



# NSSF COMMUNICATION CAMPAIGN STRATEGY 2018





This communication campaign strategy was developed by 17 Triggers in collaboration with the National Social Security Fund of Cambodia and the International Labour Organization with the financial support of the Auchan's Foundation Weave our Future.



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# 1. INTRODUCTION & OVERVIEW

## Your brief, in brief

- Develop a **strategic communications campaign** to build **awareness** of the NSSF brand and social insurance schemes
- **Communicate the benefits** of **EII** and **SHI** schemes simply, effectively and clearly
- **Shift** target audience **perceptions** and **create relevance** for NSSF, EII and SHI
- Create a **unified brand** for the NSSF, **including look and feel**

## What we've already achieved

**As a reminder, we have already completed the following activities with NSSF and ILO teams:**

- **ILO & NSSF shared research and data with 17 Triggers team**
- **An informational radio campaigns featuring five scripts broadcast nationally**
  - The scripts aimed to raise awareness on worker benefits and new requirements to register
  - The following areas were highlighted:
    - Maternity
    - Employment Injury Insurance (EII) benefits
    - Social Health Insurance (SHI) benefits
    - What to do in Communiting accidents
    - Employers responsibilities
- **Vision of Perfect (VOP), 7<sup>th</sup> December 2017**
  - Half day workshop to align on project objectives and priorities
  - Identify NSSF services and obstacles
- **Trigger Mapping in Box (TMIB), 11-12<sup>th</sup> December 2017**
  - One and a half day immersive workshop to unpack the current user journey
  - Pinpointed communications opportunities and headaches
  - Identified ways to improve the customer flow
  - Learned Gangnam Style Dance
- **Draft Campaign Strategy Presentation, 24 and 26<sup>th</sup> January 2018**
  - One day workshop to present draft strategy to NSSF and ILO
  - Received feedback and choice preferences on strategy from participants
  - Presented separately to NSSF Director and Head of Policy
- **Final agreed campaign activities for 2018, 16<sup>th</sup> February 2018**
  - Agreed together with NSSF Director, team and ILO

# Project Phases

Our project phases highlight what we have already done together and what is next.

<b>PROJECT SETUP</b>	<b>RESEARCH &amp; STRATEGY</b>	<b>INFO PACK</b>	<b>CAMPAIGNS</b>	<b>PRODUCTION</b>
Background Setup Vision of Perfect	Trigger Mapping in a Box Draft Campaign Strategy <b>Final Campaign Strategy</b>	Brief for Info Pack Develop concepts Present concepts Gather content Develop content Draft Info Pack Final Info Pack	Campaign briefs Develop concepts Present concepts Draft storyboards Test storyboards Final storyboards	Produce videos FB Media buy Launch campaign(s)

## Focus of this strategy

Our background activities and research provided us with an incredible amount of useful evidence and data on how the NSSF operates and engages with staff, workers and employees. This rich data will help the NSSF improve and streamline processes in 2018 and beyond.

As a reminder, our current focus for this project is solely **communications**.

We know there is so much more we can do together to help NSSF reach its strategic ambition. So, there may be future opportunities to help carry out activities which we believe are important for NSSF, but currently out of scope due to resource and contract constraints.

### **What's in scope:**

- Communications strategy
- Development of tools and campaign concepts
- Communications campaign implementation

### **This strategy includes:**



Vision of Perfect



Target Persona



Communications Audit



Communications Strategy



Indicators for M & E

## 2. VISION OF PERFECT

The NSSF provides health insurance benefits designed to reduce the vulnerability of workers in exchange for small contribution fees paid by employers. Schemes and benefits include:

- **Employment Injury Insurance (EII)** that protects workers who suffer from accidents at work or occupational diseases
- **Social Health Insurance (SHI)** includes a basic package of medical services to employees for non-work related illnesses and accidents, e.g. vaccines, physiotherapy
- **Maternity benefit** pays women 70% of their wage for 90 days (if they have been part of NSSF for the past nine months)
- **Sickness benefit** pays workers 70% of their wage during the time they cannot work due to illness or injury (as long as it is more than seven days)

### What is the main problem the NSSF is trying to solve?

#### 1. Limited knowledge of benefits and processes (both employers and workers)\*

- Employers know to register with the NSSF, but most of them are not familiar with the benefits
- 24% of employers in survey don't know about SHI
- 42% Employees only know about one benefit (usually medical)

#### 2. Employers don't know they have to register if less than 8 employees (new regulation)

### What is NSSF's Vision of Perfect?

**We want** Kosal, the employer **to** register and pay monthly contributions to the NSSF so that he can claim benefits and avoid any fines or penalties

**We want** Bopha, the employee **to** use her NSSF card so that she can access the free social security benefits available to her

*\*Note: Numbers from the survey are only for EII, so for SHI the knowledge would be even lower. EII has been active longer and is simpler than SHI.*

# 3. TARGET PERSONA

To create a tailored communications campaign, we need to have a deeper understanding of our target persona's behaviours and attitudes.

Why is this important? If we want to influence behaviour change we need to know where, when and how we can authentically insert ourselves into our target persona's daily life. A target persona is a representation of the type of person we see as our primary audience.

## Meet Kosal Business Owner



Husband, father, and restaurant owner, Kosal is 42 years old with a wife and two young children. He has worked hard all his life; he was dedicated to his studies, finished high school, and speaks Khmer and English.

Kosal is business and IT savvy; he owns both a smartphone and a laptop. At the moment, he is the only person who manages his business

### INFLUENCERS

Friends and family are most trusted, followed by celebrity and government

### MEDIA CONSUMPTION

He gets most of his news from Freshnews, DAP, or Sabay news (via Facebook on his mobile phone), and might read Koh Santepheap on paper

### KEY CHANNELS

Facebook, Radio (ABC, RFE, 103FM, 97.5 & 103.75), TV (CTN, MyTV, Hang Meas, Bayon, TV5), and NSSF Offices and Inspectors

operations. He does have an Administrative assistant, but she is very junior and only looks after daily office duties. To date, his business employs 10 full-time workers and his business earns a net profit of around \$7,000 a month.

When Kosal isn't working he spends time with his family. When he gets time to himself, which isn't

very often, he checks Facebook or plays football with friends. As a family, they watch TV together in the evenings.

### About NSSF

Kosal registered his company when an NSSF inspector unexpectedly came by his place of work. All of his workers are registered as well. He wants to find out more about the benefits and claims process, but he doesn't have time to go to the NSSF training. It is already a monthly hassle and takes so long (sometimes two hours) to pay

the monthly contribution at the bank and then queue to drop off the payslip at the NSSF offices.

He isn't sure how his employees access the benefits or even what all the benefits include. If Kosal's employees need more help he says it is best to ask a friend who has already made a claim – they can explain how to do it. He is not too worried if any of his workers have an accident as he can usually pay directly for the medical expenses; it is faster for him and the worker.

## Why would Kosal say 'Yes' or say 'No' to registering for NSSF?

Why Yes	Why No
It's mandatory (law)	Lack of information from NSSF
Claims covered by NSSF	It's expensive (3.4%)
CSR - Happy, healthy and productive workers	Process is complicated (technical) and easy to make mistakes
	Process is time consuming
	High administrative staff turnover for employer



## Meet Bopha Factory Worker

At just 22 years old, Bopha works full time (six days a week) in a garment factory on the outskirts of Phnom Penh, earning around \$200 a month. She is single and smart. Bopha can read Khmer, but she only received education until Grade 6, giving her the basics.

When she is not working, she is hanging out with her friends, either shopping, singing at the local KTV bar or clustered around a friend's phone watching the latest Korean drama on YouTube. She lives in a dorm room of 4 or 5 other women, which means she craves alone time, and she finds it by spending time on YouTube or Facebook.

### About NSSF

Bopha's heard about the NSSF from her employer. They said she could get free visits to the doctor, but she's not convinced, because a friend said she was treated badly by doctors at the public health centre. Apparently, when she showed her NSSF card she was told that she had to pay \$4 anyway. She trusts both her employer and her friends, but she is confused and doesn't know what information to believe. If you have to pay anyway, what's the point of having an NSSF card?



### INFLUENCERS

Friends and family are most trusted followed by employer, celebrity and government

### MEDIA CONSUMPTION

She gets most of her news from Freshnews, DAP, and Sabay News (via Facebook)

### KEY CHANNELS

Facebook, YouTube, Radio (ABC, RFE, 103FM, 97.5 & 103.75) TV (CTN, MyTV, Hang Meas, Bayon, TV5), and NSSF Offices

## Why would Bopha say 'Yes' or say 'No' to using her NSSF card to access her benefits?

Why Yes	Why No
It's compulsory to secure a job	Employer not interested in NSSF and has no information
Completely free	No reliable source for information
Access to many benefits, especially maternity	Not clear about the benefits
	Doesn't think she will get sick or have an accident
	Process is time consuming and unclear
	Does not trust the NSSF
	Easy for claims to fail
	Doctor discrimination if have NSSF card

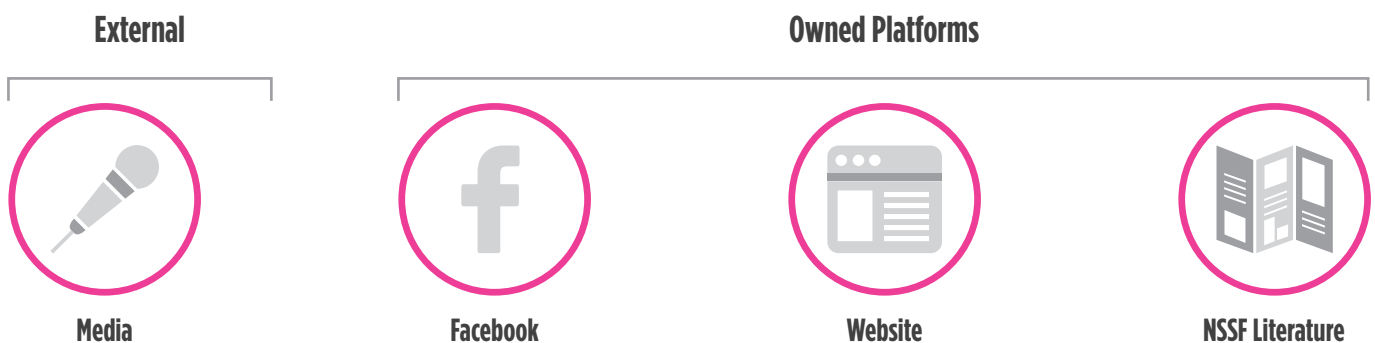
# 4. COMMUNICATIONS ANALYSIS

If we want to build awareness of the NSSF and improve the overall perception of the organisation, we need to know what people think about us. We also need to examine how the NSSF is presenting itself to the outside world and see whether that aligns with the organisational objectives. We need to have an honest look at what's working well and where we can make improvements.

**The Communications Analysis looks at these two elements :**

**1. What *the external world* is saying about the NSSF (media audit)**

**2. What *we are saying* about ourselves (owned platform audit)**



## Communication Audit

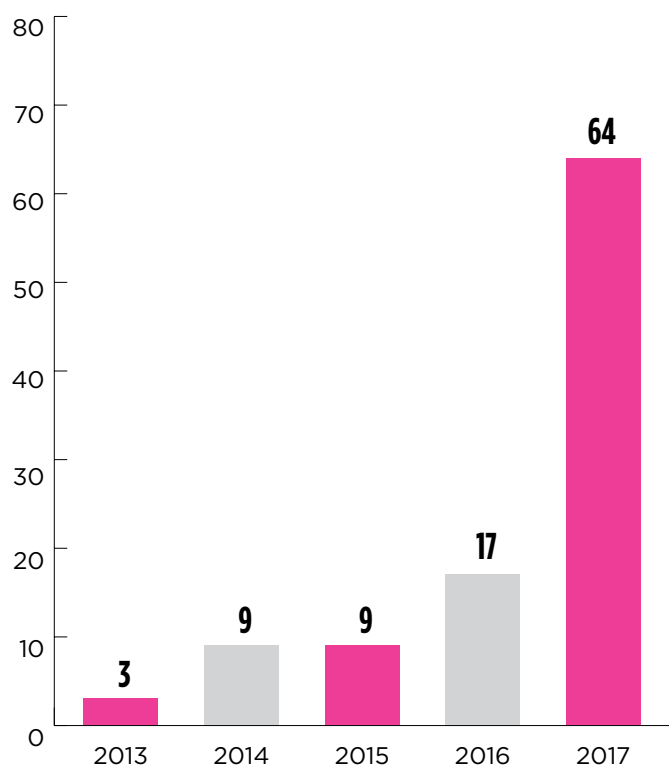
### ***Media Audit - What is the external world saying about the NSSF***

The Media Audit is based on NSSF's appearance in print and web media, including online newspaper coverage. It excludes radio, TV mentions and Facebook.

- In the last five years, 102 media impressions have included mention of the NSSF
- The majority of these media impressions occurred in 2017
- The coverage is overwhelmingly positive, with only a handful of negative articles
- The content broadly falls into three categories:
  - Public and policy information announcements, e.g. hotline launch, employer 100% contribution
  - NSSF news, e.g. member updates, Prime Minister visits
  - Incidents of serious accidents or injury and claim rejections, frequently sensationalised
- NSSF is mostly the lead in stories where the organisation is mentioned. This is great — let's keep this up. The NSSF should always strive to play the lead role in any media stories.

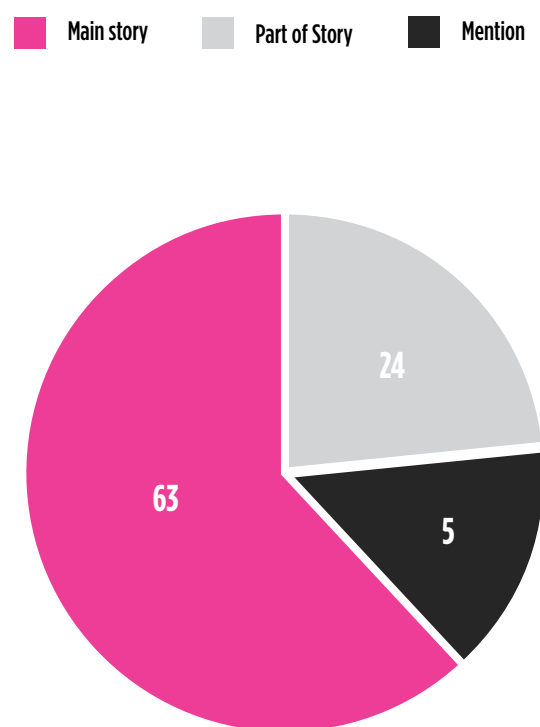
## Majority of stories in 2017

NSSF Total pieces of media coverage year on year



## NSSF is mostly the lead in stories

NSSF Story Prominence



## What Media Outlets are reporting on the NSSF?

In the last five years, three main outlets report on the NSSF, with Freshnews featuring more than 40% of NSSF's total media impressions.



### Freshnews

- First to break any government announcements
- Reliable news source but closely linked to government
- One of the most popular platforms in Cambodia for the latest news



### DAP News

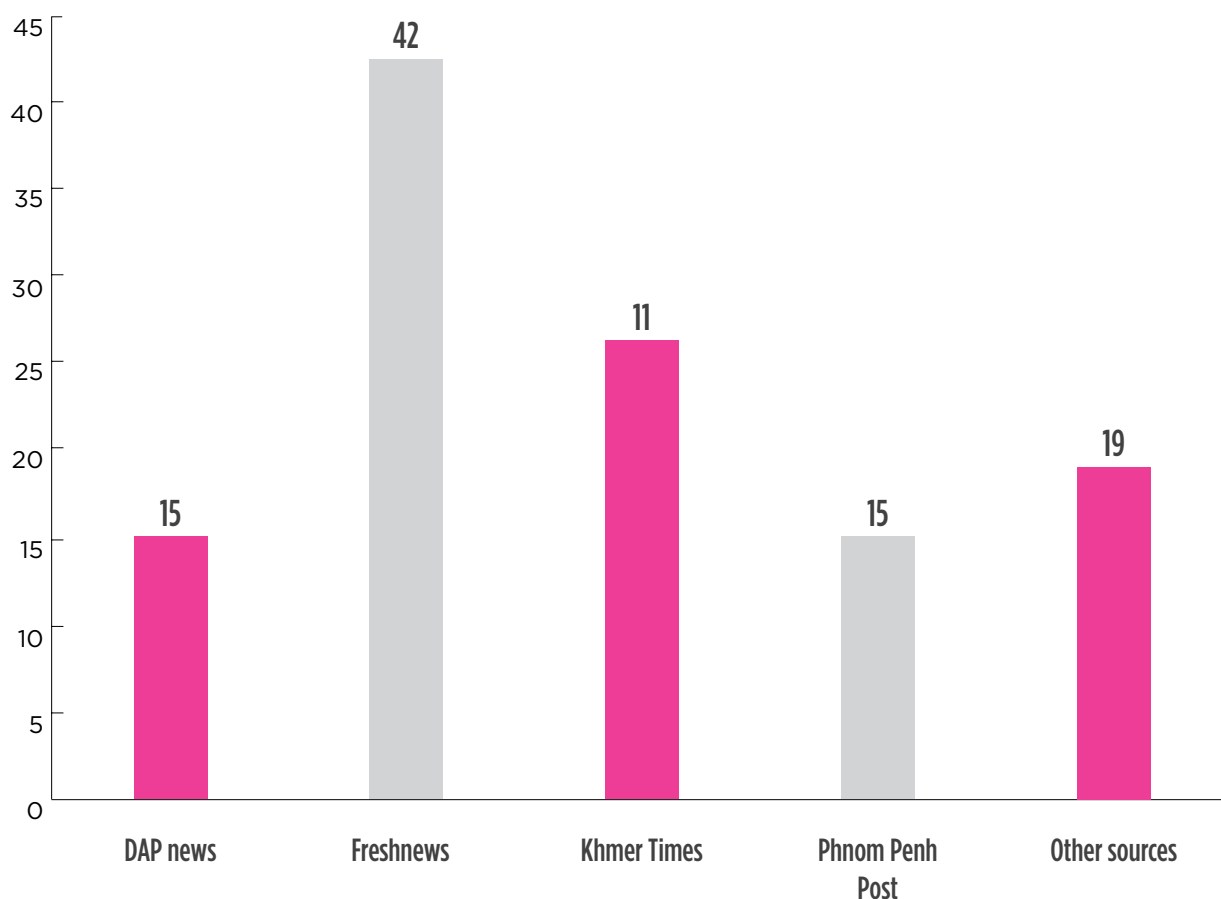
- Reliable source for Cambodian news and entertainment
- Similar to Freshnews for breaking 'hot news' announcements
- One of the more popular news information sites in Cambodia



### Phnom Penh Post

- One of the only sources of trusted, independent news in Cambodia
- Covers latest news, current affairs and entertainment
- High readership of three million (digital & print)

## What Media Outlets have reported on the NSSF between 2013 - 2017?



### ***Is the NSSF fulfilling its potential in the media?***

Not yet. There is definite room for improvement in 2018 and beyond

- Coverage on the NSSF is positive — we just need more of it, more regularly, from trusted sources
- So far the coverage has been limited to three content categories — we have so much more to say about benefits, successful stories and topical occasions
- Whilst most of the stories are positive, the majority come from one source — Freshnews
- Ensure NSSF is the lead in 80% of media impressions
- Strategic media relations in 2018 & 2019 — control when and where the NSSF features in media

### ***What can we do better in 2018?***

- Increase the number of media impressions and expand the number of outlets
- Focus on the benefits of the NSSF

## Owned platform audit – What is the NSSF saying about itself?

The reputation of the NSSF matters. Why? It helps to build trust and value with our target persona(s) and NSSF staff. If we want to improve the perception of the NSSF and encourage more people to proactively participate in the various schemes, we need a unified, consistent and trusted brand image.

How the NSSF presents itself across its owned platforms e.g. Facebook, its website and educational leaflets, is a reflection of the NSSF brand. We have conducted a topline overview of these top three key NSSF-owned platforms.

## Facebook

With over 4.8 million users and 96% of people using Facebook weekly, Facebook is by far the most dominant social media platform in Cambodia. For many Cambodians, Facebook IS the internet.

Aside from sharing updates, photos and connecting with friends, 76% of people use Facebook to stay informed on latest news and events, and just over half (56%) use it to read articles and watch videos.

Both Bopha and Kosal are on Facebook, so we know we can reach them via this platform. So, does the content we share on the NSSF Facebook page support our Vision of Perfect?

### ***Is the NSSF fulfilling its potential on Social Media?***

#### **What works well**

- Posts are frequent, generally once a day
- Language is user-friendly and easy to understand
- Content usually includes photos or videos
- Most comments are positive

#### **What doesn't work well**

- Majority of posts are workshop and meeting



announcements (>80%), which have low shareability outside ministry or internal staff

- Little information about NSSF benefits
- Little or no information on how to register
- Some complaints about slow response to claims, poorly trained staff and process failures

### ***What can we do better in 2018?***

#### **Content**

- Add key information about NSSF schemes and associated benefits
- Add information on how to register and where to go
- Share latest news and NSSF policy updates
- Post testimonials from Bright Spot employers and workers
- Post examples of successful claims

#### **Community**

- Answer 100% of comments





## Website

The good news is that the NSSF already has a website. We know that a professional, polished website is essential to building the NSSF's reputation. Ideally, the NSSF website should be a one-stop shop for everything you need to know about the NSSF and its services. It acts as single, trusted source for all important employer and worker information.

### A good website should:

- Be easy to navigate
- Have strong imagery
- Feature quality content which is easy to understand
- Provide a positive user experience

### Is the NSSF Website fulfilling its potential?

#### What works well

- Website is packed with information, including key legal documents like sub-decrees and prakas
- The Hot News section in the Khmer part of the website is relatively updated

#### What doesn't work well

- Navigating the website is challenging and

not user-friendly – pages have no descriptors and critical documents are hard to find e.g. registration forms, claim forms, etc.

- Some links and pages do not work or are blank
- Language on the website and forms is very technical and hard to understand
- Site is almost entirely text-based making the content feel dry and repetitive
- Limited information on SHI and pensions
- Not clear what information is for the employer versus for the worker

### What can we do better in 2018?

Full website refresh and redesign to improve the functionality of the site and overall user experience (with Bopha and Kosal as target personas).

#### Content

- Homepage should feature the most important information for visitors
- Tailor relevant content for employers and workers by creating different sections

#### Navigation

- Improve website navigation with the user in mind (fewer pages, more anchor links within a page)
- Clear Headlines and Titles for each section
- Quick Links – Checklists, Registration, Download Forms (all PDF format), FAQ

#### Style & Language

- Adopt consumer-friendly, easy-to-understand language (targeted at those people with a Grade 6 education level)
- More visuals to illustrate processes, e.g. registration process
- Refresh the look and feel of the site to reflect a consistent NSSF brand image

# NSSF Educational Literature

During the NSSF audit we were able to identify three types of printed educational information:

1. Leaflets
2. Sub-decrees & Prakas
3. Forms

## Is the NSSF fulfilling its potential on Educational Literature?

### 1) Leaflets

#### What works well

- Leaflets for SHI and EII are a great start, information is clear and simple
- Good use of logo, contact information, e.g. hotline number

#### What doesn't work well

- Health and safety prevention leaflets for traffic, sickness and health are useful, but not a priority
- Missing educational leaflets on each of the benefits and how to claim
- Inconsistent look and feel of the design
- Not commonly given out

### 2) Sub-Decrees & Prakas

#### What works well

Inspectors often leave a copy of the sub-decrees and prakas with employers to encourage registration

#### What doesn't work well

- Informative but very technical, unlikely to be read and understood

### 3) Forms

#### What works well

- Forms can be downloaded from the website, mostly as PDFs

#### What doesn't work well

- Forms are located in an area on the website called 'Computer Program' but not on in the areas you would expect, like 'Registration'



- Seven out of 13 forms download as word documents, with Khmer font that does not render (computer displays as gibberish)
- Language of forms is too technical; it is not clear which form is for what and when to use
- Some forms are just numbers or have a confusing title (not intuitive). It would require an NSSF staff member to specifically tell the user which form to download

# What can we do better in 2018?

## Leaflets

- Create more educational information on the benefits and the claims process
- Improve the overall design of the leaflets
- Ensure that Kosal and Bopha can easily access the information in the leaflets (print, online, mobile optimised)



## Sub-Decrees & Prakas

- Send a digital copy or link to the website rather than giving out hard copies
- Redeploy print budget for Sub-decrees and Prakas to printing leaflets and forms

## Forms

- Streamline forms, remove forms that are not necessary or repetitive
- Simplify language and add instructions so that forms are easier to complete
- Make forms easier to use with visuals or examples of how to fill in
- Convert all forms to PDF and always use Khmer Unicode fonts
- Continue to keep a repository of all forms, but anchor link forms in strategic locations on the website, e.g. registration form should be linked in registration section; contribution form should be linked to payment area of website

## Summary

### What can we do better in 2018?



#### Media

- Increase number of media impressions and outlets
- Focus on NSSF benefits



#### Facebook

- Add info about schemes and process
- Share bright spots and successful claims



#### Website

- Tailor content for users
- User-friendly language and navigation
- More visuals



#### NSSF Literature

- Focus on benefits
- Ensure access to info (e.g digital)
- Improve design, brand and language

# Communications SWOT

We want to turn our weaknesses into strengths and our threats into opportunities. By examining what NSSF is doing well or not well in terms of communications, we can apply razor sharp focus to our communications strategy.

Strengths	Weaknesses
<p>Majority of media articles about the NSSF are positive</p> <p>Excellent range of benefits and equitable services</p> <p>NSSF staff are experts in the benefits, services and claims process</p> <p>New services in pipeline (pension, overseas coverage)</p>	<p>Members don't know benefits and processes</p> <p>No strong inspiration to sign up except the law</p> <p>Current communication materials too technical</p> <p>Website is difficult to navigate, not all links work</p> <p>Facebook is mainly used to promote NSSF internal activities rather than information for users</p>
Opportunities	Threats
<p>NSSF owned assets (Facebook, Website) and communication materials (leaflets)</p> <p>Media coverage on benefits and claims success stories</p> <p>Workshops &amp; training for employers and employees</p> <p>NSSF Inspectors &amp; Agents</p> <p>Scale and size of the NSSF regional network</p>	<p>No trusted source to find out reliable information</p> <p>Poor health care and discrimination from doctors — creates negative perception of NSSF</p> <p>High reliance on partners for claims to work</p>



# Insights to Strategic Actions

After much discussion, deliberation and brainstorming, we have distilled our research into five key insights and supporting strategic imperatives. These insights will help inform our overall communications strategy.

Insight	Strategic Action
People do not see the value of NSSF services	Leverage emotional drivers to build relevance of benefits
All processes (registration, monthly contributions, claims) are time consuming and complicated	Find creative ways to insert relevant and easy to understand educational information into Bopha and Kosal's user journey
Information about NSSF is complicated and exists in silos with no easy and trusted way to access it	Improve the flow of communications throughout the user journey by upgrading, unifying and simplifying NSSF content
NSSF currently has little control over the poor service from doctors and the negative perception this creates for the NSSF brand image	Focus communications on the benefits which NSSF can more easily guarantee a positive experience: 1) Maternity, 2) Sick pay, followed later on by public hospital care or survivor benefit
Facebook and digital media (viewed on mobile phone) is an underutilised channel of communication	Define the type (mobile first), frequency and relevance of content across Facebook and key media

# 5. COMMUNICATIONS STRATEGY

## Communications Vision

NSSF to be recognised as the **most trusted, reliable and popular** social insurance service in Cambodia. Foster a **sense of pride** in the protection that NSSF provides to workers, and cultivate advocates to **share positive and uplifting personal stories** from their own experience of how they benefited from EII and SHI.

## 3-Year Communications Road Map

### YEAR 1

2018

**Drive brand awareness and educate on key benefits**

- Motivate people to register and access benefits
- Educate on the value of social insurance
- Build credibility and trust with Bopha and Kosal

### YEAR 2

2019

**Build Brand Love and Trust for NSSF**

- Demonstrate the value of NSSF to thousands of people over the last decade (e.g. reaching milestones, # of people helped, rewards)
- Communicate new, improved and streamlined processes
- Showcase commitment to protect Cambodian workers by announcing new social security schemes, e.g. old age pension

### YEAR 3

2020

**Cultivate Brand Advocates & Champions**

- Recruit NSSF brand champions (celebrity/business influencers and companies)
- Curate a collection of good news stories from workers on how the NSSF improved or changed their life (to create authenticity)

# Our Communications Approach:

## Year 1 – 2018

### Communication Objectives

Our primary focus in 2018 is to drive brand awareness and educate on key benefits. We'll achieve this in a number of ways:

- **Motivate people to register and access benefits** *by improving the quality and flow of communications along the customer journey from first impressions, to courting and marriage*
- **Educate on the value of social insurance** *by promoting the most relevant benefits to our target persona*
- **Build credibility and trust with Bopha and Kosal** *by proactively communicating good news stories about the services*

### We recommend approaching the year in two phases:

#### Phase 1:

Refine & Refresh | Q1 – Q2 2018

#### Phase 2:

Educate & Engage | Q3 – Q4 2018

### Recommended 2018 Activities at a Glance

Aim	Drive brand awareness and educate on key benefits	
Phase	Phase 1: Refine & Refresh   Q1 – Q2	Phase 2: Educate & Engage   Q3 – Q4
	Communication Essentials	Campaign
Activities	<ol style="list-style-type: none"><li>1. Visual Brand and Style Guide</li><li>2. NSSF Info Pack (1 x Employer, 1 x Worker)</li><li>3. Facebook Strategy</li><li>4. Website Content Refresh (Nice to have)</li></ol>	<b>Key Benefit Campaign:</b> <ul style="list-style-type: none"><li>• Educational 1-minute video</li><li>• Campaign promo materials</li><li>• Facebook Ad content (if possible)</li></ul>

# Phase 1:

**Refine & Refresh (Q1-Q2 2018)**

# Phase 1:

## Refine & Refresh (Q1-Q2 2018)

Before we can start to proactively educate and engage people with the NSSF services, we need to refresh and refine existing communications tools, channels and processes.

This is primarily housekeeping of the NSSF brand and our owned platforms, such as Facebook, and the website, to ensure that everything is in good working order before we start calling for attention from our target personas.

Where do we start? Well, first things first, we need to get the Communication Essentials right.

### What are the Communication Essentials?

We have outlined our recommended communication essentials below. These are all based on our insights and strategic actions. We have divided the activities or tools into 'must have' and 'nice to have' to demonstrate what could be achieved depending on budget and resources.

#### **MUST HAVE**

- NSSF Info Pack  
(1 x Employer, 1 x Employee)
- Facebook Strategy & How to Guide
- Visual Brand and Style Guide

#### **NICE TO HAVE**

- Website Content Refresh
- NSSF PR Essentials (Key Messages, Q&A, Boilerplate, Media Release template)
- User-friendly forms



# 1. Visual Brand and Style Guide

## What?

A Brand & Style Guide gives basic design standards for the NSSF. It is a building block for the look and feel of NSSF so that all communication is consistent and easily recognisable by the public.

## Why?

- NSSF already has brand assets, e.g. logo and colour palette, however only the logo is used consistently on communication materials
- To create a clear brand identity and reputation, we need to consistently create content that is on brand, e.g. look and feel, language used

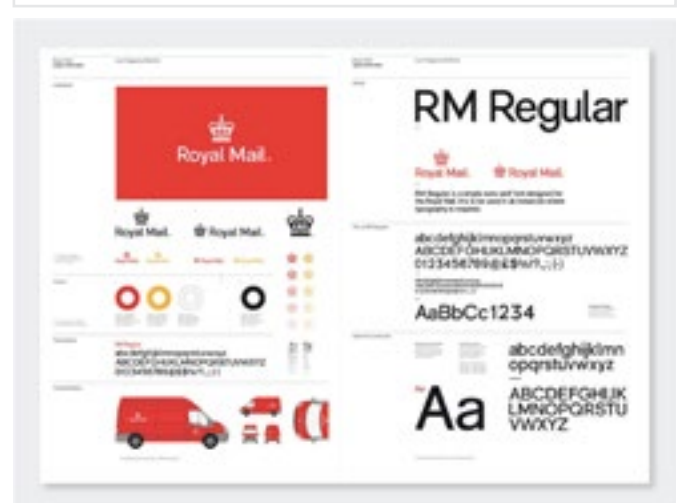
## Inside the Visual Brand & Style Guide

- NSSF Communications Mission and Objectives
- Logo usage
- Typography (print & online)
- Colour palette
- Graphical elements
- Photography + image guidance

## Who uses the Visual Brand & Style Guide?

- NSSF Communications & Marketing team, Information group or PR Division
- Communication Agency Partners, e.g. 17 Triggers
- Communication consultants, e.g. photographers, designers
- New NSSF staff
- Anyone creating future templates, e.g. powerpoint template or letterhead

*Some examples from different types of companies and organisations*



## 2. NSSF Info Pack

**(1 x Employer, 1 x Employee)**

### What?

The NSSF Info Pack would contain critical information on benefits, registration and making a successful claim. Content created for the pack serves as a base for any future communication materials. See examples on the right:

### Simple Info Pack

Here's an example of a simple info Pack that gives clear information on the product/service.

### Delightful Info Pack

Info Packs can be fun and delightful. This info Pack not only gives clear information in the form of a welcome letter but it also creates further delight by giving its user helpful tools, like the notepad, pencil and eraser.

### Creative Info Pack

This pack uses a creative concept to truly welcome its customer to the service. A co-working space provides its new members with a mug and orientation booklet.

### Why?

- Currently, there is no source of information about each benefit available in clear, simple language
- A key barrier to registration, payment and making claims is the lack of understanding of the process
- Relying only on the inspector and employer to educate is unreliable and inconsistent
- You can call NSSF (1286 or 023 88 04 17) for more information but it's hard to remember all details and it's extra work for NSSF staff
- You can use content from Info Pack again and again

### Inside the Info Pack (some examples):

- Educational information on each benefit (EI and SHI) – possibly available as loose leaflets that can be used as a stand alone

### Some examples of an info pack



- Checklist of documents to register and registration form
- Simple visual of process from start to finish
- How to make a claim (scenarios)
- FAQ
- Office address and opening hours
- Contact info: Hotline, NSSF Website, Facebook

## How do Kosal and Bopha get an Info Pack:

### Inspector/Agents

- Inspectors share info pack with employers when they register (digital)
- Agents in main hospitals can give workers link without NSSF

### Employer

- Share with employees any time (digital)

### NSSF Offices

- Info Packs easily available at offices/branches

## 3. Facebook Strategy + How to Guide

### Why? What is the objective?

- As Cambodia's top social media channel, Facebook has a lot of potential to build NSSF's brand awareness
- Facebook should be leveraged as a 'Go To' hub for information on the NSSF, including relevant and useful content around registration and benefits
- We can be highly targeted on Facebook to promote services and latest news to our target personas
- Content should be easy for Kosal and Bopha to share

### What does a Facebook Strategy include?

- NSSF's strategic approach for Facebook
- How to post shareable content (tips for higher impact)
- 3-month Social Media Content Calendar and selected posts

## 4. Website Content Refresh (NICE TO HAVE)

The current website needs to be cleaned up with user-friendly content that is easy to understand and find. At a minimum, NSSF should invest in a content refresh. Ideally, NSSF should consider a complete website redesign.\*

### Why?

- Currently there is no ONE place people can go to get information on the NSSF
- The website is overly technical and not user-friendly
- We have the opportunity to make the NSSF website the trusted source of information for workers and employers

### What?

- Full audit of website content
- Simplify language for basic level of education
- Update fonts
- Include more signposting, descriptors and visuals
- Improve navigation (delete pages, add anchor links)
- Condense employer and employee info onto 2 pages
- Make sure all info is updated
- Refresh "look and feel" refresh to NSSF Brand & Style Guide
- Update homepage so the most important news and latest information is updated

*\*Important: A website content refresh is significantly different from a redesign. Refresh implies updating some content and language (including links). A re-design implies software development that changes functionality and structure of the website. The two have very different price points and require different expertise.*

# Phase 2:

Educate & Engage (Q3-Q4 2018)

## Phase 2 - Educate & Engage (Q3-Q4 2018)

### Launch Educational Communication Campaigns

To shift perceptions and raise awareness of the NSSF and the benefits of its schemes, we need to make the services relevant to our target persona's life. How do we do this?

In the first year of our communications, we recommend focusing on maternity and/or sick Pay. We have shortlisted these two benefits as they are relevant to Bopha, the factory worker, and have the highest degree of success as the NSSF can provide this benefit directly to Bopha without relying on a third party, e.g. a public health centre.

From a campaign rollout perspective, we want to be sure that NSSF builds an early reputation with good experiences and testimonials from members. News of a bad experience travels much faster and can cause members to lose trust in NSSF before they even try the services. The idea is to start with maternity and/or sick Pay, and create campaigns about NSSF's other benefits in year 2019 and 2020.



Maternity



Sick Pay

### Why should we focus on Maternity?

Why Yes	Why No
Bopha is a Factory Worker (70% women)	Only targets women
Bopha will most likely have children	Dependent on employer giving leave permission
Attractive benefit for Bopha, little competition	
You need to contribute/be employed for nine months	
NSSF can pay the employer directly and has full control of the customer journey	



## Why should we focus on Sick Pay?

Why Yes	Why No
No worries about losing money/job when sick	Resistance from employer to do the paperwork
Bopha most likely does not know about this benefit	
Attractive benefit for Bopha, little competition	
Bopha can access sick pay two months after employer starts contributions	
NSSF can pay the employer directly	

## Alternatively...

NSSF can choose to start with Employment Injury Insurance or Social Health insurance first as these are the organisation's two biggest schemes. However, we recommend focusing on one key benefit from these schemes to make sure that Bopha receives a clear message. For example, "you are covered for injuries and diseases related to work".



Maternity



Sick Pay



Employment Injury



Social Health

## What about Kosal, the employer?

Whilst we also need to educate employers on these services, our primary target should be Bopha. We want to create a push-pull where workers ask employers about these benefits. In turn, the employers seek out the answers or solutions via Facebook or the Info Pack.

As the NSSF looks towards 2019 and beyond, we suggest launching additional educational campaigns which cover more of the key benefits e.g. survivor benefit, disability benefit etc.

## What does the campaign include?

The duration of each campaign would be for 1–3 months, leveraging paid media and NSSF owned assets. We recommend the inclusion of:

- 1-minute video for each benefit (mobile optimised)
- Campaign promotional materials (that overlap with content from the Info Pack)
- Facebook paid promo

### Channels

- Facebook and YouTube
- NSSF Branches (insert campaign assets along the user journey)
- Email/Telegram to all Employers
- NSSF website

### Step-by-Step Animation

Super simple way to guide people through a process. It might be how to sign up, what to do to claim your benefit, or what benefits you might receive.

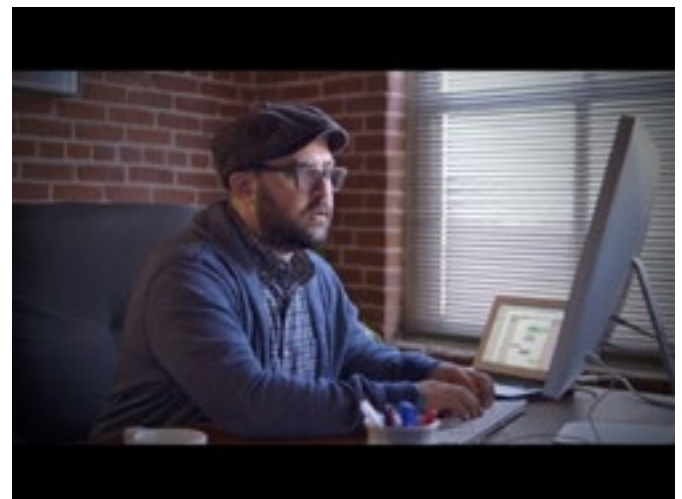
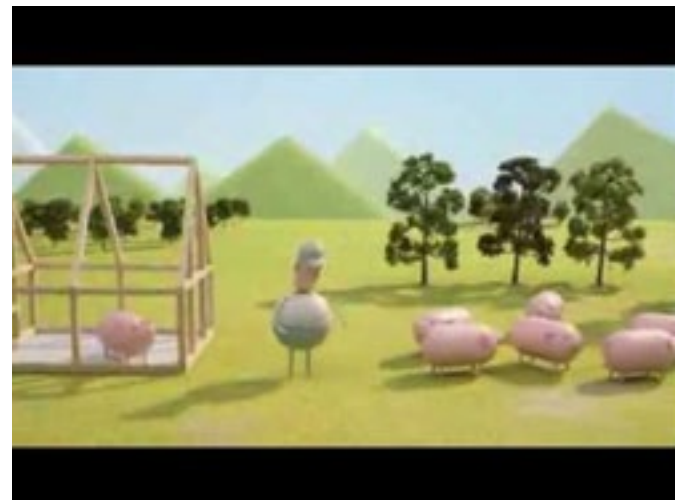
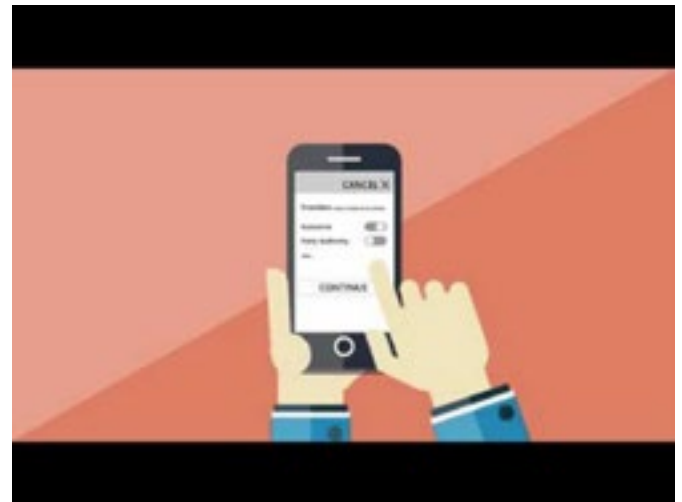
### Visual & emotive

Here is an example of a story being told in a purely visual way. The film, depicts the life of a farmer as he slowly turns his family farm into an industrial animal factory before seeing the errors of his ways and opting for a more sustainable future.

### Live action

We can also tell our story with live action in a fun, quirky way that gives a simple explanation of the the product or service from sign up to benefits to how to claim.

*Some examples of videos (for inspiration only)*



# 6. FINAL AGREED ACTIVITIES

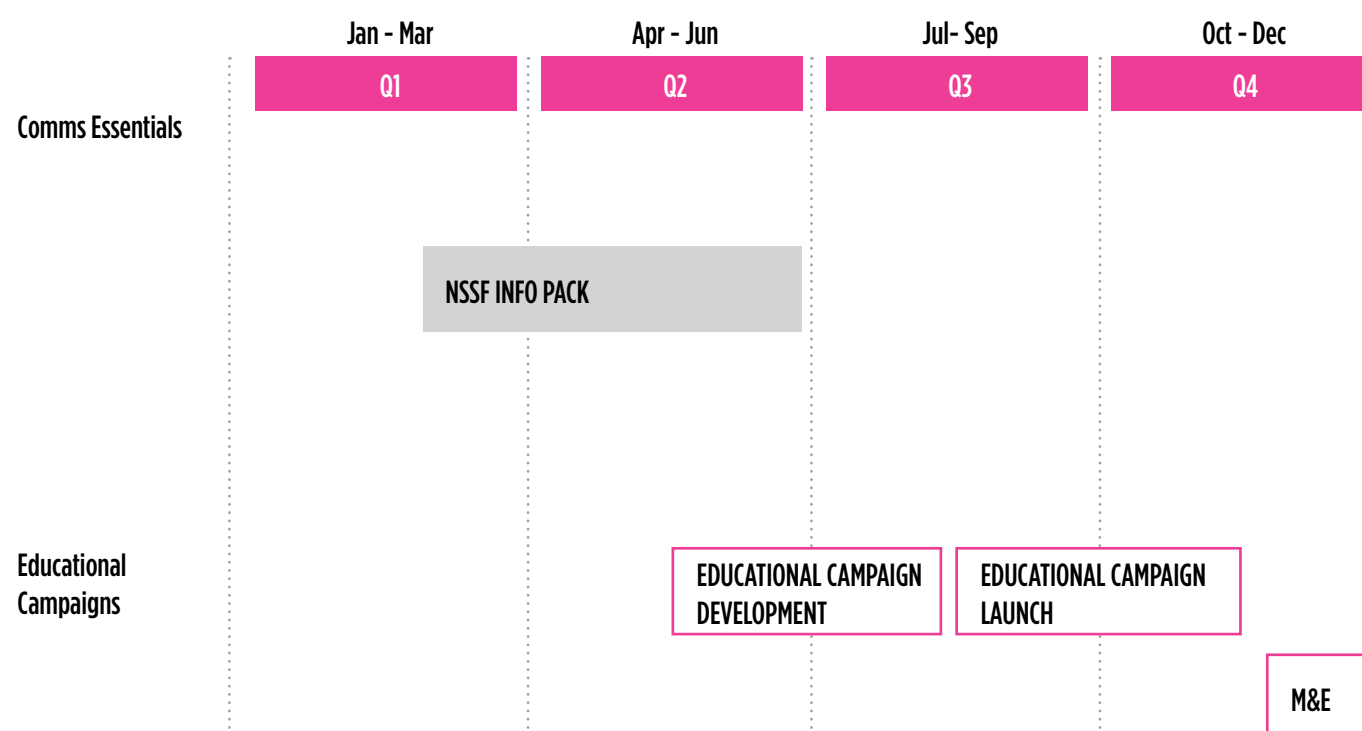
## Final Agreed Activities, carried out in collaboration with 17 Triggers

For 2018, the NSSF has agreed to carry out the following activities of the strategy with 17 Triggers given the available budget and resources.

- **NSSF Info Pack** (1 x Employer, 1 x Worker) – digital only
- **Two Educational Campaigns** (60-second videos + Facebook promo)
  - 1 for Employment Injury Insurance
  - 1 for Social Health Insurance

For the Educational Campaigns, NSSF decided to prioritize creating videos featuring the two main schemes of NSSF — Employment Injury Insurance and Social Health Insurance, as Maternity and Sick Pay represent only a small portion of the benefits available to workers. Nevertheless, it was agreed that each video should focus on one clear, key message and details such as exclusions and how to claim, would be reserved for the Info Pack.

## Draft 2018 Roadmap for Agreed Activities



# 7. MONITORING AND EVALUATION

## What does success look like in 2018?

### *Overarching Indicators of Success*

There are three overarching indicators that represent NSSF's long-term goals to achieve with improved communication. These cannot be directly attributed to 2018 communication campaign activities due to the influence of external factors, but act as a guiding star for future communication activities.

- Increase number of contributors (employers contributing so their staff are fully covered)
- Increase registration of new members (both employees and employers)
- Increase number of claims for all benefits (both employees and employers)

### *Suggested indicators to monitor for 2018 campaign activities*

NSSF Info Pack	Activities to complete and Indicators to measure	Who
NSSF Info pack	Completion of info pack content (incl. supporting communication piece on HOW and WHY pack is useful)	17 Triggers
Internal dissemination	Info pack distributed to all NSSF staff (via link or downloaded) with supporting communication piece to explain HOW and WHY pack is useful: <ul style="list-style-type: none"> <li>• NSSF Branch staff</li> <li>• NSSF Customer Service Hotline Staff</li> <li>• NSSF Inspectors and Agents</li> </ul> <ul style="list-style-type: none"> <li>• Distributed to ALL Employers with supporting comms piece               <ul style="list-style-type: none"> <li>• via email, SMS, Telegram, Facebook</li> </ul> </li> <li>• Distributed to all NSSF members with supporting comms piece               <ul style="list-style-type: none"> <li>• via email, SMS, Telegram, Facebook</li> </ul> </li> </ul>	NSSF
Facebook	<ul style="list-style-type: none"> <li>• Draft social media posts to help promote Info Pack</li> <li>• Organize Facebook Ad spend for posts</li> </ul>	17 Triggers
	<ul style="list-style-type: none"> <li>• Post social media posts on NSSF benefits/process and providing the Info pack as source of answers</li> <li>• Add to Services page of Facebook</li> <li>• Add NEW info pack launch banner to Facebook cover photo</li> </ul>	NSSF

NSSF Info Pack	Activities to complete and Indicators to measure	Who
<b>Website</b>	<ul style="list-style-type: none"> <li>Add Info Pack to homepage of NSSF website</li> <li>Add to latest news with supporting communication piece to explain HOW and WHY pack is useful</li> </ul>	<b>NSSF</b>
<b>Media</b>	<ul style="list-style-type: none"> <li>Inform media outlets Freshnews, DAP, with the launch of the new Information pack with details on WHY this pack is useful and how a user can access this pack e.g online, NSSF branch</li> <li>Advertise with Phnom Penh Post</li> </ul>	<b>NSSF</b>
<b>Stats to monitor on Facebook and Website</b>	<ul style="list-style-type: none"> <li><b>Facebook:</b> <ul style="list-style-type: none"> <li>Number of likes (20% increase compared to usual posts)</li> <li>Number of shares (20% increase compared to usual posts)</li> <li>Click-through rate (Number of people that click link on post)</li> <li>Comments on Info Pack</li> </ul> </li> <li><b>Website:</b> <ul style="list-style-type: none"> <li>Number of downloads</li> <li>Number of unique page visits</li> </ul> </li> </ul>	<b>NSSF</b>
Campaign video launch	Activities to complete and Indicators to measure	Who
<b>Facebook</b>	<ul style="list-style-type: none"> <li>Social media post announcing the video</li> <li>Social media teaser content (series of posts to promote video)</li> <li>Organize Facebook Ad spend for posts</li> </ul>	<b>17 Triggers</b>
	<ul style="list-style-type: none"> <li>Post social media posts to promote video</li> <li>Follow-up posts with photography stills from the video</li> <li>Add video to Facebook banner/cover photo</li> </ul>	<b>NSSF</b>
<b>YouTube</b>	<ul style="list-style-type: none"> <li>Upload to NSSF YouTube page</li> </ul>	<b>NSSF</b>
<b>Website</b>	<ul style="list-style-type: none"> <li>Add to homepage of website</li> <li>Add to latest news with a short communications piece</li> </ul>	<b>NSSF</b>
<b>NSSF Branch</b>	<ul style="list-style-type: none"> <li>Show in NSSF Branches, e.g. in waiting area</li> </ul>	<b>NSSF</b>
<b>Internal dissemination</b>	<ul style="list-style-type: none"> <li>Share with all NSSF staff via email, text, Telegram, Facebook</li> <li>Encourage staff to share on Facebook</li> </ul>	<b>NSSF</b>

Campaign video launch	Activities to complete and Indicators to measure	Who
NSSF Branch	<ul style="list-style-type: none"> <li>• Show in NSSF Branches, e.g. in waiting area</li> </ul>	NSSF
Internal dissemination	<ul style="list-style-type: none"> <li>• Share with all NSSF staff via email, text, Telegram, Facebook</li> <li>• Encourage staff to share on Facebook</li> </ul>	NSSF
Media	<ul style="list-style-type: none"> <li>• Inform media outlets such as Freshnews, DAP, Phnom Penh Post etc. with the launch of videos with a supporting article about the featured benefit(s)</li> </ul>	NSSF
Stats to monitor on Facebook and YouTube	<ul style="list-style-type: none"> <li>• <b>Video:</b> <ul style="list-style-type: none"> <li>• Number of likes (20% increase compared to usual posts)</li> <li>• Number of shares (20% increase compared to usual posts)</li> <li>• Engagement (Number of people watch &gt;50% of video)</li> <li>• Click-through rate (Number of people click link after video)</li> <li>• Comments on video</li> </ul> </li> <li>• 100% increase in likes and followers on Facebook page</li> </ul>	NSSF



# 8. FURTHER RECOMMENDATIONS FOR NSSF

During our process of analysis, we came across some areas that the NSSF should consider investing in as building blocks for improved processes and better internal and external communications. While these activities fell out of scope for our current collaboration, we strongly recommend that NSSF considers these for the future.

## External Communications

- Website Content Refresh or Redesign
- NSSF PR Essentials (Key Messages, Q&A, Boilerplate, Media Release template)
- Make forms more user friendly
- Hire a Marketing/Communications Agency on a retainer to manage and create content for NSSF's traditional and social media

## Internal Communications and Customer Journey improvements

- Customer Journey Maps (fully visualise NSSF's processes)
- NSSF Internal Staff Process Manual
- Agent/Inspector/Branch Training (incl. how to pitch to customers)
- Service design improvements (streamline registration, payment/monthly reporting and claims process - how might we improve the customer experience?)

**THANK YOU.**