



EVALUATION REPORT

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“absolutely excellent and a great platform to build on in future years.”

UKSIF member

Introduction

The evaluation process has uncovered a wealth of useful opinions regarding National Ethical Investment Week 2008 from a wide variety of stakeholders.

I would like to thank all of those who gave generously of their time to participate in this evaluation – by interviews, email exchanges and/or completing online surveys.

It has not been possible to include every comment or point of view in this report, so I ask for your understanding if you feel I have omitted any of your valuable contributions. I do hope, however, that I have succeeded in drawing the common strands together into a coherent overview.

This report has been structured to:

- present the most important results and achievements of the campaign.
- highlight key issues arising.
- make appropriate observations and recommendations.

The Executive Summary contains only a snapshot of these. Far more detail and explanatory background is contained in the main body of the report. I would therefore urge all those who take an interest in this campaign to read the full document.

Finally, I would like to thank UKSIF and the Advisory Board for giving me the opportunity to prepare this evaluation report. It has been an interesting and enjoyable project and I wish National Ethical Investment Week every success in the future.

Mark McKenzie
July 2008

Section 1: Executive Summary

Reactions to NEIW 2008

- Consensus was achieved from UKSIF members, EIA members, sponsors and Advisory Board members that NEIW has been a useful programme for raising awareness of green and ethical investment.
- There is widespread support for making NEIW an annual event.
- AIFA sees NEIW as a useful vehicle for increasing mainstream advisers' knowledge of, and interest in, green and ethical investment.
- Journalists think NEIW is a useful trigger for them to write about green and ethical investment.

Strategic Review

Objectives

- NEIW needs measurable objectives.
- *Realistic* long, medium and short term objectives should be set and made relevant to different stakeholder groups.
- These objectives should be used as the basis for year-to-year campaign plans.
- Hold a strategic planning workshop as soon as possible to agree objectives.

Strategy

- A detailed campaign strategy is required for NEIW with actions prioritised in line with refined and measurable objectives.

Target Audiences

- Target audiences need to be prioritised and segmented.
- NEIW should use industry knowledge and available research to profile and target those consumers most interested in green and ethical investment.
- Advisers and NGOs should be used as key channels to consumers.

Key Messages

- Develop key messages for all audiences, not just consumers.
- Develop shorter, simpler, more compelling consumer messages (within the restrictions of financial services communications).
- Messages need to deliver a clear “call to action” to all key audiences.
- Messages need to connect green and ethical investment with the “big picture”, communicating its impact on the wider world.

Timing

- The main issues around the May timing of NEIW are:
 - The proximity of NEIW to Christian Aid Week may limit the ability of churches to promote NEIW in a significant way.
 - The proximity to ISA season limits the availability of marketing budget for some sponsors.
- UKSIF needs to assess the potential negative impact of the above and consider an alternative timing for NEIW if necessary.

NEIW and UKSIF

- NEIW has contributed to UKSIF’s four strategic aims.
- NEIW adversely impacted the Chief Executive’s capacity to carry out her other UKSIF duties.

Outputs and Outcomes

PR Campaign

- Total media coverage exceeded expectations by 68%.
- NEIW was successful in stimulating third parties to implement their own PR initiatives. Around one third of coverage was achieved this way.
- The teenager research failed to achieve its predicted national press take-up.
- Smaller advisers lack the skills and resources to implement PR on a regional and local level and look to NEIW to do this for them.
- As an alternative to using an external agency, UKSIF should consider bringing the PR in-house and appointing a senior PR specialist as NEIW Project Manager.

- The PR teams of sponsors and Advisory Board members should be involved through a PR sub-committee.
- A PR plan based on the refined campaign objectives, messages and prioritised and segmented audiences needs to be developed.
- The NEIW team should prepare for negative issues in advance, particularly the issues of performance and the impact of green and ethical investment.
- The PR process needs to start earlier. Warm-up media briefings and an official launch event are recommended.

Community Outreach Programme

- The Community Outreach Programme achieved the objectives set.
- NGOs, community and faith groups offer a key opportunity to develop consumer awareness of green and ethical investment since their members are “warm leads” with an existing interest in ethical and sustainability issues.
- Engagement of NGOs, community and faith groups needs to start a year ahead in order to deliver substantial involvement and support from them.
- The NEIW team should focus on securing substantial support from a small number of the most influential and appropriate NGOs, community and faith groups. A maximum of ten is recommended.
- The NEIW team needs to link green and ethical investment with the individual agendas of these organisations.

Materials

- The NEIW logo is popular and should be retained for use year on year in order to build brand recognition.
- Almost 80,000 pieces of marketing collateral were distributed, although take-up was more widespread among ethical investment advisers than general UKSIF members.
- Targets need to be set for the take-up and use of NEIW materials in future.
- The design for marketing collateral can be re-used for a second year in order to increase budget availability for priority areas such as the website. However, a design refresh is recommended for Year 3.
- A significant number of participatory guides were downloaded yet seemed to result in a relatively low level of adviser activity. The guides need to be shortened and simplified to take account of smaller advisers’ limited time and resources.
- The amount of supplementary materials needs to be reduced and all relevant materials combined in a single, easy-to-access toolkit.

Website and Paid Search

- Over 6,000 visitors to the NEIW website were recorded during the course of the campaign. Targets need to be set for future years.
- The website is crucial as the central information resource for the campaign. While feedback on the website from UKSIF members and ethical investment advisers was positive, an increased budget allocation is needed to make it more engaging and compelling for consumers.
- Traffic analysis and tracking ability needs to be improved for future evaluation.
- Paid search offers limited value and does not warrant a significant investment. However, it is recommended that UKSIF further optimises the NEIW website to improve non-paid search results for a small set of key search terms.

Events

- A total of 16 events were held as part of NEIW. The Parliamentary Reception was particularly well received. Measurable objectives are needed for the events programme in future.
- It is a major challenge for many smaller advisers to organise successful local events and success can depend on factors outside their control. The NEIW team should therefore encourage most smaller advisers to get involved in ways that require less effort and where success is more predictable.
- The most successful events of NEIW 2008 were those staged by larger organisations with more resources, therefore the team should focus the events programme on larger organisations in 2009.
- UKSIF should focus on working with sponsors, Advisory Board members, larger adviser firms, and selected NGOs, community and faith groups to deliver events with impact.

Project Management

- There was widespread praise for UKSIF's management of the NEIW project.
- The Advisory Board was seen as successful in uniting key industry players behind the NEIW campaign. It is recommended that the Advisory Board structure is retained. Creating additional Advisory Board positions is not recommended as it is likely to make management processes more cumbersome. It is suggested that larger adviser firms and NGOs are engaged without offering them formal Advisory Board positions.
- Continue to hold Advisory Board meetings monthly, but make the teleconferences optional and informal updates.

- If budget allows, appoint an experienced senior level Project Manager to assume day-to-day management of the NEIW campaign and enable Penny Shepherd to reduce her involvement.

Section 2: Reactions to National Ethical Investment Week 2008

- *How useful has NEIW 2008 been as an awareness raising vehicle?*
- *What is the potential for NEIW as an awareness raising vehicle in the future?*
- *Is there support for making NEIW an annual event?*

How useful has NEIW 2008 been as an awareness raising vehicle?

UKSIF and EIA members, sponsors and advisory board members.

While this evaluation reports identifies points of criticism of NEIW and makes recommendations for improvements, it also finds that NEIW has clear support from the SRI industry:

- 100% of the UKSIF and EIA members who responded to the evaluation surveys agree that the Week is a useful programme to raise consumer awareness of, and interest in, green and ethical investment.
- 100% of UKSIF respondents agree that the Week is a useful tool *for the SRI industry as a whole* to raise consumer awareness. Most (83%) also agree that it is useful as *a tool for their own business* to promote green and ethical investment products.
- 100% of UKSIF respondents believe that NEIW has *potential in the future* both to raise consumer awareness of green and ethical investment, and to help their own organisation promote green and ethical products.

Similar surveys in other industries often reveal a significant gap in perceptions of the opportunity for the industry versus the opportunity for individual organisations. The fact that UKSIF respondents see NEIW as an opportunity for themselves as well as for the industry is especially encouraging. Indeed, it can be argued that the future success of NEIW relies to a large extent on individual organisations capitalising on the promotional opportunity it provides.

- A key objective of the evaluation programme was to assess support for making NEIW an annual event. In the online surveys, 100% of respondents from both UKSIF and EIA said they support this. Sponsors and members of the advisory board also expressed interviews that they see NEIW as a valuable initiative that should continue on an annual basis. No one, during the course of these interviews, questioned the value of NEIW or its future.

Although it was not stated as an objective in the original strategy, in retrospect it is reasonable to consider that one of the primary objectives of the inaugural NEIW was to secure positive feedback on the Week from the SRI industry itself, and support for its implementation on an annual basis.

Based on the information secured during this evaluation process, **UKSIF can be said to have achieved this objective.**

The evaluation has revealed many views on how the Week can be made more successful in the future. Many of these views have been incorporated into the recommendations of this report.

However, in view of the apparent blanket support for NEIW from the SRI industry itself, **this report strongly recommends that all efforts are made to ensure the Week continues as an annual event.**

It should also be noted, that to discontinue the Week after its first year could be seen by the wider industry as an indication of failure which could have a damaging impact on the profile and credibility of SRI and its future growth in the UK.

“Congratulations. It was worthwhile and we’re grateful you chose to do it.”

UKSIF member

“A very good first effort. This has been absolutely excellent and a great platform to build on in future years.”

UKSIF member

“Thank you for the innovation and work.”

UKSIF member

“It helped us to put green and ethical products higher up the agenda internally and to profile an area of investment where we have a business opportunity.”

Sponsor

“What was achieved was impressive”

Sponsor

“It has helped us to raise our profile with personal finance journalists as an SRI house. We have had follow up calls.”

Sponsor

“It has been a useful exercise to get the key players working together.”

Sponsor

“We’ve got to remember we’re starting from a really low base. NEIW 2008 was an excellent first step.”

Sponsor

“There was a definite benefit to us. We saw an increase in journalist contact and an increase in information downloads and journalist enquiries. It [NEIW] did as well as it could do for the first year.”

Advisory Board member

“It was a success considering this was the first year. It has the potential to be a very good Week.”

Advisory Board member

AIFA

It is difficult to provide a representative summary of AIFA member views on NEIW since only a minimal number of survey responses (four) were received from AIFA advisers.

This low level of responses could perhaps be expected given the perception of many mainstream advisers as traditionally lacking interest in or commitment to green and ethical investment.

That said, it is interesting to note that **three of the four AIFA respondents supported NEIW becoming an annual event.**

It is universally recognised by the NEIW Advisory Board that the involvement of AIFA and its members will be instrumental in achieving NEIW's long term aim of mainstreaming green and ethical investment.

However, it is also accepted that bringing mainstream advisers on board with green and ethical investment in significant numbers is a medium term proposition.

What is important, and very encouraging for the future development of NEIW, is that AIFA itself believes that green and ethical investment is a genuine consumer trend offering potential business benefit for its members.

AIFA is committed to the green agenda, has identified a need for its advisers to become better informed about green and ethical investment and sees NEIW as useful vehicle for making that happen.

AIFA has provided significant support to NEIW in its first year in several ways, including sitting on the advisory board and assisting in organising a number of events. The organisation has indicated that it is happy to continue its support for NEIW for 2009 and beyond.

This support is to warmly welcomed and **this report recommends that UKSIF engages early with AIFA to find ways of deepening its involvement in NEIW significantly in 2009 to mutual benefit.**

NGOs, Community and Faith Groups

Although it has not been possible to gain detailed feedback from a significant number of NGOs, community and faith groups on NEIW 2008, topline reactions in interviews and response to the Community Outreach Programme have been very supportive.

The evidence suggests that with more planning time and a more focused approach, NGOs, community and faith groups could become instrumental partners in building on the success of NEIW in future.

This report recommends that a greater focus is put on the Community Outreach Programme in 2009 and specific observations and recommendations are provided in Section 10.

Journalists

While the journalists interviewed for this evaluation had varying comments on the subject of green and ethical investment and made recommendations for improving the PR approach (covered in Section 9: PR Campaign), they all agreed that NEIW as a concept is useful in that it provides them with a topical reason to write about green and ethical investment.

"It [NEIW] is not a bad idea, it has merit. It focuses our minds and gives us a good reason to look at a key component of personal finance. If we didn't have it we wouldn't have an excuse to return to the subject ... It's proactive, and anything that's proactive has to be applauded and encouraged."

Jeff Prestridge
Personal Finance Editor, *Mail on Sunday*

"I'm all for it [green and ethical investment]... it [NEIW] gives us a reason to write about it, it is a useful trigger."

Paul Farrow
Money Editor, *The Sunday Telegraph*

"It [NEIW] worked to galvanise press coverage of the issue."

Tony Levine
Personal Finance Writer, *The Guardian*

"It [NEIW] went well. It was an interesting idea. We would have liked to have done more on it [referring to advertising levels restricting editorial feature space]. The reception was a good chance to meet people.'

Gregor Watt
Features Editor, *Money Marketing*

Section 3: Campaign Objectives

- *What did NEIW 2008 set out to achieve?*
- *How successful was it in achieving these objectives?*
- *Were the right objectives set?*

What did NEIW 2008 set out to achieve?

The objectives of NEIW 2008 – as stated in the proposal to sponsors and the fact sheet for investment professionals - were as follows:

Overall Objective

- Take retail ethical and socially responsible investment (SRI) out of the 1% niche market and towards a mainstream 10% market.

Consumer Objectives

- Expand the number of consumers choosing to select at least one ethical investment/responsible finance product beyond the current core of committed ethical investors.
- More consumers considering the social and environmental impact of their savings and investment and taking action to make more responsible choices/choose a green and ethical investment.
- An expanded range of consumers choosing green and ethical investment beyond those who are naturally inner-directed (“pioneers”) to those who are influenced more by external factors such as the views of others.
- Increased penetration specifically among mass affluent and high net worth individuals among those starting to become significant investors.

Investment Industry Objectives

- Increased number and visibility of green and ethical investment products from financial services distributors, including those on the high street.
- More financial advisers providing better quality support to clients on responsible finance.
- Increased provision of high quality independent consumer information about green and ethical investment and responsible finance.
- Increased leverage from existing financial support materials such as online training (UKSIF), ethical fund information (eg. ethical screening) and promotion (eg. IFA promotion).

Community Outreach Objectives

- The Community Outreach Programme objectives are discussed in detail in Section 10.

PR Campaign Objectives

- The PR campaign objectives are discussed in Section 9.

How successful was NEIW 2008 in achieving these objectives?

It is difficult to assess the success of NEIW 2008 in achieving its objectives for two key reasons.

Firstly, many of the objectives were long term strategic aims which could not realistically be achieved in the first year and, in fact, it was never expected that they would be.

For example, the overall aim of NEIW – namely to achieve a 10% total market share for green and ethical investment – is clearly a long term aim that could not happen within one year.

Secondly, success in achieving the stated aims cannot be measured without having specific evaluation criteria in place at the outset.

For this reason, **one of the key recommendations of this report is to revisit the objectives of NEIW for the proposed 2009 campaign, make them measurable and set appropriate timelines.** See below for further detail.

With this in mind, there is perhaps little to be gained from trying to assess the success of the campaign against these objectives.

What is of more value is to review the achievements of NEIW 2008 which are considerable, especially given that UKSIF was working with a small team and without the benefit of learning from a previous campaign.

Key Achievements

Key achievements of NEIW 2008 include:

- Developed a sound campaign and project management structure.
- Assembled a strong Advisory Board to direct the campaign.
- United the SRI industry in support of NEIW and generated widespread industry opinion that the Week has been a success the first year.
- Secured backing from the industry and journalists for the event to continue on an annual basis.
- Achieved progress and clarity in consumer messaging of green and ethical investment.
- Stimulated a more mature media debate.
- Generated PR coverage totalling over 38 million opportunities to see.
- Delivered benefits to sponsors including greater profile for SRI within their own organisations, improved journalist and IFA relationships and increased website traffic.

Were the right objectives set?

As outlined above, it is recommended that UKSIF develops a new set of campaign objectives for 2009.

Key recommendations are as follows:

- **Assign timelines for objectives: long term strategic (ten years), medium term strategic (five years) and short term tactical (one year). Short term objectives, as tactical “stepping stones” to the long and medium term strategic objectives, will enable UKSIF to assess the success of individual NEIW campaigns more accurately in years to come.**
- **Use these objectives as the foundation for action plans for NEIW in 2009 and beyond.**
- **Make every objective measurable and consider *how* it will be measured. Appropriate benchmarks will be required. One of the achievements of NEIW in its first year is to provide a set of benchmarks for use in 2009 evaluation.**
- **Develop objectives specific to individual stakeholder groups, eg. Advisers, NGOs.**
- **Develop a new set of objectives as soon as possible, ideally by holding a strategic planning workshop involving sponsors and advisory board members. Include the new objectives in the proposal documents for sponsors for 2009.**

EXAMPLE

Timeline	Objective	Measurement	Action required
Long term (10 years)	50% of (previously) mainstream advisers actively recommending green and ethical products to clients.	AIFA research. Measured against 2008/09 benchmark.	Propose research to AIFA.
Medium term (5 years)	20% of (previously) mainstream advisers actively recommending green and ethical products to clients.	AIFA research. Measured against 2008/09 benchmark. Propose research to AIFA.	Propose research to AIFA
Medium term (over next 3 years)	Communicate the business opportunity of green and ethical investment to mainstream advisers.	AIFA research on IFA attitudes to green and ethical investment post NEIW 2009 benchmarked against previous research.	Engage with AIFA to develop annual NEIW communications plan and key messages.
Short term (1 year)	Secure an individual trusted by mainstream advisers as a key NEIW spokesperson	Tick box	Approach Amanda Davidson, AIFA Deputy Chair
Short term (1 year)	Secure ongoing buy-in for NEIW from AIFA Council Members.	Assess participation of Council Members in NEIW 2009 evaluation.	UKSIF to address AIFA Council meeting autumn 2009 and/or UKSIF to hold individual meetings with all AIFA Council members by end of November 2008.
Short term (1 year)	Enable NEIW sponsors to get maximum value from their investment in NEIW by reaching AIFA members with their message.	Review success in NEIW 2009 evaluation.	Engage with AIFA in October 2008 to explore how NEIW sponsors can work more closely with AIFA for NEIW 2009.

Section 4: Campaign Strategy

- ***What was the campaign strategy for NEIW 2008?***
- ***How successful was it?***
- ***Does the strategy need to change in 2009?***

What was the campaign strategy for NEIW 2008?

Given that 2008 was the first NEIW and was implemented without any prior experience of running such a Week, a complete strategy (ie. the plan for achieving the objectives) could not be developed at the outset.

Rather, the strategy evolved organically with the input of sponsors and advisory board members over the course of the campaign.

The NEIW fact sheet for investment professionals, however, outlines the core strategy under the section: *How Will We Achieve Those Objectives?:*

- Engage the services of a PR agency to conduct a nationwide press campaign that will raise awareness among consumers of green and ethical investment during the Week. The PR agency will target national consumer and personal finance media with a view to reaching high net worth individuals.
- Engage the financial trade press (via a PR campaign run by UKSIF) to raise trade awareness of NEIW and showcase the widespread support for NEIW.
- Encourage financial advisers across the UK to talk to their customers about green and ethical investments, raise their own level of knowledge and advertise their expertise.
- Encourage investment professionals and fund distributors to show their support for NEIW and their support for green and ethical investment.
- Liaise with community groups and NGOs to encourage them to raise the issue of ethical investment with their members and supporters and with the general public.

How successful was the strategy?

Consumer and personal finance PR campaign

The consumer and personal finance campaign generated 75 media articles in and around NEIW 2008.

Media analysis to quantify the campaign's success in reaching the specific target audience of high net worth individuals is not available.

In the online surveys conducted for the purposes of this evaluation, 42% of UKSIF members who responded said they saw NEIW written about in the consumer media, with *The Guardian* and the *FT* being specifically mentioned.

By contrast, only 18% of EIA members who responded to the survey say they saw consumer media coverage of the Week. However, those that did mentioned several pieces including *The Guardian*, *FT*, *Scotsman*, *Independent*, *Big Issue* and *The Herald*.

This difference may indicate that due to work pressures EIA members are more likely to read the trade press than national consumer.

Financial Trade Press PR

The financial trade press PR campaign conducted by UKSIF resulted in 41 articles.

68% of UKSIF members responding to the evaluation survey saw trade press coverage and 59% of EIA members.

Money Marketing, *Financial Adviser*, *New Model Adviser*, *Investment Adviser*, *Ethical Corporation* and *Responsible Investor* were cited as publications where coverage was seen.

Although no specific targets for trade press coverage were set in advance, the coverage was significant and the consensus of NEIW sponsors and advisory board members (gained through evaluation interviews) is that the results were good and the trade press PR campaign can be considered successful.

Financial Advisers

Several initiatives were undertaken as part of NEIW 2008 to encourage financial advisers to talk to their customers about green and ethical investments, raise their own level of knowledge and advertise their expertise.

These initiatives included:

- Development of marketing materials (posters, postcards and bookmarks) and supply of these free of charge to advisers.
- Production of a participatory guide
- NEIW attendance at Adviser 08
- Information events including addressing an EIA training day, Skandia webinars and the Henderson AIFA seminar

More detailed discussion of these initiatives is included later in this report.

It is not possible to assess the overall impact of the campaign on advisers in the absence of measurable objectives. However, as outlined in Section 2: Reactions to NEIW, responses from EIA respondents to the evaluation survey indicate an uncompromising level of support for NEIW and its continuation as an annual event.

Furthermore, anecdotal evidence from other sources is encouraging.

For example, AIFA reports that many of its members who were unable to attend the Henderson seminar said they believed it was an excellent idea and they would be interested in attending similar events in the future.

Based on these views, it is reasonable to consider the adviser strategy to have been successful.

Investment Professionals and Fund Distributors

Key achievements in the engagement of investment professionals and fund distributors campaign include:

- Norwich Union distributing NEIW marketing collateral to building societies
- Skandia holding its webinar series of green and ethical investment
- 41 trade press articles generated via the PR campaign
- Communications to UKSIF members throughout the campaign

When asked how well UKSIF had informed them about NEIW and how they could get involved, 92% of UKSIF member respondents to the online survey said “Excellently” or “very well”.

NGOs, Community and Faith Groups

The Community Outreach Programme and its results are discussed in detail in Section 10 of this report.

For the purposes of this section, it is worth noting that over 400 NGOs, community and faith groups were contacted and 40 took some sort of action to encourage people to consider green and ethical investment. These included major organisations such as Oxfam, WWF-UK and RSPB putting statements of support on their websites.

In addition, positive feedback has been received from many of these organisations, including Oxfam, indicating a desire to support NEIW in a more substantial way in 2009.

Does the strategy need to change in 2009?

The strategy for 2008 was appropriate as a path to achieve the campaign aims as stated and, as outlined above, it achieved a commendable level of success in many areas.

Looking ahead, this report recommends the development of a more detailed strategy for 2009 and beyond, based on:

- **Measurable long, medium and short term objectives (as discussed in Section 3: Campaign Objectives)**
- **Planning of short term actions year to year that will lead to the achievement of these measurable objectives**
- ***Prioritisation* of those actions, in recognition of the fact that, with limited financial and human resources, UKSIF cannot achieve everything that might be desired**
- **A review of target audiences (to be discussed in Section 5: Target Audiences)**

It is recommended that the development of this more detailed strategy is made a priority for UKSIF and is completed by the end of September 2009.

Section 5: Target Audiences

- *Who were the target audiences for NEIW 2008?*
- *What success was achieved in reaching them?*
- *Do the audiences need to change for 2009?*

Who were the target audiences for NEIW 2008?

The key target audience for NEIW 2008 was identified as consumers, specifically mass affluent and high net worth individuals and those starting to become significant investors.

Other audiences, taken from the strategy, were advisers, investment professionals and fund managers, NGOs and community and faith groups.

What success was achieved in reaching them?

A certain level of success in reaching these audiences has been achieved in 2008 as discussed in Section 4: Strategy.

More detailed discussion of how successful the various elements of the campaign were in reaching the target audiences is included in later sections.

Do the audiences need to change for 2009?

All the audiences identified and targeted by NEIW 2008 were relevant and appropriate. However, in evaluation interviews some people perceived the key audience of NEIW as being high net worth individuals and questioned this focus.

"We're in danger of making ethical investment out to be only for people with a lot of money."

Advisory Board member

"There seemed to be a reluctance to targeting the "green minded" audience. Why? We'd be happy with that approach."

Sponsor

This report makes two key recommendations for NEIW 2009, namely:

- **Prioritise audiences**
- **Segment audiences (and then prioritise segments)**

Prioritisation of audiences

While the overall objective of NEIW is to increase consumer awareness of green and ethical investment in order to achieve a 10% market share, this must be considered a long term objective, as previously discussed in this report.

It must also be noted that since there are currently limited human and financial resources to run the NEIW campaign, it is perhaps over-ambitious to expect to make a significant impact on all target audiences in the short term.

For this reason, **it is recommended that audiences are prioritised for NEIW 2009 and a strategy developed that focuses resources and attention in line with that prioritisation.**

There are key stepping stones that must be reached in order to achieve the overall long term objective of NEIW.

Not least of these, is to reach a point where a significant number of financial advisers are well informed about green and ethical investment products and actively promoting them to their clients.

This view was supported by sponsors and Advisory Board members in evaluation interviews, suggesting that it is widely accepted that consumer take up of green and ethical investment must be driven by the financial adviser community.

"We need to see more for IFAs, there was too much focus on consumers."

Advisory Board member

"The reality is that most investment fund sales are driven by advisers, not by the media."

Sponsor

"Advisers are absolutely crucial."

Sponsor

"IFAs are our top priority. We need to highlight our offering to them, not just to clients."

Sponsor

"We're not so concerned with consumer profile, we're more interested in advisers."

Sponsor

With this in mind, **this report recommends that for the early years of NEIW, advisers are made the priority audience and campaign resources are focused on them.**

NB. This report does not suggest that the consumer audience should be ignored. However, in view of limited resources for NEIW, priorities need to be set and creative methods of consumer communication – eg. via advisers or NGOs – devised.

Strategic considerations that flow from the prioritisation of advisers include:

- **The importance of engaging with AIFA and EIA early in the planning process for NEIW 2009 to develop a structured strategy and measurable objectives for adviser communication.**

AIFA is a crucial channel to engaging mainstream advisers. EIA can help UKSIF understand the profile of the ethical investor today and how it is changing.

- **The need to identify key motivators for advisers related to green and ethical investment – eg. the business opportunity – and to develop relevant key messages and proof points.**
- **Tailor NEIW story angles and case studies to deliver the key messages to advisers (eg. “stickiness” of ethical investors; the changing profile and attitudes of the ethical investor).**

Segmentation of Audiences

Looking specifically at the two key audiences of advisers and consumers, it can be seen that effective targeting of NEIW communications to these audiences will rely on more detailed audience segmentation and profiling.

Advisers

The adviser community ranges from major corporate firms with significant marketing resources of their own to one-man-bands with little or no skills or resources for proactive independent marketing.

For example, the experience of NEIW 2008 teaches us that most small, specialist advisers do not have the skills and/or resources to plan, market and hold successful consumer information events. Larger firms, however, do.

The approach of NEIW to these different types of businesses and – importantly - the “ask” or “call to action” must be therefore be modified appropriately.

Furthermore, the adviser community includes both advisers who are well informed about green and ethical investment and specialise in it, and those that have had little or no previous interest or involvement.

The method and tone of NEIW communication must therefore be made appropriate to the audience concerned, **for example by providing role models from the ethical investment adviser community while convincing mainstream advisers that by ignoring green and ethical investment they are missing out on a business opportunity and lagging behind a genuine trend.**

It is recommended that adviser segmentation – and prioritisation of those segments - is built in to the strategic planning process for NEIW 2009.

Consumers

While the objective of NEIW 2008 was to impact mass affluent and high net worth individuals, there is little evidence that the resulting consumer communications activity was targeted enough to achieve that objective.

“We lost sight of the key consumer target audience.”

Sponsor

It is recommended for that for NEIW 2009, target consumers are more tightly defined and that media and communications activity is focused on those particular groups rather than on a mass consumer audience.

It is also recommended that UKSIF works with its sponsor and Advisory Board partners to build a profile of the target consumer most likely to respond positively to the green and ethical investment message.

For example, members of the EIA have a clear view of the types of consumer to whom green and ethical investment appeals and how that profile is changing. It is expected that their experience can play a key role in identifying target consumer groups more definitively and **it is recommended that UKSIF engages them early in the planning process.**

There is also existing research specific to the green and ethical investment market that will help UKSIF in profiling target consumers.

For example, *Public Understanding of Sustainable Finance & Investment*, a research report undertaken by IPSOS Mori for Defra, identifies those most interested in green and ethical investment as:

- Charity givers: “empty nesters”, older, female, affluent
- Young affluent professionals often with a family
- Younger idealistic hippy elements

The identification of charity givers as a key audience is supported by Ashridge research. This shows that of all endorsements by third parties, charity endorsement is second only to consumer watchdog endorsement in terms of power to influence consumers.

Further research available to assist in the identification of target consumers includes Defra’s *A Framework for Pro-Environmental Behaviours* (January 2008)¹. This divides consumers into seven clusters according to their environmental behaviours, ranging from highly engaged Positive Greens to the Honestly Disengaged.

However, this research and many other similar studies, explore attitudes towards environmental behaviour such as recycling, transport choices and energy use, and not finance. Attitudes to finance are unique and complex.

Consumer typologies based on *environmental* attitudes and behaviour are therefore of limited relevance for NEIW and should be used with care.

¹ <http://www.defra.gov.uk/evidence/social/behaviour/pdf/behaviours-jan08-report.pdf>

It is recommended instead that more weight is placed on research specific to finance.

In view of the limited resources at the current time, **this report recommends that NEIW focuses on one, or maximum two, consumer audience segments in 2009.**

This report also recommends that in line with the Ipsos MORI research, consumers with links to NGOs, community and faith groups – and interests in issues of ethical living and sustainability - are selected as the priority consumer audience segment for 2009.

This recommendation is discussed in more detail in Section 10: Community Outreach Programme.

Section 6: Key Messages

- *What were the key messages of NEIW in 2008?*
- *What success was achieved in communicating those key messages?*
- *Does the process of key message development need to change?*
- *Do the key messages themselves need to change?*

What were the key messages of NEIW in 2008?

The following key messages were agreed for the Week:

1. Behaving in ways that can help benefit the environment or society is becoming increasingly mainstream. Choosing a green and ethical investment is another way of doing your bit, ie. acting more responsibly.
2. Buying a green and ethical investment is a positive choice that means your money not only works hard for you, but can also help society and the environment.
3. Green and ethical investments are not just for campaigners or activists but for anyone looking to invest their money – an increasing number of investors are choosing to add responsible funds to their portfolios.
4. You can choose a green and ethical investment which performs comparably with, and sometimes better than, traditional investments.
5. Speak to your financial adviser about green and ethical investments or, to find out more, visit www.neiw.org

What success was achieved in communicating those key messages?

According to the media evaluation report provided by Lexis, around 75% of the media coverage generated included at least one key message whilst 97% of the coverage mentioned National Ethical Investment Week.

Key Message 1 – ie. green and ethical investment becoming more mainstream – secured by far the most media pick up, being communicated in about one third of articles.

Communication of the remaining key messages was less successful with Key Message 4 – financial performance - marginally more widely communicated than the others but still mentioned in only 13% of the coverage.

Does the process of key message development need to change?

Development of the key messages was a lengthy and at times frustrating process.

It is recommended that UKSIF and the Advisory Board work towards a more tightly controlled process for key message development in 2009, setting a maximum number of revisions in advance.

A key message workshop, led by a communications professional, to hammer out messages in one session may be more efficient than the process of redrafting messages and returning to the Advisory Board for approval each time.

Do the key messages need to change?

The key messages for NEIW 2008 appear to have been developed for consumers only. There were no key messages specific to advisers or other audiences.

It is recommended that, as part of the strategic development process outlined earlier in this report, key messages are developed for all audiences including advisers (both specialist and mainstream), fund providers and investment professionals.

When approval of key messages is required from a group of individuals (in this case the Advisory Board) some level of compromise is inevitable. Compromise, however, often results in messages being watered down and having less impact. Arguably, that happened in this case. The restrictions related to financial services communications also constrained the messages developed.

Available research highlights that the most significant barriers to consumer take-up of green and ethical investment are scepticism of performance and perceived difficulty in accessing the green and ethical option.

It is recommended that in 2009 UKSIF and the Advisory Board work to find a way around the restrictions to develop key messages that address these barriers and are:

- **Shorter and simpler**
- **More robust and compelling**
- **Expressed in more accessible consumer language**
- **Specific rather than general (eg. by including facts and figures)**

Key messages also need to:

- ***Connect* green and ethical investment with the “big picture”; prove the positive impact on the world.²**

² Ashridge's research reports that, when asked what type of assurance would make them most likely to buy an ethical financial product, the top answer was “If I could be sure it would really do some good for others”.

- **Substantiate** the trend for green and ethical funds becoming mainstream, and convince people they are joining a growing group.
- **Be brave:** make predictions, issue challenges.
- **Paint a picture of a *bright future*, setting out what can be achieved in the world if more people chose green and ethical investments.**

"We need to bring green and ethical investment alive. Tell people why they should do it and what's its impact is on the world. We've got to align it with the big issues of today, like climate change".

Advisory Board member

"We need to put green and ethical investment in terms of current issues, like climate change."

Advisory Board Member

Section 7: Timing of NEIW

- *When was NEIW 2008 held?*
- *What issues arose as a result of this timing?*
- *Should alternative dates be considered?*

When was NEIW 2008 held?

NEIW 2008 was held between 18 and 24 May 2008.

What issues arose as a result of this timing?

Evaluation interviews showed that most key participants were generally happy with the timing of NEIW 2008.

However, three key difficulties related to these dates were highlighted:

- Christian Aid Week: the proximity of NEIW to Christian Aid Week may limit the potential involvement of Christian faith groups in NEIW.

This report recommends that UKSIF focuses on recruiting churches as core partners for NEIW. It is therefore recommended that UKSIF engages with churches as soon as possible to ascertain how severely the proximity to Christian Aid Week would limit their involvement in NEIW and whether an alternative timing for NEIW would facilitate more significant involvement from churches.

If churches report that an alternative timing for NEIW would greatly increase the opportunity for their involvement, then this report strongly recommends that an alternative timing is found, eg. October 2009.

- ISA season: some sponsors indicated that the proximity of NEIW to ISA season limits the availability of additional marketing budget to support NEIW.
- Half term: it was reported that timing of NEIW close to half term was a problem for some smaller advisers.

It is recommended that the issues identified above are explored as part of the proposed strategic planning process and the possible negative impact on the success of NEIW is assessed before dates for 2009 are confirmed.

Section 8: NEIW and UKSIF

- *What impact and benefit has NEIW 2008 had on the strategic development of UKSIF and of green and ethical investment?*
- *What negative impact has NEIW had on UKSIF's strategic development and operation?*

What impact and benefit has NEIW 2008 had on the strategic development of UKSIF and of green and ethical investment?

In terms of UKSIF's four strategic aims, the key impact and benefits of NEIW 2008 were as follows:

Grow customer demand

- In the NEIW evaluation survey, UKSIF members said they believe NEIW has been a useful tool to grow awareness of green and ethical investment and also has the potential to do so in the future. (See Section 2: Reactions).

Ensure access to high quality supply

- NEIW made a good start at engaging mainstream advisers in green and ethical investment and secured buy in from AIFA as a key partner for the future.
- NEIW engaged key distributors including Friends Provident and Skandia.

Ensure that the operating environment for the UK finance sector encourages leadership in sustainable and responsible finance

- The NEIW Parliamentary Reception engaged key figures in the UK SRI industry in NEIW and its aims.
- Positive speech at the Parliamentary Reception by Mike O'Brien, Minister for Pensions Reform.
- Engagement of AIFA Director General, APCIMS Chief Executive and ABI Director of Life and Savings.
- Increased internal profile for SRI within NEIW sponsor organisations.

Continuously improve UKSIF's capacity to achieve its mission and strategic aims

- Engagement of the industry at a senior level as outlined above.
- High level and broad UKSIF membership involvement in NEIW.
- High level of member satisfaction with NEIW (see Section 2: Reactions).
- High level of member satisfaction with UKSIF communication on NEIW, and sponsor/Advisory Board satisfaction with the project management process (see Section 14: Project Management Process).

What negative impact has NEIW had on UKSIF's strategic development and operation?

- The primary negative impact was a limitation on Penny Shepherd's capacity to carry out other duties as Chief Executive of UKSIF.

Section 9: PR Campaign

A detailed analysis of media coverage has already been prepared by Lexis PR. Rather than repeating these statistics, this section sets out to supplement them by answering the following key questions:

- *How was the PR campaign structured?*
- *What objectives were set?*
- *What coverage was achieved and by whom?*
- *What issues arose related to the PR campaign?*
- *What are the recommendations for the PR campaign in 2009?*

How was the PR campaign structured?

An external PR agency – Lexis PR – was hired to conduct the consumer and personal finance PR campaign for NEIW, using research into teenagers' attitudes to ethical spending as the key news hook.

PR targeting the investment industry trade press was conducted by UKSIF.

Advisory board members and sponsors including AIFA, EIA, EIRIS, Ethical Investors and Friends Provident also contributed to the generation of media coverage by implementing their own media relations activity.

Advisers who conducted their own PR were: Ethical Investors, Ethical Futures, Towers of Taunton and Holden & Partners.

Traidcraft, Shared Interest and Ecology Building Society also undertook media relations activity.

What objectives were set?

What coverage was achieved and by whom?

The KPIs set for media coverage, and results achieved were as follows:

LEXIS CAMPAIGN		
Media	KPI	Result
National Consumer/PF	12	7
Regional consumer/PF	14	11
Consumer magazines	4	0
Online	10	10
Radio day	15	14
Total	55	42

UKSIF CAMPAIGN		
Media	KPI	Result
Finance industry trade press	10	10
Sustainable business	4	1
Consumer/PF magazines	0	2
National consumer/PF	0	4
Online	0	19
Total	14	36

- The total level of coverage generated by NEIW PR during and around the Week exceeded expectations by 68%: 116 pieces against the target of 69.
- 78 pieces were achieved by either Lexis or UKSIF.
- Around one third of total coverage – 38 pieces – was achieved by third parties including sponsors, advisory board members and advisers. This indicates that NEIW was successful in stimulating industry players to implement their own PR activities.
- Lexis achieved around three quarters of its total coverage KPI. The teenager research was featured in 24 press pieces, primarily regional and online (generated by both UKSIF and Lexis), but disappointed in its failure to deliver national press coverage. The teenager research was more successful on radio, generating a total of 14 pieces.
- Ethical Investors also succeeded in generating three local radio interviews, while EIRIS secured Radio 4's Moneybox Live.

What issues arose related to the PR campaign?

Operational issues

- The relationship with the PR company was difficult for various reasons.
- While good levels of trade press coverage were achieved, a trade PR plan was not developed in advance.
- In line with past UKSIF project resourcing, UKSIF's team had skills and experience in project management and general communications rather than having significant specialist PR knowledge or experience. Penny Shepherd had most experience of working with financial services media, but as a generalist rather than a dedicated PR specialist. Given that Penny does not have the capacity to lead PR in 2009, UKSIF needs additional specialist PR skills in house.
- Some current sponsors and Advisory Board members have expressed that they would like their PR teams to be more closely involved in the PR campaign in 2009.
- Some stories (eg. FT) were cannibalised by conflicting PR activity.

- Most smaller advisers do not have necessary skills, experience or resources to run successful local PR. They look to the NEIW team to do the PR for them.
- The campaign and its spokespeople were under prepared for negative questioning of the story, eg. on the current performance of ethical funds.

Strategic and creative issues

- The Parliamentary Reception was well received, but an official launch event is needed for NEIW.
- While the total levels of both trade and consumer coverage exceeded expectations, the relevance of the consumer research was questionable and it failed to achieve its expected national media/general news pick-up.
- Little consumer coverage was seen outside the personal finance space.
- The consumer “call to action” (ie. see an IFA) is a big “ask” compared with other awareness weeks (eg. buy a badge, buy a pack of Fairtrade coffee). It is also arguably lacking in purpose, ie. WHY see an IFA?

What are the recommendations for the PR campaign in 2009?

Operational recommendations

- **Consider managing the PR in house in 2009 rather than using an agency, buying in senior specialist PR skills and experience.**
- **Closely involve sponsor and Advisory Board PR teams in the campaign through a PR sub-committee (discussed in more detail in Section 14: Project Management Process).**
- **Manage the PR as closely as possible through the PR sub-committee to avoid cannibalisation, although accept that some cannibalisation may be inevitable when several parties are active on PR.**
- **Set realistic expectations as to what local PR can be achieved. Plan to run regional and local PR centrally from UKSIF if resources allow.**
- **Identify the negative issues in advance (eg. performance, the impact of green and ethical investing), prepare a Q&A and ensure spokespeople are media trained to deal with these issues.**

Strategic and creative recommendations

- **Repeat the Parliamentary Reception, or hold a similar event, to mark the official launch of NEIW.**

- **Consider consumer research to provide a news hook but ensure it is more relevant, eg. by raising the issue that most people do not know where their investment money goes.**
- **Develop and communicate a clear consumer challenge or call to action, eg. “give your investments an ethical health check.” (by seeing an IFA).**
- **Develop a PR plan based on the campaign strategy already recommended in this report. For example, if the target audiences recommended in this report are accepted, PR should be prioritised and focused accordingly. This would mean focusing PR on the appropriate media to target advisers, NGOs, community and faith groups and their members.**
- **Set realistic expectations. Is it too early to see NEIW splashed across the general news pages of national newspapers? Is this more of a medium term aim once campaign momentum has built in the early years?**
- **Consider developing a media partnership with one national newspaper. To be considered as part of NEIW 2009 strategy development.**
- **Approach key trade and consumer publications early to suggest they run special features to coincide with NEIW (with the potential to generate advertising revenue for them).**
- **Conduct warm-up briefings in advance for key journalists to create anticipation and identify potential angles of interest.**
- **Use NEIW as a PR “wrapper” to develop angles tailored to target media, eg. Day in the Life of a female financial eco-hero for a women’s magazine.**
- **Develop closer relationships with NGOs (as recommended in Section 10: Community Outreach Campaign) and tap into their celebrity endorsers.**

Section 10: Community Outreach Programme

- ***What activity was carried out for NEIW 2008 under the Community Outreach Programme?***
- ***What were the objectives of the 2008 Community Outreach Programme and were these objectives achieved?***
- ***What issues were encountered during the implementation of the Community Outreach Programme?***
- ***What changes are recommended for the Community Outreach Programme in 2009?***

What activity was carried out for NEIW 2008 under the Community Outreach Programme?

WWF-UK provided £10,000 to support NEIW's Community Outreach Programme.

This funding was intended to enable UKSIF to reach out to NGOs and faith groups and encourage them to take action during the Week.

It was used to fund a temporary staff member dedicated to the Community Outreach Programme.

Organisations were encouraged to take action in four ways:

- Hold an event – eg. a sermon or information evening
- Put the NEIW logo and information on their website and encourage their members to seek information on green and ethical investment from an IFA
- Write a newsletter story
- Distribute NEIW marketing materials

What were the objectives of the 2008 Community Outreach Programme and were these objectives achieved?

The following outcome objectives were set by WWF-UK:

- 400 church and civil society groups to be contacted directly and encouraged to participate in NEIW
- Of those 400 contacted, 40 groups to take action to encourage people to consider green and ethical investment

403 organisations were contacted initially by letter/email and followed up by email or phone.

Of these, 36 took some sort of action to support NEIW:

ORGANISATION	ACTION
Action for Sustainable Living (Manchester)	Posted on 'Action on Finance' website
Angier Griffin	Listed in Events Diary section
Anti-Slavery International	Sent materials and Listed as supporter
British Association of Settlements and Social Action Centres (BASSAC)	Listed as supporter; included NEIW in newsletter to members & wider correspondence with the sector
Charities AID Foundation	Distributed 7,800 bookmarks to member foundations; Ran stories on ethical investment in member newsletters
CorporateResponsibility.net	Listed as supporter
Council of British Archeology	Listed as supporter
Ecumenical Council for Corp. Responsibility (ECCR) (including the former Christian Ethical Investment Group (CEIG))	Distributed materials at board & team member meeting; Promoted NEIW in e-newsletter
Environment Network 4 Manchester	NEIW listed in 'Events' page of website & on e-bulletin dated 9/05
Community Development Finance Association (CDFA)	Mentioned NEIW in publication for members; posted it on 'External Events of Interest' on website
Diocese of London	Mentioned NEIW & JustShare event on website
Diocese of Wakefield	NEIW in events diary on website
Diocese of Worcester	Listed on website in 'news and info' section
Every Action Counts	Promoted in Newsletter (22/05/08)
Faithnetsouthwest	Promoted NEIW in e-newsletter
Friends of the Earth	Listed on Community website
Oxfam	Issued press release; Held lunch time seminar on SRI for employees
Traidcraft Exchange	Passed NEIW to colleagues to put into publications
Friends of the Earth UK	NEIW on Community website
Joint Public Issues Team (Baptist, Methodist and United Reformed Churches working together)	Listed in May newsletter
JustShare	Held event with sponsorship from CCLA & promoted on website
London21 Sustainability Network	Used logo with NEIW text on 'News & Events' page

Methodist and United Reformed Churches Environmental Network	Listed in May edition of Creation Challenge newsletter
MicroLoan Foundation	Listed as supporter
Otesha Project UK	Listed as supporter
Philanthropy UK	Listed NEIW in 'What's New' on homepage & added update to Bulletin
Quakers	Created flyer for mailing list of 620 members
RSA	Mentioned NEIW in RSA Network Platforms; NEIW logo on website
RSPB	Statement of support on website; NEIW posters on office notice boards
Shared Interest	on 'News' section of website; Penny addressed AGM; planned event but was cancelled
Sustainable Living Action Group (Durham University)	Distributed materials; Listed as supporter
WWF-UK	Issued press release; displayed press release on home page; engaged WWF ambassadors (including for quotes on NEIW website and Miranda Richardson press coverage); financial support to community outreach programme
Women's Institute Finance Event at Denman College (sponsored by FSA)	NEIW materials distributed at event
University of Cambridge Programme for Industry	Distributed materials at Climate Leadership Prog
Rabbi Mark Goldsmith	NEIW mentioned in sermon
Tony Colman (Methodist lay preacher)	Preached on NEIW

The Community Outreach Programme was successful in establishing links with and building awareness of NEIW with a number of NGO and faith groups, and fell just short of its target of 40 organisations taking action.

While some success was achieved in generating action during 2008, considerable interest was registered by many groups in becoming involved in 2009 – demonstrating significant potential for this sector to help build the success of NEIW in future.

What issues were encountered during the implementation of the Community Outreach Programme?

Timelines

The biggest barrier to achieving participation from NGOs and faith groups during 2008 was the short project timeline. Most of these organisations, especially the larger and most influential ones, have complex processes for managing their own communications. This means they would need several months or more to plan and organise any meaningful involvement in NEIW. While the Community Outreach Programme remained a worthwhile activity, starting it only three months before NEIW 2008 therefore limited the level of NGO/community and faith group participation that could realistically be achieved during the first Week.

Contact target

Setting a high target number of organisations to be contacted (ie. 400) enabled the first week to be used to assess the response of this range of different organisations. Given the short timelines, both UKSIF and WWF-UK knew that only limited delivery from NGOs could be obtained, and therefore the goal was to inform a large number of organisations that the week was taking place, and to ask them to take limited action. One effect of this high target number was that it identified the types of activities that it was easy for organisations to do at short notice. It therefore not only stimulated some activities but also provided valuable intelligence for the future.

However, the downside was that it focused UKSIF's limited resources on "making the numbers", rather than building the relationships that would pull through substantial and useful support from the most influential organisations over time. Although a high number of organisations were contacted in 2008, a review of the contact log shows the bulk of these were small and likely to have limited ability to make a significant direct contribution to the NEIW communications machine.

The number of target organisations also limited the time available for targeting the outreach appropriately. No two organisations have the same structure and identifying the right individual to engage with within each organisation requires time consuming research. In an effort to 'make the numbers', UKSIF's initial approaches were generally addressed to the head of the organisation with a request to pass it on to the relevant person. While this is easier to do in the smaller organisations contacted than in larger and more complex ones, it does mean that some approaches may not have reached the individual who could facilitate action.

In retrospect, it can be argued that, while the contact target was achieved, it might have been more effective to set a rather lower figure.

Christian Aid Week

For some churches, the close proximity of NEIW 2008 (18-24 May 2008) to Christian Aid Week (11-17 May 2008) proved to be a difficulty. Christian Aid Week is a significant date in churches' annual calendar and generating significant church support for another awareness week, such as NEIW, at or around the same time is almost impossible.

Linking with NGO agendas

NGOs need to link the issue of green and ethical investing to their own campaigning agendas, eg. combating world poverty, safeguarding human rights, promoting environmental sustainability, etc.

Achieving meaningful support for NEIW from these organisations will require a robust engagement process and a willingness to work with them in tailoring NEIW messages to be relevant for their own audiences and campaigns.

NB. If campaigning NGOs are recruited to the NEIW cause, it is possible that they will communicate negative as well as positive investment screening messages to their own memberships and stakeholders. While UKSIF itself can ensure that its own messaging is positive only, it must be accepted that NGOs themselves may communicate both negative and positive messages and that this cannot be controlled by UKSIF.

If the larger, most influential NGOs are to be fully engaged with NEIW, UKSIF must also work with them to identify ways in which the NGO can use NEIW to further its advocacy agenda and enhance its own stakeholder profile. Initiatives might include research papers and briefing notes which identify how green and ethical investment can help achieve the NGO's own objectives.

What changes are recommended for the Community Outreach Programme in 2009?

NGOs and faith groups represent a key opportunity for NEIW to build consumer awareness of green and ethical investment in the UK.

The memberships of NGOs and faith groups represent "warm leads" for the UK green and ethical investment industry in that these individuals are more likely to be receptive to the messages and need less convincing to consider investing in green and ethical products.

Furthermore, NGOs and faith groups have established and effective communications channels that can potentially be harnessed to deliver the green and ethical investment message to their memberships, using NEIW as a focus or hook. They also have established links with celebrities that could potentially be brought in to support NEIW.

Larger organisations also offer the potential for NEIW to reach large numbers of people.

For example, although there is heated debate about the true number of Christian worshippers in the UK, even the more pessimistic figures are substantial. Christian Research estimates the number at just under a million while the Church of England says that 1.7million worship in its churches or cathedrals each month. At the same time, certain sections of the church are growing, for example new churches set up by black Christians.

Larger NGOs also have significant membership bases. The Federation of Women's Institutes, for example, claims over 200,000 members while Oxfam has over 800,000 financial supporters. WWF-UK and RSPB also have large memberships.

It can therefore be argued that the NEIW team would benefit from focusing its limited resources on engaging the support of large and influential NGOs and faith groups, especially in the early years of the Week.

What changes are recommended for the Community Outreach Programme in 2009?

Recommendations are as follows:

- **Make building effective partnerships with the larger faith groups and NGOs a key strategic priority for NEIW in 2009 and beyond.**
- **Focus on engaging a small number of large and influential organisations, rather than a large number of smaller and less influential organisations. Compile a target hit list of no more than ten organisations.**
- **Choose the target organisations on the basis of their “fit” with NEIW’s target consumer and adviser audience. For example, Amnesty International’s membership is weighted towards educated, older, liberal-minded individuals who are more likely to have money to invest and be receptive to the arguments for green and ethical investment.**
- **Develop and implement an immediate Phase One engagement strategy for each of these target organisations to:**
 - **identify the appropriate individuals to communicate with and secure meaningful buy-in**
 - **demonstrate how the aims of NEIW fit with the organisation’s own aims and values**
 - **understand the organisation’s communications channels and how they might be used communicate the NEIW message**
 - **understand how the NEIW message can be made relevant of the organisation’s own agenda**
- **Develop a Phase 2 implementation strategy based on the learning accumulated through Phase 1 – ie. a roadmap detailing the practical steps required to bring the ten target organisations on board with NEIW in a significant way.**
- **Be aware that due to the need for long timelines, engagement now may not bear fruit until 2010.**
- **Use the engagement process to explore the issue of Christian Aid Week with the churches. If it is agreed that the churches are crucial partners for NEIW, then it may be necessary to move the date of NEIW to one that is more appropriate for the church calendar.**
- **Put a greater focus on religious and NGO/society media in the NEIW PR campaign, eg. *Third Sector, Guardian Society, Premier Christian Media, Church Times*. Explore opportunities to secure support from these media outlets for example by running special features or holding events.**
- **As part of NEIW 2009, hold a debate or panel discussion featuring top level representatives from high profile faith groups/NGOs together and with representatives of the SRI industry (NEIW sponsors). Participants will discuss how green and ethical investment can help NGOs and faith**

groups achieve their own aims. Consider linking with a media partner (eg. *Third Sector*) to stage and publicise this event.

Section 11: Materials

- *What materials were produced to support NEIW 2008?*
- *How useful were these materials?*
- *What issues have been identified related to the use of production and distribution of NEIW materials?*
- *What are the recommendations on NEIW materials?*

What materials were produced to support NEIW 2008?

The following materials were produced in support of NEIW 2008:

- A campaign logo and brand guidelines
- Participatory guides, one for advisers and one for NGOs, community and faith groups
- Marketing collateral: posters, postcards and bookmarks in two designs: “Hand” and “Leaf”
- Supplementary materials
 - Conditions of Participation
 - Guidance on 'Financial Promotion'
 - Specific examples of impact
 - Sample press release for advisers
 - Sample presentation for use by advisers
 - Ideas for press articles for advisers
 - Case studies of investors
 - NEIW version of printed 5 step advice process

Participatory Guides

Two participatory guides were produced for NEIW – one for NGOs, community and faith groups, and one for advisers.

The purpose of the guides was to provide these two key groups with information on NEIW, encourage them to get involved and give them clear and useful guidance on how they could do so.

The guides were downloadable from the NEIW website and were also proactively supplied to some participants by the UKSIF team.

According to UKSIF's web traffic statistics, 348 investment professionals and 190 NGOs/community or faith groups downloaded the participatory guides from the website.

It is difficult to say whether or not these figures can be considered successful as targets were not set at the outset.

However, they do seem encouraging if we take it to mean that around 350 investment professionals and almost 200 individuals at NGOs/faith and community groups learned about NEIW by reading them.

These figures provide a useful benchmark for NEIW evaluation in future, enabling UKSIF to set targets for 2009 and beyond.

In addition to the participatory guides downloaded independently from the website, UKSIF proactively sent guides to:

- 6 advisers and adviser firms
- 2 adviser networks
- 8 financial institutions (Fund managers and banks)
- 3 research providers
- 5 NGOs, community/faith groups

Marketing Collateral

An online order form enabling advisers to request marketing materials was featured on the NEIW website. 45 orders for marketing materials were received via the website, the bulk of these being advisers specialising in ethical investment.

UKSIF also distributed marketing materials via partners and sponsors as well as at meetings and events in the run up to, and during, NEIW.

In total, around 2,000 posters, over 30,000 postcards and almost 45,000 bookmarks were distributed. The numbers are significant and while there was no benchmark to assess success, it is reasonable to suggest that the marketing collateral was enthusiastically embraced by some UKSIF members and advisers.

The table overleaf shows the quantities of marketing materials produced to support the Week, quantities distributed and key distribution points.

NB. Print volumes were selected to minimise run on costs.

ITEM	TOTAL PRINTED	QUANTITY DISTRIBUTED (to nearest 50)	DETAIL
Hands A2 poster		500	Norwich Union/building societies
		150	Website orders – primarily ethical investment advisers
	1,000	650	
Hands A4 poster		750	Norwich Union/building societies
		150	Website orders – primarily ethical investment advisers
	2,000	900	
Leaf A2 poster		200	Norwich Union/building societies
		150	Website orders – primarily ethical investment
	1,000	350	
Hands postcard		9,900	Norwich Union/building societies
		8,000	Anne Wray - IFA
		100	UKSIF – distributed at Adviser 08
		2,650	Website orders – primarily ethical investment advisers
	21,000	20,650	
Leaf postcard		9,350	Norwich Union/building societies
		500	Distributed at Adviser 08
		2,000	Website orders – primarily ethical investment advisers
	13,000	11,850	
Hands bookmark		10,050	Norwich Union/building societies
		8,000	Charities Aid Foundation (CAF) - sent out with newsletter
		8,000	Anne Wray - adviser
		500	UKSIF – distributed at Adviser 08
		2,850	Website orders – primarily ethical investment advisers
	45,000	29,400	
Leaf bookmark		9,500	Norwich Union/building societies
		500	AIFA - sent out with IFA Yearbook
		500	UKSIF – distributed at Adviser 08
		2,650	Website orders – primarily ethical investment advisers
	20,000	13,150	

How useful were these materials?

Logo

Interviews conducted with sponsors and Advisory Board members indicate a high level of satisfaction with the logo.

The evaluation programme also set out to explore the usefulness of the participatory guides and marketing collateral to advisers (EIA and AIFA) and UKSIF members.

Questions on this were included in the online surveys. Since only four responses were received from AIFA members, those figures are of limited value and are not included here.

Participatory Guides

The online surveys conducted for the evaluation programme show that 25% of UKSIF members downloaded a participatory guide from the NEIW website and 35% of EIA members did so.

Feedback from online survey respondents on the usefulness of the participatory guide for advisers was positive (see table below). It is encouraging to note that no negative responses (ie. "not great" or "bad" ratings) were received regarding the Guide for Investment Professionals.

How useful did you find the NEIW Participatory Guide for Investment Professionals?		
	Very Good	OK
UKSIF members	68%	33%
EIA members	50%	50%

Marketing Collateral

Responses to the online surveys show that EIA members made good use of the marketing collateral with 41% placing orders, while only 17% of UKSIF members did so.

However, as the table below shows, views on the *usefulness* of the marketing materials was broadly positive from both UKSIF and EIA members:

How useful did you find the NEIW marketing materials?			
	Very good	OK	Not great
UKSIF members	40%	40%	20%
EIA members	45%	36%	18%

Supplementary Materials

No specific figures are available on the take-up or views of usefulness on the various supplementary materials.

However, several of the supplementary materials, although produced by UKSIF, were not approved by the Advisory Board or were not distributed by UKSIF due to time and resource limitations.

What issues have been identified related to the production, distribution or use of NEIW materials?

Participatory Guides

- While a significant number of participatory guides were either downloaded or sent out, the evaluation was not able to identify a significant number of advisers that had taken the recommended actions.
- Actions taken by NGOs, community and faith groups were generally small scale.
- The evaluation process has identified several factors that restricted the level of participation including a lack of resources for many smaller advisers and long lead times required by NGOs to plan for significant involvement (see Section 10: Community Outreach Programme).
- Aside from encouraging advisers and NGOs/community and faith groups to participate in NEIW, the guides played a valuable role in informing them about the Week.
- Making the guides downloadable from the website is a reactive method of distribution, relying on a third party to take action.
- The guides were very thorough and at 17 pages quite lengthy, running the risk of putting off some advisers with limited time and resources.

Marketing Collateral

- There was a broadly positive response to the marketing collateral.
- Take up of marketing collateral by specialist green and ethical investment advisers was encouraging; take-up by general UKSIF members was more limited.
- Distribution of marketing materials took up a significant amount of the UKSIF team's limited resources.
- Distribution of marketing materials was largely reactive – ie. orders being placed via the website.
- Some NGOs expressed a desire for marketing materials that more closely align NEIW with their own campaigning agenda.

Supplementary Materials

- Many of the supplementary materials were found at different locations on the NEIW website and could be difficult to find.

- Some of the planned supplementary materials, although produced, were not issued due to lack of time and resources for approvals and distribution.

What are the recommendations for NEIW materials?

- **Set targets to increase the use of the marketing materials in 2009 using 2008's figures as a benchmark.**

Logo

- **Given that response to the logo has been positive, it is recommended that the logo is retained and used year on year from now on to build brand recognition. Removing the cost of logo design will also help to make a potentially limited budget go further for the 2009 campaign.**

Participatory Guides

- **Write and distribute the participatory guides in house at UKSIF.** (In 2008 Lexis wrote the community guide and UKSIF wrote the advisers' guide).
- **Engage with advisers (via EIA and AIFA) to identify the key barriers to their participation in 2008 and devise solutions. These solutions might include:**
 - **Simplify and shorten the participatory guide.**
 - **Reduce and focus the options for involvement. For example, many smaller advisers do not have the necessary skills or resources to implement their own local PR campaign. They may however be able to implement small scale local advertising to coincide with NEIW. Or to provide a special offer encouraging existing clients to refer friends and family for a free consultation.**
 - **The online research has revealed that advisers already specializing in green and ethical investment receive most of their new business through client referrals. For these advisers, the top priority for NEIW might be to plan to contact existing customers to offer their friends/family a free consultation and give them an incentive to make a referral.**
- **Refocus the guides to emphasise the *opportunity* NEIW offers, ie "what's in it for them":**
 - **For mainstream advisers, UKSIF needs to underline the fact that NEIW is an *opportunity* for them to expand their own business/take advantage of a growing consumer trend**
 - **For NGOs/community and faith groups, UKSIF needs to position NEIW as an *opportunity* to help them further their own agenda, such as protecting human rights, combating poverty or preserving the environment.**

- Drive usage/download levels by more proactive promotion of the guides, for example by emailing the memberships of EIA and AIFA to announce the publication of the Guide for Investment Professionals and providing a link direct to the download page.

Marketing Collateral

- Although it is desirable to refresh the look and feel of the campaign each year, the broadly positive response to the 2008 marketing materials suggests that they can be reused for a second year. If 2009 funds are limited, it makes sense not to use budget on redesign. UKSIF should, however, plan for a design refresh (marketing materials not logo) in 2010.
- Although only a minority of respondents gave negative feedback on the marketing materials, exploring the reasons for this negative feedback will provide valuable insight into how to make the materials even more useful in future.
- UKSIF needs to explore the reasons for the disappointing take up of marketing materials by its own members and identify ways to increase this.
- It is not feasible for UKSIF to stand the cost of creating bespoke marketing materials for all NGO, faith or community group partners. However, since this evaluation recommends focusing the Community Outreach Programme on a much smaller number of partners (see Section 10), it may be worth making some allowance to contribute to costs for any organisation that is willing to get behind NEIW in a significant way. This needs to be considered carefully though – ie. does it set a precedent that may damage relationships with other partners whom UKSIF does not support financially?
- UKSIF needs to plan for increased intern support to help with the packing and postage of marketing materials so that key members of the team have more time to focus on less administrative tasks.
- UKSIF should also build the cost of postal service pick up from its office into the 2009 budget.

Supplementary Materials

- Reduce the number of supplementary materials to avoid time wasted in production of materials that were not used. A simplified range of materials is also more likely to be used. Use the strategic planning process to identify which materials provide the most value and prioritise production accordingly.
- Combine all materials together in one location – ie. a toolkit. Distribute the toolkit proactively to key audiences, rather than relying on audiences downloading them from the website.

- **Enable sponsors, supporters and Advisory Board members to put their own relevant marketing and information materials on the NEIW website (with UKSIF taking an editorial role). Make this a portal for advisers and consumers to information on green and ethical investment.**
- **Give prominence to sponsor marketing materials as a benefit of sponsorship.**
- **Reduce the amount of supplementary materials produced by UKSIF.**

Section 12: Website and Paid Search

- *How many people visited the NEIW website and what did they use the site for?*
- *How useful did people find the website?*
- *What issues has the evaluation identified regarding the website?*
- *How can the website be improved in 2009?*
- *Should UKSIF invest in “paid search”?*

The NEIW website operated as pages on the UKSIF site until 28 April 2008 when it was migrated to a separate site: www.neiw.org.uk

The website was constructed by design company Red-C, under the direction of the UKSIF, and ongoing development of the site was also managed by UKSIF.

How many people visited the NEIW website and what did they use the site for?

According to responses to the online surveys undertaken for the evaluation programme, 100% of UKSIF members visited the NEIW website and 77% of EIA members did so.

Number of visitors 22 January – 28 April 2008	1196 (on UKSIF homepage)
Number of visitors 28 April – 31 May 2008	<u>4955</u> (NEIW stand-alone site)
Total number of visitors	6151

Average weekly visits 22 January – 28 April 2008	80
Average weekly visits 28 April – 31 May 2008	996

(NB. Visitors from before 28 April are measured to the homepage only; visitors after that period are measured to all NEIW pages. Still, there was significant increase in weekly traffic once the NEIW dedicated website went live on April 28th. UKSIF’s webstats show that most people visited the pages directly by typing in the URL or by bookmarking pages, so this can be attributed to increased awareness of the Week).

Visits to events page	3591
Visits to consumer page	1391
Visits to investment professionals page	1731
Visits to community page	979
Visits to media centre page	949
Orders for NEIW marketing materials	50
Guide for Investment Professionals: Downloads	348
Guide for Participants: Downloads	190
Viewed online training course	144
Downloaded online training course (directly from neiw pages)	17
Ethical Fact Finds: Downloads	15
Average time on site:	1 minute, 40 seconds

How useful did people find the website?

Feedback on website from UKSIF and EIA members (provided in the online surveys) was all positive as can be seen from the table below:

How useful did you find the NEIW website?			
	Excellent	Very Good	OK
UKSIF members		58%	42%
EIA members		64%	36%

What issues has the evaluation identified regarding the website?

- It is difficult to assess whether or not the level of traffic to the NEIW website in 2008 was successful since no targets were in place. However, the web traffic statistics from 2008 do provide UKSIF with a useful benchmark against which the success of the NEIW website in future years can be measured.
- The website is absolutely crucial to the success of any awareness campaign such as NEIW, as it is the central point of information to which all audiences – consumer, professional and media – will turn.
- The investment professional section of the site worked well and generated positive feedback from the online surveys. The consumer section of the site is less engaging.
- Average visit time to the site was relatively low.
- While the website is in general well structured, navigation paths around the site are sometimes confusing (eg. unwittingly ending up on the UKSIF site and not being able to find one's way back!)
- Management of the website was impacted by the limited resources within UKSIF. However clearer lines of responsibility within the UKSIF team would help address this.
- Easier, more reliable and more detailed web traffic measurement ability would be desirable in 2009.

How can the website be improved in 2009?

- **Make the website a priority for budget allocation in 2009. It is the key source of information for all campaign audiences and one of the most useful and relevant evaluation mechanisms available.**
- **Set targets for visitor numbers in 2009 based on an appropriate increase on 2008 figures. Focus the campaign on achieving these targets.**

- **Plan in advance for evaluation, for example, improve the tracking ability of the site to show:**
 - **Click-throughs to sponsor websites**
 - **Use of the “Find an IFA” feature**
 - **Downloads of the EIRIS directory and other information**
- **Simplify the front page, 3 buttons only:**
 - **I’m a consumer. Tell me more about green and ethical investment and NEIW.**
 - **I’m an investment professional. How I can get involved in NEIW?**
 - **I’m a journalist. Take me to the media centre.**
- **Make the site more engaging for consumers:**
 - **Plain English: simple, accessible language, no jargon (eg. many consumers won’t know what an “ethical screen” is)**
 - **More colour, graphics and pictures**
 - **Inspire, persuade and motivate consumers:**
 - **More lively, engaging copy**
 - **Clear impactful messages about WHY consumers should consider green and ethical investments (eg. sound returns, connection to world issues, a growing mainstream trend)**
 - **Showcase key funds from sponsors to explain the investment policy and demonstrate good performance**
 - **Case studies – ie. “people like me are doing this”**
 - **Create inspiring heroes: who is driving green and ethical investment in the UK? Who is the Anita Roddick of the industry?**
 - **Separate the consumer events listing from the industry events listing. (There is a danger of consumers taking a cursory look at the events listing and deciding it is not intended for them).**
 - **Be aware that consumers could find some material intimidating (eg. EIRIS directory, 169 pages of very detailed information). Ensure that simpler information sources are also made available.**
- **For the adviser section of the website:**
 - **Communicate the business opportunity of green and ethical investment more strongly**
 - **Out more focus on *why* advisers should get involved, not just *how***
 - **Use case studies to show how some advisers have built thriving businesses on green & ethical investment. Use their stories to substantiate the trend and inspire others to follow their example.**
- **Assign clear responsibility for website development and management within the UKSIF team and provide training as required to build the necessary skills and confidence.**

Should UKSIF invest in “paid search”?

UKSIF commissioned a proposal for a paid-search campaign but decided not to progress with this. Instead, it invested a minimal amount in a small level of paid search managed in house.

In addition, UKSIF worked with Red-C to optimise the site for unpaid searches.

Test searches on Google reveal that the NEIW site comes up as a paid search option for the search terms “National Ethical Investment Week”, “Ethical Investment Week” and “NEIW”. The search terms “green investment” and “ethical investment” also bring up the NEIW site in the list of paid, sponsored links (not always at the top) but not in the top unpaid searches.

This report questions the value of paying for sponsored links when the NEIW site may appear way down a long list and also search users tend to consult the unpaid searches first.

This report therefore recommends that for NEIW 2009, UKSIF explores ways to optimise the NEIW website further so that it appears near the top of the list of *unpaid* search results for key search terms including:

- **ethical investment/investing**
- **green investment/green investing**

It is not recommended that UKSIF invests in optimising its site for highly generic terms such as “investment” as this is likely to be cost prohibitive.

Given that the proposed strategy for NEIW 2009 is to target “warm lead” consumers with at least some interest in green and ethical investment, the search terms suggested above are the most likely to capture these consumers via web search.

Section 13: Events

- *What events were held specifically to support NEIW 2008?*
- *What existing events were used to promote NEIW 2008?*
- *How successful were those events?*
- *What issues arose related to events?*
- *What recommendations can be made relating to NEIW events?*

What events were held specifically to support NEIW 2008?

A total of 16 events were held in support of NEIW 2008. In addition, one event was scheduled but cancelled for reasons unrelated to NEIW.

Events held by UKSIF (2)

Date/Time	Location	Organiser	Details	Audience	Attendance
29 April 1.30 – 3.30pm	London	UKSIF	Understanding attitudes to Green and Ethical Investing.	UKSIF members (event open to all members)	45+
21 May, 6pm	London	UKSIF	Parliamentary reception to mark the launch of NEIW 2008. "Outreach and thanks":	Financial press, finance sector industry bodies, SRI organisations active during the Week.	circa 70

Events held by Sponsors or Advisory Board Members (2)

Date/Time	Location	Organiser	Details	Audience	Attendance
21 May, 12.30pm	London	AIFA, Henderson and UKSIF	Help Shape the Future: Become a part of NEIW 2008	IFAs	Circa 40
23 May, 9.00am	Edinburgh	EIRIS	Ethical Investment: The basics	IFAs	20

Events held by IFAs (2)

Date/Time	Location	Organiser	Details	Audience	Attendance
21 May, 7pm	London	Barchester Green Investments	Looking Forward: the future of green investments. Panel discussion.	Public	35+
22 May	Plymouth	Ethical Investors Group and University of Plymouth Centre for Sustainable Futures	Putting Your Money Where Your Heart Is	Public	Low turnout

Fund Provider and Investment Professional Events (8)

Date/Time	Location	Organiser	Details	Audience	Attendance
15 May	London	Standards International	Ethical Financial Planning: how to demonstrate best practice	IFAs	Circa 20
19-22 May	Online	Skandia	Series of 5 free webinars	IFAs	Over 560 IFA views
20 May	Bristol	Triodos Bank	Bristol's Green Money Tour: The West's most inspiring ethical businesses	Public	20+
22 May, 1.30pm	London	F&C Investments	Ethical Investment: Hype or Hope? Conference for Financial Advisers.	IFAs	32 registered; 22 attended

NGO, Faith and Community Group Events (including events held for an NGO, community/faith audience) (2)

Date/Time	Location	Organiser	Details	Audience	Attendance
20 May, 2pm	London	Justshare/CCLA	Ethical Investment: What's Behind It?	Public	45+
20 May, 12.30pm	Manchester	Shared Interest	Reception promoting the value and importance of ethical investment members and guests	Public	Event cancelled for reasons unrelated to NEIW
22 May	London	EIRIS Foundation	Responsible Investment for Charities: How to go about it. Workshop.	Charities and NGOs	

What existing events were used to promote NEIW 2008? (5)

Date/Time	Location	Organiser	Details	Audience	Attendance
March 08	London	EIA	NEIW briefing by Stephanie Walker at EIA quarterly training day	IFAs	25+
March 08	Birmingham	Shared Interest	NEIW presentation by Penny Shepherd at Shared Interest AGM	Shared Interest members	Circa 80
8 May	London	Adviser 08 / AIFA	NEIW presentation by Penny Shepherd at AIFA seminar at Adviser 08	IFAs	
8 May	London	AIFA	Penny Shepherd address at Directors' Dinner	IFAs	Circa 40
22 May	London	The London Accord	Making Investment Work for the Climate	Public/Professional	

How successful were those events?

It is difficult to quantify the success of the NEIW events since objectives were not set in advance for the number of events to be held or the attendance to be secured at each one.

It is recommended that appropriate objectives are set for NEIW 2009, using the 2008 experience as a benchmark.

However, 16 events specific to NEIW can be seen as a creditable achievement.

Feedback from the evaluation surveys

25% of UKSIF members who responded to the online evaluation survey attended an NEIW event. (NB. Equates to three respondents).

Of these, 75% rated the event/s they attended as “very good” or “OK”

Events mentioned by UKSIF members were the Parliamentary Reception, Standards International and Plymouth University.

Of the EIA members who responded to the survey, 41% attended an event.

Of these, 67% rated the event/s attended as “very good” or “OK”.

Events mentioned by EIA members were the Parliamentary Reception, EIRIS seminar, Henderson/AIFA seminar and the University of Plymouth.

Attendance

It is clear that if event attendance is used as a measure of success, then success of events was mixed.

The Parliamentary Reception was singled out by many during the course of the evaluation as particularly successful.

“Our public affairs team found the Parliamentary Reception very useful.”

Sponsor

“Trade press attendance at the Parliamentary Reception was very good.”

Sponsor

What issues arose related to events?

- The need for a launch event to mark the start of the Week was raised during the planning phase for NEIW.
- Feedback suggests that it is a major challenge for many smaller advisers to organise successful local events and success can depend too much on factors outside their control. This report therefore questions whether they should be encouraged to do so and recommends that the NEIW team should encourage most smaller advisers to focus on other types of involvement requiring less effort and where success is more predictable.

What recommendations can be made relating to NEIW events?

- **UKSIF should plan for a trade launch event for NEIW 2009 and consider repeating the Parliamentary Reception format since it yielded good results in 2008.**
- **UKSIF should not invest significant time or resources in encouraging smaller advisers to hold events.**
- **Focus instead should be put on working with sponsors, Advisory Board members, larger advisers and NGOs/community and faith groups to deliver events with impact.**
- **Measurable objectives should be set for the events programme in 2009 in line with the strategy development previously recommended.**

Section 14: Project Management Process

- ***What was the project management process for NEIW 2008?***
- ***How well did the process work?***
- ***What changes, if any, are required to project management process for 2009 and beyond?***

What was the project management process for NEIW 2008?

Project management for the inaugural NEIW was led by Penny Shepherd, Chief Executive of UKSIF.

Stephanie Walker joined as Communications Executive in February 2008 and worked full time on the campaign from then on.

Julia Blair joined for a period of 11 weeks immediately prior to and including the campaign week and was dedicated to implementing the Community Outreach Programme funded by WWF-UK.

Other team members at UKSIF, including Deputy Chief Executive Adam Ognall and Membership Services Executive Lisa Wootton, assisted with elements of the NEIW campaign as their capacity allowed.

At the centre of the project management process was the NEIW Advisory Board formed of representatives from the sponsors plus AIFA, EIA, EIRIS, ABI and APCIMS (in an observer role). The Advisory Board's key role was to provide guidance, review project progress and report to the UKSIF board.

NEIW Advisory Board meetings and teleconferences were held alternately at fortnightly intervals. Meeting agendas and other papers as required were prepared and distributed by UKSIF.

How well did the process work?

What changes, if any, are required to project management process for 2009 and beyond?

Views of Advisory Board members including sponsors

From the point of view of the sponsors and other Advisory Board members, the NEIW project management process worked extremely well. No significant changes were suggested and few minor ones.

Feedback on the management by Penny and the UKSIF team was very positive and all those interviewed felt that UKSIF had been sensitive to the needs of their own organisation.

"I can't fault it. It was very well managed."

Advisory Board Member

"It was very well managed. The team was positive with clear enthusiasm for the project. They deserve thanks and congratulations."

Sponsor

The Advisory Board itself was also seen as a valuable forum that has been instrumental in drawing the key industry players together and uniting them behind the goals of NEIW.

"The right people were there [at the Advisory Board]. They had understanding, passion and knowledge."

Advisory Board Member

It is recommended that the Advisory Board structure and process is retained for NEIW with amendments to the meetings procedure as suggested below.

Some opinion was expressed in evaluation interviews that representatives of NGOs, community and faith groups and major advisers should be invited to join the Advisory Board in 2009. However, it was also thought that Advisory Board is big enough already and that further additions would make its management too cumbersome and draining on resources.

It is therefore suggested that engagement with NGOs, community and faith groups and major advisers, while important, should be progressed without formal positions on the Advisory Board being offered.

Information Flow and Meetings Schedule

Advisory Board views on the meetings schedule were mixed. Sponsors, who had invested financially in the project, felt that the process of fortnightly meetings and teleconferences worked well.

"The meetings were well organised, everyone was kept very well informed."

Sponsor

Non-sponsor Board members felt that fewer meetings and/or teleconferences would be desirable in the second year. Opinion, however, was divided on the benefits of teleconferences versus meetings. Some members said the teleconferences worked well, wanting more of them and less meetings; others had exactly the opposite view.

On balance, it is recommended to retain the fortnightly meeting/teleconference schedule. However, it is suggested that the teleconferences are made *optional* informal updates and discussion forums for those who wish to participate. UKSIF should look for ways to reduce the paperwork for the optional teleconferences in line with their more informal status.

Advisory Board members acknowledged that the flow of information was good and that UKSIF had done an excellent job in keeping everyone up to date.

Some non-sponsor Board members felt that there was too much information and much of it was too detailed for their needs.

Given that NEIW administration places a considerable burden on UKSIF's limited resources, it is recommended that UKSIF explores with the Advisory Board of 2009 mutually acceptable ways of reducing the burden by reducing the levels of information and detail supplied, and the amount of paperwork generated.

UKSIF Internal Project Management Issues

The evaluation process revealed several issues that need to be addressed in terms of UKSIF's management of the NEIW project.

- Given that 2008 was the first NEIW, UKSIF had no prior experience by which to assess the work entailed and the resources required. It is clear that the level of work was underestimated and that the UKSIF team struggled to cope with the level of resources available.
- It was decided by UKSIF at an early stage in planning NEIW that Penny Shepherd would take personal responsibility for the successful implementation of the first Week (but not subsequent weeks), undertaking many of the day-to-day project management tasks herself. As expected, this reduced the time available for her to carry out her existing duties as UKSIF Chief Executive. UKSIF believes this is not sustainable for the future.
- The UKSIF team had project management and generalist communication skills rather than specialist PR skills and experience.
- As noted earlier in this report, the project plan evolved organically during the course of the project.
- Responsibility for managing various elements of the campaign was shared between team members. This sometimes resulted in a lack of clarity on roles and responsibilities while decision making authority rested mainly with the Chief Executive.

UKSIF now has the experience of 2008 on which to draw for the management of NEIW in 2009 and beyond. This should equip the team to identify ways in which workload can be reduced and resources focused on priority areas.

- **As outlined in earlier sections, a detailed project plan based on agreed, measurable objectives, refined strategy and target audiences, is essential to the effective implementation of NEIW 2009. This plan should be completed by the end of September 2009 and will enable UKSIF to more accurately assess the resources required and plan appropriately.**
- **It is recommended that this plan highlights tasks that can be undertaken by temp and intern staff and that the appropriate recruitment processes are activated.**

- Penny Shepherd needs to reduce her day-to-day involvement in NEIW. It is therefore recommended that Penny retains the following roles:
 - Fundraising
 - Chair of NEIW Board (but not preparation of Board papers)
 - Campaign spokesperson
 - Key relationship brokering, eg. ministerial
- It is recommended that UKSIF recruits a Project Manager with the appropriate skills and experience to assume the day-to-day running of NEIW, including the ongoing management of sponsor relationships, the PR campaign and the NEIW budget. This Project Manager should report to Penny but responsibility for the day-to-day running of the campaign should be devolved from the Chief Executive to the NEIW Project Manager.
- There are various options for UKSIF to explore regarding the type of individual and contract length for the Project Manager, eg. a senior commercial PR professional vs an NGO communications professional.
- UKSIF should retain a dedicated Communications Executive for the duration of the project who should report to the Project Manager.

PR Management Processes

More than one of the current NEIW sponsors has expressed that they would like their own in house communications/public affairs teams to be more closely involved in the management and implementation of the NEIW PR campaign.

While it would be difficult for UKSIF to make hands-on PR involvement a *condition* of sponsorship, any assistance available from sponsors for the campaign is to be warmly welcomed.

Indeed, since budgets for the 2009 campaign are unlikely to increase significantly on 2008, PR support from sponsors is likely to be instrumental in – or even essential to – achieving success.

It is therefore recommended that a PR sub-committee is formed and that the PR representatives from sponsors and other Advisory Board members with communications skills and resources to contribute (eg. AIFA) are invited to participate.

It is suggested that this sub-committee should be chaired by the NEIW Project Manager and will direct strategy and implementation of the PR campaign, assign responsibilities, and report monthly to the main Advisory Board meetings.

Section 15: Evaluation Methodology

This evaluation report was produced by Mark McKenzie, an independent communications consultant, in line with a process agreed with UKSIF and the NEIW Advisory Board:

1. Review of materials including:
 - Advisory Board papers
 - UKISF strategy documents
 - PR proposals and plans
 - Lexis PR media evaluation
 - Contact logs
 - Marketing collateral
 - Participatory guides and supplementary materials
 - Website
 - Community Outreach Programme terms of reference
 - Campaign budget
2. Analysis of:
 - NEIW website traffic statistics
 - Responses to online surveys prepared and issued to UKSIF members, EIA members and a sample of AIFA members (attendees at the May Directors' Dinner at which Penny Shepherd spoke about NEIW).
3. Face to face interviews with the UKSIF team:
 - Steve Waygood, Chair
 - Penny Shepherd, Chief Executive
 - Adam Ognall, Deputy Chief Executive
 - Stephanie Walker, Communications Executive
 - Julia Blair, Campaign Assistant for the Community Outreach Programme
4. Face to face or telephone interviews with NEIW sponsors and Advisory Board members:
 - James Dalby and Nick Smithson, Norwich Union
 - Sonia di Nallo, My-Linh Ngo and Laura Cook, Henderson Global Investors
 - Julia Dreblow, Andy Redding and Christine O'Grady, Friends Provident
 - Brigid Benson, EIA
 - Tracy Elwick, AIFA
 - Mark Robertson, EIRIS
 - Lee Coates, Ethical Investors
5. Telephone discussions or email exchanges with NGOS, community and faith groups or investment industry professionals with knowledge of these groups:
 - Helena Viñes Fiestas, Oxfam
 - Neville White, CCLA
 - Mark Morford, CAF
 - Public Affairs Team, Federation of Women's Institutes
6. Telephone interviews with journalists:
 - Jeff Prestridge, *Mail on Sunday*
 - Paul Farrow, *Sunday Telegraph*
 - Tony Levine, *The Guardian*
 - Gregor Watt, *Money Marketing*