

Institutional Support and Capacity Building
for Disaster Management in the Caribbean Project

Model Public Education/Awareness Policy and Strategy



CDEMA
The Caribbean Disaster
Emergency Management Agency





Institutional Support and Capacity Building
for Disaster Management in the
Caribbean Project

**The Development and Adaptation of
Model Public Education/Awareness
Policy and Strategy**

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Model Public Education/Awareness Policy

1. INTRODUCTION

The Institutional Support and Capacity Building for Disaster Management in the Caribbean Project – The Development and Adaptation of Model Public Education/Awareness Policy and Strategy commenced October, 2009 with the following objectives:

- a) To advance the development of public education/national disaster management awareness campaigns and multi-media materials in collaboration with CDEMA's 18 Participating States, with a view to saving lives and reducing human and economic losses;
- b) To achieve public education and information sharing by targeting the right audiences with the correct information in the most effective manner;
- c) To develop an information strategy that targets the policy maker, the technocrat, actors in the development planning process, businesses and employers, and the general public as it strives to heighten awareness among these publics on disaster management, particularly with respect to risk reduction;
- d) To provide easy and ready access to disaster awareness information to culturally diverse audiences that are media-savvy and increasingly technologically adept; and
- e) To strengthen and increase CDEMA's effectiveness and improve its co-ordinating abilities within the region.

The project activities included a review of documents, interviews with stakeholders, consumer focus groups, a baseline survey, formulation of a draft strategy, campaign materials creation, hosting of a Technical

Consultation, workshop facilitation, analyses of audiences and media in the Caribbean, and resources recommendations.

Baseline research indicated a profound lack of public awareness or caring in the 18 Participating States. It also highlighted a general impudence over the potential threats to personal or public life and property. People were simply disinterested unless they had been directly affected by a past disaster, or knew someone who had been affected.

To provide useful context, below is a summary of findings from the interviews with stakeholders and from the moderated consultative sessions with consumer focus groups to probe how much they knew and cared about Comprehensive Disaster Management (CDM) in general and about current disaster management materials in particular.

- **Natural disasters were not top of mind among respondents.** Some referred to the last events they could recall, for example temporary flooding caused by heavy rains, but these were not felt to be serious. Earthquakes were also mentioned; however these were also felt to be sporadic. Their memory of natural disasters was less clear. There was very little awareness of natural disasters, far less concern about them.
- **They acknowledged the dangers from natural disasters, but they considered them to be somewhat distant and abstract.** While they accepted that they ought to worry more about the issues, there was far too much going on in their lives which was considered more pressing – from job security to family life to personal affairs. Natural disasters must compete for



- their attention and, with so much else going on, they fail. Largely this was because the region has been spared any serious events for many years, and the issue was now largely an abstraction for people.
- **The general public had low awareness of the various potential threats, and had a last-minute attitude to preparation.** Natural disasters were not “sexy” and were easily pushed to the backs of their minds. Further, when something occurred, people felt they could cope with it at the last moment. Hence the supermarkets and stores would be crammed with shoppers even as a storm was close by. While respondents admitted this is irrational behaviour, they did not plan to change it. They called themselves “laid back” on the subject.
 - **This complacency extended across the region.** A common justification was the saying “God is a Bajan” (or Jamaican, or Virgin Islander, etc.) which allowed them to believe that somehow their country was blessed or lucky. It was simply a rationalization of their living in denial.
 - **When there had been some threat (for example a hurricane) which had not materialised, people were annoyed with the authorities.** They felt aggrieved that they were urged to buy extra food products or home supplies, which they then would not need. While relieved that the threat did not actualise, they nevertheless felt the local disaster office had over-reacted.
 - **Consumers were cynical about the public’s interest in disasters.** There was a belief among some that the region needs a real and deadly event to shock them into realising how serious the reality could be. In this respect, the region’s relative safety in the last few years has been the biggest impediment to disaster awareness and readiness.
 - **Given this attitude, people found it very easy to ignore the disaster-related messages.** Until some threat was imminent, they felt no urgency to pay attention.
 - **Respondents were generally critical of the various communication elements (brochures, radio, press ads and television ads) being produced at the time of interview.** Very few respondents had ever seen any of the pieces that they were showed, suggesting that distribution was a major issue. When they reviewed them however, they judged them as boring, information-heavy and not interesting. They certainly opted to read few – if any – of them. Some of the specific critiques included “too many words”, “not enough pictures or illustrations”, “too much boring technical data” and “not colourful enough”.
 - **Any materials that included checklists were deemed to be more useful, though respondents doubted they would use them.** Many admitted that, if given a checklist for, say, hurricanes at the start of the season they would put it away and lose it over the following weeks. Very few were prepared or willing to prepare
- Findings Summary:**
The intention must therefore be to make people aware of the issues and activities proposed, convince them of the benefits for themselves, get them to care enough to want to internalise these issues (involvement), get their commitment to consistent action and do this with multiple targets over time to achieve mitigated disaster results and poverty reduction.



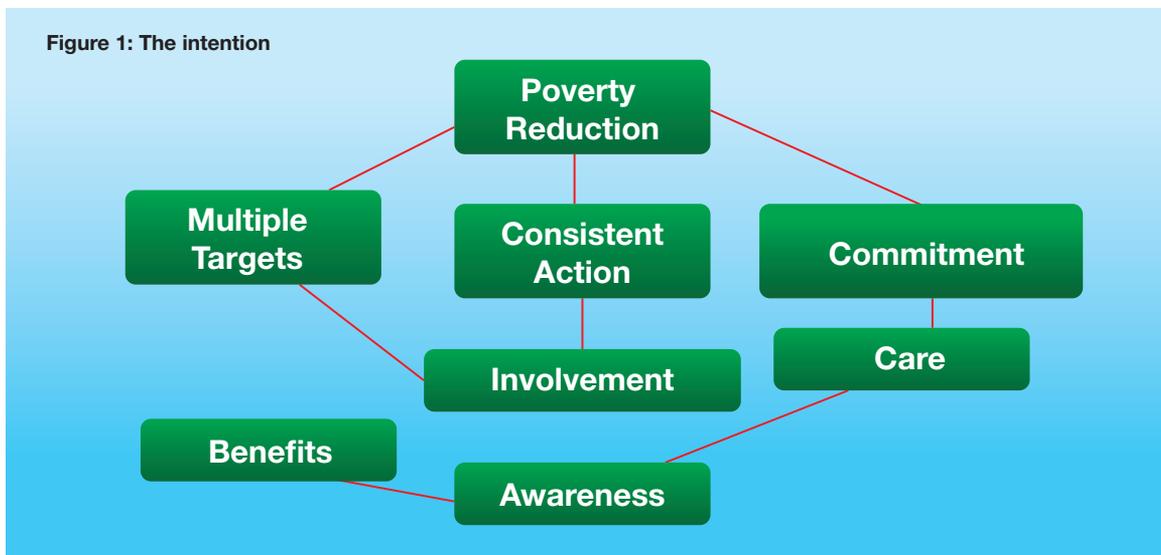
their documents and their homes. Only one person had an emergency plan for her home, and she was regarded as an anomaly by everyone else. No-one intended to follow her example.

- **Media were a problem in the region.** Because of several seismic shifts in society and the introduction of new media, it was apparent at the time of interview that traditional outlets were losing their audiences at an alarming rate. This was a problem for all communicators, and especially for CDEMA and the National Disaster Offices (NDOs) who typically used local television and radio stations to try to reach people. As a general rule, the only people left watching the local media were the old, poorer demographic who could not afford to acquire cable and newer media. Although these people represent an important segment of the target public, they were found to be (literally) a dying section of the community and not an influential one.
- **On personal hazards like the H1N1 virus people's attitudes were very different.**

They simply did not believe that any of these hazards could ever touch them, because of their "careful lifestyles". This was probably the largest area of denial encountered during this research activity, but interviewees were adamant and quite unshakeable.

- **The biggest behavioural-change element discovered was actual experience.** This is a common finding in other social research, but it is worth reiterating: a person who has experienced - either at first - or second - hand - a flood, a hurricane or someone with HIV, for example, will have an entirely different attitude to preparation and awareness over that particular hazard. The personal experience removed prevarication and complacency, and brought the threat forcibly home to them.
- **The local disaster authorities were generally well-known.** That much had been successfully communicated. However, people did not feel the need to call the NDO unless an event was actually threatening.

Figure 1: The intention



Source: Consumer research for CDEMA, 2009



2. POLICY RESPONSIBILITIES

The National Disaster Offices (NDOs) of the 18 Participating States are responsible for governing, implementing and overseeing this public education/awareness model policy and strategy, and responsible for adapting and localising this policy to country-specific requirements.

This policy will not operate in isolation or over a finite period of time. It is intended to operate alongside and complement other regional and international initiatives on an ongoing basis, and should be reviewed and revised to remain relevant into the future.

This policy will be applied to all types of hazards, including hurricanes, floods, earthquakes, fire, storm surge, tsunamis, pandemics and oil spills.

3. POLICY STATEMENT

Underpinning Guiding Principles:

- ✓ the “mental cage,” and
- ✓ two interpretations of Comprehensive Disaster Management (CDM)

There are two guiding principles underpinning the policy:

- i) The concept of the “mental cage,” and
- ii) The application of two interpretations of Comprehensive Disaster Management (CDM).

THE MENTAL CAGE. Communication efforts typically fail when it is assumed that there is a common frame of reference and understanding between the communicator and their audience. An audience usually has its own personal hierarchy of interests, worries and needs, which can be referred to as the audience’s “mental cage” (mindset), and this is rarely in synchronisation with a communicator’s. If the audience’s mental cage says that disasters are “nothing to worry about”, any message which says differently will be ignored (based on real-life experience) and so the audience’s current mental state remains unchanged. Based on the consumer focus group findings, the following was suggested as a typical audience’s mental cage on disasters (see figure 2).

TWO INTERPRETATIONS OF CDM. While the acronym CDM or the phrase Comprehensive Disaster Management might resonate among CDEMA’s immediate stakeholders and professionals, it conveys nothing to the wider populace. Further, the consumer focus group research indicated that it is too abstract to ever mean much to them. Therefore, a more “consumer-friendly” interpretation of CDM is recommended for general audiences. In this version, CDM stands for “Caring Does Matter”, a timely reminder to heed warnings and guidelines, and it should be used as an add-on in materials designed for general targets. It is important to note that this secondary

Figure 2: The mental cage on disasters





interpretation should never replace or depose the primary meaning. Rather, it is an additional sense which should always be attached to the other. For convenience of reference, the abbreviation “CDM (1)” is used to indicate the interpretation Comprehensive Disaster Management and “CDM (2)” is used to indicate the interpretation Caring Does Matter.

The policy statement consists of a vision, goals and objectives, as described below.

4. VISION STATEMENT:

The policy will see:

All target publics aware, involved and committed to consistent actions to protect and care for family, friends, community, homes, schools and businesses.

In this long-term action plan for the Participating States, the policy goals are:

Sensitisation - finding ways to engage with the various target publics in ways that complement and fit with their mental cages, in order to maximise the chance of consistent protective action. See examples in Appendix A.

Simplification – finding ways to reduce the complexity of communication with the various target publics in ways that are real and meaningful, in order to maximise the chance of consistent protective action. See examples in CDM Brand Guidelines.

The policy objectives are:

- ✓ To influence the multiple public audiences to be aware of the various hazards and natural disasters and take appropriate action to prevent or mitigate them.
- ✓ To educate and raise awareness in the broadest possible range of public audiences.
- ✓ To strengthen regional, national and community level capacities for mitigation, management and coordinated response to natural and technological hazards and the effects of climate change.
- ✓ To ensure that the CDEMA CU is working collaboratively and with common understanding in the individual countries and on a regional basis.



Strategy

5. INTRODUCTION

Having examined Policy in the above section, this subsequent section refers to Strategy and covers:

- The strategy purpose
- Outputs of strategy
- Measurable indicators.

6. STRATEGY PURPOSE

The purpose of the policy strategy is:

- To identify effective approaches and tools to educate the public and raise public awareness.

The most effective methods are to:

- Use targeted messages to different audiences via the most appropriate medium
- Provide easy access to relevant, straightforward disaster management information.

The tactics to achieve this are as follows:

Define and target the audience.

The Participating States must organise their wide range of audiences into manageable segments. They can start by seeking to break the audience into groups that share similar values or groups to which they can communicate on a series of common grounds. Segments should be agreed and validated before being used as a basis for communication.

Understand and use the mental cage.

The Participating States must then seek to understand the mental cage (mindset) of each audience segment, identifying any overarching driving emotions that are common to all. To harness the reality of the mental cage for communication purposes, and use it advantageously, it is recommended that

Participating States “appeal to what’s already there”. This involves finding certain emotions which exist in the mental cage and saying in effect “because you feel this way, here is what you can do.” In other words, Participating States should seek to re-direct behaviour in keeping with elements of the mental cage (i.e., through affirmation of each audience’s thoughts and beliefs). One example (this is for demonstration only) might be: “Because you feel you really should think some more about natural disasters, here is one small thing you can do today, in under two minutes”. **NDOs should aim for the heart and the head will follow.**

Make the CDM brand relevant.

Participating States must then make CDM as a brand relevant to each audience segment and communicate accordingly via consistent materials across all markets to avoid splintering and to achieve economies of scale. There is a piece of wisdom from Royal Dutch/Shell which says: “A brand exists in the minds of its customers...or not at all”. Developing brand foundations, brand assessments and the creation of brand templates and guidelines for the CDM brand is recommended.

Reward key players.

Participating States must reward key players for their efforts via a regional awards structure that serves both as recognition and incentive to take action. An annual CDM Awards event (the CeeDees) is proposed, with an appropriately prestigious gala ceremony. Instead of labouring with little or no recognition, local civil servants, public workers, government ministers and other target groups could receive public acknowledgement, praise and reward. Different categories of award are envisaged, with each becoming a highly sought-after accolade.



Simplify messages and be consistent.

Participating States must present CDM messages in a sympathetic yet understanding manner, in order for these messages to be received favourably. For example, NDOs should avoid giving comprehensive, technical messages to the general public who want short, memorable messages. The development of copy and media strategies is recommended. Where practical, these strategies should be streamlined for the region – it is more consistent and cheaper to produce materials this way.

Allow local adaptations. Although pan-regional communication is recommended to ensure consistency and production economies, and although Participating States should adhere to CDM brand values and themes, it is noted that a small amount of local adaptation can be advantageous. It will keep local offices engaged and allow their particular issues to be covered.

Seek participation. The more a campaign involves local people, at all levels, into the process, the more active (and therefore less passive) the response will be. For this reason, it is recommended that games, contests, “create your own ads” and other techniques should be included, and the output of these initiatives used as much as possible.

Aim for “the Protector” in everyone.

A theme that has common appeal to all audience segments is that of “the protector” in everyone. Everyone has a protective self. This self understands the dangers and wants to take actions to shield themselves and those who are important to them. The concept of “the protector” in everyone could become the basis for a regional campaign, and a foundation on which the CDM brand can be linked.

Communicate the experience of a disaster.

In the various consumer focus groups, it was found that the greatest single asset to acceptance of a CDM message was actual experience of a disaster. The consultancy therefore recommends that Participating States undertake Scenario Development and utilise

these outputs in future CDM communication. Scenarios can be used to generate debate, engender interest, invite people to make their own versions and dramatise the events powerfully.

The following are considerations for implementation, including risk assessment and mitigation strategies:

Implementation failure. Some or all of the Participating States may decide not to fully implement the strategy, perhaps omitting one or more of the elements of the strategy. A shared understanding of the importance of implementation should exist across all Participating States.

Occurrence of disaster. At any point during implementation, there is a risk of natural disasters occurring in the region. This of course would seriously divert attention away from this programme, and it might take time for all Participating States to refocus and redirect attention to this programme. There should however be a shared commitment to the programme, in order to devise appropriate plans to reinstate and re-launch the programme across all Participating States.

Insufficient media cooperation. There is also a risk that, in some of the Participating States, the local media are unwilling or unable to provide sufficient cooperation and involvement in the programme. In this case, it is recommended that increased CeeDee awards are offered to the media, giving incentives to the key editors, journalists and other media personnel to lend their support to the programme. It is further recommended that NDOs explore ways to build closer, more consultative relationships with their local media.

7. OUTPUTS OF STRATEGY

The following are the outputs of strategy:

- **Simplified messages.** An important output of this strategy is messages that are simplified. For example, instead of giving comprehensive, technical messages to the general public, give short, memorable



- messages. Please see CDM Brand Guidelines for examples of reducing the complexity of communication in real and meaningful ways.
- **Selected key themes.** Local NDOs and regional offices must collaborate to select a limited number of key themes – for example, the most important disaster scenarios – and agree to focus on these themes to the exclusion of others, so that Participating States work together and do not splinter and dilute regional impact by each one “doing their own thing”.
 - **Message coherence.** Another important output of the strategy is that messages will be standardised and shared across all materials and media – ensuring coherence and consistency in, for example, brochures, websites, press articles, games and events, etc.
 - **Audience targeting.** This strategy ensures that audience targeting becomes an early and fundamental element of all programme planning. This output helps to ensure that selected audiences receive the most appropriate types of messages and that the media are used to optimum effect.
 - **CDM reminders.** A further output of strategy is reminding people what the CDM acronym stands for – CDM (1) is interpreted as Comprehensive Disaster Management and CDM (2) is interpreted as Caring Does Matter.
 - **The CeeDees.** The annual awards event – nicknamed The CeeDees – is an important output of strategy. It is an intrinsic part of the programme, ensuring reward for key players and serving both as recognition and incentive to take action.

The following summarises the equipment, materials and resources required in the Participating States, based on an extensive review:

- Presentation skills training
- Mass communications, copywriting and media planning work/training

- Crisis communications, PR planning/training
- English language writing/training
- Website editing, content creation/training
- General office equipment
- Digital camera and video equipment
- Award planning and the execution of related services.

The following summarises the proposal to organise and resource the four Sub Regional Focal Points to a level appropriate to supporting the other NDOs in their sub regions to:

- Avoid doubling up on resources
- Avoid overloading the requirements of any one NDO
- Avoid risking unnecessary and expensive duplication of effort
- Ensure consistency of the CDM Brand and CDM advertising messages.

8. MEASURABLE INDICATORS

The recommended method for measuring the effectiveness of communication campaigns is:

- Set measurable objectives for the campaign.
- Avoid lazy objectives (such as “increase awareness”) and remember that objectives are affected by many elements, including homeostasis and complacency, and only then by the two elements that communication can affect: awareness and preference.
- To measure a campaign, it is necessary to isolate the effect of “awareness” and “preference” from the other elements in the mix, and measure those. Note that, many times, the communication will communicate and yet, for some other reason, behaviour will not change. (Most often, the communication gets blamed - because it is the most visible - but this unfortunately results in other errors being repeated, since the core issue is never fixed.)



In this non-ideal set of circumstances, it is recommended that NDOs take a holistic view to discover:

- a. What was the designated role of communication in this activity (vs. other behavioural influences)?
- b. What were the objectives? Who was it designed to influence (e.g. stakeholders, householders, influencers), in other words, the targets?
- c. What was expected to happen?
- d. What actually did happen?

It is by considering issues such as these that NDOs can identify the other influences on the target audiences, and focus in on these target audiences, and perhaps research them specifically (as opposed to researching “everyone”).

The two important implications are:

- i. Was enough known about the target audience to influence them successfully via communication (e.g., how they think, what they want, what media they consume, their lifestyles, etc)? It is impossible to influence people when they are not known.
- ii. Is it possible to devise a way to research the target audience in a correct and timely manner to get the required answers?

With this approach, NDOs are likely to (a) understand the issues affecting their objectives (including communication) and (b) set achievable objectives.

Measuring any campaign starts long before the campaign itself; it starts with clear objectives and good planning.

Defining what is to be measured. It is essential to note that awareness and action are different. The aim of an awareness campaign is to increase awareness; and as a result of increased awareness hopefully the other will follow (i.e., there will be a change in action). As NDOs are aiming to change awareness, they therefore measure changes in awareness (they should not measure changes in action).

Campaign objectives. Ensure all the following questions have been asked/answered:

- What is this campaign expected to achieve (i.e., what is the specific role and intention of this awareness campaign)?
- Who is this campaign designed to influence (e.g., school children, community leaders and/or the media)?
- When will the NDO measure for changes in awareness (e.g., immediately after the end of a campaign, six months after the end of a campaign and/or a year after the end of a campaign)?

Varying responses. Different audiences are in different situations, and will therefore respond differently. For example, teachers and mothers are in different situations, and are likely to respond differently; community workers and reporters are in different situations, and are likely to respond differently. All will have varying responses to CDM messages. It will be necessary, therefore, to record all types of response.

Information gathering. Information about any change in awareness can be gathered at regular interviews and focus groups with relevant audiences. These interviews and focus groups should seek primarily to test audience awareness of CDM. It may also be useful, as a secondary objective, to test whether increased awareness has resulted in any changes in behaviour.

Recording the findings. Responses and other findings must be recorded in whatever format is helpful and appropriate. A matrix is recommended but any other format that allows at-a-glance comparisons between “then” and “now” would be acceptable.

Analysis of the findings. With a clear picture of the original campaign objectives, it will be possible to make a comparison with the actual findings to establish what actually did happen as a result of the awareness campaign.

Informing subsequent campaigns. The activities undertaken above should be used



to inform subsequent awareness campaigns. From each campaign, there is likely to be information that helps Participating States to more accurately and effectively target and communicate with particular audience sectors. The important implication is that – as NDOs know more about their audiences – they can more successfully influence them (i.e., NDOs can raise awareness most effectively when they know more about how an audience thinks, what they want, what media they consume, how they live their lives, etc). NDOs can't influence people they don't know. NDOs can influence people they do know.

9. TARGET AUDIENCES

Five broad categories of target audiences have been identified, and it is indicated which audiences would be most receptive to the CDM (1) message (Comprehensive Disaster Management) and the CDM (2) message (Caring Does Matter):

- **Media personnel including reporters, journalists, editors and media managers.** It is appropriate to provide these people with CDM (1) brochures, messages and tailored advertisements.

- **Government ministers, civil servants and NDOs.** It is appropriate to provide these people with CDM (1) brochures, messages and tailored advertisements.
- **Teachers, tutors, responsible adults, community groups/leaders.** It is appropriate to provide these people with both CDM (1) and CDM (2) messages via tailored advertisements and some brochures and messages.
- **Business owners and managers.** It is appropriate to provide these people with CDM (2) brochures, messages, tailored adverts, websites and Twitters.
- **Parents, women, the elderly, and other marginalised groups.** It is appropriate to provide these people with CDM (2) brochures, messages, tailored adverts, websites and Twitters.

These audiences should play key roles in policy and strategy implementation.



CDM Brand Planning

1. EXECUTIVE SUMMARY

This document defines a brand, gives examples of famous brands and explains how people think about brands. It then gives specific consideration to a new brand – the Comprehensive Disaster Management (CDM) Brand. This document is one of the deliverables the Institutional Support and Capacity Building for Disaster Management in the Caribbean Project funded by the European Development Fund and implemented by the Caribbean Disaster Emergency Management Agency (CDEMA) to develop and adapt a model public education/awareness policy and strategy regionally. It is anticipated that a strong, consistent CDM brand will support the CDEMA objective of achieving enhanced institutional support for CDM Programme Implementation at national and regional levels.

To be strong, the CDM brand must stand out from the public's clutter of daily life and messages, be recognised as vital to their lives, be a perennial choice in the way people organise and prepare to defend themselves against hazards, and resonate emotionally with the various target audiences.

To be consistent, the CDM Brand will require regional management in order to establish and perpetuate its core concepts.

2. OVERVIEW

In the initial stages the local National Disaster Coordinators (NDCs) and their staff in Participating States were engaged. Consumer focus groups were held as well as discussions with staff and journalists. The consultancy activities were to determine, on a qualitative level, the attitudes and awareness of the existing disaster awareness communications in each country, and people's responses to them.

In the groups, respondents were asked about their lives, current issues and their recollection of recent disasters. They were questioned regarding what messages – from any source – they could recall and samples of actual materials created by local National Disaster Offices (NDOs) were reviewed.

Regional and national disaster agencies have targeted multiple groups, including the policy maker, the technocrat, actors in the development planning process, businesses and employers, and the general public. These are numerous targets, and by implication there are even more sub-targets within several groups. Further, each segment typically has a different viewpoint on particular issues, and this should be incorporated into any effective messages for them.

Findings indicated that current materials and messages produced did not have the desired effect among the general public. They appeared to be poorly targeted, contained generalised messages and with few exceptions were not tailored for individual groups, and seemed to have had no effect at all. They were largely ignored, even if they were seen, and were generally regarded as wordy, boring and irrelevant.

Subsequent activities have focused on how to generate materials and messages that will have the desired effect among the general public including a Model Public Education/Awareness Strategy and Policy incorporating:

- Model General Public Education/Awareness Programme
- Model CDM Promotional Programme (Brand CDM)
- Model School Awareness Programme
- Model University Awareness Programme



- The development of the CDM brand (abbreviation for Comprehensive Disaster Management).

3. WHAT IS A BRAND?

The word “brand” is derived from the Old Norse “brandr,” meaning “to burn”. It refers to the practice of producers burning their mark (or brand) onto their products. Although connected with the history of trademarks and including earlier examples which could be deemed “protobrands” (such as the marketing puns of the “Vesuvium” wine jars found at Pompeii), brands in the field of mass-marketing originated in the 19th century with the advent of packaged goods. Industrialisation moved the production of many household items, such as soap, from local communities to centralized factories. When shipping their items, the factories would literally brand their logo or insignia on the barrels used, extending the meaning of “brand” to that of trademark.

The British brewery, Bass & Company, claims their red triangle brand was the world’s first trademark. Lyle’s Golden Syrup makes a similar claim, having been named as Britain’s oldest brand, with its green and gold packaging having remained almost unchanged since 1885. Even the signatures on paintings of famous artists like Leonardo Da Vinci can be viewed as an early branding tool. Campbell soup, Coca-Cola, Juicy Fruit gum, Aunt Jemima and Quaker Oats were among the first products to be ‘branded’, in an effort to increase the consumer’s familiarity with their products. Many brands of that era, such as Uncle Ben’s rice and Kellogg’s breakfast cereal include illustrations to brand products.

Branding in social marketing has been less successful than product branding. Rothschild in Social Marketing Quarterly (Michael Rothschild, PhD, an emeritus professor for the School of Business at the University of Wisconsin, May 2007) states: “As a social marketer, I feel that we have not been concerned enough with developing brands or bonds; we have been more concerned with telling people

how to behave and less concerned with building relationships. This has put us at a great disadvantage in the many cases when we are competing against commercial products that are backed by large budgets and sophisticated marketing strategies.”

Creating a brand for CDM is a social marketing activity. It is therefore important to bear in mind the cautions expressed above when developing this brand in the Caribbean region.

4. EXAMPLES OF FAMOUS BRANDS (COURTESY OF DBB WORLDWIDE)

Ruler 	Hero 	Regular Guy 	Explorer
Care Giver 	Outlaw 	Lover 	Creator
Sage 	Magician 	Jester 	Innocent

These great brands have achieved such familiarity and clarity of personality that what they represent can be summarised in a single word. This is a highly evolved state, and a highly efficient one for successful communications. It is a desirable objective for Brand CDM.

For regional brands, our research indicates that Corona and Carib beer share many personality traits (Carib’s personality is a young Trinidadian girl in a bikini on a beach). However FedEx and DHL, though close competitors in the same industry, have quite different personalities, by deliberate design.

It takes years of consistent effort to achieve a desired personality for a brand. For Brand CDM, there are special challenges of limited



budgets, market complexities and the overall lack of public interest in disaster issues.

5. HOW PEOPLE THINK OF A BRAND

Contrary to popular belief, advertising alone does not establish a brand's positioning. Rather, personal experience with a brand has been shown to be far more effective in cementing a brand's relevance and place in the public mind (and of course its success).

Royal Dutch/Shell often uses an apt quotation: "A brand exists in the minds of its consumers... or not at all."

DDB Worldwide has published a list of elements which have an impact on forming – or deforming – a brand's image. Although CDM will not be subject to all of these elements (or these elements will be called something different), the list is valuable as a reminder that everything the brand does has an impact.

The DDB list:

Advertising, Design, Packaging, Logo, Word of Mouth, News Reports/PR, Direct Marketing, Product Range, Product Experience, Retail Experience, Retail Location, Buildings, Signage, Printed Materials, Service, Sales Staff, Company Representatives, Demonstrators, Billing, Ordering, Website, Telephone Answering, Complaints, Customer Service Desks, Events, Help Lines, etc.

It will be necessary for local NDOs to control these segments to maintain a strong Brand CDM.

6. ISSUES SPECIFIC TO THE CDM BRAND

The objective of achieving enhanced institutional support for CDM Programme implementation at national and regional levels must be supported by a strong CDM brand both in the initial stages and when subsequently cascading down to narrower audience segments. Macro - and micro - targeting and widespread acceptance will be more easily achieved when a brand is strong and highly relevant.

To decide what is needed, consider renowned brand expert David Aaker ("Building Strong Brands", New York, The Free Press, 1996, ISBN 0-02-900151) who lists four factors which contribute directly to brand equity. These are Awareness, Perceived Quality, Loyalty and Associations.

For Brand CDM to build brand equity which contributes to the objective, these factors would probably be interpreted as follows:

- **Awareness:** a measure of the brand's presence in the public mind. CDEMA will need to make CDM stand out from the clutter of daily life and messages (both commercial and non-commercial) which inundate the public.
- **Perceived quality:** CDM must be recognised as a vital element in the audiences' lives, not simply one more hectoring effort by another government body. People are expert at ignoring these.
- **Loyalty:** a critical factor for long-term success. CDM must be a perennial choice among the audiences for organising themselves and lives versus potential disasters.
- **Associations:** the emotional bonds which tie the brand closer to its desired targets. CDM will need to build strong, vibrant, emotional linkages across a range of

Model Public Education/Awareness Policy and Strategy



audiences. In theory, this should be easy given the important issue of survival. However we know from research that many people live in denial and ignore potential hazards.

7. DEFINING CDM – TWO VERSIONS

To achieve widespread adoption of Brand CDM by a full range of target audiences, we need to tailor it to suit these audiences. CDM as “Comprehensive Disaster Management” resonates successfully with NDOs and other macro-level groups (donors, governments, institutional audiences, stakeholders, etc). However the consumer research undertaken has shown that CDM as “Comprehensive Disaster Management” is overly abstract and is therefore effectively meaningless for the average householder or a person in direct potential danger from a hazard. In the consumer research conducted across multiple countries, people did not know the CDM acronym, nor were they interested in it.

As a result, we are proposing **two separate though compatible definitions of CDM**, one for the macro-level groups (donors, governments, institutional audiences, stakeholders, etc.) and one for the general public. The first, CDM as “Comprehensive Disaster Management” we term CDM (1), the second, “consumer-friendly” interpretation of CDM as “Caring Does Matter” we term CDM (2). This secondary interpretation provides people with a timely reminder to heed warnings and guidelines and it will be used as an add-on in materials designed for general targets.

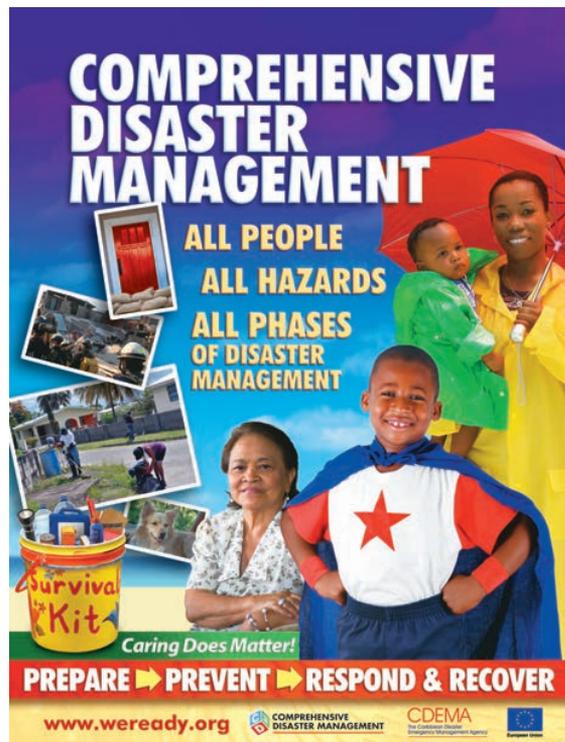
It is important to note that the “consumer-friendly” interpretation CDM (2) will never replace or depose the primary meaning. Rather, it is an additional sense, and the two should always be attached to each other. The fact that all audiences will be exposed at some time to both definitions is not a barrier; people

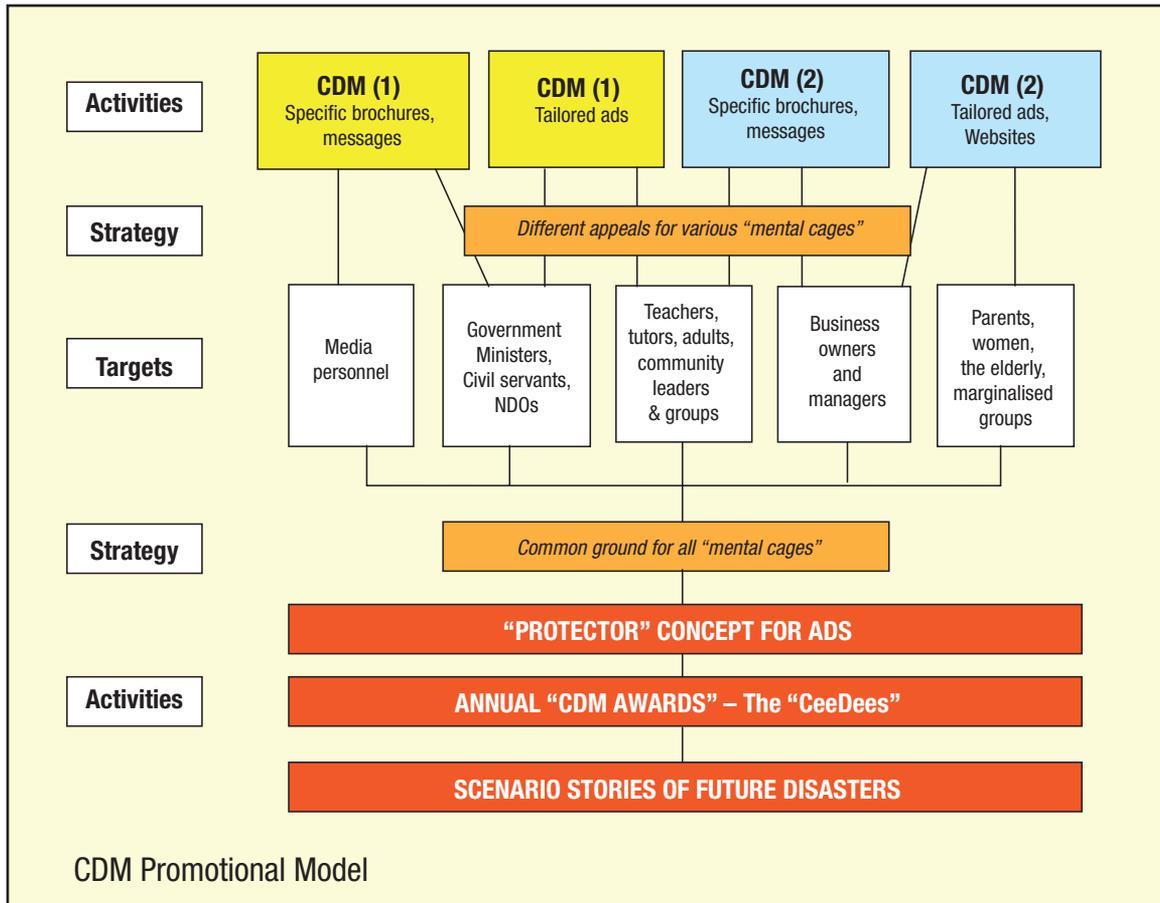
are intelligent enough to understand both the different contexts.

It is interesting to note that this dual branding solution was warmly welcomed and fully accepted and supported at a regional stakeholder consultation in April, 2010. It was agreed that having this second, more accessible version makes the concept more meaningful to a wide general public audience as well as to the macro-level groups.

Our proposal for a second, ‘friendlier’ definition of CDM (2) for use with the general public is “Caring Does Matter”. This definition should be given in sufficient proximity to the original “Comprehensive Disaster Management” definition, to ensure there is no confusion.

A number of model advertising concepts were created with the two CDM definitions. Here is one of the concepts shown on October 5th, 2010 (created by Acute Vision Inc).





8. APPLYING THE CDM BRAND TO THE PROMOTIONAL MODEL

The above Promotional Model shows four different categories of activity:

For CDM (1), which is our way of signifying a “Comprehensive Disaster Management” context, specific brochures and messages are recommended.

- Tailored advertisements are recommended for CDM (1).
- For CDM (2), which is a way of signifying “Caring Does Matter”, specific brochures and messages are also recommended, with separate priorities and shorter content. These will be different to the CDM (1) brochures and messages.

- For CDM (2), tailored advertisements, websites and Twitters are recommended, different to the CDM (1) messages.
- These activities will have different levels of appeal, depending on the various “mental cages” of the targeted audiences.
- There are five different target audiences in the above Promotional Model. They are not shown in any particular order. However, in the discussion below, we must recall that in the Caribbean, media are not yet plentiful or segmented enough to provide discrete coverage of different groups. Therefore some targets will receive many messages.

Media personnel including reporters, journalists, editors and media managers:



CDM (1) brochures, messages and tailored advertisements.

Government ministers, civil servants and NDOs: CDM (1) brochures, messages and tailored advertisements.

Teachers, tutors, responsible adults, community groups/leaders: both CDM (1) and CDM (2) messages, via tailored advertisements and some brochures and messages.

Business owners and managers: CDM (2) brochures, messages, tailored adverts, websites and Twitters.

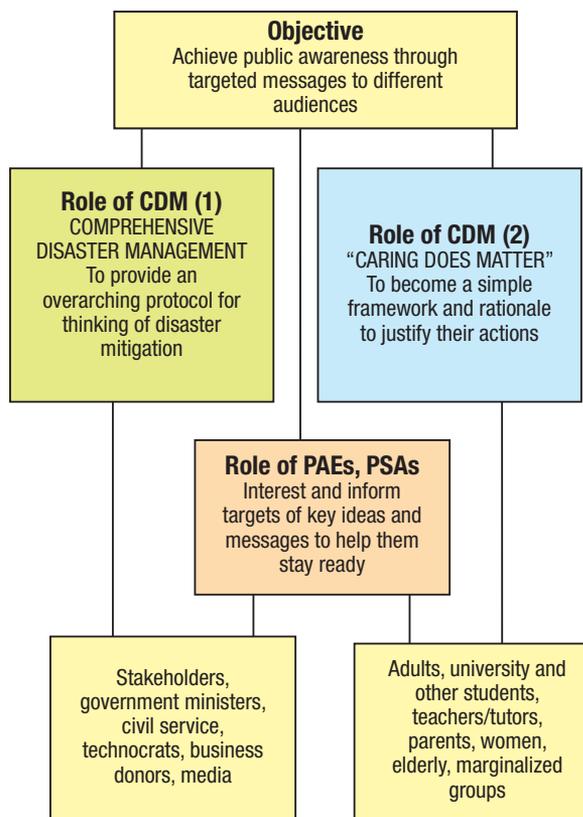
Parents, women, the elderly and other marginalised groups: CDM (2) brochures, messages, tailored adverts, websites and Twitters.

This common ground for the CDM Brand can be exploited by applying various aspects of the Model:

- The **“Protector”** concept which can be used in advertisements, PSAs, etc.
- The **“CeeDee Awards”** which recognise CDM achievements on an annual basis. These awards can be a fantastic opportunity to exchange public approval for voluntary help. If operated properly, the Awards can become “the Oscars of CDM”, as anticipated and valued as any. They increase disaster organisations’ potential influence in the region by geometric proportions.

9. APPLYING THE CDM BRAND TO THE PUBLIC AWARENESS MODEL

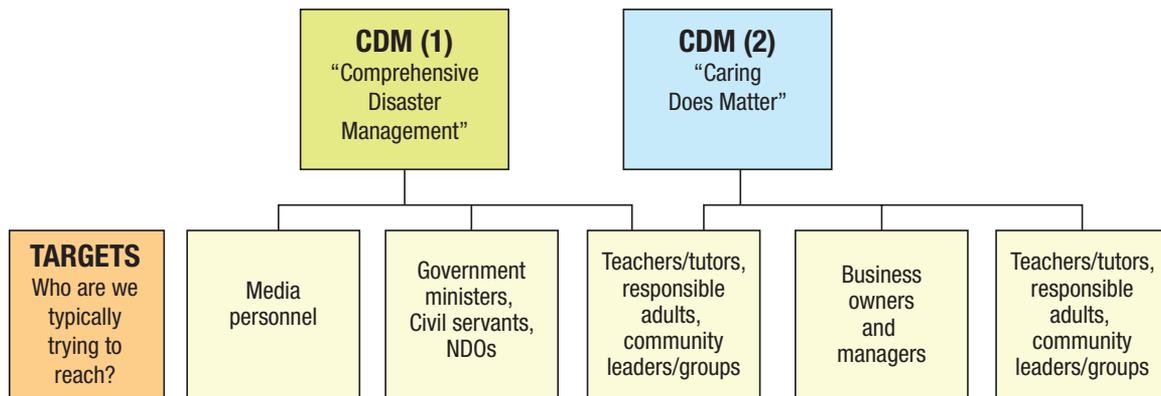
The public awareness model above shows how the primary CDM (1) definition and the CDM (2) definition work together to raise public awareness among all key targets. The pure communication objective would be measurable by undertaking a prior (base) quantitative study of general awareness of Disaster Awareness



issues, followed by a subsequent series of surveys to measure whether and how it has increased, and among which target groups.

However the better measure is a long-term one: how many lives have they saved? This is more difficult to assess but can be achieved via surveying trends in loss of lives over the coming decade. Getting our targets to recognise and repeat slogans back to us is one thing; seeing actual behaviour change would be much more useful.

The role of the PAEs is primarily to tap into targets’ minds, and reach the “Protector” part of their psyche, which hopefully will come to the forefront when a crisis or hazard occurs. A secondary role is to implant simple steps for them to take in the event of a disaster.



10. APPLYING THE CDM BRAND TO DIFFERENT AUDIENCES

The above model describes how CDM would apply to five target audiences.

- For media personnel, the objective is to keep relevant and useful information flowing.
- For government ministers, civil servants and NDOs, the objective is to help get hazard legislation through.
- For teachers, tutors, responsible adults, community groups/leaders, the objective is to get them to assist with on-the-ground readiness and response.
- For business owners and managers, the objective is for them to get local support and funding.
- For parents, women, the elderly and other marginalised groups, the objective is to increase their propensity to survive a hazard.

To be effective, Brand CDM should also appeal in specific ways to different groups. Take, for example, the education sector. It should be communicated to teachers/tutors and other adults in the education sector that they can receive recognition in pioneering in this area, both in terms of CDM (1) – Comprehensive Disaster Management (the overarching protocol for thinking of disaster mitigation)

and CDM (2) – Caring Does Matter (the simple framework and rationale to justify people’s actions).

To primary/secondary school children living at home, communication can appeal to their sense of adventure and their desire to do the right thing in terms of CDM (2).

To tertiary students, communication can appeal to their growing feeling of responsibility and influence in terms of CDM (2).

11. CDM BRAND VALUES

To establish the values of the CDM Brand, we recommend using the DDB Brand Foundations tool.

The first question to answer in this tool is **Where did the CDM Brand come from?** Our answer to this question is: A belief that resilience is better than mere survival. To achieve its overarching objective of poverty reduction, disaster management organisations must help the general public as a whole to re-align its thinking in a fundamental way. This is why CDM as a strategy and as a brand has emerged – CDM comes from a realisation that **resilience** to disasters is more desirable than a simple cycle of survival through each one.

The next question to answer in this tool is **What does the CDM Brand do?** Our answer to this question is: CDM helps everyone think, anticipate and prepare fully. CDM helps



governments, donors, stakeholders and the general public to anticipate, prepare and re-consider natural hazards, and even live differently. It assists poverty reduction and survival in a time frame that is long-term, not in a time frame that is short and merely reactive.

The next question to answer in this tool is **What makes the CDM Brand different?** Our answer to this question is: The CDM Brand is different because it encourages a new mindset of proactive anticipation and mitigation. With this new mindset, people can move from simple reaction to instead being highly proactive and able to take control and mitigate disaster.

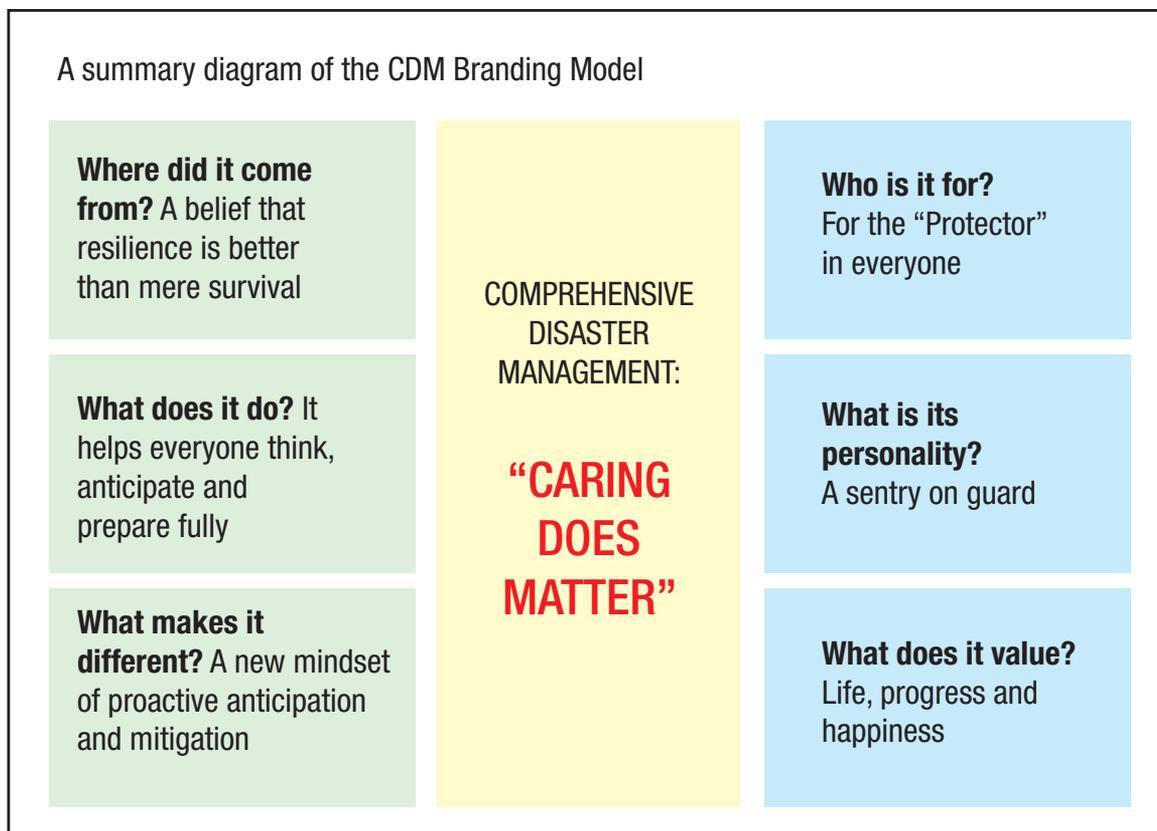
The next question to answer in this tool is **Who is the CDM Brand for?** Our answer to this question is: CDM is for the “Protector” in everyone. There is a protective spirit in all of us, no matter whether we are a government

minister, an NDO officer, a community-based worker or a householder. Crucially, while all of these types of people have slightly different priorities, they all share this common “Protector” aspect. Brand CDM taps directly into that commonality.

The next question to answer in this tool is **What is the personality of the CDM Brand?** Our answer to this question is: CDM is a sentry on guard. In other words, if CDM was a person, he or she would probably be someone entrusted to safeguard something valuable. This person would be relaxed but always thinking, always watchful. This personality is like a mother cheetah in the wild, always anticipating any trouble and consistently taking appropriate steps for her cubs well ahead of any event.

The final question to answer in this tool is **What does the CDM Brand value?** Our answer to

A summary diagram of the CDM Branding Model





this question is: CDM values life, progress and happiness.

Having answered these questions, we are provided with an appropriate overall strategic concept: “Caring Does Matter”, as illustrated in “A Summary Diagram of the CDM Branding Model”.

12. REGIONAL APPROACH TO THE CDM BRAND

It is anticipated and recommended that the CDM Brand becomes a truly regional brand, not merely a local one. As a regional brand, it will benefit from central planning and execution at all times, to avoid local corruption and incorrect application which can seriously undermine and weaken the core concept.

It is therefore recommended that the Brand CDM be protected in the same way as global marketers protect their brands, by jealously guarding their brand standards and logo/symbol usage. Noting that it is all too easy to mongrelise a brand, little by little, until it has become less effective and single-minded. Regional management of the CDM Brand will be vital for the future. A guidance paper follows.

12.6 GUIDANCE PAPER: DDB BRAND FOUNDATIONS™

This paper will assist in the concepts of managing the CDM Brand regionally and keeping it on track.

Origins and History. Every brand has a unique asset that cannot be copied – its own past! Understanding and re-interpreting what made the brand successful in the past can be a powerful source of inspiration for the future. Values can remain relevant even when the world appears to have changed beyond recognition.

Field of Competence. What business does the brand want to be in? Define the territory that the brand is going to operate in (and, importantly, what it won’t do). What categories, or what needs does it seek to address? The answers to these questions must fit with the brand’s distinctive skills and competencies, and the realistic business opportunities for it.

The Point of Difference. If the brand’s field of competence is not unique, we need to consider what qualities will make the brand different from its competitors/competing messages. There are many ways of defining this, but the point of difference will be strongest if it is based in some tangible aspect of the operation or the brand’s history.

The Imagined Customer. Picture the person that this brand most wants to have a relationship with. Or perhaps, if the brand will be for many people, the particular need or mood that this brand will appeal to. What are they like? What are their needs, aspirations and frustrations, and what will these be tomorrow?

Personality. Brands, like people, succeed in differentiating themselves and communicating their own values, through the ways they talk, dress and behave. For a brand this includes its use of language and its visual identity, in packaging, retail premises or any communication, not just in advertising.

The Brand’s Mission or Fight. A sense of specific mission and purpose can be the single most powerful element that creates a strong brand. By this we do not mean a competitive goal (‘be brand leader’), nor a bland general statement of excellence (‘delighting customers’), but a very particular statement of how this brand wants to make a difference in the world.

Model Public Education/Awareness Policy and Strategy

CDEMA
The Caribbean Disaster
Emergency Management Agency



The Value. This is closely connected to the fight. There are cases where a single word is valuable in summing up what the brand stands for. We may think of this word as the word that appears on the brand's banner as it goes into battle – “in the name of what do we fight?”

Strategic Concept. We can summarise the central idea of the Brand Foundations in one, short phrase. Seeing it all work together is a great help to getting the idea widely shared. In an ideal world every action the brand takes will be influenced by the Brand Foundations, leading to a distinctive and consistent pattern of behaviour that everyone can recognize.

13. CONCLUSION

In conclusion, it is important to have a strong and consistent CDM Brand to support the

objective of achieving enhanced institutional support for CDM Programme Implementation at national and regional levels. The CDM Brand must stand out from the public's clutter of daily life and messages, be recognised as vital to their lives, be a perennial choice in the way people organise and prepare to defend themselves against natural hazards, and resonate emotionally with the various target audiences. It is proposed that two separate though compatible definitions of CDM will help to build emotional ties to the brand. It is further proposed that, to establish the core concepts of the CDM Brand and to consistently perpetuate these core concepts, regional management will be required. For further information on building and developing brands please see the guidance notes in Appendix A.



APPENDIX A:

A GUIDANCE PAPER ON BUILDING AND DEVELOPING BRANDS, USING REAL-LIFE EXAMPLES

DDB BRAND ARCHITECT PAPER:

A framework for optimizing brand portfolios and consolidating and rationalising brands.

Many companies today find themselves with a confusion of brand names. This is frequently the result of past takeovers and acquisitions.

Often the role and meaning of each brand is ill-defined, and they overlap and compete with each other. Looked at globally, the situation can be even more muddled, with different portfolios of brands in each market, or the same brand names used in different ways.

In this situation a company will normally have good reason to:

- **Reduce the total number of brands** to those that can be effectively supported
- **Focus each brand and define a clear identity** for it that differentiates it from the others
- **Harmonise brand policy across countries** as far as possible

The benefits of optimizing brand portfolios in this way will be improved consumer focus, economies of scale and synergies between markets. But the process also has its risks. Insensitively done it can lead to lost customers, damaged employee morale and the destruction of irreplaceable brand equity.

Brand Architect offers a series of steps towards achieving an ambitious new plan for a brand portfolio, ensuring also that not one customer is lost in the transition. To help with this, it also includes the principles of using sub-brands cleverly, and ways of maintaining ‘perceptual continuity’.

SOME PRELIMINARY THOUGHTS ABOUT BRAND POLICY

- 1. Brands are made for their customers.**
The brand portfolio should always be designed for the benefit of the customer, which may not reflect the way the company or the industry organises itself. (‘The shop window does not need to be organised like the back office.’)
- 2. Customers need simplicity, clarity and meaning.**
The positioning of the brands in the portfolio should be simple, clear and meaningful.
- 3. Brand policy must be designed for tomorrow.**
Brand name policy should not be driven by what customers think today, but by what the company wants them to think tomorrow. Research into today’s ‘brand image’ is a starting point, not the destination.
- 4. Big brands are built through two things: consistency of purpose and strong marketing support.**
Fewer brands with a clear purpose and adequate resources are better than many brands.
- 5. Even the name of a brand can be changed, provided enough consistency is preserved.**
The secret of holding on to customers and their loyalty is perceptual continuity – do not change too many elements of the brand at a time.
- 6. Success in brand portfolio management will depend on three things: an ambitious vision, practical attention to the consumer and effective communication.**
Have an ambitious vision for the long-term solution.



But remember the practical, short-term needs of the business, and take care in the transition not to lose one customer, partner or employee.

Effectively communicate an enhanced meaning for the brand that will motivate everyone towards the future.

7. Movement and diversity are the rule.

Brand architectures are not necessarily about systematic reduction with only one mega brand for all. Optimal brand policies are very specific to the company, the momentum and the sector.

Summary of the Brand Architect process

Step 1 Where are we now? Analysis of the current situation and key strategic questions

- ✓ Assemble information: packs, sales, market position, consumer research
- ✓ Interview key people in the company
- ✓ Do extra consumer research if needed
- ✓ Both at the **local** and **regional** and/or **global** level

Step 2 Where could we be? Generate up to three alternative scenarios (from less to more ambitious)

- ✓ Present initial hypotheses to client
- ✓ Interactive workshop with key people in the company

Step 3 Consumer research

- ✓ Make the different scenarios tangible
- ✓ Use specially designed research to get insights into consumer reactions

Step 4 Agree on the optimal scenario and transitional steps towards it

- ✓ Interactive work with headquarters and local / divisional managers
- ✓ Discuss and agree short- and mid-term marketing implications in terms of action, timing and resources
- ✓ Another possible consumer check point?

IN PARALLEL:

Step 5 Clarify the vision and purpose for each supra-brand and each of its sub brands

Step 6 Define the communication plan for each brand, and brief design and communications

THE GRID

The 'Three Level' Grid. *The purpose of this grid is to inventory existing brand properties and categorise them within three levels, and then to consider at which levels brand properties can be best used. This grid is used at these stages of the process:*

- To assess the current situation
- To raise strategic questions
- To generate scenarios
- To assess brand properties at each level of brand naming, reviewing what we know about them:



CORPORATE LEVEL	[Example : DANONE GROUP]
	<ol style="list-style-type: none"> 1. What is my corporate name? 2. What is its value? <ul style="list-style-type: none"> · Awareness? Image content? Share value? · Geographically: local, regional, global? · By target: customers, employees, shareholders? 3. What is its “role”, “function”? <ul style="list-style-type: none"> · Only corporate · Also endorsing products/services...
SUPRA BRAND LEVEL	[Examples: Danone, Lu, Evian]
	<ol style="list-style-type: none"> 1. Do I have current “big” brands? And/or “potential” brands? 2. What is their value geographically and by target: <ul style="list-style-type: none"> · Business: sales, market share, profit? · Brand: awareness, content, relationship? 3. How do they relate to their product offerings or sub brands?
PRODUCTS & SERVICES LEVEL	Examples – Bio (sub brand), Raspberry (variant)
	<ol style="list-style-type: none"> 1. What are all my product/service names, ranking from range to sub-range to unit? 2. How are they organized? 3. And what is their respective value? 4. How strongly/weakly are they related to any supra brand?



RAISE KEY STRATEGIC QUESTIONS AT EACH LEVEL

<p>CORPORATE LEVEL</p>	<ol style="list-style-type: none"> 1. Does my name fully serve the corporate strategy (geography, stock exchange, future development)? 2. Has it reached its maximum potential? What can be done to optimize its value (change, communicate)? 3. Can it have an enlarged role beyond the corporate? Is it important to have a corporate name different from the supra brand names, or not? 4. In case of name change, which existing names are available before looking for a new name? What are their respective values?
<p>SUPRA BRAND LEVEL</p>	<ol style="list-style-type: none"> 1. How many “big brands” can I afford nationally and globally? 2. Are there very distinct strategic markets/segments that need to be covered by distinct master brands? If so, how many, and on which segmentation criteria (business, countries, technology, trade, customers...)? 3. Which current or potential “supra brand(s)” would be relevant for each of these strategic segment(s)? 4. Does it make any sense to have one same name at the corporate and the supra brand level?
<p>PRODUCTS & SERVICES LEVEL</p>	<ol style="list-style-type: none"> 1. How many sub-brands can I afford? 2. How many sub-segments are relevant for the consumers? 3. Which sub-brands should be prioritized and enhanced/extended? 4. How should they relate to the supra brand: <ul style="list-style-type: none"> - strong or weak relationship? - specific contribution to supra brand values? 5. Is there among the sub-brands a potential supra brand (or a transversal “concept” brand* through strategic segments)? 6. Could a sub-brand become a supra brand, and even the corporate name?



A transversal or ‘concept’ brand [as named by J-N Kapferer] is a sub-brand that exists across a range of product categories with a specific value or promise (e.g. a ‘healthy’ positioning – Danone’s ‘Taillefine’).

The process requires alternative scenarios to be generated at each level, from less to more ambitious.

<p>CORPORATE LEVEL</p>	<ol style="list-style-type: none"> 1. Switch/change the name 2. Keep the name but ... <i>Enlarge its role/function</i> <i>Clarify brand vision</i> 3. Improve visual identity, focus communication
<p>SUPRA BRAND LEVEL</p>	<p>One to several strategic segments covered by which brand locally, regionally, globally?</p>
<p>PRODUCTS & SERVICES LEVEL</p>	<p>Where is there a role for sub-brands and what is it (e.g. protectable name, or distinctive identity and values)?</p> <p>How will each sub-brand be linked to and differentiated from the supra brand?</p>

CDM Brand Guidelines

This Brand Standards Guide helps designers accurately portray the Comprehensive Disaster Management personality in external and internal communications. The aim is to present a strong, uniform brand message to employees, as well as to partners and the general public. From the writing style to the colour palette, typography, and layout, every element of a communication should reinforce the image of the Comprehensive Disaster Management programme.

The specifications outlined within this guide will help to create a strong family look for the Comprehensive Disaster Management programme, yet allow room for individual creativity. While this guide provides general guidelines, it can't anticipate every graphic application of the CDM brand. If you have a project that requires unspecified graphic

treatments, please contact **The Caribbean Disaster Emergency Management Agency Coordinating Unit.**

Imagery

Today, with world communications travelling at the speed of light, persons have been so bombarded by global images of disasters and mass destruction that they have become desensitised. What imagery is needed is that which answers the questions: "Do you mean me?" "What can we do to survive?" "How easy is it for me to do?" and, to a minimal extent and for identification purposes: "Which disasters?"

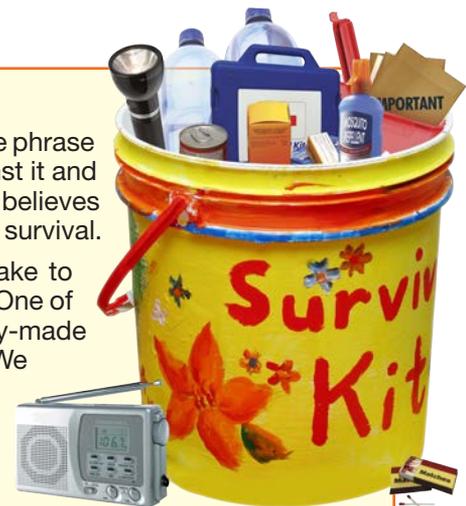
Therefore the image of CDM reflects its fundamentals: 'All people, All phases of management' and to a lesser extent 'All Hazards'.

For many years Caribbean people have repeatedly heard the phrase "Be Prepared" to the point where (1) many are inured against it and (2) it is associated mostly with hurricanes. Acute Vision believes that it is not just a matter of preparedness but rather one of survival.

Part of the creative process investigated what it would take to make it easier for persons to be more aware and prepared. One of the primary outcomes was the idea that if there was a ready-made package or kit, persons would find it easier to be ready. We therefore renamed the hurricane and flood Preparedness Kit to "Disaster Survival Kit". This name encompasses the many disasters and our objective of surviving them.

The design and development of the Disaster Survival Kit is an integral component. White plastic buckets are easily available throughout the Caribbean and they are a clean, safe, waterproof container for storing supplies. This ease of access works towards enabling persons to *be ready*. A separate section on the www.weready.org website demonstrates how to create various versions of the kit, create a checklist and schedule for replenishing supplies.

The fundamental theme running through the print and electronic campaign was based on the name of the existing website www.weready.org. We wanted to speak the language of the masses and we wanted to elicit a constructive response. Therefore after showing the correct way forward the question was asked "Are You Ready?" The positive response "Yes, We're Ready!" enforces the idea that everyone can be prepared. The website address then took pride of place, reinforcing *being ready* as well as allowing persons to know where to procure more information. The redesign and development of this site allows the information to be more accessible to all: child, adult or technical persons.



CDM Brand Guidelines

Images used are clear and easily understood. Positive actions are shown to reinforce what should be done.

Actual disasters are shown in a few select cases to aid in easier communication. The limited to non-use of post-disaster imagery serves to reinforce the message of survival.

A cross-section of Caribbean people of different ages, gender and race are highlighted to present a mirror in which everyone can see themselves and relate to the actions and outcomes portrayed. They help create a desire to want to be involved and take action.

Use of contrasting colours added vibrancy to the materials. Using colour consistently is essential in strengthening brand awareness.

The CDEMA corporate colours are blue and red and should be used in corporate designs.

CDEMA RED	CDEMA BLUE
PANTONE (SPOT): 185 PROCESS (CMYK): 0C-100M-100Y-0K MONITOR (RGB): 190R-0G-33B WEB (HEX): BE0021	PANTONE (SPOT): 287 PROCESS (CMYK): 100C-68M-0Y-12K MONITOR (RGB): 11R-56G-169B WEB (HEX): 0B38A9

Colour

Throughout the campaign colours and images were carefully selected to represent the Caribbean. Strong, pure colours reflect the vibrancy of the region and its diverse people. They attract the viewer to the information and contrast with the traditional images seen of disasters. They also serve to uplift and give confidence that we all can do what is necessary to survive and live well.

This colour strategy runs throughout the various mediums. Each disaster was assigned a colour. For example: CDM's colour is orange: strong enough for attention and danger yet warm and positive for renewal of life.

CDM
PANTONE (SPOT): 165 PROCESS (CMYK): 0C-59M-96Y-0K MONITOR (RGB): 253R-119G-0B WEB (HEX): FD7700

TSUNAMI	HURRICANE
PANTONE (SPOT): PROCESS BLUE PROCESS (CMYK): 100C-10M-0Y-10K MONITOR (RGB): 51R-142G-202B WEB (HEX): 338ECA	PANTONE (SPOT): 2603 PROCESS (CMYK): 69C-100M-0Y-2K MONITOR (RGB): 93R-0G-117B WEB (HEX): 5D0075

EARTHQUAKE	FLOOD
PANTONE (SPOT): 1797 PROCESS (CMYK): 0C-100M-99Y-4K MONITOR (RGB): 184R-0G-32B WEB (HEX): B80020	PANTONE (SPOT): 109 PROCESS (CMYK): 0C-10M-100Y-0K MONITOR (RGB): 241R-226G-8B WEB (HEX): F1E208

Writing Style

The language should be simple and natural – words that most of the public will use in their day to day lives. It should be what the man on the street would say and relate to rather than the technical, formal language of a person working with the programme.

Information should be presented in a clear, concise manner. Verbosity should be avoided as providing too much information can cause your audience to be disinterested. Focus should be given to three main points which allows for easier recall by your audience.

The language style should not preach to the audience rather it should generate thoughts that lead to a response. While the viewer is thinking we then provide direction and guidance and further lead them to the website: **www.weready.org** or your country's national website for more information.

Typography

The fonts selected fit into the overall tone, design and writing style of the CDM and are intended to make the subject matter more approachable. As with the writing style, the selected fonts allow the information to be presented in a fresh and unambiguous manner.

The headline typeface (font family) used is **Futura** which is strong and bold, immediately drawing attention to the materials.

The body copy typeface (font family) used is **Myriad** which is professional and easy-to-read.

Applications of Guidelines: Layout and Design

POSTER



Clear, simple background does not conflict with message.

Dominant headline to attract. At a quick glance the focus of the poster will read **"Hurricane? How? Prepare, Protect, Assist."**

Sharp, clear and appealing image draws viewer in to read the information.

Only three main points highlighted to prevent confusion and ensure that the message is not confusing.

Consistent logo placement on all communications.

Strong website identifier.

Consistent strip across all communications to reinforce the brand.

TELEVISION



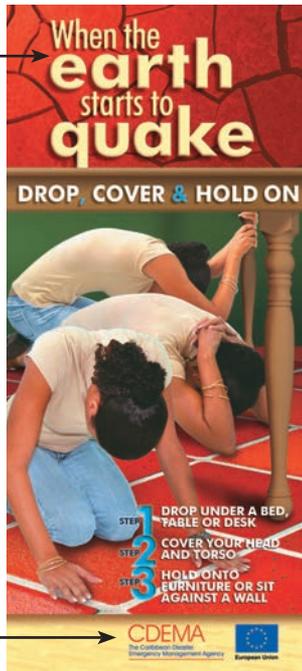
End Tag shows each product with their assigned colour and consistent placement of logo and url

CDM Brand Guidelines

Applications of Guidelines: Layout and Design

BROCHURE

Dominant headline to attract. At a quick glance the focus of the brochure will read "Earthquake? Drop, Cover and Hold on".



Consistent logo placement on all communications.

Simple headlines to attract audience to call to action.



Sharp, clear and appealing image draws viewer in to read the information.

Secondary information is bulleted, short and to the point.

Only three main points highlighted to prevent confusion and ensure that the message is not confusing.

Checklist information is readily identified for easy reference.



Strong website identifier to direct audience to more information.

FLYER



Three main points are highlight on each children's flyer.

Consistent Disaster Survival Kit image to reinforce preparedness.

Quick facts information on each disaster given in tidbits to allow for easy reading.



The back of each disaster flyer consists of interactive games which helps the children understand the disaster more.

2010 - 2011 Campaign

Website

HOME PAGE

Consistent logo placement on all websites. First logo is disaster identification which links to home page. Second logo links to cdema.org.

Quick links to important sections of the website.

Consistent funders logos placement which link to the respective websites.



COUNTRY SPECIFIC INFORMATION PAGE

Consistent slider navigation.

On click of flags the respective information on management offices and individual media which will play above.



Iconic buttons to all the other disasters found on all the websites.

Hurricane

HURRICANE TV PSA



Cliffannie: (gesturing) It's Hurricane Season again!

Mia: Have we got a disaster survival kit ready?

Cliffannie: Not yet Mia... when it happens, I'll deal with it. (gesturing)



Sfx: lightning; thunder

Hurricane Shaquille: woosh (making wind like sounds with his mouth)

Both (Cliffannie & Mischa): (with a surprise expression) Shaquilleeee what are you doing??



Hurricane Shaquille: I am Shaquille ...a Hurricane!

Cliffannie: (confused expression) A hurricane? Now?! I am not ready!

Sfx: super hero music bed

Protector: (voice of wisdom)



Cliffannie, Mia a hurricane can happen at anytime.

You must:

1. Prepare
2. Protect
3. Assist

(points) Are You Ready?

ALL children: (shout) Yes! We Ready!!!

2010 - 2011 Campaign

Flood



POSTER

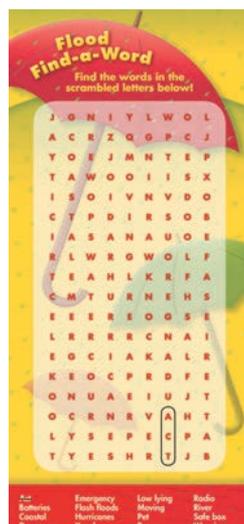


BROCHURE



WEBSITE - CHILDREN HOME PAGE

FLYER



2010 - 2011 Campaign

Flood

FLOOD TV PSA



FEMALE: By the time this announcement ends, rising water could trap you in a flood...

MALE: Prepare: Work with your neighbours to keep drains and surroundings free from garbage and stock up on emergency supplies early.

Look: For rapidly rising water and disconnect all electrical appliances.

Act: Ensure that your family, home and business are safe and secure.

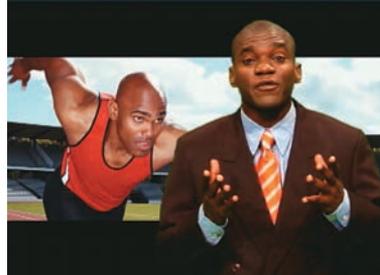
FEMALE: Are you ready?

TAG: Yes! We're Ready!!!



Tsunami

TSUNAMI TV PSA



ATHLETE: So you think it's all about sport?

Running can save your life.

ATHLETE: Say you're at the beach having a good time and feel a strong shaking...

SFX: wind blowing waves crashing

ATHLETE: Run!

ATHLETE: See the water withdraw an unusual distance from the shore...

ATHLETE: Run!

SFX: (rumbling of sea)

ATHLETE: Hear a strange roar...

ATHLETE: Run!

ATHLETE: If you experience any of these warning signs,

ATHLETE: RUN to higher ground!!

ATHLETE: There may not be enough time for an official Tsunami warning.

ATHLETE: Be Tsunami Smart, know the natural warning signs.

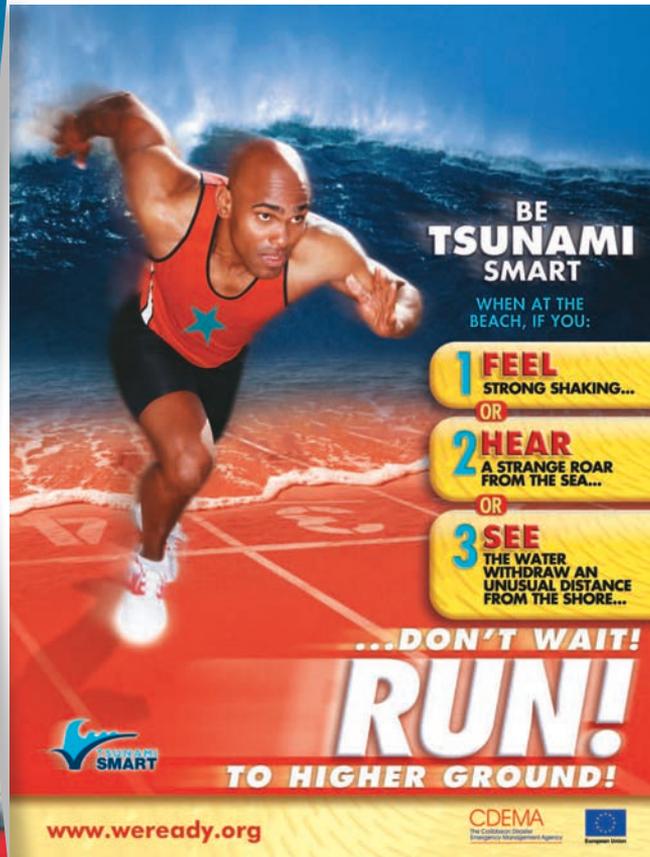
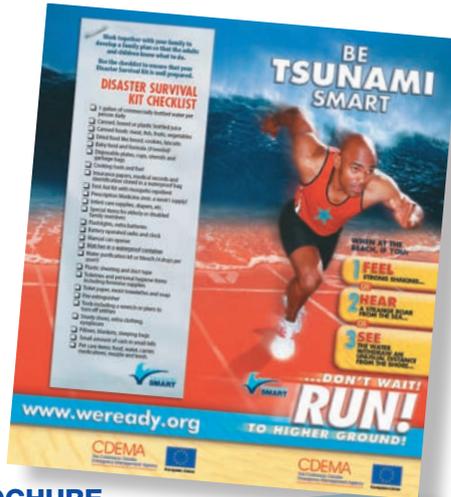
ATHLETE: Are you ready?!



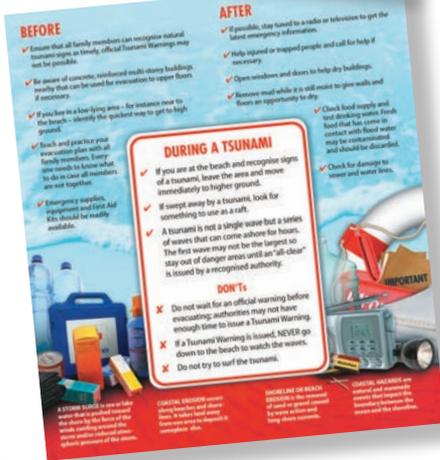
2010 - 2011 Campaign

Tsunami

POSTER



BROCHURE



FLYER



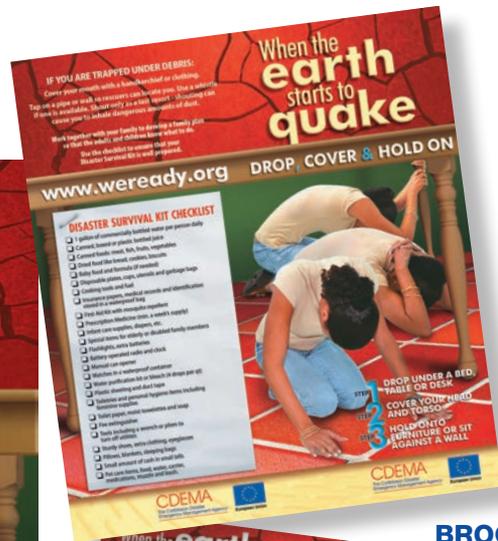
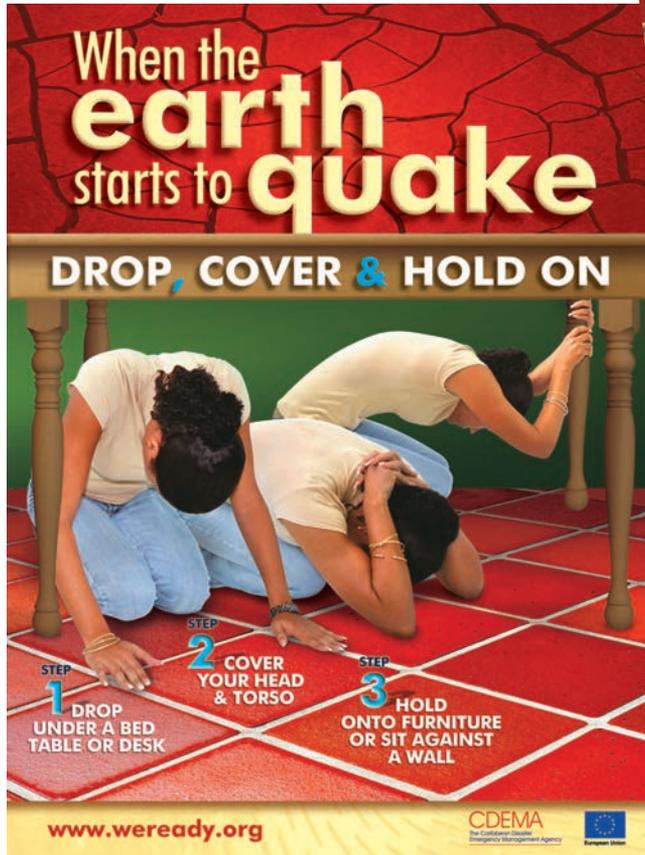
WEBSITE - CHILDREN HOME PAGE



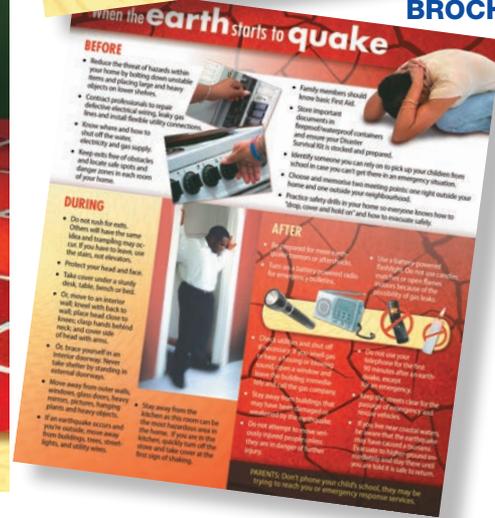
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Earthquake

POSTER



BROCHURE



FLYER



WEBSITE - HOME PAGE

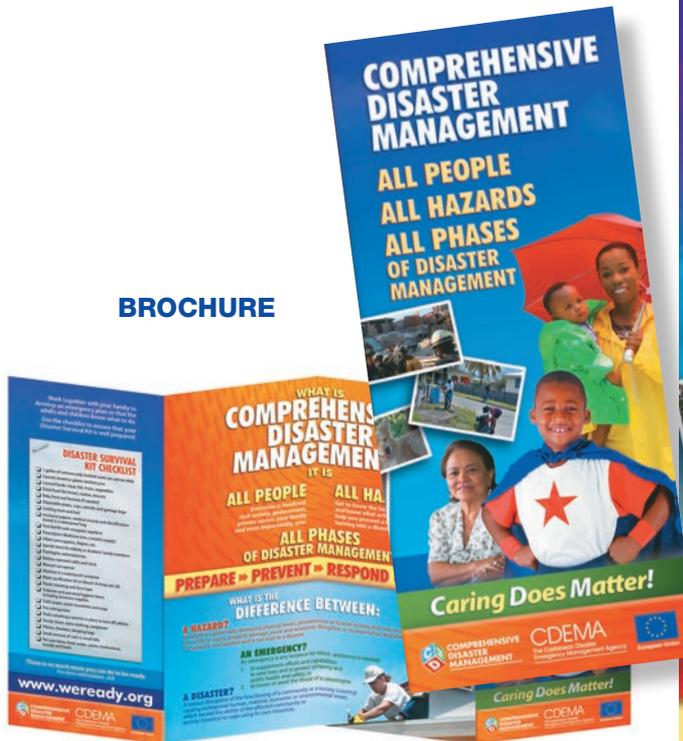


2010 - 2011 Campaign

CDM

POSTER

BROCHURE



BEFORE A HAZARD STRIKES PREPAREDNESS

- Develop a family, business or school preparedness plan.
- Prepare emergency supplies for your home and business.
- Remember to allocate supplies for the disabled, children and the elderly, and keep your medications up to date.
- Familiarise yourself, your family and employees with exit routes from your neighbourhood, school and business and set up a chain of command for them. Use these exit routes only if necessary as sometimes the safest place to be is where you are.
- Have emergency fuel for vehicles, machinery and power as gas stations may be closed during emergencies. Plan to take one car per family to reduce congestion and delay.
- Have a minimum amount of emergency cash in small bills.

BEFORE A HAZARD STRIKES PREVENTION

- To ensure that your home can protect you, make an investment in its maintenance.
- Be sure to have adequate insurance for your home, business and contents against disasters, and keep visual and written records of all your possessions to aid the claims process.
- Identify the safe zones and danger areas in your home and business, making note of how quickly you can escape if the need arises. Special attention must be taken for the elderly, disabled and small children when planning your escape routes.
- Test your disaster plan, it's never too early to modify and tweak the plan to better suit your needs.
- Take a first aid and CPR class to ensure you have the necessary skills to reduce the impact of injuries to your family or community.
- Talk to the members of your community to develop and implement a plan of action of the tasks each of you can assist in or work together on during an emergency. Remember to include persons who have medical expertise and someone to check on the elderly or disabled persons.

WHEN A HAZARD STRIKES RESPONSE & RECOVERY

- Check your immediate facilities or surroundings to determine if it is safe to remain where you are.
- Stay healthy, keep hydrated, ensure to keep your hands clean and protect your feet from debris and dirty water by wearing sturdy shoes.
- Don't panic, stay calm and start to implement your plan of action.
- Listen to the radio and avoid spreading inaccurate information.
- If you run out of commercial bottled water, boil your potable water before drinking it.
- Photograph damages, make a list and identify what needs to be recovered for insurance or any other assistance.
- Discuss with your family or employees the activities that need to be implemented to aid in the recovery process over the period directly following the hazard.
- People need to be actively involved in getting their lives back together, keep a list and assorted material handy to repair damage in the home or in the neighbourhood.
- Activate a clean-up and salvage team to help around your home, the homes of elderly persons and/or the neighbourhood.
- Assist with the injured noting you should not move anyone unless they are in imminent danger of further injury.
- Remember counselling is available to you and your family to help cope with these situations from your church, government or other aid organisations.



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www.weready.org