Supporting the creation of value for intercontinental customers through communications

Graduation Project, International Business, 2022-2023

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GRADUATION PROJECT REPORT

Graduation Project Title:

Supporting the Creation of Value for Intercontinental Customers Through Communications

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Place / Date   : Bonn, Germany / Friday, 27 January 2023

Preface

It has been my dream to work with the United Nations. I'm currently interning with the [United Nations Sustainable Development Goals (UN SDG) Action Campaign](#) as the Communications Intern.

Communication is the ticket to success for any individual or organisation if everyone pays attention and learns to communicate effectively. I want to pursue a master's in communications to specialise in creating and sharing information with others on an interpersonal and organisational level. Moreover, we celebrated the [Sustainable Development Goals (SDGs) anniversary](#)[1] on the 25th of September 2022, allowing us only seven years to meet the SDG goals and targets that 193 member countries of the United Nations set for 2030.

Therefore, I'm writing my graduation project report on supporting value creation for intercontinental customers through communications. The reason it's focused on intercontinental is because for almost a year, I've been working with the United Nations and dealing with various global partners, clients and stakeholders, such as governments, non-governmental organisations, private sectors, civil society organisations, etcetera. We can only achieve little if we are alone, but we can achieve the SDGs if we are together and promise to leave no one behind!

Enjoy reading all that comes your way, and I hope you will like what I have written.

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[1] Watch people "flipping the script" worldwide in support of the UN SDG Anniversary: https://youtu.be/FJXN0_naxiw

Acknowledgements

Firstly, I want to wholeheartedly thank my parents and siblings, Dr Mohsin and Engr. Mudassir, for their continuous support and helping me throughout my life and for affording the education that enabled me to write this graduation project. Their unselfish and generous love, affection, and support helped me progress throughout my life.

Secondly, I sincerely thank my tutors and coaches from NHL Stenden and its international campuses, Stenden Thailand and Stenden Bali. They have been on the journey with me since the start of the programme and keep supporting and appreciating me in every accomplishment and step of my life. I believe that learning from them empowered me and shaped me into the best of everyone. When people look up to me, they also see the reflection of all my tutors and coaches and all the credits that I receive also belong to my tutors and coaches. Special thanks to my graduation project supervisor, Jan Waalkens, tutor Sam Mosallaeipour, and graduation semester coordinators, Prantik Bordoloi and Shilpa Samplonius-Raut.

Thirdly, I sincerely thank my friends and well-wishers for being with me during my challenging times, encouraging me, helping me in every step of the challenge, and offering me different opportunities to help me grow. Moreover, I'm thankful to all the student associations and youth organisations I've worked with and developed the skills required to further progress in my career.

Finally, I'm thankful to everyone from the UN SDG Action Campaign, United Nations Development Programme (UNDP), and the United Nations (UN). I'm grateful to work with an excellent Director, superb leaders, and wonderful colleagues from the organisation. I'm delighted to receive the opportunity to work on several global projects and initiatives and high-level forums and meetings during the internship and while writing the graduation project report.

Executive Summary

The UN SDG Action Campaign aims to raise awareness and mobilize action around the United Nations Sustainable Development Goals (SDGs) through effective communication strategies. The goal of this project was to analyze the current communication strategies of the campaign and provide recommendations for improvement.

Through the analysis of data from a survey of intercontinental customers and a review of existing literature, it was found that the campaign should focus on tailoring communication strategies to effectively meet the needs and expectations of intercontinental customers. This includes producing simple but meaningful messages, emphasizing personalization and individualized communication, and paying attention to language and translation.

An action plan was developed to operationalize these recommendations, including a timeline, cost estimates, staffing and personnel requirements, and any necessary organizational changes. The action plan was found to be operationally feasible, with a strong return on investment and long-term feasibility over at least five years.

Overall, the UN SDG Action Campaign has the potential to effectively raise awareness and mobilize action around the SDGs through improved communication strategies. It is recommended that the campaign implement the proposed action plan to better meet the needs and expectations of intercontinental customers and increase the impact of the campaign.

List of Figures

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List of Abbreviations and Definitions

5 Layers : Kotler's 5 Product Level Model "Core / Generic / Expected / Augmented / Potential" recognises that customers have five levels of need, from core to emotional needs.

7Cs : The 7Cs of effective communications: Clear / Concise / Concrete / Correct / Coherent / Complete / Courteous

ACT : The Speech Act Theory defines "saying something is a way of doing something"

AIDA : The framework for persuasive communication: Awareness / Interest / Desire / Action

COP27 : 27th Conference of Parties / 27th Annual UN Meeting on Climate Change

CSO : Civil Society Organization / Third Sector of Society

GPEDC : Global Partnership for Effective Development Co-operation

GWA : Global Week to Act for Sustainable Development Goals

HLPF : High-level Political Forum on Sustainable Development

LDC : Least Developed Countries

SDG : Sustainable Development Goals / Global Goals

SEO : Search Engine Optimization

SMART : "Specific / Measurable / Achievable / Relevant / Time-bound" criteria to guide in the setting of goals

SME : Small and Medium-sized Enterprise

SMM : Social Media Marketing

SWOT : A technique to analyse "Strengths / Weaknesses / Opportunities / Threats" of a business

UCLG : United Cities and Local Governments

UN : United Nations

UNDP : United Nations Development Programme

UNFCCC : United Nations Framework Convention on Climate Change

UNGA : United Nations General Assembly

UNICEF : United Nations International Children's Emergency Fund

UNSDGAC : United Nations Sustainable Development Goals Action Campaign

WHO : World Health Organization

WHS : World Health Summit

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A. INTRODUCTION AND PROBLEM EXPLORATION

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Word Count: 3,808
(Minimum 3,000 words – Maximum 4000 words, excluding tables & figures)

1. INTRODUCTION

This section of the graduation project report provided the organisation's background, explored the problem, and reviewed the literature to give a clear overview of existing knowledge regarding the research topic that forms a strong foundation for the primary and sub-research questions. It also provided a research framework and problem definition followed by a conclusion.

The United Nations (UN) Sustainable Development Goals (SDG) Action Campaign is a United Nations system-wide initiative hosted and supported by the United Nations Development Programme (UNDP). UN SDG Action Campaign is headquartered in the UN Campus in Bonn, Germany, along with 19 other UN agencies and organisations (About | UN Bonn, n.d.). The organisation is run by a team of 20 (twenty) UNDP officials. The UN Secretary-General established this organisation to bring people together worldwide to take action on Sustainable Development Goals (SDGs) and hold the decision-makers and leaders accountable for the progress of the goals[2] (United Nations SDG Action Campaign, 2021).

The graduation project report explored the effective outreach and communications strategy to create value for intercontinental stakeholders for the organisations' various initiatives[3] through the #FlipTheScript global multi-lingual campaign and engage the stakeholders digitally on SDG projects. The #FlipTheScript is a campaign that calls on everyone to tell a new story that shapes a new truth (UN SGD Action Campaign: Flip the Script for People and Planet, 2022). The graduation project evaluated different communications methods and strategies based on theories, surveys, and previous evaluations of practices within the organisation and formed an advice plan on supporting the creation of value for intercontinental customers through communications.
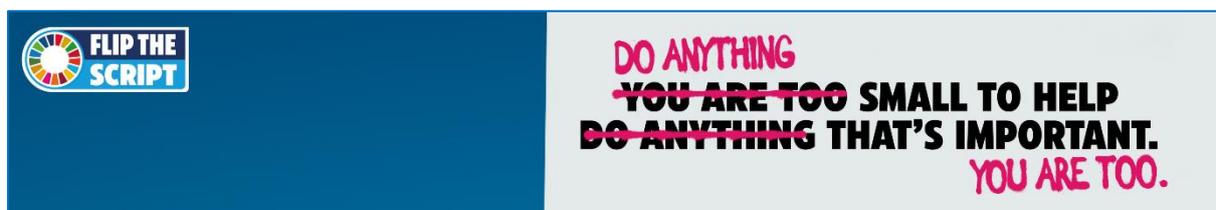
Figure 1: #FlipTheScript Billboard Header (Flip The Script Trello Board, 2022)

2. COMPANY BACKGROUND

This report section included a company scan to comprehend the organisation's structure, current market, product, financial, and operations situation.

2.1 Organisation and People

As mentioned earlier in the introduction (section 1), the United Nations Development Programme (UNDP) hosts, supports and oversees the UN SDG Action Campaign. UN SDG Action Campaign serves 193 UN Member States[4] and the United Nations. They bridge multi-lingual thinkers and doers from Civil Society Organisations (CSO), local and regional governments, think tanks, arts and cultures, media and businesses globally. The organisation also mobilises individuals and organisations to champion the SDGs locally, regionally, and worldwide (United Nations SDG Action Campaign, 2021).

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[2] Read the Sustainable Development Goals Report 2022: unstats.un.org/sdgs/report/2022
[3] Check out the #FlipTheScript campaign Trello: trello.com/b/W8Z473Kr/un-sdg-action-campaign-flip-the-script
[4] United Nations Member States: www.un.org/en/about-us/member-states

2.1.1 Mission & Vision

The United Nations Sustainable Development Goals (UN SDG) Action Campaign advocates for changes (About Us | United Nations Development Programme, n.d.). They connect countries and bring global people together to act for Sustainable Development Goals (SDGs) to build better lives and robust networks to reach millions worldwide and urge decision-makers to act (United Nations SDG Action Campaign, 2021).

2.1.2 Organizational Structure

As mentioned earlier in the introduction (section 1), the UN SDG Action Campaign operates with a lean team of 20 (twenty) UNDP officials. The decision-making process in the UN SDG Action Campaign is formal. The chain of command from top to bottom has only two levels of management. The span of control in the organisation is wide at each management level. Employees report to a few overall managers and are empowered to contribute to decision-making (Organizational Chart | United Nations Development Programme, n.d.). It ensures greater job satisfaction when employees are given more autonomy and the ability to lower operational costs (NI Business Info, n.d.-a).

UN SDG Action Campaign also supports other UN agencies and organisations with their events and initiatives. Therefore, some employees and officials have dual reporting relationships with their functional and project managers during the projects and missions. As a result of dual reporting relationships, the organisational structure changes to a matrix organisational structure for certain employees during specific initiatives and projects (N. Sackey, personal communication, September 30, 2022). This improves decision-making since two chains of command are involved and improves communications across the organisations. Employees can also apply their skills in different roles (NI Business Info, n.d.-b).
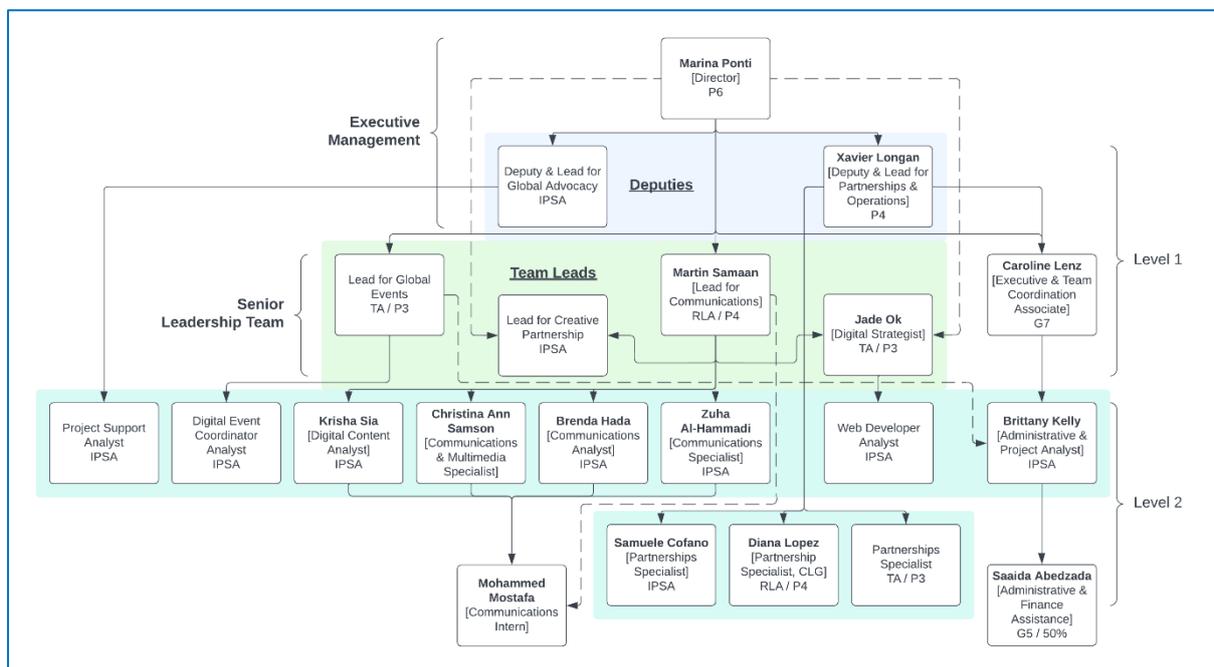
Figure 2: _Organizational structure of the UN SDG Action Campaign (Lenz, 2022)_

2.1.3 Organizational Culture

Communication and relationships among different roles are more precise, reasonable, and consolidated since there are only 20 (twenty) employees and 3 (three) interns (NI Business Info, n.d.-c). The team spirit is more pleasing due to the lower hierarchy. Job satisfaction is more noteworthy due to the nature of work and autonomy everyone has to work and provide their valuable input in various decision-making aspects, which helps them express themselves creatively (K. Sia, personal communication, September 25, 2022).

The environment is amicable, and employees come together to celebrate each other's birthdays by having lunch together and buying flowers and gifts. Employees and interns also go out for meals and beverages and city exploration to increase team bonding and boost individual friendships (K. Sia, personal communication, September 25, 2022).

The UN Development Programme (UNDP) provides mandatory training courses to its employees and interns, which must be completed in the first month of work. These workshops include ethics and integrity, information security awareness, preventing sexual harassment and exploitation, etcetera (Mandatory Learning | HR Portal, n.d.).

2.2 Marketing and Sales

2.2.1 Philip Kotler's 5 (Five) Product Levels

Philip Kotler's model illustrates buyers' many levels of need for a product. These demands vary from basic to psychological. More customer value is added at each product level (Five Product Levels (Philip Kotler) - Marketing Training From EPM, 2017).

The **core benefit** of the #FlipTheScript campaign is that it inspires, mobilizes and connects all stakeholders to show that change is possible for a healthy and green recovery and that SDGs are achievable. The **generic product** is that it helps everyone rewrite the story, shapes a new truth and reality and emphasis that the impossible is possible if everyone acts together.

The **expected product** is that customers would like to change the way they do things and flip the script on triumphing narratives to rewrite a new reality. If narratives aren't changed, things will not change for customers. The **augmented product** by the UN SDG Action Campaign is its signature projects: Global Week to #Act4SDGs, SDG Awards, SDG Action Talks, and several other partnered projects, such as UN Climate Conference (COP), World Health Summit, Effective Development Cooperation Summit, etcetera. The campaign exceeds intercontinental customers' expectations by incorporating the #FlipTheScript campaign in all the projects.

For the **potential product**, the organization awards SDG Awards to global changemakers, activists, individuals, and organizations who flip the script in their communities to change the narratives and rewrite new stories to change the world. They are invited to different SDG Action Talks and high-level conferences to offer them the opportunity to voice their opinion to world leaders and allow them to network for a more sustainable world (Changemaker Srishti Bakshi Going the Extra Mile for Her Mission to Empower Girls in India, 2022). This model showed the different levels of needs that the intercontinental customers have for their projects and #FlipTheScript campaign.

2.2.2 Marketing Mix

Since the launch of their #FlipTheScript campaign **"product"** in January 2022, it has reached 40,000+ users on Facebook, Instagram, LinkedIn, and Twitter. The campaign has digital and printed assets, e.g., flipping cardboard signs, banners, stickers, customised videos, images, animated GIFs, etc., that assemble the campaign in the real world, and its presence is visible and felt through its impact. The campaign receives funding from the projects it is incorporated into, and it's available for everyone to

include in their organizations and personal initiatives for **free of costs** other than the overhead costs required to prepare the assets for the campaign in their own countries (Z. Al-Hammadi, personal communication, November 15, 2022). Although the campaign's home is in Bonn, organisations and individuals worldwide **procure assets from local vendors** in their countries. The designs, files, and instructions are available to everyone through the website and Trello board.

The campaign's social media accounts are verified and are a primary means of **communication and promotion**. They communicate with their global communities via Email, Facebook, Instagram, LinkedIn, LinkTree, Medium, Newsletters, TikTok, Twitter, and YouTube. They also reach out to their partners and other UN organisations to help promote and disseminate in various channels. The #FlipTheScript has reached 311,043,600+ accounts digitally via all of their and their partners' platforms (Keyhole, September 2022). The marketing mix and strategy helps them with their campaign management, communications, promotional measures, operations process, etcetera (Marketing Mix 7Ps, Erklärung & Beispiele + Übungsfragen, 2022).

The target countries for the #FlipTheScript campaign and its initiatives, such as UN SDG Action Awards, are Italy, Germany, and Qatar. Although it's a global campaign focusing worldwide, Italy, Germany, and Qatar are the most important donor countries that fund UN SDG Action Campaign's projects and initiatives. For example, Italy is willing to host the 2023 UN SDG Action Awards in Italy (M. Ponti, personal communication, January 13, 2022). Qatar is hosting the 5th edition of the United Nations Conference on the Least Developed Countries on 5-9 March (Problem Exploration A3.4.1: Key Developments).

PRODUCT	PRICE
• Inspires, mobilizes and connects all stakeholders. • Helps everyone rewrite the story, shapes a new truth and reality and emphasis that the impossible is possible. • Activities, campaigns, events, digital marketing, and social media. • Triumphing narratives to rewrite a new reality. • Flip The Script Brand-new and unique campaign.	• Positive impact for people and planet. • The product itself is free of cost but producing the product has overhead costs - country dependable. • Customers such as governments are mindful regarding funding to sustain the campaign. • Intercontinental customers receive a platform and spotlight to connect and get their voices heard.

Targeted Market
Global, emphasising Italy, Germany & Qatar

PLACE	PROMOTION
• Activities, campaigns, events, country offices, and social media. • Digital Trello board and social media platforms. • Intergovernmental, governmental, and non-governmental organisations, private firms, civil society organisations, United Nations, etc. • Competitors includes UN Global Goals, NGO, United Nations, public and private firms, etc. that has different sustainability projects and campaigns.	• Newsletters, emails, social media, Trello boards, etc. Billboards, media advisory and press releases. • Throughout the year, specifically during specific events, e.g., Climate Conference, World Health Summit, Development Cooperation Summit, etc. (July-Dec). • Intergovernmental and United Nations competitors follows same promotional procedure but there is always a collaboration and cross organisation promotion.

Table 1: *A summarised version of the marketing mix table (Mostafa, 2022)*

2.2 Finance & Accounting

The summary of UNDP's financial position by segment as at 31 December 2019 is provided below, extracted from UNDP's financial report and audited financial statements for the year ended 31 December 2019 and the Report of the Board of Auditors.

Summary financial position by segment as at 31 December 2019
(Millions of United States dollars)

	Regular resources	Cost-sharing	Trust funds	Reimbursable support services and miscellaneous activities	Total UNDP
Total assets	3 118.5	6 355.3	1 894.9	1 116.6	12 485.3
Percentage of total UNDP assets	25	51	15	9	100
Total liabilities	2 218.8	116.8	25.9	428.5	2 790.0
Percentage of total UNDP liabilities	80	4	1	15	100
Net assets/equity	899.7	6 238.5	1 869.0	688.1	9 695.3
Percentage of total UNDP assets/equity	9	64	19	8	100

Table 2: *UNDP's financial position as at 31 December 2019 (Audit | UN Development Programme, n.d.)*

Ratio analysis

Ratio	31 December 2019	31 December 2018 (restated)
Current ratio[a]		
Current assets: current liabilities	5.13	4.99
Total assets: total liabilities[b]	4.48	4.74
Cash ratio[c]		
Cash plus investments: current liabilities	3.32	3.37
Quick ratio[d]		
Cash plus investments plus accounts receivable: current liabilities	4.95	4.83

Table 3: *UNDP's financial position as at 31 December 2019 (Audit | UN Development Programme, n.d.)*

- A high ratio greater than 1:1 indicates UNDP's ability to pay off its short-term liabilities. A high ratio is a good indicator of solvency.
- The cash ratio indicates UNDP's liquidity by measuring the amount of cash, cash equivalents or invested funds in current assets to cover current liabilities.
- The quick ratio is more conservative than the current ratio because it excludes inventory and other existing assets, which are more challenging to turn into cash.
- A higher ratio means UNDP has a more liquid position.

2.3 Operations & Supply Chain Management

The key purchasing criteria for UNDP include South-South cooperation, women's empowerment, social costs of carbon emission, and sustainability. They shifted their standards from "price" to the "total cost of ownership throughout the product and services life cycles." They also made a major investment in renewable energy and technologies that are energy efficient. UNDP's procurement volume has increased in the health, elections, sustainable energy, and crisis response sectors, accounting for two-thirds of their expenses. They developed a monitoring and assessment mechanism to check and

promote vendor compliance to ensure clean supply chain management. UNDP focuses on performance-based technical specs and innovative custom solutions that are progressive, easily adaptable, and can be collaborated (UNDP Procurement Strategy, 2015).

3. PROBLEM EXPLORATION

3.1 Challenge Description

The story of the SDG is about what most people want: more inclusive, peaceful, and sustainable societies by 2030. The Coronavirus Pandemic has turned the world upside down and delayed our progression towards achieving the SDGs. Hence, it's time to flip the script, reset, react, and restart. Therefore, we need to rewrite a new story and change the narrative from fear to hope, division to unity, and apathy to action, for a healthy and green world, the ambitions at the heart of the SDGs (M. Samaan, personal communication, September 8, 2022).

Figure 3: Animated GIFs and stickers for digital and social media marketing (Flip The Script Trello Board, 2022)

The challenge of this graduation project is to provide some advice from the perspective of marketing and sales to support the creation of value for its intercontinental customers in the campaign to help them incorporate the campaign in more projects and countries at the grassroots level to inspire, mobilise, and connect all stakeholders (Act4SDGs, 2022).

3.2 Motive and Relevance

To progress during this decade of action (2020-2030), we need global action, local action, and people action simultaneously to push for the result we want to achieve, e.g., gender equality, ending poverty, taking climate action, etcetera (Decade of Action, 2020). Through the creation of value of the campaign, it will recalibrate peoples' movements, help them reimagine a sustainable future, and they will reinvent the solutions that will be innovative, affordable, and practical for the people and the planet (ACT4SDGs, 2022)!

Moreover, Communications Specialists, Zuha Al-Hammadi, mentioned that solving this challenge will contribute to the following:

- Increase Key Performance Indicators (KPIs) set for social media by 30% by the end of 2023.
- Increase social media engagements and encourage people to engage with digital activations.
- Bring everyone together and initiate actions, partnerships, and projects beneficial for local and regional stakeholders and governments.

3.3 Stakeholders

Stakeholder analysis is performed to understand better each stakeholder's needs and important requirements relevant to this project. The graph is presented in the power-interest grid (Hoory, 2022), with **blue** being internal stakeholders and **red** being external stakeholders.
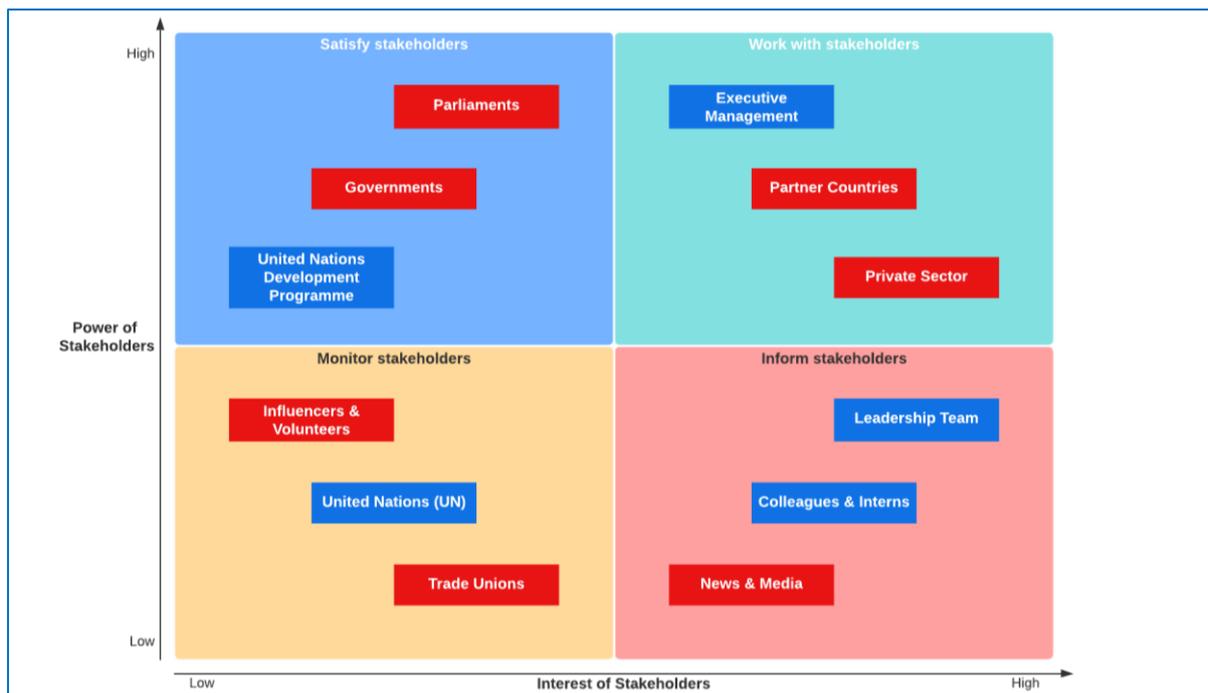
Figure 4: Stakeholder analysis of UN SDG Action Campaign (Mostafa, 2022)

The analysis of different stakeholders concludes that it's crucial to work with partner countries and the private sector because both stakeholders are vital for the campaign's activation in their respective communities, countries and product line, e.g., World of Women flipped the script and created a friendly and sustainable environment for the non-fungible token (NFT) space (About Us - World of Women, n.d.). News and Media stakeholder is critical to help promote the campaign regionally and globally and to share the information with people. The leadership team and colleagues play a significant part in developing the in-house and out-of-home campaigns. Hence, they are needed to stay up-to-date regarding the campaign. Since the governments fund the UN and its organisations, it's important to keep them satisfied with the campaign and ensure their full support and engagement. As influencers play a significant role in advocating and raising awareness within their network, it's essential to collaborate with them and monitor their activities to get the opportunity to engage with them for the campaign's positive impact.

3.4 International Context

3.4.1 Key Developments

Qatar: According to the UN Least Developed Countries are racing against the clock to meet the SDGs by 2030. In the next years, a new global alliance must be formed to ensure that these 46 nations profit from social, economic, and ecological progress. World leaders will meet representatives of private sectors, civil societies, young people, and parliamentarians to advance new initiatives, raise new pledges to support and accelerate implementation through the Doha Programme of Action in Qatar in 2023 (*5th United Nations Conference on the Least Developed Countries (LDC5) |*, n.d.). Ahead of the conference in 2023, SDG Action Campaign has organised and facilitated a 3-day-long CSO meeting in September 2022 in Bonn. They are also going to attend the conference in 2023 in Qatar to flip the script to encourage new pledges and narratives to solve the concerns through impactful initiatives (Z. Al-Hammadi, personal communication, September 30, 2022).

Switzerland: The upcoming Effective Development Cooperation Summit (#DevCoSummit) on 12-14 December in Geneva is going to highlight the importance of better cooperation to strengthened trusts and flip the script to transform the way countries and everyone work together for a sustainable pathway and recovery throughout different sectors (2022 Effective Development Co-operation Summit | Global

Partnership for Effective Development Co-operation, n.d.). SDG Action Campaign is involved in the production of digital and printed assets for the summit, supporting on ground and virtually in terms of communications and media support.

Figure 5: *Flip The Script animated social media GIF cards produced for #DevCoSummit (Y. Rathore, 2022)*

3.4.2 Key International Trends

United States of America: Yam Karkai, an ally of the UN SDG Action Campaign, Inna Modja, UN Land Ambassador, and their organisations – Code Green and World of Women – mobilizing "Flip The Script" campaign through the creation of NFTs to emphasise the importance of changing our perspectives and to take transformative actions to change the world for better. Their high-level exhibition[5] happened in New York in front of global changemakers, UN officials, and other audiences. Inna Modja was a judge for the UN SDG Action Awards 2022 (Campaign, 2022b).

Figure 6: *Digital NFT art exhibition by Code Green and World of Women in New York (Campaign, 2022b)*

3.4.3 Relevant International Players

Italy: Iconic artist Elisa, an Italian singer, songwriter, and activist, communicated with 2,500 audiences and engaged them during her live concert tour, "Back To The Future", in Milan to reaffirm their commitment to the SDGs by flipping the script on enduring narratives and stated that change is attainable. Elisa is an ally of the SDG Action Campaign, and her stunt[6] reached thousands of people worldwide and virtually (Campaign, 2022a).

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[5] View the digital art exhibition: act4sdgs.org/FTS-art-exhibition
[6] Watch Elisa's Milan #FlipTheScript Stunt: www.instagram.com/reel/Ciu8rEjD3FN

Figure 7: Elisa and audiences flipping the script from war into peace in Italy (Campaign, 2022a)

Rest of the world: Incredible female climate activists[7] from Australia, the Philippines, and the United Kingdom are combating the climate crisis by flipping the script from climate chaos into taking urgent climate actions through their initiatives and incorporating the concept of "Flip The Script". They are taking bold climate actions and calling on world leaders to accelerate their goals to eliminate fossil fuel subsidies, achieve net-zero carbon emissions, tackle deforestation, etcetera (Campaign, 2022b). Some were finalists for the UN SDG Action Awards, and some were judges.

Figure 8: Four female climate activists who are flipping the script ahead of COP27 (Campaign, 2022b)

3.5 Objectives and Scope

The **objective** of the graduation project is to create a professional product in the form of advice from the perspective of marketing and sales on the integration of the "Flip The Script" campaign to more countries at the grass root level, organisations, and individuals. The **outcomes** of the professional product contain detailed research, followed by communications and social media strategies,

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[7] Read the blog and watch their interviews (SDG Action Talks): unsdgaction.medium.com/four-female-climate-activists-to-watch-during-cop27-ad0162a8e801

messaging, content planning, graphical content, and social media analytics to showcase its performance and achievement (Mostafa, 2022).

The analytics also serves as the "test" phase in the design-based process. Since it's an existing campaign that aims to improve, assets are rolled out periodically, and as a communications intern, the researcher has been developing the assets.

The **research objectives** formulated are:

- Objective 1: Advice on integration to different conferences/summits.
- Objective 2: Advice on communications channels that creates brand and customer values.
- Objective 3: Advice on social media strategies, messaging, and graphical/promotional content.
- Objective 4: Advice on the success and suggestions for its improvements.

4. THEORETICAL BACKGROUND

This project aims to provide advice to create value for intercontinental customers through communications. The following literature reviews are closely linked to the four objectives of this project. The themes include collaboration, digital marketing, social media marketing, and value-creation.

Collaboration: According to Larsson (2020), it is essential to have coordination and engagement from competent stakeholders to tackle global sustainability challenges in project management. He has also mentioned that the new project management paradigm consists of collaboration and partnership among organisations. According to E. Austin and May Seitanidi (2012), partnerships and collaborations among nonprofit organisations unpack the value creation dynamics and benefits on multiple levels. They mentioned that more excellent value is created on all analytical levels - macro, meso, micro - when collaboration moves from sole creation to co-creation of value.

Digital Marketing: According to Bloomberg (2018), digitalisation employs digital technologies. He also said that digital business is creating a new business design. Digitalisation offers value-producing opportunities for organisations. In research from Teresa Pinheiro Melo Borges Tiago (2014), she said that marketing strategies need to be rethought in the digital domain to attract customers and change their consumption behaviour. She mentioned that implementing innovative forms of communication requires internet-based application marketing, which helps to co-create content with intercontinental customers. She also said that customer relationship-based interaction needs to be established to increase digital marketing engagement.

Social Media Marketing: According to Vinerean et al. (2013), social media helps brand representatives and the brand to communicate directly with customers and their friends, hence increasing its reach and impressions. In research from Constantinides (2014), social media played an essential role in restructuring power within the marketplace. He mentioned that social media is the customer empowerment agent and a marketing tool for brands and organisations for their marketing strategies and engagement. He also said that social media marketing is a marketing intelligence and a direct marketing and public relations channel.

Value-creation: In research from Grönroos (2012) defined value-creation as customers' creation of value-in-use and co-creation as the function of the interaction between the brand and customers. The author also emphasized the importance of interaction and communication for value creation and co-creation opportunities. Laroche et al. (2012) mentioned that social media-based brand communities positively affect communities and value-creation practices in the communities that create brand trust and loyalty. They said brand trust is essential for value-creation and building brand loyalty in the long run.

In conclusion, the literature reviewed by various authors informs that collaboration, digital marketing, social media marketing and value-creation are connected. These concepts are directly related to the

problem description and the purpose of this graduation project, hence providing a direction to explore further research concerning UN SDG Action Campaign and its intercontinental customers.

5. RESEARCH FRAMEWORK

The objectives stated in this project for the research and the literature reviewed established the framework for this research. The research framework consists of three independent variables - collaboration, social media marketing, and value creation. These three independent variables form the dependent variable: The improved "Flip The Script" campaign. It also identified digital marketing as a moderating variable because it affects the independent variable (social media) and makes it more effective.
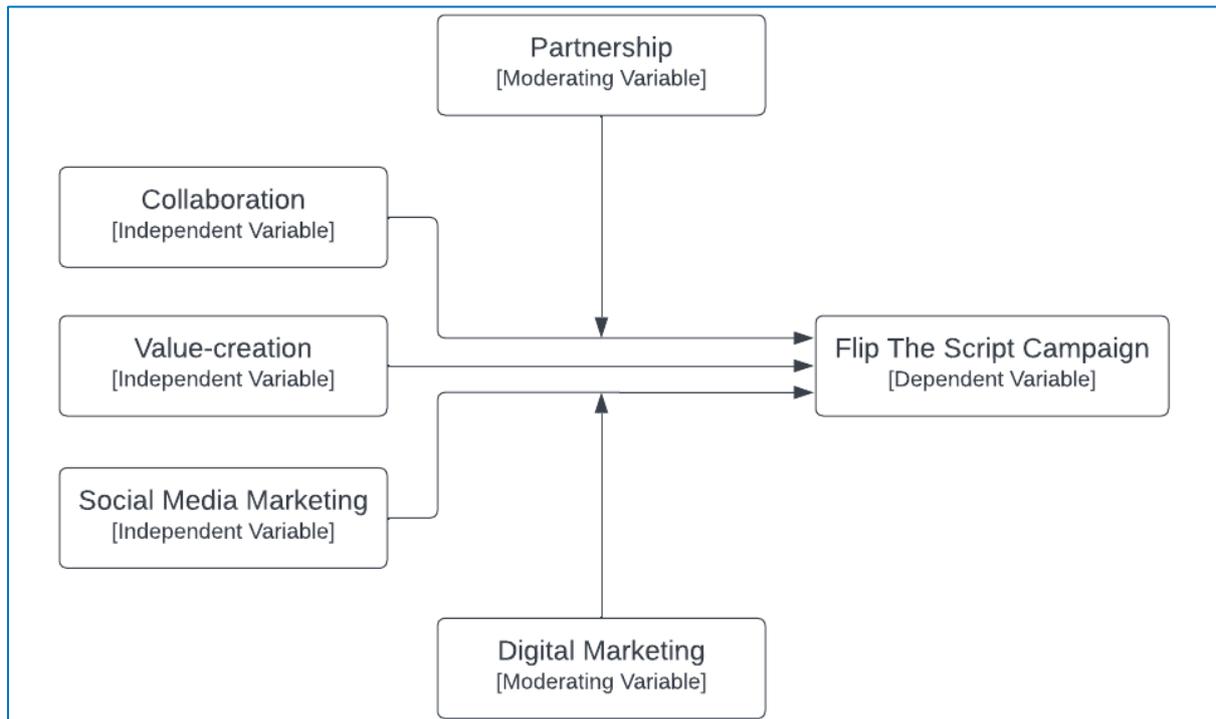
Figure 9: *Conceptual Research Framework (Mostafa, 2022)*

6. PROBLEM DEFINITION

The research led throughout this project intends to support the UN SDG Action Campaign to integrate their global "Flip The Script" campaign into countries, organisations and individuals to achieve the Sustainable Development Goals (SDG) by 2030. It will increase collaboration among governments, non-governmental organisations, private sectors, and donors. The main problem statement and research questions will be formulated based on the research framework. Advice based on marketing and communication will be provided to the UN SDG Action Campaign based on a well-defined social media marketing strategy to support the creation of value for its intercontinental customers to integrate the Flip The Script campaign at the grass root level.

6.1 Main Research Question

The following main research question has been formulated based on the graduation project challenge description (section A3.1) and research framework:

> **How can UN SDG Action Campaign effectively communicate with intercontinental customers to support the creation of value and meet their needs and expectations?**

6.2 Research Questions

The following research questions for the main research question have been formulated to help contribute to answering the main research question.

	Research Questions	Description
RQ 1	What are the most effective methods for gathering information about the needs and expectations of intercontinental customers?	This will help to identify the best ways for the organisation to gather information about their intercontinental customers' needs and expectations, which is crucial for tailoring communication strategies to meet these needs.
RQ 2	How can the organisation customize their communication strategies to effectively meet the needs and expectations of intercontinental customers?	This will provide insights into how the organisation can tailor their communication strategies to effectively meet the needs and expectations of intercontinental customers, which is essential for creating value for these customers.
RQ 3	What role do language and translation play in effective communication with intercontinental customers?	This will explore the importance of language and translation in communication with intercontinental customers, which is critical for ensuring that communication is clear and accurate.
RQ 4	How do personalization and individualized communication impact the effectiveness of communication with intercontinental customers?	This will explore the impact of personalization and individualized communication on the effectiveness of communication with intercontinental customers, which is important for building strong customer relationships and creating value.

Table 4: *Research questions with their brief descriptions (Mostafa, 2022)*

7. CONCLUSION

In conclusion, the background information provided a foundation for this project's challenge: integration of the Flip The Script campaign through communication. In the literature review, well-defined, relevant and extended knowledge has been discussed, which helped formulate research questions. Finally, the main research question will be explored through various methods, such as surveys, interviews, case studies, and data analysis. The research findings will provide insights and recommendations for UN SDG Action Campaign looking to improve their communication strategies with intercontinental customers.

B. PROCESS AND METHODOLOGY

1. INTRODUCTION

In this section of the graduation project, the methodology has been explained, including a well-drawn-up research design, explained research methods, population and sampling, data collection procedures, data analysis, and ethical considerations. Moreover, data analysis outcomes have been highlighted in the findings, followed by research limitations and evaluation of research quality.

2. METHODOLOGY

2.1 Research Design

Research Questions	Information Required	Information Source	Research Method	Analysis Method
RQ 1: What are the most effective methods for gathering information about the needs and expectations of intercontinental customers?	Information on the most effective methods for gathering information about intercontinental customers' needs and expectations	Customers, industry experts, organisation employees	Surveys, interviews, social media analytics	Descriptive statistics, thematic analysis
RQ 2: How can the organisation customize their communication strategies to effectively meet the needs and expectations of intercontinental customers?	Information on the effectiveness of different communication strategies in meeting intercontinental customers' needs and expectations	Customers, industry experts, organisation employees	Surveys, interviews, social media analytics	Descriptive statistics, thematic analysis
RQ 3: What role do language and translation play in effective communication with intercontinental customers?	Information on the importance of language and translation in communication with intercontinental customers	Customers, industry experts, organisation employees	Surveys, interviews, social media analytics	Descriptive statistics, thematic analysis
RQ 4: How do personalization and individualized communication impact the effectiveness of communication with intercontinental customers?	Information on the impact of personalization and individualized communication on the effectiveness of communication with intercontinental customers	Customers, industry experts, organisation employees	Surveys, interviews, social media analytics	Descriptive statistics, thematic analysis

Table 5: *Research Design (Mostafa, 2022)*

2.2 Research Method(s)

For **RQ 1** and **RQ 3**, a combination of qualitative and quantitative research methods will be used to collect data. As a qualitative research method (Bhat, 2018), in-person and virtual interviews will be conducted with a sample of intercontinental customers to gather in-depth and sense-making knowledge about their needs and expectations and the role of language and translation in communication with the UN SDG Action Campaign. The interviews will be structured with a set of predetermined questions and topics. The data will be analyzed using thematic analysis, which involves identifying and coding common themes and patterns in the data.

As a quantitative research method (Bhandari, 2022a), surveys (Appendix 4) will be used to gather data from many intercontinental customers. Surveys will be administered online and include questions about customers' preferences, opinions, and habits related to their needs and expectations. The responses will be in the form of text and multiple-choice answers. The choice to use a combination of qualitative and quantitative research methods was made in order to gather a more complete and nuanced

understanding of the topic. The in-depth insights from the interviews will complement the more broad-based data from the surveys, providing a more well-rounded understanding of the topics.

For **RQ 2** and **RQ 4**, a quantitative research method (Bhandari, 2022a), such as surveys (Appendix 4), will be used to gather data from a larger number of intercontinental customers on the impact of personalization and individualized communication on the effectiveness of communication with the organization. Surveys will include questions about the importance of personalization and individualized communication in communication with the organization and will be administered online. The survey will also explore the context and specific circumstances surrounding the communication strategies and their impact on meeting the needs and expectations of intercontinental customers. The responses will be in the form of a Likert scale (Bhandari, 2022b) and multiple-choice answers.

For all research questions (Methodology B2.1: Research Design), the researcher will use social media management and analytical tools to collect data on posts, users, engagements, impressions, etcetera.

2.3 Population and Sampling

2.3.1 Population and Sampling Method

For **RQ 1** and **RQ 2**, the population for the research will be intercontinental customers of the UN SDG Action Campaign. To select a sample from this population, a probability sampling method (McCombes, 2022) such as simple random sampling (Thomas, 2022) will be used. This involves randomly selecting a specific number of intercontinental customers from the population to participate in the study.

For example, if the population consists of 1000 intercontinental customers, a sample of 100 intercontinental customers will be selected using simple random sampling. This sample would represent a small but randomly selected portion of the population and will be used to draw conclusions about the needs and expectations of intercontinental customers.

For **RQ 3**, the population for the research will be intercontinental customers of the United Nations. To select a sample from this population, a probability sampling method (Nikolopoulou, 2022) such as stratified sampling (Simkus, 2022) will be used. This involves dividing the population into subgroups (strata) based on characteristics such as language, location, or customer type, and then randomly selecting a specific number of intercontinental customers from each stratum to participate in the study.

For example, the population will be divided into strata based on UN official languages: Arabic, Chinese, English, French, Russian and Spanish. A sample of intercontinental customers will be randomly selected from each stratum to ensure that the sample is representative of the diversity of languages spoken by intercontinental customers.

For **RQ 4**, the population for the research will be intercontinental customers of the United Nations. To select a sample from this population, a probability sampling method (Nikolopoulou, 2022) such as cluster sampling (Chaudhari, 2022) will be used. This involves dividing the population into groups (clusters) and randomly selecting a specific number of clusters to participate in the study. The intercontinental customers within the selected clusters would then be included in the sample.

For example, the population will be divided into clusters based on location (e.g., Asia, Europe, Middle East), and a sample of clusters will be randomly selected to ensure that the sample is representative of the diversity of locations of intercontinental customers.

2.3.2 Sample of Intercontinental Customers

A very diverse group of interviewees (Table 7) are chosen randomly from different initiatives of the UN SDG Action Campaign, such as Global Week to act for SDGs, UN SDG Awards, Flip The Script campaign, and other projects, e.g., UN Climate Change Conference, United Cities and Local Governments.

Interviewees	Intercontinental Customer Profile	Country & Recording Location	Projects
Ahmed Shihab-Eldin	Emmy-nominated American-Kuwaiti Journalist	Kuwait & United States (Virtual)	Global Week to act for SDGs
Aishwarya Sharma	Indian Fashion Activist & Ambassador of United Nations	India (Virtual)	Global Week to act for SDGs
Benjamin Jance IV	Head of Research and Innovation at Global Covenant of Mayors for Climate & Energy	Belgium (Virtual via UCLG Congress)	United Cities and Local Governments
Bernard Faustino Dy	SDG Awards Finalist & Former Mayor of Cauayan City, Philippines	Philippines (Bonn, Germany)	Flip The Script Campaign
Camilla Tham	International Partnerships Manager, Natural History Museum, London	United Kingdom (Bonn, Germany)	Flip The Script Campaign
Carla Rey	Secretary-General of Italian Association for the Council of European Municipalities and Regions	Italy (Virtual via UCLG Congress)	United Cities and Local Governments
Catherin Tiefenbach	Manager at Capgemini Invent Enterprise Transformation	Bonn, Germany via Capgemini	Global Week to act for SDGs
Gertrude Rose Gamwera Buyinga	Secretary-General of East African Local Governments Association	Tanzania (Virtual via UCLG Congress)	United Cities and Local Governments
Hamzat B. Lawal	Anti-corruption Activist & Founder of CODE & Follow The Money	Nigeria (Bonn, Germany)	Flip The Script Campaign
Jessica Li	Member of the official Children and Youth Constituency of the UNFCCC	United States (Bonn, Germany)	Flip The Script Campaign
Marie Steffens	Senior Consultant at Capgemini Invent Enterprise Transformation	Bonn, Germany via Capgemini	Global Week to act for SDGs
Marina Ponti	Director of UN SDG Action Campaign	Italy (Bonn, Germany, via Capgemini)	Global Week to act for SDGs
Mitzi Jonelle Tan	Climate Justice Activist at Youth Advocates for Climate Action Philippines	Philippines (Bonn, Germany)	Flip The Script Campaign
Natasha Wang Mwansa	Youngest WHO Global Health Medallist & Founder of Natasha Mwansa Foundation	Zambia (Bonn, Germany)	Flip The Script Campaign
Rebecca Prince-Ruiz	SDG Awards Finalist & Founder & Executive Director of Plastic Free July	Australia (Bonn, Germany)	Flip The Script Campaign
Samraddhi Awasthi	Content Creator for UNICEF India	India (Virtual)	Global Week to act for SDGs
Srishti Bakshi	SDG Awards Winner, Gender Equity Champion & Founder of Women Of My Billion (WOMB)	India & United Kingdom (Bonn, Germany)	Flip The Script Campaign

Table 6: *Randomly chosen interviewees (Mostafa, 2022)*

2.4 Data Collection Procedure(s)

The researcher used several strategies (Appendix 1) to convince interviewees to participate in interviews and surveys. The research purpose was explained clearly, so the interviewees understood how their participation would contribute to the research. The time commitment was short and convenient for interviewees, and the procedure was straightforward. For example, the researcher used online surveys and allowed people to participate remotely for convenience and reduce barriers to participation. Furthermore, a relationship of trust was established with interviewees through building a rapport, which involved being friendly and approachable and being open and transparent about the research process. The researcher communicated with interviewees through the official email address, sent them calendar invites to book their schedule for the day, reminded them before the day of the interview, and sent them questions beforehand to help them prepare (Appendix 2).

The interviews in Bonn, Germany, were recorded by building an SDG Studio at the UN SDG Action Campaign with a professional digital single-lens reflex (DSLR) camera (MasterClass, 2021), studio lights, and a microphone. The recorded videos used AI-powered algorithms to quickly and accurately transcribe audio and video files into text through Happy Scribe[8]. The moderator cleaned up and edited the transcript to increase readability and clarity, including editing grammar, removing run-on sentences and potentially summarising parts for clarity. The survey (Appendix 3) was conducted online through Google forms (Appendix 4), and the moderator analysed the data and presented the findings through visual graphs generated from IBM SPSS, Google forms and Microsoft Excel. Social media management and analytical tools, Hootsuite[9] and Keyhole[10], were used to collect quantitative data on posts, users, engagements, and others.

2.5 Data Analysis

Data analysis is the process of organizing, synthesizing, and interpreting data to answer research questions and draw conclusions. It was an essential step in the research process, as it assisted in making sense of the data that had been collected and communicating the findings of the research (Coursera, 2022).

For quantitative methods, data analysis involves the use of statistical techniques to analyze numerical data. This included techniques such as mean, median, mode, standard deviation (Hargrave, 2022), correlation, and others. Statistical software, such as IBM SPSS and Microsoft Excel, are used to calculate these statistics and to generate charts, tables, and graphs to visualize the results. The results are correctly interpreted, and valid conclusions have been drawn on the most effective methods for gathering information and communication strategies to meet intercontinental customers' needs and expectations.

For qualitative methods, data analysis involves organizing and synthesizing the text data that has been collected, such as interview transcripts, and qualitative data analysis involves coding. The researcher conducted coding manually, using a deductive coding approach that involves breaking down the data into its components and assigning codes to those components. Originally developed by Braun and Clarke, it follows a 6-phase analytical process: familiarising data, generating initial codes, generating themes, reviewing potential themes, defining and naming themes, and producing the report (Byrne, 2021).

The findings of the research are presented clearly and concisely, which is easy for the reader to understand in section B3: Findings.

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[8] Happy Scribe: www.happyscribe.com
[9] Hootsuite: www.hootsuite.com
[10] Keyhole: keyhole.co

2.6 Ethical Considerations

Ethical considerations are an essential aspect of any research study, and the researcher has taken steps to protect the rights and interests of the research participants. In this study, the following ethical principles were upheld:

Avoidance of harm	The researcher ensured that participants were not exposed to any physical or psychological harm due to their participation in the study during the recording at the studio, interviews amidst projects, and virtually. The researcher considered questions and chose to interact carefully, aligning with the UNDP Code of Ethics (UNDP, n.d.).
Informed consent	All the participants were informed about the interview's purpose, and written questions were provided. They consented to publish their interviews as they are key influencers representing respective companies and industries. They also shared these interviews within their social media networks.
Privacy	Privacy: The privacy of participants was respected at all times. Personal and contact information was kept confidential and was not disclosed to any third parties without the explicit consent of the participants. In the research from Information Commissioner's Office, personal data collected should be stated, transparent, and have justifiable objectives, and not further processed in a way inconsistent with those reasons (n.d.). Therefore, only a few senior managements had access to their data and helped facilitate the conversation with them.
Deception	The Researchers did not use any deceptive practices or tricks to obtain data from participants. All aspects of the research were fully disclosed to participants, and they were allowed to ask questions, object, decline participation, withdraw from the research, and remove their data (Fleming & E. Zegwaard, 2018).

Table 7: Ethical principles (Mostafa, 2022)

To ensure that these ethical principles were upheld, the researcher followed established guidelines for research ethics and sought the advice of senior management. In addition, the researcher was open and transparent about his research methods and prepared to answer any questions that participants had about the study.

3. FINDINGS

This section describes data analysis outcomes as described in sections B2.1 (Research Design) and B2.5 (Data Analysis). The findings are presented per section B2.2 (Research Methods) used in the study, focusing on the research questions outlined in the methodology. The key objective of this section is to present the findings clearly and concisely without any interpretation or evaluation of the results.

3.1 Quantitative Research – Survey Data Analysis

Quantitative research methods, such as surveys, were used to collect and analyse data and are presented below. The research survey received a surplus of 221 responses from diverse people worldwide. There were 27 questions (Appendix 4: Survey Questions) about needs and expectations, communications, digital and social media, multimedia and content, language support, value creation, SDGs and the "Flip The Script" campaign, and the United Nations. The complete survey responses are attached to Appendix 5: Survey Responses. The following tables presented the survey research responses and explained the findings.

Survey Response 1	Explanation
What methods do you prefer for gathering information about your needs and expectations as a customer? 221 responses 31.2% 7.7% 38% 10% ● Email ● In-person meetings ● Live chat ● Online surveys ● Phone ● Social media ● All of the above ● Trello Board ▲ 1/2 ▼	• 84 people (38%) of respondents chose social media to gather information about their needs and expectations as a customer. • 69 respondents (31.2%) mentioned they used multiple methods, whereas 17 people (7.7% chose the Trello board, and 22 people (10%) chose in-person meetings.
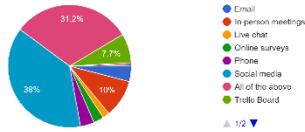
Table 8: *Survey Response 1 – Gathering information about needs and expectations as a customer (Mostafa, 2022)*

Survey Response 2	Explanation
How do you prefer to receive communication from companies you do business with? 221 responses 30.8% 7.7% 33% 25.8% ● Email ● Phone ● Postal mail ● Social media ● All of the above ● Trello Board	• 73 respondents (33%) responded that they prefer social media to receive communications from the organisation, whereas 57 people (25.8%) prefer email, 17 (7.7%) prefer Trello board. • 68 respondents (30.8%) responded they prefer all communications channels.
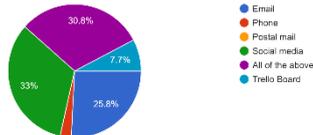
Table 9: *Survey Response 2 – Preferred way of receiving communications as a customer (Mostafa, 2022)*

Survey Response 3	Explanation
How important is it to that companies you do business with offer language support in your preferred language? 221 responses 26.7% 17.6% 54.3% ● Very important ● Somewhat important ● Neutral ● Somewhat unimportant ● Not at all important	• 120 (54.3%) respondents mentioned that it's very important for the organisation to provide language support in their preferred languages. • 59 people (26.7%) mentioned that it's somewhat important, whereas 39 people (17.6%) chose neutral.
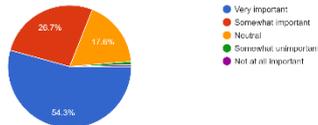
Table 10: *Survey Response 3 – Receiving language support as a customer (Mostafa, 2022)*

Survey Response 4	Explanation
How frequently do you expect to receive personalized communication from companies you do business with? 221 responses 15.4% 9.5% 32.6% 37.6% ● Daily ● Weekly ● Monthly ● Rarely ● Only when necessary	• 83 respondents (37.6%) preferred personalised communications daily, whereas 72 people (32.6%) chose to receive them weekly. • 34 people (15.4%) chose monthly, whereas 21 (15.4%) chose rarely, and 11 (5%) chose only when it's necessary.
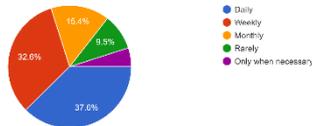
Table 11: *Survey Response 4 – Receiving personalized communications from the organisation (Mostafa, 2022)*

Survey Response 5	Explanation
What channels do you prefer to use when communicating with companies you do business with? 221 responses 27.6% 7.7% 37.1% 12.2% 10.4% ● Email ● In person ● Phone ● Social media ● Text message ● All of the above ● Trello Board ● Website live chat	• 82 respondents (37.1%) preferred to communicate with the organisation through social media, whereas 27 people (12.2%) people prefer email, and 23 people (10.4%) preferred in-person. • 61 people (27.6%) chose to use multiple methods of communication, and 17 people (7.7%) chose the Trello board.
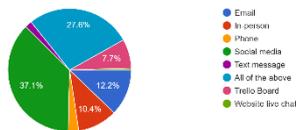
Table 12: *Survey Response 5 – Channels of communications with the organisation (Mostafa, 2022)*

Survey Response 6	Explanation
On a scale of 1 to 5, how effective do you feel social media communication is at supporting the creation of value for companies? 221 responses 150 100 50 0 2 (0.9%) 2 (0.9%) 45 (20.4%) 57 (25.8%) 115 (52%) 1 2 3 4 5	• 115 respondents (52%) chose social media communications as very effective at supporting value creation. • 57 people (25.8%) chose somewhat important, whereas 45 people (20.4%) chose to be neutral.
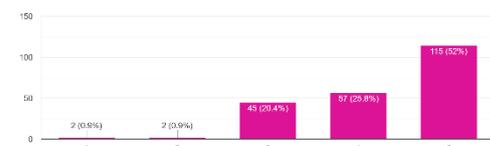
Table 13: *Survey Response 6 – Value creation through social media communications (Mostafa, 2022)*

Survey Response 7	Explanation
How interested are you in learning more about the SDGs and how you can take action to support them? 221 responses 	• 116 respondents (52.5%) responded that they are very interested to learn more about the SDGs and learn to take action to support SDGs. • 50 people (22.6%) were somewhat interested, and 40 (18.1%) chose neutral.
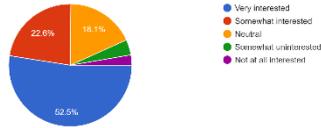
Table 14: *Survey Response 7 – Learning about SDGs and taking actions to support SDGs (Mostafa, 2022)*

Survey Response 8	Explanation
On a scale of 1 to 5, how interested are you in participating in events or activities related to the SDGs or 📱 #FlipTheScript campaign? 221 responses 	• 111 respondents (50.2%) said they are very interested in participating in events related to SDGs and the #FlipTheScript campaign. • 50 people (22.6%) were somewhat interested, and 48 (21.7%) were neutral.
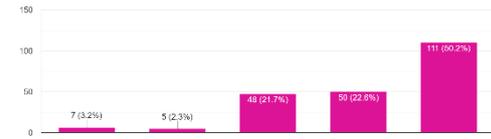
Table 15: *Survey Response 8 – Participating in events related to SDGs & #FlipTheScript (Mostafa, 2022)*

Survey Response 9	Explanation
What types of messaging or content would be most effective in inspiring you to take action or get involved with the United Nations or similar organizations? 221 responses 	Among 221 respondents, they preferred different types of content and finds inspiring. According to the ranking: 73.8% of engaging visuals or interactive graphics, 54.8% of learning & volunteering opportunities, 54.3% of interactive or multimedia elements (e.g. quizzes or games), 53.4% of expert opinions & insights, 48.9% of personal stories & testimonials, 33.9% of statistics & data, and 24.9% of inspiring quotes or slogans.
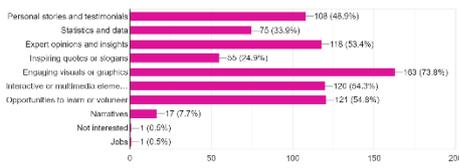
Table 16: *Survey Response 9 – Types of effective and inspiring messaging and content (Mostafa, 2022)*

Survey Response 10	Explanation
On a scale of 1 to 5, how interested are you in attending conferences or events organized by the United Nations or similar organizations related to the SDGs or other global issues? 221 responses 	• 111 respondents (50.2%) said they are very interested in attending conferences or events of the organisation related to SDGs. • 49 people (22.2%) were somewhat interested, whereas 51 people (23.1%) chose to stay neutral.
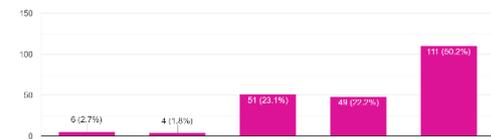
Table 17: *Survey Response 10 – Attending conferences and events (Mostafa, 2022)*

3.2 Social Media Data Analysis

Quantitative research methods, such as social media analytics, were used to collect and analyse the data and are presented below. The analytics period was from 1 September 2022 until 15 January 2023, i.e., the graduation semester. During this period, the UN SDG Action Campaign hosted Global Week to #Act4SDGs in 190 countries and territories, UN SDG Awards in Germany, and managed SDG Booth and #FlipTheScript campaign at UCLG Summit in South Korea, SDG Summit in the Philippines, and Effective Development Cooperation Summit in Switzerland.

💬 26,709	👥 8,516	♡ 206,718	📢 71,478,794	🎤 324,512,194
POSTS	USERS	ENGAGEMENTS	REACH	IMPRESSIONS

Figure 10: *Social Media Analytics 1 – #Act4SDGs hashtag, period 01/09/22-15/01/23 (Mostafa, 2022)*

The Global Week to #Act4SDGs and other projects and initiatives were some of the critical events and activities within the "#FlipTheScript" campaign domain. Between the 1st of September 2022 and the 15th of January 2022, there were 26,709 posts made by 8,516 users from 190 countries and territories.

These posts reached 71,478,794 users and accounts worldwide, received 206,718 engagements, such as likes, shares, and comments, and made 324,512,194 impressions. Impressions are the total number of times these posts were visible on social media but not necessarily engaged.

28,167	7,583	567,870	67,482,563	331,218,491
POSTS	USERS	ENGAGEMENTS	REACH	IMPRESSIONS

Figure 11: *Social Media Analytics 2 – #FlipTheScript hashtag, period 01/09/22-15/01/23 (Mostafa, 2022)*

Between the 1st of September 2022 and the 15th of January 2022, there were 28,167 posts made by 7,583 users globally. These posts reached 67,482,563 users and accounts worldwide, received 567,870 engagements, and made 331,218,491 impressions.

3.3 Qualitative Research – Interview Data Analysis

Qualitative research methods, such as interviews, were used to collect and analyse data and are presented below. 17 interviewees represented different ages, cultures, demographics, companies, and industries. The complete interview transcript (Appendix 6) and response codes (Appendix 7) are attached in the appendices. The following tables presented the interview responses and explained the findings.

Themes	Sub-themes	Source
Effective Communications	Building and maintaining relationships	Interviewee: 18 Line: 351
Social Media Impact	Positive Impact	Interviewee: 18 Line: 354-355
Communications Strategies	Authenticity and transparency	Interviewee: 18 Line: 340
	Engaging with intercontinental customers	Interviewee: 18 Line: 342
	Consistent brand voice	Interviewee: 18 Line: 343
	Visuals and multimedia	Interviewee: 18 Line: 344
Individual Communications	Mindfulness of tone and language	Interviewee: 18 Line: 347
	Being clear and concise	Interviewee: 18 Line: 349
	Respect and consideration in online conversation	Interviewee: 18 Line: 349-350
	Avoiding hurtful or offensive posts	Interviewee: 18 Line: 351

Table 18: *Interview Code 1 – Communications (Mostafa, 2023)*

The interviewee (Appendix 6.18) stated that effective communication is essential because it allows individuals and UN SDG Action Campaign to connect and share information clearly and efficiently. They also mentioned that social media significantly impacts communications, i.e. keeping intercontinental customers connected and creating opportunities to reach more customers. Moreover, it was highlighted that communications should be honest and open about #FlipTheScript and its integrated projects. It was also mentioned that tonality and language usage should be carefully chosen to avoid misinterpretation. Furthermore, it was also mentioned that social media and communications messages should be clear and conscience and without being partial.

Themes	Sub-themes	Source
SDG 13: Climate Action	Sustainable shopping	Interviewee: 1 Line: 6-8
	Reduce carbon footprint	Interviewee: 1 Line: 8 Interviewee 16 Line: 322, 330
	Climate awareness	Interviewee: 2 Line: 19-20
	Sustainable actions	Interviewee: 4 Line: 56-57
	Climate education	Interviewee: 13 Line: 183-186, 194-197

Table 19: Interview Code 2 – Climate Action (Mostafa, 2023)

Interviewees ([Appendix 6](#)) discussed their needs and want regarding sustainable shopping, reducing their carbon footprint, raising climate awareness, taking sustainable actions, and providing climate education to their communities. They are committed to positively impacting the planet and want to work with the #FlipTheScript campaign to prioritize sustainability, offer carbon-neutral products, and strive to make a difference. They also want to help educate their communities on the importance of reducing their carbon footprint, taking sustainable actions, and being more mindful of how their decisions affect the environment.

Themes	Sub-themes	Source
SDG 10: Reduced Inequalities	Engaging diversified people globally	Interviewee: 4 Line: 41-43
	Uplifting marginalized voices	Interviewee: 2 Line: 16-17 Interviewee: 13 Line: 212-214
	Identifying social issues	Interviewee: 2 Line: 15-17
	Inclusivity	Interviewee: 2 Line: 18-19
	Strengthening local cities and governments	Interviewee: 3 Line: 28-31

Table 20: Interview Code 3 – Reduced Inequalities (Mostafa, 2023)

Interviewees ([Appendix 6](#)) are flipping the script from ignoring or marginalizing diverse voices to actively engaging and uplifting them to reduce inequalities. This shift involves using social media and other mediums to identify and address social issues, promote inclusivity, and build stronger connections between individuals and governments. By flipping from a history of exclusion and discrimination to one of active inclusion and empowerment, interviewees and people work towards creating a more equitable and just society.

Themes	Sub-themes	Source
SDG 5: Gender Equality	Equality model: encounter, envision and enable	Interviewee: 17 Line: 339-340
Flip The Script	"Act Now:" digital smartphone application	Interviewee: 16 Line: 328-329
	Global call to act for climate, justice, and peace	Interviewee: 2 Line: 13, 22-24
	Importance of SDGs	Interviewee 6 Line: 98-100
	Importance of Partnerships	Interviewee: 14 Line: 235-249

Table 21: *Interview Code 3 – Flip The Script (Mostafa, 2023)*

Interviewees (Appendix 6) are taking a proactive approach to promote gender equality and addressing climate change. They use tools such as the "Act Now" app to track their climate actions and advocate for climate, justice and peace. Sustainable Development Goals (SDGs) are seen as crucial for achieving a sustainable future, and interviewees are flipping the script from being passive to actively engaging in efforts to achieve them. This includes building partnerships and collaborations across different sectors to bring about global change and ensure that everyone has an equal opportunity to benefit from a sustainable future.

4. DISCUSSION AND CONCLUSION

This section focuses on answering research questions by discussing and evaluating the findings in section B3.

4.1 RQ 1 – What are the most effective methods for gathering information about the needs and expectations of intercontinental customers?

According to Vinerean et. Al (2013), social media helps organisations to communicate directly with customers and has increased its reach and impressions to reach more audiences and customers. In research from Devoto, to evaluate needs and wants, it's vital to gather various data, such as from online platforms (2022). Looking at "*Figures 10 and 11*", UN SDG Action Campaign's #FlipTheScript and #Act4SDGs reached 138+ million users. According to "*Table 8*", 84 people (38%) of the survey participants preferred social media to share information and gather information about their needs and wants. In contrast, 69 respondents (31.2%) mentioned that they mainly desire all the available methods, i.e., Facebook, Instagram, LinkedIn, Tik Tok, Twitter, and YouTube. Therefore, the campaign should choose verified social media channels.

4.2 RQ 2 – How can the organisation customize their communication strategies to effectively meet the needs and expectations of intercontinental customers?

In research from Everse (2011), the author mentioned keeping messages simple but meaningful. The author also said to keep the messaging inspiring and educative, among other key points. Writer (2021) stated that communication plays a crucial role in forming and sustaining relationships in our personal and professional lives, including interactions with co-workers, partners, and customers. "*Table 7*" shows the diversity of intercontinental customers of the UN SDG Action Campaign from across all the continents. In "*Table 11*", 120 respondents (54.3%) stated that it's very important to receive personalised communications. Therefore, the campaign should produce meaningful short key messages focused on specific aspects of SDGs, UN organisations, and significant stakeholders. For example, personalised key messages to incorporate in UN Water Conference.

4.3 RQ 3: What role do language and translation play in effective communication with intercontinental customers?

In research from Contributor and Rome, the author stated that translating involves converting written or spoken messages into the language of your intended audience. This can include converting messages from your customers into your own language (2020). "*Table 19*" mentions that tone and language are important in written or verbal communication, especially with intercontinental customers, to deliver messages and ideas precisely and clearly. "*Table 21*" states to strengthen forces and collaborations between the cities and governments. This is an essential criterion also to translate languages and messages to create an impact at all levels! "*Table 11*" shows 83 respondents of the survey, 37.6% mentioned that it's very important to provide language support in their preferred languages. Therefore, UN SDG Action Campaign, should provide additional language support besides the official UN languages.

4.4 RQ 4: How do personalization and individualized communication impact the effectiveness of communication with intercontinental customers?

Based on the findings, section B3.2, we can see that a total of 54,876 posts (*Figures 10 and 11*) were made by 16,099 users globally, further reaching 138+ million users through social media and digital platforms. This clearly shows the impact of personalized and individualized communications, messaging, and visual assets performed at their best! According to new research, personalizing content for specific consumers can help marketers establish emotional connections, increasing the likelihood of conversion (The Power of Personalised Communication, 2022). Therefore, the analytics and from "*Table 19*", we can see how impactful personalized and individualized communications are for the campaign.

Overall, effective communication with intercontinental customers is crucial for the UN SDG Action Campaign to support the creation of value and meet their needs and expectations. Based on the research, it is clear that social media is an effective tool for organizations to communicate directly with customers and has a wide reach to reach more audiences and customers. The campaign should choose verified social media channels and gather various data to evaluate customer needs and wants. To effectively meet the needs and expectations of intercontinental customers, the campaign should keep messages simple but meaningful, inspiring and educative, and personalize communications. Language and translation also play a crucial role in effective communication, and it's important to provide language support in the customer's preferred languages. Additionally, personalization and individualized communication can help to establish emotional connections and increase the likelihood of conversion.

5. LIMITATIONS

One potential limitation of this research from the perspective of the main research question, "How can the UN SDG Action Campaign effectively communicate with intercontinental customers to support the creation of value and meet their needs and expectations?" is the potential for respondent or researcher bias. The methods used to gather information about customers' needs and expectations, such as surveys or interviews, may be subject to bias due to the subjective nature of these responses. Additionally, the researcher conducted the study may have his own biases or preconceived notions that could affect the interpretation of the data.

Another limitation of this research is the scope and complexity of the research. There were limitations on the amount of time available to gather and analyze data, which impacted the comprehensiveness and accuracy of the findings.

The needs and expectations of intercontinental customers may change over time, and the research may not be able to fully capture these shifts. This could limit the relevance and applicability of the findings in the long term.

6. RESEARCH QUALITY

The research's validity and reliability were emphasized in this section. Measures were implemented to enhance the credibility of the study. Triangulation was applied to strengthen the data by validating it through interviews, social media analytics, and survey and supplementing it with additional information obtained from secondary research. Additionally, the sample selection for the interview was chosen to ensure external validity (Bhandari, 2022), by including a diverse group of change-makers, youth leaders, founders, former government employee, employee from private sectors, and international organisations.

Additionally, to ensure objectivity and impartiality, the researcher only relied on the data collected from the interviews, social media analytics, survey and secondary research. The research was also audited by an independent researcher, to ensure the accuracy of the findings, hence, dependability has been established. To prevent researcher bias, reflexivity (Moran, 2021) was implemented throughout the study. The research methods were chosen for their convenience, but the findings were based on the information provided by the participants and company data, hence confirmability, has been established.

7. CONCLUSION

In summary, this report examined the techniques used to gather and analyze data, which were instrumental in obtaining accurate and pertinent information as reflected in the results (section B3: Findings). The research findings were then discussed (section B4: Discussion) and conclusions were drawn, addressing the primary research question. Additionally, the report discussed the limitations of the study and the measures taken to ensure the quality of the research.

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C. PROFESSIONAL PRODUCT

1. INTRODUCTION

In this section, recommendations for the company is provided, followed by recommendations for the future research, implementation plan, and feasibility plan.

2. RECOMMENDATIONS

2.1 Recommendations for Company

1. **Utilize social media as a primary tool for gathering information about the needs and expectations of intercontinental customers:** As per the research from Vinerean et al. (2013) and Devoto (2022), social media has proven to be an effective tool for organizations to communicate directly with customers and has a wide reach to reach more audiences. The UN SDG Action Campaign should choose verified social media channels and gather various data to evaluate customer needs and wants. For example, figures 10 and 11 show that the campaign's #FlipTheScript and #Act4SDGs reached 138+ million users through social media, and 84 people (38%) of the survey participants preferred social media to share information and gather information about their needs and wants, as per Table 8.

2. **Tailor communication strategies to effectively meet the needs and expectations of intercontinental customers:** As per the research from Everse (2011), it is important to keep messages simple but meaningful, inspiring and educative. Additionally, as per Writer (2021), communication plays a crucial role in forming and sustaining relationships in our personal and professional lives, including interactions with co-workers, partners, and customers. To effectively meet the needs and expectations of intercontinental customers, the campaign should produce meaningful short key messages focused on specific aspects of SDGs, UN organisations, and significant stakeholders. For example, as per Table 7, the campaign has a diverse set of intercontinental customers from across all the continents, and as per Table 11, 120 respondents (54.3%) stated that it's very important to receive personalised communications.

3. **Pay attention to language and translation when communicating with intercontinental customers:** As per the research from Contributor and Rome (2020), translating involves converting written or spoken messages into the language of the intended audience. This can include converting messages from customers into one's own language. Tone and language are important in written or verbal communication, especially with intercontinental customers, to deliver messages and ideas precisely and clearly. This can be seen in Table 19, where it is mentioned that tone and language are important in written or verbal communication. Additionally, as per Table 21, it is important to strengthen forces and collaborations between the cities and governments, which can be achieved by translating languages and messages to create an impact at all levels. Furthermore, as per Table 11, 83 respondents (37.6%) mentioned that it's very important to provide language support in their preferred languages. Therefore, the UN SDG Action Campaign should provide additional language support besides the official UN languages.

4. **Emphasize on personalization and individualized communication to impact the effectiveness of communication with intercontinental customers:** As per the findings, section B3.2, it can be seen that personalized and individualized communications, messaging, and visual assets performed at their best as a total of 54,876 posts (Figures 10 and 11) were made by 16,099 users globally, further reaching 138+ million users through social media and digital platforms. Furthermore, as per new research (The Power of Personalised Communication, 2022), personalizing content for specific consumers can help marketers establish emotional connections, increasing the likelihood of conversion. Therefore, the UN SDG Action Campaign should focus on personalizing and individualizing their communication

strategies to establish emotional connections with their customers and increase the likelihood of conversion, as per the data from Table 19.

Creating a strategy to strengthen the forces and collaborations between cities and governments through language and message translation can help to create impact at all levels. This can be achieved by providing translation services for official documents and communication materials, as well as facilitating cross-cultural communication and understanding. This will help to build strong partnerships and collaborations between governments, cities, and other stakeholders, which can lead to more effective and efficient progress towards the SDGs.

Continuously monitoring and evaluating the effectiveness of communication strategies through analytics and data collection is crucial for making necessary adjustments and improvements. This can be done by tracking metrics such as engagement rates, audience demographics, and sentiment analysis. This data can then be used to adjust messaging and communication strategies to better reach and engage target audiences, and to identify areas where additional resources or support may be needed.

In summary, it is important to personalize and target the message, to strengthen the forces and collaborations, and to continuously monitor and evaluate the effectiveness of the communication strategy in order to make necessary adjustments and improvements.

2.2 Recommendations for Future Research

Given these limitations (section B5), some recommendations for future research include:

- Using a larger and more diverse sample of intercontinental customers to gather data and reduce the potential for bias. This could include recruiting participants from a wider range of geographical locations and cultural backgrounds.
- Incorporating multiple data collection methods, such as focus groups and ethnographic research, to gather a more comprehensive understanding of intercontinental customers' needs and expectations.
- Conducting additional research on best practices for communicating with intercontinental customers in a culturally sensitive and effective way. This could include studying the communication strategies of successful international organizations and businesses.
- Collaborating with experts in the field of sustainable development and UN SDGs to better understand the specific communication challenges and opportunities related to promoting sustainable development.
- Conducting additional research on effective ways to mobilize and engage stakeholders at different levels, including cities and governments, to support the UN SDG Action Campaign's efforts to communicate with intercontinental customers.
- Investing in advanced analytics and data collection methods to continuously monitor and evaluate the effectiveness of communication strategies, so that adjustments and improvements can be made in real-time.

3. IMPLEMENTATION PLAN

3.1 Action Plan

Action Item	Cost	Staffing/Personnel	Timeline	Organizational Changes Needed
Utilize social media as a primary tool for gathering information about the needs and expectations of intercontinental customers	Low-Moderate	Social Media Manager, Data Analyst	3-6 months	Implement social media monitoring and analytics tools, establish guidelines for social media engagement
Tailor communication strategies to effectively meet the needs and expectations of intercontinental customers	Moderate-High	Communication Specialist, Content Developer	6-12 months	Develop a communication strategy, create personalized content and messaging
Pay attention to language and translation when communicating with intercontinental customers	High	Language Specialist, Translation Team	6-12 months	Implement a language support system, establish partnerships with translation service providers
Emphasize on personalization and individualized communication to impact the effectiveness of communication with intercontinental customers	Moderate-High	Personalization Specialist, Data Analyst	6-12 months	Develop a personalization strategy, implement personalization tools and technologies

Table 22: *Consolidated Action Plan*

The consolidated action plan (Table 23) for the UN SDG Action Campaign includes utilizing social media as a primary tool for gathering information about the needs and expectations of intercontinental customers, tailoring communication strategies to effectively meet the needs and expectations of intercontinental customers, paying attention to language and translation when communicating with intercontinental customers, and emphasizing on personalization and individualized communication to impact the effectiveness of communication with intercontinental customers.

Task	Start Date	End Date	Duration	Staffing/Personnel	Cost
Utilize social media as a primary tool for gathering information	Jan 1, 2022	Mar 31, 2022	12 weeks	Social Media Team (3)	$15,000
Tailor communication strategies to effectively meet the needs and expectations of intercontinental customers	Apr 1, 2022	Jun 30, 2022	12 weeks	Communication Team (5)	$20,000
Pay attention to language and translation when communicating with intercontinental customers	Jul 1, 2022	Sep 30, 2022	12 weeks	Translation Team (2)	$10,000
Emphasize on personalization and individualized communication	Oct 1, 2022	Dec 31, 2022	12 weeks	Communication Team (5)	$20,000

Table 23: *Gantt Chart*

The Gantt chart table provides a visual representation of the timeline for implementing the action plan. The chart includes the start date, end date, and duration of each task, as well as the resources required (cost, staffing/personnel) and any organizational changes that need to be made. The chart also shows

the dependencies between tasks, and the overall project completion date. This will help the UN SDG Action Campaign to keep track of the progress, and make sure that everything is completed on time.

3.2 Feasibility Analysis

The feasibility analysis of the action plan and recommendations presented in section C3.1 and C2.1 will be based on operational feasibility, financial feasibility, legal feasibility, and long-term feasibility.

Operational feasibility: The action plan is operationally feasible as it aligns with the UN SDG Action Campaign's objectives and is in line with the research and data presented in section C2.1. The plan includes a detailed timeline, specific staff roles and responsibilities, and a clear understanding of the resources needed. Additionally, the plan takes into account the necessary organizational changes needed to implement the recommendations effectively. However, the plan should be implemented and monitored closely to ensure that it is running smoothly and that it meets the desired outcomes.

Financial feasibility: The financial feasibility of the action plan is based on the return on investment (ROI) and other financial aspects such as break-even analysis and payback period. The plan is expected to yield a positive ROI by reaching a larger audience and increasing the impact of the UN SDG Action Campaign. The cost of implementing the plan should be well within the campaign's budget and should not put undue strain on their finances. Moreover, the expected revenue from the campaign should be able to cover the cost of the plan.

Legal feasibility: The action plan and recommendations are legally feasible as they adhere to the laws and regulations of the country and the United Nations. The plan should not contravene any laws or regulations, and the campaign should take the necessary steps to ensure compliance with legal requirements.

Long-term feasibility: The action plan and recommendations are long-term feasible for at least 5 years. The plan is designed to be sustainable and adaptable to changing circumstances, ensuring that the campaign will be able to continue to make a positive impact over time. The plan includes monitoring and evaluation mechanisms to ensure that it is achieving its intended outcomes and to make necessary adjustments as needed.

Overall, the action plan and recommendations are feasible and align with the UN SDG Action Campaign's objectives and budget. The plan should be implemented and monitored closely to ensure that it is achieving its desired outcomes.

4. CONCLUSION

In conclusion, the proposed action plan and recommendations for the UN SDG Action Campaign aim to effectively communicate with intercontinental customers by tailoring communication strategies, paying attention to language and translation, emphasizing personalization and individualization, and strengthening collaborations between cities and governments. The action plan includes operational, financial, legal, and long-term feasibility analysis. The operational feasibility includes capacity, staffing, time, and change management. The financial feasibility includes focus on ROI, break-even analysis, and payback period. The legal feasibility includes compliance with laws and regulations. Long-term feasibility for at least 5 years has been considered. Overall, the proposed action plan and recommendations are feasible and can be implemented to achieve the desired outcomes.

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APPENDICES

1. STRATEGIES TO CONVINCE POTENTIAL INTERVIEWEES

The following table provides a step-by-step strategy to convince potential interviewees to participate in the research interviews (Methodology B2.4: Data Collection Procedures).

Step 1	Clearly explain the purpose of the research: People are more likely to participate if they understand the purpose of the research and how their participation will contribute to the study.
Step 2	Keep the time commitment short: People are more likely to participate if the time commitment is short and convenient for them.
Step 3	Make the process as easy as possible: People are more likely to participate if the process is simple and straightforward. For example, using online surveys or allowing people to participate remotely can be more convenient and reduce barriers to participation.
Step 4	Show appreciation: Saying thank you and showing appreciation for people's participation can go a long way in encouraging future participation in research.
Step 5	Build rapport: Building a rapport with people and establishing a relationship of trust can make them more likely to participate in research. This can involve being friendly and approachable, and being open and transparent about the research process.
Step 6	Explain the benefits: Explaining how people's participation can benefit them or contribute to the greater good can be a powerful motivator.
Step 7	Be persistent but respectful: While it is important to be persistent in recruiting participants, it is also important to be respectful of people's time and decisions. If someone declines to participate, it is important to respect their decision and not to pressure them to change their mind.

Table 24: Strategies to convince potential interviewees (Mostafa, 2022)

2. DATA COLLECTION PROCEDURE FOR INTERVIEWS

The following table provides a step-by-step data collection procedure for interviews (Methodology B2.4: Data Collection Procedures).

Step 1	Identify the population of intercontinental customers for the study and select a sample using a probability sampling method.
Step 2	Develop a list of predetermined questions or topics to be covered in the interviews with the intercontinental customers.
Step 3	Contact the selected intercontinental customers to inform them about the research and schedule the interviews.
Step 4	Conduct the interviews with the intercontinental customers, either in person or remotely, using a video conferencing tool.
Step 5	Record the interviews using audio or video recording equipment.
Step 6	Transcribe the recorded interviews into written form for analysis.

Table 25: Data collection procedure for interviews (Mostafa, 2022)

3. DATA COLLECTION PROCEDURE FOR SURVEY

The following table provides a step-by-step data collection procedure for survey (Methodology B2.4: Data Collection Procedures).

Step 1	Identify the population of intercontinental customers for the study and select a sample using a probability sampling method.
Step 2	Develop a list of predetermined questions or topics to be covered in the interviews with Develop a survey questionnaire to gather data on the impact of personalization and individualized communication on the effectiveness of communication with intercontinental customers.
Step 3	Administer the survey to the selected sample of intercontinental customers, either online or in person.

	Review the collected survey responses and analyze the data using statistical techniques
Step 4	to identify trends and patterns.

Table 26: *Data collection procedure for survey (Mostafa, 2022)*

4. SURVEY QUESTIONS

The following table provides the survey[11] questions for the quantitative research ([Methodology B2.4: Data Collection Procedures](#)).

Questions	Questions
What methods do you prefer for gathering information about your needs and expectations as a customer?	On a scale of 1 to 5, how important is it to you that companies or organizations you interact with use digital platforms and social media?
How do you prefer to receive communication from companies you do business with?	How interested are you in learning more about the SDGs and how you can take action to support them?
On a scale of 1 to 5, how effective do you feel the communication from companies you do business with is at meeting your needs and expectations?	On a scale of 1 to 5, how effective do you feel the 🔁 #FlipTheScript campaign or similar initiatives are at raising awareness about the SDGs and inspiring action?
On a scale of 1 to 5, how effective do you feel personalized communication is at meeting your needs and expectations?	On a scale of 1 to 5, how interested are you in participating in events or activities related to the SDGs or 🔁 #FlipTheScript campaign?
How important is it to you that companies you do business with offer language support in your preferred language?	On a scale of 1 to 5, how important is it to you that the United Nations or similar organizations provide resources or tools to help you learn more about the SDGs and take action to support them?
How frequently do you expect to receive personalized communication from companies you do business with?	How would you prefer to receive information about the above topics from the United Nations or similar organizations?
On a scale of 1 to 5, how effective do you feel personalized communication is at meeting your needs and expectations?	What types of messaging or content would be most effective in inspiring you to take action or get involved with the United Nations or similar organizations?
What channels do you prefer to use when communicating with companies you do business with?	What types of content would you like to see more of from the United Nations or similar organizations related to the SDGs or other global issues?
How often do you use social media?	In which of the following formats are you most likely to engage with and interact with content from the United Nations or similar organizations?
Which of the following social media platforms do you use?	How often would you like to see new content from the United Nations or similar organizations related to the SDGs or other global issues?
How often do you interact with companies on social media?	On a scale of 1 to 5, how engaging and informative do you find the content from the United Nations or similar organizations?
On a scale of 1 to 5, how effective do you feel social media communication is at supporting the creation of value for companies?	On a scale of 1 to 5, how interested are you in seeing more multimedia content from the United Nations or similar organizations related to the SDGs or other global issues?
On a scale of 1 to 5, how satisfied are you with the quality of social media communication you receive from companies?	On a scale of 1 to 5, how interested are you in attending conferences or events organized by the UN related to the SDGs or other global issues?
Which of the following digital platforms do you use to interact with companies or organizations?	

Table 27: *Survey research questions for the quantitative research (Mostafa, 2022)*

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[11] Survey through Google form: https://forms.gle/rBJMxuWKdQZMLhLt5

5. SURVEY RESPONSES

The following table provides the survey responses for the quantitative research (<u>B3.1: Quantitative Research – Survey Data Analysis</u>).

Figure 12: *Complete survey research responses for the quantitative research (Mostafa, 2022)*

6. INTERVIEW TRANSCRIPTS

The interview transcripts for the qualitative research for all the interviewees are provided below (<u>B3: Findings</u>).

6.1 Interviewee 1: Ahmed Shihab-Eldin

1   The last few years have been particularly challenging for the world on so many different levels,
2   the pandemic, record droughts and heat waves, floods, earthquakes, war, occupation, rising
3   inequalities and rising inflation. But the power is in our hands to #FlipTheScript from apathy
4   into action, fear into hope and division into unity. I'm joining the Global Week to Act for the
5   SDGs this month with millions of people worldwide to show our commitment, flip the script,
6   and rewrite the story. I'm consciously making changes like choosing to think twice before

7   shopping, boycotting products that endangered wildlife, and, quite frankly, educating myself
8   by paying attention to labels and using bicycles to get around instead of cars, for example. We
9   can show that these choices and our actions do matter. And that together, we are a massive
10   force that can bring transformative change. Join us.

6.2 Interviewee 2: Aishwarya Sharma

11   Hey, everyone! This is Aishwarya Sharma, a fashion activist, sustainability advocate and
12   Global Goals ambassador based in New Delhi, India. I'm joining the Global Week to
13   #Act4SDGs to mobilise people worldwide to act for Sustainable Development Goals (SDGs)
14   and #FlipTheScript. It's time to take power back into our hands like I do every day by believing
15   fashion has a greater purpose of serving India. I have built a space for fashion activism, where
16   fashion plays a key role in bringing social issues to the forefront and uplifting the voices of the
17   marginalized sections of our society. This has undoubtedly been challenging since people
18   expect fashion bloggers to refrain from voicing "your" opinion. I'm here to change that narrative
19   and make this industry more inclusive by demanding sustainable actions and practices from
20   brands and organizations and using my social media to encourage climate action and create
21   sustainability in fashion. This is how I flip the script daily by making fashion activism in India a
22   reality. Now it's your turn to participate in the #FlipTheScript campaign and show us that
23   change is possible and how you take your power in the global call to action for climate, justice
24   and peace.

6.3 Interviewee 3: Benjamin Jance IV

25   I am Benjamin Jance, Head of Research and Innovation for the Global Covenant of Mayors
26   for Climate and Energy. We see cities and local governments as pivotal vehicles and players
27   in the #FlipTheScript initiative, bringing home a lot of those policies and acting and bringing
28   resources to their citizens and residents. It's on us, city networks. We work with more than 100
29   global city networks, partners in academia and civil society in business, and the private sector
30   to bring a lot of those resources, technical expertise and capacity together for cities and local
31   governments and strengthen that at a local level.

6.4 Interviewee 4: Bernard Faustino Dy

32   <u>Interviewer:</u> Why is it important to attend the Effective Development Cooperation Summit?
33   It's more important now than ever to gain more partnerships. The Effective Development
34   Cooperation (#DevCoSummit) that will happen in December is worth attending to by all
34   stakeholders to gain more network and experience. Now that we have fast-paced technology,
36   every day, there's something new coming out to share best practices and the latest technology
37   that could address, whether it be climate disasters, pandemics or even economic shocks and
38   rebounding the economy for that matter.
39   <u>Interviewer:</u> What is your call to action to make the SDGs a reality?
40   Well, you know no one man is an island, as they say. So, the more people, stakeholders, and
41   organizations are involved and aware of the global goals and the more we can create a positive
42   impact on the societies and communities we all live in, the more we engage people regardless
43   of age, nationality, colour or race.
44   <u>Interviewer:</u> How are you flipping the script on partnerships?
45   Since my term as mayor started, we've highlighted the importance of collaboration. Not one
46   person in government can make a positive impact on the community. We need everybody's
47   help. So, we engaged the local community, starting from the academy, citizens, and private
48   sector, as well as national offices and international stakeholders. Communities that share the
49   same insight of creating smart, sustainable cities also helped us not just with the capacity
50   building but were able to get funding and help us through a path that would lead us to a smarter
51   and more sustainable city. So, these things have been very important and useful up until now.
52   What we did in the last nine years can positively impact generations to come.

53   Interviewer: How are you flipping the script in your personal life?

54   It's more of an awareness campaign of the SDGs. It's not exclusive, but it has to be spread

55   out. I want to ensure that every person or every kid in my city knows about the SDGs and can

56   contribute in their own little way. The SDGs, whether it be just throwing garbage in their proper

57   place or even turning the light switch before they leave the house, can create a positive impact.

6.5 Interviewee 5: Camilla Tham

58   Interviewer: What are the biggest challenges in facing climate change?

59   When it comes to the climate crisis, it's so hard because it feels like there are so many

60   challenges in front of us. There has already been a such severe loss of life, people

61   displacement and insecurities because of the climate crisis all over the world. In other places,

62   we know we are running out of time to find new solutions and mitigate and adapt to climate

63   change. So many people feel like people in positions of power who can drive change need to

64   do it or be doing it quickly enough. "Eco anxiety," I think, is a real issue amongst lots of people,

65   especially young people, and sometimes it can just feel a little bit hopeless like, you know,

66   maybe people feel as an individual, "what can I possibly do?", "what difference can I make"?

67   Working at the museum and having the opportunity to collaborate with amazing people from

68   across the world, amazing young change-makers, brings me a lot of hope and motivation for

69   the future. Seeing how these change-makers know how to communicate, coordinate, mobilize

70   and listen to and learn from each other makes me feel like there is still time to try and avert the

71   worst possible path for our futures. We can get there if we are willing to work together.

72   Interviewer: How can we flip the script on how we approach climate solutions?

73   We're a big National Museum that opened in 1881, so that's over 140 years ago. We've

74   traditionally been seen as quite a historic institution, almost more about history than

75   contemporary science. We have 300 scientists who work at the museum and look after the

76   collections. They're conducting their own research, and science is fundamental to who we are

77   and what we do. We know that if we want to tackle the planetary emergency, science and

78   scientific data are fundamental, but at the museum, we know that more is needed. More is

79   needed to have this data and science; we must engage with the right people meaningfully.

80   Well, with everyone, but with decision-makers and the public so that everyone feels that they

81   can make informed decisions and want to stand up and take collective action over the past

82   couple of years. We face a planetary emergency, so we recognise this is the biggest challenge

83   we face as a species, and we are broadening who we collaborate with, which platform and

84   who we work with. It's been really exciting for us because we've had the opportunity to work

85   with organisations and individuals from across the world and young change-makers, artists,

86   and photographers with a diversity of perspectives and passion and solutions.

87   Interviewer: How are you flipping the script on climate?

88   I've learned through my recent work at the Natural History Museum in recent years how

89   important that kind of spirit of community and connection and collective listening, learning and

90   problem-solving is. When we have these issues facing us, it can feel daunting. It can feel tough

91   as one individual. But so many young change-makers and activists of many generations have

92   said that one thing that has brought them strength, motivation, and hope is connecting with

93   others. And feeling like you're part of a collective, that you're not alone, and there's so much

94   that can be learned between us all. We're a smart species, and we certainly should be. We

95   got ourselves into this mess, but we should be able to find our way out of it, and if we come

96   together and unite, and we listen to and learn from each other, we can certainly.

6.6 Interviewee 6: Carla Rey

97   Hi! I'm Carla Rey, Secretary-General of the Italian Association of the Council of European

98   Municipalities and Regions. The SDGs are the last chance to take action and make an

99   opportunity for our planet to be saved, care for people, and provide a new future for the next

100   generations. Let's work with the SDGs since we have a few years left, but SDGs are the right

101   tool to make our cities more sustainable and to put the people at the centre of our global
102   agendas. SGDs are the opportunity for all young people to express their desire and to plan
103   with those tools for their future in their cities. Join us, and let's take action with the SDGs in
104   your cities and your life.

6.7 Interviewee 7, 11, 12: Capgemini Invent

105   <u>Interviewee 12:</u> Marina Ponti – The world is not working for most people and for our planet.
106   We're following the wrong script, leading us to more war, injustice, climate devastation, and
107   inequality. We have a script. It is the SDG, Sustainable Development Goals, which were
108   agreed upon in 2015 by all world leaders. So, our first step for help was, "can you help us to
109   onboard more people, more organization and make it very easy, very inspiring for people to
110   join the global map"?
111   <u>Interviewee 11:</u> Marie Steffens – So, it started in a conversation with a friend who works in the
112   UN SG action campaign, and we were discussing issues that they are currently facing,
113   expertise that we, as Capgemini, have and the ambition of Capgemini to contribute to the
114   sustainability goals.
115   <u>Interviewee 7:</u> Catherin Tiefenbach – Everyone is responsible for creating the future in one
116   way or another. The company's slogan is, "Get the future you want", so I thought this is a
117   suitable, mutually beneficial partnership, and we should push it further.
118   <u>Interviewee 12:</u> Marina Ponti – We came up before the partners' gear, where each individual
119   and each part easily registered. They showed the profile and action, shared some photos,
120   information, and messages, and then we connected.
121   <u>Interviewee 11:</u> Marie Steffens – They need immediate support with user experience and UX
122   design, so we set up a pro bono project to improve their global map, which is part of the
123   website.
124   <u>Interviewee 7:</u> Catherin Tiefenbach – It was just made more user-friendly, thus facilitating the
125   login process and leading to more actions being logged. We were just told that this year, the
126   number of actions logged on the website doubled compared to the previous year.
127   <u>Interviewee 12:</u> Marina Ponti – We asked for something very specific, which they delivered.
128   They went well above and beyond. They got so excited about the #FlipTheScript, the
129   mobilization, that they engaged their colleagues, peers, and communities. They somehow
130   were part of the global movement.
131   <u>Interviewee 7:</u> Catherin Tiefenbach – Considering recent events, it just makes more explicit
132   how pressing it is that everybody considers what part and what role they play. Therefore, taking
133   on holistic projects that include sustainability in the project approach is more important, and
134   companies must act on that.

6.8 Interviewee 8: Gertrude Rose Gamwera

135   My name's Gertrude Rose Gamwera. I am the Secretary-General of the East African Local
136   Governments Association. We are mindful that we have a guiding agenda, the global agenda
137   2030. Therefore, we must be part of the #FlipTheScript campaign, which is committed to taking
138   action. We have to make sure that we put our best foot forward to ensure that our local
139   governments are prepared and positioned to make sure that we make and achieve the
140   Sustainable Development Goals (SDGs). Our key job is to ensure that we secure solid
141   partnerships for our national chapters and solid partnerships for our local governments to make
142   sure that they can deliver on the commitments around the SDGs.

6.9 Interviewee 9: Hamzat B. Lawal

143   <u>Interviewer:</u> What is the key element of accountability?
144   For me, it's trust. Building trust amongst different stakeholders because if we trust, we can
145   create sustainable partnerships, which are unique and equitable, where everybody feels a
146   sense of ownership.

147 Interviewer: Do you have any view on how we could rebuild trust?
148 I think, first, to take stock of where we are. What have we achieved, what have we learned,
149 and what has gone wrong? How can we learn and listen more to see if we want it to be effective
150 and build a sustainable partnership and trust? We need to listen to people and public and
151 private stakeholders and diversify into more homegrown initiatives that seek to address local
152 problems and emerging issues but connect globally.
153 Interviewer: What are your recommendations for more effective partnerships?
154 It is important to communicate effectively with transparency between people and multi-
155 stakeholders and have a platform to share resources, ensuring accountability. The private
156 sector is important in effective partnerships because of its available resources and financial
157 capital. A multi-stakeholder agreement will help us #FlipTheScript, and help us reduce
158 inequalities, and increase equity and justice.

6.10 Interviewee 10: Jessica Li

159 Interviewer: How is the climate crisis affecting your region?
160 We are facing extreme heat, wildfires and forest fires. We also see earthquakes. These are
161 the most pressing climate challenges that some communities face worldwide.
162 Interviewer: How can we #FlipTheScript on how we approach climate challenge?
163 We can flip the script by acknowledging that the climate crisis is happening and experiencing
164 it daily.
165 Interviewer: Can you tell us more about YOUNGO's work?
166 We facilitate climate negotiations. Since our members are diverse around the world, we see
167 different perspectives, and hence, it creates an inclusive environment. We have over 20
168 working groups working on various projects based on SDGs, such as nature and climate. We
169 are providing climate education through our ACE initiative and raising awareness on climate
170 change. We have localised programmes, and our vision is to connect and network to elaborate,
171 expand, and strengthen our collaboration across other constituencies and public and private
172 sectors. This year, we are at the UN Climate Conference (#COP27) and have a youth pavilion
173 in Egypt to amplify youths' voices and sit at the decision-making table to intensify climate goals.

6.13 Interviewee 13: Mitzi Jonelle Tan

174 This coming November, for the UN climate summit, we need everyone on board to put
175 pressure on their national and global leaders to take the climate crisis into account. We need
176 to make sure that carbon dioxide emissions are appropriately counted. We need to make sure
178 that global north countries are actually transitioning out of the fossil fuel industry. We also need
179 everyone to put pressure on their governments to have that climate finance from the global
180 north countries to the global south countries.
181 Interviewer: What are the biggest challenges in action for the climate?
182 The Philippines is one of the most vulnerable countries in the world to the climate crisis, yet
183 climate education isn't readily available to our population. If you do have the privilege to have
184 climate education, it's very technical and foreign and alienating and not empowering. It's also
185 important to ensure that young people have that access to information that empowers them to
186 become active citizens of society. Another obstacle in the Philippines is that we are one of the
187 most dangerous countries in the world for environmental defenders and activists. So that puts
188 a significant barrier for young people to join activism. Because they're afraid for their lives, so
189 this is something that we need to stand for when we call for climate justice. It also means
190 calling for justice for the human rights violations that have happened to environmental
191 defenders.
192 Interviewer: How are you flipping the script?
193 With my group, Youth Advocates for Climate Action Philippines (YACAP), we're flipping the
194 script by empowering young people with climate education. This means going to students and
195 communities, such as small farmers, fisherfolk, and indigenous peoples and amplifying what

196 they already know by learning from them and complementing that knowledge with climate
197 science. We can help them with their campaigns. Another aspect of what we're doing is flipping
198 the script by changing public opinion by doing strikes, organizing protests, and doing all we
199 can to change how we see the system and ensure that we have a society that prioritizes
200 people's lives over profit.
201 <u>Interviewer:</u> How can societies flip the script?
202 We flip the script by stopping thinking about the climate crisis as a problem with the future and
203 flipping it into a problem of today. Flip it from a problem about the environment and the science
204 of carbon dioxide emissions into a problem impacting people, all systems of life, and
205 ecosystems. We need to flip the script and understand that we are part of nature and protect
206 it. We need to start flipping the script in our minds and then flipping the script of public opinion.
207 That's how we also put pressure into flipping the system.
208 <u>Interviewer:</u> What is your message to people?
209 Often, we're told that all we can do is individual lifestyle changes, and that's all we can do as
210 individuals. But something even more powerful is remembering that when we come together,
211 there is a strength in that, and we can change the system collectively. We need to empower
212 ourselves with education, inform ourselves, and then talk to the people in our community. Find
213 the communities we can work with and always listen to the most marginalised people and let
214 them lead the way and support those campaigns. Support those voices because that is how
215 we flip the script, and that is how we achieve climate justice.

6.14 Interviewee 14: Natasha Wang Mwansa

216 <u>Interviewer:</u> Why is it important for all stakeholders to participate in the Effective Development
217 Cooperation Summit (#DevCoSummit)?
218 The world had taken a different shift, especially after the COVID-19 pandemic, because this
219 was one of the times, we saw that the world could go on lockdown. We learned that something
220 could cause that much harm, which made us realize that we don't have proper systems in
221 place to respond adequately to certain crises. We also need to make meaningful interactions
222 and connections with people. We also got to see that we have bigger problems to face and
223 need solutions to come together. Now, these solutions do not lie in one person. They lie in
224 individuals, corporations and stakeholders coming together, meeting and speaking and
225 discussing these issues critically. While coming up with solutions, this is not possible if we do
226 not meet and convene and talk. How much more can this conversation cause and foster
227 development in its own way and its own right? So, we must come together because we need
228 solutions, ideas, and people to come and tell us what's on the ground to work towards that.
229 We also need to understand who exactly is doing what. With meeting and collaborating, we
230 get to know how they work. We get to know how to interact with them and know what they can
231 bring to the table and what we can bring to the table. Meeting together and convening largely
232 allows us to come up with solutions that we may not have individuals, but it also allows us to
233 understand the other individuals that are in this big puzzle that we're trying to solve.
234 <u>Interviewer:</u> Why do we need to #FlipTheScript on partnerships?
235 Flipping the script is a concept that we have all seen because we know what the idea is. We
236 know what world we want to live in. We know what the SDGs say. We know how much better
237 the world can be, but if we don't start acting out on all these ideas that we have, then it will be
238 a huge problem flipping the script. This is the situation in society: people have lost hope, people
239 are afraid, people are in poverty, and people are sick. But we need to change the narrative
240 when we come together and flip this. I cannot flip the script alone; it doesn't work like that. We
241 have different partners that have to come together and make it work, like flip it from poverty to
242 people, being fed from sickness to people being healthy, and that has different actors that play.
243 It has politicians; it has people such as myself, students and young people; it has got people
244 in media; it has got people in different spheres of society and influence. When we collaborate
245 and flip the script, that is the only way we can change the narrative on the ground, and that is

246   what flipping the script is. It is about knowing that this is where we are, where we want to be,
247   and these are the actors that will change the narrative and take us to where we want to be.
248   That is why each of us has a role to play within the script, changing the narrative and making
249   the world the place we envision.
250   <u>Interviewer:</u> How can youths #FlipTheScript?
251   One thing that young people can do is they need to realize just how dire the situation is. The
252   world is in a crisis, and if we don't acknowledge that, we're not working towards it. That's
253   something that young people are doing, but we need more young people on board with this.
254   We need an actual image of what's happening in the world, and then as young people, we
255   need to find our place in society to deal with these issues. If you want to be in a political space,
256   you believe you could be a great leader and lead people towards triumph, so take out that
257   political position. If you believe that you would work better on the streets as an activist
258   advocating and telling people's officers to change laws and policies, take up that. If you are an
259   entrepreneur who could make money and finance humanitarian work, do your part. It would
260   help if you had the real picture and then found your place in society as a young person to act.
261   Young people also need to do is invest in their education. Take your education seriously
262   because that is the key, we all need for these solutions and the challenges we face. You also
263   need to take up your position and role as a partner; don't view yourself as a beneficiary. We
264   have too many young people who always depend on the government. We must change the
265   narrative because we must know what we can do ourselves. So, take an interest in political
266   spaces, take an interest in social spaces, take an interest in economic issues, media issues,
267   and whatever is happening; take an interest because you need to step in as a young person
268   and ask what you can do but don't end with the question. Get that thing done once you get the
269   answer.
270   <u>Interviewer:</u> How are you flipping the script?
271   Things that I am doing personally as Natasha is as a health activist and advocate. I am always
272   looking through different policies and laws that can help, for instance, ensure that we have
273   more people accessing health without any challenges or ensure that their health services are
274   being provided. To young people, for example, and sexually productive, we have very few
275   youth-friendly corners that are being serviced in the way that they're supposed to be. Yet the
276   money or the documents tell us that money is being pumped into it. As a social accountability
277   monitor, I'm ensuring that this paper should become a reality. So that's how I'm flipping the
278   script, and that's the idea. It is filling the gap between what isn't and what is supposed to be.
279   And you make that happen, so that's one of the ways that I'm engaging with policymakers and
280   students themselves because that's the whole idea of the partnership. You don't just go to the
281   upper level of people that can change things; you also go to people that need those things
282   changed. And so being the bridge between the two is very important, and that's something I'm
283   doing in my home country. Young people spend most of their time in school, which prepares
284   us for the future. If we look at the education sector and we are sure that it holistically cutters
285   for all our needs to become the flippers of this script, then we're going to be looking forward to
286   a brighter and better future and world. I'm working towards transforming education. We're
287   creating different partners in different organizations in government spaces. Young people,
288   individuals and communities are working towards making this better with the foundation I run.
289   We have young people that take over these spaces and involve them in political,
290   developmental, social, health education, and climate change. So, with young people on board
291   and working with them, we see them as partners as well, but the organization itself is highly
292   invested and focuses on young people. A partnership is key; we all need to learn to target
293   different individuals and make it work. So that's a natural what I am doing and working towards
294   ensuring that every young person can be voiced alight into solution in their own way.

6.15 Interviewee 15: Rebecca Prince-Ruiz

295   I think the next #COP has to be different. Unless we make significant changes by 2030, we're
296   not going to tackle the climate emergency. So, the next #COP27 can't be about aspirations; it
297   needs to be about action and holding business and the fossil fuel industry to account.
298   Interviewer: What needs to be changed?
299   We need to have these targets of reducing our carbon emissions at the zero carbon targets
301   and, at the same time disapproving new oil and gas. As citizens, we need to hold our
302   governments accountable. So that they're talking about more than just these targets in the
303   distance: that is how we make daily decisions that will affect the climate emergency. There's
304   a gap there that, as a society, we're just waking up.
305   Interviewer: How can we act for the climate?
306   My message to anyone is that we can't all do everything, but we can all do something. It will
307   take action from all of us, and everyone has a role. So how we're flipping the script on the
308   climate emergency through the work, we do for our Plastic free July. It's just asking people a
309   simple question: every day, as we make purchases or accept items, how can we reduce our
310   footprint and consumption and use different sources in our daily lives? It just makes more
311   changes for a more sustainable future.
312   Interviewer: What are the solutions to the climate crisis?
313   We can't buy our way out of this climate emergency. We need to change the way we consume.
314   We can learn a lot from indigenous owners, the traditional owners of the land on which we live.
315   In my case, the traditional owners are the Aborigines of Australia, who have lived there for
316   65,000 years without creating waste and pollution problems. To move forward, we need to look
317   back and walk forward together.

6.16 Interviewee 16: Samraddhi Awasthi

318   I'm Samraddhi Awasthi, joining the UN SDG Action campaign and its partners during the
319   Global Week to #Act4SDGs in September. Millions of people around the world have come
320   together to show that change is possible by taking positive action for the SDGs. Despite the
321   world's challenges, we must show that the power is in our hands for people and the planet.
322   Start by removing the adapter after usage, or go for meatless Mondays. Every action counts,
323   no matter how big or small. I challenge you to share your sustainable actions around climate,
324   justice and peace. Together we can turn apathy into action, fear into hope, and division into
325   unity. Remember the time when our grandparents used to carry "jholas" to buy vegetables,
326   and others used to laugh at them? Well, now, tote bags are in fashion, and everybody is
327   carrying them. Sustainability is rooted in Indian practices, and we should definitely learn from
328   them. I use the "Act Now" app on my phone to log all my actions daily. Download now and log
329   your actions. Let's #FlipTheScript and reduce our carbon footprint. Sustainable practice
330   includes: buying local, air-drying laundry, eating plant-based, taking public transportation, etc.

6.17 Interviewee 17: Srishti Bakshi

331   Interviewer: Why should we #FlipTheScript on gender?
332   Women hold half the sky, and we all are responsible for coming together and giving them an
333   equal platform. When it comes to women, unfortunately, the trust deficit is very high for simple
334   things like permission to go out, work, and have a life on an equal footing in this world. This is
335   very difficult, and there are significant obstacles to just basic human rights for women. So, it is
336   time that we flip this script and bring equity in the real sense for all women in the world.
337   Interviewer: How can we help women #FlipTheScript?
338   In my experience, we need a very strategic approach with women because there is so much
339   conditioning of this depleted confidence in all girls worldwide. I have a straightforward strategy
340   of a model where I would like others to view it for what it is it is: encounter, envision and enable.
341   All women need the experience to encounter the true freedom they can experience in the real

342   world as a gender-equal partners to this entire planet. So, we need to facilitate that encounter
343   envisions. We need to show all women the true examples of being on an equal footing. We
344   need to facilitate and enable it. We need that nudge from our allies, our partners from women
345   leaders to motivate, so that's my last enable that we all need to participate in it and flip the
346   script.

6.18 Interviewee 18: Anonymous

347   <u>Interviewer:</u> To start off, can you explain why effective communication is important in today's
348   society?
349   Effective communication is crucial in today's society because it allows individuals and
350   organizations to connect and share information in a clear and efficient manner. It also plays a
351   vital role in building and maintaining relationships, both personal and professional.
352   <u>Interviewer:</u> And how has social media impacted communication?
353   Social media has had a significant impact on communication, both positively and negatively.
354   On one hand, it has made it easier for people to stay connected with friends and family and
355   has created new opportunities for businesses to reach customers. On the other hand, it has
356   also led to the spread of misinformation and has made it harder for people to separate fact
357   from fiction.
358   <u>Interviewer:</u> Can you give some examples of effective communication strategies that
359   businesses can use on social media?
340   Sure. One strategy is to be authentic and transparent in all communications. This means being
341   honest and open about what a business is doing and what it stands for. Another strategy is to
342   actively engage with customers and respond to their questions and concerns in a timely
343   manner. Additionally, it is important to create a consistent brand voice across all platforms and
344   to use visuals and multimedia to tell a story.
345   <u>Interviewer:</u> And what about individuals? How can they improve their communication skills on
346   social media?
347   For individuals, one of the most important things is to be mindful of the tone and language they
348   use online. It's easy to misinterpret messages when they're communicated through text, so it's
349   important to be clear and concise. Additionally, it's important to be respectful and considerate
350   when engaging in online conversations and to think twice before posting something that could
351   be hurtful or offensive.

7. INTERVIEW TRANSCRIPTS CODES

The "interview transcripts codes" with themes are provided in the table below and explained in section
<u>B3.3: Qualitative Research – Interview Data Analysis</u>.

Themes	Sub-themes	Line
Global Challenges	Pandemic	2
	Droughts and Heat Waves	
	Floods, Earthquakes	
	War, Occupation	
	Rising Inequalities, Rising Inflation	3
Empowerment	Flipping The Script	5
	Action, Hope, Unity	4
Environmental Sustainability	Think twice before shopping	6
	Boycotting products that endangered wildlife	7
	Using bicycles instead of cars	8
Collective Action	Being a massive force for transformative change	10
	Showing that choices and actions matter	9
	Showing that change is possible	23-24
	taking power in the global call to action for climate, justice, and peace	

Themes	Sub-themes	Line
	#FlipTheScript campaign	22
	Call to action for making SDGs a reality	39
	Involvement and awareness of global goals	41
	Positive impact on societies and communities	41-42
	Engaging people regardless of age, nationality, colour or race	42-43
	Importance of SDGs for the future of the planet and society	99
	SDGs as a tool for sustainability and putting people at the centre of global agendas	101-102, 136-137
	Opportunity for people to express their desires	102-103
Fashion Activism	Using fashion to bring social issues to the forefront	16
	Uplifting marginalized voices	17, 213
	Changing the narrative of the fashion industry	15, 18
Sustainability and Inclusion	Demanding sustainable actions and practices from brands	19-20
	Encouraging climate action	20
	Creating sustainability in fashion	21
	Making the industry more inclusive	19
Social Media	Using social media to promote sustainable fashion and encourage climate action	20-21
Climate and Energy	#FlipTheScript initiative	27
	Cities and local governments as pivotal players	26
	Climate crisis	59, 61, 163, 175
	Mitigate and adapt to climate change	62-63
	Change-makers	68-69, 85, 91
	Communication, Coordination, Mobilization	129
	Highlighting the importance of addressing the climate crisis	36-37
	Climate education, public opinion	169, 182-184
Role of Cities and Local Governments	Policies, Acting	27, 258, 272
	Bringing resources to citizens and residents	28, 30
Collaboration	City networks	28
	Partners in academia and civil society	29
	Business, Private sector	29, 47-48, 155-156, 171-172
	Inviting individuals to join and work together towards SDGs	5, 13, 55, 103, 168
Research and Innovation	Strengthening at a local level	31
	Bringing resources, technical expertise, and capacity together for cities and local governments	30
Development Cooperation Summit	Importance of attending	216
	Network and experience	34
	Sharing best practices and latest technology	36
	Addressing climate disasters	37
Partnerships	Flipping the script on partnerships	
	Collaboration	45
	Importance of community engagement	47
	Stakeholders	48, 224
	Creating smart, sustainable cities	49
	Capacity building	49-50
Personal Action	Awareness campaign for SDGs	54
	Creating positive impact through small actions	42
	Throwing garbage in proper place	56
	Turning off lights before leaving the house	57
Flipping The Script	Spirit of community and connection	46-47, 89, 212
	Collective listening, learning and problem-solving	89

Themes	Sub-themes	Line
	Empowerment	184, 185, 194, 211
	Community campaigns, system change	199, 204, 205, 207, 211
	Changing narrative, hope, poverty	68, 92, 239
	Changing the narrative on the ground	248
	Role of each individual in changing the script	233, 288, 293, 349
UN Climate Summit	Pressure on leaders	174-175, 179, 207
	Carbon emissions, fossil fuel industry	178, 299, 297
	Climate finance	179
Climate Justice	Protecting nature	168, 205
Importance of Stakeholder Participation in Effective Development Cooperation Summit	Need for solutions and ideas from individuals, corporations and stakeholders	228
Role of Youths in Flipping The Script	Investing in education	169, 183-184
	Transforming education for a brighter future	194
Climate Solutions	Changing consumption	309-310
	Indigenous knowledge	314
	Reducing waste and pollution	316
	Moving forward together	316
Sustainable Actions	Climate Justice and Peace	23-24
Reduce Carbon Footprint	Removing adapter after usage	322
	Meatless Mondays	
	Buying local	330
	Air-drying laundry	330
	Eating plant-based	
	Taking public transportation	
Tools for Tracking Actions	Act Now	328
Strategic Approach on Gender	Encounter, envision, and enable	340
Effective Communication	Building and maintaining relationships	351
Impact of Social Media on Communication	Positive impact, separating fact from fiction	353, 357
Business Communication Strategies	Authenticity and transparency	340
	Engaging with customers	342
	Consistent brand voice	343
	Visuals and multimedia	344
Individual Communication Skills	Mindfulness of tone and language	347
	Being clear and concise	349
	Avoiding hurtful or offensive posts	351
	Respect and consideration in online conversations	349

__Table 28:__ Complete list of interview themes and sub-themes (Mostafa, 2023)