (2009) “retaining

interest in the issue over time” was applied: “I was sending him updates about the war every day and, slowly, was building my personal image of a person with widely developed range of networks” (Interviewee 3).

**Persuasion strategy.** As the executive claims, the turning point was when he shared with the senator that thanks to his efforts, a donation of six bulletproof vests from the Waterloo police department was received, and that the Ukrainian Consulate in Chicago has logistics to deliver them and other humanitarian aid to Ukraine:

He was very surprised that we already had the logistics for everything, and that we have connections and everything is about to be delivered to the responsibility of Ukrainian Ministry of Defense. So, he was encouraged by that. And he said that they can try to do more and get more vests and helmets. This is the point from which everything started. We had phone called each other almost every second day. He started reaching out to the Governor's Office and his other friends, I don't even know most of those departments, but there were a lot of police and Sherriff departments involved. He went to some National Guard departments of Iowa, and those started gathering donations from the whole state (Interviewee 3).

As a result, the executive was introduced to the Governor’s Office team to connect it with Ukrainian Consulate in Chicago to organize logistics for the donation to be delivered. Finally, on March 24, 2022, Iowa’s Governor, Kim Reynolds, announced Iowa state’s donation of 146 protective helmets and 714 ballistic vests to Ukraine, which are prepared to be shipped to the country (Gruber-Miller, 2022; Murphy, 2022, Henderson, 2022).

Interviewee 3 provides the following suggestions for why his persuasion could be considered effective in this media advocacy campaign:

(1) conversation style:

It was talking to him [the senator] as to the friend. It was a direct talk without any secrets. If I meant that something was bad, I would use a bad word. Firstly, I considered him as a human being, and only afterwards as a government representative. However, it was important to keep balance between those two. He was communicating in the same way;

(2) message design:

It was mostly a personal story about mother who was in Kyiv for the first 12 days of invasion. She could not leave the cave because of the partial occupation of all of the towns around her suburbs. I think I managed to persuade him because of sharing my emotions and stories about my family and friends;

(3) careful identification of personal value:

I was telling him what I do, that I do organize fundraisers at John Deere where I work. I think because I mentioned about my achievements, it encouraged him to believe that I'm not just talker, that I'm doing things.

Strengths & weaknesses of this media advocacy campaign are listed in Table 4.

Table 4: Strengths and weaknesses of the media advocacy campaign addressed at Iowa government

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Appropriate timing and place for message distribution;</li> <li>• Diversity of executive’s established networks;</li> <li>• Strong message design;</li> <li>• Strong persuasion strategy;</li> <li>• Assertiveness in retaining the interest in the issue over time</li> </ul>	<ul style="list-style-type: none"> <li>• Absence of relevant research on structural processes within the capitol</li> <li>• Reliance on luck in choosing timing and place for public protest</li> <li>• A risk of reaching too friendly interpersonal communication with the senator</li> <li>• No consideration of cultural differences in interpersonal communication</li> </ul>

#### 4.2.2 Media advocacy directed at Iowa health institutions

Figure 5: Media advocacy communication campaign Action Map: Iowa health care institutions



**Motivation behind the communication campaign.** The idea to launch a media advocacy campaign type directed at health care institutions was initiated by USEI treasurer. According to her, in March of 2022, the Ministry of Health of Ukraine published a lengthy list of priority medicines, medical devices, and consumables which were needed by country’s health care institutions due to the increasing number of war victims (Interviewee 1). As a pharmacist by occupation, the executive came up with the idea to contact health care institutions, advocate for health-related needs of Ukrainian society based on the document published by the Ministry, and, possibly, collect medical donations (Interviewee 1).

**Target audience.** Following the principle “contact who you know,” the executive chose to select target health care institutions based on personal experience of working with them during the establishment of a career path (Interviewee 1). This way, Genesis Health Services Foundation and Unity



Point Heath – Trinity institutions were contacted (by email) as the executive did her rotations there; also, single pharmacies where executive’s friends in occupation work were informed about the project verbally or through social media platforms (Interviewee 1). Such strategy is explained as follows:

Health care institutions need to know who you are in order to trust you, because these [their] medications, they are important. The medication world is a closed loop. When they're making donations of prescribed medications, those medications leave the loop. They need to know where exactly they're going and that they're going, first of all, to the professionals who know how to prescribe them, and, most importantly, that they're not going to be sold somewhere. That's why you need to have personal connections (Interviewee 1).

As an experiment, the executive tried to contact a health care institution while having no personal connections to it. This is a division of a medical waste disposal corporation that provides service of medical waste utilization to hospitals, medical clinics and other health care industries in the Quad Cities. As a result, the company did not reply, interviewee says.

**Persuasion strategy.** According to the executive’s evidence, the strategy to reach and persuade the two health care institutions was based on the sequence of communication processes with colleagues and friends in the industry who provided valuable contacts to important people: “Firstly, I spoke in person to people I knew, and then they provided me contacts of some higher people. It was great because the emails they gave me... I could not find them in the web” (Interviewee 1). This situation clearly illustrates the idea behind the theory of diffusion through social networks by Moreno (1930). Also, such strategic plan helped the executive to accomplish two important tasks at once: (1) to conduct the research on target audiences, and (2) to distribute the campaign message (personal connections shared about the campaign within their personal social networks).

As the interviewee claims, an essential role was played by members of Pharmacy Association of Davenport, where the executive is one of the board members too. Thanks to the announcement of the campaign objective there, additional donations were provided by single individuals in that organization and by their friends:

So members of the association provided some donations from the pharmacies where they work. One owner of one local pharmacy even involved his networks and initiated a purchase. They also prepackaged everything, like, made it individually packaged so that soldiers could use them comfortably on the battle field (Interviewee 1).

This way, the scope of the media advocacy communication campaign enlarged, and more massive quantity of donations was gathered. In turn, the executive started looking for a way to deliver them to Ukraine. This is how contact with UMANA Foundation was established which was said to have a necessary license for meds shipping from the USA, which the country’s policy requires (Interviewee 1).

**Theories of social comparison and social learning in action.** The interviewee shared an interesting fact about the behavior of the two target health care institutions too:

[The health care institution which requested for the donation to be anonymous] allocated \$15,000 for a purchase of brand new medications. I asked for trash [medications close to expiration], but they gave brand new stuff. So, I asked [the other health care institution] to donate trash, and when they heard me talking to other managers that [the first institution] donated \$15,000, they agreed to donate both trash and brand new medications. So, at the end, their total donation was about \$6,000 of trash and brand new stuff (Interviewee 1).

This situation illustrates the principles of the theory of social comparison by Festinger (1954) and, to some extent, the theory of social learning by Albert Bandura (1977b). In case of this media advocacy campaign, having heard about the action of the other party, the first party changes its own plan of action and “imitates” its behavior. As a result, having provided the context for the comparison making process, the executive managed to obtain larger donation from one of the target institutions.

**Administrative complication in the process of medication donation by large organizations.**

The process of campaign implementation faced one complication though. The two large target audiences, Genesis Health Services Foundation and Unity Point Heath, did not know how to process the donation of controlled substances:

The main problem was that they did not know how to transfer medications from their storages legally. It was frustrating that there were no official documents saying that medications could go to this company [UMANA Foundation] for delivery. Basically, they didn't know how to approach it, and the board of pharmacy who regulates the pharmacy world could not give the answer either. So it was frustrating because it took a while going, you know, in circles (Interviewee 1).

As the interviewee shares, the search of the solution for this problem involved lots of textual conversations with different parties, which took a lot of time. However, it was finally solved once a close friend of the executive, a licensed doctor, agreed to sign for the donation in both institutions.

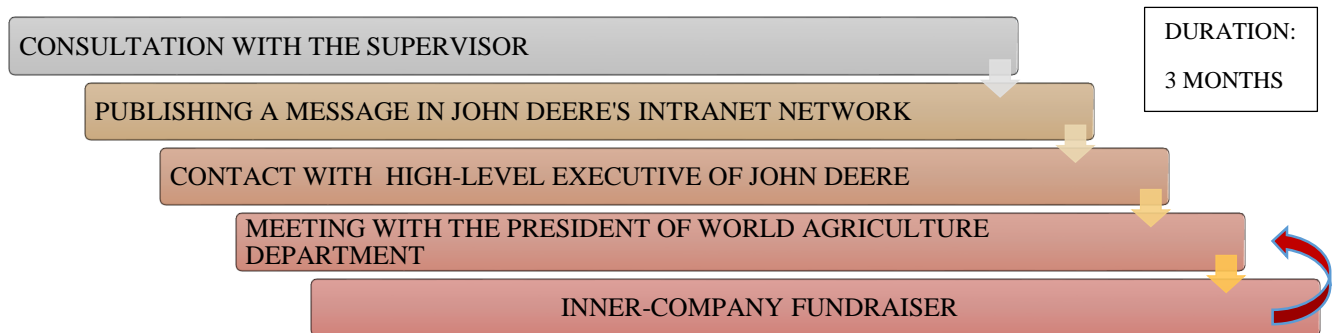
Strengths and weaknesses of this communication campaign are listed in Table 5.

Table 5: Strengths and weaknesses of the media advocacy campaign addressed at health care institutions

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Appropriate timing for message distribution;</li> <li>• Awareness of communication processes in the sphere of health care;</li> <li>• Engagement of personal connections to reach staff of higher institutions;</li> <li>• Assertiveness in overcoming processual communication issues.</li> <li>• Donor stewardship applied (gratitude letters)</li> </ul>	<ul style="list-style-type: none"> <li>• No attempts to reach out the institution that did not reply in other ways;</li> <li>• Lack of pre-campaign research on requirements for donation and shipment of controlled substances.</li> </ul>

### 4.2.3 Media advocacy addressed at John Deere corporation

Figure 6: Media advocacy communication campaign Action Map: John Deere corporation



**Motivation behind the communication campaign.** As a full-time development engineer at John Deere, USEI President, similar to USEI treasurer, decided to launch a public communication campaign in the field of his occupation (Interviewee 3). Considering the fact that John Deere corporation has about 75,000 employees worldwide and is one of the main employers in Iowa, that was a right decision. Also, to the media advocacy addressing health care institutions, this communication campaign is driven by the theory of diffusion through social networks by Moreno (1930) as the USEI executive relies on his personal work networks for message distribution.

**Target audience & message design.** Initially, USEI President had an idea to reach out to corporations' CEO and top management to raise their awareness about the political situation in Ukraine. After the consultation with his supervisor, this idea was declined: "My supervisor was very conservative about this. He was trying to explain me that we cannot bring anything war- and politics-related because company policies prohibit this" (Interviewee 3). This situation reflects Filipczykova's statement (2016, p. 36) that large corporations follow CSR principles and may avoid "unsafe topics." The issue of an armed conflict is quite a controversial topic; that might have been the reason for the supervisor's caution. As an alternative, the USEI President raised an idea of distributing a message in corporation's intranet network which is designed as a social media platform for John Deere's staff to share news about their lives and thus get connected (Interviewee 3). So, at this point, the campaign's type would be individual behavior change campaign. This idea was approved by the supervisor with the exception of the message to be revised by him personally (Interviewee 3). The executive shares:

I was a little bit mad because I didn't get a chance to tell everything I wanted to say. But still, I have written a polite message asking for help and support, to bring attention to the issue that the war in Ukraine started. The next day I saw around 16,000 views of my message (Interviewee 3). The feedback from John Deere staff was almost instant, the interviewee shares. However, the main achievement of message distribution through John Deere's intranet system was that it reached corporation's vice-president of John Deere's World Construction and Forestry division (Interviewee 3).

Coming back to Tasente's reflections on the role of new media technologies in contemporary public communication campaigning (2017), this case illustrates the power of new media technologies to increase the reach of a campaign (the interviewee's message counted 34,000 views a couple of weeks later) and ability to help reach out the right people.

**Switch from individual behavior change to media advocacy campaign.** According to the interviewee, he discovered that the person who reacted to his message was John Deere's high management executive much later. It happened only when the online meeting with the vice-president was scheduled (Interviewee 3). Having shared with him a personal story and a variety of interactive files that demonstrated the situation happening in Ukraine, USEI executive has gained vice-president's trust, and as a result, the latter advocated for the interviewee's request to mobilize support for Ukraine to World Agriculture department president and gave the interviewee permission to reach out to him (Interviewee 3). This way, the message that USEI executive distributed in the intranet system of John Deere helped him to partially achieve his primary goal, to reach out to John Deere's influential people.

Thanks to the persuasion strategy similar to the one in the media advocacy campaign whose target was Iowa's government, USEI executive managed to persuade the president of John Deere's World Agriculture to mobilize support for Ukraine, and the first inner-company fundraiser was launched by John Deere Foundation two days after the online meeting with the president took place (Interviewee 3). The feature of the fundraiser's message was personal story of USEI executive (Interviewee 3).

**Effects and effectiveness.** The outcome of the first fundraiser is said to be \$200,000 raised within John Deere corporation and donated to international charity organizations such as UNICEF, Red Cross, and others. Having raised the topic of John Deere's policy concerning politics-related matters, Interviewee 3 shares the following:

John Deere states that they are the most ethical company in United States. They have received many awards in the field. Based on that, I was relying on the fact that they are ethical company and if they're ethical, they need to show it with actions. Of course they want to help people, and they do help people. It's not the only case when they helped communities here or in other countries. They help, but they are completely against helping military formations and army. They prefer helping refugees. So, all the money from those fundraisers were directed to refugee help.

With the idea to help organizations originally established in Ukraine (for funds to be used without the involvement of international parties), USEI executive approached John Deere's World Agriculture president for the second time, and, as a result, the second inner-company fundraiser was launched (Interviewee 3). The interviewee shares: "It did not collect that much money because it was launched a couple months later, and people's interest and awareness of the problem went down. But we still collected about \$30,000." Additionally, USEI executive introduced a list of Ukraine-based charity organizations

where funds were donated subsequently. However, again, those related to military services directly were avoided (Interviewee 3).

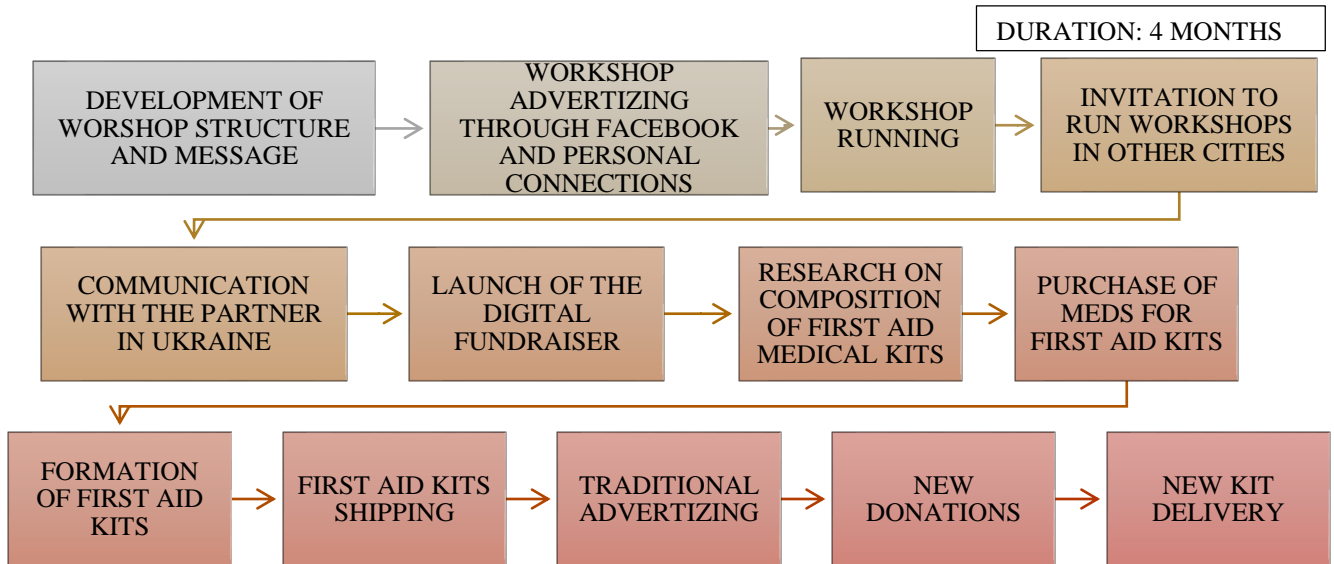
Strengths & weaknesses of this media advocacy campaign are listed in Table 6.

Table 6: Strengths and weaknesses of media advocacy campaign addressed at John Deere corporation.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Appropriate timing for message distribution</li> <li>• Strong message design (channel variable and arguments)</li> <li>• Strong persuasion strategy in terms of communication with management leaders</li> <li>• Cooperation with John Deere Foundation to develop fundraiser message design</li> </ul>	<ul style="list-style-type: none"> <li>• Absence of in-time research about the position of John Deere vice-president;</li> <li>• Attempts to go against corporation’s policies in terms of donation processing (reference to the list of Ukraine-based charities that work to supply military troops)</li> </ul>

#### 4.2.4 Entertainment-education communication campaign: pysanka workshops

Figure 7: Entertainment-education communication campaign Action Map: pysanka workshops



**Motivation behind campaign implementation.** The idea to run the entertainment-education communication campaign was initiated by USEI secretary during the Easter season of 2022. As mentioned in the previous subchapter (4.1), the executive had been influenced by the events taking place in Ukraine. In particular, the death of a friend who served in Ukrainian military affected her, and also, she had gotten inspired by the publication of one fellow Ukrainian, a volunteer, she knew personally:

She's the major of the village I come from, and she knows people... [mayor's name] knows what she's doing. She has so many different projects running on. She has a broad network of friends

around the world, and all of us are part of her big system. At first, actually, I asked [name of the mayor] how I could help the kids. I felt so bad for those little ones who lost their homes. But she said that they have way too much support for children and that they need aid for soldiers (Interviewee 2).

Having considered how she could gather donations, USEI secretary came up with the idea to connect a fundraiser with the hobby she had had for decades; this is the art of Easter egg decoration which the executive inherited in childhood from her grandmother (Interviewee 2).

**Development of the communication campaign message design.** Public communication campaign scholars such as Rice and Atkin (2009), Singhal and colleagues (2014) consider that adding an entertainment part to campaign message design is a highly effective strategy to make campaigns engaging and, therefore, successful. The main feature of entertainment-education campaigns is incorporation of an educational message into popular entertainment content. The case of the communication campaign initiated by USEI secretary illustrates this theory in progress as the executive incorporated a war-related message into the plot of Easter-egg decoration workshops.

Due to the fact that the executive had experience of hosting friendly gatherings devoted to Easter egg decoration in the US before, development of the workshop structure did not make big of a problem (Interviewee 2). The executive had necessary art tools required for workshops, and the venue was decided to be the house of the executive (Interviewee 2). According to the interviewee, she did not expect that the demand of such workshops would be so high:

See, when I first moved to the States, I started having such lessons every Easter every year. I had people at my house to just decorate Easter eggs together. I have been doing it in the States for 20 years now. But I never had it as a workshop. It was just a party for friends and family. So I felt very confident that I could do a good job, because I have taught a lot of people and I knew people liked it. I just didn't know that it would be so very popular because people wanted to help Ukraine. Oh, it's a fun art! Also, it's right before Easter, and so many people were interested.

With only one advertisement on Facebook platform, the message of which was “Learn the art of Easter egg decoration and help me raise money for Ukraine,” the executive managed to run 11 independent workshops at her household and in houses of friends in cities of Iowa, Illinois, and Wisconsin states.

By asking workshop participants to share about Easter traditions of their cultures and incorporating her personal story into the campaign message design, the executive managed to make workshop environment more intimate, and, accordingly, the engagement in them arose:

I started every workshop with asking everybody to introduce themselves and tell about their favorite Easter tradition [from the country of participant's origin] ... After they told me their Easter traditions, I told them my childhood story, and my story was very different. It made a lot of people get emotional at the workshop because I shared that we couldn't celebrate Easter in the Soviet

Union. We had to hide. And my grandma was teaching me with closed curtains because everybody was afraid. The tradition was dying, but my family managed to keep it alive... I think it was just like a miracle because a lot of people who learned wanted to do it again. Some even said “Maybe we can help teach.” (Interviewee 2).

Campaign’s success was obvious when the executive started receiving invitations from friends to host workshops in other cities as the latter wanted to popularize the initiative within their social circle (Interviewee 2). Again, this situation illustrates the theory of diffusion through social networks by Moreno (1930), which stresses of efficacy of social networks involvement in distribution of campaign message. The executive shares that distribution of the campaign message by personal connection resulted in another pleasant outcome: “Friends of my friends started asking how to donate without attending the workshops. So we ended up raising \$8,000 after those 11 workshops” (Interviewee 2).

**Target audience.** The main features of workshops target audience are the following: (1) gender – mainly women, (2) age – seniors, working class, pupils, (3) origin – Mexican, Brazilian, Ukrainian, and American communities, (4) relationship – mainly friends and their connections (Interviewee 2).

**The matter of approaching churches.** The executive shared about an attempt to contact a local church to organize a partnership workshop there. However, as she said, this was not successful:

They didn't get back to me. I told them what I would like to do, and that I'm very involved in our church. We go there every Sunday. We sent our kids to Catholic preschool there. But I probably reached out to the wrong people. I thought they would be up for providing me space to have a workshop because every Sunday they pray for Ukraine, and they did some donations too... but the lady said “Oh, I don't know if we would do that.” Maybe, she was a wrong person to contact, and I didn't try again (Interviewee 2).

Interviewee 1 had a similar experience with another church:

I had approached a church the aunt of my husband goes to. She reached out to her pastor and pastor said “Yes, I am going to email her.” And he never did. Also, one more person recommended to go to their church. I left a message at that church, and luckily they got back to me. But they said that they already had three people in their church who are in Ukraine, and they send the aid to Ukraine through them. Also, they mentioned that they prefer to support only church-member initiatives. It was also about the dinner. Interesting too, I was not asking for donations, I was asking for a location where we could host a dinner so that it would be legal.

In turn, Interviewee 3 shared about his success to reach out to one church in the town of Maquoketa thanks to efforts of his connections who are conservative Catholics. A personal meeting was arranged with two board members of the church who raised an idea of donating a very reasonable sum of money for the purchase of generators and other supplies (the meeting took place after the sequence of attacks at Ukraine power stations, which resulted in country-level energy crisis). However, as Interviewee 3 shares, the directors kept postponing the plan, so no action was taken.

This way, experience of USEI executives shows that approaching churches in the United States is a highly sensitive matter. This master thesis lacks evidence for providing relevant suggestions on how the issue could be resolved, and so it recommends to conduct additional research in the field.

**Digital fundraiser.** Having observed that the interest in workshops started decreasing after the Easter season, the executive and her family made a decision to launch a digital fundraiser to keep the interest in the issue and continue raising funds (Interviewee 2). Executive's daughter, a high school student, became its feature (see news releases on two TV channels by Webster & Cerna, 2022; Sierk, 2022). The Interviewee 2 shares about the process as follows:

So, [daughter's name] wanted to put together first aid medical kits. She got very excited as a future medical student. So, she and my husband did all the research on what to put there, where to buy the cheapest quality materials, and what is needed in general. To do that, we were communicating with the military people in the States. We have friends and family who are doctors here. Also, [mayor of the village] helped us by giving a list of things they needed in the Military Hospital in Lviv. Also, she gave us contacts of people in Poland who helped us deliver the kits.

As the executive says, the reason for fundraiser's success was the following:

To be completely honest with you, it was mostly family who donated funds. She [daughter] managed to raise \$11,000. That's a lot, but it was mostly from the family here in the States. They were donating not a hundred dollars, they were donating a thousand or \$1500, \$2,000. We still consider it very successful. It's always like that in smaller fundraisers... your family donates the most (Interviewee 2).

However, the family was said to be not the only cluster of donors. Advertising of workshops and a fundraiser involved many people whom the executive's family did not know personally. As Interviewee 2 says, advertising involved such stakeholders as daughter's school where an article was published in the school newspaper, volleyball community (executive's daughter is a professional volleyball player) which shared about the project within their personal networks, and Iowa state community which watched the two TV news releases. TV channels were contacted through personal connections who had experience of giving interviews for the channels in the past. As a result, another \$14,000 were raised, and more than 200 first aid kits were created. The latter were delivered in a few attempts depending on the quantity of kits formed at different point of time (Interviewee 2).

**Obstacles in digital fundraising.** According to Interviewee 2, the disadvantages of digital fundraising are (1) strict topic-related policies of some online fundraising companies (e.g. GoFundMe service denied fundraiser request due to the reference to war in the topic) and (2) the risk of fundraising software system to be hacked. The experience of the fundraiser hacking caused problems for personal business of the executive and created obstacles for the donations retrieval from the fundraising system:

All of a sudden we started getting the donations of \$1 each. Hundreds of them. And we were like 'What on earth?' So, that company, money processing company [Fundly]... We used the same one



that I use for my business because I had an account there... they told us that the best way to fix the issue is to refund all those one dollar donations. They were convinced that somebody was using the stolen credit cards and they were testing whether those were active. And we, basically, were the target of this attack. So we returned all the money because it's a huge money processing company, and transactions there are automatic, they told us to do that. And, just the most ridiculous thing in my life!!! After that they told us that we can't do business with them anymore. After we returned the money, they told us my business account had too many suings, and as a rule, they have to stop working with such clients. So, we couldn't get \$2000 from the system up until two weeks ago. (Interviewee 2).

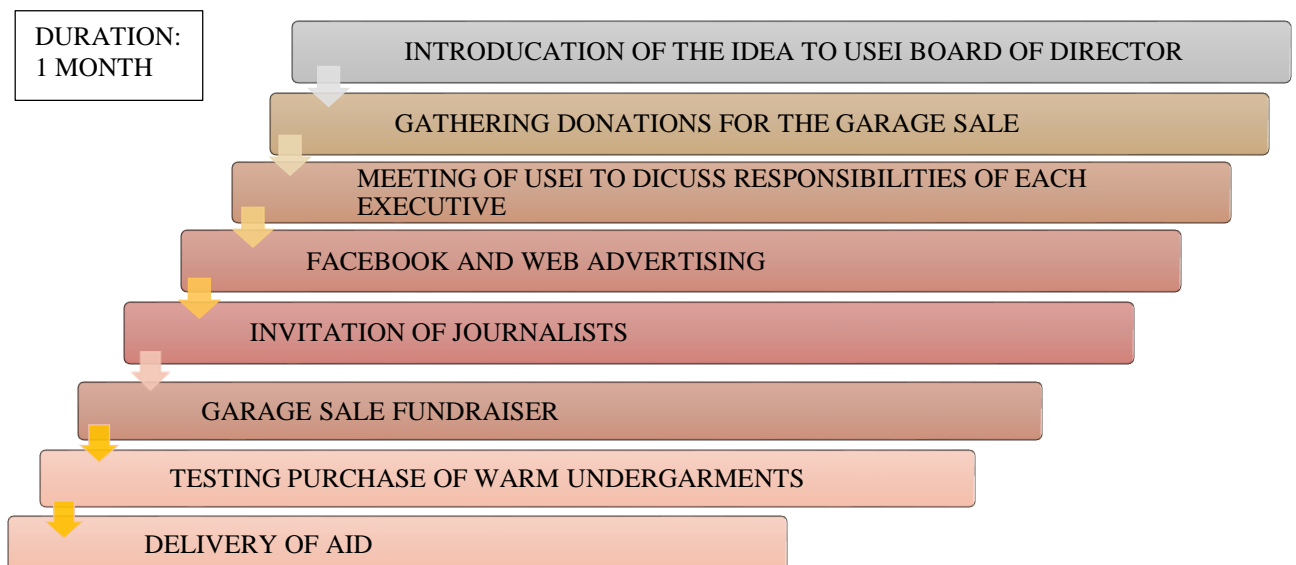
Strengths & weaknesses of this public communication campaign are listed in Table 7.

Table 7: strengths and weaknesses of the entertainment-education communication campaign: pysanka workshops

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Appropriate timing</li> <li>• Strong message design</li> <li>• Incorporation of entertainment into campaign design</li> <li>• The usage of traditional media and personal networks in campaign advertising</li> <li>• Donor stewardship application (individual gratitude letters for each donor)</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of assertiveness in reaching out the church</li> <li>• Poor research about the online fundraising system before the launch of the online fundraiser</li> <li>• Possible miscommunication with the technical support of Fundly</li> </ul>

#### 4.2.5 Garage sale fundraising campaign

Figure 8: Individual behavior change campaign: garage sale



**Campaign's purpose and format.** Garage sale fundraising campaign was initiated by USEI executives as a reaction to the decreased interest in the matter of the Russo-Ukrainian war in the Iowa's public in autumn of 2022, says the Interviewee 3:

It always is difficult to get something from somebody for free. At that moment it was the most relevant format for the fundraiser. Half a year passed since the war started. It started getting difficult to simply ask for money or any other humanitarian help. Usually people driven by emotions give the most at the beginning, but then the interest decreases. However, it does not mean that there are no people who want to help.

Having received a call from the Ukraine partners that warm undergarments for soldiers were in need, the idea to implement a garage sale fundraiser suggested by USEI treasurer was sympathized by other board members. Important too, garage sales are practiced by American society for decades, and the interest in it never decreases (Interviewee 1). So, three executives started spreading the message about the future garage sale fundraiser in support of Ukraine, and many donors (mainly friends and colleagues of executives) reacted to it positively. Here is another example of the theory of diffusion through social networks by Moreno (1930).

**Target audience.** The target audience of the campaign was the public of Davenport city which was interested in shopping at garage sales; those were usually families with children, pupils, college students, and seniors (based on conducted participant observation, Oct. 5-6). The Interviewee 2 shares that USEI managed to adapt the goods that were gathered for the garage sale to the right clientele. Because the garage sale fundraiser took place at the property of an American woman, who lives in the area of an average income level society of Davenport city, second hand items that were introduced were of interest to the public of the chosen area: "If we did it in Bettendorf [initially the fundraiser was expected to be implemented there], we would not sell half of all that stuff [because people of higher income level live there]" (Interviewee 2).

**Advertising.** Advertising of the fundraiser was implemented in four ways: (1) the executives shared the request about goods needed for the garage sale fundraiser in their official Facebook group and within the close circle of friends and colleagues by means of one-on-one conversation or Facebook timeline; (2) Facebook event was created and shared in Facebook marketplace (paid promotion) and about 10 Facebook groups of Iowa (e.g. Quad Cities area fun events, Dubuque and TRI-state area news and exchange, Davenport stuff for sale, etc.) and requests to advertise the event were sent to web pages allevents.in and goallevent.com, (3) advertising of the garage sale was made orally by the host of the fundraiser at her coffee shop during the 2 days the event took place, (4) garage sale signs were placed around the city during the two days fundraiser took place.

**Outcomes.** As a result, about 250-300 individuals participated the garage sale fundraising during the two days, and about \$2000 was raised. The participant observation (Oct. 5-6) allowed to identify that about 50% participants visited the sale thanks to the advertising of the event's by the venue's host at the coffee shop, about 30% participants came as a result of Facebook advertising (paid advertising's reach ≈3500 views), and about 20% participants came following street signs. Also, one of the two journalists invited by USEI treasurer came and a news release about USEI organization and their implemented garage sale fundraiser was broadcasted on TV a week after its implementation (see news release by Holderman, 2022).

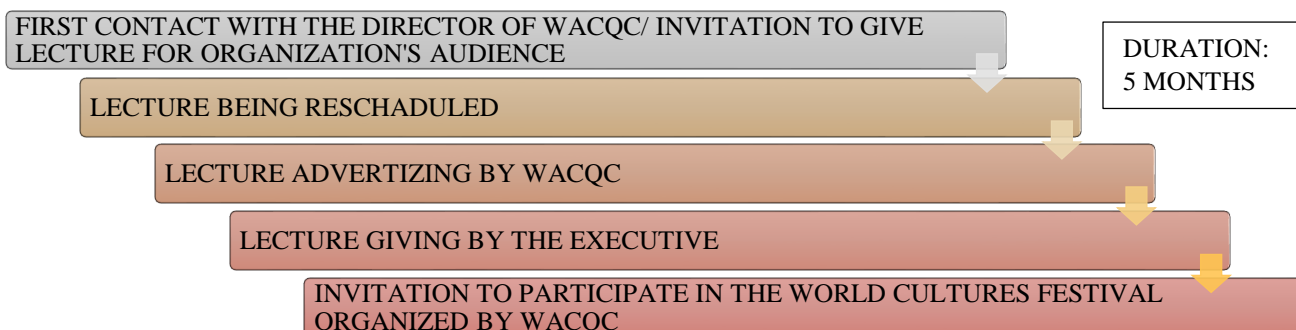
Two weeks after the fundraiser took place, the board of directors ordered 5 different sets of warm undergarments for the quality test (Interviewee 3). Once one set was approved by the three directors, a purchase of 40 undergarment sets was made, and those were shipped to two partner-organizations in Lviv and Kyiv (Interviewee 3).

Strengths & weaknesses of this public communication campaign are listed in Table 8.

Table 8: Strengths and weaknesses of individual behavior change campaign: garage sale

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Creative idea for the fundraiser</li> <li>• Involvement of personal social circle in gathering donations for the garage sale</li> <li>• Relevant clientele for suggested goods</li> <li>• Paid Facebook advertising</li> <li>• Performance of live Ukrainian music as an entertaining component</li> <li>• Donor stewardship through official Facebook group</li> </ul>	<ul style="list-style-type: none"> <li>• Advertising started 5 days before the event</li> <li>• Running late with garage sale set-up; as a result, multitasking between placing the goods and delivering campaign's message to the audience</li> <li>• Badly communicated responsibilities of each executive during fundraiser implementation</li> <li>• Different organizational strategies in launching the event which were not communicated appropriately</li> </ul>

#### 4.2.6 Educational campaign in partnership with World Affairs Council of the Quad Cities



**Motivation behind the campaign.** This educational campaign was initiated primarily by the director of WACQC, the organization that specializes in providing educational opportunities about world politics issues for the public in the Quad Cities (Interviewee 1, 5). Having discovered about the volunteering activity of USEI treasurer through the university colleague (who appears to be a partner of USEI treasurer's friend), WACQC director considered asking her to give a lecture for the audience of WACQC in Bettendorf Public Library:

It is January when we usually develop programs for the following year, and I know that it was February when we heard the news about the war in Ukraine. So, that topic is something that we have not touched for a long time. So, we were hoping to find a speaker. That was the right timing and the selling topic for that time, and so it became one of our top agenda dial (Interviewee 5).

**Message design.** The message design of this campaign was based on the story about personal experience of USEI executive to deliver humanitarian aid to Ukraine (evidence based on participant observation, Oct. 23). Also, the lecture involved a speech of another speaker invited by the executive who shared a personal story of living in Ukraine during the summer of 2022 and played a Ukrainian traditional instrument called the bandura at the end of the session. Combination of the two stories in one session helped the audience to observe two different points of view on the Russo-Ukrainian war and thus turned to be educative and engaging. Besides that, the executive distributed brochures which provided information on planned and implemented initiatives by USEI non-profit and a QR code which led to a digital fundraiser. According to WACQC director, a lecture based on the personal story is not the format the non-profit usually introduces to its audience; however, the feedback after the event inspired him and so the USEI executive received an invitation to cooperate in the World Cultures Festival, the major event hosted by WACQC every year (Interviewee 5).

**Target audience.** The issue of this campaign was the fact that both USEI executive and the invited speaker were not aware of the audience they would be giving a lecture to (Interviewee 1). The latter appeared to be college students ( $\approx 40\%$ ), working class individuals ( $\approx 40\%$ ) and seniors ( $\approx 20\%$ ). The audience total was about 35 individuals. However, due to the fact that the executive was requested to give a lecture in a format of a personal story, this was not much of a problem: "My presentation would be the same in any case," the Interviewee 1 shares.

**Advertising.** The party responsible for the event advertising was WACQC. According to the director of the organization, the media channels were the Quad Cities public radio, local TV news channel, and Facebook advertising. Besides, the WACQC counts more than 400 members so advertising through the diffusion through social networks was employed too (Interviewee 5).

**Real life lecture & online lecture.** According to Interviewee 1, the date for the lecture to take place was rescheduled from June to October due to the journey of the treasurer to Ukraine with the mission to deliver humanitarian aid to the children hospital. Looking for the solution, USEI executive suggested the format of an online lecture in order not to change originally established timing. However, the WACQC took responsibility for the event re-advertising so that the lecture would be given live:

Honestly, after everything happened, I was glad that it was a live lecture. I had a chance to pass along the energy to the participants, inspire them. I was not just another picture in their phones (Interviewee 1)

Strengths & weaknesses of this public communication campaign are listed in Table 9.

Table 9: Strengths and weaknesses of educational communication campaign: lecture for WACQC

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Message design based on personal story</li> <li>• Two speakers</li> <li>• Live meeting</li> <li>• Distribution of brochures (two donations were received in the digital fundraiser afterwards)</li> <li>• Engagement with the live music</li> </ul>	<ul style="list-style-type: none"> <li>• Exceeding presentation’s time limit (the library was about to close so much less time was left for question-answer)</li> <li>• Technical issues (bad lighting in the room, and slide pictures could not be seen properly)</li> <li>• Absence of personal contact information in the brochures, too tiny font</li> </ul>

#### 4.3 General tendencies in USEI public campaigning

USEI has a strong portfolio of successfully implemented war-related communication campaigns. This portfolio can be used by existing humanitarian organizations as an example of communication campaign ideas to be launched. To sum up, the communication campaign strategy of USEI non-profit can be characterized as follows:

- **Individually processed campaign message design.**

As a newly established non-profit, its strategy is based on the principle “if you have an idea, you are responsible for its implementation” (Interviewee 3). Basically, campaign idea development and message designing are responsibilities of one individual, campaign’s leader; the two other organization’s executives are helpful in technical processes. Presence of this tendency in non-profit’s strategy has exists due to (1) the small team operating organization’s processes and (2) lack of time for the establishment of proper communication strategy by the NGO. This tendency, on the one hand, has an advantage as one person controls all communication processes and thus decision-making regarding campaign

development occurs quickly and naturally; yet, from the other hand, this deprives communication campaigns from improvement.

- **Main occupation as a field for campaign running.** Two of the three executives launched communication campaigns on the level of their professional occupation, which illustrates the principles of diffusion through social networks by Moreno (1930). In case of USEI, its executives appear to be both campaign idea developers and the intermediary for campaign message distribution at their workplaces. This way, new stakeholders are involved in communication campaigning.
- **Strong presence of storytelling.** Each war-related communication campaign of USEI heavily relies on the feature of storytelling incorporation in campaign message design. The analysis shows that effectiveness of storytelling effectiveness increases when an entertainment feature is incorporated into message design (usually a unique activity representing the culture of Ukraine).
- **“It’s all about who you know” (Duong, 2017) principle** in reaching out to new stakeholders. Following this strategy is considered an appropriate normative way to involve new stakeholders into the non-profits in the USA. Such is country’s “reality of sociocultural situation” (Rice and Atkin, 2009).
- **Symmetrical communication process with donors.** Each USEI executive demonstrates application of Dervin and Frenette’s theory to “communicate communicatively” (2001) in approaching campaign stakeholders. Requesting to provide relevant contacts to reach out news stakeholders and asking questions on how to improve campaign’s message design for those stakeholders to reply signal of incorporation of this theory in USEI practice.
- **Donor stewardship.** In most cases, USEI executives apply principles of donor stewardship once the campaign is finished in order to stay in touch with donors and stakeholders. At this moment, the donor stewardship plan involves personal gratitude letters to donors, distribution of information about implemented projects in organization’s official Facebook page, and expression of gratitude personally.
- **Reliance on existing examples of communication campaigning.** During the participant observation process, the three interviewees admitted that they “have not invented anything new.” Each director tends to rely on examples in the market of public campaigning and fundraising that have been introduced by other individuals, communities or organizations in the US. Relying on other examples, they personalize their own campaigns with the help of storytelling and incorporation of Ukrainian culture in them.
- **The problem of campaign evaluation application.** Only one of the three interviewees seemed to apply principles of campaign evaluation for public campaign optimization in the future. Because the USEI executives are not familiar with scientific principles of public campaigning, their understanding of campaign effects and effectiveness was very limited.

## CONCLUSION

Launched soon after the beginning of the Russo-Ukrainian War in 2022, USEI is the organization that illustrates how a community of former residents of Ukraine has adapted to the tremendous events taking place in the country of their origin. Registration of the non-profit charitable organization the main purpose of which is running communication projects, raising awareness of local public and mobilization of help for Ukraine is the adaptive outcome of the community to the shocking event.

The empirical results of this research show that the group of USEI executives managed to naturally acquire expertise in public communication campaigning in the context of war and achieved significant results in resource mobilization for Ukrainians in need. The main strategies and tactics USEI executives applied in their experience are: (1) development of the campaign message design by a representative with relevant experience or expertise in a single professional field which becomes the arena for campaign implementation, (2) strong presence of storytelling in campaign message design, (3) application of theory of diffusion through social networks as a way to deal with American normative tradition of connections enriching, (4) incorporation of symmetrical communication for conducting pre-campaign research, (5) application of donor stewardship practices to keep relationships with donors and stakeholders ongoing (e.g. acknowledgement, reporting, and ongoing engagement), and (6) personalization of communication campaigns with the help of incorporation of Ukraine-related engagement activities such as music and traditional practices.

The main difficulties faced by USEI during campaign implementations can be grouped into the following categories: (1) persuasion difficulties (as in case with churches and John Deere Foundation to allocate funds for Ukraine-based non-profits helping military structures), (2) technical campaign implementation difficulties (such as lighting problems during presentation delivery, digital fundraiser hacking, late set-up of garage sale), (3) communicative (bad communication of responsibilities in between executives in the case of the garage sale fundraiser, miscommunication with the support of Fundly), (4) processual (late advertising of garage sale event).

Theoretical frameworks such as Tasente's fourth stage of public campaigning, and theory of "decentralized" campaigning (2020), diffusion through social networks theory by J. Moreno (1930), Dearing's theory of social change (2001), theories by Dozier et. al. (2001), Dervin and Frennette (2001), and Bracht (2001) that media advocacy campaigns are tied with much broader community action, and Mental Map matrix theory by Dijkzeul and Moke (2005) facilitate this research providing theoretical concepts that explain certain communication phenomena in public communication campaigning that addresses war-related issues.

**Limitations** of this research lie in the fact that participant observation of war-related public campaigning took place seven months after the Russo-Ukrainian war (2022) began and majority of public communication campaigns by USEI executive had been implemented by then. The thing is that participant observation method requires a set of field notes to be developed and they should be chronological, detailed, and supplemented by visual records such as photographs, films, and videos. This allows the observer to spot and register differences that happen through the process. Due to the reason that participant observation of USEI non-profit was relatively short, the research provides mainly single opinions of the three executives about their experience of war-related campaign running and does not introduce other point of view on implemented communication projects.

**Recommendations for further research.** This master thesis provides a discussion only on those war-related public communication campaigns by USEI which took place soon after the breakout of the war in Ukraine. The event was shocking enough for the entire world, and reaction to it was prompt in almost all spheres of life. However, as a mental process, reaction to war involves phases that change each other throughout the time. Prolonged participant observation of the experience of the humanitarian organization could provide suggestions on how war-related public campaigning is approached when the interest in the issue decreases and more efforts are required for support mobilization. Therefore, this research recommends to conduct an additional comparative study which would involve participant observation of longer term.

Another recommendation for further research in the field is conducting individual studies on both media advocacy and individual behavior change campaigns to deepen the scientific knowledge about the processual technicalities of each campaign type. This master thesis has a wide scope of material under the study, and some findings may be quite generalized in relation to each campaign type due to the thesis volume limit.

The final recommendation for further research is to conduct study in the field of war-related communication campaigning the main target audience of which is churches. The evidence provided for this master thesis by USEI executives is quite inconsistent in terms of feedback from different churches. As the American church is a major international volunteer in the market of humanitarian aid mobilization, the research in its direction could provide valuable knowledge on how this authority could be approached so that public communication campaigns achieve their objectives.



## LIST OF REFERENCES

- Adams, P. (2022). Shock and horror after Russia's wave of strikes across Ukraine. *BBC News*. Retrieved from <https://www.bbc.com/news/world-europe-63199721.amp?fbclid=IwAR3ZN5IJtYKwXzaLOaBN3oshpOR-e87uwGN8SIRUbnMHj9irtHsBN0aJISM>
- Ajzen, I., & Fishbein, M. (1980). *Understanding attitudes and predicting social behavior*. Englewood Cliffs, NJ: Prentice-Hall.
- Almlund, P., Andersen, N.B., Halkier, B., & Schroder, K. C. (2020). Public communication campaigns as mundane category. *MedieKultur: Journal of Media and Communication Research*, 68, 66-87.
- Atkin, C. K. (2001). Theory and principles of media health campaigns. In R. E. Rice & C. K. Atkin (Eds.), *Public Communication Campaigns* (third edition), pp. 49–68. Thousand Oaks, CA: Sage Publications.
- Atkin, C. K., & Freimuth, V. (2001). Formative evaluation research in campaign design. In R. E. Rice & C. K. Atkin (Eds.), *Public communication campaigns* (3<sup>rd</sup> ed.), pp. 125–145. Thousand Oaks, CA: Sage.
- Bandura, A. (1977a). Self-efficacy: Toward a unifying theory of behavioral change. *Psychological Review*, 84(2), 191–215.
- Bandura, A. (1977b). *Social learning theory*. Englewood Cliffs, NJ: Prentice-Hall.
- Baxter, L. A. & Babbie, E. (2004). *The basics of communication research*. Toronto: Wadsworth, a division of ThomsonLearning, Inc.
- Berkowitz, D., & Turnmire, K. (1994). Community relations and issues management: An issue orientation approach to segmenting publics. *Journal of Public Relations Research*, 6(2), 105–123. doi:10.1207/s1532754xjpr0602\_02
- Blumler, J., Kavanagh, D. (1999). The third age of political communication: Influences and featured. *Political Communication*, 16(3). London: Routledge
- Bracht, N. (2001). Community partnership strategies in health campaigns. In R. E. Rice & C.K. Atkin (Eds.), *Public communication campaigns* (3<sup>rd</sup> ed.). Thousand Oaks: Sage Publications.
- Campaign. In C. McIntosh (Ed.). *Cambridge Advanced Learner's Dictionary*. Retrieved from <https://dictionary.cambridge.org/dictionary/english/campaign>
- Capella, J. N. (2003). Editor's introduction: Theoretical approaches to communication campaigns. *Communication Theory*, 13(2), 160-163. doi:10.1111/j.1468-2885.2003.tb00286.x
- Cheng, A. (2022). How 50 days of Russia's war in Ukraine changed the world. *The Washington Post*. Retrieved from <https://www.washingtonpost.com/world/2022/04/14/russia-ukraine-war-50-days-economy-sanctions-refugees/?fbclid=IwAR3lmVpHRA0m0sowQlvCEBb3ls3FHrMpOAzgLWa61atPa3ZPfd4AErcMOG4>

- Cho, M. & Kelly, K.S. (2013). Corporate donor–charitable organization partners: A coorientation study of relationship types. *Nonprofit and Voluntary Sector Quarterly*, 43(4), 693-715. doi:10.1177/0899764013480566
- Clarke, M. (2002). Achieving behaviour change: Three generations of HIV/AIDS programming and jargon in Thailand. *Development in Practice*, 12(5), 625-636. doi:10.1080/0961452022000017632
- Coffman, J. (2002). *Public communication campaign evaluation: An environmental scan of challenges, criticisms, practice, and opportunities*. Harvard Family Research Project. Retrieved from <https://www.dors.it/documentazione/testo/200905/Public%20Communication%20Campaign%20Evaluation.pdf>
- Cox, R. (2013). *Environmental communication and the public sphere* (3<sup>rd</sup> ed.). London: Sage Publications.
- Crano, W. D., & Burgoon, M. (Eds.). (2002). *Mass media and drug prevention: Classic and contemporary theories and research*. Mahwah, NJ: Lawrence Erlbaum Associates Publishers.
- Creedon, P., & Al-Khaja, M. (2005). Public relations and globalization: Building a case for cultural competency in public relations education. *Public Relations Review*, 31(3), 344– 354. doi:10.1016/j.pubrev.2005.05.021
- Dado, N. & Garner, G. (2022). Celebrities and world leaders stand up for Ukraine with global citizen social media rally. *People*. Retrieved from <https://people.com/politics/global-citizen-stand-up-for-ukraine-social-media-rally-video/>
- Dearing, J. W. (2001). The cumulative community response to AIDS in San Francisco. In R. E. Rice & C. K. Atkin (Eds.), *Public communication campaigns* (3<sup>rd</sup> ed.), pp. 305–308. Thousand Oaks, CA: Sage Publications.
- Denton, R.E., Trent, J.S., and Friedenber, R.V. (2019). *Political campaign communication: Principles and practices* (9<sup>th</sup> ed.). London: Rowman & Littlefield
- Dervin, B., & Frenette, M. (2001). Applying sense-making methodology: Communicating communicatively with audiences as listeners, learners, teachers, confidantes. In R. E. Rice & C. K. Atkin (Eds.), *Public communication campaigns* (3<sup>rd</sup> ed.). Thousand Oaks, CA: Sage Publications.
- Dijkzeul, D. & Moke, M. (2005). Public communication strategies of international humanitarian organizations. *International Review of the Red Cross*, 87(860), 673-691.
- Dmitriou, G. (2012). Winning the story war: Strategic communication and the conflict in Afghanistan. *Public Relations Review*, 38(2), 195–207. doi:10.1016/J.PUBREV.2011.11.011
- Dozier, D., Grunig, L., & Grunig, J. (2001). Public relations as communication campaign. In R. E. Rice & C. K. Atkin (Eds.), *Public communication campaigns* (3<sup>rd</sup> ed.). Thousand Oaks, CA: Sage Publications.
- Dungan-Seaver, D. (1999). *Mass media initiatives and children’s issues: An analysis of research and recent experiences relevant to potential philanthropic funders*. Minneapolis, MN: McKnight Foundation.

- Duong, H. T. (2017) Fourth generation NGOs: Communication strategies in social campaigning and resource mobilization. *Journal of Nonprofit & Public Sector Marketing*, 29(2), 119-147. doi:10.1080/10495142.2017.1293583
- Enli, G. & Moe, H. (2017). *Social media and election campaigns: Key tendencies and ways forward*. Abingdon: Routledge.
- Evans, W.D. (2016). Monitoring and evaluation research: Tools and evidence for understanding social marketing performance during and after implementation. *Social Marketing Research for Global Public Health: Methods and Technologies*, pp. 139-174. New York: Oxford University Press. doi:10.1093/acprof:oso/9780199757398.003.0006
- Ferguson, D.P. (2017). Non-governmental organization (NGO) communication. In R.L. Heath, W. Johansen, J. Falkheimer, K. Hallahan, J. Raupp & B. Stein (Eds.), *The International Encyclopedia of Strategic Communication*. Hoboken, NJ: Wiley Publishing. doi:10.1002/9781119010722
- Festinger, L. (1954). A Theory of social comparison processes. *Human Relations*, 7, 117–140.
- Filipczykova, H. (2016). Application of fundraising in Moravian-Silesian non-profit organizations. *Business Trends*, 6, Special Issue, 34-41.
- Flay, B., & Cook, T. (1989). Three models for summative evaluation of prevention campaigns with a mass media component. In R. E. Rice & C. Atkin (Eds.), *Public communication campaigns* (2<sup>nd</sup> ed.), pp. 175–196. Newbury Park, CA: Sage Publications.
- Flora, J. (2001). The Stanford community studies: campaigns to reduce cardiovascular disease. In R. E. Rice & C. K. Atkin (Eds.), *Public communication campaigns* (3<sup>rd</sup> ed.), pp. 193–213. Thousand Oaks, CA: Sage Publications.
- Fogarty, E. A. (2011). Nothing succeeds like access? NGO strategies towards multilateral institutions. *Journal of Civil Society*, 7(2), 207–227. doi:10.1080/17448689.2011.573670
- Fong, J. (2022). “Stay focused on helping people:” Camanche resident sends donations back to home county of Ukraine. *WQAD News*. Retrieved from <https://www.wqad.com/article/news/nation-world/ukraine/ukraine-war-camanche-woman/526-dbd1f4fd-d40a-4fb0-8989-65c488919b2e>
- Gruber-Miller, S. (2022). “Help is on the way to Ukraine,” Kim Reynolds says as helmets, vests are shipped overseas. *Des Moines Register*. Retrieved from <https://eu.desmoinesregister.com/story/news/politics/2022/03/30/iowa-donates-protective-helmets-vests-to-ukraine-stands-ready-accept-refugees-kim-reynolds-says/7196924001/>
- Grunig, J. & Grunig, L. (1989). Toward a theory of the public relations behavior of organizations: Review of a program of research. *Journal of Public Relations Research*, 1, 27-63. doi:10.1207/s1532754xjpr0101-4\_2
- Gutmann, N. (2003). Ethics in health communication interventions. In T.L. Thompson, R. Parrot, A. Dorsey, K. Miller (Eds). *The Routledge handbook of health communication* (1<sup>st</sup> ed.). New York: Routledge.
- Gužaitė – Kvintus, J. (2021). *Types of communication campaigns* [lecture presentation]. Vilnius University.

- Hamelink, C. (2007). The professionalization of political communication: Democracy at Stake?. *The Professionalization of Political Communication*, 3, 182.
- Hall, B. (1978). *Mtu ni Afya: Tanzania's health campaign*. Washington, DC: Academy for Educational Development.
- Henderson, O. K. (2022). Donated bulletproof vests and helmets from Iowa being shipped to Ukraine. *RadioIowa*. Retrieved from <https://www.radioiowa.com/2022/03/30/donated-bulletproof-vests-and-helmets-from-iowa-being-shipped-to-ukraine/>
- Henry, G. T., & Rivera, M. (1998). *Public information campaigns and changing behaviors*. New York: Association for Public Policy Analysis and Management [public meeting].
- Holbrook, T. M. (1996). *Do campaigns matter?* Thousand Oaks, CA: Sage Publications.
- Hornik, R. C. (Ed.). (2002). *Public health communication: Evidence for behavior change*. Mahwah, NJ: Erlbaum.
- House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.). (2004). *Culture, leadership, and organizations: The GLOBE study of 62 societies*. Thousand Oaks, California: Sage Publications.
- Kelly, K. S. (2000). Stewardship: The missing step in the public relations process. In R. L. Heath (Ed.), *Handbook of public relations*. Thousand Oaks, CA: Sage Publications.
- Kotler, P., & Andreasen, A. R. (1996). *Strategic marketing for non-profit organizations* (5<sup>th</sup> ed.). Upper Saddle River, NJ: Prentice Hall.
- Kotler, P., Roberto, N. & Lee, N. (2002) *Social marketing: Improving the quality of life* (2<sup>nd</sup> ed.). Thousand Oaks: Sage Publications.
- Kovacs, S. (2020). How to make a donor stewardship plan for your non-profit? *Freewill*. Retrieved from <https://resources.freewill.com/donor-stewardship-plan>
- Lange-Ionatamishvili, E. & Svetoka, S. (2015). Strategic communications and social media in the Russia Ukraine conflict. In K. Geers (Ed.), *Cyber war in perspective: Russian aggression against Ukraine*. Tallin: NATO CCD COE Publications.
- Lasswell, H. W. (1964). The structure and function of communication in society. In L. Bryson (Ed.), *Communication of Ideas*, pp. 37–51. New York: Cooper Square Publishers.
- Lauren, B. F., Chatterjee J.S., Chaudhuri S.T., Lapsansky, C., Bhanot, A. & Murphy, S.T. (2012). Conversation and compliance: Role of interpersonal discussion and social norms in public communication campaigns. *Journal of Health Communication*, 17(9), 1050-1067. doi:10.1080/10810730.2012.665426
- Ledvinová, J. (2013). *Jak na fundraising*. Prague: České Centrum Fundraisingu.
- Leverten, S. (2008). NGOs, the US, and APA. *American Psychological Association*. Retrieved from <https://www.apa.org/international/united-nations/publications>
- Lister, J. (2019). Three characteristics of public relations campaigns. *Chron*. Retrieved from <https://smallbusiness.chron.com/similarities-differences-between-advertising-public-relations-24637.html>

- Liu, W., Beacom, A., Sidhu, A. & Valente, T. (2017). Social network theory. In P. Rossier, C. A. Hoffner, L. van Zoonen (Eds.), *The International Encyclopedia of Media Effects*, pp. 1-12. Wiley. doi:10.1002/9781118783764.wbieme0092
- Lofland, J., Snow, D., Anderson, L., & Lofland, L. H. (2006). *Analyzing social settings: A guide to qualitative observation and analysis* (4th ed.). Belmont, CA: Thompson Wadsworth.
- Macalister-Smith, P. (1987). Non-governmental organizations and coordination of humanitarian assistance. *International Review of the Red Cross*, 27(260), 501-508. doi:10.1017/S0020860400023172
- Macleod, S. (2005). *PR in Europe*. Institute for Public Relations. Retrieved from <https://smackslide.com/slide/sandra-in-miami-institute-for-public-relations-xvf5jj>
- Manheim, J.B. (1993). The war of images: Strategic communication in the Gulf conflict. In S.A. Renshon (Ed.), *The political psychology of the Gulf war: Leaders, public, and the process of conflict*. Pittsburgh, London: University of Pittsburgh Press.
- Mathison, S. (1988). Why triangulation? *Education Researcher*, 17(2), 13–17. doi:10.3102/0013189X017002013
- McGuire, W. J. (1985). Attitudes and attitude change. In G. Lindzey & E. Aronson (Eds.), *Handbook of Social Psychology* (3<sup>rd</sup> ed.), 3, 233–346. New York: Random House.
- McGuire, W. J. (1989). Theoretical foundations of campaigns. In R. E. Rice & C. K. Atkin (Eds.), *Public communication campaigns* (2nd), pp. 43–65. Newbury Park, CA: Sage Publications.
- McGuire, W. (2001). Input and output variables currently promising for constructing persuasive communications. In R. E. Rice & C. K. Atkin (Eds.), *Public communication campaigns* (3<sup>rd</sup> ed.), pp. 22–48. Thousand Oaks, CA: Sage.
- Mercer, C. (2002). NGOs, civil society and democratization: A critical review of the literature. *Progress in Development Studies*, 2(1), 5–22. doi:10.1191/1464993402ps027ra
- Moreno, J. (1941). Foundation of sociometry: An introduction. *Sociometry*, 4(1), 15-35. American Sociological Association. <https://www.jstor.org/stable/2785363>
- Moser, S. & Dilling, L. (2012). Communicating climate change: Closing the science-action gap. *The Oxford Handbook of Climate Change and Society*. Retrieved from [https://www.researchgate.net/publication/281668545\\_Communicating\\_Climate\\_Change\\_Closing\\_the\\_Science-Action\\_Gap](https://www.researchgate.net/publication/281668545_Communicating_Climate_Change_Closing_the_Science-Action_Gap)
- Murphy, E. (2022). Iowa sends donated police gear to Ukraine. *Quad Cities Times*. Retrieved from [https://qctimes.com/news/state-and-regional/govt-and-politics/iowa-sends-donated-police-gear-to-ukraine/article\\_108d55e0-e5fa-5c3f-872f-9c9927f87fd6.html](https://qctimes.com/news/state-and-regional/govt-and-politics/iowa-sends-donated-police-gear-to-ukraine/article_108d55e0-e5fa-5c3f-872f-9c9927f87fd6.html)
- Nickerson, C. (2022). Elaboration likelihood model. *Simply Psychology*. Retrieved from <https://www.simplypsychology.org/elaboration-likelihood-model.html>
- Niederdeppe, J., Gollust, S. E., & Barry, C. L. (2014). Inoculation in competitive framing: Examining message effects on policy preferences. *Public Opinion Quarterly*, 78(3), 634–655. doi:10.1093/poq/nfu026
- Oliveira, E. (2017). *The instigatory theory of NGO communication: Strategic communication in civil society organizations*. Wiesbaden: Springer VS. doi:10.1007/978-3-658-26858-9

- Paisley, W. (2001). Public communication campaigns: The American experience. In R. E. Rice & C. K. Atkin (Eds.), *Public communication campaigns* (3<sup>rd</sup> ed.). Thousand Oaks, CA: Sage Publications.
- Petty, R. E., Brinol, P., Priester, J. R. (2009). Mass media attitude change: Implications of the elaboration likelihood model of persuasion. In R. E. Rice & C. K. Atkin (Eds.), *Public communication campaigns* (3<sup>rd</sup> ed.), pp. 125-164. Thousand Oaks, CA: Sage Publications.
- Petty, R. E., Briñol, P., & Tormala, Z. L. (2002). Thought confidence as a determinant of persuasion: The self-validation hypothesis. *Journal of Personality and Social Psychology*, 82, 722–741.
- Petty, R. E., & Wegener, D. T. (1999). The elaboration likelihood model: Current status and controversies. In S. Chaiken & Y. Trope (Eds.), *Dual process theories in social psychology*, pp. 41–72. New York: Guilford Press.
- Piotrow, P., & Kincaid, L. (2001). Strategic communication for international health programs. In R. E. Rice & C. K. Atkin (Eds.), *Public communication campaigns* (3<sup>rd</sup> ed.). Thousand Oaks, CA: Sage Publications.
- Potter, S. (2014). *Communication campaigns information guide series*. North Carolina Department of Health and Human Services. Retrieved from [https://files.nc.gov/ncdhhs/communication\\_campaign\\_guide\\_1-2014.pdf](https://files.nc.gov/ncdhhs/communication_campaign_guide_1-2014.pdf)
- Prochaska, J. O., & DiClemente, C. C. (1992). Stages of change in the modification of problem behaviors. In M. Hersen, R. Eisler, & P. M. Miller (Eds.), *Progress in behavior modification*. New York: Academic Press.
- Rice, R.E., & Atkin, C.K. (2009). Public communication campaigns: Theoretical principles and practical applications. In author of the book J.B. Bryant & M.B. Oliver, *Media effects: Advances in theory and research* (3<sup>rd</sup> ed.), pp. 436-468. Routledge.
- Rice, R. E., & Atkin, C. K. (Eds.) (2012). *Public communication campaigns* (4<sup>th</sup> ed.). Thousand Oaks: Sage Publications.
- Rice, R. E., & Foote, D. (2001). A systems-based evaluation planning model for health communication campaigns in developing countries. In R. E. Rice & C. K. Atkin (Eds.), *Public communication campaigns* (3<sup>rd</sup> ed.), pp. 146–167. Thousand Oaks, CA: Sage Publications.
- Rogers, E. & Storey, D. (1987). *Communication campaigns*. Thousand Oaks: Sage Publications.
- Rosso, H.A. (1993). *Achieving excellence in fund raising*. San Francisco, CA: Jossey-Bass.
- Salmon, C., & Atkin, C. (2003). Using media campaigns for health promotion. In T. L. Thompson, A. M. Dorsey, K. I. Miller, & R. Parrott (Eds.), *Handbook of health communication*, pp. 449–472. Mahwah, NJ: Erlbaum.
- Sangal, A., Wagner, M., Vogt, A., et. al. (2022). February 24, 2022 Russia – Ukraine news. CNN. Retrieved from [https://edition.cnn.com/europe/live-news/ukraine-russia-news-02-24-22-intl/index.html?fbclid=IwAR3-UnaQi3K\\_Fh48gpm4q0WLCZpZuZpOL6J3sOwrFcUI7P3Z9QsOvWCEG2Y](https://edition.cnn.com/europe/live-news/ukraine-russia-news-02-24-22-intl/index.html?fbclid=IwAR3-UnaQi3K_Fh48gpm4q0WLCZpZuZpOL6J3sOwrFcUI7P3Z9QsOvWCEG2Y)
- Schwartz, S. H. (1994). Beyond individualism/collectivism: New cultural dimensions of values. In U. Kim, H.C. Triandis, C. Kagitcibasi, S.C. Choi, G. Yoon (Eds.), *In individualism and collectivism: Theory, method, and applications*. Thousand Oaks, California: Sage Publications.

- Sen, S., Bhattacharya, C.B. & Korschun, D. (2006). The role of corporate social responsibility in strengthening multiple stakeholder relationships: A field experiment. *JAMS*, 34, 158–166. doi:10.1177/0092070305284978
- Shumate, M. & O'Connor, A. (2010). The symbiotic sustainability model: Conceptualizing NGO-corporate alliance communication. *Journal of Communication*, 60, 577-609. doi:10.1111/j.1460-2466.2010.01498.x
- Sierk, C. (2022). Russia-Ukraine War hits close to home for local family. *The Spartan Shield*. Retrieved from <https://spartanshield.org/32190/showcase/russia-ukraine-war-hits-close-to-home-for-local-family/>
- Singhal, A., Bouman, M.P.A., Lubjuhn S. & Reineremann J. (2014). Entertainment-education: storytelling for the greater, greener good. *International Journal of Sustainable Development*, 17(2), 176-191. Retrieved from [https://www.researchgate.net/publication/264812961\\_Entertainment-education\\_Storytelling\\_for\\_the\\_greater\\_greener\\_good](https://www.researchgate.net/publication/264812961_Entertainment-education_Storytelling_for_the_greater_greener_good)
- Slim, H. (1997). Relief agencies and moral standing in war: Principles of humanity, neutrality, impartiality and solidarity. *Development in Practice*, 4, 344-345.
- Spa, D. L., & Mure, L. T. L. (2003). The power of activism: Assessing the impact of NGOs on global business. *California Management Review*, 45(3), 78–101. doi:10.2307/41166177
- Stechova, M. & Hajek, R. (2015). Faithful confidants or fickle coat-changers? Audience's perceptions of celebrities in political campaigns before the first direct presidential election in the Czech Republic. *European Journal of Communication*, 30(3), 337-352. doi:10.1177/0267323115577308
- Takens, J., Atteveldt, W., Hoof, A., & Kleinnijenhuis, J. (2013). Media logic in election campaign coverage. *European Journal of Communication*, 28 (3), 277-293.
- Tasente, T. (2020). The 4 phases of evolution of political communication Systems: From the golden age of the parties to the golden age of the users. *Technium Social Sciences Journal*, 2, 76-83. doi:10.47577/tssj.v2i1.50
- Thomas, P. (1994). Participatory development communication: Philosophical premises. In S. A. White, K. S. Nair, & J. Ashcroft (Eds.), *Participatory communication*, pp. 49–59. New Delhi: Sage Publications.
- Tiffany, T. (2015). Russia's 21st century information war: Working to undermine and destabilize populations. *Defense Strategic Communication*, 1(1), 11-26.
- Together for Ukraine. (2022). AUGB Bradford Branch. Retrieved from <https://augbbradford.com/news/>
- Valente, T. (2001). Evaluating communication campaigns. In R. E. Rice & C. K. Atkin (Eds.), *Public communication campaigns* (3<sup>rd</sup> ed.), pp. 105–124. Thousand Oaks, CA: Sage Publications.
- Valente, T. (2002). *Evaluating health promotion programs*. New York: Oxford University Press.
- Vaughn, C. (2021). 5 advocacy examples to inspire action and motivate change. *Muster*. Retrieved from <https://www.muster.com/blog/advocacy-examples>
- Verma, N. (2020). Building a digital non-profit communication plan for the donor journey. *Callhub*. Retrieved from <https://callhub.io/nonprofit-communication/>

- Vestergaard A. (2013). Humanitarian appeal and the paradox of power. *Critical Discourse Studies*, 10(4), 444–467
- Wang, J. (2004). Culture and campaign communication: Toward a normative theory. *Intercultural Communication Studies*, 13(3), 70–78.
- Wallack, L., & Dorfman, L. (2001). Putting policy into health communication: The role of media advocacy. In R. E. Rice & C. K. Atkin (Eds.), *Public communication campaigns* (3<sup>rd</sup> ed.). Thousand Oaks, CA: Sage Publications.
- Waters, R.D. (2008). Applying relationship management theory to the fundraising process of individual donors. *Journal of Communication Management*, 12(1), 73-87. doi:10.1108/13632540810854244
- Webster, J. & Cerna A. (2022). Pleasant Valley student raising money for first-aid kits for Ukraine. *WQAD News*. Retrieved from <https://www.wqad.com/video/news/local/pleasant-valley-student-emily-goodpaster-first-aid-kits-ukraine/526-ba49c623-60c3-4967-9cb8-1b5506f9d37f>
- Wilbur, K.C. (2006). *Getting your feet wet with social marketing: A social marketing guide for watershed programs*. Salt Lake: Utah Department of Agriculture and Food.
- Worth, M.J. (2002), *New strategies for educational fund raising*. Westport, CT: Praeger Publishers.
- Worth, M. J. (2017). *Fundraising: Principles and practice*. Thousand Oaks: Sage Publications.
- Yanovitzky, I., Stewart, L., & Lederman, L. (2006). Social distance, perceived drinking by peers, and alcohol use by college students. *Health Communication*, 19, 1-10.



## ANNEXES

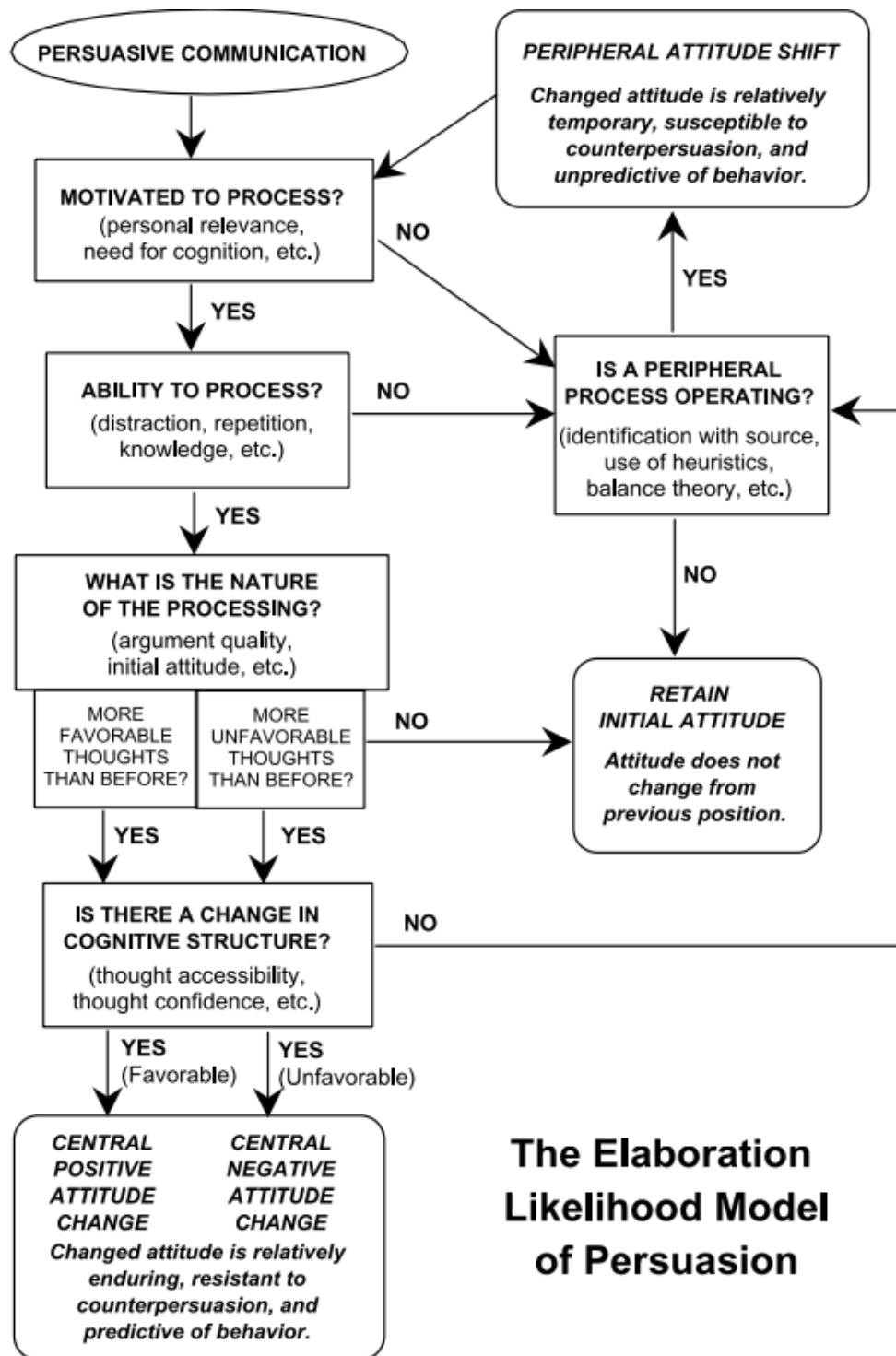
### Annex 1: Two Types of Media Campaigns

**Table 1. Two Types of Media Campaigns**

Campaign Type/Goal	Individual Behavior Change	Public Will
Objectives	<ul style="list-style-type: none"> <li>▪ Influence beliefs and knowledge about a behavior and its consequences</li> <li>▪ Affect attitudes in support of behavior and persuade</li> <li>▪ Affect perceived social norms about the acceptability of a behavior among one's peers</li> <li>▪ Affect intentions to perform the behavior</li> <li>▪ Produce behavior change (if accompanied by supportive program components)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase visibility of an issue and its importance</li> <li>▪ Affect perceptions of social issues and who is seen as responsible</li> <li>▪ Increase knowledge about solutions based on who is seen as responsible</li> <li>▪ Affect criteria used to judge policies and policymakers</li> <li>▪ Help determine what is possible for service introduction and public funding</li> <li>▪ Engage and mobilize constituencies to action</li> </ul>
Target Audience	Segments of the population whose behavior needs to change	Segments of the general public to be mobilized and policymakers
Strategies	Social marketing	Media advocacy, community organizing, and mobilization
Media Vehicles	Public service/affairs programming: print, television, radio, electronic advertising	News media: print, television, radio, electronic advertising
Examples	Anti-smoking, condom usage, drunk driving, seat belt usage, parenting	Support for quality child care, after school programming, health care policy

Source: Coffman, J. (2002). *Public communication campaign evaluation: An environmental scan of challenges, criticisms, practice, and opportunities*. Harvard Family Research Project.

Annex 2: The Elaboration Likelihood Model of persuasion (ELM)



**The Elaboration Likelihood Model of Persuasion**

Source: Petty, R. E, Brinol, P., Priester, J. R. (2009). Mass media attitude change: Implications of the Elaboration Likelihood Model of persuasion. In R. E. Rice & C. K. Atkin (Eds.), *Public communication campaigns*, (3<sup>rd</sup> ed.), p. 133. Thousand Oaks, CA: Sage Publications.

Annex 3: Donor stewardship matrix

# Donor stewardship matrix

			New donors	Loyal donors	Major donors	Planned giving donors
	Communication type	Timeline				
Acknowledgment	Thank you email or call	Within 24 hours	✓	✓	✓	✓
	Thank you call from director	Within 48 hours			✓	
	Welcome letter	First week	✓			
Recognition	Annual donor lunch invite	Annually		✓	✓	✓
	Annual report listing	Annually			✓	✓
	Legacy society invitation	First month				✓
	Donor highlight in newsletter	Annually			✓	
Reporting	Video update of impact	Quarterly	✓	✓	✓	✓
	Impact report	Quarterly	✓	✓	✓	✓
	Update on gift use	Twice a year			✓	
Ongoing engagement	Volunteer opportunity	Quarterly	✓	✓	✓	✓
	Donor survey	Quarterly	✓	✓	✓	✓
	Holiday cards	November	✓	✓	✓	✓
	Donor summaries for taxes	Annually	✓	✓	✓	✓
	Gala invitation	Annually			✓	✓
	Donor anniversary	Annually	✓	✓	✓	✓
	Donor stories	Quarterly	✓	✓	✓	✓

Source: Kovacs, S. (2020). How to make a donor stewardship plan for your non-profit. Freewill. Retrieved from <https://resources.freewill.com/donor-stewardship-plan>

## CONSENT FORM FOR OBSERVATION OF ORGANIZATIONAL ACTIVITIES



Participant's name:

Project: Master thesis

Interview date: .../.../2022

Student's name: Viktoriia Slyvka

### Topic

*The Role of Public Communication Campaigns in Mobilizing Support of Ukraine in the USA during Russian-Ukrainian War 2022: The Case of Ukrainian Society of Eastern Iowa.*

- 5 I confirm that my participation in this research project is voluntary.
- 6 I hereby give my consent to Viktoriiia Slyvka, a research student in the Faculty of Communication at Vilnius University whose signature appears below, to record my activities within the organization I belong to as part of a study of my professional activities.
- 7 I have been given a copy of the consent form.
- 8 I wish to review the notes or other data collected during the research observation.
- 9 I agree that the researchers may publish documents that contain references to my professional activities.

**By signing this form, I agree to the terms indicated above.**

Signature of the student: Viktoriia Slyvka

Signature of the participant:

## INTERVIEW CONSENT FORM



*Participant's name:*

*Student's name: Viktoriia Slyvka*

*Project: Master thesis*

*Interview date: .../.../2022*

### Topic

*The Role of Public Communication Campaigns in Mobilizing Support of Ukraine in the USA during Russian-Ukrainian War 2022: The Case of Ukrainian Society of Eastern Iowa.*

- I confirm that my participation in this research project is voluntary.
- I understand that I will not receive any payments for participating in this research interview.
- I understand that most interviewees will find the discussion interesting and thought provoking.
- I have the right to decline to answer any question or to end the interview.
- I understand that the researcher will not identify me by name in any reports using information obtained from this interview and that my confidentiality as a participant in this study will remain secure.
- I have read and understood the explanation provided to me.
- I have been given a copy of the consent form.
- I wish to review the notes, transcripts, or other data collected during the research interview.
- I agree that the researchers may publish documents that contain quotations by me.

**By signing this form, I agree to the terms indicated above.**

Signature of the student: Viktoriia Slyvka

Signature of the participant:

## Annex 6: Interview questions for Interviewee 1

### **Media advocacy campaign addressed at health care institutions:**

- What was the motivation behind choosing health care institutions as a target for your campaign?
- How many institutions were contacted?
- Did you research about these institutions before contacting them or did you rely on personal knowledge?
- What channels were used to contact the two institutions? (email, phone calls, live meetings?)
- Why do you think you succeeded to convince the institutions to provide donations? What was special about your message (style, arguments, professionalism?)
- Were there any difficulties you faced during the process of communication with the two institutions?
- What were the communications with the institutions once they agreed to provide donations? Did it change in terms of tone, trust?
- Did you report to the institutions about how their donations were used? In what format? (in conversation during personal meeting, gratification letters, personal calls?)
- What practical advice would you give to those who plan to contact US medical institutions and ask them for donations?
- How do you evaluate the success of your initiative? What do you consider as factors of success?

### **Garage sale fundraising campaign:**

- Why the format of a garage sale? How did the idea occur?
- How was the venue chosen?
- How did you manage to gather donations for the garage sale? Who were the donors and how did you communicate with them?
- There was a TV news release about the event: how did you contact the journalist? Did you have experience of working with him before?
- What were the difficulties you faced while you organized the event?

### **Lecture at the World Affairs Council:**

- How did the contact with the organization happen?
- Were you aware of who your audience would be?

- When you were preparing a presentation, what was your appeal? (moral, rational, emotional, or all)
- Were there any difficulties you faced during the presentation process?
- Tell a little about the brochures you handed to people? What was successful about designing them and what was not?
- What factors do you think suggest that presentation was successful?

## Annex 7: Interview questions for Interviewee 2

### **Pysanka workshops fundraising campaign:**

Part 1: technicalities of organizing a fundraiser

- Why did you choose this format of the fundraiser? Why did you think it would be effective?
- How did you engage people to participate in the workshops?
- How did you distribute information about the fundraiser? What channels were used to inform people about it? (e.g. social media, newspapers, family network?)
- What was the appeal of messages you distributed: was it based on moral principles, rationality, or did it have emotional appeal?
- What was your audience like? (gender, age group, origin, connection with Ukraine)
- In your interview for the news channel you mentioned that your workshops were educational too. In what ways? What and how and about what did you educate people during your workshops? Did you use any extra material like booklets, books, etc?
- How many workshops were there in total?
- In the news, Emily mentioned that there were donors that reached out to her themselves. What kind of people was that? How did they reach her out?
- Does your family keeps in touch with some of the donors?
- Did you report to them what their donations were used for? (gratitude letter, phone calls, etc.)

Part 2: about communication with Military hospital in Ukraine:

- How was communication arranged with Ukrainian military hospital?
- How frequently did you reach out to them?
- How delivery of aid kits was organized? Who did you contact to request transportation?
- Did the hospital report about how aid kits were distributed? Did you spread that information within your donors here in the US?
- Where there any communication obstacles you faced while communication with people who you delivered aid kits to?
- What do you think are factors that reveal success of your fundraiser in terms of effectiveness?
- What do you think could be done better?



**Garage sale fundraising campaign:**

- You were involved in gathering donations for charity yard sale. Who did you contact with the request to donate goods?
- What was your relationship to the donors you asked for donations?
- Did you have any communication difficulties with them?
- What communication strategies were you using to communicate with people who came to buy goods?
- What do you think could have been done better?

## Annex 8: Interview questions for Interviewee 3

### **Media advocacy communication campaign addressed at Iowa government:**

- How did the idea to contact the governing structures occur? What was the motivation behind it?
- Did you research information on Iowa state government and on how to contact it before taking any action?
- Can you tell what actions were you taking at the very beginning? What was the communication experience with them like?
- What channels did you use to stay in touch with the senator?
- What was the style of your dialogue with him? What kind of content did you shared and what persuasion techniques did you use?
- Why do you think your persuasion work with the senator? Why do you think he agreed to advocate for help for Ukraine in the governor's office?
- What practical advice would you give to those who are planning to advocate to the US state governing structures about mobilizing support and sources for Ukraine?

### **Media advocacy addressed at John Deere corporation:**

- How did the idea to address John Deere's senior executives occur? Why were they chosen as a target audience?
- As a media advocate on war in Ukraine, what did you want to suggest them to do?
- What kind of message did you develop and what kind of channels did you use to distribute it? (appeal of the message: emotional, rational, moral; style: formal/informal; arguments)
- What was the frequency of message distribution?
- Did you have an approximate understanding of what audience you are contacting? Did you in any way adapt your message to them?
- John Deere is a multicultural company. Were you using any guideline to make your message understandable for people of different nationalities?
- What was the reaction of senior executives to your request to initiate in-company fundraisers? Were there any difficulties you experienced during the communication process with John Deere's senior executives? What were your ways of dealing with them?
- John Deere is known as a company with neutral attitude towards politics. Why do you think you succeeded to convince the administration to help mobilize support for Ukraine?

- Do you think your communication campaign was effective? Was there anything that could have been done better?
- What suggestions would you give to those who plan to advocate to their companies about support mobilization for Ukraine?

**Garage sale fundraising campaign:**

- You were involved in gathering donations for charity yard sale. Who did you contact with the request to donate goods?
- What was your relationship to the donors you asked for donations?
- Did you have any communication difficulties with them?
- What communication strategies were you using to communicate with people who came to buy goods?
- What do you think could have been done better?

## Annex 9: Interview questions for Interviewee 4

- Could you, please, tell about your position at the House of Representatives? What are your responsibilities?
- Once the War in Ukraine started, have you received requests for help for Ukraine from Iowa residents? If yes, who were the people who usually contacted you? (age, gender, relation to Ukraine)
- How were you usually reached out? Through what channels?
- What was your attitude towards those requests? What sources/channels did you use to be updated about events in Ukraine and the country's possible needs? What kind of publications, trusted individuals, or reporters were those?
- On the website Bill Track 50, I have discovered a Bill sponsored by you. It is called "A resolution recognizing and affirming support for Ukrainian sovereignty and firmly stating that the people of Iowa stand on the side of freedom and individual self-determination and self-governance." When did you introduce it to the House of Representatives? What was the outcome of this Bill?
- Was the role of local Ukrainians or former Ukrainians valuable in the process of organizing the support for Ukraine initiatives? Or are their requests mainly an inspiration for taking action in the governing structure you belong to?
- Are you still receiving any requests that ask for help for Ukraine?
- Are you planning to work on other initiatives related to Ukraine?
- Could you, please, give any suggestions to individuals and groups of people on how to approach Iowa governing structures if those want to ask for support for Ukraine? What is important during this process and what could be helpful?
- Is this procedure similar in other states?

## Annex 10: Interview questions for Interviewee 5

- Could you, please, describe your responsibilities at World Affairs Council of the Quad Cities?
- Could you please tell what was the purpose behind inviting [Interviewee 1] to give a speech at your headquarters? Was there a demand for the lecture like that?
- How did you advertise the event? What channels did you use?
- What was the audience of the lecture? (sex, age, relationship to Ukraine)
- How do you evaluate the effectiveness of the lecture with Interviewee 1? Could anything have been done better?
- What suggestions would you give to individuals and organizations that want to raise awareness of people about the War in Ukraine in the US?
- As a person highly experience in implementing educational events, what do you think are the prospects of educational campaigns in the US? Could you, please, give recommendations on how to make educational events effective?
- What organizations and communities should be contacted and how to approach them?
- Could you, please, provide suggestions on how to deal with lessening interest of public in information about war in Ukraine with time?