

Social License

Possible approaches to public campaigning

Freight & Logistics Council

March 2018

CGM COMMUNICATIONS

- 100 per cent locally owned strategic communications agency, with integrated capabilities in community, government and media relations.
- Specialise in public campaigns that shape opinion and change behaviour.
- Directed WA Labor's research and advertising program for its successful 2017 state election. This included:
 - Focus groups
 - Polling
 - Strategic messaging
 - Advertising production (TV, radio, print, digital, outdoor)
 - Advertising purchasing and placement



What is social license?

WHAT DO WE MEAN BY SOCIAL LICENSE

- Ongoing support within the community and other stakeholders to maintain the regulatory environment necessary for successful operations.
- Closely linked to reputation
- Not to be confused with corporate and social responsibility (CSR) or community engagement, which, performed well, may contribute to social license.
- Social license more industry specific.

INDUSTRIES WITH SOCIAL LICENSE CHALLENGES

- Cigarettes
- Fossil fuels
- Fracking
- Big Tech (Facebook, Google)
- Uranium
- Banking
- Mining / Resources
- Fishing
- Taxis

CHALLENGES IN FREIGHT AND LOGISTICS

- Population density in cities.
- Increased trade -> increased freight movements.
- Empowerment of local communities.
- Technological change.
- Politicisation of projects and issues.

SOCIAL LICENSE IN FREIGHT AND LOGISTICS

- Recognition of the importance of freight and logistics by the community to enhance baseline support for local projects and operations.
- Recognition of the importance of freight and logistics by government to encourage better land-use and infrastructure planning, as well as a continuously improving regulatory environment.



Campaign considerations

CONSIDERATIONS

1. Audience
2. Potential Allies
3. Strategic Messaging Opportunities
4. Content
5. Asks
6. Channels
7. Footprint
8. Scalability
9. Duration
10. Resourcing

AUDIENCE

- Community:
 - Exposed to freight and logistics operations
 - Influencers of government
- Government:
 - Decision makers on planning, land-use, infrastructure and regulatory environment

POTENTIAL ALLIES

1. Government (state, local and federal)
2. Client industries
3. Consumers
4. Freight & logistics businesses
5. Freight & logistics workers

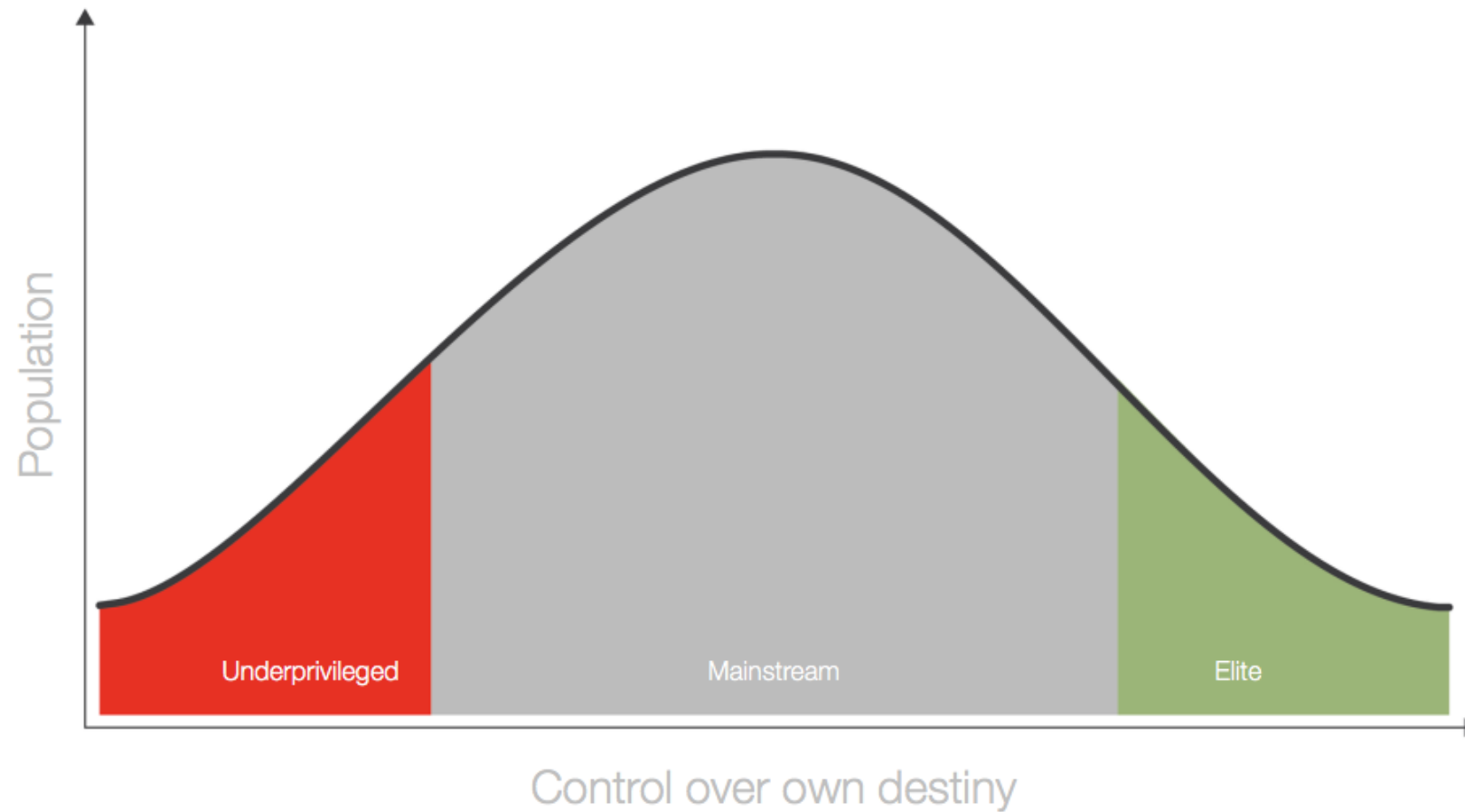
STRATEGIC MESSAGING OPPORTUNITIES

- Generate a sense of excitement:
 - Freight & logistics key to popular new experiences in online shopping, lower prices, choice and convenience.
 - Freight & logistics being key to exciting future opportunities in new technology, new export markets and new types of jobs.
- Build a coalition of support by showcasing stories the freight and logistics-related stories of allies:
 - Government infrastructure programs
 - Export businesses
 - Consumer experiences (targeted, given concern over imports)
 - Freight & logistics business success
 - Freight & logistics worker experiences

CONTENT

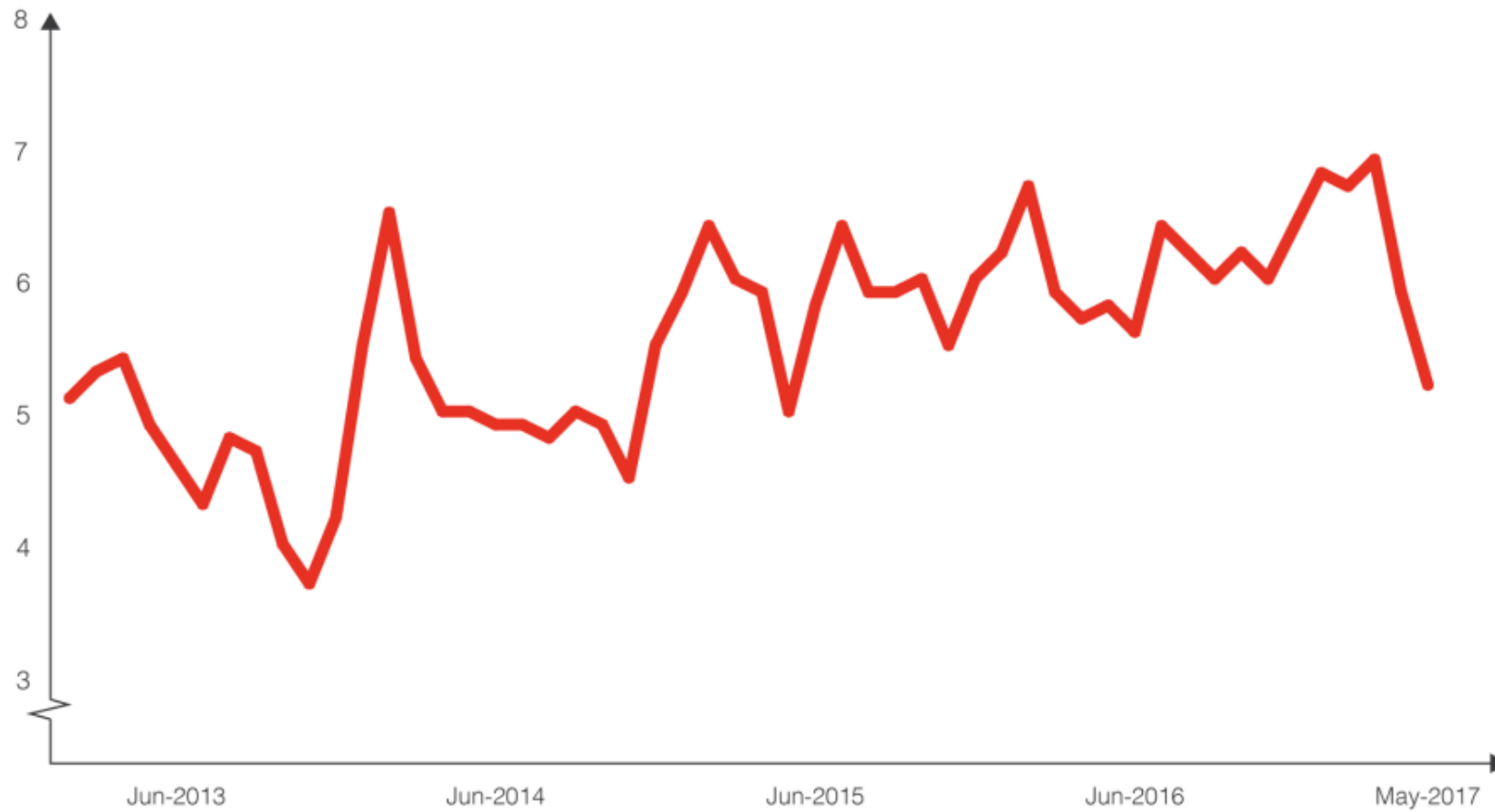
- Content is critical.
- Personal, relatable stories are key.
- Demonstrating importance to the employment and financial futures of mainstream community the most effective strategy.
- Reliance on high level concepts and headline data won't cut through.

ECONOMIC ENGAGEMENT



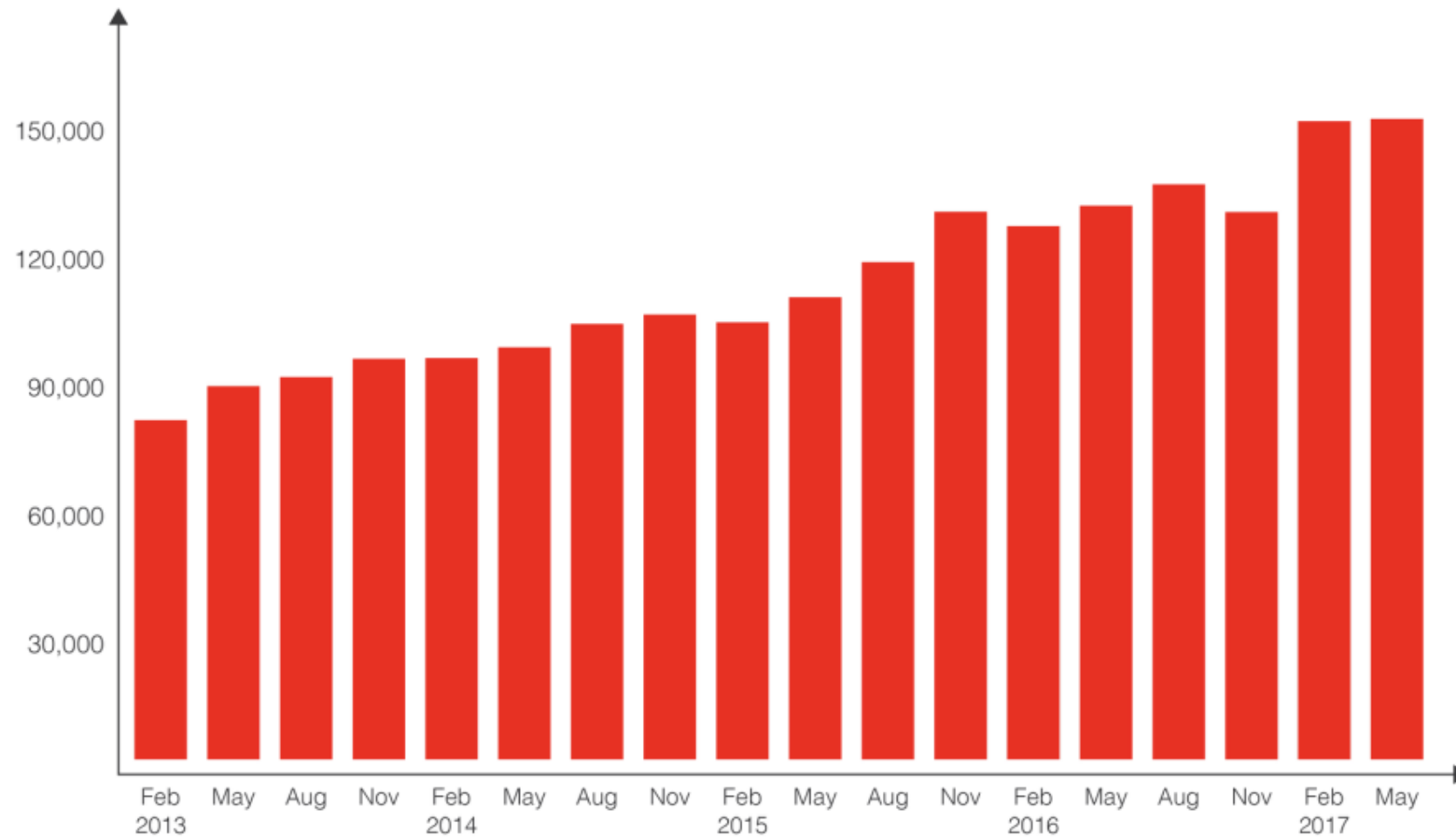
- Traditional approaches to CSR and social license have focused on the underprivileged and elite decision makers.
- Support among the mainstream has been assumed, on the basis of growth delivering jobs.

UNEMPLOYMENT RATE (WA)



- Unemployment rate in Western Australia trending upwards.
- Inadequate measure of labour market capacity or driver of wages growth.

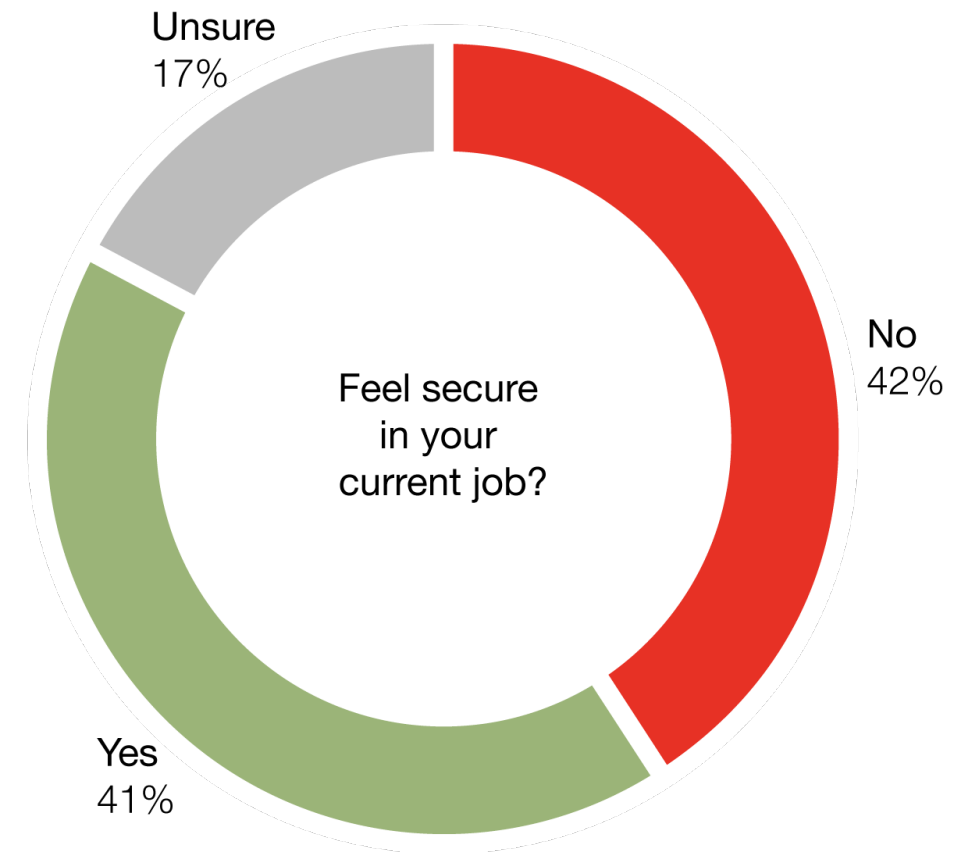
UNDEREMPLOYED PEOPLE (WA)



- Number of underemployed people in WA doubled between 2013 and 2017.
- Key driver of labour market capacity, flat wages growth and financial insecurity.

JOB INSECURITY

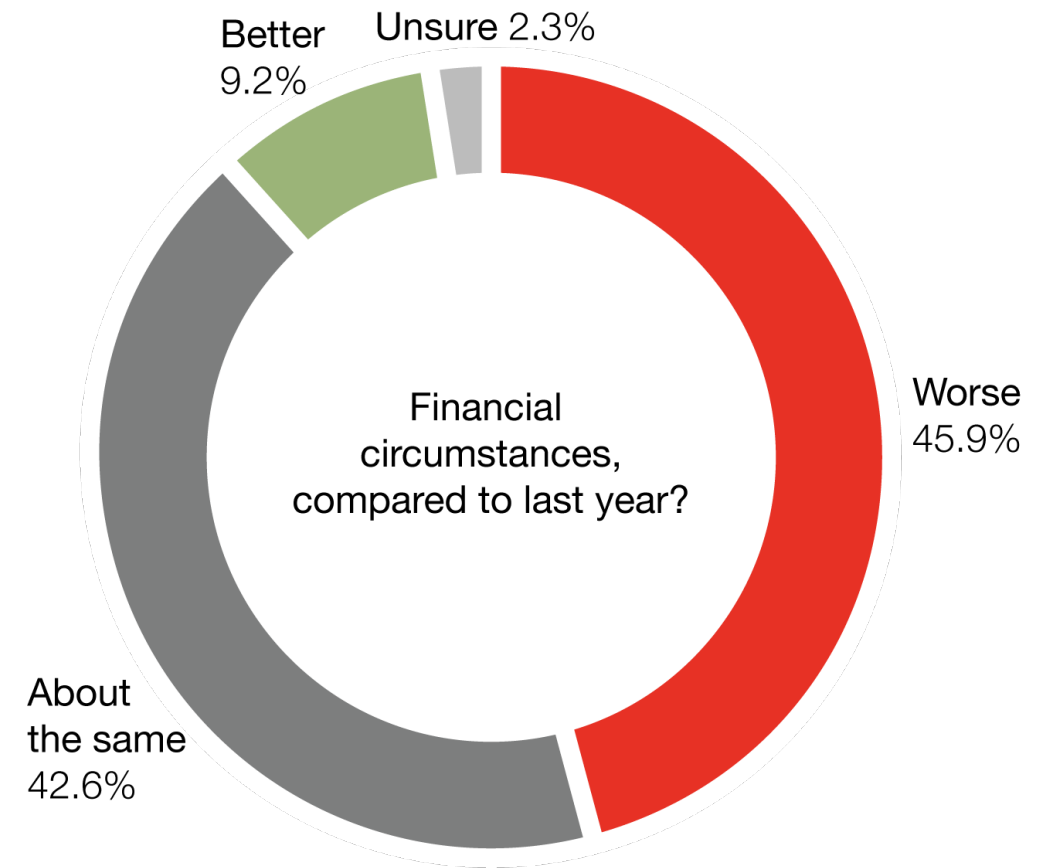
- High levels of job insecurity.
- Another key driver of financial insecurity.



Joondalup, November 2015

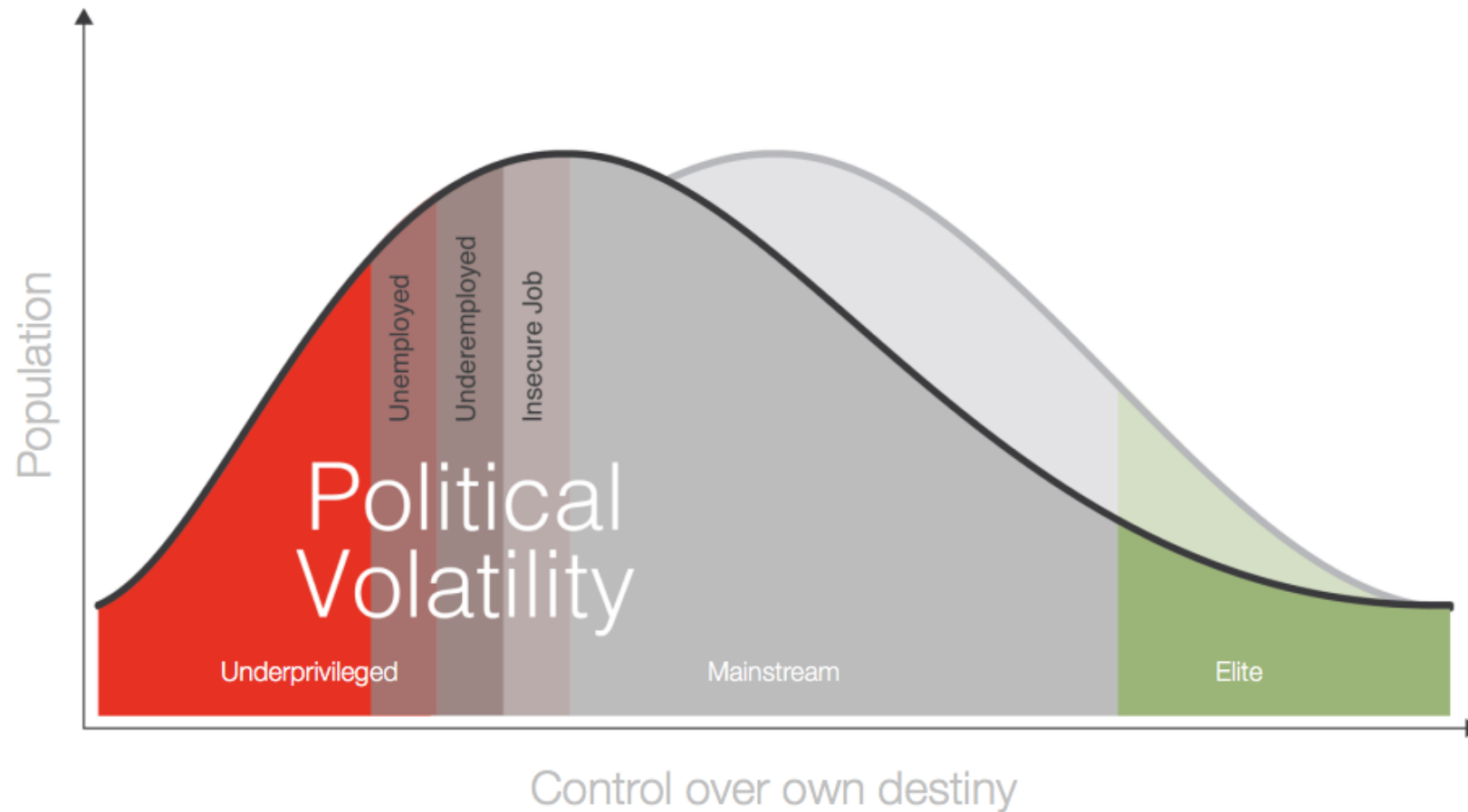
FINANCIAL INSECURITY

- High levels of financial insecurity.



Pearse, April 2017

OPPORTUNITY AND THREAT



- Rising employment and financial insecurity driving community responsiveness to messaging on jobs.
- Increased political volatility increasing government responsiveness to industries that can deliver jobs and opportunities, while creating risks for those who do not.

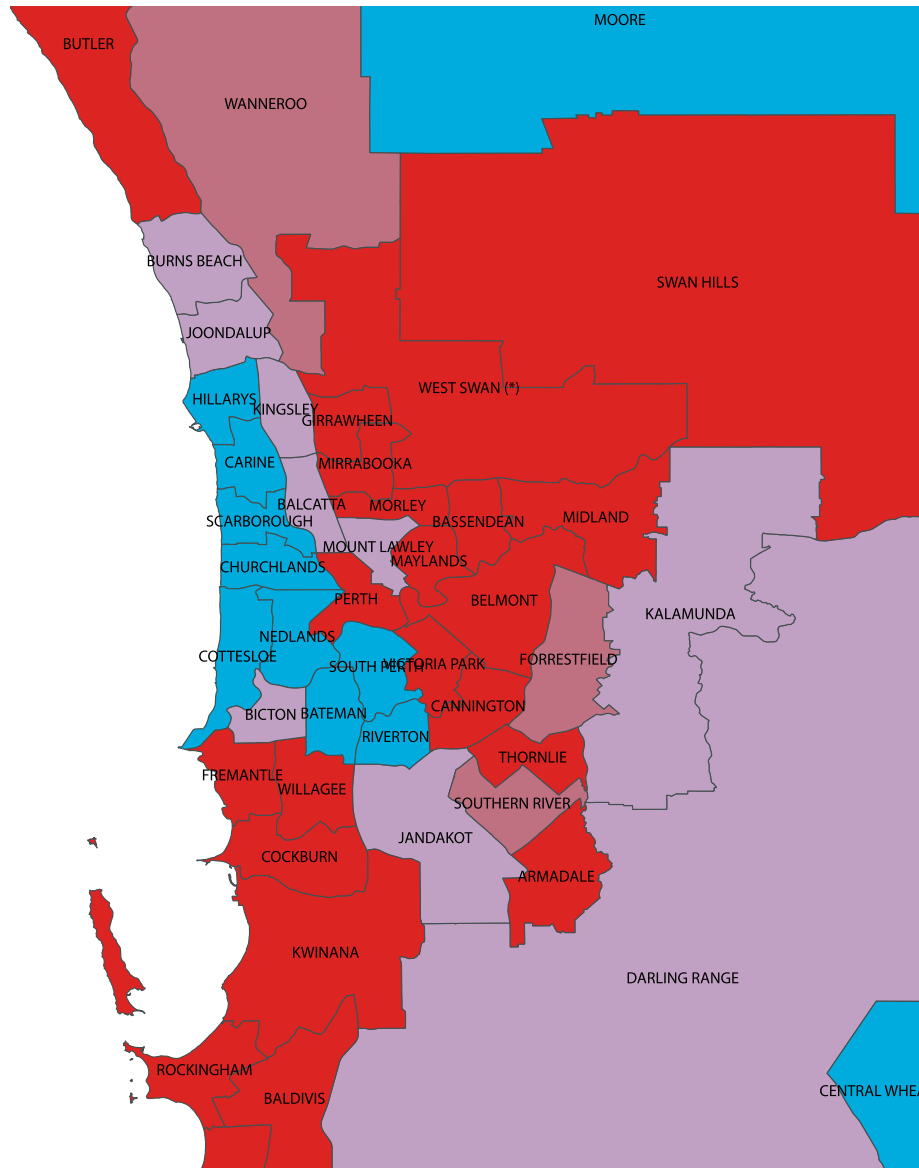
ASKS

- What is the campaign asking of the community?
- What is the campaign asking of government?

CHANNELS

- Once we have developed effective messaging and content, delivering through in an integrated way through multiple, targeted channels.
- **Lower resourcing:**
 - Social
 - Digital
 - Free media
 - Community engagement
 - Events
 - Workplaces
 - Member internal & external communications
- **Higher resourcing:**
 - TV
 - Radio
 - Print
 - Outdoor

FOOTPRINT



- Elements of this campaign will be statewide.
- However, there are opportunities to target geographically to optimise results.
- Perth's northern and south-eastern suburbs will be key battlegrounds going into the next state election and would be worth prioritising for a government audience.

SCALABILITY

- Prioritising the development of effective messaging and content enables the campaign to be easily scaled up in two ways:
 1. **Frequency** – increasing the penetration of the campaign within a given audience; and
 2. **Reach** – expanding the audience of the campaign.
- If we get the strategic messaging right, the campaign can be adapted to suit at the local, state and national levels.
- At the local level, the campaign could provide a framework for addressing concerns about a specific project or issue, such as rail noise impacts on local communities.

DURATION

- Maintaining social license is a continuing challenge.
- The pressures facing the freight & logistics industry will increase over time.
- While the campaign will have periods of higher and lower intensity, it should be viewed as a long term effort.

RESOURCING

- Ensuring allies are built into the campaign's strategic messaging and content provides the opportunity to potentially leverage campaign resourcing through additional contributions.

CONSIDERATIONS RECAP

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Developing a campaign.

FIVE STEPS

1. Strategy and messaging (research driven)
2. Campaign plan (with options)
3. Resourcing decisions
4. Execution
5. Evaluation (research)

