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TWSC | **TRILATERAL WADDEN SEA COOPERATION** | COMMUNICATIONS STRATEGY ■ **25 MAY 2012**

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- Andy Brown, Mike Moser, Trilateral Wadden Sea Cooperation
  – External Evaluation Report (June 2007)

- Martin Stock, Ute Wilhelmsen, Weltnaturerbe Wattenmeer
  (Neumünster: Wachholtz, 2009)

- Joint Declaration 2010

- Sylt Declaration 2010

- Trilateral Wadden Sea Cooperation Strategy (2010-2015)

LIST OF ABBREVIATIONS

AEWA	African-Eurasian Waterbird Agreement
CBD	Convention on Biological Diversity
CD	Corporate Design
Ch	Chapter
CWSS	Common Wadden Sea Secretariat
DK	Denmark
ESC	Environmental Study Centres
EU	European Union
Fig	figure
GER	Germany
HELCOM	Helsinki Commission
ICES	International Council for the Exploration of the Sea
int.	international
LOHAS	Lifestyles of Health and Sustainability
NGO	Non-Governmental Organisation (solely environmental)
NP	National Park
NL	Niederlande
OSPAR	Oslo/Paris Convention for the Protection of the Marine Environment of the North-East Atlantic
TA	target audience
TMAP	Trilateral Monitoring and Assessment Program
TWSC	Trilateral Wadden Sea Cooperation
UNESCO	United Nations Educational, Scientific and Cultural Organization
WDM	word and design mark
WH	World Heritage

1. INTEGRATED EXAMINATION OF COMMUNICATIONS OF THE TWSC

1.1. INTRODUCTION

These words may be understood as the central reference point of this communications strategy: the core duty of the Trilateral Wadden Sea Cooperation is the protection of the Wadden Sea. For this purpose the TWSC was founded, for this purpose it unites a multiplicity of advocates of the Wadden Sea and for this purpose the partners of the TWSC act as the voice, or better as a choir with many voices speaking for the Wadden Sea, which is not able to communicate its needs itself.

In the first part of our communications concept, the analysis, the current communication of the TWSC was examined. The challenge here does not only lie in the multilingualism and the scope of participants, but also in the intertwining of the categories of partners and target audiences: partners are at the same time the primary target audiences for internal communication. The target audiences of the partners may be described as secondary target audiences to whom information of the TWSC is being communicated via the partners. Although the collaboration spanning two state borders functions well on the whole, deficits were shown to exist in the internal as well as the external communication, as was also shown by the Evaluation Report compiled in 2007. In a nutshell they may be described as follows: The partners do not have a clear profile of the TWSC. This leads to ambiguities about one's own role within the Cooperation, the way information is being conveyed and the added value of the collaboration.

Resulting from this are communicative dead end streets: information which concerns the trilateral collaboration is often regarded as not relevant and not being communicated.

The first communicative aim thus refers to the internal change of attitude: the communication of the CWSS to the partners of internal communication must not insist on antiquated forms of communication, in the same way that the partners need to change their communications attitude with a view to communicating forward more efficiently. Problems of acceptancy cannot be solved without being poised for changing one's own ways. Strategic aims mean changes. They constitute a practical platform to make all protagonists of the TWSC aware of the need for changes in their own communicative behaviour. The communication of the TWSC addresses the groups of partners as consumers of information, as producers of information as well as competent middlemen that interpret, filter and spread the information received. The realisation of the aim greatly depends on the partners in their second role. Communication should not be "shot" at them. Rather more important is firstly to create an awareness for the added value of the cooperation and the necessity for communicating forward by means of purposeful information.

"These days it is not much use to be unique in the world if no strong voice lays claim to it. Theodor Storm described 'the fermenting mud's mysterious sound' as the typical vocalisation of the Wadden Sea. One cause, amongst others, of the mysterious sound are small sandhoppers that produce a kind of 'sizzling noise' when spreading their antennae. Since sizzling noises are not elements of modern communications, the Wadden Sea needs advocates. People who in its place raise their voices and also put their money where their mouths are. Many voices and many doings preceded the awarding of the World Heritage title to the Wadden Sea. Without the commitment of many people humanity would have one heritage less."[1]

1   Martin Stock, Ute Wilhelmsen, *Weltnaturerbe Wattenmeer* (Neumünster: Wachholtz, 2009), p. 26.

The second communicative aim regards changes in the external communication of all partners: it is imperative here to apply the classic concept of public relations: "Do Good and talk about it!" As is known this approach needs to extended, for the challenge today is: "Do Good and talk about it. But also expect that you will be talked about in a bad way if you don't talk or if you don't do something good." Or, figuratively speaking and all too often the case with the TWSC so far: "Expect to be criticised or ignored if you don't talk or if you don't tell anyone of your good deeds."

So what shall be communicated and what shall be achieved? The central point of the strategy is clear and brief and indicates the direction for its implementation:

Creating a more pronounced profile of the TWSC through consistent conveying of certain information which illustrates the achievements and the added value of the Trilateral Cooperation!

The present communications strategy is, after the analysis, the second part of the communications concept which shows the way to solving communication problems and to change. The key task of strategic communication, in addition to the conveying of information, is the measure of opinion making. A clear profile of the cooperation becomes discernible through the formulation of key message. Thus internal communication is strengthened and the foundation for successful external communication is laid. Information modules on the main topics of the TWSC that are specific to target audiences and to specific situations constitute a system of rules for the well-targeted conveying of content that is to be communicated.

The strategy is structured as follows:

At first the communicative principle is explained, according to which the strategy is meant to be implemented. After that the strategic communication aims and the tasks required for them are defined. An examination of target audiences follows, considering which steps are necessary to obtain the ideal communicative aim. In Part II the key messages and information modules requisite for a more pronounced profile as well as the allocation of information modules to target audiences are presented. Part III contains the measures, i.e. the types and means of communication that are necessary from our point of view in order to implement the strategy and to provide the target audiences with information in the best way possible. The implementation of these measures has to be effective and efficient, i.e. it is equally inappropriate to devise striking but unaffordable activities as it is to make do with a standard set that does not solve any problems. In strategic communication creativity is a function of target achievement (effectiveness) and reduction of costs (efficiency). It is imperative to get the best out of available resources. Part IV looks at the necessary funds to implement the measures and proposes an operating schedule. In conclusion Part V summarises the strategy in a set of communication guidelines in a separate manual.

EXPLANATION OF THE COMMUNICATIVE PRINCIPLE

The communications strategy should be implemented by following these steps:

1. Classification of information modules and their categorisation

- The information modules are categorised according to the main topics of the TWSC: Wadden Sea World Heritage (WH), nature protection and integrated management, science and monitoring, environmental education and internation cooperation.
- For each category subcategories are shown and for each of those specific content.
- The partners decide jointly with the CWSS, which information modules shall be adopted or, if necessary, which ones should be added.

2. Setting editorial principles

- It is then essential to refine these information modules through editorial measures.
- Focus topics for communicating broadly are to be decided on (e.g. bird migration, Marine World Heritage Sites, seals) and all communicated topics are to be evaluated in terms of their usability with regard to the worthiness of protection of the Wadden Sea and the strenghtening of the trilareral aspect of the Wadden Sea.
- We recommend that the CWSS Communication Officer is to be in charge of coordinating the editorial measures as well as shaping the content in characteristic style for external communication. The existence of a central post for the communication of the TWSC in form of the Communication Officer is indispensable for the success of all communicative measures.
- An editorial team, consisting of one person in charge of each main topic area, is responsible for the expert compilation and editing respectively of the information modules.

3. Developing a central idea for communication

- Suitable narrative, striking illustrations (verbal or pictorial) for the topics need to be developed, which at the same time communicate the global significance and worthiness of protection of the Wadden Sea.
- Existing key principles of the target groups need to be taken into account.
- Examples: "Hub of the European-African Bird Flyways", "Sunbed for seals from Denmark to the Netherlands"
- Attention should be paid to a uniform style of language and a uniform style of pictures.
- The closer the collaboration with the partners, the closer ideas can be jointly developed and the better these ideas may be transmitted in all directions to the outside.

4. Attention to communication within a certain situation

- Significant value has to be given to communication which requires situation-dependent reaction. Examples: changing basic conditions as regards content (a species living in the Wadden Sea is suddenly at risk) or changes in the composition of recipients (mudflat hiking tours have had different target audiences since the World Heritage status was awared to the Wadden Sea).

- In order to convey certain content in different situations of communication, different methods need to be employed. Depending on the place where the communication takes place, the form of address, the way information is being conveyed and the means of communication vary.

- For different situations of communication different central ideas (see above) should be developed.

- For certain incidences (e.g. worst case scenario) appropriate content could be prepared in advance in order to be communicated swiftly, well-founded and via channels of communication defined before to the public.

5. Distinction between permanent and campaign-like communication

- The editorial team has the task of determining the topics that are to be communicated permanently (trilateral aspects of the protection of the Wadden Sea, global significance and worthiness of protection of the Wadden Sea, duties of the TWSC), to place them in their own communication and to prepare it for the partners accordingly.

- Differing from these topics are those that are campaign-like, which may be placed to create more awareness (seasonal highlights, sudden dangers, i.e. certain incidents lead to being talked about).

- If required, general topics need to be prepared for campaign-like communication.

- Campaigns may be integrated into permanent communication if they have a character resembling a central idea.

- Example: The extraordinary biodiversity in the Wadden Sea is communicated permanently, the selection of the "Flying Five" has a campaign-like character.

6. Implementation of the Corporate Design

- The Communication Officer pays heed to the compliance with the CD in internal communication.

- The partners receive design guidelines for placing the World Heritage topic in their own communication. Here as well the Communication Officer is the contact person for the correct implementation.

7. Connection between form and content

- The contents which need to be conveyed (information modules) need to be brought into a form (graphics, keyvisuals, slogans) appropriate to the target group.

1.2. OBJECTIVES

The existence of a strategy does not guarantee its success. It is an instrument to support the communication, the success of which is dependent first and foremost on its active implementation by all partners. Belonging to the TWSC means a clear commitment to the common adoption of the communications strategy and to a consistent communication of the Trilateral Cooperation.

The communication processes of the TWSC, like those of any other organisation, are always determined by its identity (Corporate Identity). There are many definitions of what is Corporate Identity and there is a lot of inaccuracy in the use of the terms identity, image and personality. Hence at this point we give our point of view:

CORPORATE IDENTITY (profile) denotes the characteristics by which the TWSC can be recognised and identified, the way in which the TWSC presents itself inwardly and outwardly. Three main questions need to be answered: Who are we? What are we doing? What are our aims?

CORPORATE PERSONALITY is what the TWSC actually is, not what it is in the eyes of the partners or of external observers. Fundamental values and views form the Corporate Personality.

CORPORATE IMAGE is the perception that the partners have of the TWSC. This means that the TWSC cannot steer or change its image directly, it can however change its identity. The image is a combination of values, opinions and attitudes that an individual, an organisation or an institution has of the TWSC. This means that the TWSC might not have one image only, but possibly scores of images. A cohesive Corporate Identity creates an uprating of the image.

CORPORATE REPUTATION is developed from the image and may be understood as a feedback to the Corporate Personality.

These definitions make clear that the awareness, the perception and the attitudes of the partners with regard to the TWSC have to be understood. For this a continuous dialogue at all levels, in all work groups and in liaison with the CWSS is necessary. This will lead to a strengthening of trust and commitment of the partners. Only then will they act according to the objectives of the TWSC and link them with those pertaining at their own workplace. It is therefore important to provide all partners with information that enables them to appreciate and to position the TWSC in accordance with the desired image.

The longterm aim of external communication of the TWSC is clearly defined: "The participating governments aim to achieve public support for the protection of the Wadden Sea."[2] In practice this means for the basic communication, which is to be installed swiftly, the provision of information and the targeted conveying and presenting of the work, results, sucesses and aims of the TWSC to the outside. It does not mean, however, that the trilateral cooperation appears as a rigid information unit on all means of communication of the partners. This would only be of questionable communicative value. Redundancy in this case does not create relevance, but satiety and rejection. In order for partners to communicate trilateral content to their target audiences, naturally the content has to be appropriate to the respective situation. Only when this principle of situation-dependent communication has been understood, will a successful external communication be possible.

The same holds for the communication of the world heritage status: designation of the Wadden Sea as a world heritage site should be an inherent part of communication - always in consideration of target audiences and the concern. Here country-specific differences need to be borne in mind. In Germany the awareness of the positive effects of the world heritage are relatively strongly pronounced, especially in tourism marketing. Hence the communicative task is to strengthen the existing awareness and to extend it to further target audiences. In the Netherlands the awareness for the world heritage is lower, hence the communicative task is to spread information about the world heritage wider and to convey the concrete added value. The message "You are World Heritage! Your Wadden Sea belongs to the joint World Heritage!" has to be conveyed more vividly. At the moment Denmark is actively engaged in preparing its part of the joint Wadden Sea to be nominated a world heritage site. Hence it is imperative to support and inform all target audiences of internal and external communication there: "You have the potential, you are on your way! We support you with our experience."

2   Joint Declaration 2010, Objectives for the Cooperation, p. 59.

For the EXTERNAL COMMUNICATION of the TWSC in the next three years the following strategic priorities apply:[3]

→ strengthening of the perception of the Wadden Sea as a joint natural and cultural heritage

→ obtainment of public and political support for the protection and the integrated management of the Wadden Sea as one entitiy

→ support, furtherance and coordination of stakeholders' activities and involvement as well as education on the trilateral Wadden Sea

→ increased depiction and promotion of the Trilateral Wadden Sea Cooperation as an international role model for successful, transboundary, integrated nature protection

→ identification of locals and stakeholders with the honour Wadden Sea World Heritage

→ displaying the pacemaker potential of the world heritage for the socio-economic development of the region

For the internal communication of the TWSC there is no distinction between short and longterm aims: It is imperative to internalise that all partners together constitute the Trilateral Cooperation and that they are thus responsible for the communication of trilateral interests. The interviews showed that many partners are unaware of a) their responsibility to communicate and b) the added value, i.e. the advantages of transboundary collaboration as well as the added value of a joint Wadden Sea World Heritage. The integrated management facilitated joint protective measures, a highly successful monitoring programme and as a high point of the collaboration the nomination of the Wadden Sea as a world heritage site.

It is impossible to predict when a certain mindset will be attained. In order to detect when the present aims of internal communication will be reached and may be replaced by new ones, a keen sense of progressive changes in a dialogue is required.

So at first for the INTERNAL COMMUNICATION the following strategic priorities apply:

→ creating a more pronounced profile for the Trilateral Cooperation by means of key message ↰ creating a Corporate Identity

→ identification with the messages and aims of the TWSC

→ display and better understanding of the work, attainment, successes and advantages of the TWSC

→ depiction of the added value of the TWSC and world heritage

→ stepping up communication on the trilateral Wadden Sea and the Cooperation, especially with regard to the world heritage area[4]

This strategy creates the prerequisites for reaching the communicative goals by offering solutions to the essential tasks:

→ developing a profile of the TWSC with the help of key messages

→ facilitation of a consistent communication on the trilateral collaboration and on the Wadden Sea World Heritage with the help of information modules

→ creating a more pronounced profile with the help of clear definition of duties of the CWSS and of the partners' duties

→ motivation partners to communicate trilateral interests

→ recommendations on further development and use of a defined Corporate Design which can be integrated in the partners' CD

→ summary of the most important strategic recommendations in the form of communication guidelines to support the partners' communication to their target audiences

3   items 1-5, cf. Trilateral Wadden Sea Cooperation Strategy (2010-2015), Ch. 3, Objective 5.

4   cf. Sylt Declaration 2010, item 39, "Communication".

1.3. EXAMINATION OF TARGET AUDIENCES

Target audiences is the term for the protagonists and receivers of communication who form a social group on the basis of the same determining factors, their rolls and the requirements resulting from all of the above. They possess varying topical knowledge, for which reason varying forms of approach are required. Information should be conveyed step by step in order to lead the receivers successfully to the communicative aim.

The intertwining of the partners as both protagonists and target audiences of internal communication has already been described in the analysis. As regards external communication, the new target audiences (quality tourists and users of environmental study centres) need to be informed comprehensively and their potential as disseminators (i.e. recipients of information who pass information on to their respective target audiences, "*Multiplikatoren*" in German) needs to be used. For the existing target audiences of external communication, the local population, local stakeholders and the media, and for all other target audiences it is necessary for existing channels of communication to be used efficiently and that new ways be found. The thematic allocation of information to target audiences is explained in 2.3., the description of channels of communication and means of communication in Part III.

FORMS OF APPROACH

As a basic principle we differentiate 3 forms of approach in which the central messages of the TWSC are being conveyed in a consistent manner to all partners and target audiences. A fourth form is the approach appropriate for children, which is particularly   important in the field of environmental education.

Scientific Approach:

This type of approach is aimed at a professional audience with expert knowledge which is used to communicate in complex subject-specific wording. The scientific approach is text heavy.

- short sentences by way of introduction, more detailed knowledge is phrased more comprehensively
- detailed explanation of facts and circumstances, mention of scientific data, use of technical terms
- illustration of content with photographs, maps, diagrams, etc.
- cross references to further sources of information for more substantiated information
- contextual information through net-like linkage (e.g. East Atlantic Flyway, Wadden Sea as the world's largest tidal area)

Popular Science Approach:

This type of approach is aimed at people with previous knowledge and deepened interest in the topic. Scientific data are presented in generally understandable form and underlayed with pictures and graphics.

- compact, clear sentences and text
- sophisticated as regards content, broad coverage of a topic
- substantiated information, short explanation of technical terms
- use of photographs, graphics, maps, diagrams, etc.
- cross references to further sources of information for more substantiated information

These target-group aligned approaches may be interweaved with one another, which creates an approach that is "open to any recipient". Target groups extract the content aimed at them by their specific characteristics and are being filtered through formal and creative attributes, e.g. typographic means, inherent contrasts in form and positioning.

This navigational challenge can only be accomplished if one looks at the Corporate Identity and the Corporate Design of the partners in an all-encompassing way.

Popular Approach:

This type of approach is aimed at people with no or little previous knowledge. Target audiences for this approach want to inform themselves quickly and generally about a topic. This approach uses an easy to understand language. Messages are conveyed in a simplified manner using short texts and pictures.

- compact, clear sentences
- only the most important figures and scientific data
- short explanation of technical terms
- short texts with introductory subheadings prepare recipients for more substantiated information
- illustration of content through quickly comprehensible photographs, general maps, etc.
- corroboration of information through accentuated, striking quotations (e.g. statements of visitors, newspaper articles, interviews)

Child-appropriate Approach:

- short texts with in parts humouristic subheadings arouse children's curiousity about the more detailed text
- very simple explanation of technical terms, e.g. by means of drawn characters that explain unfamiliar words
- increased use of pictures and photographs, simple maps
- use of colourful picture language appropriate for children, e.g. emotional photographs, photographs showing children, comics
- inclusion of the children via playful discovering of information, e.g. through direct questions:
  "Look around you, how many different birds can you count?"

TARGET AUDIENCES INTERNAL COMMUNICATION	RESPONSIBILITIES FOR DELIVERY OF INFORMATION		INFORMATION NEED	FORM OF APPROACH
POLITICIANS 1: EU and international level 2: national governmental level 3: level of province/NL, federal states/GER, regions/DK 4: regional level	CWSS ⇆ Level 2 Level 2 ⇆ Level 1 CWSS ⇆ Level 3 Level 3 ⇆ Level 4		1: WH, trilateral issues 2: WH, information concerning national and trilateral issues, meetings 3: WH, information concerning national and regional issues, meeting 4: WH, information concerning regional issues	scientific
ADMINISTRATIONS 1: national 2: regional	CWSS ⇆ Level 1 Level 1 ⇆ Level 2		1: receive implementation guidelines from Politicians 2 concerning national and trilateral issues and information from the CWSS concerning TWSC and UNESCO guidelines 2: receive implementation guidelines and information concerning TWSC & WH from Administrations 1	1: scientific 2: internal – scientific, external – popular science
NATIONAL PARKS · Hamburg Wadden Sea · Lower Saxony Wadden Sea · Schleswig-Holstein Wadden Sea · Vadehavet – Danish Wadden Sea · Wadden Sea NPs in NL	CWSS ⇆ NPs NPs ⇆ Politicians NPs ⇆ Administrations		· need information from CWSS about TWSC & WH · need information concerning their protected areas from TWSC partners in politics and administration	internal: scientific external: popular science
SCIENTISTS · in Task Groups · in Expert Network Groups · in universities and research institutes	CWSS ⇆ Scientists		· need information from CWSS about TMAP, meetings and their results, international cooperation, new scientific publications, WH · CWSS press releases which refer to their work ↳ demonstration of their work done within the TWSC to the outside	scientific

CONTACT FOR WHOM	COMMUNICATIVE DUTIES AS PARTNERS OF THE TWSC	COMMUNICATIVE AIM
▸ 1: Politicians from other int. panels & 2 2: Politicians 1 & 3, Administration, NPs, NGOs 3: Politicians 2 & 4, Administration, NPs, NGOs 4: Politicians 3, Administration, NPs, NGOs	▸ act as advocates, lobbyists, contact persons and disseminators for TWSC and WH on the respective levels	▸ · TWSC receives attention · int. significant status of TWSC is being communicated · awareness of importance of protection measures for the con-servation of the Wadden Sea ↳ TWSC receives funds 4: motivation to act for Wadden Sea protection
▸ 1: Politicians 2, 3 & 4, Administration 2, NPs 2: Politicians 4, Administration 1, NPs, most important contact persons for local population and local stake-holders	▸ 1: process information on TWSC & WH and pass them on to Administration 2, Communicate trila-teral issues in their own means of communication (e.g. website, information brochure) 2: process information in order to be able to re-spond to enquiries in a competent manner	▸ local population and stakeholder are comprehensively informed about trilateral and regional aspects of TWSC & WNE ↳ raising awareness for the Wadden Sea as a unique and valua-ble region ↳ public support for measures for the conservation of the Wadden Sea 2: motivation to act for Wadden Sea protection
▸ Politicians 2, 3 & 4, Administration 1 & 2, Scientists, Environmental Study Centres, NGOs, Tourism Marketing Organisations, local population, regional stakeholders, Tourists, Quality Tourists	▸ · process information on TWSC & WH and commu-nicate them on to target groups · communicate trilateral issues in scientific ex-change	▸ local population and tourists are comprehensively informed about trilateral dimension and significance of the WH ↳ raising awareness for the Wadden Sea as a unique and valu-able region ↳ public support for measures for the conservation of the Wadden Sea
▸ Politicians 2, Administration 1, NPs, Environmental Study Centres, NGOs, Media, Research Institutes, Spe-cialised Journalists	▸ · compile scientific information within TMAP and add a short popular science introduction to each report or publication ↳ greater use by media · contribute to information platform CWSS	▸ significance of trilateral work for the quality of scientific results is communicated in national and int. scientific exchange and in media enquiries

TARGET AUDIENCES INTERNAL COMMUNICATION	RESPONSIBILITIES FOR DELIVERY OF INFORMATION	INFORMATION NEED	FORM OF APPROACH
ENVIRONMENTAL STUDY CENTRES (ESC) · IWSS Partner Centres · Wadden Sea Information Centres	CWSS ⇆ ESC	· need information from CWSS about TWSC & WH · especially information on meetings and results of Expert Network Groups Education and IWSS	internal: scientific external: popular science
ENVIRONMENTAL NGOs · nationwide acting NGOs · regionally acting nature protection organisations	CWSS ⇆ NGOs	· need information from CWSS about TWSC & WH · especially information on meetings and results of all Task Groups and Expert Network Groups	internal: scientific external: popular science
TOURISM MARKETING · supraregional companies · regional companies · Tourist Information centres · tour operators & tour guides · in Task Groups	CWSS ⇆ Tourism Marketing	· tourism entrepreneurs are part of both internal and external communication and need information from CWSS about TWSC & WH · especially information on meetings and results of Task Groups WH and Sustainable Tourism · especially information that concerns their sphere of work	internal: popular science external: intelligible to all

CONTACT FOR WHOM	COMMUNICATIVE DUTIES AS PARTNERS OF THE TWSC	COMMUNICATIVE AIM
Educational Institutions, Tourists, Quality Tourists, Interested Public, Media, Specialised Journalists	· process information on TWSC & WH and, acting as disseminators, pass them on to users of ESC · communicate trilateral issues in own means of communication (e.g. website, information brochures)	groups of pupils and tourists are comprehensively informed about trilateral dimension and significance of the WH ↳ raising awareness for the Wadden Sea as a unique and valuable region ↳ public support for measures for the conservation of the Wadden Sea
Other NGOs and Nature Protection Organisations, Scientists, Media, Specialised Journalists, Educational Institutions, Regional Stakeholders, Interested Public	process information on TWSC & WH and communicate them on in own networks	achievements and results of the TWSC are made aware in nature protection networks ↳ support for TWSC measures for the conservation of the Wadden Sea
Tourists, Quality Tourists, Media, Administration 2, Politicians 4, Regional Stakeholders, Cooperation Partners (e.g. German Rail "Destination Nature", Tourism Associations)	process information on TWSC & WH and communicate them on to target groups	tourists are comprehensively informed about trilateral dimension and significance of the WH ↳ raising awareness for the Wadden Sea as a unique and valuable region ↳ public support for measures for the conservation of the Wadden Sea

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TARGET AUDIENCES EXTERNAL COMMUNICATION	RESPONSIBILITIES FOR DELIVERY OF INFORMATION		INFORMATION NEED	FORM OF APPROACH
LOCAL POPULATION · inhabitants of the whole Wadden Sea region in DK, GER and NL	Politicians 4 Administration 2	⇄ Local Population ⇄ Local Population	· need information about WH and related activities and measures connected which concern their area and, where required, the trialateral Wadden Sea area	popular
LOCAL STAKEHOLDERS · regional companies · stakeholder groups with direct Wadden Sea interests: e.g. mudflat hiking guides, employees of the tourism industry, holiday let landlords	CWSS Politicians 4 Administration 2 Tourism Marketing	⇄ Local Stakeholders ⇄ Local Stakeholders ⇄ Local Stakeholders ⇄ Local Stakeholders	1: receive implementation guidelines from Politicians 2 concerning national and trilateral issues and information from the CWSS concerning TWSC and UNESCO guidelines 2: receive implementation guidelines and information concerning the TWSC from Administration 1	popular
QUALITY TOURISTS · tourists with special interest who visit the region because of its WH status · LOHAs (Lifestyles of Health and Sustainability) · educated families with children	CWSS Tourism Marketing	⇄ Quality Tourists ⇄ Quality Tourists	information concerning the WH and its international dimension	popular science to science
USERS OF ENVIRONMENTAL STUDY CENTRES (ESC) · nature lovers and conservationists · quality tourists · pupils & students · teachers & academics	CWSS ESC NPs	⇄ Users of ESC ⇄ Users of ESC ⇄ Users of ESC	· need information from CWSS about WH · need information from ESC about WH	age-dependant approach children and youths: popular adults: popular science
MEDIA · primarily regional press, TV, radio · secondarily national presse, TV, radio	CWSS	⇄ Media	· information about WH · press releases from CWSS on events that are relevant for local population and stakeholders · the media's need for news has to be served topically, i.e. "old" news too may be "news" at the right moment, if recipients are interested in them at a certain point in time	popular science to popular

CONTACT FOR WHOM	COMMUNICATIVE AIM
▶ parents, teachers & academics committed members of associations interested locals who, thanks to the WH, become quality tourists and visit the trilateral Wadden Sea area	▶ local population is comprehensively informed about trilateral dimension, significance and added value of WH ⤷ identification with WH, creating and raising awareness for the Wadden Sea as a unique and valuable region ⤷ public support for measures for the conservation of the Wadden Sea ⤷ motivation to reflect on and act for Wadden Sea protection
▶ persons who have contact to tourists (mudflat hiking guides, hotel staff, landlords of holiday lets) instructors of mudflat hiking guides	▶ local stakeholders are comprehensively informed about trilateral dimension, significance and added value of WH ⤷ identification with WH, creating and raising awareness for the Wadden Sea as a unique and valuable region ⤷ public support for measures for the conservation of the Wadden Sea ⤷ motivation to reflect on and act for Wadden Sea protection
▶ whole target group	▶ quality tourists are comprehensively informed about trilateral dimension and significance of WH ⤷ public support for measures for the conservation of the Wadden Sea ⤷ motivation to act for Wadden Sea protection
▶ parents teachers & academics pupils & students quality tourists	▶ local population and tourists are comprehensively informed about trilateral dimension and significance of WH ⤷ public support for measures for the conservation of the Wadden Sea ⤷ motivation to act for Wadden Sea protection
▶ specialised journalists from the fields of nature protec- tion, biology, politics local journalists reporters for free regional papers with large audience	▶ local, national and international public are informed about trilateral dimension and significance of WH on specific occasions ⤷ raising and strengthening awareness for the Wadden Sea as a unique and valuable region ⤷ public support for measures for the conservation of the Wadden Sea

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2. KEY MESSAGES
AND INFORMATION MODULES

2.1. DEFINING KEY MESSAGES

Key messages are essential in order to communicate successfully. They are decisive for the understanding of the TWSC and the significance of the world heritage honour. They should be communicated continually in order to impress them into the minds of target audiences.

– Trilateral Wadden Sea Cooperation –

The analysis showed that existing problems in both internal and external communication are largely due to the lack of clarity of the TWSC's profile. As described there, the multiplicity of existing statements has thus far not led to a more pronounced profile. Since they were too numerous and of variying wording they have rather resulted in a lack of clarity as to which messages should be communicated. We therefore recommend to the partners to internalise the following key messages and to communicate them continually to external audiences.

KEY MESSAGES ON THE
TRILATERAL WADDEN SEA COOPERATION:

Who are we ?

• The Trilateral Wadden Sea Cooperation is the voice for the transboundary protection and conservation of the entire Wadden Sea area, which stretches across Denmark over Germany to the Netherlands.

• We are jointly responsible for the protection of the world's largest tidal area, which is of outstanding international significance for present and future generations.

• For over 30 years we have united partners from politics, nature conservation, science, administration and local stakeholders, who together represent an enormous store of knowledge and experience.

• Bringing together the potential of all partners ensures the sustainable protection of the Wadden Sea – together we can achieve more.

• The Trilateral Wadden Sea Cooperation is a worldwide unique example for effective transboundary collaboration in order to conserve a world heritage.

What does the TWSC do ?

• We protect and conserve the Wadden Sea as an ecological entity through common policies and management .

• We monitor and assess the quality of the Wadden Sea ecosystem in collaboration with national and regional authorities and scientific institutions as a basis for effective protection and management.

• We cooperate internationally with other marine sites on protection, conservation and management.

• We engage the public in the protection of the Wadden Sea through awareness-raising activities and environmental education.

• We secure the sustainable development of the Wadden Sea in respect of its natural and cultural values.

What does the Common Wadden Sea Secretariat (CWSS) do?

• it is the facility of the Trilateral Wadden Sea Cooperation that coordinates, promotes and supports its activities

• it is responsible for the preparation and realisation of ministerial conferences, meetings of the Wadden Sea Board (WSB) and trilateral work groups

• it collects and evaluates information on monitoring, protection and the ecological condition of the entire Wadden Sea

• it is the central contact for the UNESCO Wadden Sea World Heritage

• it produces and publishes reports by the Cooperation

• it involves the public in the protection of the Wadden Sea through communications, sensitivity and environmental education

What are our goals ?

• nature that may continue to develop undisturbed

• protection of the Wadden Sea through wise management

• reaching a balance of nature and human activity through sustainable regional development

• use of the world heritage status of the Wadden Sea for the benefit of the people who live here

• advancement of public awareness of the Wadden Sea as a common heritage of global significance

"TWSC – United by Nature"

– Wadden Sea World Heritage –

For internal communication, especially intra-official communica-
tion, the clarification of the relation between the world heritage
status and the protected areas is important. Only when the
correlation between those two is clear can the World Heritage
Wadden Sea be communicated to the outside. Basically the
following points need to be noted:

1. National parks and nature reserves are places which, owing
to the outstanding protection of a unique area, were given the
international honour of world heritage. Without the achievements
of the national parks there would be no world heritage. Also, by
awarding the world heritage title to the Wadden Sea, 25 years
of trilateral collaboration were recognised and commended.

2. None of the areas is an exclusive world heritage site. Only in
unison designation of the joint Wadden Sea as a world heritage
site has been a success. Hence this should be conveyed to the
target audiences of external communication.

3. Communication about the world heritage and about the
national parks is not about hierarchies, about subordination of
one term under another. Rather it depends on the communicative
situation in which messages move to the foreground without
negating or neglecting the other messages.

A further component which leads to more effective communica-
tion of the Wadden Sea World Heritage is the awareness of the
added value of this honour. Therefore the partners should always
bear in mind the following points, generate their benefits from
them and apply them in relation to situation and target audience.

What is the added value of the world heritage status ?

• internationally highest quality criterion for nature protection
  with its own protective effect → nimbus of inviolability

• (even) higher appreciation of the area by public and politicians

• WH possesses an emotional aspect → important for local
  population ↳ potential for pride and identification

• increased public interest → more visitors

• increased motivation of all partners of the TWSC and local staff

• status is recognition of what politics and people in the region
  have accomplished

• involving local stakeholders → great stimulus for regional
  development and cooperation ↳ great potential for socio-eco-
  nomic development of the Wadden Sea region

• promotion of more sustainable tourism

• NPs receive more attention by politicians → financial added
  value, aid money for protection measures

• WH overcomes (state)borders

• WH is important link ("bridge") for tourism

• decision makers' attitude has shifted towards nature

• int. significance: affiliation with exclusive world heritage family
  → image transfer and consciousness ("Beautiful! Unique!
  Therefore worthy of protection!") of world renowned beauties
  of nature onto the Wadden Sea areas under protection of the
  national parks and nature reserves ↳ acknowledgement of
  own image (e.g. use of "leader" animal species as "story" for
  global value of the Wadden Sea)

• worldwide WH network → synergies, use of existing experi-
  ences (Best Practice)

The communication about the Wadden Sea World Heritage also
profits from the formulation of clear-cut key messages, in which
the added value of the honour is strongly expressed.

KEY MESSAGES ON THE
WADDEN SEA WORLD HERITAGE:

• The Wadden Sea is a unique natural landscape of outstanding
  value and worldwide significance for biodiversity and climate
  protection.

• In 2009 it was admitted to the league of UNESCO world
  heritage sites and thus has the highest internationally recog-
  nised nature protection status.

• The UNESCO title is the Nobel Prize for nature. This prize is
  owned by all of us and calls for recognition and protection.

• The TWSC has achieved the designation of the Wadden Sea
  as a world heritage site thanks to the collaboration of all
  partners – only the entirety of the Wadden Sea marks its
  singularity.

• The Trilateral Wadden Sea Cooperation strives to promote the
  UNESCO World Heritage Convention and to increase under-
  standing of its significance for the protection of the Wadden
  Sea.

2.2. INFORMATION MODULES

GENERAL USE OF INFORMATION MODULES:

1. choice of target audience
2. choice of information modules
3. formulation of content according to target audience and means of communication

Our communications concept is based on purposeful distribution of information via suitable means and channels of communication to different target audiences. The use of information modules ensures an even level of information between individual target audiences. The content of the information modules is orientated on the main topics of the Trilateral Cooperation. The following propositions need firstly the formulation by specialists in the respective subject areas in order to be used in the scientific approach. For conveying the information by means of a popular science or popular approach they need to be revised accordingly.

EDITING INFORMATION

Managing the editing procedures is the task of the CWSS Communication Officer. Here the information modules delivered by the specialist fields are collected, edited, updated and complemented in terms of a consistent Corporate Personality. By editing the information modules in such a way and a regular alignment of information one achieves a consistent and updated level of information of recipients. Flexible information modules with content that needs regular updating are marked in the following with a flag ⚑.

2.2.1. WADDEN SEA WORLD HERITAGE

The overall theme Wadden Sea WH spans information on UNESCO world heritage in general, facts on the nomination process and the Wadden Sea WH and on the implantation of the Wadden Sea WH into the UNESCO Marine World Heritage Programme.

2.2.1.1. UNESCO WORLD HERITAGE

• central idea, scope of duties and aims
• differentiation cultural and natural WH sites
• natural WH sites in NL, GER and DK
• criteria, responsibilities, sanctions

2.2.1.2. NOMINATION PROCESS WADDEN SEA WH

• facts on application 2009
• facts on nomination (criteria, OUV)

2.2.1.3. WADDEN SEA WORLD HERITAGE

• facts on natural landscape Wadden Sea (figures, OUV, world's second largest habitat)
• explanation of the relation Wadden Sea National Park (protected place) to Wadden Sea World Heritage (prestigious status)
• potential of the title for socio-economic development of the Wadden Sea region (pacemaking function)
• concrete obligations of the title
• ⚑ added value of the honour
• ⚑ work and fields of work of Task Group World Heritage
• ⚑ news, activities
• ⚑ nomination process Danish Wadden Sea

2.2.1.4. UNESCO MARINE WORLD HERITAGE PROGRAMME

• Wadden Sea has been member of the programme since its WH nomination → "crown jewels of our oceans"
• mission and aims of the programme
• ⚑ conferences, campaigns, activities

2.2.1.5. SIGNIFICANCE OF THE TWSC

• TWSC as initiator → has achieved nomination of the Wadden Sea as a WH site through combined efforts
• TWSC as motor → responsible for broad public support
• CWSS as centre → for communication of WH and coordination of projects in marketing and tourism

2.2.2. NATURE PROTECTION AND INTEGRATED MANAGEMENT

This information module describes the work which the TWSC accomplishes in nature protection and integrated management of the Wadden Sea.

2.2.2.1. SUBJECT AREA NATURE PROTECTION

• central idea, scope of duties, aims, milestones

• information on sustainable use of the Wadden Sea area in harmony with nature protection

• advantages of trilateral collaboration between nature conserva-tion authorities

• ⌂ nature protection measures, guidelines, treaties, conferences

2.2.2.2. SUBJECT AREA INTEGRATED MANAGEMENT

• central idea, scope of duties, aims, milestones

• advantages of trilateral collaboration between management authorities

• sustainability (economy, tourism)

• ⌂ work of Task Groups Management, Shipping, Sustainable Tourism Development

• ⌂ management measures, guidelines, treaties (e.g. shore protection, bird protection, fishing, shipping), conferences

2.2.2.3. RISKS

• ⌂ negative examples and portrayal of loss: pollution, climate change, overfishing, habitat loss, invasive species (e.g. Pacific Oyster)
  ↳ by pointing out risks and dangers already affecting other marine sites the significance and value of the Wadden Sea can be shown

2.2.2.4. SIGNIFICANCE OF THE TWSC

• TWSC as one of the worldwide acting cooperations that is a role model for transboundary nature protection

• integrated management for highest protection benefits
  → joint decisions of three governments concerning the whole area

• supervises consistent implementation of int. agreements and EU directives

FIG. 1

As a new WH keyvisual a world map with selected UNESCO Marine World Heritage Sites would be suitable – through the affiliation of the Wadden Sea WH to the "crown jewels of our oceans" int. standing and pride of that what was jointly achieved is being communicated ↳ image transfer

2.2.3. SCIENCE AND MONITORING

This module gives an overview of the work in the scientific area, the methods used and the existing scientific network.

2.2.3.1. SUBJECT AREAS

- ⚑ scope of duties and work of Task Groups and Expert Network Groups: Task Group Climate, Migratory and Breeding Bird Expert Group, Trilateral Data Handling Group, Seal Expert Group

- information on keystone species (animals and plants) characteristic of the Wadden Sea → special emphasis on significance of the Wadden Sea for migratory and breeding birds and the "heraldic animals" of the Wadden Sea harbour seal, grey seal and harbour porpoise

- TMAP subject areas

2.2.3.2. RESEARCH METHODS

- significance, processes, parameters of TMAP

- ⚑ new studies, results

2.2.3.3. NETWORK

- ⚑ participating research institutes in DK, GER, NL and worldwide

- ⚑ conferences

2.2.3.4. SIGNIFICANCE OF THE TWSC

- research and monitoring results constitute the foundation for management measures

- scientific work = basis of collaboration since 1978

- coordination and publication of results by CWSS

2.2.4. ENVIRONMENTAL EDUCATION

This module explains the work attained in the framework of the International Wadden Sea School within the field of environmental education.

2.2.4.1. IWSS

- central idea, scope of duties, aims

- ⚑ activities and offers

- partner centres (information on places, number of participants, contacts)

2.2.4.2. SIGNIFICANCE OF THE TWSC

- conception and coordination of IWSS activities

- ⚑ scope of duties and work of Task Group Network Group Education and IWSS Network Group

2.2.5. INTERNATIONAL COOPERATION

This module illustrates the international work of the TWSC, the exchange of information and experiences on monitoring and management with other marine areas. Through int. cooperation the worldwide significance of the Wadden Sea ecosystem, e.g. for bird migration, is being underlined. TMAP results are used in an international context.

2.2.5.1. COOPERATION MEASURES

- duties, aims, milestones of int. cooperation with: WWF-WAMER (West Africa Marine Ecoregion), Natural England (The Wash/North Norfolk Coast), South Korea, Guinea-Bissau

2.2.5.2. INT. ORGANISATIONS

- duties, aims, milestones of organisations: IUCN, UNESCO Marine World Heritage Programme, ICES

- duties/contribution of TWSC within these organisations

- ⚑ progress in implementing aims

2.2.5.3. INT. AGREEMENTS

- duties, aims, milestones of agreements: AEWA, CBD, HELCOM, RAMSAR, OSPAR

- ⚑ progress in implementing aims

- ⚑ signing of new agreements

2.3. ALLOCATION OF INFORMATION MODULES TO TARGET AUDIENCES

DEPTH OF INFORMATION

The following principle applies: The larger the target audience, the easier the message should be. The messages contained in the information modules should therefore be conveyed with differing depths of information. Sophisticated complex information is only appropriate when one can be sure that the target audience is interested in the subject. Topics must relate to general key principles, i.e.: Certain target audiences have certain key principles which they follow. If the key principle of the target audience is known one should try to tie the content of the TWSC up to this key principle. Likewise one should develop key principles for TWSC content for those target groups whom one wants to approach. For example: The Wadden Sea had already been a significant, unique place worthy of protection prior to the WH honour. With this honour however a key principle is now achieved, which makes it easier for a broad public to understand the global significance of the Wadden Sea.

The partners of the TWSC have an interest, of course, hence the depth of information conveyed is generally high. Depth of information is closely connected with the choice of the target audience and of the means of communication: using the media one reaches a broad public with a low depth of information and easy messages; in a seminar, on the other hand, difficult content with a high depth of information is conveyed to a specialist audience. The communication of the TWSC however has, apart from con-

veying information, a second, much more ambitious aim: The target audiences of external communication shall not only be informed, but (in parts) be motivated to rethink and to act for the protection of the Wadden Sea. Moving people to act through communication is a high standard. In most cases this is only obtainable with the help of graded communication. Initially interest is aroused by a broad distribution with a low depth of information. Through feedback possibilities and interaction one can then reach those persons who are willing to engage with the topic further step-by-step with deepening information. Propositions for feedback measures are given in Part III.

Fig. 2 shows the allocation of information modules to target audiences, weighted by relevance. White cells mean that the target group does not need any information on the respective topic.

In Fig. 3 the necessary depth of information is marked in three gradings ↙

- high depth of information:
    - → comprehensive, detailed information
- medium depth of information:
    - → multilateral, broad spectrum information
- low depth of information:
    - → basic, most important information

Which depth of information one chooses is always linked to the specific level at which information is conveyed (formal, semantic, pragmatic). Depending on the target audience a high depth of information can also be achieved through text, pictures or actual experience.

One example: The value of the habitat mudflat can be conveyed scientifically, for example, within the framework of an exhibition via text and pictures, but also as an actual experience during a mudflat hiking tour for children via touching, smelling and looking at living animals and plants. Although there are huge differences in the way information is conveyed in these examples, they both have the same high depth of information.

When using information modules it is imperative to pay attention to the form of approach relating to respective target audiences (s. 1.3. und Abb. 1).

RELEVANCE:
- high
- medium
- low

		Politicians	Administration	National Parks	Scientists	Environmental Study Centres	NGOs	Tourism Marketing	Local Population	Local Stakeholders	Quality Tourists	Users of Environmental Study Centres	Media
		TARGET AUDIENCES OF INTERNAL COMMUNICATION							TARGET AUDIENCES OF EXTERNAL COMMUNICATION				
Wadden Sea World Heritage	UNESCO World Heritage	high	high	medium	medium	high	high	high	low	low	high	medium	high
	Nomination Process Wadden Sea WH	high	high	high	medium	high	high	high	high	high	high	high	high
	Wadden Sea WH	high	high	high	high	high	high	high	high	high	high	high	high
	UNESCO Marine World Heritage Programme	high	high	high	high	high	high	high	medium	medium	high	high	high
	Significance of TWSC	high	high	high	high	high	high	high	low	low	high	high	high
Integrated Nature Protection and Management	Subject Areas Nature Protection	high	high	high	high	high	high	low					low
	Subject Areas Management	high	high	high	high	medium	high	low					low
	Risks	high	high	high	high	high	high	high	high	high			low
	Significance of TWSC	high	high	high	high	high	high	medium					low
Science and Monitoring	Subject Areas	high	medium	high	high	high	medium						low
	Research Methods	high	high	high	high	high	medium						low
	Network	high	high	high	high	medium	medium						low
	Significance of TWSC	high	high	high	high	high	medium						low
Environmental Education	IWSS	high	high	high	low	high	high	medium	medium	high	high	high	high
	Significance of TWSC	high	high	high	low	high	high	medium					medium
International Cooperation	Cooperation Measures	high	low	high	medium	low	medium	low					medium
	International Organisations	high	low	high	medium	low	medium	low					low
	International Agreements	high	low	high	medium	low	medium	medium					low

FIG. 2 Allocation of information modules to target audiences by relevance

DEPTH OF INFORMATION:

- high
- medium
- low

		TARGET AUDIENCES OF INTERNAL COMMUNICATION							TARGET AUDIENCES OF EXTERNAL COMMUNICATION				
		Politicians	Administration	National Parks	Scientists	Environmental Study Centres	NGOs	Tourism Marketing	Local Population	Local Stakeholders	Quality Tourists	Users of Environmental Study Centres	Media
Wadden Sea World Heritage	UNESCO World Heritage												
	Nomination Process Wadden Sea WH												
	Wadden Sea WH												
	UNESCO Marine World Heritage Programme												
	Significance of TWSC												
Integrated Nature Protection and Management	Subject Areas Nature Protection												
	Subject Areas Management												
	Risks												
	Significance of TWSC												
Science and Monitoring	Subject Areas												
	Research Methods												
	Network												
	Significance of TWSC												
Environmental Education	IWSS												
	Significance of TWSC												
International Cooperation	Cooperation Measures												
	International Organisations												
	International Agreements												

FIG. 3 Allocation of information modules to target audiences by depth of information

3. MEASURES

3.1. INTRODUCTION

Before concrete measures are recommended it is important to give some basic rules on how to use them. Like mentioned earlier it is imperative to consider the respective situation and target audience when conveying information on the TWSC and the WH. Using rigid text elements would not be wise. For the external communication of all partners to their target audiences however the following PRINCIPLES apply:

→ When communicating the Wadden Sea WH there has to be a reference to the granting of the title to the German-Dutch Wadden Sea (after the designation of the Danish Wadden Sea naturally to the entire area).

→ When communicating the Wadden Sea WH, its added value, the socio-economic potential of the award as well as the boost of the region's image have to be communicated to the local population and stakeholders.

→ In scientific reports there has to be a reference to the trilateral collaboration in monitoring where appropriate.

→ When communicating environmental education there has to be a reference to the IWSS in form of textual information or a link to its website.

The partners of the TWSC are obliged to apply these basic rules. They serve the purpose to raise the TWSC's profile and to fulfil the communicative task set by UNESCO.

STEPS TO LAUNCH THE

COMMUNICATIONS STRATEGY

What is the point of having a good communications strategy when nobody knows it exists. In order to launch the TWSC's new communications strategy and its implementation by the partners we recommend the CWSS adopts the following steps:

1. Always updating the TWSC's mailing list is important. Details of contact persons and their positions should be collected or supplemented and the records continously maintained.
2. Sending an e-mail circular to all partners which informs about the new communications strategy.
3. Where required, presentation of the communications strategy in a seminar or as an agenda item of a meeting of the partners.
4. Sending a printed or data version of the communications strategy including the separate communication guidelines to all partners.
5. Preparing and sending of a "starter package" for each partner to support the new quality of communication:
   • new TWSC leaflet (cf. 3.3.1.)
   • new Wadden Sea WH leaflet (cf. 3.3.2.)
   • new WH communications leaflet (cf. 3.3.3.)
   • where required, Wadden Sea WH button stickers (cf. Fig. 10)
   • where required, informationen and login access for internal area of the CWSS website (cf. 3.4.2.)

• specifically for partners in NL and in soon in DK: mailings with information for them and to pass on to their target audiences on the topic "Wadden Sea WH" (significance, added value, where to find information)
   ↳ strengthens sense of belonging and improves communication

The measures described in the following identify the means of communication and activities which help to reach the aims of communication. It is important to choose them for specific target audiences and, if necessary, to combine several means of communication. The means of communication should cover all information modules and target audiences in order to ensure that the communicative goal is achieved.

We differentiate between three different KINDS OF MEASURES:

1. Introductory Measures

Measures which cross a target audience without active interest and which prompt them to become interested

→ "attract": The recipient can be passive, nevertheless the topic is brought closer.

2. Informatory Measures

Measures which provide an interested target audience with more substantiated information and offer possibilities for active information and participation.

3. Activating Measures

Measures which actively involve target audiences in acquiring deeper, more specific and descriptive information, which prompts their acting and thus develops a sense of identification and responsibility in the participants.

At first recommendations for the design of the means of communciation are given, followed by recommendations for measures for print material, web-based means of communication and personal contacts for the respective groups of partners. Target audiences are symbolised by a group 👥, suggestions for new means of communication by a loudspeaker 📢, additional recommendations by a lightbulb 💡.

3.2. DESIGN GUIDELINES

Both the TWSC and the CWSS, and meanwhile also the Wadden Sea WH, are able to resort to a repertoire of image elements, layouts, and a WH logo outline. Using the existing elements requires their revision and the preparation of a new manual. We also recommend an internal and external training on the Corporate Design (CD). Aim is a consistent visual appearance of the TWSC and the WH and guidelines on incorporating the CD of the TWSC and WH into the CD of the partners and into the structure of content.

By way of illustration suggestions are depicted below in a schematic and exemplary way.

3.2.1. WORD AND DESIGN MARKS OF TWSC & CWSS

3.2.1.1. VARIANTS

As described in the analysis, as a matter of principle we recommend the use of the entire word and design mark for reasons of clarification and for better differentiation of senders.

Variants are thus as follows:

• with add on TWSC

• with add on CWSS

• use of design mark only → with add on "A Project of the Trilateral Wadden Sea Cooperation"

The full-length word add on should always be in English.

The design mark should only be used by itself if it appears in direct proximity to the contact details of the TWSC or the CWSS, e.g. in a footer or imprint/website credits. It is essential that the depiction is of high quality.

💡 Data required for a high-quality display should be made available to partners and external users in a new area of the CWSS and WH website (extranet) with guidelines for use.

3.2.1.2. MINIMUM SIZE

Given the detailedness of the design part we recommend a minimum size which leaves the delineation clearly identifiable (illustrated part ca. 12 mm x 6 mm). If a smaller depiction is unavoidable, a simplified version of the design mark should be devloped for this purpose, which should however always have the word add on.

3.2.1.3. BACKGROUND AND PROTECTED SPACE

The word and design mark should be protected by a defined distance ("protected space") in which no graphic elements are allowed. Appropriate measurements are to be defined. Attention should be paid to a sufficiently high-contrast background (e.g. white or dark blue). Recommendations should also be given for positioning on photographs (positioning in areas free of any detailed elements).

Common
Wadden Sea
Secretariat

Trilateral
Wadden Sea
Cooperation

FIG. 4

A Project of the
Trilateral Wadden Sea
Cooperation

FIG. 7 proposal for text add on

WADDEN SEA
WORLD HERITAGE

TRILATERAL
WADDEN SEA COOPERATION
NEWSLETTER

FIG. 5

word and design mark TWSC & CWSS

• always with text add on

• design mark by itself only when

  textual content in direct proximity
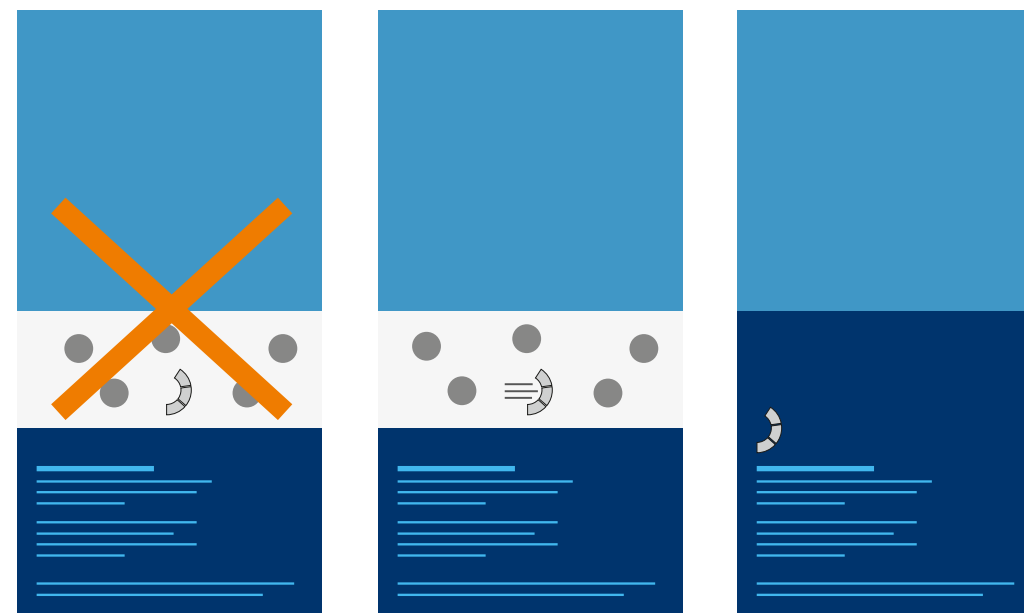
FIG. 6

use of the word and design mark with

other marks and on flipsides or in footer

FIG. 8

word and design mark with text add on

and positioning for use in projects

initiated by TWSC

3.2.1.4. POSITIONING

With the appearence of communication material on the WH the predominances of who is the sender have become unclear. In parts the WH mark is superordinate, i.e. it is visually perceived before the TWSC mark. The hierarchies should be settled in the manual.

We recommend the dominance of the TWSC/CWSS mark over the "title logo" World Heritage for internal communication (first the sender, then the award).

In external communication (target groups and cooperation partners of the partners and the public), which focuses on world heritage as regards content, the TWSC as sender reverts to the background. The word and design mark of the sender should then appear in the imprint, on the flipside, or in the footer (cf. examples in in Fig. 6).

3.2.1.5. FURTHER SPECIFIED CONDITIONS OF USE

Everywhere where the word and design mark is used the contact details, i.e. the website and e-mail address of the TWSC, should be mentioned.

3.2.2. WORD AND DESIGN MARK WADDEN SEA WH

We recommend a slight adaptation of the mark for better readability: the add on "World Heritage" should become larger; both words could also have the same type size.

3.2.2.1. VARIANTS

• four-colour with fading (3D effect)
• single-coloured white
• single-coloured blue (e.g. for print products which are only printed two-coloured)

The four-coloured variant of the mark should be preferred.

The single-coloured variants should be used when

• it serves the superorder (e.g. in connection with further white or pale logos)
• the background is not blue, black, grey or white (avoiding concurrent contrast or "flickering" in bordering areas)
• the contrast to the colour of the background is not strong enough

For a consistent high quality the required marks should be made available in the appropriate designs, sizes and file formats (vector files).

as download in the new, internal area of the TWSC website and/or on a CD incl. a manual
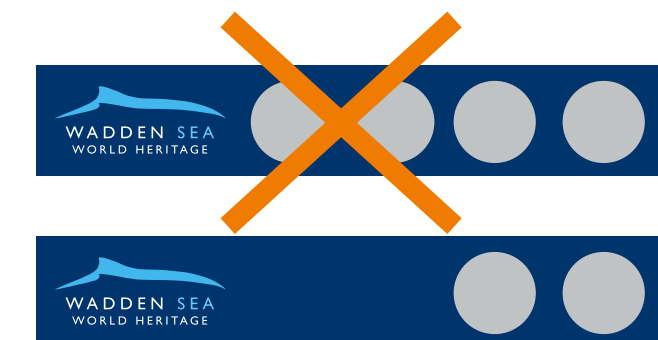
FIG. 9

word and design mark
Wadden Sea World Heritage

• four-coloured variant
• single-coloured variant, white
• protected zone

FIG. 10

button/sticker WDM

Wadden Sea World Heritage
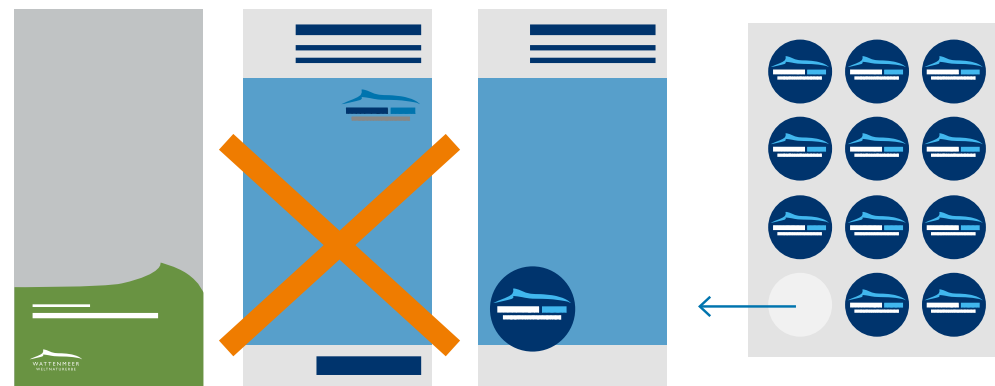
FIG. 11

word and design mark

Wadden Sea World Heritage:

use in partners' means of communication

complementing the mark as button/sticker

FIG. 12

design element

Wadden Sea World Heritage:

use in partners' means of communication

• mapping of the word and design mark

• link on website

FIG. 13

layout and design elements

Wadden Sea World Heritage:

• colours, expanses, lines

• script

• positioning of information

3.2.2.2. MINIMUM SIZE

For good readability a size of 32 mm x 14 mm is not to be underrun.

3.2.2.3. BACKGROUND AND PROTECTED ZONE

The word and design mark should be protected by a defined distance ("protected space") in which no graphic elements are allowed. Appropriate measurements are to be defined. Attention should be paid to a sufficiently high-contrast background (e.g. white or dark blue). Recommendations should also be given for positioning on photographs (positioning in areas free of any detailed elements).

💡 For the upvaluation of existing print material with the WH status the WH word and design mark may be placed onto a button space (e.g. as stickers).

3.2.2.4. POSITIONING

The word and design mark should be subordinated to those of the respective senders or take a special positioning in the layout, i.e. in the sense of a signet or title.
It needs plenty of room to unfurl its effect. We recommend a distance of at least the width of the mark to the next one used. For a concerted CD and greater unity the mark takes precedence in use over those of UNESCO. That means also those organisations and institutions that are entitled to use the UNESCO mark (national parks, NGOs) use first of all the Wadden Sea WH sign when space is limited.

In this case the UNESCO mark may appear on the flipside, apart from that to the left of the WH sign on the same level.

3.2.2.5. FURTHER SPECIFIED CONDITIONS OF USE

When using the mark on print material and on partners' websites the following should also be referred to:
• the website www.waddensea-worldheritage.org or a link to it
• the entire Wadden Sea WH area
• where required a map of the entire trilateral Wadden Sea area

If content is used that was made available by the CWSS (texts, maps, photographs, etc.):
• the linked mark/banner is to be positioned within the upper 1000 x 600 px or
• a prominent link to the WH website is to be placed at the end of the text

3.2.3. WORD AND DESIGN MARK UNESCO

For the use of both UNESCO word and design marks separate conditions apply. Guidelines can be found on the UNESCO website.

"ORDER OF PRECEDENCE" OF WH ELEMENTS USED:
• Wadden Sea WH word and design mark
• UNESCO word and design marks, if entitled to use
• website www.waddensea-worldheritage.org
• key messages WH, if applicable TWSC

3.2.4. KEYVISUAL TWSC

Keyvisual in the communication of TWSC and CWSS is the satellite map of the trilateral Wadden Sea area. The TWSC's external communication has been increasing since the WH nomination, hence in the revision of the CD guidelines for a consistent design of the keyvisual should also be determined.

3.2.5. KEYVISUAL WNE

Keyvisual of the Wadden Sea WH is the "heaven and earth" motive (hand with different motifs of horizon and sea). It should only be used in the form made available by the CWSS, i.e. either as a pictorial element only or with the slogans developed for it (no own text to be placed on the picture, no other typefaces). Picture editing, e.g. by way of "softening" or cutting off edges is to be avoided. Using the keyvisual is only permitted in connection with portraying the Wadden Sea WH, i.e. as a minimum standard there has to be the WH mark in direct proximity as well as mention of the WH website. When used on websites there has to be a connection to the WH website (links, teaser or banner).

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3.2.6. TYPEFACES

Rotis is the corporate typeface of the TWSC and the CWSS. It is used in different font weights. To what extent one insists on the corporate typeface in project cooperation is a matter for negotiation. The typeface used should be adopted consistently and attention should be paid to a meaningful use of running text and display type (the children's brochure "On Expedition", for example, has the CD of the WH on the outside, on the inside however that of the Wadden Sea National Park in Germany).

On the internet the use of Rotis as the webfont would be possible, however there are costs involved. More useful is the agreement on a webfont which is also suitable to the design requirements.

3.2.7. COLOURS AND LAYOUTS

Whilst grey was the dominating colour of the TWSC and the CWSS prior to the WH nomination, blue is used for the more recent means of communication – primarily of course in the WH communication. Since the dark blue is both more visible and plays more to our idea of the "sea", gives more possibilities for light and dark contrasts and thus better readability and creates more attention, there is nothing to be said against this development.
We recommend however a clear stance on a changed CD. This includes the development of design guidelines and the appropriate adaptation of the other means of communication of TWSC and CWSS (e.g. publications, website).

3.2.8. CORPORATE DESIGN OF THE IWSS

Existing products still show the hitherto existing design concept, but additions, changes, and adaptations mean that the means of communication at large do not convey a consistent picture anymore. We recommend a light revision, adjustment, and streamlining of the IWSS design. Since the comprehensive IWSS material is relatively well-known amongst target audiences, a stark break to existing material should be avoided. Guidelines pertaining to this should support the partners in implementation and consistency.

3.2.8.1. SENDER TWSC

A future more pronounced demeanour of the TWSC as the initiator and coordinator of the IWSS would benefit a clearer profile in environmental education and the raising of its level of familiarity amongst disseminators. We recommend a short textual reference, e.g.
• "initiated by the TWSC" + contact details
• "A project of the Trilateral Wadden Sea Cooperation" + contact details

3.2.8.2. WORD AND DESIGN MARK IWSS

The word and design mark of the IWSS has a relatively high need for explanation in communications. The acronym IWSS cannot be assumed to be generally known; the design mark of the TWSC is externally neither well-known nor explicitly recognisable as regards content. The combination of crab and satellite picture is stylistically difficult.

"Crab Conny" is to be kept as a mascot and storyteller. The IWSS design mark is "enlived" by reappearing as an illustration within the IWSS means of communication. We recommend however to make the IWSS mark altogether more simply and striking – by eschewing the design mark of the TWSC. Instead the TWSC should appear via textual references (see above) or as contact in the footer.

3.2.8.3. DESIGN ELEMENTS

The design elements are striking (face, sweeps, rounded corner) and suitable for certain applications (e.g. the white frame when printing out teaching aids). These should be largely kept.
The elementary colours are green, blue, and yellow. They may be kept as well, though either predominances should be clarified (e.g. primary colour on titles) or all colours should always be used. In approximation to the new CD of the TWSC and the CWSS blue, for example, could become the new primary colour.

For the entire Part III please note:

EXAMPLE KEY MESSAGE

The form of a key message depends on the means of communication and context (e.g. concise or elaborate, emotional or factual, etc.). By means of selected examples we show in the following which character the message may have in a particular context. The following message serves as an example:

"The TWSC has achieved to designate the Wadden Sea as a world heritage site through the collaboration of all partners – only the entirety of the Wadden Sea makes it unique."

3.3. PRINTED MATERIAL

3.3.1. CONVEYING INFORMATION AND DESIGN

When designing printed material, attention has to be paid to the different levels of conveying information so that content that is tailored to a target audience reaches its recipient.

In order to have the communicative aim – motivation to act – always present, printed material should always refer to the Wadden Sea WH website where further information and suggestions for acting are to be found. A good way would be, for example, to combine the Wadden Sea WH sign with a short slogan such as "Find out what you can do to protect it!". The symbolism of the sign may be used linguistically in two ways ("it" = suitable for both harbour porpoise and the Wadden Sea).

For all printed material the same colours, proportions, font weights, and layout principles should be used consistently. The following information graphics shows the principle which holds for all printed material: increasing depth of information with approximation of the recipient to the topic (from being attracted to becoming active).
Variants for implementation and possible content are shown in an illustrative way.

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PAPENFUSS |ATELIER FUR GESTALTUNG ■

Level of **conveying information**	Depth of **information**	Form of **design**	Examples products of TWSC / CWSS ⟷ products of partners	Content
1. ATTRACT: gets interested, gives thought-provoking impulses not moralising → acts as a deterrant	low	• reduced length of text • pictures, messages, buzzwords, etc. • emotional	WHERE HEAVEN AND EARTH … merchandising products, post-cards, stickers, … adverts, online banners, … "button" for printed products	basic information: • word and design marks • sender / website address • slogan where applicable
2. INTEREST: thematic overview and brief summary of significance, reference to everyday life through examples of use specific to target audience → trigger a light-bulb moment **3. ORIENTATE:** show content and correlation clearly, surveys on the topic		• short introductory texts that invite to learn more • short informative texts • eschewal of specialised vocabulary or explanation of them	WHERE HEAVEN AND EARTH … newsletter information leaflets, e.g. on WH, TWSC, on material offered, … WHERE HEAVEN … thematic part WH Wadden Sea (information modules!) in leaflets, on websites, in newspaper articles, … NEXT MUD-FLAT HIKING TOURS regional offers by different organisers, …	see above plus more detailed information • (short)facts • overview, characteristics
4. INFORM: more detailed specialised information, where applicable methods of solution, references to further sources of information		• supplemental texts • technical terms with explanation • longer texts • factual	scientific publications thematic brochures WHERE HEAVEN AND EARTH … MANUAL & DESIGN GUIDELINES	see above plus specific information • specialised knowledge • stories • data
5. APPLY: further information, concepts for solution, Best Practice examples, practical tips and possible courses of action, contact details, linking, reference to further sources of information	high		manuals, guidelines, … WHAT LIVES HERE? teaching aids	• guidance, tasks, standards • material, content
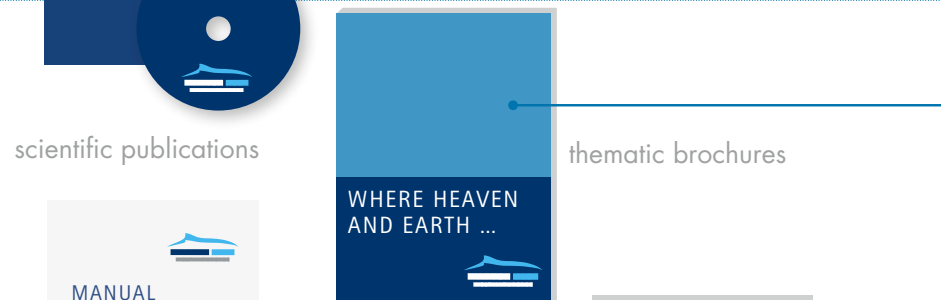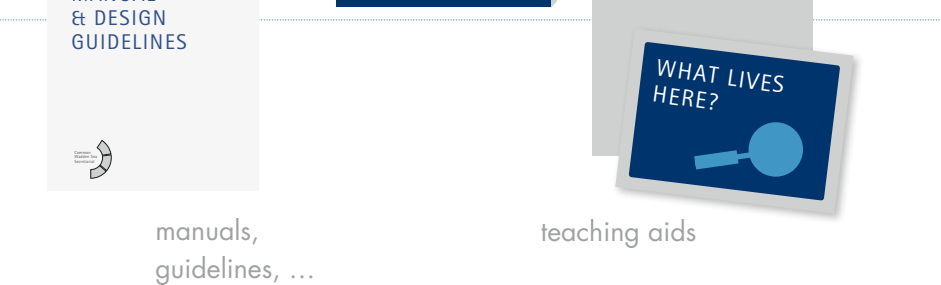
3.3.2. LEAFLET TWSC 🔊

content:

- key messages on the TWSC

- excerpts from information modules 2.2.1.5., 2.2.5.1., 2.2.2.4., 2.2.3.4., 2.2.4.2.

- significance of the TWSC for the designation of the Wadden Sea as a world heritage site (attainments provided before and after the nomination)

- in national langues of DK, GER and NL and in English

function:

- strengthens TWSC – offers of the CWSS are demonstratively and conclusively documented

- creates transparency of work and attainments of the TWSC

- informs about added value of the TWSC

design:

- DIN long, good quality of print on high-quality recycled paper

kind of measure: informatory

form of approach: popular science

depth of information: medium

channel of communication:

- CWSS sends leaflet to target audiences

- publicly retrievable on CWSS Website

👪 for all partners and the media

3.3.3. LEAFLET WADDEN SEA WORLD HERITAGE

content:

- comparable with existing leaflet

- key messages on WH

- supplemented by excerpts from information modules 2.2.1., espeically 2.2.1.5.

- supplemented by information on pacemaking potential for socio-economic development of the Wadden Sea region (e.g. reference to sustainable quality tourism)

- in national langues of DK, GER and NL and in English

function:

- informs about significance of WH

- informs briefly about significance of the TWSC for keeping the WH award

design:

- DIN long, good quality of print on high-quality recycled paper

kind of measure: introductory → informatory

form of approach: popular

depth of information: low

channel of communication:

- CWSS sends leaflet to target audiences for internal information and for distribution in public places (e.g. NP centres and tourist informations)

- publicly retrievable on WH website, link on Facebook

👪 for all TAs of internal & external communication and their TAs

It is imperative that our example message appears here as a prominent and easily understandable text module. This could take place, for example, in one of the dark blue "explanation fields", under the heading "Transboundary Protection of the Wadden Sea – A Result of the longterm collaboration of the Netherlands, Germany and Denmark". Thereby information on the TWSC is passed quasi "casually" to a broader public, furthermore disseminators and the media are reached that way.

3.3.4. LEAFLET WH COMMUNICATION 📢

content:

• information modules 2.2.1.

• in national langues of DK, GER and NL and in English

function:

• partners are comprehensively informed about WH topic and receive tips on communication to their TAs

• informs about added value of WH award for partners and makes them aware of its value and their own tasks

• answers practical questions like these: Which information material is there? Where do I get if from? Which guidelines need to be adhered to?

design:

• DIN long, good quality of print on recycled paper

kind of measure: informatory

form of approach: popular science

depth of information: high

channel of communication:

• CWSS sends leaflets to partners

• partners send it to their relevant TAs or refer to Extranet

• retrievable on the Extranet of CWSS website

👥 for all partners and disseminators

3.3.5. IMAGE AND INFORMATION BROCHURE TWSC 📢

content:

• key messages on TWSC

• information modules 2.2.1.5., 2.2.2.1., 2.2.2.2., 2.2.2.4.,2.2.3.1., 2.2.3.4., 2.2.4.2., 2.2.5.1.

• in national langues of DK, GER and NL and in English

function:

• partners are comprehensively informed about organisational structure and duties of the TWSC and receive tips on communication to their TAs

• informs about added value of collaboration, concrete offers and attainments

design:

• A5, good quality of print on recycled paper

kind of measure: informatory

form of approach: popular science

depth of information: high

channel of communication:

• CWSS sends leaflet to partners

• retrievable on the Extranet of CWSS website

👥 for all partners and disseminators

3.3.6. MAGAZINE ON TWSC 📢

content:

• small magazine with information on current developments, reports about recent successes

• background information

• portraits of various partners (one person each from DK, GER, NL per issue)

• in English

function:

• serves to raise identification with the aims of the TWSC and demonstration of the added value as well as pride in participating in the joint project

• acts as stimulus for further activities

design:

• A5, good quality of print on recycled paper

kind of measure: informatory

form of approach: popular science

depth of information: high

channel of communication:

• published twice a year

• CWSS sends magazine to partners

• retrievable on the Extranet of CWSS website

👥 for all partners

3.3.7. MAGAZINE ON WH 📢

content:

- small magazine which makes the Wadden Sea WH come "alive" in reports and coverages
- information on flora and fauna, portraits of local "characters", insider tips for tourists, UNESCO Marine World Heritage Programme, protective measures → "Find out what you can do to protect it!"
- in English

function:

- through the redundancy of such a "periodical" the topic WH is brought to mind afresh

design:

- A5, good quality of print on high-quality recycled paper

kind of measure: introductory → informatory

form of approach: popular

depth of information: medium

channel of communication:

- published twice a year (March/September) as weekend supplement of regional newspapers (for local population and stakeholders) and as supplement of national weeklies that are read by quality touristis (e.g. ZEIT in Germany)
- retrievable on WH website, link on Facebook

👪 for all TAs of external communication

3.3.8. POSTERS AND ADVERTS

content:

- posters: satellite map should be kept as an established keyvisual of the TWSC; world map with Marine World Heritage Sites lends itself as a second keyvisual of the WH (cf. Fig. 1)
- We recommend to tie in with the existing WH campaign "There is a place where heaven and earth share the same stage" and to use the established visual communication.
- the existing WH motive should be enriched with world heritage, Wadden Sea and regional content and messages (cf. Fig. 14 and 15)

function:

- posters and adverts arouse curiosity and increase the level of familiarity of the WH
- offer possibility of link to the website for further information
- world map creates identification and pride in belonging to the league if the most beautiful marine regions of the world

design:

- posters: A3 and larger, good printing quality on high-quality paper
- adverts WH: "Heaven and Earth" base motive with new backgrounds and varying slogans, good printing quality

kind of measure: introductory

form of approach: popular

depth of information: low

channel of communication:

- posters: CWSS sends posters to partners, for sale in Wadden Sea information centres, NP centres, ESC
- adverts: regional newspapers, travel supplement of national weeklies

💡 Similar to the online banner (3.4.10.) a thematic range of free adverts could be developed (Wadden Sea WH, nature protection, trilateral approach, regional aspects, possibly via "ambassadors", cf. 3.5.6.). Free adverts may be placed as a donation or "fill in" with regional newspapers and offered as a download on the WH website (3.4.3.).
Aim of placing adverts is to win the local population and stakeholders to support the WH.

👪 for all TAs of external communication

3.3.9. POSTCARDS

content:

• satellite postcard with motion effect (lenticular card) high tide/
  low tide should be retained

⛭ additionally the world map with Marine World Heritage sites
  (1st effect world map, 2nd effect Wadden Sea motive)

• once more WH slogans have been decided on production of
  postcards with "heaven and earth" motives and varying slogans

• short information module on WH and reference to WH website

• in national langues of DK, GER and NL and in English

function:

• postcards are widely distributed by tourists, arouse curiousity,
  entice to inform and visit

• postcards with motion effect are premium-quality and thus also
  suitable e.g. as present of partners to their cooperation partners

design:

• DIN long, lenticular-printing process

kind of measure: introductory

channel of communication:

• for sale via CWSS, in Wadden Sea information centres, tourist
  informations, ESC

👪 for all target audiences

3.4. INTERNET AND DIGITAL MEDIA

A NOTE ON WIKIPEDIA:

Wikipedia has become an accepted medium for information
search of the public. This potential should be used by

• paying attention to updating the existing entry for the CWSS
  on German Wikipedia and by creating entries on the CWSS,
  TWSC and the Wadden Sea WH on Wikipedia DK, GER and
  NL (key messages & information modules).

3.4.1. REPORTS AND PUBLICATIONS

– Appear under "Internet and Digital Media" since they are
mostly retrieved from the internet. Recommendations are valid for
both online and print version. –

content:

• reports intended for internal communication (protocols, ceclara-
  tions, QSR reports, directives, etc.) may be retained in their
  current form; however attention should be paid to the recom-
  mendations given above for a consistent Corporate Design

• publications that are not only intended for internal communica-
  tion, but whose content is also relevant for scientific coopera-
  tion partners, the media and the interested public should be
  given a brief, popular science summary ("teaser") by their
  authors

function:

• publications preceded by a (popular science) summary appear
  on the CWSS website and can thus be used by journalists
  ↳ work of the TWSC gains greater degree of popularity

design:

• respect a consistent Corporate Design

kind of measure: informatory

kind of approach: scientific

depth of information: high

channel of communication:

• retrievable on CWSS Website

👪 reports for all partners, publications for scientists and
media

*Since the internet is a medium with a range of depth of information
that the user unlocks for himself, the message can here be initially
used as a "teaser", e.g. image of the satellite map plus slogan
"Three for One!". Linked to this could be a more comprehensive
information module with high depth of information, e.g. on history,
significance, problems or concrete measures of the trilateral protec-
tion of the Wadden Sea. A large spectrum of design elements can
be used, the form of approach can range from emotional to factual,
the message can be underlayed with music or film.*

3.4.2. CWSS WEBSITE

content:

- current volume of information should be retained and the databank always updated
- key messages on TWSC and CWSS
- in order to "attract" and inform new partners easily understandable and prominenet basic information on the TWSC (showing the added value) and the Wadden Sea protection should appear on the entry page
- information on the Wadden Sea WH should appear in a prominent place; link to WH website should also be placed more prominently
- a distinction by sender (TWSC, UNESCO, etc.) should be made for existing documents in download area
- ☀ supplemented by an intranet (3.4.5.)

function:

- comprehensive information of partners on work of the TWSC
- printed material is retrievable online
- medium has high topicality

design:

- the existing site is in urgent need of revision with regards to structure (more user-friendly) and CD (respect Corporate Design guidelines) → for some partners (especially scientists and administration) the site is easy to understand and helpful, for "new" partners in tourism, communities and economy however easily comprehensible structures need to be created

☀ entry-page menu and basic information should be available in Danish, Dutch, and German in order to avoid entry-level barriers and disuse

kind of measure: informatory → activating

form of approach: popular in entry-page level, scientific in deeper levels

depth of information: high

channel of communication:

- publicising of website via references on all printed material, CWSS newsletter, WH website

👪 for all partners

3.4.3. WADDEN SEA WORLD HERITAGE WEBSITE

content:

- current volume of information should be retained, section of news and events always be updated as currently done
- key messages on WH
- basic information on application, significance and designation as WH site should appear on entry page
- mention and link to UNESCO documents in more prominent place
- more information with higher depth of information on WH
- information modules 2.2.1.
- IWSS should be given more prominent place and a new, short image film be produced (cf. Analysis p. 46)

☀ supplemented by Extranet (3.4.7.)

function:

- thanks to website one can communicate very broady with high depth of information on WH
- printed material is retrievable online
- medium has high topicality
- ☀ When the slogan "Find out what you can do to protect it!" links to the website naturally there have to be recommendations for actions. These could be decided on together with the NP partners and regional administration, from codes of conduct in the WH area to activities like organised rubbish collections on the beach → dates, show possibilities for direct contacts, telephone numbers, addresses, etc.
- ☀ In order to facilitate the dialogue with the local population and stakeholders and to ensure an active possibility for participation (requirement by UNESCO) the installation of a "letterbox" on the website is an option which is easy to implement and to administer. Visitors of the webiste with questions, proposals and criticism need not take the detour via Facebook (which older visitors would in many cases not go) to get in contact. If the letterbox is connected to the function "Frequently Asked Questions" (FAQ), a general as well as a specific answering of questions is made possible.

design:

- existing site urgently needs revision concerning structure (more simple, too much unstructured information available at the moment)

• increased use of emotional photo motifs of good pictorial quality (definition, contrasts and colours), which are made available to the media and private users for non-commercial use on the website

kind of measure: informatory → activating

form of approach: in entry-page menu popular, deeper levels scientific

depth of information: high

channel of communication:

• publicising of website via references on all printed material, CWSS newsletter, CWSS website, press relations

👪 for all TAs, especially those of external communication

3.4.4. INTRANET / INTERNAL AREA 📢

content:

• on the intranet of the CWSS website partners find organisational issues and content on the TWSC that are not intended for the public

• offers of the TWSC

• work results, conference papers, etc.

• data and guidelines (e.g. use of logos)

function:

• gives partners overview of concrete offers of the TWSC

• required data are, with restricted access, retrievable at any time

• medium has high topicality

design:

• design akin to CWSS website

• should facilitate quick orientation

kind of measure: informatory → activating

form of approach: technical, scientific

depth of information: high

channel of communication:

• personal contacts, announcement at events/meetings, etc., internal part of the newsletter, menu item on website

👪 reports for all partners, publications for scientists, internal papers for all partners

3.4.5. FORUM 📢

content:

• within the intranet of the CWSS website the forum offers partners the possibility to get talking to one another and to learn from each other's experiences

• progress, work results, Best Practice examples

• (archived) experiences, opinions, feedback, references

function:

• creates synergies and exchange of Best Practice examples

↳ creates feeling of togetherness and supports networking

• reports on progress and successes ↳ creates identification

• creates transparency for work between themselves since information are given to everyone at the same time and everyone may give feedack

design:

• design akin to CWSS website

kind of measure: informatory → activating

form of approach: depending on user

depth of information: depending on user

channel of communication: like intranet

👪 for all partners, especially participants of Task Groups, NP staff, regional politicians and administration, PR contacts

3.4.6. EXTRANET ON WORLD HERITAGE COMMUNICATIONS 📢

content:

• an Extranet on the WH website gives answers to practical questions on WH by partners and their cooperation partners

• supply of all relevant data which are made available to partners and their cooperation partners (logos, pictures, texts/content)

• guidelines and examples of use for design principles and implementation (manual, guidelines, Best Practice examples)

function:

• required data are retrievable at any time, similarly to current download area, but with restricted access

• medium has high topicality

design:

• design akin to current WH website

• should facilitate quick orientation

kind of measure: informatory → activating

form of approach: popular

depth of information: high

channel of communication:

• publicising via partners, information leaflet (cf. 3.3.3.)

👪 for all partners and their cooperation partners

3.4.7. BLOG 📢

content:

• A "World Heritage Wadden Sea Blog" gives "ambassadors" from different regions and areas of expertise the opportunity to speak out about their topics, possibly tying in with the "Stories from the Wadden Sea" campaign.

• News, stories, tips, things worth seeing and worth knowing on tourism, nature, culture, environmental education from all three countries

function:

• to bring people from the three Wadden Sea countries together, to open their eyes for similarities and differences

• keep joint touristic and cultural projects together and communicate them forward (e.g. Trilateral Wadden Sea Cycle Path, cf. 3.5.6.)

design:

• design akin to current WH website

kind of measure: introductory → informatory

form of approach: popular, popular science

depth of information: medium, but spanning a broad thematic spectrum

channel of communication:

• publicising via website, newsletter, partners

👪 for local population and stakeholders, media, quality tourists

3.4.8. CWSS NEWSLETTER

content:

• information on current events of relevance to the TWSC (risks, meetings, publications, etc.)

function:

• comprehensive information on work of the TWSC

• printed material are retrievable online

• TWSC is regularly recalled to awareness of partners

• has high topicality

💡 Providing of a focussed supply of topics by restructuring: Recipients should be given the possibility to limit existing thematic areas (e.g. WH, integrated management, sustainable tourism, environmental education) following a "construction kit" principle in order to compile for themselves a newsletter that is relevant for their specific area of work

design:

• current depth of information too high → reduce text to the most elementary information and summarise in the newsletter; link to longer text (current format) which is found and archived on CWSS website ↳ thus recipients are more inclined to read the newsletter and absorb at least basic information; when recipient is interested link is opened and text read

• currently named "CWSS Newsletter" and "Wadden Sea Newsletter" → need to settle on one name only (preferably Wadden Sea Newsletter, which is less cumbersome and more open for new recipients)

kind of measure: informatory

form of approach: popular science

depth of information: low → medium when linked

channel of communication:

• monthly frequency of publication should be retained

👪👪 for all partners

3.4.9. ONLINE ADVERTS, BANNERS, NET PROMOTION

content:

• WH topic

function:

• publicising of WH website and increasing number of visitors

• apart from existing banner adverts this are also includes regis-
tration with search engines and PR measures in newsgroups
and e-mail lists

• especially new offers like the blog could be publicised this way

💡 In the Netherlands a stronger presence of WH messages on
the internet (e.g. on regional websites of provinces' admini-
strations, Wadden Sea communities, tourism agencies, natrue
protection associations, offers of spare-time activities) could
increase the identification of the local population with the spe-
cific features of the WH. A stronger regional reference of
pictures and messages (Fig. 14 and 15) can be helpful here
(as well as for posters and adverts 3.3.8.).

design:

• design akin to WH (use of existing banner)

↳ extension with regard to content

kind of measure: attract → introductory

form of approach: emotional

depth of information: low

channel of communication:

• CWSS Communication Officer researches possibilites for
placing adverts

• partners → their cooperation partners and contacts

• CWSS → media

• making available of data on CWSS and WH websites

FIG. 14

Banner advert with regional reference for places in
the Netherlands, here for the example Texel

THERE IS A PLACE –
WHERE HEAVEN AND EARTH
SHARE THE SAME STAGE

HERE IN ESBJERG
WE HAVE A GREAT VISION!

OUR WADDEN SEA –
ON THE BEST WAY TO BECOME A
WORLD HERITAGE SITE!

WADDEN SEA
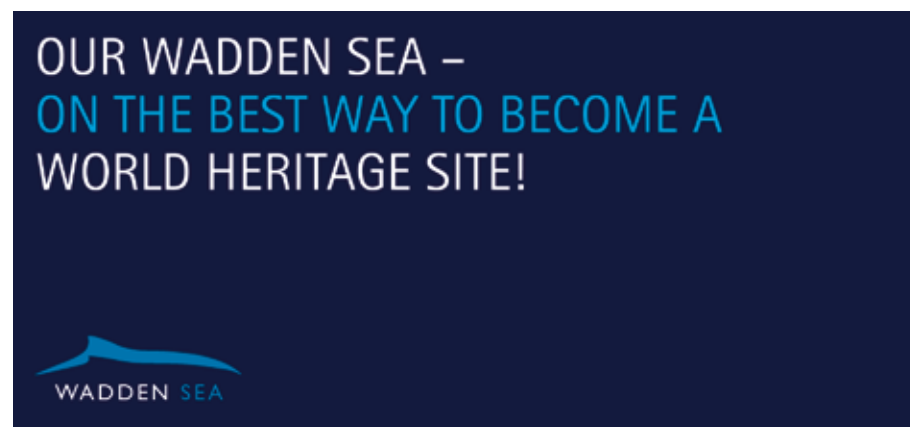
FIG. 15

Banner advert with regional reference for places in Denmark, here for the example Esbjerg. The advert solicits the application process for the WH, purposefully already in the appearance and characteristic linguistic style of WH communication.

3.4.10. NEW MEDIA – FACEBOOK

content:

• current information on WH work of the TWSC

• current communication on Facebook ("The Wadden Sea, Das Wattenmeer, De Waddenzee - UNESCO World Heritage Site") should be continued to be updated since Facebook has developed to be an established channel of communication

function:

• serves both Facebook users amongst partnern and each interested party from the public, e.g. "fans" of the natural landscape Wadden Sea, artists for conveying of current information ↳ networking of partners, publicity for projects, activities, etc. of different providers, finding of ideas

design:

• limited by Facebook guidelines, therefore special attention to relevant content on Wadden Sea WH

• use of emotional photo motifs of good pictorial quality (definition, constrasts, colours)

kind of measure: introductory

form of approach: popular

depth of information: high

channel of communication:

• link retrievable on WH website, CWSS website, Facebook

for all TAs, especially younger audiences of external communication

3.4.11. POWERPOINT PRESENTATION

content:

• presentations with different content for different TAs → overview of the work of the TWSC for partners, summarised information on WH with current references for local stakeholders

function:

• achieving public support for the protection of the Wadden Sea (UNESCO requirement)

design:

• Presentation is prepared in a way that it can either be used unchanged – it is self-explanatory – or that it can be individualised by leaving out or adding certain slides.

• striking text modules

• emotional photographs of high pictorial quality

• ideal time span of max. 15 minutes for one presentation for maximum concentration and broad conveyance of information

kind of measure: introductory → informatory

kind of approach: popular

depth if information: low

channel of communication:

• CWSS prepares presentations, partners communicate them to their TAs

for partners from Politicians 4, Administration 2, NPs, ESCs, NGOs and Tourism Marketing → via them information is communicated forward to local population and stakeholders, quality tourists

3.5. PERSONAL CONTACT AND PUBLIC RELATIONS

Strategic communication relies on the art of dialogue.
The ideal form of dialogue is the classic face-to-face conversati-on. Problems in communication will inevitably appear if this fundamental principle is being neglected. Communication is an over-used term and an under-used skill in a world full of media. Given the amount of abstraction in communication, and in this strategy too, where we talk about "the" partners and "the" target audiences, one must not forget that the recipient of communica-tion and the dialogue partner is – a human being.

Hence it is essential that apart from the means of communication described above a structure of permanent personal communica-tion with the partners should exist or be created as the third and most important pillar of communication. The partners themselves should, as mentioned earlier, act as strong disseminators in personal external communication. In addition to permanent communication a campaign-like communication should take place, through which the TWSC and the WH is brought to atten-tion selectively and effectively.

3.5.1. REGULAR MEETINGS (JOUR FIXE) 📢

In order to optimise communication among the partners we recommend the creation of a "*Jour Fixe*", a set date (every six months) for each target audience of internal communication, where the CWSS Communication Officer and representatives of the partners meet. This meeting serves to evaluate communicative measures undertaken, to discuss and solve communication pro-blems, to exchange ideas, to agree on collaborative measures and to talk about permanent topics.

👪 for all partners

3.5.2. ENVIRONMENTAL EDUCATION

Environmental education is one of the great strengths of the Trilateral Cooperation. The numerous means of communication in print and for the screen of the International Wadden Sea School (cf. Material Catalogue 2010/11 for a complete list) are exem-plary, regarding concept, target-group specific content, design, quality, and creativity. Education material is easy to understand and seeks to further knowledge, environmental awareness, and understanding for an international Wadden Sea.
We see great potential in the work of the IWSS for achieving general acceptancy and popularity of the aims of the TWSC (Wadden Sea protection, protection of flora and fauna, trilateral significance).
The IWSS should continue its successful work with the aid of the existing means of communication, but also enlarge the circle of

recipients, i.e. build a larger network. We recommend

- to carry environmental education nationwide into schools: publicise offers for teachers nationally and internationally to enable pupils, who are not able to go on school trips or live in the Wadden Sea region, to profit from the versatile offers
- to devise all teaching material in the three national languages
- to prepare complete lessons on the trilateral Wadden Sea and to promote their acceptance into the curriculum and textbooks via partners in politics
- to extend the IWSS work into the realms of environmental education for adults (training courses for disseminators)
- to support IWSS communication through partners in tourism marketing → links to IWSS website
- to create synergies between IWSS and the Junior Ranger Programme of the national parks
- to animate the IWSS partners to further the trilateral exchange between partner centres by pupils from the Wadden Sea region in DK, GER and NL discovering the respective "other ends" of the international Wadden Sea
- to offer environmental education and merchandising products in places frequented by quality tourists (NP houses, ESC, tourist informations)

👪 for teachers and pupils, users of ESC, disseminators from Administration 2, tourism marketing, quality tourists

3.5.3. WORKSHOPS AND SEMINARS

A broad spectrum of topics pertaining to the TWSC can be communicated via training for disseminators. They should take place regularly on fixed dates (ritualisation). This has the advantage that those meetings become a regular fixture for participants for intra-disciplinary exchange and further education. Workshops and seminars should preferably be conducted in collaboration with the partners (national parks, tourism management, Administration 2, Politicians 4) in order to reach their partners, local stakeholders, and media representatives.

Possible topics could include:

• sustainable tourism – chances and amelioration of local offers

• current developments and aims of the protected areas

• trainings and excursions on/in the Wadden Sea WH area

Workshops and seminars are important measures of communication in order to reach local protagonists personally and emotionally. The TWSC can be made palpable here, direct advantages for their own work can be conveyed, and an increased willingness to spread the value of the WH can be achieved. The activities should serve the purpose to sensitise the disseminators to the significance of the Trilateral Cooperation and to offer them concrete stories on the joint Wadden Sea WH which they can pass on to (quality)tourists.

The attractiveness of such meetings is increased by:

• competent and where possible well-known speakers

• hands-on content and application

• personal added value for participants (information, practical tips, stories)

• where possible attractive venue and frame (event character, catering)

Additional measures within the framework of such events are, for example, exhibitions, short film, Powerpoint presentations, merchandising products.

Of special relevance are:

GUIDE INSTRUCTION/MUDFLAT HIKING TOURS

Interested members of the local public have the possibility to qualify as national park guides/mudflat hiking guides. It is very important in this context to pass on content and teaching aids on the joint Wadden Sea WH for the instruction of those disseminators (mudflat hiking guides → quality tourists) to the partners. The touristic offers by the national parks and tourism marketing organisations currently available (special WH hiking tours, holiday packages under the heading WH) should be expanded further.

for all partners except scientists, disseminators from tourism marketing, administrationl local stakeholders, media

Imagine the following scene for conveying our sample message: The CWSS takes a share in instructions for mudflat hiking guides by being present and providing information and material. The aim should be that hiking guides on their tours, apart from referring to what can be seen directly and immediately, will be able to point to the larger perspective.

Example: "We are standing here in a tiny spot of the 9.000km² of the Wadden Sea which stretches from Texel in the Netherlands to Esbjerg in Denmark. That this area on such a scale is ecologically largely intact – and was awared the honour of the world heritage title – is the merit of the close collaboration of the three Wadden Sea countries …"

3.5.4. EVENTS FOR LOCALS
AND STAKEHOLDERS 🔊

The involvement and support of the local population and stakeholders is essential for the success of the TWSC and for benefitting from the socio-economic potential of the WH award. Here too the principle applies: Personal encounters are the key for understanding the work of the TWSC and creating awareness for the value of the WH.

For events held on specific dates which should be organised by partners from Politicians 4, Administration 2, ESC, NGOs and tourism marketing, the following provide suitable content:

⚓ 2 February: World Wetlands Day → inform about worldwide wetland areas, strengthening of a sense of belonging to the international Marine World Heritage Site family

⚓ May: World Migratory Bird Day → sensitise for the need to protect migratory birds and their habitats

⚓ 28th June: Wadden Sea World Heritage Day → celebrate the nomination of the Wadden Sea WH, inform about current projects, protection and fun

⚓ August: International Wadden Sea Day → already established, organised by CWSS, highlights contemporary issues which have relevance to the whole Wadden Sea

These events can be advertised and covered on the WH website, on Facebook and in the Wadden Sea WH Blog. Thus the organisers give and take mutual ideas, and these synergies contribute

to the bond of the Wadden Sea inhabitants from Texel to Esbjerg. The organisers are responsible for informing the regional and, where applicable, the national media.

Especially for local stakeholders regular information sessions should take place, which fulfil two communicative aims:

• They offer local stakeholders the possibility to raise regional perspectives and thus bring them to the attention of decision makers within the TWSC.

• They offer partners of the TWSC the possibility to strengthen the awareness for the significance of the joint protection of the Wadden Sea and the potential of the WH through personal talks and choosing specific topics.

Topics for campaign-like communication would be

• content given by calendar, e.g. anniversaries like 40 years of the UNESCO World Heritage Convention in 2012

• content given by current events, e.g. Migratory Bird Days, weather phenomena, environmental catastrophes

• content taken from permanent thematic areas of the TWSC that are reprocessed campaign-like, e.g. seal counts, invasive species, Marine World Heritage Programme

👪 for local population and stakeholders

3.5.5. PRESSE, RADIO UND TV – PUBLIC RELATIONS

Public relations work via press, radio and TV is important. Their communication reaches all target groups of the TWSC's internal and external communication. Task of the CWSS Communication Officer is active PR work and the provision of current information for editorial departments and journalists of newspapers, radio and television. Thanks to the content of their communication – environmental topics – the TWSC has the possibility to enter the editorial parts of the media, which is a budget channel of communication with a broad effect.

Our recommendations for effective PR work are:

• Aim of the CWSS should be to place a positive, short press release about the WH in the regional media at least once a month. Topics are abundant; the work of the PROWAD project, for example, offers material for illustrating the work of the TWSC for an active use of the "WH effect".

• Aim of the press release on the WH of every partner should be to incorporate the common aspect of the WH award in the respective topics – whenever suitable.

• Selected journalists of important regional and national media should be invited once a year (rotating between DK, GER and NL) to visit the Wadden Sea. On location they get to know and esteem, for example, through mudflat hiking tours, encounters with stakeholders, visits of IWSS partner centres, concrete aspects of the work of the TWSC and are thus able to communicate them better in their coverages. Rotational events also secure a longterm bond and interest. The aim is to let those yearly meetings become a popular tradition.

• Once a year a three-day press trip, which includes a change of location or an on-site inspection, should be offered to selected journalists. Unlike the yearly meeting the core purpose of the press trip is to visualise complicated issues and correlations, but also to convey atmosphere, images, and moods. Thanks to their longer duration press trips offer the opportunity for background conversation and for deepening existing and new contacts to media representatives.

👪 for media representatives

3.5.6. NEW IDEAS FROM ENCOUNTERS TO MERCHANDISING 🔊

In the following we list ideas for measures, which can act supportive for the success of communication of the TWSC and which ideally complement the aforementioned necessary measures. Which partners of the TWSC are responsible for the implementation of the measures is self-explanatory.

• winning "ambassadors", i.e. selected persons, local "dinosaurs" or active young people who, as convinced Wadden Sea fans, act as disseminators and "Faces of the World Heritage" publicly and (voluntarily) for the world heritage and the protection of the Wadden Sea

• promoting and creating trilateral town/community twinning partnerships in order to bring about a sense of identity of the whole Wadden Sea region

• constructing a complete "World Heritage Wadden Sea Walkway" and cyclepath through the Wadden Sea region from

Texel to Esbjerg to further regional economic development and to strengthen the symbolic and the real connection of trilateral collaboration

• promoting exchange of experiences of local stakeholders and the interested locals about the WH effect through organised, subsidised trips to visit communities in DK, GER and NL

• topographic signage: For information panels put up in the Wadden Sea region the principle of situation-dependent communication mentioned earlier is highly significant: The visitor who is on location wants to be informed primarily about the surrounding nature. Information on the trilateral Wadden Sea and/or on the joint WH follow where suitable.

• Sponsoring activities of local events (e.g. environment days, Wadden Sea sports events) offer opportunities to distribute information material, reaching the local population and creating a positive image.

• In the field of merchandising the WH offers great potential which is currently used only rudimentary. When developing new products it should be ensured that these are consistently of a high quality (appropriate to the quality of the award), both with regards to content and to design. They should as much as possible have an educational function and follow the principles of "edutainment"(designed to be both educational and entertaining).

• In order to exploit the whole potential for production and distribution, partners and stakeholders should be involved in developing merchandising products. By means of a feasibility study an appropriate merchandising concept could be compiled.

Merchandising ideas:

📌 Some of the products developed for the IWSS lend themselves to a larger circle of consumers, especially educated families with children (quality tourists). Products like the Wadden Sea Quiz, "Conny's Wadden Adventures" or identification sheets in four languages can be supplemented with world heritage content.

📌 The WH "heraldic animal", the friendly harbour porpoise, has the potential to be the inspiration for products aimed at children (e.g. as high-quality cuddly toy with WH logo on the tail fluke, as narrator figure in children's books explaining the WH Wadden Sea).

📌 The animals native to the Wadden Sea have great potential for merchandising. The principle of the Big, Small and Flying Five lends itself to a multitude of products, from small "Pixi books" for children (one example of how the topic bird migration and the int. significance of the Wadden Sea was well mastered is the book *"A Return Ticket to the Tundra"*, which was developed by the NP Lower Saxony in 2011) to board games and high-quality replicas (e.g. as Schleich© animals) which may become collectors' items.

📌 The second WH keyvisual, the world map of the Marine World Heritage Sites, also lends itself to be used on a multitude of products, e.g. on spring binders for mudflat hiking guides, on press kits, on exercise books.

4. IMPLEMENTATION

It is essential to coordinate the different measures as regards timing and content. This is the task of the CWSS Communication Officer. Here is where the responsibility lies for finding a common language of the TWSC, an overview over content that is communicated, for developing further ideas, and for reviewing the functioning of the measures (evaluation, feedback, future development, where applicable new orientation of measures).
It is therefore necessary and advisable to assign the post of the Communication Officer longterm to one person in order to ensure endurance and efficiency in communications.

The following exemplary overall view shows the temporal coordination of the communicative measures suggested.

● *necessary communicative measures*

○ *new*

● *supporting communicative measures*

○ *new*

**PHASE 1
PREPARATION**

websites • Newsletter • print products (image) • digital products (image) • print products (internal) • digital content • WH campaign • personal encounters

III **2012** III

internal

*3.4.2.
CWSS website*
rework

*3.4.2.
CWSS website
intranet*
set up

*3.4.6.
WH Extranet*
organising supply of
data and application
set up

*3.4.3.
WH website*
rework

*3.4.8.
individual CWSS
newsletter*
thematic
construction kit
rework

*3.3.4.
image brochure
TWSC*
new

*3.3.1.
leaflet TWSC*
new

*3.4.11.
Powerpoint
presentation TWSC*
new

image film WH
communicate &
distribute existing film

*3.3.3.
information leaflet
on WH
communication*
new

*3.2.
guidelines /
Logo Guidelines*
rework
& expand

logos,
text modules,
photographs
and graphics,
films,
print data of
print products,
specifications
for merchandi-
sing products
in parts to be
developed new &
to be refined

*regionale
support NL*
new

*application
and support DK*
new

mailing list
update

external

*3.3.2.
leaflet WH*
rework

FUNDS REQUIRED FOR IMPLEMENTATION:

■ TRILATERAL WADDEN SEA COOPERATION

PHASE 2
INTRODUCTION

PHASE 3
ESTABLISHING

PHASE 4
EXCHANGE AND FEEDBACK

website, newsletter and PR work

personal encounters

print products (image and internal)

digital content

website, newsletter and PR work

print products (image)

workshops and seminars

PR work

environmental education / IWSS

events

websites and social media

personal encounters

2013

3.1.
invitation to the new communications strategy
for all partners

3.1.
kick-off event on the new communications strategy
for all partners

notification of the new communications strategy
events, dates, overview, links

3.1.
starter package
with information material and initial equipment of leaflets and merchandising products (3.3.3., 3.3.2., 3.2., ...)
new
send out

3.1.
content and data
provide

3.1.
wrap-up of kick-off event
for all partners
overview, links

3.3.5.
magazine TWSC
new
regularly
twice a year

3.4.1.
reports and publications
new:
preceded by summary

3.5.3.
training for disseminators
new

3.3.6.
magazine WH
new
regularly
twice a year

3.3.8.
postcards and other merchandising products

regular press releases

adverts and coverages in regional and national media

3.5.2.
IWSS material = binding teaching unit
new
educational policy

3.5.2.
IWSS material
rework →
translate into national languages DK, GER, NL

education and merchandising products
new
develop from IWSS material distribution to quality tourists

3.5.4.
WH celebrations
new
regularly

3.4.5.
CWSS website forum
new
exchange internal topics & projects

3.4.3.
letterbox on TWSC topics

3.4.10.
WH on Facebook

3.4.9.
WH net promotion
new motifs & slogans

3.4.7.
WH blog
new

3.5.1.
Jour Fixe
new
with partners

3.5.4.
stakeholder meetings
new

3.5.6.
further measures
new
from personal encounters to merchandising