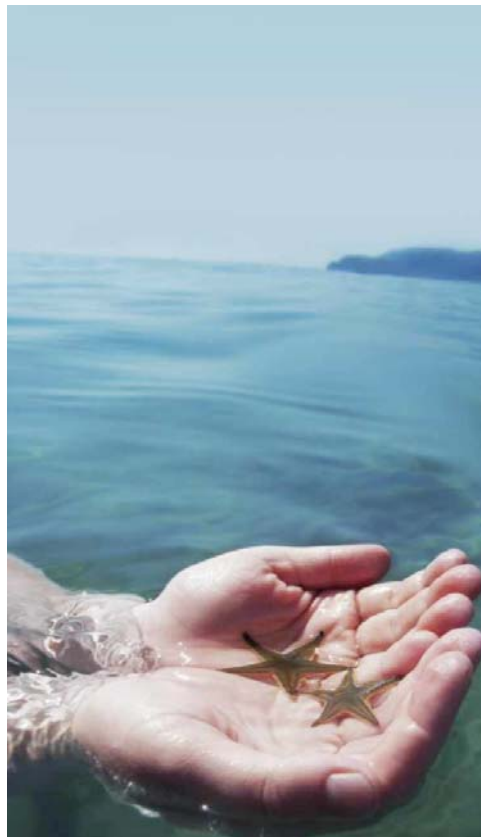




UNEP/MAP SMAP III Project:

Promoting awareness and enabling a policy framework for environment and development integration in the Mediterranean with focus on Integrated Coastal Zone Management

iczm Marketing Strategy



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Note

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1. Problem Statement

This report is based on the premise that the fundamental value of ICZM as a means of delivering sustainable coastal development in the Mediterranean remains valid. However, its recognition by the wider community as a valuable developmental tool is critically low, and this factor threatens the potential success of the SMAP project.

Key questions this report therefore seeks to address are:

- ♦ If ICZM is a product what is it?
- ♦ What is ICZM trying to sell or offer?
- ♦ What is ICZM's USP¹?
- ♦ Does it have a very strong 'brand' identity and market position in relation to other developmental processes?
- ♦ Is ICZM - as we describe it - relevant to those we need to influence?
- ♦ In ICZM's perception by the target audience become dated or, more importantly, has it any visibility in a crowded political agenda?

ICZM hasn't yet captured the policy and practice high ground its proponents would wish (as evidenced for example by the low take-up by Member States of the EU "Recommendation on ICZM", 2001). This is at a time when concerns at the impacts of climate change, coastal development, the loss of coastal biodiversity and the rapid development of marine technologies are at their highest. There are two potential reasons:

1. ICZM lacks apparent and contemporary relevance to politicians and other key decision makers.
2. The technocratic nature and image of ICZM hinders attempts to cross the divide between its proponents and the policy makers.

But, more fundamentally, ICZM is presented as a process, often with loosely defined outputs, benefits and rewards. "Integrated Coastal Area Management" ie ICAM, or even the better known ICZM, as brand names holds few widely recognised values in the minds of its target consumers, and a very low recognition level compared to, say "Sustainable Development", "Agenda 21" or the "Millennium Development Goals".

ICZM practitioners therefore have to spend a large amount of effort explaining the very concept itself. Being a means to an end rather than an end in itself is an intrinsic handicap.

ICZM therefore struggles to compete with better understood and more fashionable political concepts, easier wins from major development projects or single sector

¹ USP, Unique Selling Proposition or Point, is a marketing concept that states that campaigns should make unique propositions to the customer to convince them to buy the product. The USP is the one thing that makes that product different than any other. It's the one reason consumers will buy the product even though it may seem no different from many others just like it.

agendas. At the state level ICZM is typically marginalised to the environment ministries, themselves primarily seen as regulatory and “anti-development”.

Recognising this latter point, the SMAP Brainstorming Meeting of the 3rd April identified a wide and ambitious audience for ICZM in the target countries. In addition to key ICZM policy makers, typically from the national ministries of environment, the primary stakeholders were identified as:

- ♦ Decision makers at the highest level possible, up to and including national presidents.
- ♦ Policy makers from some or all of the following ministries: tourism, agriculture, urban planning, public works, development and finance.
- ♦ Policy makers at local and regional level.

Secondary stakeholders were identified as the civil sector (including academia) and the private sector. Further, in-country assessments of audiences were proposed in order to identify the proper targets. The meeting recognised the need for the use of marketing language and techniques to convey the “ICZM Message”.

The complexity of the task is further increased by the high number of target states involved in the project, with their wide variety of cultures and administrative systems.

2. Key ICZM Marketing Challenges

This strategy concentrates therefore on giving direction: clarifying vision and objectives, clarity of purpose and differentiating ICZM in a crowded sustainable development market place.

Given the ICZM problems of audience perception and recognition outlined above - combined with the daunting range, breadth and potential irrationality of that target audience - the key marketing challenges for this SMAP project are to:

3. Encapsulates ICZM into a simple **key message** that takes it from an abstract concept to a concrete reality that is both realisable and visionary
4. Differentiates ICZM as a coastal development process that offers **superior value** to alternatives
5. Provides ICZM's proponents with a **language and process** that engages stakeholders and meets their coastal aspirations; ie is consumer focussed.
6. Presents ICZM in a way that is both **adaptive and flexible** in its application to the Mediterranean in general, to multiple national situations, and to a wide variety of communication tools and procedures.

“Don’t just tell the consumer his problems or what he must to do... tell him what he may never have realised he needed or wants to do...”

3. The Key iczm Message

In addressing the target audiences therefore, iczm should have a key single message that is both *aspirational* and *transformational*.

Aspirational – defining what kind of coast the audience want. *Transformational* – identifying how that is achieved. The following message is therefore proposed to underpin all further work and to open debates. It is deliberately expressed as a personally targeted statement – aimed at “you” - and it deliberately avoids claiming a pre-determined outcome. Think of promoting a religion as an analogy:

The iczm message

The key message to be used throughout the project:

iczm a better way
visualising the coastal future you want
...enabling you to achieve it

“...a better way” – the claim
“**visualising the coastal future you want**” – the aspiration
...“**enabling you to achieve it**” – the transformation.

The apparent simplicity of this statement is deceptive. It deliberately allows the audience its own perception of what that coastal future is, rather than being seen as a dictat from the supra-national level. In so doing it seeks to engage that audience in an open process and - by its claim of uniqueness - in a challenging process with an air of novelty, and even of mystery.

This message is just the start of the marketing process. It is proposed as the opening position in a journey to an as yet undefined but desirable destination. It doesn't mention sustainability or any other altruistic ambition; that comes later as part of a shared process.

The iczm term

Throughout the process it is proposed that the use of the term iczm is retained as an acronym with the expanding text available as a strapline or footnote. Although it will never reach the brand recognition of other acronyms such as BMW or IBM, it is unique; iczm creates the image of an established methodology and is “searchable”



iczm as “Integrated Coastal Zone Managements has a 100% hit rate and over 200,000 sites on Google.

This report now turns to how iczm works with the audience to define that coastal future aspiration and the methods by which it can be achieved.

4. Defining the **iczm** Aspiration – “visualising the coastal future”

The “Doomsday Scenario”

A cursory reading of the Blue Plan’s “Environment & Development Outlook”, 2005 and other reports on development trends for the Mediterranean reveals a relentlessly negative scenario. Headline statistics point out the negative costs of current development trends on GDP (cost/year in South & East Mediterranean from 3 to 5.5% of GDP). The litany of problems continues: the depletion of natural resources, coastal concreting (for which a new word has been coined – ‘concretisation’) of more than 4000kms by 2025, the aggravated north-south fractures, social dissatisfaction, risks of instability, congestion of coastal regions, the overexploitation and management deficits of hinterlands, urban sprawl, desertification, loss of biodiversity and traditional landscapes etc., etc.

All this, and increasing vulnerability to natural risks fires, floods, earthquakes, droughts and maritime pollution.

The Doomsday Paradox

Read these reports and it is hard to avoid the conclusion that the future could be a frightening place. St John was too conservative with his four horsemen: to war, famine, pestilence and death must now be added environmental devastation, extreme weather, earthquakes and tsunamis, overpopulation, massive social and economic inequality and the unforeseen consequences of technological change.

Of course it’s important to quantify these processes and to warn of consequences, but for those in the developed world and many of the key decision makers and stakeholders in the target countries at least, life is as good as it has ever been.

In countries like the UK for example, there is increasing evidence that the constant messages of impending disaster by governments, scientists and NGO’s are having an opposite effect to that intended. Whilst awareness of the causes of climate change and its consequences is very high in the UK, individual behaviour and consumption patterns, such as the purchase of SUV’s, flights on budget airlines, second homes in southern Europe etc., run diametrically opposite to efforts to mitigate climate change.

Constant repetition of the doomsday messages seems to induce a sense of hopelessness in the individual and the community, and reactions of *“lets enjoy it while we can”*.

The moral of the Doomsday Paradox is that we must present the easily achieved solution alongside the problem.

This paradox has implications for the marketing of iczm. How can we convey a message that iczm can help deal with these threats *and* support rising living standards and aspirations?

The Blue Plan's "Environment & Development Outlook" attempts to do this by proposing an alternative development scenario to 2025 based on "*urgently stopping and reversing the continuing degradation of coastal areas*". However, the scenario proposed is by necessity broad and generalised; in marketing terms it is very difficult to either localise or personalise its sustainable development message. The proposed iczm Protocol is more specific, but uses the legalistic language of compliance and regulation rather than aspiration.

The Blue Plan sums up the problem; "this alternative scenario assumes *radical changes* which will not be self-evident because they will run up against political and administrative inertia and dominant, short term interests."

The proposed iczm marketing strategy:

1. "Doomsday Scenario"

Hit the target audience hard with an uncompromising vision of the future coast with just 6 headline issues/images relating to:

climate change and natural disasters
economic cost (-ve GDP)
ecological threats
loss of cultural identity
concretisation
pollution

2. "iczm a better way"

Offer a means of visualising an alternative paradigm of coastal development, one that "squares the circle" of growth and sustainability in practical, achievable and attractive ways - sustainability.

3. the iczm process

Provide a simple, stepped process to achieve this paradigm. "Localising" it to the target state or coastal area

The aim here is to take the ambitions of the Blue Plan and the ICZM Protocol and apply the marketing maxim:

"Don't just tell the consumer his problems or what he must to do... tell him what he may never have realised he needed or wants to do..."

....and then how to do it.

We do this by developing new “memes²” for **iczm** - a new language - and a new coastal development model that “squares the circle” of growth and sustainability in a practical, achievable and attractive way – a better way..

iczm a better way

A scenario matrix is used to develop this new language of **iczm** and as a potential tool for use by national consultants in a workshop situation for generating coastal futures with stakeholders.

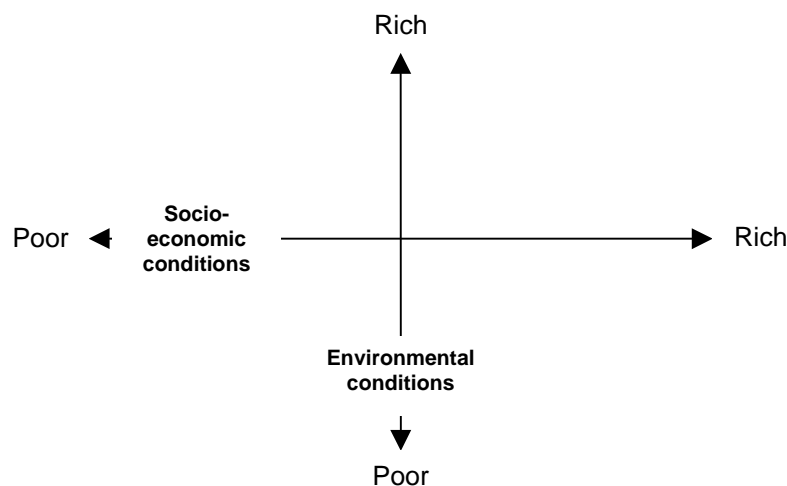
The proposed scenario is based on a “coastal development matrix”, its title “a better way” is a deliberate focus on the positive and the desirable.

The basic matrix is comprised of two axes of sustainable development:

- environmental conditions
- socio –economic conditions

(Ideally it would be three axes: environment, social and economy but this presents insurmountable problems of graphic representation).

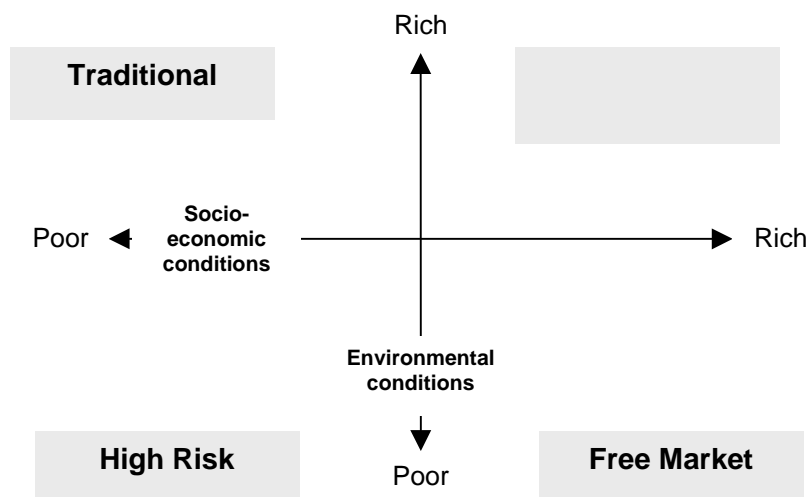
It is based on the simple premise that the case for a “rich” environment and a “rich” society is unarguable and is an ambition shared by most.



² The term "meme", a theoretical concept refers to any unit of cultural information, such as a cultural practice, idea or concept, which one mind transmits (verbally or by demonstration) to another mind. Examples might include thoughts, ideas, theories, practices, habits, songs, dances and moods in addition to concepts such as race. Different definitions of *meme* generally have in common, very roughly, that a meme consists of some sort of a self-propagating unit of cultural evolution having an analogous resemblance to the gene (the unit of genetic information). Ref. Wikipedia

Overlaid on this basic matrix are 4 extreme stereo-typical coastal development scenarios based on contemporary driving forces for the Mediterranean:

1. **Traditional** - rich environment /poor socio-economic conditions
2. **High Risk** - poor environment / poor socio-economic conditions
3. **Free Market** - poor environment /rich socio-economic conditions
4. **Towards Sustainability** – rich environment/ rich socio-economic conditions



This is the basic tool from which the **iczm** language is developed and on which preferred development scenarios are built.

In a workshop situation, the matrix is then ‘populated’ with statements and exemplars from the Blue Plan or from local examples that typify those four conditions (figure 1).

What starts to emerge are the new “key” words to achieve the sustainable development model. Although there has been no opportunity to test this on a wider audience the following 6 key words emerge from the focus on the “desired” development path for the first part of the key message “**the coastal future you want...**” A coast that is...

- **resilient** - resilient to climate change, resilient to natural processes, resilient to human processes
- **productive** - productive financially, competitive, high in value, increasing GDP, alleviating poverty
- **diverse** – diverse in ecological, diverse in experiential terms
- **distinctive** – distinctive culturally, distinctive in marketing
- **attractive** – attractive to visitors, investors and to local people
- **healthy** – free from pollution.

A coast that is “future-proofed” in business terminology.

Secondly, the matrix is used to plot the present development position, and – in broad terms – the desired development path (figure 2).

Figure 2 The Scenario Matrix

TRADITIONAL

- ♦ High quality environment based on traditional stewardship of natural and cultural resources
- ♦ Low economic productivity
- ♦ Traditional cultural activities
- ♦ Poverty of coastal communities and loss of young people
- ♦ Threats to natural land and marine resources dependent on traditional stewardship
- ♦ Pressure for development and public sector intervention
- ♦ 'Regulatory' policy environment

rich ^

A BETTER WAY

- ♦ 'Enabling' local & national policy environment to encourage intersectoral cooperation and partnership leading to reduce conflict
 - ♦ 'Bottom-line', minimum coastal regulation eg Coastal law, set back, buffer zones.
- ♦ **Resilient** natural, social and economic systems
 - ♦ Environment integrated into **productive** development
- ♦ Market leadership in ecotourism, environmental technologies
 - ♦ **Resilient** to climate change etc.
- ♦ New & innovative development paths
- ♦ Stewardship of natural resources and strong coastal land agency retains **attractive** and **diverse** landscape
 - ♦ Stakeholder involvement
- ♦ "Horizon 2020" pollution compliance produces **healthy** environment

< poor

Economy

rich >

- ♦ High social instability, migration and conflict
- ♦ High environmental vulnerability to flooding and storms
- ♦ Coastal erosion
- ♦ Low investment
- ♦ High risk of accidental pollution from poor infrastructure, outdated equipment
- ♦ High public health risk from inadequate public infrastructure and enforcement
- ♦ Cost of degradation of 3 – 5% of GDP
- ♦ High public investment dependency
- ♦ Low government priority
- ♦ Local communities lack vision, commitment & funding
- ♦ Poor waste management

Environment

< poor

- ♦ Predominantly private sector investment in development hot-spots
 - ♦ Marginal areas fall into decline
 - ♦ Low regulation and potential corruption
 - ♦ High short-term productivity
 - ♦ High vulnerability to global competition
 - ♦ Diminishing long-term returns
- ♦ Cost of degradation of 3 – 5% of GDP
 - ♦ High public costs of remediation
 - ♦ Sectoral conflicts
 - ♦ Water depletion
- ♦ Concretisation and coastal erosion
 - ♦ Marine pollution
 - ♦ Vehicle congestion
- ♦ Depletion of natural resources
 - ♦ High levels of waste

HIGH RISK

FREE MARKET

The Blue Plan usefully provides excellent graphic illustrations of the hypothetical: “**Traditional Mediterranean Coastal Slope**” the modern, “High Risk” and “Free Market” “**Mediterranean Coastal Slope of Today**”. These are simple and hence powerful presentation tools.

All that is required now is a comparable illustration of the “Towards Sustainability” model – the “**Mediterranean Coastal Coast of Tomorrow**” (figure 3). The answer to the “Doomsday Scenario”.

iczm a better way
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 ...enabling you to achieve it

Figure 3:



iczm a better way

THE MEDITERRANEAN COAST OF TOMORROW
 a simple 3D graphic illustration of the ICZM model including:

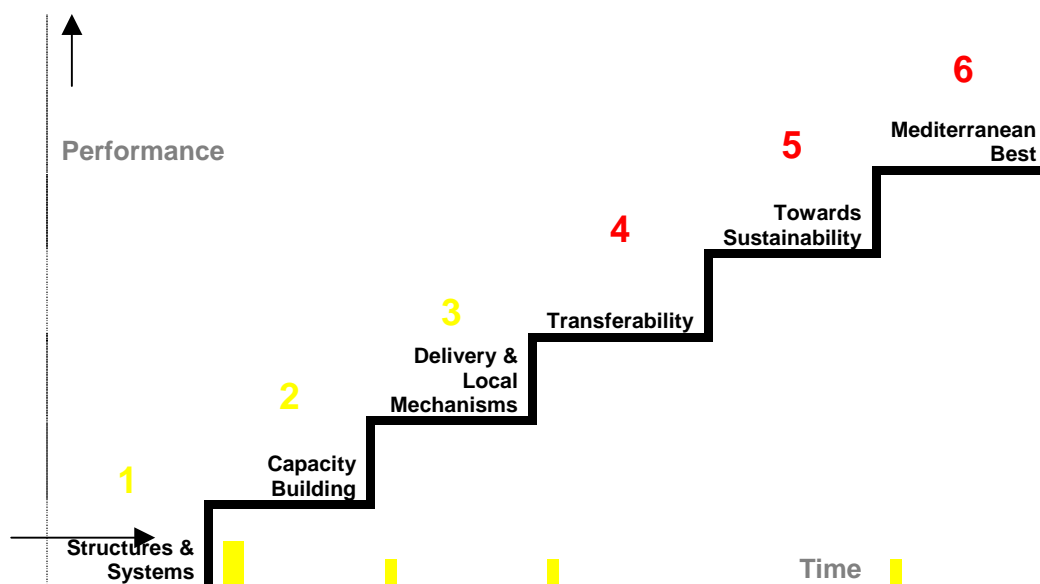
- Development "set back"
- Watershed "buffer zones"
- Protected areas
- Farmed landscape stewardship schemes
- Sustainable fisheries
- Rural eco-tourism
- Managed cultural sites
- Restored lagoons, dunes & wetlands
- Planned urban development
- Renewable energy sources

5. The Transformation: “6 **iczm** Steps to a Healthy Coast” - to ‘Mediterranean Best Coast’ performance standard in six steps

Selling a process will always be more difficult than selling a product. So, in the case of **iczm** - a term with little or no recognised values - it is proposed to simplify it to a series of steps, a technique often used in selling “life-enhancing” regimes such as health or wealth – “6 Steps to Healthy Living” or, in this case “6 **iczm** Steps to a Healthy Coast” (figure 4 & 5).

In marketing terms, the ‘offer’ is the simple series of 6 steps to recognition as “Mediterranean Best Coast”.

Figure 4.

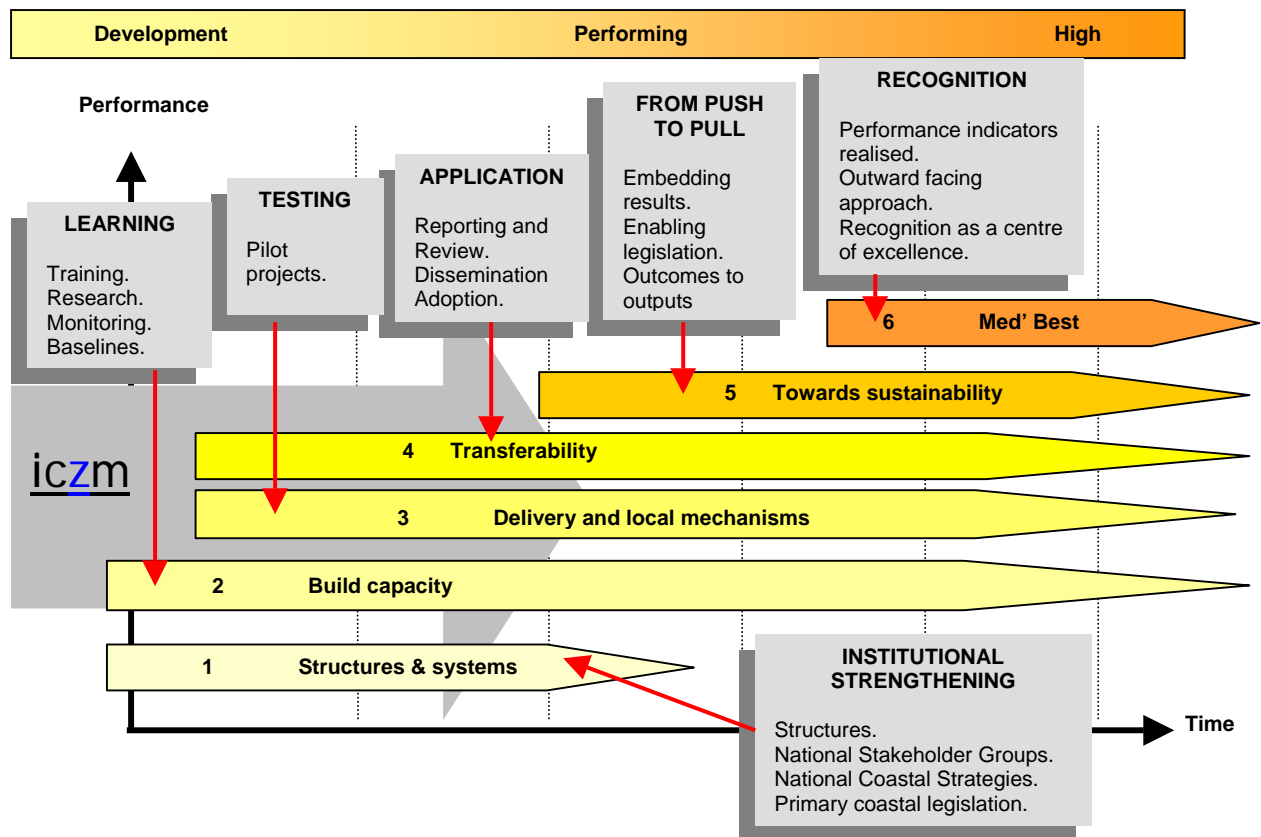


The **iczm** process proposed is a simple one, and performance-based. This is a menu-based approach depending on individual national circumstances. The precise range of activities, or ‘cocktail’ of project activities will be decided in negotiation with individual nations based on menus supplied by the SAMP project and according to individual national needs and capacity:

The objective - to engage the target states in the **iczm** process, with the ambition of a transition from the “push” of the external funding programme to the self-sustaining “pull” of the national stakeholders.

In more detail, this performance-based approach and some of its potential outputs and outcomes is shown below:

Figure 5. Building Performance – the **iczm** process



6. Communicating the **iczm** message

Quality of presentation should underpin the delivery of the message, there is no substitute in this visual world for this quality. Poor presentation consistently undermines the case for sustainability when compared with the glossy promises of the market alternative. The communication strategy is one based on the engagement of key figures in the target countries from both the coastal community and key figures of influence. The objective being to develop a constituency of support that extends beyond the immediate circle of coastal stakeholders.

media quality

- ◆ Commission designer to develop the **style manual** for **iczm** to ensure the quality, consistency and, above all the recognisability of the brand. Source **high impact visuals and images** from agencies or photo libraries to underpin the 6 Doomsday messages and the 6 key words of the **iczm** alternative. Images must be of the very highest quality, preferably professionally-sourced.

iczm website

- ◆ A dedicated **iczm web site** with recognisable, memorable address. The www.iczm.org is proposed however this is already registered but inactive (the registered address owner is a German-based coastal consultancy using www.iczm.de. The owner should be contacted to discuss its transfer or use). Otherwise an alternative top-level domain retaining “www.iczm” such as www.iczm.net should be sought. This address should appear in all material.
- ◆ The web site should contain the full-suite of iczm material relating to the “Future Coast” and “Coast Days” campaigns detailed below, as well as the “Future Coast Scenario. The site should be fully interactive aimed at the interested public rather than technical experts, with downloadable video and campaign material and the “Future Coast” simulation discussed below.

“Future Coast” campaign

- ◆ Commission high impact TV-led campaign based on the “Doomsday” vs. the ICZM Alternative theme. Key outputs to be:
 1. **TV advert** of c30 seconds and distributed by national contact points to participant national networks as a public service broadcasting obligation. This should also be available through the iczm web site and related sites such as the UNEP green.tv. Simplicity would be key and based around an emotional rather than technocratic appeal for our coastal future.
 2. **TV documentary** consisting of generic, region-wide message with in-country tailored messages.

- Generic message to include interview with figure commanding region-wide respect (eg Queen Rania of Jordan).
- In-country message to be headed by senior figure of government.
- ♦ Additional supporting material to include:
 - i. **iczm** PowerPoint
 - ii. **iczm** brochure, conference and press pack folders
 - iii. **iczm** poster
 - iv. **iczm** exhibition panels – one per stage of the message plus one for the local context.
 - v. **iczm** prestige items for key target audience, attendees at workshops etc.
 - vi. others as appropriate

Coast days

- ♦ A “**Coast Day**” **celebration** in each of the target states led by a partnership of governmental agencies and NGOs to be held in late 2007 or early 2008. Discussions to establish the preferred single regional date or separate country dates should be held with in-country partners.
- ♦ Target audiences will be **child/youth led** to focus the events on future and ‘legacy’ issues.

Future coast scenario

- ♦ Develop a **schematic “iczm coast of tomorrow”** to complement Plan Bleu’s “traditional” and “modern”.
 1. Commission new **graphic representations** of the “traditional”, “modern” and “future” Mediterranean coasts for use in publications, posters and presentations.
 2. Investigate development of SIM “**iczm coast of tomorrow**” **interactive game and teaching aid** which allows users to ‘manage’ a stretch of Mediterranean coast including social, economic and environmental variables. This should be available on-line.

7. Build Affinity and Engagement in the **iczm** Target Audience

The central objective is to build a constituency of support in each country, to start a self-sustaining process that extends beyond the life-span of the project. This can only be achieved through a culture change in the key audiences. Communication therefore has to go beyond “informing” to “engaging”. Wider, public opinion is important but in this time and resource -limited project follows takes second place to the engagement of the immediate target audience of those who can deliver policies and action.

- ♦ Use/train the best **iczm** **communicators** – it is essential that all those involved in the communication of the **iczm** are “on message”. A training event and manual for both international and national consultants is essential, along with supporting material.
- ♦ A **localised iczm message pack** for each target state to supplement the generic message. This will have to be developed with national consultants.
- ♦ A **local iczm marketing strategy** for each state based on the generic model and ‘deepening’ the message to the local situation.
- ♦ Consider **iczm ambassador(s)** – a recognised “name” adds instant credibility to any campaign. Is there a figure(s) highly respected by the target countries who can be used to “open doors”? Alternatively, the international consultants should also be tasked to hold high-level briefings.
- ♦ **Target key opinion formers** (not always key stakeholders) – a targeted campaign aimed at key opinion-formers e.g. press correspondents, editors or owners, key civil servants or ministers, community, business and leaders. These will not always be the same as the key coastal stakeholders. Face to face meetings where possible or briefing for small groups.
- ♦ **iczm sponsored receptions/events** for both the key opinion-formers and key stakeholders hosted by a key national figure or office. Minimum one per country. Potential synchronisation on Coast Day with other media events
- ♦ **iczm focus groups/ workshops** to develop **iczm** coastal scenarios based on the scenario matrix. Preferably these would be led by the national consultants but using professional facilitators (subject to availability).

iczm a better way
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8. Use of the **iczm** brand with campaigns and projects

The iczm brand will generally be used with other specific campaigns, projects, teaching or publicity material. For example:

(for illustration only)

