



UNIVERSITY OF GOTHENBURG

The communication of Greenpeace

**Campaign strategies of non-profit organisations
and their effectiveness regarding the public
using the example of Greenpeace**

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Master of Communication Thesis

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IV ABSTRACT

Campaigns and communication are all around us nowadays. The launch of a new product, the marketing for a new movie or the next election: Campaigns reach out to the public and try to bring the desired message across. This study, however, investigates the art of campaigning aside from politics and the economy, but instead focuses on non-profit organisations and their communication using Greenpeace as a representative example. The aim of this research is to provide an answer to the question, what campaigning strategy of a non-profit organisation is most effective in reaching the public.

In order to do so, a both quantitative and qualitative methodological approach centring on a digital-based questionnaire was used to reach the sample group, thus using the quantitative advantages of a broad distribution and large sample group as well as the qualitative opportunity to investigate the attitudes and opinions of the participants through open questions. The conducted results and corresponding analysis have shown, that in the case of Greenpeace their actions are the most effective campaign strategy, since they are widely known and associated with the organisation. However, it was also shown, that firstly these actions neither convey the strategy behind the actions nor any valid content and secondly tend to polarize among the public.

1 Introduction

Campaigns and communication are nowadays a part of everyone's life: Whether it is the launch of a new Apple-product or the election of the American president, campaigns are what reaches the public and supposed to bring the desired message across. However, the reason and initiative behind a campaign varies decisively depending on the organisation creating it. Commercial companies and politics aside, an interesting question is, how non-profit organisations communicate and create their campaigns. Especially Greenpeace is feared and admired for its environmental campaigns (cf. Wheeler, 2008) that often receive international attention. But how are these campaigns perceived? Which strategies are most successful and effective when it comes to reaching the public? And what are the reasons behind that?

1.1 Aim of the study

The aim of the study is first and foremost to find out, which campaign and communication strategies of non-profit organisations are most effective when it comes to the public's perception and opinion. The research is therefore supposed to uncover, what the public as a target group thinks about the campaign work and which communication method or rather channel reaches them best.

In order to do so, the research is divided into two parts: Firstly it will be investigated what campaigning strategies a non-profit organisation such as Greenpeace uses in order to communicate their message and secondly, in correspondence to that, which methods are most effective from the public's point of view.

To be able to answer these questions not only the content of the communication is crucial to investigate, but also the ways in which the organisation communicates, which means work best from the public's perspective and what reasons lie behind that.

1.2 Research question

The research question that this study seeks to answer is: What campaign strategies of non-profit organisations are most effective regarding the public using the example of Greenpeace?

1.3 Disposition

The study consists of eight parts: The first part introduces the topic and aim of the study as well as the research question. The second chapter explains the background of the research including the relevance of the study, the definition and delineation of relevant terms and a brief overview of the development of Greenpeace and the organisation itself. The theoretical framework in the next chapter introduces the

communicative work of Greenpeace and the different campaign strategies of the organisation. After this, the fourth chapter explains the methodological approach of the study in detail, covering the choice of method, the data collection and analysis as well as ethical considerations. The fifth part then presents the entire results of the survey, which are then in chapter six analysed and discussed.

Finally the seventh chapter answers the research question and summarizes the findings, before the last chapter describes the limitations to the study and offers directions for future research.

2 Background

The following chapter will introduce the background, which stands behind the study, meaning the relevance of the research, the definition of the central terms and finally the organisation itself including its origin, development and structure.

2.1 Relevance of the study

The central relevance of this research lies in the communication between a non-profit organisation and its 'audience': By investigating both sides of this communicative process, meaning not only the designing and choice of campaigns but also the perception and effectiveness of it, a thorough insight and correspondence between the two perspectives will be provided.

Apart from this, global warming, climate change, nuclear energy and other environmental issues are becoming more and more pressing and important in today's society. Therefore it will be quite interesting and relevant to examine, how the public perceives an environmental organisation and its communicative work nowadays and at the same time how this particular organisation deals with the current developments in its external communication.

Finally, in general, former research and literature about Greenpeace are rather focused on the organisation's side of the campaigning process than on the public's perception and opinion. Especially in the last aspect lies the novelty of this study, since the public's perception and the reasons behind it seem to introduce a new side to the former research. But also a thorough and detailed analysis of environmental campaigning nowadays provides a certain degree of novelty to the research.

2.2 Definition and delineation of terms

Some certain terms have to be defined further and differentiated from others in order to ensure an understanding of the study. Especially the terms "campaign" and "non-profit organisation", which represent the core of the research, will be explained in the following, but also, what exactly is understood by "effectiveness" is crucial to the course of the study, since it will influence and shape the questionnaire as well as the analysis decisively.

2.2.1 Campaign

In general a campaign can be seen as one of the many communication tools a company or organisation can use in order to bring its message across. However a campaign possesses its own, distinguishing characteristics, which makes it stand out from the other communicative strategies of an organisation.

Brömmling (2010) for example defines a campaign as a communicative action with a great public effect and a certain time limit. He elaborates further, that the main objective of a campaign consists of reaching the largest part possible of the particular target group. Hofmann (2008) adds to this, that every successful campaign is in need of a consequent and strategic plan. He portrays a campaign as a complex and slightly chaotic construct, which includes not only the development of communication tools and the provision of information to the media, but also the coordination of the many different actors involved in the creation and implementation of the campaign. Therefore he stresses, how crucial a strategic orientation and detailed plan are.

Bernstorff (1996) then again defines a campaign on the basis of three factors: The problem, which the campaign deals with, has to be defined as clearly as possible to avoid distractions or deviations. The goals of the campaign have to be established, so that everyone knows what to work towards and finally the duration of the project has to be limited.

So in general, a campaign is a part of an organisation's overall communication, however, stands out through clearly defined goals and objectives as well as through a time limit, which could also be seen as a certain time pressure.

2.2.2 Non-profit organisation

Another crucial term for this research is "non-profit organisation", since it makes out the relevance and the novelty of the study to a great extent. In general, Langen (2001) defines non-profit organisations as being non-commercial, having a charitable orientation and also being non-governmental. According to her, non-profit organisations follow their own certain goals and interests, with which they position themselves along the lines of development, human rights and environmental policy. Langen (2001) also explains, that the centre of every non-profit organisation consists to a great extent of communication, which is of high importance in the context of this study. The organisations formulate their own programmes and develop their own messages, all with the objective to reach and move the public. In order to do this, they are dependent on the media to transport the right information and content, which makes a professional external communication and content management indispensable.

However, in order to define the term "non-profit organisation" it is not enough to simply list all its characteristics. One also has to differentiate between non-profit and regular, meaning profit making, organisations. Brömmling (2010) delivers a quite detailed comparison between the two kinds: According to him, they share or rather can share some similarities such as their budget, depending on the organisation's size, the mixture between voluntary and permanent employees and their knowledge as well as

experience in terms of their communication. Also the goals of the communication and the strategic process of reaching them, meaning determining the desired outcome, defining the target group, applying communication elements etc, can turn out to be quite similar. However, the biggest and most decisive difference is, as Brömmling (2010) states, the purpose: The economy wants to earn money and the politics strive for power, but the non-profit organisations mostly just want to help their cause.

2.2.3 Effectiveness

The regular definition of effectiveness or rather the word “effective” is according to the Oxford Advanced Learner’s Dictionary (2000, p. 402): “producing the result that is wanted or intended; producing a successful result”. In the context of this study and for Greenpeace in particular, this primarily means to get as much public attention as possible through their campaigns. Especially the knowledge of the public and the general awareness of the communication are an indicator of how effective the communication of Greenpeace has been.

2.3 Greenpeace

The following chapter will briefly introduce Greenpeace as an exemplary non-profit organisation with its origin and development, its organisational structure and vision as well as the organisation’s external communication, which will be explained and analysed further later on.

2.3.1 History and origin

Greenpeace was founded in Vancouver, Canada in 1971 and since then has developed into a globally operating organisation with almost three million members and a campaigning presence in about 41 different countries (cf. Wheeler, 2008). Everything started with an operation to save the whales, in the course of which the original founders of Greenpeace set out in rubber dinghies to record the violations against nature with the help of pictures (Behrens, 1996). After this first initial campaign Greenpeace started to become a movement to save the environment: In 1977 a campaign was started to save seals, which was supported by internationally operating groups as well as Brigitte Bardot, which brought some publicity to the cause. Only two years later, in 1979, the different groupings, which were spread all over the world, joined and merged into an international organisation (Behrens, 1996).

2.3.2 The organisation

The organisational structure of Greenpeace includes the “Annual General Meeting”, where among others the strategic orientation, the carrying out of certain global

campaigns, the opening of new offices and the distribution of the finances for the following year are discussed and decided upon. Every country is being represented by a particular person, called the trustee. The international board of directors then again consists of seven members including the chairman and is elected at the Annual General Meeting. The board is responsible for the activities and operations of the organisation in front of the law. However, the subsidiaries in different countries are legally independent, which means, they are only connected to Greenpeace International through a licensing agreement (Behrens, 1996).

When it comes to the organisation's mission and vision, Krüger (1996) names four main principles, Greenpeace acts and operates according to: ecological, international, violence-free and independent. He extends this statement further by explaining that (1) Greenpeace's ambitions are limited to the protection of the environment, therefore ecological, (2) that the organisation does not only operate on a local but on a global scale, therefore international, (3) that the members of Greenpeace operate entirely without violence, therefore violence-free, and finally (4) that the organisation is completely independent from political parties or any other powers, such as companies etc., there might be, therefore independent (Krüger, 1996).

According to him, the organisation sees itself as very action-oriented, which influences not only the external, but also the internal communication decisively. Also they use quite confrontational methods in order to reach their goals and define themselves as well as the organisation through "the act". However, nowadays these strategies are replenished through offering solutions and alternatives to the discussed problems, often in cooperation with the affected companies (Krüger, 1996).

Krüger and Radow (1996) add to this, that Greenpeace distinguishes itself as an organisation from other non-profit-organisations through the belief that there is not enough time for extensive discussions and realization processes, but that action is required in order to change and improve the environmental situation. A motto from founding times supports this, which in the general sense says, that the optimism of actions is better than the pessimism of thoughts (Krüger; Radow, 1996).

3 Theoretical framework

The following chapter will describe and explain the communication of Greenpeace in particular, first by stating some general facts about the communication and second by going into more detail regarding the different communication strategies used when it comes to campaigns. This will then provide the framework for the questionnaire as well as for the analysis of the conducted results later on.

3.1 The communication of Greenpeace

As already mentioned and explained above the organisation's mission states, that Greenpeace is an independent, campaigning organisation with the aim to expose global environmental problems to create a green and peaceful future (Eden, 2004). This is, according to Eden (2004), achieved through a general raise of awareness, public education and political lobbying. Pagé (2004) supports this assessment and specifies it even further, stating that Greenpeace has three main campaign strategies, namely direct action, political lobbying and public education. Direct action he then describes as nonviolent initiatives, which mobilize the public opinion and seek to obtain as much media coverage as possible, especially through using images. Through political lobbying on the other hand Greenpeace attempts to reach the main and influential politics, according to Pagé (2004), which often is achieved through convincing the right groups to use their power collectively. Finally, public education is described as door-to-door and direct dialogue programs, amongst others through distributing fact sheets, consumer guides and the Greenpeace magazine (Pagé, 2004).

3.2 Campaign strategies

As Hofmann (2008) states, campaigns are a very complex project, which require a clear and well-directed strategy in order to be successful. They are the core of the organisation's communication and are entirely aligned with the goals and vision of Greenpeace: The organisation's intention is neither to sell something nor to gloss over problems, but on the contrary to make the deplorable state of affairs in terms of the environment public (Koch, 2001). This requires, that the subject of the campaign as well as the campaign itself is clear, generally understandable and formulated in an illustrative way, to make sure, that everyone is able to grasp and comprehend the positions and reasons behind the communication (Koch, 2001).

Koch (2001) explains, that to achieve this through their campaigning, Greenpeace uses a "cake-crumbs-method": Basically this means that on the basis of a crumb the entire cake is being explained. When one transfers this metaphor to the reality of Greenpeace, it means that they explain a pressing problem on the basis of one (or

maybe a few) particular, selected and concise example. Through this, the problem is made more understandable - however, the choice of the “crumb” or rather the representative example is crucial to this matter as well as the choice of the slogan and main message for the connected campaign. Koch (2001) also points out, that this communication method is indispensable, since it would not be possible to show an environmental issue in all its facets within one campaign, therefore one or two examples have to suffice to bring the message across to the public.

Other, more general, facts that Koch (2001) raises about the campaign strategies of Greenpeace are (1) that there is always a concentration of the work force on a few main themes each year, meaning that particular goals have to be met in a particular time period before the campaign is over and one moves on to the next, and (2) that there is usually a quite extensive examination of an issue, before it is made the subject of discussion, including the analysis of the potential opponents.

In the following the three sub categories of the campaign work, which were identified above, will be viewed and explained in more detail.

3.2.1 Direct action

One central aspect of every Greenpeace campaign are the direct actions, which the members are undertaking to get the media's and thereby the public's attention. These actions, as Pagé (2004) already stated, are always nonviolent and have the overall goal to mobilize the public's opinion by obtaining as much media coverage as possible. Apart from this, pictures and the public confrontation are core elements to every Greenpeace action, as will be explained here, as well as the strategy behind the actions, which is often invisible to the public.

Public confrontation

As Hofmann (2008) put it, the recipe for success of Greenpeace is to communicate critical subjects via confrontation, since arguments alone would not have the same effect or, even worse, would not even reach the public's perception due to the current information overflow. However, exactly the latter is one of the goals of every Greenpeace action: To reach the public's attention, which is best achieved through the mass media (Böttger, 1996). Another goal of the direct actions is, as Radow and Krüger (1996) point out, to place the discussed subjects in a way, that develops public pressure on the opponents and the main actors of the matter.

Pictures

It is a common saying, that one picture says more than a thousand words – for Greenpeace however it is even more than that, since, according to Böttger (1996) only what pictures can prove, really did happen. So in the case of Greenpeace pictures play an important and even decisive role for their communication, because they provide proof to the public of what is really happening, for example in the Arctic or out in the ocean, places no one comes across in their day-to-day life. Apart from this, so Hofmann (2008), pictures appeal to the feelings and emotions of people, through which they can get the attention more easily.

Böttger (1996) explains further, that especially in combination with the direct actions pictures and photographs are indispensable: The spectacular and often photogenic actions are, according to her, the core of the Greenpeace campaigning strategy and the corresponding pictures therefore shape the entire organisation. In order to do the documented actions justice and to obtain the media's attention, professional photographers are hired, the press is informed and, of course, only successful actions are shown in the pictures (Böttger, 1996).

Hofmann (2008) on the other hand states, that the pictures alone cannot make up the message: According to him a picture can only be a transmitter of the desired message, if it is combined with the right words. The slogan, so he elaborates, has to be short, concise and understandable, but above all it has to complete the picture. As an example he mentions a picture of a whale, which contains only in combination with the words "Save the whales" the decisive message and thereby becomes a part of the campaign.

Behind the actions

What happens and stands behind the actions of Greenpeace often remains invisible to the public eye: According to Böttger (1996) Greenpeace is still seen and perceived as the "rubber dinghy" crew, that carries out confrontational actions in a slightly chaotic manner. Krüger (1996) also supports this statement, since, according to him, the rubber dinghy remains the epitome of the Greenpeace strategy, which means that the organisation's image more or less froze while the organisation itself evolved further.

However, as Böttger (1996) and Krüger (1996) each point out, Greenpeace is not the spontaneous and chaotic group of that time anymore. Behind the actions now stands a very detailed, thought-out strategy and also the execution of the actions is very disciplined and planned (Hofmann, 2008).

This discrepancy between the public's perception of the Greenpeace actions and their actual strategy, leads to the fact that only the action itself is perceived, but not the

goals, the message or the campaigning frame, that the organisation tries to communicate, as Krüger (1996) explains. According to him, the actions as a distinguishing feature are seen by the public, but the strategy and the deeper content behind are not understood. On the other hand, he explains, that exactly this is intended by the organisation and that the members strongly support and encourage this action fixated image, since they leave the strategy rather vague and set the focus on the confrontations. Krüger (1996) calls this the “art of simplification”, meaning that they reduce the content in order to gain more overall attention and publicity.

3.2.2 Public education

Public education basically includes all communicative elements, which involve the direct dialogue with the public, such as the distribution of fact sheets, the provision of information and the production of background material (cf. Pagé, 2004). All the strategic operations that can be assigned to this part of the campaign communication basically complement and support the direct actions as well as the lobbying.

Koch (2001) lists all the elements and activities that fall under this category of the campaign work, for example developing brochures, posters, stickers, press material etc. The main goal thereby is, according to her, the acquisition of sponsors, since Greenpeace is financed entirely through donations of private individuals (Koch, 2001). These sponsors then receive mailings on a regular basis as well as the Greenpeace Magazine.

Apart from this, the public education consists to a great extent of the direct and immediate dialogue with the target group, which potentially includes the entire population. This involves information stands on the streets, surveys, the collection of signatures, protest postcards and also on a more marketing focused side TV spots and advertisement (Koch, 2001). Nowadays, Greenpeace also appears and communicates through social media channels of course, such as twitter, facebook, google+ and youtube.

All this tries and is supposed to reach the public with valid information and to convince the population to support Greenpeace causes. How well this works on the other hand and which channels are most effective and successful is the subject of this study and will be discussed later on.

3.2.3 Lobbying

The work of the lobbyists differs decisively from the communicative work of the public relations operators: While the latter, according to Bernsdorff (1996), shoot films, cooperate with the media and publish regular updates on the problem’s development,

the lobbyist are more concerned with the political parties. Their main focus is to try to convince the influential key actors in politics and economy of the campaign's cause in order to win them for Greenpeace's side. Bernsdorff (1996) explains the lobbying of Greenpeace as imposing and forcing oneself on the environmental agencies, the ministries and the political parties as well as visiting negotiations and governments all over the world.

Steenbock (1996) elaborates on the lobbying process even further: According to her, lobbying can only be successful when the organisation in question has the required power and influence. In the case of Greenpeace this power and influence are, as Bernstorff (1996) explains, completely dependent on the public opinion, meaning their support and the response of the media. In other words, what influence Greenpeace has with their lobbying and to what extent they can change the opinion of the global players and get them on their side, completely depends on the public's awareness, interest and support.

So this states the basics and general circumstances of lobbying. However, to actually transform the goals of a campaign into political reality specific and well-directed initiatives are required (Steenbock, 1996). According to Steenbock (1996), the central questions of lobbying are (1) how can the pressure to act be increased, (2) who are the most influential opponents and (3) are there any overlapping interests between the position of Greenpeace and the one of politicians or public officials. These issues then lead to (1) the identification of starting points and the positioning of the particular demands in the public in order to increase the pressure, (2) the provision of arguments and facts to be able to refute the opponent's position and (3) the acquisition of potential alliance partners.

So, in conclusion, the lobbying of Greenpeace consists of finding influential allies and in the end presenting valid alternatives to the discussed problem. The key ingredient, however, seems to be power, since power is required in order to change things and the only way Greenpeace gains power is through their campaigns and the thereby produced pressure of the public opinion (Steenbock, 1996).

4 Method

The following chapter will explain and discuss the methodological procedure of this study, including the choice of method, the data collection as well as the data analysis and finally ethical considerations.

In general, however, in order to conduct this research both a literature review and a survey were carried out. The first part, namely analysing the various campaign strategies and methods of Greenpeace, was accomplished by examining previous literature and articles about the topic including reports from the organisation itself. Through this the most common and most frequently used campaigning strategies were pointed out and explained further in order to create a sound basis, which functioned as a theoretical framework in the following parts of the study.

Based on this first part and the resulting different strategies, a questionnaire was designed with the aim of investigating how these communicative methods are perceived by the public and which ones are most effective. The survey was distributed via the Internet, namely and foremost through facebook and e-mail in order to reach a broad and diverse study population of all ages, gender and cultures. In accordance with the answers and based on common patterns, the results were analysed and finally the research question answered.

4.1 Method discussion

For every research the methodological approach is decisive and has to suit the study's goal in order to fully answer the research question. Therefore one of the first choices to make in the course of this study, was which research method would be most suitable. In order to justify the decision, the advantages and disadvantages of both approaches, the qualitative and the quantitative, for this study will first be weighed against each other in the following.

4.1.1 Quantitative research

The main objective of a quantitative research method is to quantify the conducted data, which usually is numerical, in order to identify statistical trends, averages, frequencies and patterns. These can then lead to generalizations regarding a broader population, meaning that theories about a large population can be concluded from statements that the sample group made (Hennink; Hutter; Bailey, 2011). For this research this particular characteristic is very decisive, since only a comparable small group of participants has to represent the broad population with its statements and opinions.

Another important feature of the quantitative approach is, according to Hennink et al. (2011), the size of the study population. Instead of only interviewing or observing a few

participants, the quantitative method aims at a large sample size. In order to be able to justify the certain claims, which were made about this study, this, also, is a key feature of this approach regarding the research.

4.1.2 Qualitative research

The qualitative research approach on the other hand is, according to Hennink et al. (2011), more concerned with a thorough understanding of the underlying reasons, beliefs and motivations of the participants. The researchers try to understand the processes, influences and the context behind the examined problem, which is why the analysis is interpretive rather than statistical.

This offers a different and complementary part of the overall approach to this study, since it enables an initial understanding as well as the identification and explanation of certain behaviour, beliefs and actions of the participants (Hennink et al., 2011), which is indispensable in order to answer the research question.

4.1.3 Choice of method

In conclusion and regarding this particular study, the first and foremost objective was, to reach a large amount of people in order to verify which campaigning methods most effectively reached the public. For this matter, a few interviewees would not have been enough, since the goal was to investigate a large and more general population. The second objective, however, was to not only look at numerical data and to come to a statistical answer of the research question, but on the contrary to look behind the surface and identify the reasons why people prefer one communication channel to another.

Therefore after weighing the different research approaches against each other and analysing the objectives of the study, the result was a mixture of both the quantitative and the qualitative approach: The large sample size and the execution of a questionnaire followed the quantitative research method, while the open questions within the survey and the interpretive analysis later on belonged to the qualitative part of the overall approach.

4.2 Data collection

The collection of the data first included the design of the survey, followed by the definition of the study population and finally the distribution of the questionnaire, as will be explained in the following.

4.2.1 The survey

The survey consists of seven parts, each with a few subordinate questions, which were asked in a logical and sequential order: (1) General information, (2) Greenpeace in general, (3) Direct contact, (4) Actions, (5) Social Media, (6) TV spots and advertising and finally (7) Final comments. This resulted in an overall number of 21 questions, which however were not answered by each and every respondent due to an interactive and logical order, which will be explained in 4.2.2. The entire questionnaire can be found in the appendix, however, the structure and content behind it will briefly be explained here.

The first two parts are aligned to find out some general information about the participant and his or her attitude towards Greenpeace, or rather his or her previous knowledge about the organisation. Therefore the first questions are concerned with the participant's age, gender and home country, followed by first associations and previous contact with Greenpeace as well as naming campaigns he or she can recall.

The following four parts make up the core of the questionnaire, since they are directed exactly towards the participant's opinions and habits regarding the campaigning channels of the organisation:

The part about "Direct contact" primarily deals with the information stands of Greenpeace, which the organisation often builds up in pedestrian precincts to talk to people, get their signatures or persuade them to answer a questionnaire. Here the participant is asked to state, how often he or she stops at such a Greenpeace stand and the reasons why.

The following two questions are directed at the participant's knowledge and general opinion about the actions of the organisation, more specifically, which actions they can recall, ergo which actually managed to acquire public attention, and what opinion the participant has about this communication strategy.

The next part focuses on the social media presence of Greenpeace and the social media usage of the participant. First it is important to find out, which, if any, Greenpeace channels the participant actually follows, to then find out the reasons behind this habit.

Finally the last few questions of these core parts revolve around the advertising of Greenpeace, especially through campaign spots. The participants are asked to watch a particular clip (GreenpeaceVideo, 2012) from the campaign "Save the arctic", which shows a homeless polar bear wandering around the big city of London. They are then supposed to first mark whether or not they have seen the clip before and if so, where. After that the participant has to comment on the music, the voice, the overall content,

the composition and the comprehensibility of the message on a 5-point Likert scale before finally explaining his or her opinion of the celebrity factor in the clip, meaning that the British actor Jude Law is doing the voiceover and that the band Radiohead contributed their song “Everything In Its Right Place”. The clip was mainly selected, since it is part of a recent campaign and therefore serves as an example for a regular Greenpeace spot.

Finally, the last part “Final comments” simply thanks the participant for answering the questionnaire and asks him or her to leave a final comment, in case he or she would like to add anything to the survey.

4.2.2 Motivation of questions

The questions are, of course, influenced and shaped decisively by the overall topic of this research as well as the particular part within the questionnaire they were assigned to. Apart from this, the order of the questions was designed similar to an interview guide that Hennink et al. (2011) describe: The questions should follow a logical order and in the best case form an introduction with opening questions, a main part with key questions and finally a smooth exit with closing questions.

This particular questionnaire basically followed this concept for each part of the survey: Usually every new topic is introduced with an easy and closed question or a simple multiple choice question, such as “Have you seen this clip before?”. To these questions there only are a few possible answers, in this case “yes” or “no”. Through this it is fairly easy to get the participant to respond and to smoothly introduce the new topic. Then, after these closed questions, more open questions follow, for example “What do you think about the celebrity factor in this clip?” to give the participant the opportunity to communicate his or her opinion more openly without any predetermined answers. Also, these open questions enable the uncovering of the participant’s thoughts and attitudes in a more detailed and deeper way than through the closed questions.

One particular question also included the rating of certain aspects on a 5-point Likert scale. When the participant is asked to comment on the elements of the campaign clip, such as music, voice, content etc., he or she can rate the aspects on a scale from 1 (=not good) to 5 (=very good). Through this question the general opinion of the participant is found out regarding several aspects. The choice of a 5-point scale was also intended, since it gives the respondent the opportunity of a neutral answer.

In general, however, the guiding principle behind the design of the questions was to get as many participants as possible to answer the survey. Only the questions, that introduced a new theme and initiated a logical order, were mandatory. All other questions were voluntary to answer, which also corresponds to the ethical

consideration of self-determination as will be explained in 4.4. Apart from this especially open questions, that afford a lot of writing, can be more deterrent to a respondent. Therefore many questions were designed as multiple-choice questions, but including the possibility to write own and different thoughts under the category “other”.

Besides this, it is important to note, that the questions followed an interactive logic. For example if someone answered “yes” to a certain question, he or she was forwarded to another follow-up question than someone, who had answered “no”. This ensured that every participant only answered the for him or her relevant questions.

4.2.3 Study population

According to Hennink et al. (2011) it is crucial to first define and identify the appropriate study population for the research and second to find the right strategies in order to reach the participants. The study population thereby comprises the entire group of people, who are valid for the subject of the study, however, only a sample of this population is actually involved in the process of the research. Hennink et al. (2011) further explain, that in quantitative research a large number of participants is selected from the broader population in a random manner, so the final recruitment of the sample group is based on random selection. Also, as they elaborate, the number of respondents has to be large in order to verify the outcome of the study and make the findings significant.

If one transfers these aspects about a study’s sample group to this particular research, it results in the following notations: The overall study population in this case could basically be defined as the entire population of the countries, in which Greenpeace is active, since the objective is to uncover, what campaigning strategies of a non-profit organisation such as Greenpeace are most effective and successful. Given that Greenpeace is active in about 41 different countries (cf. Wheeler, 2008) and therefore only communicating actively in these parts of the world, the study population can be limited to these.

The sample group then again should come from one or more of these countries and consist of a large number of people. This is primarily to ensure a cross-section of all ages, gender and cultural backgrounds within the sample to receive a great variety of beliefs, attitudes and habits, which are projected onto the communication work of Greenpeace. Through this a wide range of opinions towards Greenpeace and their campaigns is achieved or, if the opinions on a topic are similar, it shows, that different people have the same view on the organisation. Above all the sample group was not supposed to be one-sided, but on the contrary rather diverse.

4.2.4 Distribution

The production and distribution of the questionnaire was all done online and via the Internet: First the questionnaire was designed with the help of a German website called "Umfrage Online" (www.umfrageonline.com), which allows the user to create an individual survey in different languages and distribute it afterwards with a unique link. After the initial creation a first draft was sent to a few family members as well as this study's supervisor to ensure the flawless practicality of the distribution and the questionnaire itself. Then, after a few alterations, the survey was posted online.

This second step of the distribution was primarily executed through facebook and e-mail. Both ways of distribution enabled the questionnaire to reach a large number of potential participants and also to ensure a quite random sample, since especially on facebook it is usually random, who from one's network answers and who passes the questionnaire on to more people. The participants were informed about the purpose of the study and on how to answer the questionnaire both in the mail or rather post on facebook and after clicking the link. The questionnaire then remained online for two weeks (14 days) to give the participants enough time to respond. When this time was over, the questionnaire was closed down with a final thank you to all participants resulting in 88 respondents in total. The final results of the study will, however, be presented in 5.

4.3 Data analysis

The analysis of the conducted data was, as the method itself, divided into two different procedures - a quantitative and a qualitative analysis approach: The answers to the more quantitative focused questions, meaning most of the multiple choice questions, were analysed on a numerical basis. Especially the percentage of how many participants chose one or another answer played an important role here, since it indicated how popular one answer possibility was compared to another. This then provided the basis for the assumptions about the effectiveness of a certain campaign strategy.

The open questions, however, which required the participant to write down their previous knowledge or their attitudes and opinions, were analysed on a qualitative and textual basis. This approach completed the analysis and in a way closed the circle, since the objective of the research was not only to find out, which campaign strategy is most effective, but also the underlying reasons, beliefs and attitudes.

To conduct the latter, qualitative analysis the analytical spiral, as presented by Hennink et al. (2011), was followed. This included first describing the collected data, which was accomplished in the following chapter 5, then comparing and categorizing it, before

finally conceptualizing and explaining the results. Hennink et al. (2011) describe this procedure in even more detail, stating that the categorization is the grouping of identified codes into overarching categories, while the following conceptualization is described as finding empirically supported links between these categories. Finally the theory development is achieved through constructing an explanatory framework for the studied phenomenon. Especially the comparison of the collected answers and the following categorization were crucial in the case of this research, since here certain codes evolved, which then led to corresponding theories about the data and the research subject.

In general, this implies, that an inductive approach of analysis was carried out, whereby codes, concepts and theory were derived from the data, in contrast to a deductive approach, where the collected data functions as proof and confirmation of already existing theories (Hennink; Hutter; Bailey, 2011). This means, as Hennink et al. (2011) explain, that the decisive theories are developed entirely from the data and that with each step of the data analysis a clearer understanding of the issues conveyed in the answers is built. The process here is described as a search for explanations, which then form the framework of a theory (Hennink; Hutter; Bailey, 2011). This extracted inductive theory then is embedded within and compared to broader deductive theories.

4.4 Ethical considerations

When conducting research in any field, one of the most important things to consider is always ethics. Hennink et al. (2011) have defined five core principles that should lead and shape the research from an ethical point of view. In the following these five aspects will be explained and applied to this study:

1. *Informed consent*: This means that the participating individuals have to be provided with enough information about the research. This information should also be in a comprehensible format and should clarify that the participation in the research is voluntary.
2. *Self-determination*: This basically connects to the voluntary decision mentioned above, since all participants should have the right to determine their own participation and should also be able to refuse taking part in the study without any negative consequences.
3. *Minimization of harm*: The participants of the research should not experience any harm throughout the course of the study and should not be put at risk in any way.
4. *Anonymity*: The identity of the research participants should be protected by the researcher.

5. *Confidentiality*: All data records of the research should be kept confidential at all times.

In the course of this research all five principles, presented by Hennink et al. (2011), were followed, since all participants were informed about the research (1), took part voluntarily (2) and did not experience any sort of harm or risk through taking the questionnaire (3). Apart from this, their identity was and is kept anonymous (4), since only the participants' age, gender and country of origin are published in the study, however neither their name nor any other details are mentioned. Finally, all data records are kept confidential, both during and after the research (5).

5 Results

The following chapter will present and describe the conducted data results in detail. The entire answers to all questions can also be found in the appendix under V.II., since here only a small selection of answers to the open questions will be provided to avoid exceeding the limited amount of space in this study.

In total, a number of 88 individuals started to answer the questionnaire. Throughout the course of the survey, some participants stopped to continue answering the questions though, resulting in a number of 64 individuals to answer the very last couple of questions. However, since the other participants also did answer a number of questions and provided valid information, they will be included in the results regardless of whether they answered every question of the survey.

5.1 General information

The first three questions were intended to receive general and basic information about the participant such as gender, age and home country. These questions were all mandatory and 88 individuals answered them.

1. What gender are you?

24% of the participants indicated that they were male, which makes 21 persons. The remaining 76% or rather 67 individuals were female.

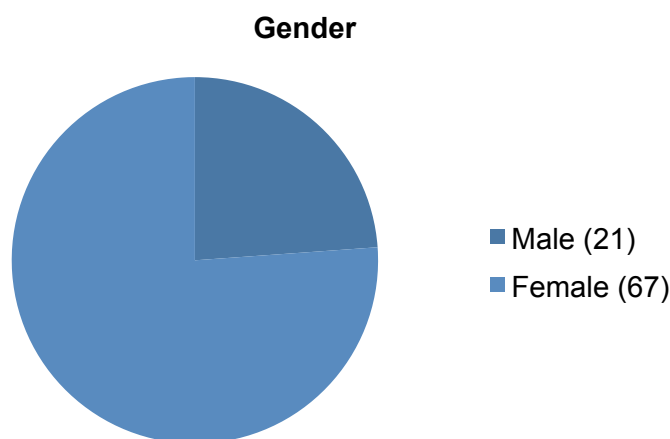


Figure 1: Gender of the participants

2. How old are you?

Based on an open question, where the participant was able to type in his or her age, the following categorization resulted: 10 participants (11%) were under the age of 20, 48 (55%) were between 20 and 29 years old, 5 (6%) between 30 and 39 years, 6 (7%) between 40 and 49, 17 (19%) between 50 and 59 and finally 2 individuals (2%) over 60

years old. So the vast majority of the participants was either between 20 and 29 or between 50 and 59 years old.

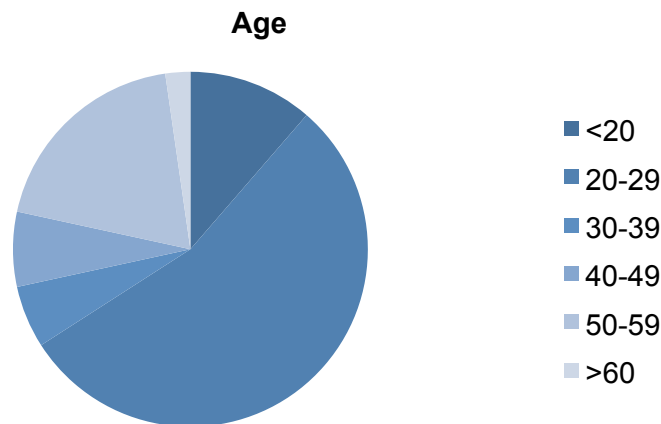


Figure 2: Age of the participants

3. What country are you from?

Regarding the participants' home countries, Germany was the most common one. 71 participants, meaning 81%, indicated that they were from Germany. The remaining 19% of the respondents were from Australia (2%), Denmark (2%), Eritrea (1%), Finland (1%), Italy (2%), Latvia (1%), Russia (1%), Sweden (6%), the United States (1%) and Vietnam (1%).

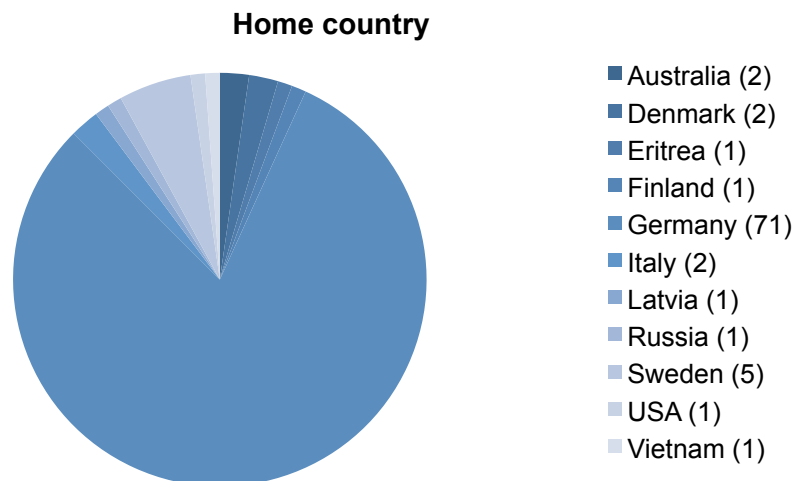


Figure 3: Home countries of the participants

5.2 Greenpeace in general

The next part of the survey was directed at the previous knowledge and the initial associations of the participants with the organisation Greenpeace.

1. Do you know Greenpeace?

This question was mandatory and therefore answered by 88 participants. Only 2 people (2%) indicated that they do not know Greenpeace, thereby finishing the questionnaire immediately without being asked any further questions. The remaining 98% knew the organisation.

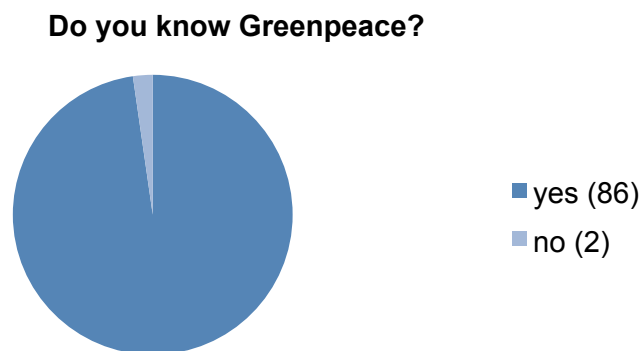


Figure 4: Knowledge about Greenpeace

2. What is your first association with Greenpeace?

This question was the first open question within the survey and was not mandatory. It was answered by 63 participants. The following presents an excerpt of the conducted results, a full view of all the answers can be found in the appendix under V.II.

- *"Nature Protection"*
- *"peace, nature"*
- *"Environment"*
- *"Protection of the environment and animals"*
- *"save the planet"*
- *"Wales"*
- *"save the nature"*
- *"Protecting animals and nature. Fighting against big companies."*
- *"great thing, but not effective enough"*
- *"Saving animals"*
- *"NGO"*
- *"extremist, campaigns/actions not always thought through completely → long term effects not taken into account sufficiently"*

- *“Many incredible projects for protecting the planet”*
- *“I think of their logo and their activists interfering in whale hunting activities and getting onboard the ships.”*
- *“Very powerful activities”*
- *“annoying, aggressive”*
- *“Environmental organization”*

3. How and where have you come into contact with Greenpeace?

This was another open and not mandatory question leading to a total of 58 responses.

The following presents a sample of the answers:

- *“Reports about actions of GP in the News; Young People contacting me in City Centers if I would like to become a member”*
- *“People asking you on the highstreet if you want to join”*
- *“Mainly through advertisings in media”*
- *“Mass media”*
- *“media, university lectures, "on the street" where they were promoting”*
- *“The news”*
- *“Have only come in contact via persons on the street trying to get sign ups and donations.”*
- *“Information on Internet and TV, radio news, youtube clip, and one of my friends have worked there.”*
- *“once an greenpeace activist approached me on the street at a street light and started explaining to me their current campaign they needed support for.”*
- *“Via press and news”*
- *“Multiple times: studies while talking about kitkat campaign and similar. During shopping as some guy approched me and wanted me to donate money, news all over when there were actions eg whale hunting in japan etc.”*
- *“in the media, advertisement, posters”*
- *“for many years through their media coverage.”*
- *“On the news, when they are protestong somewhere.”*
- *“Not really at all. I just know they exist and sometimes I see ads or people raising awareness on the street.”*
- *“Already when I was a teenager. Greenpeace was very popular among the younger people then (1980s). And the whole "green issues" just started.”*

4. Which Greenpeace campaigns can you recall?

Name either the general topic of the campaign or the exact name.

This was an open and not mandatory question as well. It generated 52 answers, which the following are an excerpt of:

- *"The campaign against the deforestation in the Amazon"*
- *"None"*
- *"It was something about wild animals with graffiti on their fur and skin."*
- *"Save the arctic.; Save the whales."*
- *"KIT KAT – Killer"*
- *"The polar bear in the big city - the ice is melting in the Artic.; The campaign for stopping Shell to use Northern Atlantic for oil drilling.; Gazprom case last summer."*
- *"saving the polar bears (something like that)"*
- *"Rainbow warrior and various actions with zodiacs against Whale hunting and oil exploration"*
- *"the rescue of whale"*
- *"Of course the whale campaigns, nur no other one"*
- *"Kitkat, stopping whale hunting boats, dont know if that was greenpeace but someone threw color balls at vw at the iaa 2012."*
- *"nothing specific, something with boats, quite risky campaigns sometimes"*
- *"anti whaling campaign"*
- *"Zara; Levi's"*
- *"Attacking whale hunters or fish trawlers in general.; Putting up wallpapers on construction sites, when forest or some kind of nature was "in danger"."*
- *"none in specific, holding up banners for numerous occasions though"*
- *"Can't remember any exact name.; Stopping the whale boats; Saving the arctic (antarctic); Stopping oil spills?"*
- *"Rain forest, overfishing, whaling, climate"*
- *"Rubber dingies against whale trawlers"*
- *"Brent Spar"*
- *"the action with one particular boat where at least one member was killed; climbing on chimneys to protest against co2 emission; action against killing whales"*
- *"None"*
- *"Sorry I didn't remember"*

5.3 Direct contact

This part focused on questions regarding the direct contact between Greenpeace and the public, primarily through information stands. Only the first question was mandatory, since it redirected the participant to the corresponding follow-up question depending on what his or her initial answer was.

1. When you come across a Greenpeace stand and someone approaches you - how often do you stop and talk to them?

86 people answered this question, of which no one indicated that he or she always stops at a Greenpeace stand. 15 participants they stop often, while 38 only stop rarely and 33 never.

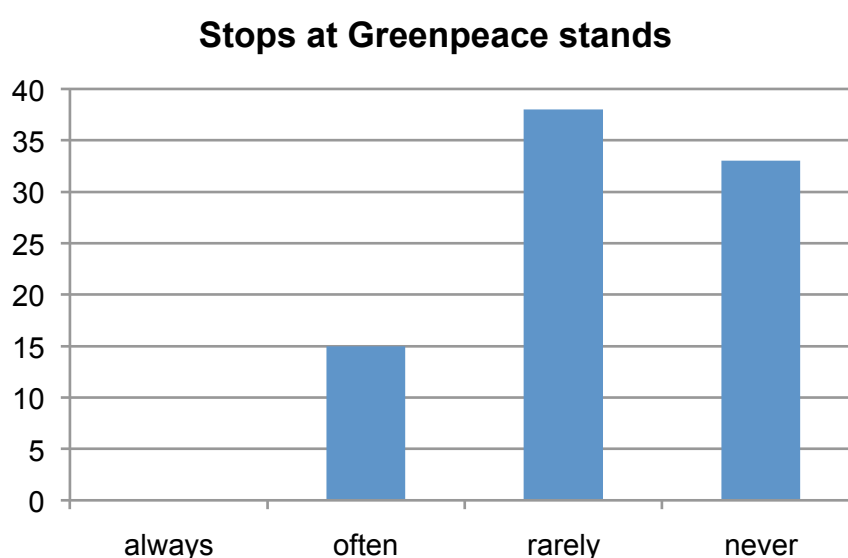


Figure 5: Greenpeace stands

2.a. Why do you stop at a Greenpeace stand?

The 15 participants, that said they stop at a Greenpeace stand often, were forwarded to this question, which was not mandatory and offered several reasons of which the respondent could choose more than one. The answer “I want to help the cause” was chosen 12 times, “I support Greenpeace and the organisation’s ideals” 11 times and finally “I am hoping for information” 7 times. No one had any other comments or reasons to add.

Why do you stop at a Greenpeace stand?

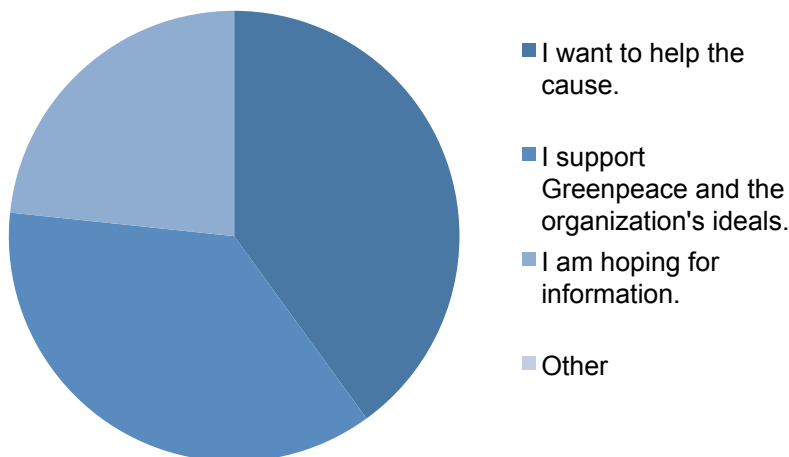


Figure 6: Reasons for stopping at Greenpeace stands

3.a. Which of the following actions would you be willing to take, when you are at a Greenpeace stand?

The 15 participants, who often stop at Greenpeace stands, were also asked this question and again had the opportunity to choose more than one answer. 8 people would be willing to sign a petition, 9 would answer a questionnaire, 11 would take information material with them and 7 would donate money once. No one, however, indicated that he or she would be willing to donate money on a regular basis and no one had further comments.

Which of the following actions would you be willing to take, when you are at a Greenpeace stand?

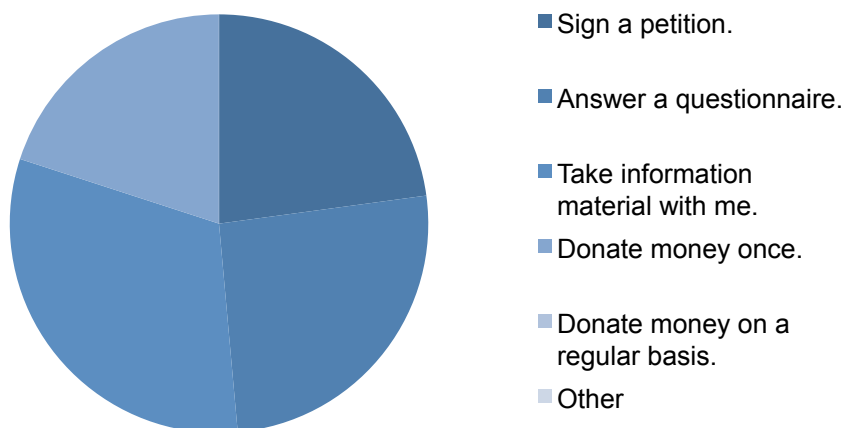


Figure 7: Actions at Greenpeace stands

2.b. Why would you not stop at a Greenpeace stand?

The 71 participants, who indicated that they stop at a Greenpeace stand never or rarely, were forwarded to this question, where they were able to choose more than one

answer. 33 people named the reason that they were “usually in a hurry”, 22 indicated that they “do not like to be approached by strangers” and 10 people said that they “do not support Greenpeace and the organisation’s ideals”. There were also 10 comments made in the additional field, of which a sample will be presented in the following.

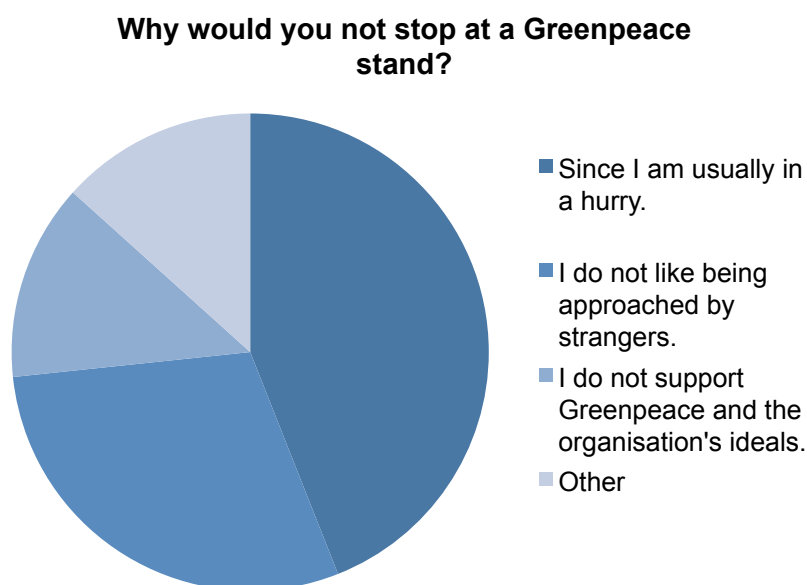


Figure 8: Reasons for not stopping at a Greenpeace stand

Other comments:

- *“Because the aim is to convince people to donate money. Even if it is not a big amount, at this moment I'm not willing to do that.”*
- *“I can not really identify with them”*
- *“I have no interest in donating money.”*
- *“I haven't been approached by Greenpeace activists so far.”*
- *“I try to avoid them because they always want money. All the organizations want money! I cannot give money to everyone and I don't like feeling guilty about it.”*
- *“street promoter are often hired via external fundraising companies and are therefore not necessarily trained well on/passionate about the subjects they are supposed to talk about”*
- *“There are too many organizations wanting your help. I can't stop at every stand so usually I don't stop at all.”*

5.4 Actions

This part was entirely focused on the actions Greenpeace undertakes within their campaigns. There were two questions, both open and not mandatory.

1. What recent Greenpeace actions can you recall?

This question was answered by 46 individuals. The following will present a sample of the answers, which can all be found in the appendix.

- *“Actions against nuclear energy”*
- *“People demonstrating against nuclear transport in Germany. Members of Greenpeace sat on the railway lines to prevent those transports.”*
- *“Nothing precise comes to my mind, unfortunately.”*
- *“Collecting signatures for saving the polar bear and the arctic.”*
- *“When they stopped an offshore oil drill.”*
- *“None”*
- *“Hard to think of something recent, and specific, that I can attribute to greenpeace.”*
- *“Nothing in particular. I must admit that I'm not following these details. I'm more interested in the result.”*
- *“occupying a boat an fighting for the polar bears (i think it was in the north pole region) and protect them from hunters (but not sure anymore if it was protecting them from hunters or something else)”*
- *“Rainbow Warrior and various actions with zodiacs, but none recently”*
- *“Actions against Overfishing and Nuclear power”*
- *“A ship occupation. Think it was about oil.”*
- *“on boats with banners circling oil platforms”*
- *“none”*
- *“offensive action against whale fishers”*
- *“In rubber dingies against whale trawlers”*
- *“Unfortunately not many ... Only one – the occupation of the Brent Spar.”*

2. What do you think of these actions in general?

This follow-up question was answered by 47 participants. The following is yet again an excerpt of all the answers, which can be found in the appendix.

- *“Radical but eye opening”*
- *“Usually Greenpeace has quite well-targeted and attention-catching campaigns.”*
- *“Very nice. Everyone has the opportunity to help, even if you don't want or can't donate money.”*

- *“I think they point out points of improvement for big companies- which again forces the big corporations to act, as they could lose their customers's trust otherwise.”*
- *“Done with intention, and very disruptive (I mean in good ways...and bad ways)”*
- *“Good if they can give the wanted outcome. But still I see some people acting too radically (e.g. these given examples above the previous question).”*
- *“Good because they raise the public awareness”*
- *“Some of them go way out of line, way over the top. But at least people talk about them; In either way, guess that is what they want the most”*
- *“I think it is important to show these gestures of protest, and I don't mind if they are sometimes provocative or vexing in order to draw attention.; But I am shocked how little I can recall from past actions. Apparently, in my case, they are not very effective.”*
- *“Too dramatic”*
- *“I think that extreme forms of protest are important to get the media's and public's interest in certain environmental issues. But Greenpeace's actions/ claims and demands can only be credible if they are backed up with proper facts and if the protest movement stays peaceful.Greenpeace's campaigns need to be thought through carefully by taking long term effects into consideration (not just for affected parties but also for the organisation itself). Furthermore Greenpeace needs to tie their demands to constructive criticism and realistic possible solutions. They need to show that they are willing to compromise and find an agreeable solution for everyone”*
- *“I think it's good that people care about the environment, but I think that some actions are too radical and rather stop development than help it.”*
- *“Very effective for getting their causes discussed in broad media.”*
- *“I believe their cause is great but I do occasionally wonder about their methods (or at least the ones news broadcasted to the general public).”*
- *“Admirable courage against powerful opponents”*
- *“They are a good possibility to get attention for something.”*
- *“Very useful to make people aware of environmental problems”*
- *“In some topics it's good to be active, but often they are to extreme.”*
- *“I find the actions very aggressive, if you have "peace" in your name you should be peaceful”*

5.5 Social Media

This part set the primary focus on the presence of Greenpeace on different social media sites and the amount of individuals that follow and know of these channels.

1. Do you follow one or more of the following social media channels of Greenpeace?

This question was mandatory and was answered by 76 people, which means a drop of 10 people compared to the previous questions. The participants had the opportunity to choose more than one answer. The vast majority of 65 individuals indicated that they do not follow any social media channel of Greenpeace, while 6 follow Greenpeace on facebook, 1 on twitter and 1 on youtube. Also 3 participants added other comments.

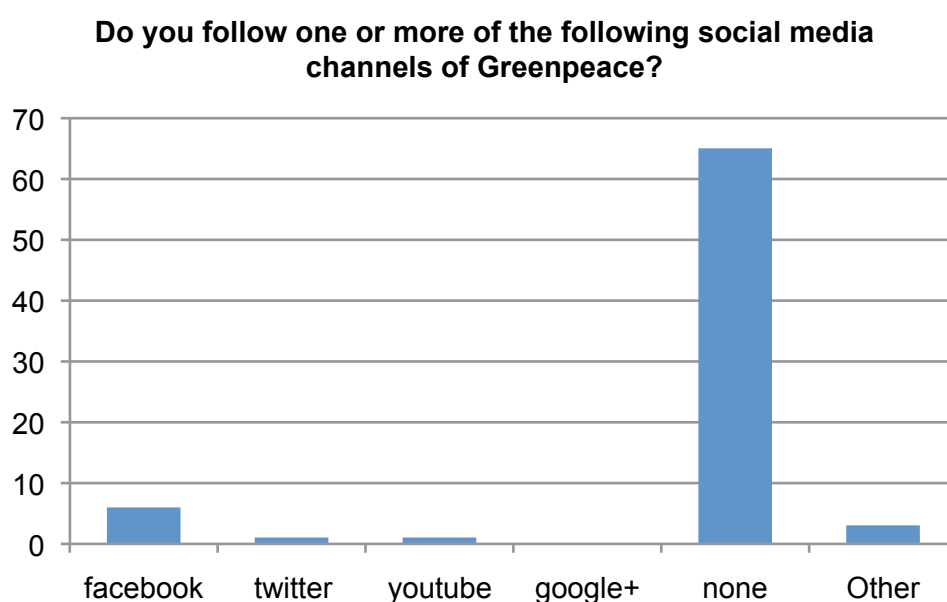


Figure 9: Social media channels

Other comments: instagram, newspaper/e-paper, newspaper

2. If you previously answered "none": Why don't you follow Greenpeace on social media?

This follow-up question was answered by the 65 participants, who previously answered "none". 19 people indicated that they did not know "any of these Greenpeace channels existed", 14 said that they are "not interested in any information from Greenpeace" and also 14 "already follow enough other channels", while 8 "do not use any of the mentioned social media sites". Apart from this there were 10 additional comments, of which a sample can be found in the following.

Why do you not follow Greenpeace on social media?

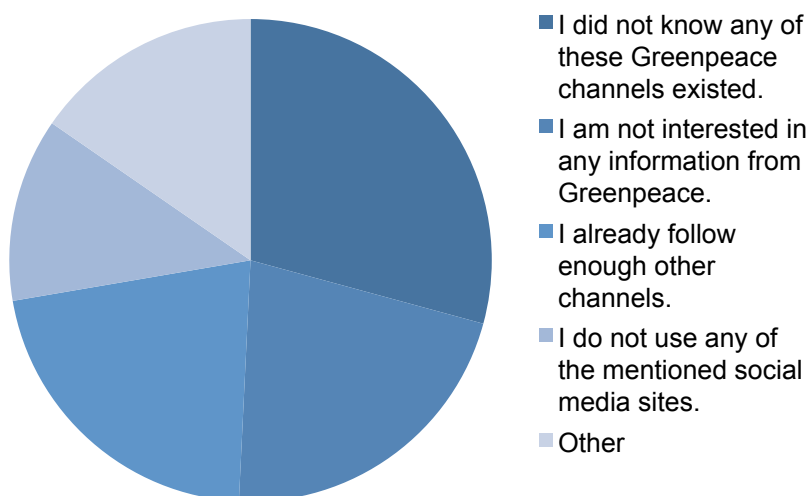


Figure 10: Reasons for not following Greenpeace on social media

Other comments:

- *“I am not that interested in information from Greenpeace, if I want to know something I can look it up in the internet.”*
- *“I don’t follow so many channels in general - and often the information seems to superficial and marketing oriented”*
- *“i don’t need greenpeace on social media, i only would be interested if someone asked me to do something, to take action”*
- *“I get information on other sites and channels”*
- *“I just never really thought about it.”*

3. If you have previously chosen one of the channels: Why do you follow Greenpeace on social media?

This second follow up question was answered by 11 participants. 5 indicated that they are “seeking information about recent events and developments, 2 want to show that they “support the organisation” and 3 “perceive the posts tweets etc. as interesting and valid”. Apart from this there was one comment made in the additional field, which will be presented below.

Why do you follow Greenpeace on social media?

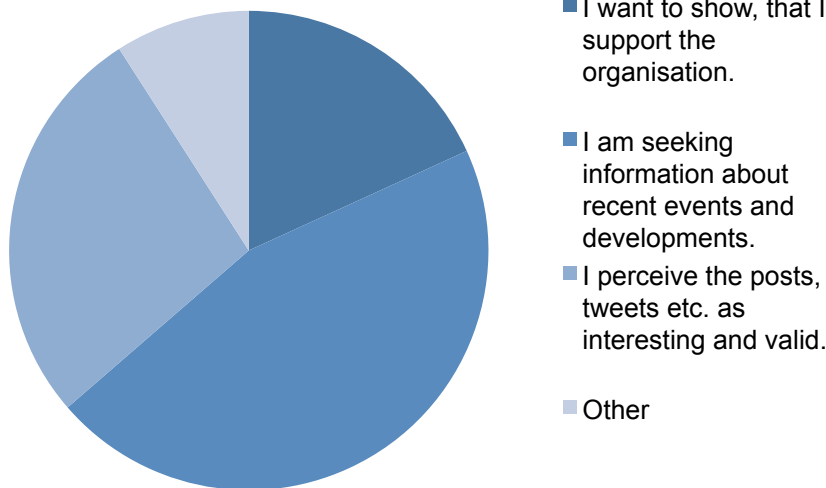


Figure 11: Reasons for following Greenpeace on social media

Other comment: I want to know what is going on in the world. That is why I am reading the news every day.

5.6 TV spots and advertising

For the part before last, the participants were first asked to watch a clip on youtube, which was approximately 1:30 minutes long. After this the corresponding questions followed.

Please watch the following youtube-clip (approximately 1:30 minutes long) in order to answer the last couple of questions:

<http://www.youtube.com/watch?v=4XpF04nximl>

1. Have you seen this clip before?

This was a mandatory question and was answered by 61 participants, leading to a drop of another 15 people compared to the previous part. 55 (82%) indicated that they had not seen the clip before, while the remaining 11 (18%) had.

Have you seen this clip before?

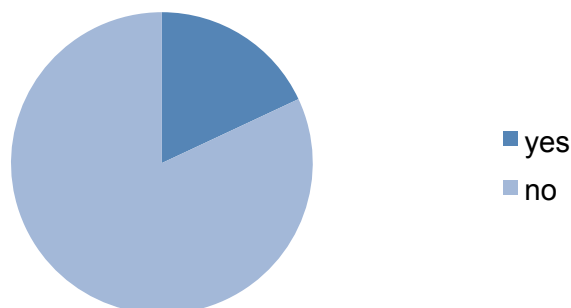


Figure 12: Greenpeace clip

1a. Where have you seen this clip before?

The 11 individuals, who indicated that they had seen the clip before were then forwarded to this question, which all 11 answered. 7 of them had seen the clip on youtube, 3 in the cinema and 1 on TV. No one had seen it on the Greenpeace website and no one had other comments.

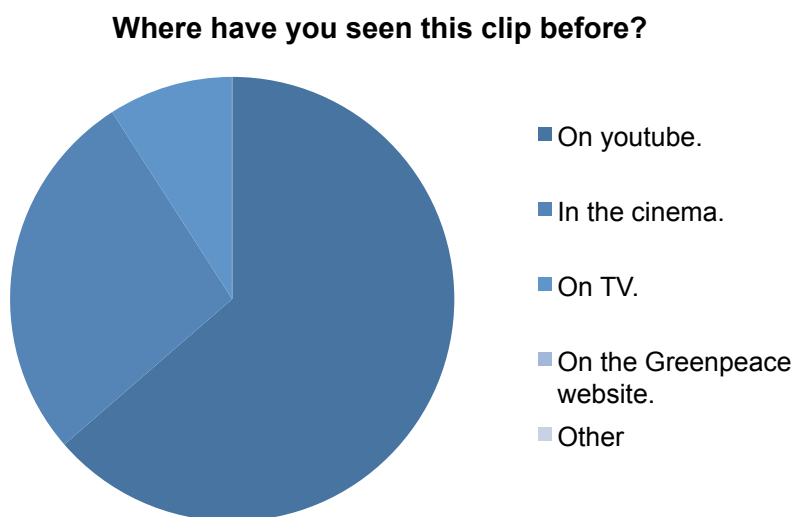


Figure 13: Awareness of Greenpeace clip

2. How would you rate the clip based on the following aspects? (1=not good, 5=very good)

The participants were then all asked to rate certain features of the clip on a 5-point Likert scale. This was not mandatory and 59 people participated, leading to the following result: The aspect “Music” received an average value of 4.10, “Voice” got a 4.14, “Overall content” a 4.03, “Composition” a 3.91 and finally “Comprehensibility of the message” a 4.10.

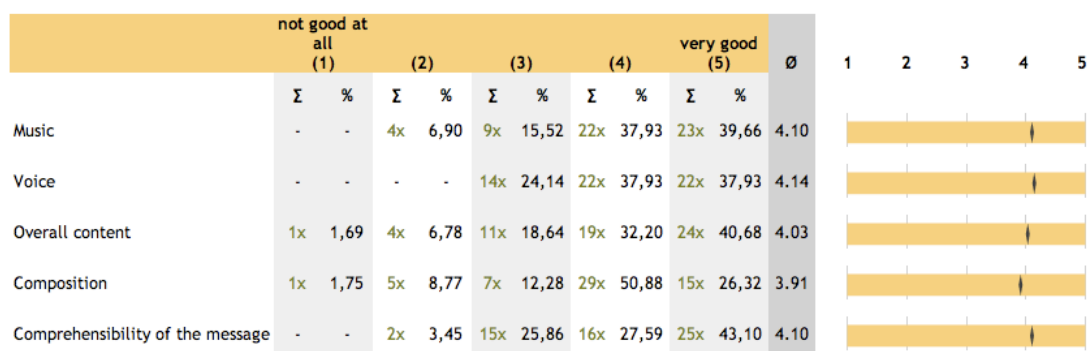


Figure 14: Rating of clip components

3. What do you think about the celebrity factor in this clip, meaning Jude Law doing the voiceover and Radiohead contributing their song?

This was an open and not mandatory question. It was answered by 49 people. The following presents an excerpt of these answers.

- *“Good mean to support a good cause”*
- *“Possible source for attention; Acting as role models”*
- *“I did not really recognize that Jude Law did the voiceover. I really liked the music - Radiohead is a great brand. The music fits to the spot and the message that should be communicated.”*
- *“I didn't affect my perception of the video noticeably.”*
- *“Very important!”*
- *“It maybe shows, that it is cool to support organisations like Greenpeace. Younger people recognize the song.”*
- *“I would not have recognized Jude Law's voice...and do not know whether it actually adds value to the spot.”*
- *“I had no idea it was Jude Law, so that had no impact. Granted, if I did know, it wouldn't have made a difference. In general, a celebrity caring about something doesn't make it more credible or valid, to me.”*
- *“Actually I don't think are so important for this video”*
- *“Didn't even recognize jude law or radiohead. But its good they contribute to the campaign”*
- *“Didn't notice that it was Jude Law's voice; But loved the music”*
- *“it gives them a "green touch" and at the same time probably makes the clip become more popular as people follow their "stars””*
- *“good, gets many people's attention”*
- *“If they really support the purpose, people might feel more associated”*
- *“From my perspective the usage of celebrity within advertisement yields a great advantage as it enhances attention, interest and engagement! I wouldn't have recognized Jude Law's voice in this video, while the music sounded familiar. But naming him in this context is a great advantage”*
- *“I don't give much about celebrities in spots like this. i might be biased but i have the impression that most celebs don't do stuff like this out of conviction but to earn publicity. So this factor is not convincing me at all. I like inspiring people acting out of conviction and you should show this!!”*
- *“That is intelligent. Because most people like Jude Law and Radiohead.”*

5.7 Final comments

Thank you so much for your participation. Is there anything you would like to add?

Finally, the participants were asked for final comments. 14 participants met this demand and left a final message. The following presents a sample of these comments.

- *“I’m quite involved in environmental activism, but in the particular case of Greenpeace I feel a certain lack of precise message. I would rather follow some pieces of advice how I can change my behavior to make change or what exactly should I do. It’s enormously sad to watch poor and innocent animals, but I’d rather prefer a concrete information.”*
- *“i do not really know what greenpeace's initiatives are in specific, will hopefully check into that in more detail soon, but my feeling is that a lot of what they do is quite populist.”*
- *“The work of non-profit organizations all over the world is so important! I hope the public is getting more and more involved over the years.”*
- *“I like the advert and where it's taking Greenpeace's image. I think the organisation needs more of this kind of publicity rather than stories about the activists and the actions they are undertaking. Sometimes it's easy to forget what great cause Greenpeace stands behind when you see news stories about people taking over nuclear power plants and breaking into property. It is understandable but I think the real power of their work and message can be communicated much better with campaigns such as this one.”*

6 Analysis

The following analysis of the conducted result is divided in accordance to the themes of the questionnaire and their corresponding results. First the structure of the study population will be analysed, followed by the initial associations and the previous knowledge about Greenpeace. Then the different communication measures, which the organisation is undertaking, and their effectiveness will be discussed, meaning the information stands on the street, the actions, the presence on social media channels and finally the advertisement in form of TV spots etc. During the course of this analysis the results will be categorized according to similar patterns, which will then lead to the overall outcome and the answer to the research question.

6.1 The study population

The structure of the study population or rather the reached sample group is quite decisive and influential for the overall results and analysis. First and foremost, it has to be noted that 76% of the participants were women and only 24% men. However, even more notable is the age distribution: The vast majority of 55% were between the age of 20 and 29, which could be a result of the main distribution tool facebook, since mainly younger people are using this social network. This assumption is based on a recent study, which the Pew Research Center released in 2012 about the demographics of social media users, stating that facebook is most appealing to and used by adults between the age of 18 and 29 (Duggan; Brenner, 2012). These observed age demographics of the sample group influence the results in a way that mainly the more recent campaigns of Greenpeace and not for example the origin of the organisation should be known, however, whether this assumption turns out to be true will be seen in the following.

Also, 81% of the participants came from Germany. So, naturally, they assessed the campaign work of Greenpeace from this cultural point of view and had more knowledge about the organisation's communication work in this home country. This found expression in several answers, such as the first contact with Greenpeace, since certain events in Germany, like street parties or this year's "Kirchentag" (church day) were mentioned.

However, since the research question does not aim at a cultural, gender specific or age focused comparison, the structure of the sample group should be kept in mind, but is not decisive in the following analysis.

6.2 Associations and previous knowledge

The first part of the questionnaire was, as already mentioned above, concerned with the previous knowledge and initial associations of the participants with the organisation. Within this theme a very clear picture arose: Firstly, the majority of 98% of the participants knew Greenpeace and had previously heard of it. Only 2% indicated that they did not know the organisation. This shows that for some reason, which will be explained in the following, Greenpeace as an organisation is very well known among the population. People know the name and immediately have certain associations in their head, which leads directly to the next part.

Most associations of the participants were very accurate and never “wrong”, meaning no one mistakenly thought of Greenpeace as another organisation than it actually is. The most common answers, that started to form a certain pattern, were “environment”, “nature”, “NGO” or “saving”. What exactly the organisation is saving then differed from “planet” to “animals” and “the arctic”. Another recurring picture was the one of whales and Greenpeace activists saving and protecting them as well as the “aggressive” and “extreme” actions of the organisation. All of this shows that a certain understanding of the work Greenpeace does exists among the population and that terms like saving, protecting, nature and environment are closely linked to the organisation in the population’s minds.

Investigating this topic further and looking more closely into, how these associations are created and where the participants actually came into contact with Greenpeace, shows that especially “the news”, “the media” and “on the street” are the points of contact between the organisation and the public. The participants mostly indicated that either they were approached on the street by Greenpeace members or that they had read/heard about the organisation on the news, in the paper or on the Internet. This shows, that Greenpeace seems to have sufficient media coverage to raise attention. But what it also shows is that they are often associated with stands on the streets, but whether this turns out to be a successful strategy to inform and win people over, will be discussed later on.

The last part of this overall picture about Greenpeace was the campaigns that the participants could recall. Here a recurring answer was “none” or rather vague statements such as “nothing specific, something with boats”. Others could mainly recall the campaign against whale hunting involving rubber dinghies or campaigns for saving the arctic, the rainforest and against climate change and nuclear energy. Overall, however, most of the answers remained rather vague and unspecific.

All in all, this part of the survey introduced the overall picture, the participants had about Greenpeace: Almost everyone knew the organisation and had some sort of idea

or image of it, however this often remained vague. What the reasons behind this observation are and which strategies are most successful will be discussed in the following in more detail.

6.3 Greenpeace stands

As the above analysis has shown, the information stands of Greenpeace on the streets seem to be one way to get into contact with the public, that is being remembered and recognized. However, the question remains, how effective this communication strategy is and whether it gets people to change their behaviour, meaning becoming a member of Greenpeace or donating money.

The results have shown, that the first obstacle here is to get people to stop at the stands: 82% of the participants indicated that they never or only rarely stop at such an information stand. Upon being asked, why they would not stop, the main reason turned out to be "Since I am usually in a hurry" (33 times), followed by "I do not like being approached by strangers" (22 times). Also, through additional comments, the participants have shown, that they are often put off by the thought of donating money right there on the street. So apparently these stands seem to have a fairly bad reputation, since people tend to think, that they immediately will be asked for money. The answer about the constant haste, however, could also be seen as an excuse, since many people use exactly this to get away from situations like these on the street. Another reason, which was named, was that one cannot stop at every stand, since there are just too many so he or she does rather not stop at all.

On the other hand, the remaining 18% of the participants said, that they would often stop at a Greenpeace stand, since they want to help the cause, support Greenpeace and hope for information. All these reasons were named in almost equal shares. Also about the actions they would be willing to take at the stand, the participants quite agreed: They would sign a petition, answer a questionnaire, take material with them or donate money once. However, no one would start donating money on a regular basis.

These results clearly show, that once people are willing to stop at an information stand, they seem to be very open to what Greenpeace has to offer. But especially the bad reputation of demanding money at these stands, keeps people from stopping, since they continue having the feeling that the organisation's members want something from them.

6.4 Actions and their perception

As Böttger (1996) points out, Greenpeace is still largely perceived and known for their actions, which are the core of every campaign. However, how they are perceived and

remembered by the public often differs from the original intention. As the conducted results show, only few participants were able to recall any recent actions, which Greenpeace carried out. A very common answer here was, that one can recall “none” of the actions or “nothing specific”. However, when it comes to the more general knowledge and remembering, several actions were pointed out, such as fighting for the polar bears, protesting against nuclear energy, protecting whales with zodiacs and demonstrating against the big oil companies. So, apparently the actions of Greenpeace are well remembered and known, however, few people could name any recent ones. Also, the details and the frame of the actions often seemed to be missing, meaning that people knew about the action, but not exactly about their intentions.

Another picture forms, when it comes to the public opinion about these actions: According to the conducted results, the actions of Greenpeace polarize decisively. Some think, the actions are most effective in getting the public’s and media’s attention, others however were of the opinion, that they are too radical, aggressive and extreme. Also, as one states, the actions need to be backed up by proper facts and should lead to constructive criticism. Another point made, was that the actions raise attention and awareness, but only for a short period of time. This could be the explanation for the discrepancy that was observed in this part of the survey, since while most participants stress how much attention and awareness the actions raise in the public, only few could actually recall any particular actions.

Another interesting point to mention here is, that the perception of the Greenpeace actions often involves violence of some sort. Although one of the core principles of Greenpeace, as described in 2.3.2., is non-violence (Krüger, 1996), the public apparently perceives some actions as being violent. The participants therefore stressed, that the actions are effective and good, as long as they remain peaceful.

6.5 Social media

The conducted results about the social media presence of Greenpeace delivered a quite clear picture: 85% of the participants indicated that they do not follow any of the organisation’s social media channels. The main reason for this was said to be that they did not know any of these channels existed. Others, however, are not interested in information from Greenpeace or follow enough other channels already. Either way, the problem with social media seems to be the information overload. There are too many other channels to follow and also too many other ways to find the desired information. One participant also mentioned: “If I want to know something, I can look it up on the internet”. And another: “I get information on other sites and channels.” This shows that the competition online is not in favour of the organisation and that the presence of the

Greenpeace channels is not known enough. These observations also support earlier research, stating that the development of the Internet has dramatically increased the current information overload (Strother; Ulijn; Fazal, 2012). Strother et al. (2012) for example explain, that nowadays everyone can become a publisher of information and that especially communication devices such as facebook, twitter, youtube, skype or linkedin function as additional information sources, eventually leading to an overload.

The reasons on the other hand to actually follow Greenpeace on social media are primarily to receive information about recent events and that the posts, tweets etc. are perceived as interesting and valid. This shows a very valid way of communicating and bringing their message across to the public, the followers seek information and have the impression that Greenpeace is delivering valid and interesting facts for them. Currently the general twitter account of Greenpeace has approximately 806.000 followers (last accessed: 14th August 2013), which is compared to the twitter account of Barack Obama with over 35 million or of Justin Bieber with over 43 million extremely remote. Compared to similar accounts such as Amnesty International with about 741.000 followers, however, the number appears quite realistic and successful.

The question remains though, whether social media offers the right features to transport enough information and serve Greenpeace's objectives. Since it might be able to reach out to a large number of people and raise awareness, but the deeper meaning behind the campaigns is hard to communicate in just a few short sentences.

6.6 Advertisement

In order to analyse the general effect the advertisement of Greenpeace has on the public a campaign clip was chosen to function as an example and was then rated and commented on by the participants. First though it has to be mentioned that only 18% of the participants had previously seen the clip, most of them on youtube and some on the cinema. So the distribution of this particular clip did not seem to cover all channels sufficiently, which of course could be due to the high costs of airing a clip for example on TV as well.

However, after watching the clip, it got a continuous positive grading from the participants. All five features, such as music, voice, content, composition and message, received a rating around 4 on the 5-point Likert scale, which stands for "good". So although not everyone had seen and known the clip, it was quite popular.

Especially the music in the background and the voice in the end had to be focused on more in this case, since the song was contributed by the band Radiohead and the voiceover was done by the British actor Jude Law. What the participants thought about this "celebrity factor" was rather heterogeneous: Although the majority stated that they

did not recognize Jude Law's voice or Radiohead's song, some commented that this celebrity factor would raise more attention, gain awareness and enhance the credibility as well as the authenticity of the message. Others on the other hand stated that the usage of popular people did not make a difference to them at all, since the music and voice suited the clip anyway, ergo saying that this celebrity factor is not necessary at all. One participant also commented that this factor was not convincing, since in his or her perception most celebrities contribute to campaigns like this only to earn publicity.

All in all, this shows that this advertisement did not reach a lot of the participants previous to the survey, but still received very good feedback. The celebrity factor, however, seems to be very dependent on the individual taste and attitude of each participant, since some perceived this as very positive and helpful, while others were rather indifferent or even negative towards it.

6.7 Conclusion to the analysis

In conclusion to this analysis, a few statements about each communication channel investigated in this survey and discussed in the analysis will be made:

1. *Information stands:* According to the results, they have a rather negative reputation in the broad opinion of the public. The biggest problem of this way of communication is that people tend to pass by without stopping and talking to the Greenpeace members. The mostly cited reason for this was "being in a hurry", which could lead to the assumption, that either this is just an excuse or that people perceive this stands as being time consuming in a way. Another obstacle is the general assumption of being asked to donate money and then feeling bad, when one declines. As one participant put it: "All the organisations want money! I cannot give money to everyone and I don't like feeling guilty about it." So connected to the money factor is also the aspect of guilt, which seems to occur.
2. *Actions:* As Böttger (1996) and Radow (1996) explained, Greenpeace is still perceived as the slightly chaotic rubber dinghy crew, who wants to raise attention through actions. This statement has proven to be true throughout this study, since most of the initial associations and the previous knowledge can be led back to the actions, especially the one against whale hunting. However, it has also proven to be true, that the public does not know much about the background and the strategy behind those actions, since the participants were able to recall some, but remained rather vague. Apart from this the actions polarize to a great extent, because although some view them as effective and necessary, others think they are too radical and aggressive.

3. *Social media*: The social media channels of Greenpeace turned out to be not well known enough to bring important information and a campaign's message across. Few people actually followed any of the channels and the information overload provided through other sources on the Internet, the news etc. overpowered these sites of the organisation.
4. Advertisement: The advertisement clip chosen for this study received positive feedback throughout, but similar to the social media channels, was not very well known before. Also the celebrity factor did not contribute to more popularity of the clip within this sample group.

7 Conclusion

The following conclusion will now provide the answer to the research question:

What campaign strategies of non-profit organisations are most effective regarding the public using the example of Greenpeace?

In the case of the non-profit organisation Greenpeace the most effective campaign strategy is and probably always has been their actions, since they are widely known among the public and thus remain the trademark of the organisation.

What are the underlying reasons for this?

As the conducted results and the corresponding analysis have shown, the campaigning actions of Greenpeace are the aspect, which people remember and associate with the organisation the most. Although the participants often were not able to recall any specifics about the actions or any recent ones, they still mentioned a great number of them upon being asked for associations or campaign names. Therefore the actions still seem to be the best way for Greenpeace to raise awareness and receive attention, since they stand out and often gain media coverage. However, as the results also have shown, they do not convey the message behind the campaign and the meaning of it that effectively. Apart from this, they polarise to a great extent, which on the other hand can create even more attention.

In comparison and regarding the other strategies, neither the advertisements nor the social media channels are well known enough to raise as much attention as the actions and, according to the results, the information stands have a too negative reputation.

So, as a final conclusion, one can say that the actions of Greenpeace stand out as an effective campaign strategy compared to the perception of the other communication channels. But the organisation fails to communicate their content and strategy behind the actions as well as the results of the actions, since they often remain in the conscience of the public only for a short time. This might be changed through an integral campaigning strategy that adds complementary ways of communication to this successful, action-based approach and thus integrates the actions into the entire communication in a way that the remaining communication channels can profit from it, thus receiving more attention, and at the same time can communicate more information about the actions.

8 Reflections

8.1 Limitations to the study

The greatest limitation of the study probably is the generalization of the various campaigns. Since it is almost impossible to investigate every campaign Greenpeace has ever done and its corresponding effectiveness, the different campaigning strategies were summarized and investigated in more general terms with maybe only one campaign or rather campaign clip functioning as a representative example.

Another limitation is the sample group of the study, since due to the distribution mostly younger people between the age of 20 and 29 participated. Also the majority of the participants are German, which might have biased and influenced the results.

Apart from this a difficulty and problem throughout the course of the study was the dropping number of the participants. One could clearly see that after each open question and also after being asked to watch a clip on an external website the number of participants was minimized. Maybe a remark in the instructions allowing the participants to also answer in their mother tongue, such as German, would have prevented this from happening, since the language barrier could be a reason.

8.2 Future research

One suggestion for future research corresponding to the limitations of the study would be to analyse a few particular and specific campaigns instead of concentrating on the overall strategies and methods. Apart from this it would probably be very interesting to investigate only the actions of the organisation in particular and their perception by the public, especially since they are so well known and polarize so much.

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VI APPENDIX

V.I. The questionnaire

I. General Information

1. What gender are you?
 - male
 - female
2. How old are you?
3. What country are you from?

II. Greenpeace in general

1. Do you know Greenpeace?
 - yes
 - no
2. What is your first association with Greenpeace?
3. How and where have you come into contact with Greenpeace?
4. Which Greenpeace campaigns can you recall?
Name either the general topic of the campaign or the exact name.

III. Direct contact

1. When you come across a Greenpeace stand and someone approaches you - how often do you stop and talk to them?

- always
- often
- rarely
- never

→ *always or often:*

2.a. Why do you stop at a Greenpeace stand?

- I want to help the cause.
- I support Greenpeace and the organisation's ideals.
- I am hoping for information.
- Other:

3.a. Which of the following actions would you be willing to take, when you are at a Greenpeace stand?

- Sign a petition.
- Answer a questionnaire.
- Take information material with you.
- Donate money once.
- Donate money on a regular basis.
- Other:

→ rarely or never

2.b. Why would you not stop at a Greenpeace stand?

- Since I am usually in a hurry.
- I do not like being approached by strangers.
- I do not support Greenpeace and the organisation's ideals.
- Other:

IV. Actions

1. What recent Greenpeace actions can you recall?
2. What do you think of these actions in general?

V. Social Media

1. Do you follow one or more of the following social media channels of Greenpeace?

- facebook
- twitter
- youtube
- google+
- none
- Other:

2. If you previously answered "none": Why don't you follow Greenpeace on social media?

- I did not know any of these Greenpeace channels existed.
- I am not interested in any information from Greenpeace.
- I already follow enough other channels.
- I do not use any of the mentioned social media sites.
- Other:

3. If you have previously chosen one of the channels: Why do you follow Greenpeace on social media?

- I want to show, that I support the organisation.
- I am seeking information about recent events and developments.
- I perceive the posts, tweets etc. as interesting and valid.
- Other:

VI. TV spots and advertising

Please watch the following youtube-clip (approximately 1:30 minutes long) in order to answer the last couple of questions:

<http://www.youtube.com/watch?v=4XpF04nximI>

1. Have you seen this clip before?

- yes
- no

→ yes

1a. Where have you seen this clip before?

- On youtube.
- In the cinema.
- On TV.
- On the Greenpeace website.
- Other:

2. How would you rate the clip based on the following aspects? (1=not good, 5=very good)

- Music
- Voice
- Overall content
- Composition
- Comprehensibility of the message

3. What do you think about the celebrity factor in this clip, meaning Jude Law doing the voiceover and Radiohead contributing their song?

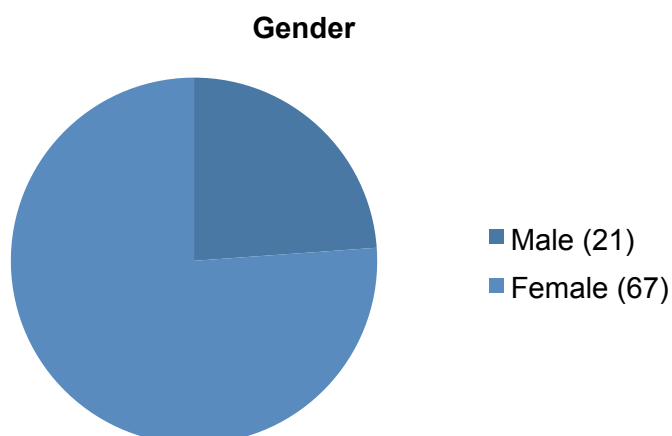
VII. Final comments

Thank you so much for your participation. Is there anything you would like to add?

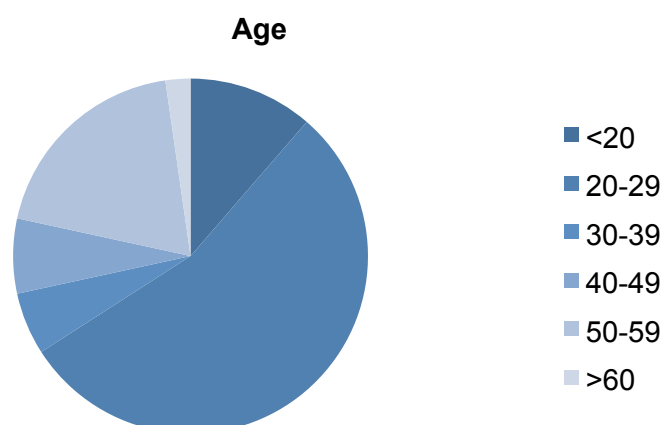
V.II. The results

I. General Information

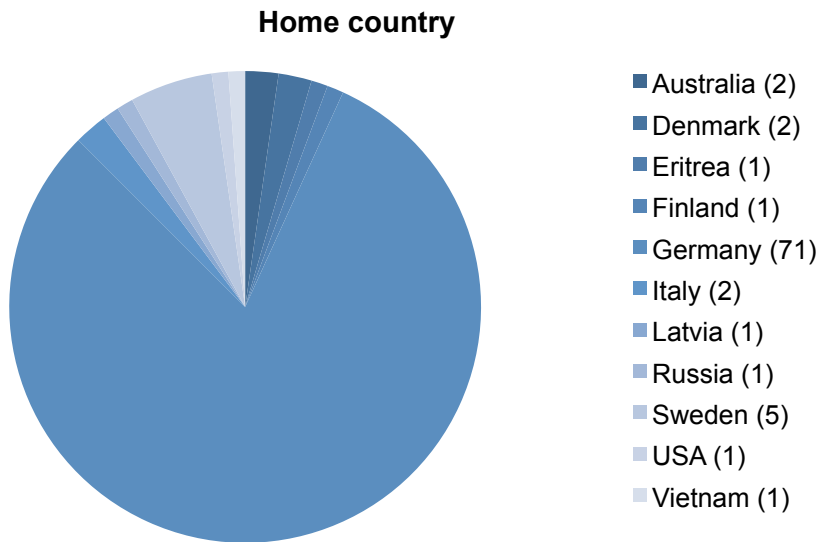
1. What gender are you?



2. How old are you?

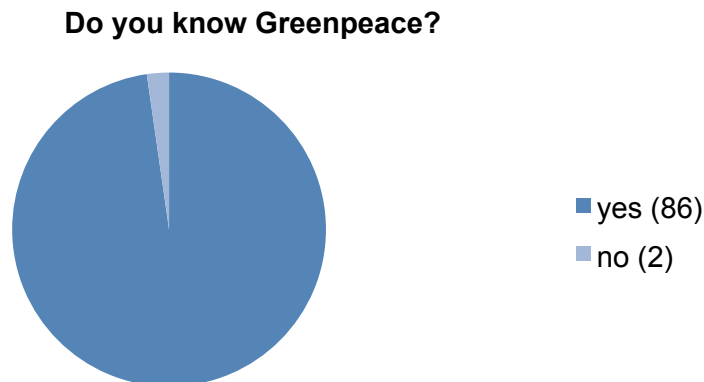


3. What country are you from?



II. Greenpeace in general

1. Do you know Greenpeace?



2. What is your first association with Greenpeace?

- environment
- Environment, deforestation
- Nature Protection
- peace, nature
- Environment
- Can't remember
- Protection of the environment and animals
- Save the arctic
- Umweltschutz
- ecology
- save the planet

- Wales
- save the nature
- That "warrior" ship that travelled to defend Muruoa Atol (spelling?)
- Protecting animals and nature. Fighting against big companies.
- Schutz der Umwelt
- environment
- the greenpeace magazine
- rescuing animals
- From the news
- rescue the planet
- great thing, but not effective enough
- Saving animals
- animal protection
- their stopping Japanese whalers from whaling
- Watching the nature and the environment
- NGO
- Save the Whales/Rainforest
- extremist, campaigns/actions not always thought through completely --> long term effects not taken into account sufficiently
- Save the whales
- Saving the environment
- Extreme
- Nature
- nature
- Environment
- saving the environment
- Many incredible projects for protecting the planet
- About 20 years ago? I'd read about the clashes of greenpeace boats with whalers. Or did you mean - what is the first thing i think of when i think of Greenpeace? (In that case it would be protecting the environment)
- environment
- organization which supports environmental work
- I think of their logo and their activists interfering in whale hunting activities and getting onboard the ships.
- green activists
- Panda
- negative

- saving the nature
- environmental issues/oil
- the organisation tries to save the environment of our world
- Waljagd Gegner
- Protection of the environment
- Wales ;-)
- Very powerful activities
- protection of the environment
- NPO
- nature
- environment
- Campaigns for a better environment
- important organizations as a student I was very concerned about
- Saving nature
- annoying, aggressive
- Environmental organization
- ecology
- Through Danang Youth Union
- Non government Organisation

3. How and where have you come into contact with Greenpeace?

- usually stands on the streets or articles in the papers
- Reports about actions of GP in the News; Young People contacting me in City Centers if I would like to become a member
- People asking you on the highstreet if you want to join
- Mainly through advertisements in media
- Mass media
- At the street in Hamburg and in the Netherlands.; At the "Kirchentag" in Hamburg.
- Infobroschüren; Stand
- media, university lectures, "on the street" where they were promoting
- During my internship at Nestlé
- The news
- Have only come in contact via persons on the street trying to get sign ups and donations.
- Information on Internet and TV, radio news, youtube clip, and one of my friends have worked there.
- Das weiß ich nicht mehr so genau.
- advertising

- ich habe ein greenpeace magazin abbonement
- once an greenpeace activist approached me on the street at a street light and started explaining to me their current campaign they needed support for.
- Via press and news
- media like internet and television
- Through Films, flyers etc
- Multiple times: studies while talking about kitkat campaign and similar. During shopping as some guy approached me and wanted me to donate money, news all over when there were actions eg whale hunting in japan etc.
- in the media, advertisement, posters
- for many years through their media coverage.
- In den Nachrichten im Fernsehen und in Zeitungen und an Ständen in der Stadt oder bei Veranstaltungen wie z.B. der Altonale.
- the media
- In the pedestrians zone, when they tried to make me become a member.; In the news or TV documetaries, when they had some activities.; Advertisement.
- media, street campaigns, magazines etc
- News
- News, social Media
- On the news, when they are protestong somewhere.
- Not really at all. I just know they exist and sometimes I see ads or people raising awareness on the street.
- news
- Through media
- social media, handling out flyers in town etc
- Australia - reading a lot about them in the newspaper. I was then a subscriber for a while - donating a little bit of money.
- media
- news, internet
- I've seen their work on the news and I think I was approached on the street to support their work.
- roommate
- I know some members and have attended some events
- media, sponsoring, greenpeace magazine, activities of greenpeace
- Newspapers, news
- I hear from the organisation and their projects by TV, Newspaper, Magazines
- Zeitung/TV/Info Stände

- Press, TV
- Already when I was a teenager. Greenpeace was very popular among the younger people then (1980s). And the whole "green issues" just started.
- TV, newspapers, magazines, brochures.
- greenpeace campaigns
- reading the news
- advertisement in newspapers, magazines and TV, posters, reports in the media
- newspaper and actions in cities
- As a teenager - helping out with some paperwork at the Greenpeace office in Hamburg
- as a Student i was very concerned about protection of the Environment in Germany we had a lot of demonstrations against nuclear power plants, so it was logically to get in contact with greenpeace
- Don't remember
- Heard of them on television
- Just by their campaigns.
- newspapers
- There were a lot of volunteering clubs in my city, Danang, Vietnam. I was a memeber of English speakng club though we collaborated and helped each other in many activities
- On the street

4. Which Greenpeace campaigns can you recall?

Name either the general topic of the campaign or the exact name.

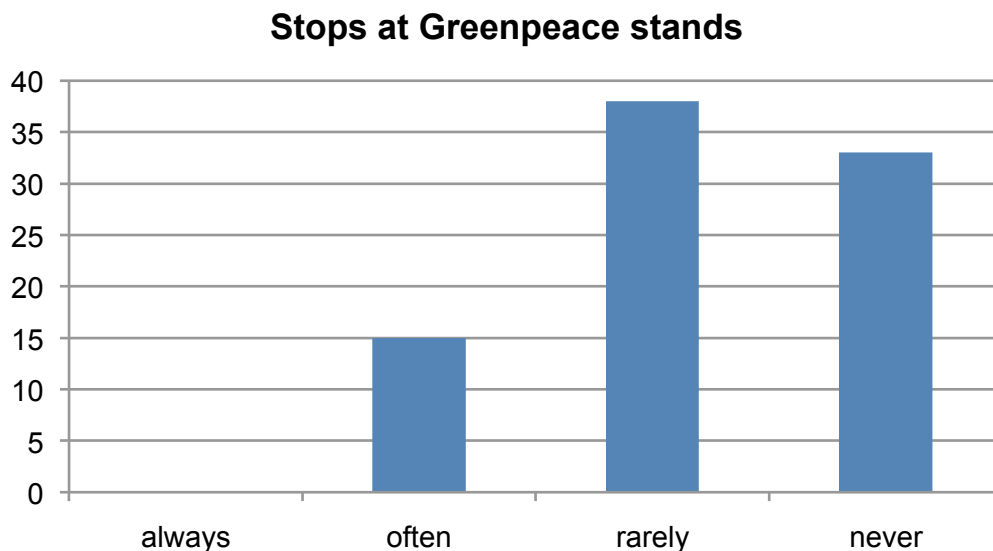
- save the arctic
- The campaign against the deforestation in the Amazon
- None
- none
- It was something about wild animals with graffiti on their fur and skin.
- dolphin protection
- Save the arctic.; Save the whales.
- Safe the artic.
- KIT KAT - Killer
- None
- None
- The polar bear in the big city - the ice is melting in the Artic.; The campaign for stopping Shell to use Northen Atlantic for oil drilling.; Gazprom case last summer.
- Urwaldschutz, Maßnahmen gegen den Walfang

- none
- saving the polar bears (something like that)
- Rainbow warrior and various actions with zodiacs against Whale hunting and oil exploration
- the rescue of whale
- Of course the whale campaigns, not any other one
- Kitkat, stopping whale hunting boats, don't know if that was Greenpeace but someone threw color balls at VW at the IAA 2012.
- nothing specific, something with boats, quite risky campaigns sometimes
- anti whaling campaign
- Als sie gegen den Walfang der Japaner gekämpft haben und sich an die Schiffe gehängt haben und als sie gegen den Robbenfang in Kanada protestiert haben.
- Zara; Levi's
- Attacking whale hunters or fish trawlers in general.; Putting up wallpapers on construction sites, when forest or some kind of nature was "in danger".
- fight against: ; whale hunt, ; baby seals being killed (--> Canadian Inuit); deforestation
- Climate Change, Nuclear waste, Overfishing
- None.
- Save the whales!?
- none in specific, holding up banners for numerous occasions though
- Can't remember any exact name.; Stopping the whale boats; Saving the arctic (antarctic); Stopping oil spills?
- whale
- none in particular, maybe something about protecting whales...
- Is this question referring to advertising campaigns or actions Greenpeace have taken? I can't recall a single advertising campaign but their work to save the whales and the campaigns around that come to mind immediately. Also their actions against nuclear power plants.
- against whale shipping
- Rain forest, overfishing, whaling, climate
- saving the whales
- Rubber dingies against whale trawlers
- They try to save our world by boats ... Sorry, now I realize, that I don't know more ...
- Waljagd
- Campaigne pro whales
- Their efforts to stop atomic bomb testings. And their fight to hinder the Japanese whaling industry from killing whales.

- Rainbow Warrior
- "against dumping nuclear waste"
- Brent Spar
- Krombacher/rain forest, whales, the lonely elephantbaby (the mother died),; posters where you find a number to send an sms to and donate 5€
- the action with one particular boat where at least one member was killed; climbing on chimneys to protest against co2 emmision; action against killing whales
- Rainbow Warrior; Against wale-hunting; ; atomic garbage; ; nuclear tests; baby seal protection
- Whale catching in Japan, nuclear powerplants in differnt countries, forest decline in germany
- None
- None
- campaign against whale fishing
- Sorry I didn't remember

III. Direct contact

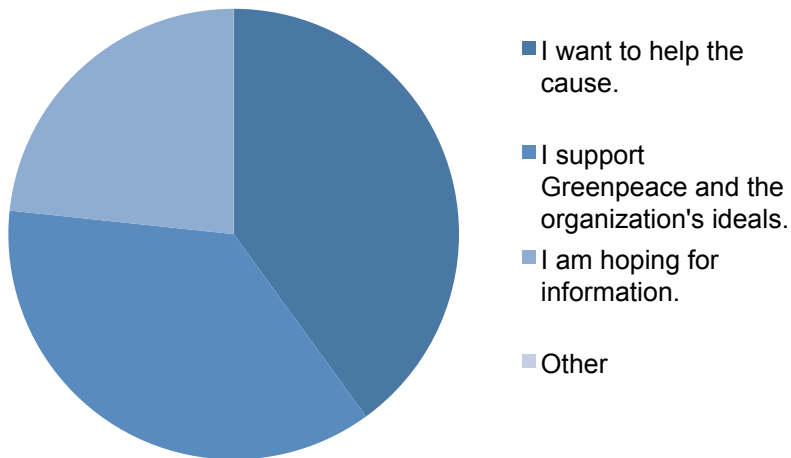
1. When you come across a Greenpeace stand and someone approaches you - how often do you stop and talk to them?



→ *always or often:*

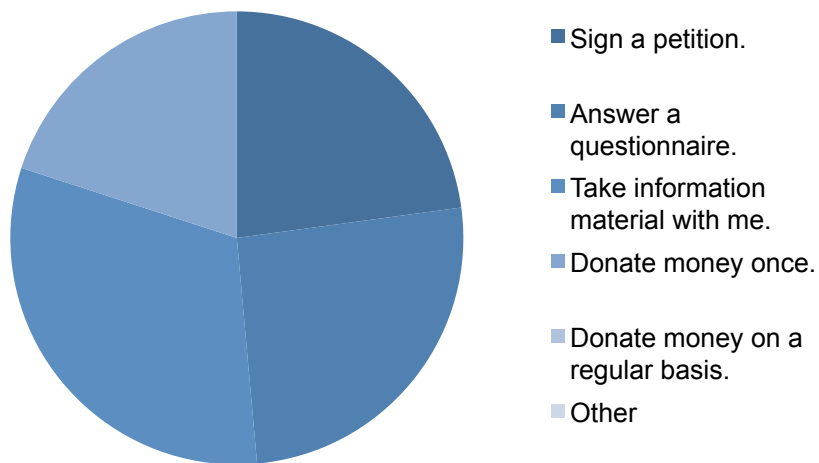
2.a. Why do you stop at a Greenpeace stand?

Why do you stop at a Greenpeace stand?



3.a. Which of the following actions would you be willing to take, when you are at a Greenpeace stand?

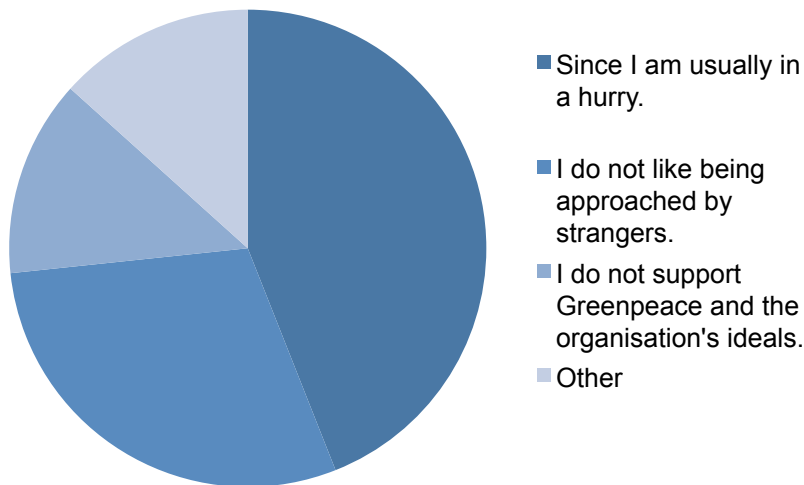
Which of the following actions would you be willing to take, when you are at a Greenpeace stand?



→ rarely or never

2.b. Why would you not stop at a Greenpeace stand?

Why would you not stop at a Greenpeace stand?



Other (10 answers):

- Because the aim is to convince people to donate money. Even if it is not a big amount, at this moment I'm not willing to do that.
- I can not really identify with them
- I don't want to give them money
- I have no interest in donating money.
- I haven't been approached by Greenpeace activists so far.
- I try to avoid them because they always want money. All the organizations want money! I cannot give money to everyone and I don't like feeling guilty about it.
- nach Lust und Interesse
- street promoter are often hired via external fundraising companies and are therefore not necessarily trained well on/passionate about the subjects they are supposed to talk about
- There are too many organizations wanting your help. I can't stop at every stand so usually I don't stop at all.
- they pay activists to travel europe rather than act locally.. they might have ideals i support but they need to find a way to better manage their donations

IV. Actions

5. What recent Greenpeace actions can you recall?

- being chained to rails to stop nuclear energy
- Actions against nuclear energy

- People demonstrating against nuclear transport in Germany. Members of Greenpeace sat on the railway lines to prevent those transports.
- Nothing precise comes to my mind, unfortunately.
- Collecting signatures for saving the polar bear and the arctic.
- Keine
- When they stopped an offshore oil drill.
- None
- Hard to think of something recent, and specific, that I can attribute to greenpeace.
- Nothing in particular. I must admit that I'm not following these details. I'm more interested in the result.
- Versuch den Castortransport zu stoppen
- none
- occupying a boat and fighting for the polar bears (i think it was in the north pole region) and protect them from hunters (but not sure anymore if it was protecting them from hunters or something else)
- Rainbow Warrior and various actions with zodiacs, but none recently
- None
- None
- Again, nothing specific. They probably chained themselves to rails in order to stop Castor transports...
- anti whaling actions
- keine
- Shell; COP 15
- Attacking or blocking fish trawlers; Protecting forests/nature sites against construction; Blocking train tracks against Castor transports
- air balloon climate convention (Luxemburg)
- Chaining to rails in Gorleben, Greenpeace boats on the ocean
- Actions against Overfishing and Nuclear power
- A ship occupation. Think it was about oil.
- none
- on boats with banners circling oil platforms
- saving tree's , i think they were chained to them
- No sorry
- none
- none
- I recall them getting on whale hunting boats and breaking into nuclear plants.
- offensive action against whale fishers

- ships occupying
- In rubber dingies against whale trawlers
- no one
- none
- Unfortunately not many ... Only one – the occupation of the Brent Spar.
- campaigns against climate change, forest destruction
- chained to rails - Castor
- There was something with a bridge but I don't remember any details.
- none
- None
- Stopping the transportation of atomic waste.; Trying to save the (oceans) wildlife.
- nothing special
- A demonstration in the Philippines, the activists went out to the street to protest the government to 'end coal'

6. What do you think of these actions in general?

- sometimes they are a bit extreme, but they get people's attention
- I'm not very interested in environmental problems
- Radical but eye opening
- In my opinion it is good to have an organization like Greenpeace as they draw attention to environmental catastrophes and other important themes.
- Usually Greenpeace has quite well-targeted and attention-catching campaigns.
- Very nice. Everyone has the opportunity to help, even if you don't want or can't donate money.
- Um die Aktion an möglichst viele Personen ranzutragen und in den Köpfen derer zu bleiben ist eine solche Methode wahrscheinlich wirkungsvoller als bloße Verhandlungen. ; Wobei ich den direkten Austausch zwischen Green Peace und dem Konfliktpartner als produktiver einstufen würde.
- I think they point out points of improvement for big companies- which again forces the big corporations to act, as they could lose their customers's trust otherwise.
- None
- Done with intention, and very disruptive (I mean in good ways...and bad ways)
- Good if they can give the wanted outcome. But still I see some people acting too radically (e.g. these given examples above the previous question).
- they are one way to get known the association

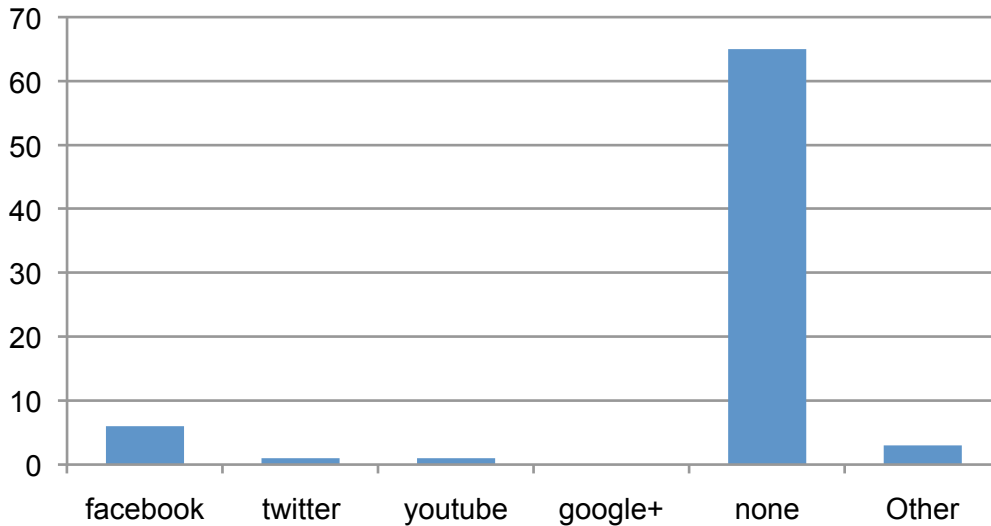
- friedliche aktionen für unsere umwelt sind das einzige legitime mittel, sind jedoch leider nicht so effektiv wie ich es mir erhoffen würde.
- good, everyone should fight for something (as a common goal) and therefore some need to fight for animals. and if it is really serious i do appreciate their actions (but only the more or less peaceful one. if they attack people for wearing fur i totally disapprove it)
- Good because they raise the public awareness
- All i have heard was good, Bit can't remember details
- Some of them go way out of line, way over the top. But at least people talk about them; In either way, guess that is what they want the most
- I think it is important to show these gestures of protest, and I don't mind if they are sometimes provocative or vexing in order to draw attention.; But I am shocked how little I can recall from past actions. Apparently, in my case, they are not very effective.
- these actions create awareness among the general public
- Too dramatic
- I think they make people pay attention to the topic, but only for a very short time period. Some actions seem to be quite dangerous as the Greenpeace ships for example are attacked themselves by bigger ships etc.; As long as the action is peaceful I think it is okay, but I don't like actions where they act in a way that might endanger people such as "Gleisbett ausschottern" against Castor transports etc (as other trains might have difficulties afterwards and people might get hurt).
- I think that extreme forms of protest are important to get the media's and public's interest in certain environmental issues. But Greenpeace's actions/ claims and demands can only be credible if they are backed up with proper facts and if the protest movement stays peaceful.Greenpeace's campaigns need to be thought through carefully by taking long term effects into consideration (not just for affected parties but also for the organisation itself). Furthermore Greenpeace needs to tie their demands to constructive criticism and realistic possible solutions. They need to show that they are willing to compromise and find an agreeable solution for everyone
- I think it's good that people care about the environment, but I think that some actions are too radical and rather stop development than help it.
- Right against illegal actions but, they shouldn't break the law!
- Very effective for getting their causes discussed in broad media.
- attention teaser
- Not sure to be honest. Do they even have greenpeace in Sweden?
- meaningful actions/campaigns to save our environment

- I believe their cause is great but I do occasionally wonder about their methods (or at least the ones news broadcasted to the general public).
- generally good to fight whale fishing but i think it would be more efficient to solve this problem through education and diplomacy rather than provoke violent conflicts
- very good
- Admirable courage against powerful opponents
- The Greenpeace-people try a lot, risk often their live – but: does their actions really change bad projects ... I don't know ...
- the world needs it
- I approve them.
- Greenpeace's work has been and is still very important in order to stop negative influences on nature and animals.
- I find the campaigns useful to draw attention on environmental problems
- They are a good possibility to get attention for something.
- Very useful to make people aware of environmental problems
- important
- they are important to focus the interest of people on these subjects
- They don't use the radical measures they did formerly. But perhaps they do the same things but the people don't take notice of them because there are a lot other radical actions from other groups.
- In some topics it's good to be active, but often they are to extreme.
- Most of the time the idea is good. But the performance is most of the time against my views of doing good.
- I find the actions very aggressive, if you have "peace" in your name you should be peaceful
- I think they are good in general. They make people be aware of the bad influence of heavy industries, greedy capitalists who only think about the financial benefits but ignore the environment. The campaign also work like a wakeup call for people to understand how catastrophic it could cause both directly and indirectly to many lives around the world if those destructive projects would not be stopped in good time
- The Organisation is good for our society

V. Social Media

1. Do you follow one or more of the following social media channels of Greenpeace?

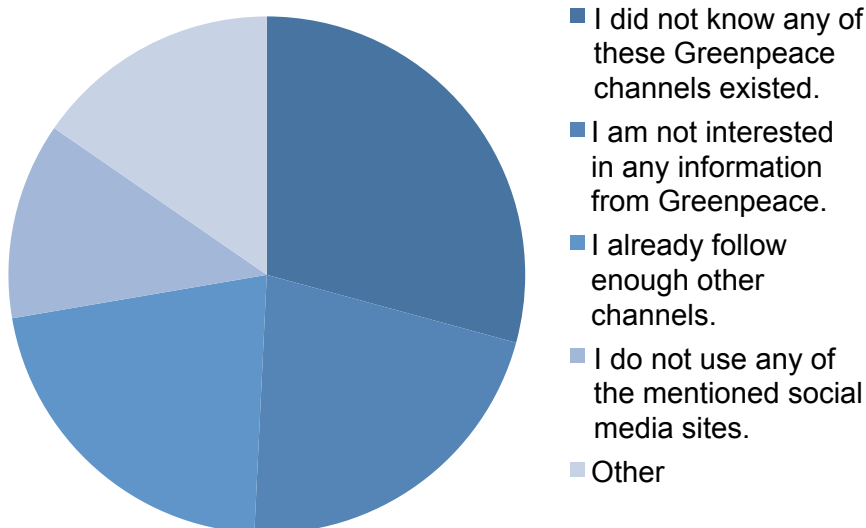
Do you follow one or more of the following social media channels of Greenpeace?



Other: instagram, newspaper/e-paper, newspaper

2. If you previously answered "none": Why don't you follow Greenpeace on social media?

Why do you not follow Greenpeace on social media?



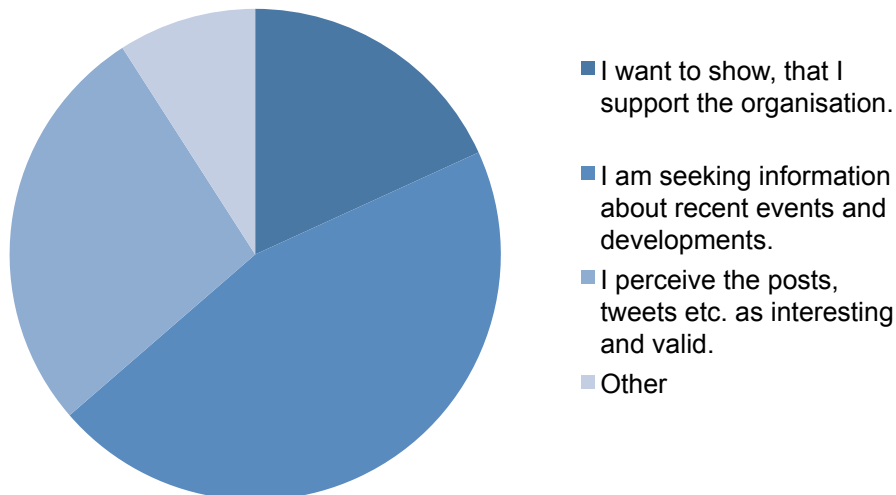
Other:

- I am not that interested in information from Greenpeace, if I want to know something I can look it up in the internet.
- I don't follow so many channels in general - and often the information seems to superficial and marketing oriented

- i dont need greenpeace on social media, i only would be interested if someone asked me to da something, to take action
- I get information on other sites and channels
- I get too much information already
- I havn't the time to follow anyone on social media
- I just never really thought about it.
- I'm not interested enough in Greenpeace to follow
- ich habe das greenpeace magazin
- i do not support all the Greenpeece actions

3. If you have previously chosen one of the channels: Why do you follow Greenpeace on social media?

Why do you follow Greenpeace on social media?



Other: I want to know what is going on in the world. That is why I am reading the news every day.

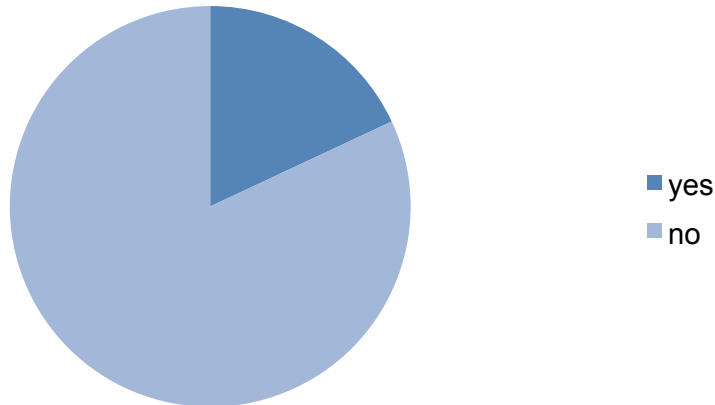
VI. TV spots and advertising

Please watch the following youtube-clip (approximately 1:30 minutes long) in order to answer the last couple of questions:

<http://www.youtube.com/watch?v=4XpF04nximl>

1. Have you seen this clip before?

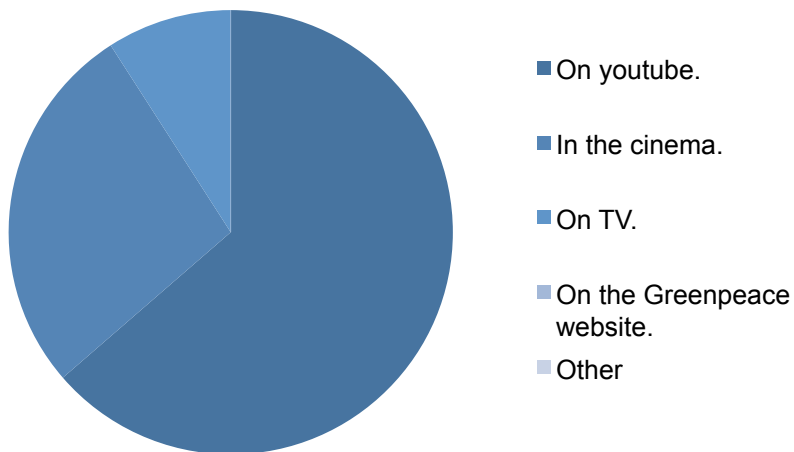
Have you seen this clip before?



→ yes

1a. Where have you seen this clip before?

Where have you seen this clip before?



2. How would you rate the clip based on the following aspects? (1=not good, 5=very good)

	not good at all (1)		(2)		(3)		(4)		very good (5)		Ø	1	2	3	4	5
	Σ	%	Σ	%	Σ	%	Σ	%	Σ	%						
Music	-	-	4x	6,90	9x	15,52	22x	37,93	23x	39,66	4.10	[Rating Scale]				
Voice	-	-	-	-	14x	24,14	22x	37,93	22x	37,93	4.14	[Rating Scale]				
Overall content	1x	1,69	4x	6,78	11x	18,64	19x	32,20	24x	40,68	4.03	[Rating Scale]				
Composition	1x	1,75	5x	8,77	7x	12,28	29x	50,88	15x	26,32	3.91	[Rating Scale]				
Comprehensibility of the message	-	-	2x	3,45	15x	25,86	16x	27,59	25x	43,10	4.10	[Rating Scale]				

3. What do you think about the celebrity factor in this clip, meaning Jude Law doing the voiceover and Radiohead contributing their song?

- not necessary, but it probably gains more attention...
- Good mean to support a good cause
- Possible source for attention; Acting as role models
- I did not really recognize that Jude Law did the voiceover. I really liked the music - Radiohead is a great brand. The music fits to the spot and the message that should be communicated.
- I didn't affect my perception of the video noticeably.
- Very important!
- It maybe shows, that it is cool to support organisations like Greenpeace. Younger people recognize the song.
- Mir sagen weder Jude Law noch Radiohead etwas und aus diesem Grunde weiß ich nicht inwieweit ich den celebrity factor beurteilen kann.; Abgesehen davon gibt es aus meiner Perspektive dem Clip einen gewissen Wiedererkennungswert.
- It shows that well-known and respected celebrities also support Greenpeace, and ecology issues. It also has a "Vorbildfunktion" and might affect more people, than if an unknown voice and song was in the clip.
- I would not have recognized Jude Law's voice...and do not know whether it actually adds value to the spot.
- I had no idea it was Jude Law, so that had no impact. Granted, if I did know, it wouldn't have made a difference. In general, a celebrity caring about something doesn't make it more credible or valid, to me.
- When I saw it first I didn't know that it was Radiohead. And I usually don't recognize celebrity voices. So in my case there was no impact. Although the answer could be completely different if I would know the celebrities from the beginning. So, I simply remember this videoclip because of the visual message that was strong enough (atleast for me) and I didn't needed these additional elements (celebrities).
- Actually I don't think are so important for this video
- i would not have regocnized it if the information box would not have said it. however, i think its a good campaign with a great goal and having popular supports might really help to get even more support for this.
- Would not have recognised either if I had not been told.
- Didnt even recognize jude law or radiohead. But its good they contribute to the campaign
- I think it is an important factor for people to get involved. You would probably be less impressed if the music and the voice were completely unknown.

- in my opinion this clip achieves the opposite of what it is to achieve. Agreed, it is drastic but it is utterly exaggerated and thus rather bores one then touching one.
- Ich finde es sinnvoll, dass Jude Law, der bekannt ist, diesen clip mit seiner Stimme unterstützt hat.
- Didn't notice that it was Jude Law's voice; But loved the music
- it gives them a "green touch" and at the same time probably makes the clip become more popular as people follow their "stars"
- good, gets many people's attention
- I didn't even know it is Jude Law and Radiohead.
- If they really support the purpose, people might feel more associated
- Very good.
- I think it's great to use your celebrity status to raise awareness for the important things in life.
- increases the chances of people perceiving this type of message well
- Good!
- i think it's good. for those who are not familiar with the organisation, but are in fact familiar with the actor and band, this will hopefully add value the organisation as a trustworthy cause. as the celebrity kind of put their name on it, vouching for it's authenticity
- I think it's a possibility to encourage people to help and support Greenpeace. When they see that celebrities also support the organization it could arouse the interest of many people.
- Well - the song rocks and is easily identifiable to for me. I don't think, wow radiohead supports it, it must be good, more that I really enjoy the song (and had heard it hundreds of times before I saw the ad). Jude Law doing the voiceover - he has a great, moving voice, which certainly does add to the effectiveness of the ad. The fact that it is Jude Law, and a celebrity, means nothing to me.
- good
- From my perspective the usage of celebrity within advertisement yields a great advantage as it enhances attention, interest and engagement! I wouldn't have recognized Jude Law's voice in this video, while the music sounded familiar. But naming him in this context is a great advantage
- I think using Jude Law's voice gives an extra touch of interest for the advert. The familiarity of his voice, the (big city) London-connection and the lonely polar bear are a powerful combination. The message becomes very clear. I don't think the celebrity factor of using the Radiohead song is as high, but the music fits in well with the images and the story.

- I don't give much about celebrities in spots like this. I might be biased but I have the impression that most celebs don't do stuff like this out of conviction but to earn publicity. So this factor is not convincing me at all. I like inspiring people acting out of conviction and you should show this!!
- I think it's great, makes more people pay attention
- Doesn't make any difference for me
- I didn't know that Jude Law is speaking, I don't know the celebrity of Radiohead. I don't mind, which celebrity is involved to a spot when I don't see him. Maybe too much money for people which doesn't make the comprehensibility better
- Good for PR
- That is intelligent. Because most people like Jude Law and Radiohead.
- I liked both before knowing the "celebrity factor", so I think that it works very good nevertheless
- It's a good way to get more attention.
- Sorry, my voice recorder did not work; Generally I do not listen to what so-called celebrities do, but maybe other people do. So the celebrity factor works in favour for a good deed.
- I did not recognize Jude Law's voice
- that may help the campaign
- It's not doing better with them
- If it wouldn't have said Jude Law and Radiohead in the video description I wouldn't have noticed.; So for me not so much influence the celebrity factor.
- I am not interested in celebrities at all, that's not important
- Actually I don't know about those celebrities though I like his warm voice and the calm music. The quality of the video was also quite good.

VII. Final comments

Thank you so much for your participation. Is there anything you would like to add?

- I'm quite involved in environmental activism, but in the particular case of Greenpeace I feel a certain lack of precise message. I would rather follow some pieces of advice how I can change my behavior to make change or what exactly should I do. It's enormously sad to watch poor and innocent animals, but I'd rather prefer a concrete information.
- What I do not like about Greenpeace (from my only experience) is that I really wanted to help them and give some money right away but just once the Greenpeace person did not want that they wanted me to sign up for a monthly fee and this is something I

totally do not like at all. but if thats the only support they want (or wanted in my case) then i am sorry i cannot support you at all.

- Good luck
- Great survey ;)
- i do not really know what greenpeace's initiatives are in specific, will hopefully check into that in more detail soon, but my feeling is that a lot of what they do is quite populistic.
- The work of non-profit organizations all over the world is so important! I hope the public is getting more and more involved over the years.
- Good luck!
- I like the advert and where it's taking Greenpeace's image. I think the organisation needs more of this kind of publicity rather than stories about the activists and the actions they are undertaking. Sometimes it's easy to forget what great cause Greenpeace stands behind when you see news stories about people taking over nuclear power plants and breaking into property. It is understandable but I think the real power of their work and message can be communicated much better with campaigns such as this one.
- no
- The clip is really boring. Poor beer – for saving the arctis every time he has to show his face. It needs a new idea!; ; Good luck, Charlotte Sievers!!!!!!!!!!!!
- Good luck!
- Good work!
- No
- The spot about the polar bear in the arctic, who jumps from one ice floe to another is much more impressive, after watching the clip I realized what I don't like about greenpeace: too much show, too aggressive in their actions