

# Marketing Handbook

**Publications** **Team work**

Information Impressions Image *CAMPAIGN* Opportunities

Brief **Storytelling** Synergy Copy

*DAGMAR* *USP* Investment Competition Creative Advertising

**Exchange** Adrema Process AIDA Market

**Corporate Identity** EMC<sup>2</sup> **Slogan**

“A just world in which there is respect for human dignity and cultural diversity”

*Communication* Strategy CUSTOMER

Analysis PLAN Facebook *Strength*

S&C Media Targets **Value** AA Awareness STEP

L@W *“All different, all together!”* Evaluation Fonts

BRANDING **Performance**

Listening Promotion 4P's PUBLIC RELATIONS

Needs **PEST** Stakeholders SWOT Channels

**Design**

# FOREWORD

*'Marketing is everything and everything is marketing!' (by Regis McKenna)*

Welcome in the ELSA Marketing world! First of all, congratulations to join one of the most dynamic, challenging and exciting areas in ELSA! You are on the right place now - to get an insight and the support you need for Marketing in ELSA! They usually say that good planning is halfway to success and that is why this NEW Marketing Handbook was created!

This Handbook was written with the intention to give you the support needed during your term in office and to help you when you have a question about certain fields of marketing or about specific stages in it. Therefore, it is not written as the book you read from A-Z (you are very welcome, if interested), but rather as to open at the part you are the most interested about, you need to recall something or want to have an overview/structure guide/tip before you step into action!

As a marketer, you are supporting all the other board members and organise projects that make ELSA visible and recognisable. You are also the main link – for internal (members of ELSA) and external (sponsors, law students and other stakeholders) communication as well as between your board members! I hope you will find this Handbook useful and have it on the reach of your hands.

Regarding the content, you will first find the basic information about ELSA and afterwards you will be guided into the different areas, roles, tasks of marketing with basic definitions, a practical part with examples and also some Tips&Tricks. Part 10 (MKT SOS) offers a special 'shortcut' with a list of the marketers' tasks. If something still remains unclear, you can always turn to the current Vice President for Marketing of ELSA International at [vpmarketing@elsa.org](mailto:vpmarketing@elsa.org).

Let this marketing handbook be a useful tool in your ELSA experience – and don't forget to enjoy every part of your marketing journey!

The first Marketing Handbook was published in 2007/2008 and the first updates of it started in 2009 already, but this was a huge project which takes a lot of dedication and time and therefore it is a fruit of many ELSA generations. Many thanks go to Frida Orring (Vice President for Marketing of ELSA International 2009/2010) and Kaisa Kimmel (Vice President for Marketing of ELSA International 2011/2012) and both their teams for starting this process.

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We proved again: *"Together, we can make it better!"*



**Petra Podgoršek**

Vice President for Marketing  
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# 1. Short introduction to ELSA

ELSA is the world's largest independent law students' association. It is an international, independent, non-political, non-profit-making organisation run by and for students since 1981. It is comprised of students and recent graduates who are interested in academic and personal excellence. ELSA offers law students a perfect platform to develop their existing skills, acquire new skills and meet fellow students and legal professionals throughout Europe.

## 1.1. The Philosophy Statement of the European Law Students' Association

### **Vision**

A just world in which there is respect for human dignity and cultural diversity.

### **Purpose**

To contribute to legal education, to foster mutual understanding and to promote social responsibility of law students and young lawyers.

### **Means**

To provide opportunities for law students and young lawyers to learn about other cultures and legal systems in a spirit of critical dialogue and scientific co-operation.

To assist law students and young lawyers to be internationally minded and professionally skilled.

To encourage law students and young lawyers to act for the good of society.

## 1.2. Organisation

### **Local, National and International level**

The ELSA Network works on three levels: the local, national and international level. There are 41 National Groups that are officially member of ELSA International and nearly each National Group is divided into Local Groups. Every Local and National Group consists of a Local or National Board.

### **Positions in the Board**

Every Local and National Board shall consist of at least seven members holding the following positions:

President (Board management, External relations and Expansion),

Secretary General (Internal Management),

Treasurer (Financial Management),

Vice President (VP) for Marketing, -> (the four supporting areas)

Vice President for Academic Activities,

Vice President for Seminars and Conferences and

Vice President for Student Trainee Exchange Programme. -> (the three key areas)

In addition, every Board can decide to have directors, which are a part of the overall team.

The International Board consists of eight members, including the recently created position of Vice President for Moot Court Competitions.

### **International Board**

The International Board (IB) is the supreme executive body of the association. Its members are elected at the Spring Council Meeting for a one-year period. Their term in office begins on the 1<sup>st</sup> of August and ends on the 31<sup>st</sup> of July the following year.

Their tasks are to represent ELSA; to carry out and be responsible for the day to day running and management of ELSA; to promote and to supervise ELSA's fields of activity; to advance the aims and efficiency of ELSA as well as executing and implementing Council decisions.

The International Board is responsible for the overall co-ordination of the organisation as a whole. This includes supporting Local and National Groups - and the collection and redistribution of information throughout the Network - to ensure the fullest participation possible at all events.

### **International Council Meeting**

The International Council Meeting (ICM) takes place twice a year, in the Spring and Autumn. It is composed of representatives of National ELSA Groups - collectively named "the Council" - who are the highest decision-making body of ELSA. The Council decides on the policy and direction that the organisation will follow and discusses the challenges faced in ELSA.

## **1.3. The three key areas**

ELSA has three key areas. The explanation of each of these three areas is essential for any ELSA member or officer. The key areas contain, in essence, the main purposes of our association through their events and activities. These projects accomplish a predetermined group of objectives that permit ELSA to give a wide range of legal education opportunities to its members. ELSA aims to contribute towards improving skills of law students and young lawyers, offering the most qualified academic and legal opportunities.

ELSA prepares legal professionals and students for the future, in a European and globalised context, providing them with new and unique tools, and contributing to their integration in a complex and selective job market. The existence of these three key areas, achievable through the four supporting areas, allows our association to launch innovative programs in different levels, welcoming ideas from dynamic young students.

The three key areas of ELSA are Academic Activities (AA), Seminars and Conferences (S&C) and Student Trainee Exchange Programme (STEP).

**Academic Activities (AA)**

Academic Activities are focused on contributions toward legal education, involving the development of legal knowledge through guided practical activities. Activities include: Lawyers at work events (L@W), Legal Research Groups (LRG), Law Review etc. For more information, see the AA handbook at [officers.elsa.org](http://officers.elsa.org).

**Seminars and Conferences (S&C)**

ELSA's Seminars and Conferences' key area serves to complement the formal university curriculum by raising students' consciousness and understanding of global, legal, social, economic and environmental issues. The programme includes conferences, law schools, seminars and study visits etc. For more info, see the S&C handbook at [officers.elsa.org](http://officers.elsa.org).

**The Student Trainee Exchange Programme (STEP)**

The Student Trainee Exchange Programme enables law students and young lawyers to spend a period of time working abroad in a law related area. Thus introducing them to a different legal system and enabling them to gain valuable professional experience. ELSA supplements the Traineeship schemes of law firms, companies, banks, universities, public and private institutions, and provides suitable trainees for both short and long-term placements. For more information, see the STEP handbook at [officers.elsa.org](http://officers.elsa.org).

## 1.4. ELSA Abbreviations and agenda

**ABBREVIATIONS**

AA	Academic Activities
ADV	Advertising
AIDA	Communication Model (Attention, Interest, Desire, Action)
BC	Business Card
BEE	Board Management, External Relations and Expansion (President's responsibility)
CI	Corporate Identity
CI HB	ELSA Corporate Identity Handbook
DB	(Council Meeting) Decision Book
EDF	ELSA Development Foundation
EEF	Event Evaluation Form
EHTW	ELSA House Training Week
EI	ELSA International
ELS	ELSA Lawyers Society (Alumni organisation)
ELSA	The European Law Students' Association
EMC2	ELSA Moot Court Competition on WTO Law
ESF	Event Specification Form
FM	Financial Management (Treasurer's responsibility)
GDT	Graphic Design Team
HoD	Head of Delegation
HR	Human Rights
HRMCC	Human Rights Moot Court Competition
IB	International Board
ICM	International Council Meeting
IFP	International Focus Programme

IM	Internal Management (Secretary General's responsibility)
IPM	International Presidents' Meeting
ITP	International Trainers Pool
IV	Institutional Visit
KAM	Key Area Meeting
L@W	Lawyers at work events
LB	Local Board
LCM	Local Council Meeting
LG	Local Group
LRG	Legal Research Group
MCC	Moot Court Competitions
MKT	Marketing
MKT HB	Marketing Handbook
MR	Marketing Research
NB	National Board
NCM	National Council Meeting
NG	National Group
NSS	Network Support System
OC	Organising Committee
OYOP	One Year Operational Plan
PAK	Pleasant, Attractive, Knowledgeable
PR	Public Relations
S&C	Seminars & Conferences
SAF	Student Application Form
SAM	Supporting Area Meeting
SecGen	Secretary General
SG2018	Strategic Goals 2018
SMART	Specific, Measurable, Achievable, Realistic/Relevant, Time oriented goals
SotN	State of the Network Report
SSO	Statutes and Standing Orders
STEP	Student Trainee Exchange Programme
SWOT	Strengths, Weaknesses, Opportunities, Threats
SV	Study Visit
TSF	Traineeship Specification Form
USP	Unique Selling Proposition
VP	Vice President
VP MKT	Vice President for Marketing
WM	Working Materials
WS	Workshop

## LEGEND of SYMBOLS

SYMBOL	EXPLANATION
EXAMPLE	the examples related to the specific topic or area of marketing
<i>Tips &amp; Tricks</i>	Useful hints for your work as a marketer
<i>DID YOU KNOW</i>	Interesting facts related to specific topic or area of marketing

## 2. Marketing

### 2.1. Intro to the Marketing Area

*“Marketing is everything and everything is marketing.”*

*~Regis McKenna*

You can organise an amazing event, but if nobody is aware of it, it doesn't help you much – therefore, ‘marketing is everything’ and ‘everything is marketing’, which means that everything that you are doing - the way you behave, the materials you produce, the guests you invite to your events – is all a part of how you market both your product, and yourself!

Marketing is one of the four supporting areas in ELSA – Board Management, External Relations and Expansion (BEE), Internal Management (IM), Financial Management (FM) and Marketing (MKT). Marketing exists to make sure that our products and events - carried out through our three key areas (AA, S&C, STEP) - will meet the needs and requirements of our target group.

*Marketing is the process of exchanging values (products/services) with the aim to satisfy both sides (consumer and company) in the long run!*

The role of a marketing officer differs from country to country. It usually depends on the needs of the members and prospective members, culture, activity interests, or financial needs.

**EXAMPLE** The role of a marketer can be incredibly diverse, with many differences between groups. For instance, in most ELSA groups, fundraising is one of the key responsibilities of the President, with marketers playing a supporting role. However in others, fundraising is solely within the marketer's jurisdiction. It is important to remember the diversity of ELSA groups across Europe and the differences in the wants and needs of the students. Therefore, marketers must adjust and organise themselves to be as effective as possible to produce the best projects. For example, in some ELSA Groups it is much easier to promote and organise a Study/Institutional Visits (due to costs, accessibility to the institutions, human resources, etc.) whereas in other countries it is easier to organise a Moot Court Competition (based on the special interest of the students to sign in and compete).

Generally, the main role of marketing in ELSA is **to sell ELSA projects**.

**EXAMPLE** Conferences, Synergy Magazine, Summer Law Schools, Moot Court Competitions, STEP Traineeships etc.

In order to do marketing properly, you should not only care about efficient promotion (as many people consider as the only marketing task). In the following list, you can see the responsibilities marketing generally involves:

**Websites** **Promotion strategy** **Market Research** **Public relations**  
**Creating promotion materials** **Networking** **Sponsor** **Caring**  
**Branding** **External Marketing** **Social Media** **Fundraising**  
**Internal Relations** **Strategy and planning** **Digital Marketing**  
**Coordinating marketing officers** **Corporate Identity** **Advertising**  
**Organizing social events** **Day-to-day tasks**  
**Supporting and advising** **Key Areas**  
**Being an editor of the members' magazine/ Newsletter**

Marketing requires coordination, planning, and implementation of campaigns that requires officers with the appropriate skills to ensure marketing success. Marketing objectives and targets have to be monitored and met and competitor strategies analysed, anticipated and exceeded. Through effective use of market research, an organisation should be able to identify the needs and wants of the customer and try to deliver benefits that will enhance or add to the customers' lifestyle, while, at the same time, ensuring that the satisfaction of these needs results in a healthy turnover for ELSA.

You can see that marketers' job consists of many diverse activities and duties.

## 2.2. Marketing Theory

### 2.2.1. Marketing definition(s)

*'Marketing is the management process responsible for identifying, anticipating and satisfying customer requirements profitably'*

*The Chartered Institute of Marketing*

Marketing is a management responsibility. Simply stated, marketing is everything you do to place your product/service in the hands of potential customers. Therefore, our activities should reflect ELSA's core values! Our main target group is - law students - and we want to offer them opportunities and make them active in the organisation.

We have to decide what portfolio of products is best for our target groups and the amount of resources that can be spent on each. The role of the marketer is not to choose the themes for S&C or AA events. Instead we can aid S&Cers and AAers by conducting market research to show them the preferences of the target audience (by survey) and the possibilities that are available (creating a list of potential speakers etc.). We have to think about which kind of events and activities are best to offer to members and potential members to increase the success of ELSA.

*DID YOU KNOW that according to the ELSA Market research in 2012, 59% of members joined ELSA because of STEP?*

### **STEP by STEP in Marketing**

As mentioned briefly above, every association/company has to define at least the basics first: Vision, Target Group, Corporate Identity (the look and feel of the company), USP - Unique Selling Proposition (What makes us different from the others?), and the portfolio of the products/services.

The next step is to plan and create a proper strategy and tactics to find the right balance/mix of the channels used to communicate about the ELSA projects.

A very well known concept to prepare this is called the **Marketing Mix or 4P's** and refers to:

**Product:** The organisation and what it offers (events, projects, products)

**Place:** Events in which you promote the organisation and where will you organise ELSA events

**Price:** What is feasible for our members, what fees will we set (often set in advance)

**Promotion:** What kind of promotion tools and marketing materials are needed to market ELSA

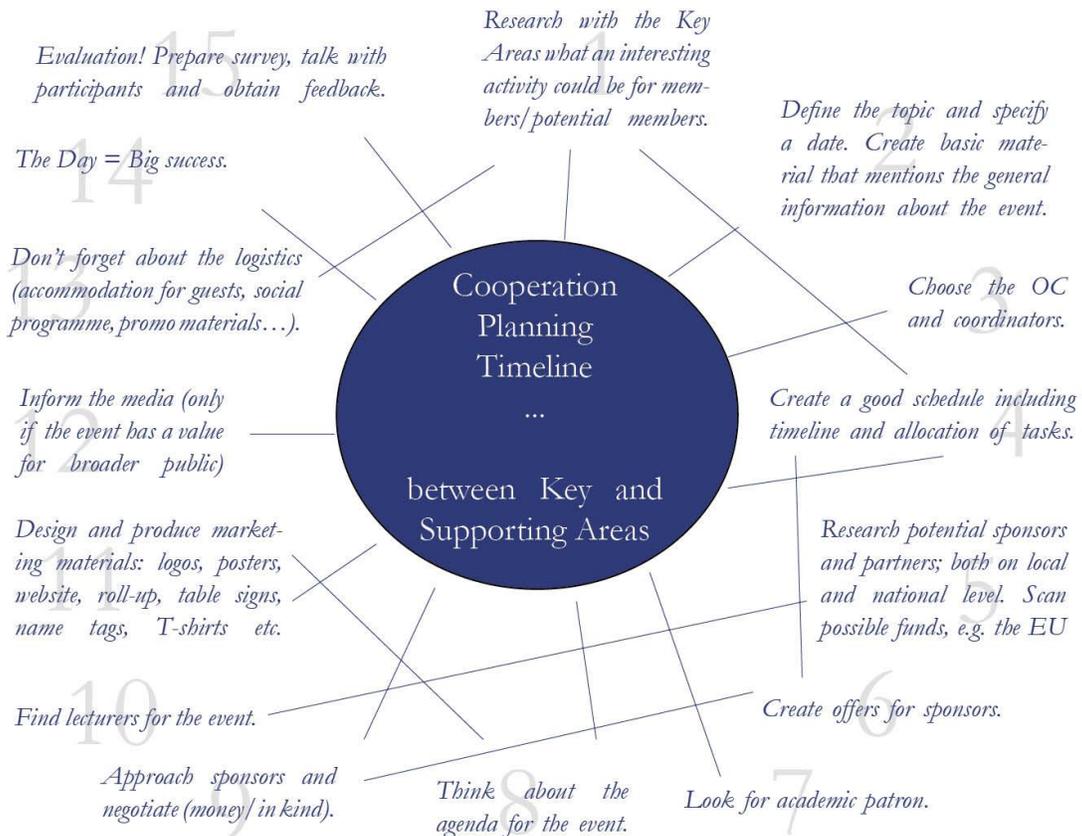
By defining each of these 4P's, you will be provided with a very nice starting point on how to market ELSA and its projects. You can find more details about the Marketing Mix and the 4Ps in part 5.4.1.

### **2.2.2. Marketer's job in practice**

Below you can see the marketer's job in practice. It is only an example of a possible organisation plan and we will focus specifically on marketer's tasks. As you can see there is marketing involved in every step!

#### **EXAMPLE\***

Your local group has been chosen by the National Board to organise a national conference on cybercrime in your city.



\*The timeline of the exact steps is not included as it depends a lot on the type/duration/scale of the event. Besides this, you will see that, in marketing, many of the steps can be blurry, which mixes and overlaps with each other. It also depends on how many other events you are organising at the same period of time (since this can influence the level of information flow and the time dedicated to promote each of your events, successfully). Therefore, it is dangerous to generalise and it is better to inform you about the possible options on how to plan the event and prepare a timeline according to the 'big picture' – based on the OYOP and agenda for the whole year.

## 3. Marketing in ELSA

### 3.1. Marketing & the ELSA Network

The ELSA Network comprises of 40,000 law students and young lawyers in 41 European countries. We are represented in over 300 faculties across Europe (as of April 2014). Every year, the ELSA Network gets bigger as new groups are established. ELSA cooperates with many important legal institutions around Europe and globally such as the Council of Europe, who is the Human Rights partner of ELSA International. ELSA also partners with other student organisations, such as the Asian Law Students' Association (ALSA), and global law firms such as CMS (Corporate partner of ELSA International) and many other key advertisers and partners.

In this section, you can find tips on how to use the ELSA Network to your and ELSA's benefit.

#### 3.1.1. Communication

Effective communication and coordination is a key factor in the success of ELSA. Communication within the Network can be done in several ways:

##### I. **ELSA Websites:**

On every level, especially [www.elsa.org](http://www.elsa.org). The advantages and usage:

- Good source of knowledge about ELSA (general information)
- Downloadable publications (Synergy, Annual Report, IFP Newsletter etc.)
- As an officer– ask your members to visit ELSA websites (Local, National and International) regularly
- Fill in the ESF (Event Specification Form) at Officers' Portal and promote your international events on the ELSA website

##### II. **Mailing lists:**

You can create mailing list on popular servers such as Yahoo or Google, which allow you to create groups of contacts easily. The advantages and usage:

- Free of charge
- Easy to moderate (adding, deleting members)
- Uploading files
- The fastest way of communication with other members, great for promoting your activities within the Network
- Really helpful to be up-to-date with ELSA events, to ask for advice or previous experience with a specific sponsor or partner.

*Tips & Tricks:* Mailing lists are a very good archiving tool, since you can track a complete overview of activities/communication.

### III. Direct meetings/events:

International Council Meetings, National Council Meetings, Local Council Meetings, Training Weekends, ELSA Day and Board Meetings are occasions to meet other ELSA members in person. The advantages and usage:

- Present the events you are currently working on
- Invite international guests for your events
- Ask for advice and help when needed
- Share your experiences from previous events
- Hand out your promotion materials so that they can be distributed all over the Europe!
- Get some samples of materials so that they can inspire you to design something on your own.

*Tips & Tricks:* Organise an event in English and attract foreign students to your events! It is a win-win situation - more participants will attend who could become potential members of ELSA. It is beneficial for foreign students to attend the event to get an insight about ELSA and your legal system.

### 3.1.2. Cooperation and External Contacts

ELSA cooperates with many external groups, organisations and institutions such as:

- Students and young lawyers
- Universities
- Law firms
- NGOs
- European Institutions
- Courts
- Sponsors
- Media
- Service providers
- etc.

Usually, the people we get in touch with do not know about our specific structure so they consider us as one entity! It means that we have to build a strong brand, based on the ELSA vision and ELSA aims.

*Tips & Tricks:* Whenever you approach an external as a member of ELSA, you are obliged to represent our whole association! If it is an international contact – you must ask the International Board, if you can proceed with the contact. ‘The term ‘INTERNATIONAL CONTACT’ covers a law firm situated in more than four countries with 300 or more legal professionals as stated in the respective firm’s website (DB under BEE part called External Relations, provision 1.3).

In order to create an overview of contacts many officers use forms, which help them to supervise existing contacts. You can ask predecessors to fill it in and send it to you to be able to create a database of contacts, which would be very useful for you and your successors. You can make one on your own. Use the sample below to help you:

Name	Type of organisation	Address / e-mail	Telephone	When did we contact him/her?	Who was responsible for the contact?	Results	Notes*

\*In the column "Notes", you can write down personal impressions or opinions like: "does not like ELSA", "his lecture was boring", "said she would like to give a speech at the next conference".

*Tips & Tricks:* In some national groups there are "lists of forbidden contacts". How does it work? Imagine that you are a local officer and you want to approach the biggest law firm in your country. The law firm is on that list. Before you contact them you are obliged to consult with a member of the national board. Why? You already know that many externals consider ELSA as one entity (and they might be one of our international contacts already - recheck this first!). What would happen if two or more people from different ELSA groups contacted one firm and introduced themselves as "ELSA"? It would be confusing for the contact and probably establishing a solid contact would fail for years! Conclusion – always make sure you speak with one voice!

## 3.2. ELSA Image

### 3.2.1. What is the ELSA Image?

ELSA follows the vision 'A just world in which there is respect for human dignity and cultural diversity'. Our actions should reflect this, since we are representing our association. With our actions, we reflect a certain image of our association for our members all over Europe.

As the largest law students' association, in the world, we want to be seen as professional, academically oriented and attractive for students who are potential new members by our partners.

We want to be considered as:

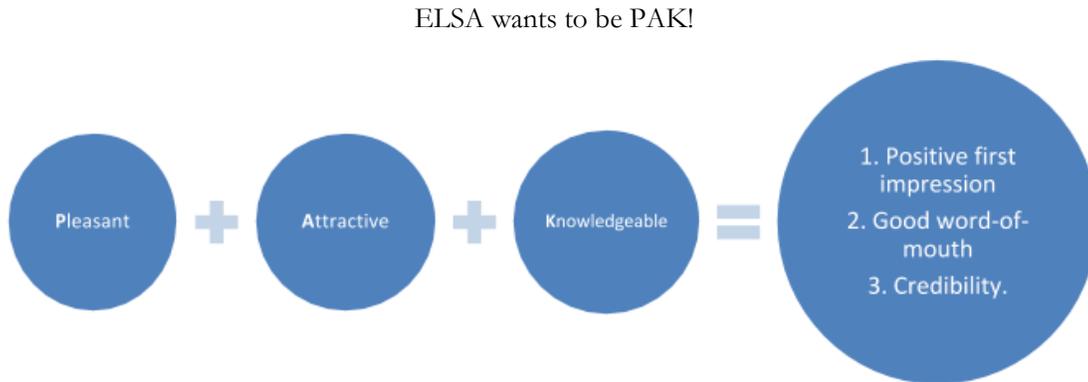
- Active
- Open-minded and internationally oriented
- Professional
- Reliable and credible
- Interested in achieving the overall goals of the association

Remember the saying "a picture is worth a thousand words?" That is why using a consistent visual image is so important for businesses – and also for ELSA. As a marketer you are obliged to follow some guidelines in order to build a proper image of our association. Promotion materials that we distribute and channels we communicate should follow Corporate Identity. Being aware of our unique corporate identity increases our professionalism. Read more about our Corporate Identity at [officers.elsa.org](http://officers.elsa.org).

*Tips & Tricks:* To reflect the core values of ELSA the best way possible, try to implement this on all materials and pictures. This is the key to communication with one voice – to reflect the same image! No alcohol or sexual images should appear on ELSA materials and ELSA communication channels. We need to keep in mind that some people are interested in social events, others in Human Rights projects, but still - our image should be well balanced and unified where possible!

### 3.2.2. Why is the ELSA image important?

A good image makes a trustworthy association. Moreover, it represents our target: students, young lawyers, law firms and public institutions. It helps to build a strong ELSA brand. As a result we will be able to reach more people every year and fulfil ELSA's vision.



### 3.2.3. ELSA Behaviour/ELSA Image - How to do it?

Being part of the ELSA Network, which consists out of thousands of law students and young lawyers, can be a challenge from the image and branding perspective - but it is not impossible! The key to make this happen is a clear vision, guidelines and action!

In order to appear as a single entity and one association, it is essential that we use Corporate Identity. This includes the ELSA colours of dark blue and orange, the ELSA logos, the ELSA fonts, and certain phrases and slogans.

There are also many intangible aspects like behaviour. As an ELSA officer or even as an active member - we are ambassadors that spread the right information in the best and most professional way.

**EXAMPLE** It is useful for a board to define different roles for behaviour. The more unified you are in your communication and presence, the more recognisable and clear you can be. You can define: • the rules of communication with externals (and the responsible person for this) • agree upon the basic info that each of the board members should know regarding the projects you organise, to transfer a consistent message • the kind of pictures you are allowed to post on FB • uniformity at events such as wearing the same type of clothes etc.

*Tips & Tricks: Write an overview of each of your projects at flipchart - from the very basics like the date, place and the topic - to the more invisible ones: the rules on how this project shall be communicated, what information needs to be communicated to the board to be informed regarding the event, what kind of materials will you make to reflect the proper image etc. This kind of approach can be entertaining and team building-oriented as well as a very good tool for clear planning.*

## 4. Vice President for Marketing as a Board Member

### 4.1. Getting familiar with your area and obligations

Together, we can make it better, right?

It is crucial for every marketer to be a team player – to connect with your own team as well as to cooperate with the other marketers in the ELSA Network!

Before your term in office starts, you will usually go through all the projects and marketing area in general with your predecessor in order to get a clear overview of the marketer's role (for more information on Transition, see Part 9 of this Handbook). Afterwards, you will plan the upcoming activities with your own team (OYOP – see below)! Remember, you are the linking part between the Key and Supporting Areas and between internal and external communication!

The role of a marketer is very varied in its creation of the visibility of the association, which leads to challenging work during the term in office although it is often regarded as the most fun area at the same time!

Although every single ELSA Group has its own rules and obligations to each working area, it is crucial for a marketer to be aware of the most common responsibilities while defining his/her role as a board member.

#### *Tips & Tricks:*

*Grab a book about marketing in order to gain a more in depth insight to the field! Don't forget about YouTube, free online webinars, Google, and other online methods to learn about marketing! You can find a list of recommended books in part 10.*

*Mistakes of your predecessor are very valuable to learn from and not to repeat them again!*

*If you feel that you need more knowledge about the Key Areas to be able to promote them – visit our website and the Officers' Portal, where you can find more information and many useful handbooks and forms.*

### 4.2. Communication

#### 4.2.1. Board Communication

The work of a marketer is linked to both the Supporting and Key Areas; therefore it is important to maintain good communications within the whole board. During your term in office, good teamwork is essential. Marketers should be involved in all the key/supporting areas and their projects while creating the framework of the event in order to effectively promote the event/activity.

**Cooperation with board members while planning an event:** act together while creating the content info, setting the time frame of the event, brainstorming on the promotion strategy and channels, and planning the style of the marketing materials.

**Define the communication channels while talking with your fellow board members:** It is important to distinguish the channels that can be used while communicating, in terms of formal and informal meetings and providing a good transition of information for the archiving.

*Tips & Tricks:* Facebook, WhatsApp and Skype are efficient tools for regular daily communication, but keep in mind that creating an email group is a convenient channel to archive the information transmitted, which is crucial for the upcoming board. Moreover, try to have some regular meetings with your board members at least once every two weeks, or keep in touch via phone calls to make sure that everything is going on the right track, since you should be up-to-date about the upcoming events all the time!

**Compare your time schedule with the key areas:** Since there are lots of ongoing project of the key areas during the term in office, it is important to check the time frame constantly, and provide a backup plan if there is a change in the schedule.

*Tips & Tricks:* If one of the key areas wants promotional materials for the event, they should inform you in a reasonable period of time (at least one week before) in order to manage your time and make the materials to a good quality. In circumstances where you are not provided with the adequate time to produce the required materials, it can be useful to create a template where you can fill in the information for the event. This is a handy timesaver where you can prevent being late with making the promotional materials and the promotion of the event itself (this is mostly handy with already existing projects and traditional events where the majority know the project well). You can also set up a system where every local marketer is obliged to send you the marketing materials before they get published/public, thus, you'll have the chance to check it for Corporate Identity implementation.

#### 4.2.2. Communication with National/Local Groups

Besides good communication within the board members, it is essential to keep in touch with the other National marketers and especially Local marketers, by assisting them in their work, and also encouraging the marketers to exchange ideas and update each other.

##### **Communication between the VP Marketing of ELSA International and National Marketers:**

You are part of a team with Marketers from all the countries where ELSA is present. Usually, you meet at the international events like the ICM, SAM and different NCMS, but you are constantly in touch with them via the mailing list and FB Group. Your responsibility as the National VP Marketing is to implement all the international projects/events/promotion on the national level (coordinate, transfer, adjust and support).

##### **The communication between the Local and the National marketer:**

You should keep in mind that you are a part of a team with the local marketers, but be informative, lead and coordinate at the same time. Try to receive regular updates, give feedback and advice regarding their work, and cover their deficiency in any field of their marketing knowledge.

##### **The communication between the local marketers:**

Besides the bottom-up approach between you and the local marketers, it is essential to provide the horizontal communication between the team to keep the spirit high for the whole year and maintain a good motivation for their work.

**Provide a forum for discussions:**

Exchanging ideas is the most efficient way to increase communication and develop the work of the marketers. Therefore, there should be a forum for sharing experiences.

### 4.3. OYOP (One Year Operational Plan)

Every newly elected board creates a One Year Operational Plan (OYOP) at the beginning of their term. In the OYOP the board creates a framework from which they work from, which includes the central goals of the year and how the board will function. Additionally, every board member should include a section about their area and the work that they intend to do for the upcoming year.

#### 4.3.1. How to create a OYOP?

**STEP 1:** Take a look at the current OYOP of ELSA International while drafting. This gives an insight of the direction you are going, it improves motivation and helps you to brainstorm.

**STEP 2:** Evaluate your financial resources, human resources and consider previous projects/events before drafting your outline.

**STEP 3:** Define the outline step by step and create the timeframe – Set SMART goals (Specific, Measurable, Achievable, Realistic/Relevant, Time oriented) and fit all of them in a significant timeframe.

**STEP 4:** Cooperate with all the board members while forming your OYOP and be aware of their OYOP, keeping in mind that marketing is involved in most of their work.

**EXAMPLE** Plan marketing actions together with other areas so that projects won't clash with other events, which could negatively influence promotions.

**Keep your OYOP in mind during the year:** Take a look at your drafted plan for marketing to monitor the achievements/failures regularly. Thus, you can see the achievements or failures clearly and set up new goals, or schedule yourself to fit to the timeframe that is left for the upcoming projects. Make a mid-term evaluation of your OYOP to see where you are in the fulfilment of your goals. You might want to adjust your goals if you have set them too low or too high.

### 4.4. Marketing Team

It is important to create a team consisting of directors/assistants with a focus on a specific area, which enables a good opportunity to build a stronger marketing strategy and ELSA brand. The appointed directors/assistant will work with the whole board, especially with the VP Marketing.

**Which directors/assistants can I appoint?**

There are several types of directors/assistants that you can appoint, but you're always free to broaden this spectrum by adding various tasks depending on your working area:

- Director for Marketing
- Director for Public Relations
- Director for Advertising
- Director for IT
- Director for Graphic Design
- Director for Market Research
- Members' Magazine Assistant

**Define the tasks of the directors/assistants clearly:** Everyone should be aware of their area of responsibility and pass your experience and knowledge!

**Maintain the communication/coordination/motivation within the team:** Try to have regular meetings with the team, and give positive feedback on their work. You should be leading the project by coordinating and engaging the team members, in order to maintain a highly motivated team with excellent team spirit that ensures that work is completed efficiently.

**Give regular tasks for the team/directors/assistants:** Get your team members involved in the process while forming a promotion strategy, and give tasks to each member according to their specialised area. You can also make an OYOP at the beginning of the year with them for each of their respective areas.

**Transition:** Every team member should receive a transition from the former assistant/director.

## 5. Strategy and Planning - 'What & How'

*A Strategic Plan is an important tool to guide the work of an organisation in a united direction. It helps to maintain a focused, long-term vision of the organisation's purpose, and to aid decisions about the allocation of human and financial resources. In many organisations, this is viewed as a process for determining where an organisation is going over the next year or more - typically 3 to 5 years.*

Once an organisation has created a product and plans to promote and sell it, the marketer is involved throughout the process of creating the product, which allows them to understand and promote the product as the marketer is responsible for planning how the organisation will make the public aware of the product and how it will make the public desire to buy the product.

A successful formula that can be used to further explain the importance of marketing strategy and marketing planning looks like this:

### **Marketing Strategy ---> Marketing Plan ---> Implementation = Success**

- Your **marketing strategy** consists of:  
An explanation of the goals you want to achieve with your marketing - "**what**" has to be done.
- Your **marketing plan** consists of:  
The way of how are you going to achieve those marketing goals - "**how**" to do it.
- Your **implementation** consists of:  
Taking **action** to achieve the items identified in the marketing strategy and marketing plan.

Following this section, you will see how to create a strategy and plan your project. You can also find a number of approaches, which can be useful for your strategy.

### 5.1. Marketing strategy

The process of strategic planning can be divided into steps. Following them, you will be able to make a realistic strategy. Remember that as VP Marketing of your ELSA group, you are the one who should take all the steps mapped out in this section together with your board members, especially with the Key Areas.

#### 5.1.1. Objectives/Goals

First of all, you have to define your objectives. In other words, you begin by setting **a goal** for the strategic plan, which you are making by answering '**What do you want to achieve?**'

Setting goals is important; it focuses ELSA activities on *specific aims* over a *period of time* and can motivate board members and organising committees (OC) to work harder.

A simple acronym used to set goals is called **SMART goals**. These are the kind of goals we should aim for.

SMART stands for:

**Specific:** Goals should be specific about what they want to achieve. Define the area of improvement.

**Measurable:** You should be able to measure whether you are meeting the goals or not.

**Achievable:** Is it possible to achieve the goals you set?

**Realistic/Relevant:** Can you realistically achieve the goals with the resources you have/are these goals relevant for our target group?

**Time oriented:** When do you want to achieve the set goals? Timeline!

EXAMPLE 'More members for your ELSA group' – is not a SMART goal. You have to define it in the way that you will be able to track the changes. Therefore, we will develop the above mentioned goal into a SMART goal: '50 new members of ELSA XX (measure for the membership is 5 EUR fee/semester), by the end of the first semester (period 1<sup>st</sup> of October 2013-28<sup>th</sup> of February 2014)' The goal was written on the 1<sup>st</sup> of October 2013 and the number of members on that date was 1313.

As you can see, at this point your goals don't have to be very detailed. During the next stage of strategic planning you will specify your goals and come up with means for achieving them.

## 5.1.2. Stakeholders & target groups of ELSA

In order to achieve our goals you need to raise the interest of your stakeholders and **specify your target group**. The following steps will help you develop a product (project, event), which will help you fulfil the needs of your target group and achieve the goals.

*"Stakeholder" is any group or individual who is affected by or can affect the achievement of an organization's goals".*

*by Freeman*

*A "Target group" means a more specified group of people or institutions, which you direct your product towards and concentrate your promotion on.*

The stakeholders of ELSA are usually active ELSA members, other ELSA groups, potential members, all law students, universities, academia, law firms, sponsors, potential sponsors and the public sector. These stakeholders are very important for the success of an ELSA group and its projects.

*ELSA has five target groups with specific needs which all require a specific approach in order to be motivated to get involved with the association. Each target group falls under a specific area of ELSA, but marketing helps with the research of these needs and the overall characteristics of the respective target group.*

*The target groups are:*

- a. Potential Members*
- b. Members*
- c. Members involved in the running of the association*
- d. Organisations*
- e. Academics*

*by the Decision Book of ELSA*

Once you know your stakeholders and target groups, you should think about them in relation to your **goals**. Which of your stakeholders can help you to achieve your goal? Which stakeholders do you need to satisfy in order to achieve your goals?

EXAMPLE 50 new members of ELSA XX (which measures the membership by charging 5 EUR fee/semester), by the end of the first semester (period 1<sup>st</sup> of October 2013-28<sup>th</sup> of February 2014).<sup>2</sup> The goal was written on the 1<sup>st</sup> of October 2013 and the number of members on that date was 1313. The stakeholders to achieve this goal will therefore be mainly law students and others that can inspire them to join ELSA – perhaps alumni members or a good speaker at one of your events will gain the attention of the potential member. Keep in mind, the lines between key stakeholders can overlap and therefore become blurry - be creative!

Now that you know which stakeholders are related to your goals, you will need **to identify their needs and assess the ways in which you can meet their needs**. Different stakeholders want different things from your ELSA group. One good project can meet the needs of many stakeholders!

**Be aware of your stakeholders all the time.** This way you can keep up good relations and a good image of ELSA. An effective way of mapping out your stakeholders is by creating a database of contacts (see part 3.1.2).

EXAMPLE If we continue developing the idea of our first goal (to get 50 new members of ELSA XX in the first semester 2013/2014), then we need to keep in mind our stakeholders and research what law students are the most interested in. For example, if you found out through your research that there is an interest in international experiences and in increased learning about a certain legal topic - what would you offer them? Try to implement these results and decide which ELSA project/event best fits your stakeholders. Brainstorm together with the VP of the Key Area under which the potential project would belong.

Furthermore, let us say (based on the research) that your ELSA group has decided to organize an international conference on the IFP topic Media Law. You will most probably be working together with the Vice President Seminars & Conferences of your ELSA group. And how to meet the needs of our target groups? Answer the following questions! MEMBERS/POTENTIAL MEMBERS: When it comes to participants, your target group can be either all law students at the beginning/at the end of their studies, law students interested in Media Law/Intellectual Property Law/Human Rights. Think about the following questions: Who do you want to attend the conference? What kind of people will be interested in the event? SPONSORS: You need to specify which law firms /institutions you should contact. Your target group should include firms and institutions which are active in the field of Media law and which want to promote themselves to an international audience.

## 5.2. Marketing Plan

*The Marketing Plan outlines the marketing efforts needed to reach the chosen goals. It helps coordinating and directing the marketing actions.*

Now that you know your goals, your target group and your product, you need to make a marketing plan. When the details of the project are defined, the marketing of the event commences.

Here you need to work closely together with the OC of the ELSA project. As the marketer, you need to remind the OC of issues related to marketing, such as communication between the marketer and the OC, the time needed for promotion, the marketing budget etc.

Include the following in your marketing plan:

### **Main marketing goal**

This is the goal you want to reach with a specific event. It is usually more targeted and specific than the overall goal.

**EXAMPLE** of the set goal for the event: ● 60 participants from min. 5 different countries at international Media Law conference ● Have a press release of the event published in a minimum of 2 magazines ● recruit 5 people to join ELSA during international Media Law conference etc.

### **Timeline**

Your marketing timeline should include information how you intend to manage your project chronologically. This includes the time to prepare marketing materials, deadlines for printing and distribution, and other important information such as when you should start reaching out to make contact with different institutions/potential sponsors. You should also include details regarding the channels you want to use for promotional and how you intend to make potential participants aware of the project. This allows you to coordinate the event in good time and create an overview that your board members can view.

*Tips & Tricks: Creating a timeline is usually one of the most challenging parts of the marketing plan, since there are often unexpected things to consider – such as waiting for replies from potential sponsors and other alike examples. Therefore, planning the timeline and leaving slots of time for unexpected things is a good thing to do. In marketing, it is often said 'Expect the unexpected'; so be flexible, dynamic and responsive, but at the same time stick to the plan where possible. Marketing is a process!*

*Don't forget to check the Cycle for Promotion of International Events and implement it in your timeline, your marketing plan!*

**EXAMPLE** When planning the event with the OC, make a weekly plan of the marketing actions. If you have one month until the deadline for application to your international conference, a timeline could include sending one reminder via email two weeks before and a Facebook post a week before. Alternatively, you could reveal a teaser, mentioning who the speaker will be (if it is likely that people will respond to this). If it seems as though there won't be enough applicants, you will need to have one or two extra reminders/teasers – expect the unexpected and adjust! It is challenging to generalise and make a clear formula for the timeline – but plan effectively, and leave time for unexpected changes.

**Marketing Mix**

Define and structure concrete marketing actions. You can see more about different approaches in part 5.4.

**Human Resources**

How many people are involved in promoting the event? How can you divide the marketing tasks between them? Make sure that the extent of the marketing mix, which you will use, fits the human resources available.

**Marketing Budget**

Part of the project's budget should be directed towards marketing. Consider having enough money for realising the necessary marketing materials. Work on finding cheap or costless means. Try not to exceed the marketing budget.

## 5.3. Implementation

Planning stands for nothing if you do not stick to it. Your plan must be realistic in proportion to the human and financial resources at your disposal, as well as the time that you have allotted for different phases of marketing. You must revise your plan if necessary.

Communication between the marketing team, the rest of the OC and your board is essential in order to get things done on time. Ask for help if you need it! Make sure that you know which decisions you can make on your own so you don't end up waiting for the board to decide on those issues.

## 5.4. Different Approaches

In this section you can find different approaches, which you can take in your marketing plan. These approaches will help you take into account the ways in which different marketing means and materials reach people and raise their interest.

### 5.4.1. Marketing Mix

In order to achieve your goals you need to keep in mind different aspects of marketing. Marketing is a mean of defining and promoting, whether it is ELSA in general or a specific project/event. With marketing you can bring your product close to your target group, which usually means the members of your ELSA group. It is also a part of maintaining a good relationship with the members, sponsors and other stakeholders of your organisation.

These ideas can be described through a **Marketing Mix**, which in marketing terms is often called the **4P's** or sometimes the **7P's**:

**Marketing Mix or 4P's:**

**Product:** The organisation and what it offers (projects, events, products).

**Place:** Where can members/potential members access our 'product'? Where will you organise ELSA events?

**Price:** Membership or participation fees (many times set beforehand). What is feasible for our members?

**Promotion:** What kind of promotion tools and marketing materials used to market ELSA and the products it offers

And an extra 3P's for **service Marketing Mix or 7P's (very important for ELSA!):**

**Process:** The process of giving a service and the behaviour of those who deliver are crucial to member satisfaction. Issues such as waiting times, the information given to members and the helpfulness of officer/OC are all vital to keep stakeholders satisfied.

**Positioning/People:** What do people think about your event/project or ELSA in general? This "P" describes what different target groups think about you.

**Physical evidence:** The ability and environment in which the service is delivered (the environment where you organise event, ambience you create, marketing materials produced for your event etc.)

*Tips & Tricks:* Use ELSA products in order to make our association even more recognisable! Visit the ELSA Shop at [shop.elsa.org](http://shop.elsa.org).

All of these P's must be taken into account: If one of them is missing, the rest will have reduced effectiveness.

**EXAMPLE** If the event isn't interesting, it simply won't sell - no matter how much you promote it (**product**). If the place of the conference is not known or it is complicated and expensive to come there, there will be less interest (**place**). If it becomes too difficult or expensive to organise the event, it won't work (**price**). Clearly, if the marketer does not make use of promotion tools in order to raise awareness and desire to buy the product, the public won't be interested (**promotion**). These are simple things, which you can influence to determine the success of the event.

By making sure that all of these four/seven Ps have been considered, the product is more likely to prosper. This way your marketing will be more efficient and you will have more time for realising this and other projects!

## 5.4.2. AIDA

This approach is called **the Communication Model – AIDA**. It is useful when choosing which promotion tools to use and in which order. This will help you in drafting a timeline and the best combination of marketing tools for promoting your project/event.

AIDA stands for the following words:

**Attention:** Promotion begins with catching the attention of your target group, be it members, potential sponsors etc. Use promotion tools, which are eye catching. This could be a very visual poster with minimal information, an intense recruitment campaign or by attracting the media through an event with high profile speakers.

**Interest:** Once you have grabbed the attention you need to hold interest. Through promoting features of ELSA, especially the Key Areas, the Philosophy Statement, the special status of ELSA and clearly stating the benefit the organisation has to offer. If you are promoting an event, concentrate on the topic and the

contents of the event. Here you can draw interest by mentioning interesting speakers or emphasizing the social program.

**Desire:** The third stage of promotion in the Communication Model is raising desire in your target group. This can be done by showing pictures or videos of previous ELSA events, promotional and teasers which mention how many international participants you are expecting and emphasising the benefits of attending the event. For sponsors, you can raise desire by mentioning previous high profile collaborations with other firms and how they benefited from the cooperation or by offering them exclusivity over the project.

**Action:** Your aim is to convince people to take action and in order to accomplish this, you will have to give one final push: invite people to an event through Facebook, distribute application forms and other materials, remind people to attend, sell tickets to an event and so on. If people notice that others are going to attend, they will too – this means that word of the mouth can prove to be a strong tool at this stage of promotion.

Making a timeline is one of the most essential parts in marketing. Try to plan your actions in a way that all your ELSA projects will have the proper visibility and on the other hand, give enough time to your potential participants to decide about attending your event.

This model is mostly used in the advertising and branding, where we need to know at which stage are we and what is most needed to emphasize for successful promotion.

## 6. Internal and External Marketing

*Internal and External marketing includes all the activities which enable an organisation to satisfy the needs and wants of ELSA's stakeholders.*

Within **internal marketing**, we focus on involving ELSA officers/members at all levels to understand (in our case) the role of the marketer and the marketing process. The main aim is to build a relationship between members, existing partners and association and to adopt the core values of ELSA and behave according to them, as well as providing the opportunity to gain soft skills via training, integration approaches in order to gain valuable experience in the future world of work.

On the other hand, **external marketing** allows ELSA to stay in contact with partners/potential partners and other stakeholders, deals with unified communication towards externals and search for different opportunities to develop our organisation.

The quality of interaction between both determines marketing success and the overall success of the association.

In this part of marketing handbook, we will go through both fields of marketing and emphasise the most important approaches to be able to perform the best way possible.

### 6.1. Internal Marketing

*Internal Marketing is a management philosophy of promoting the association and its values to its' members as if they are the (internal) customers of a firm.*

#### 6.1.1. Features of Internal Marketing

- Show ELSA members that they made the right decision by joining our association
- Show them the benefits members gain from joining ELSA ([elsa.org/membership/members-benefits](http://elsa.org/membership/members-benefits) and the ones your ELSA group is offering)
- Motivation and empowerment of member attitudes by enabling variety of possibilities and experience (STEP, seminars and conferences, moot courts, legal research groups, practicing in organising events, gaining soft skills, experiencing internationality etc.)
- Internalising the core values of ELSA: to be aware of the ELSA vision, aims, main activities, since we are all representing ELSA when being in contact with externals (check part 3.2.)
- Good organisation structure that allows learning (ELSA Trainings), total quality management (SotN) and re-engineering (new ideas because of new boards every year)

See Internal Marketing functioning as a continual internal 'upskilling' and also branding process of association.

### 6.1.2. Benefits of Internal Marketing

- Creates a common understanding of the organisation
- Integrates structure, human resources management, vision and strategy with the members' professional and social needs
- Creates good coordination and cooperation among the areas of the association
- Builds relationships between stakeholders of ELSA
- Builds a stronger ELSA brand
- Makes ELSA interesting for its members

### 6.1.3. Cooperation with Internal Management

The Internal Management and Marketing supporting areas should complement each other. The Secretary General is responsible for human resources, which has two important parts: Recruitment and Internal Marketing. Therefore, the Secretary General and the Vice President for Marketing should work on a way to attract the members and keep current members active. A useful tool for this work is Market Research (see part 7.1.) Market Research is a task of the Vice President for Marketing, but the Secretary General should help brainstorming on how to get members and, when necessary, other law students to participate in the Market Research. Towards this cooperation it is necessary that the Secretary General and the Vice President for Marketing act on the same level.

### 6.1.4. Membership recruitment

The main point of Internal Marketing is to maintain interest in ELSA. Essentially, this means that you have to make the association interesting. How can you do this? It is important to motivate your members to be active and creative. There are many different tools and techniques you can use to attract members:

#### I. 'A romantic relationship concept'

You can compare the relationship between a member and ELSA with 'A romantic relationship concept'. One can only be interested in the other if the latter is interesting. You must therefore consider what the other person is interested in the other person and then reflect/implement this in ELSA:

- You are interested if the person is beautiful! – Make ELSA beautiful with nice flyers, posters, uniformity in general and professionally organised events
- You keep the interest in a person by seeing him/her! - So make sure that ELSA is not only a “two-event-in-a-year” organisation. Hold open meetings every week at a set meeting point so the people will get to know each other, the board and ELSA. Organise events where people can socialise and communicate. Make your meetings interesting, funny and interactive. Make joint-meetings with other departments, to promote and expand ELSA to a set target group.
- You are interested if you discover new things in the other person! Give your members new possibilities, new events, new chances to discover Europe and beyond.
- You are interested if you are important for the other person! – Listen to the ideas and wishes from

your members and try to make them happen.

- You are interested if the person is actual and up to date! – Keep your members up to date about the work of the board, and more generally, about the work of the ELSA Network. Use new and modern ways of communication (Facebook, Twitter etc.).

As a consequence, your members will be active and they will experience ELSA as an international association where everybody can empower him/herself. They will internalise the values of ELSA, they will convince other students to join and they will assume responsibility for ELSA by being active as board members.

## II. Other ways to attract members

- **Giveaways from sponsors and partners**

Sometimes sponsors/universities are ready to give you some merchandise of their company, which they produce to promote their own company. A present is always a present and members love these kinds of gifts.

Attaching benefits to membership such as a discount when a member makes a purchase from sponsors is a great pull for potential members.

*Tips & Tricks:* Create an ELSA Discount Card, and make ELSA even more attractive for potential and existing members!

- **Word of mouth**

ELSA is a student organisation with a potential for making friends. Students will be interested in the experiences of their friends about taking part in the organisation, which will motivate them to join the association as well.

- **Publications and Newsletters**

These have the effect of informing (non) active members about the activities and events of the ELSA. Moreover, it is efficient to motivate those who participated by praising their efforts through publications and newsletters.

- **Regular contact with members**

Keeping members aware of current events and encouraging them to participate.

- **ELSA merchandise**

These are different ELSA products produced by ELSA groups that help to promote ELSA. Merchandise usually makes members feel more connected to the association through affiliation. Check out the ELSA Shop at [shop.elsa.org](http://shop.elsa.org) and choose/buy/sell your favourite ELSA Product! You can find out more about the ELSA Shop in part 7.6.

- **Trainings and workshops**

These take place every semester according to the Local/National Group's needs. Here the Market Research can be beneficial while defining the content and structure of the training/workshop.

### III. Events to hunt for members

ELSA offers various opportunities to its members, which can be regarded as the most efficient way to attract the attention of the members. Moreover, organising additional events for the 'freshers' (new ELSA members) will strengthen the image you want to convey:

- Member/Human resources recruitment campaigns during fresher's week
- Human Resources call before setting up the OC to organize any event
- Member activities: Study visits, Moot Court Competitions, Seminars and Conferences, STEP, where ELSA members have priority.
- Social activities: competitions between the departments, events/trips outside the city, parties, teambuilding activities
- Making ELSA activities high profile increases participation and interest.

### IV. What ELSA can offer to members:

- |                               |                                 |
|-------------------------------|---------------------------------|
| • educational events          | • possibility of being a leader |
| • high profile events         | • fun                           |
| • the international dimension | • experience                    |
| • cultural events             | • teamwork                      |
| • new friends                 | • practice                      |
| • personal branding           |                                 |

### 6.1.5. Officers recruitment

One of the best ways to get people involved in ELSA is to include them in your projects by delegating specific tasks to them, thus, they have the opportunity to get involved.

#### Opportunities

You should make the members aware of the opportunities. This starts with you being informed about the opportunities throughout the network. Keep yourself informed by being active on the mailing list, regularly visiting the ELSA website [www.elsa.org](http://www.elsa.org) and communicating with other officers.

#### Motivation

Promote opportunities to join the OC team for projects, attend the international events and to promote our internal meetings on the international level. Participating in SAM, KAM, IPM or ICM's has shown to motivate members to want to become more active in ELSA and often leads them to apply for a board position.

*Tips & Tricks:* It is important to motivate and show appreciation to members that are or want to be active in ELSA. Small things like giving them a 'Letter of Appreciation' after contributing to an event or ELSA in general can make a big difference in motivating members. If you have someone helping you during an event or on regular basis, you could give them a title to show that they have a role. Recognising the importance of their work will motivate them to stay in ELSA and perhaps encourage them to engage themselves further by applying for a board position. Furthermore, when recruiting directors and assistants remember to have clear tasks for them and to give them some independence in their work.

### **Insight**

Give your members an insight from your work as a board. You could include information about your work in newsletters, social media and various channels to inform members with updates.

*Tips & Tricks:* Create a Facebook group where you can internally share the latest news/updates/insights with your members (what are you doing, signing new partnership deals, travelling and visiting other ELSA groups, informing about important events, encouragement posts for exams, greetings on holidays etc...).

The other aspect of informing and being informed is also knowing the dates of beginning/end of semesters, how international days are celebrated in your country, important cases that are being discussed in your country that are related to human rights or the IFP, what (free) law events are happening in your country, what career centres organising for law students, etc. – all this can be a great start point before organising the ELSA event and to keep connection with members.

## **6.2. External Marketing**

### **6.2.1. Fundraising**

*“Fundraising is the process of soliciting and gathering contributions as money or other resources, by requesting donations from individuals, businesses, charitable foundations, or governmental agencies.”*

This means that fundraising is gathering money and sponsorship – it is not begging! Fundraising at its best brings together the interests of two parties with the result of benefiting both of them (win-win situation).

#### **I. Who is responsible for fundraising?**

Before starting with the fundraising, you have to clarify who is responsible for fundraising in your board. Usually, the President is in charge of external relations (contacting externals and fundraising). The Marketer can support the President through market research, such as potential partners or events the President can attend to network. In any case, the Vice President for Marketing is the one responsible for publications, promotion strategy and marketing materials, which can serve as a platform for exposure for potential

sponsors or advertisers. Things to keep in mind:

- Create a plan for the whole year and put sufficient resources into fundraising goals
- Avoid desperate fundraising attempts – plan every approach well
- Set SMART goals (check part 5.1.1.) – do not expect to get several new Corporate Partners for ELSA – fundraising takes time, effort, good planning and follow-up
- Fundraising does not stop every year after your term in office – always think about continuity and try to get as many pending approaches as possible for your successor to follow through

## II. Objectives/Goals

The first step when preparing to approach an enterprise is defining your goals. This means that you need to define what you want. (check part 5.1.1. for more about setting the goals in general). To define your goals for fundraising, you have to answer the following questions:

- Are you looking for a general or project sponsor for your ELSA group? What kind of funds and resources do you need in order to take on this project? Do you need money/in kind sponsorship?
- You need to think about who you want to participate in this project.
- You need to set goals that you want to achieve with the sponsor and the type of sponsorship (money/in kind sponsor, promotion agreement, traineeship, expertise, prestige)

The goal setting should be done for/with every sponsor.

## III. Target group

When you have the answers on the above-mentioned questions, you can start developing on who you want to approach. (check part 5.1.2. for more about the target groups in general). You should research the potential sponsor you are approaching as detailed as possible (to find a common interests, benefits), but first you need to know ELSA and answer the following points:

- Who to target and why?
- What does your ELSA group need?
- What can your ELSA group offer?
- Who will be interested and why?

To look more in detail, you need to define the target groups of the project, both in respect to participants and to fundraising. The target in the case of fundraising would be any external company. Remember, it is not all about the money, but also in kind sponsorship. The reason why it is necessary to state also the participants (another target group) is the need to explain to the companies who is going to participate in the project (in case of a sponsorship for a specific event or ELSA Group).

Law firms are the most natural potential partners/sponsors of our association. Depending on your human resources, also look further than this and make approaches to other companies that might have an interest in sponsoring ELSA.

**EXAMPLE** The potential sponsors of ELSA could come from a variety of places, such as law firms, banks, mobile phone companies, travel agencies, recruitment companies, publishers, language courses companies or universities.

Only your imagination is limiting you to find companies that might have an interest in sponsoring ELSA.

### *Tips & Tricks:*

*Make a spreadsheet for each target group and keep it updated. Do not approach 50 contacts at once and expect that you will be able to follow-up on them properly – it does not work and will only make you look unprofessional, as you will not be able to hold your promises of calling back and e-mailing! Make instead a reasonable amount of approaches and make it a priority to follow up.*

*Think about the ELSA Network – i.e. who are the ELSA members? What is their age and lifestyle? What subjects of law are they most interested in and what books are they reading? What type of events are ELSA groups organising? How many events are being organised per year? Is there a decrease or increase in the number of events?*

*Sponsors love figures and statistics! Show them the content, results and professionalism of ELSA! This information is essential for success in fundraising! Knowing ELSA and what you are selling, it will be much easier to convince someone to invest money in ELSA.*

#### **IV. ELSA's main selling points**

- Recruitment
- Extensive branding/profiling in 40+ countries
- Investment for future education

*Tips & Tricks:* Remember to adapt the benefits to the target group you are approaching; a publisher is not interested in recruitment as a law firm, but in sales of its products!

The most important thing to remember when fundraising though is to listen to the potential sponsor to get inputs as to how they will want to cooperate with you. Ideally you should have one first meeting where you discuss different ideas of both parties and then you draft a proposal based upon these ideas that you present to the sponsor in the next meeting.

#### **V. Making the strategy**

First, set your goals and targets (for general strategy and planning see part 5). After that, you should make a specific plan of how to target the chosen external.

#### **LAI: Linkage, Ability, Interest**

LAI is a method that ELSA can use for evaluating potential partnerships. This method is based on three variables: linkage, ability and interest.

**Linkage:** It is the relationship between the company and ELSA. Linkage relates to the matching possibilities that could create the positive outcome for both. (win-win situation). Your group has a greater chance of succeeding if you have a direct relationship with your potential partner. The measurement of linkage is, primarily, based on any previous cooperation.

**EXAMPLE** If the company states that their vision is to help law students enter the profession, there is a great possibility that they will support the idea of STEP or provide you with an interesting training or lecture. On the other hand, you could also offer advertising space in your magazine or invite them to your events and make their brand stronger.

**Ability:** You have to know if the potential partner has something to offer to ELSA. The ability determines the potential of the company to provide ELSA with what it needs.

**Interest:** The interests of your potential partner in the association will determine the success of the partnership. The sponsor has to know what ELSA is, does and provides in order to be a successful partner. The interest is measured on the knowledge, attraction, relevance, preoccupation, etc.

**EXAMPLE** Before you contact a potential partner, you need to thoroughly research their company. You need to know things like their core activities, their values, and the names of the crucial people in the company. You could contact the company by phone for a more personal approach, or send an email and follow up by phone. After initial contact, the aim is to have a one-to-one meeting, in order to explain in detail the association and the event/project. After designing the plan, you should continue by preparing all the necessary marketing materials.

## VI. Preparation of documents and marketing materials

When making a fundraising strategy it is important to have a basic document where you can present ELSA in general and your local/nation group. A Media Card is one of the most effective tools and it is very easy to prepare. It should include:

- Basic information about ELSA (you can extract it from ELSA's website)
- Information about ELSA's areas
- Information about ELSA's levels (local, national and international)
- Information about your local group and its activities
- Why are you contacting the specific enterprise/organization and what can you offer (promotion, information about events, etc)

Apart from the Media Card, it can be useful to attach a copy of Synergy magazine (also your local/national magazine if you have one) in order to show our professionalism and to demonstrate the standards of ELSA and the different contacts that we have internationally.

It is also helpful to attach a memoir (if you have one) about the activities that your national/local group has done (usually the memoirs expose one year's work) in order to, once again, show professionalism and to prove that the activities that you expose have been done. Include pictures if possible.

## VII. The meeting

You have prepared the Media Card and sent it to the organisation. If they are interested, they'll ask for a meeting to discuss further details. This is one of the most important steps since you are presenting ELSA to the company. You must prepare for the meeting with precision, taking into account any possible/probable action/question that might take place. It is very important to follow a specially designed plan for each approach. If you don't have the answer to a question, it is vital that you answer honestly. Simply tell them that you will look into it and provide an answer as soon as possible. As a representative of ELSA, it is critical that you do not lie under any circumstances.

## VIII. You got the sponsorship: the hard part is done.

You must follow the agreement 100%. If you make any mistakes apologise as soon as you can and correct it, if possible. Try to offer them new deals (that you might have planned before) in order to show your interest in the company. If you see that the sponsor has any issues or concerns, approach them and try to address these problems. You should always aim to have a good relationship with sponsors, and never ignore any issues that arise - but instead you should strive to solve them immediately.

## IX. Partners/Sponsors

Fundraising can be done on two levels:

- General partner/sponsor
- Project partner/sponsors

### A. General Partner/sponsor

These are companies that will give you a lump sum for the whole year. You will agree with them what kind of exposure they will receive through the events you will organise during that year (This is one situation where the OYOP is absolutely necessary).

Prepare a proposal that should include the following:

- Explain in brief what ELSA is.
- Why the target sponsor should support you and not spend their money elsewhere.
- What ELSA can offer to the company.
- Explain what events will happen during the ELSA year of proposal for sponsorship.
- For each event individually explain the means of exposure; TV/newspaper coverage, banners, fliers, website, welcome packages etc.
- Statistics (attendance) for each event or initiative is important.
- A closing note showing confidence in what you are doing and optimistic resolution that this pitch will reach its goal.
- Full contact details

Call the company and ask for the person responsible for marketing. Ask for the e-mail address of the manager as well as the secretary (usually managers are busy, put the secretary on your side to broker a meeting for you). Send your proposal to the manager and the secretary and ask for a follow-up meeting in the e-mail. Call in the next two days to check if the proposal has been read and set up meeting.

### *Tips & Tricks:*

*When you go to the meeting:*

- *look smart*
- *be confident*
- *project ELSA as a reliable investment*
- *be professional by taking the relevant documentation and also a hard copy of the proposal – never go empty handed*

*At the meeting discuss and negotiate a package for a price, you are not asking for a donation.*

## **B. Project Partner/Sponsor**

In addition to general sponsors you will want to raise extra funding. This can be small amounts of money for an advert on some promotion materials or in-kind contributions that you acknowledge by putting some marketing material of the company in welcome packages or other forms of information distribution.

There is no need to send a full proposal but only a proposal letter. A proposal letter must never be longer than 1 page and should contain the following:

- Explain in brief what is ELSA
- What kind of event you are organising and the content
- Who is the target audience and how many participants do you expect
- What kind of promotion you are offering (banners, flyers)
- The amount of money/in-kind you are asking for

Call to ask whom you must address the e-mail to and for the e-mail address of the person in charge of marketing. Write a short cover e-mail including your full contact details and attach the proposal letter and maybe a short document (ELSA General Media Card) explaining what ELSA is and does.

Follow up with a phone call a few days later to see if the e-mail has been received and if they are interested.

## **X. Maintaining relationships with sponsors**

Keeping current sponsors is of the utmost importance for the financial stability of ELSA. You should never forget current sponsors since they constitute a more secure income than raising new funds. Build up a solid relationship with the current sponsors at the same time as you fundraise for new ones since this will benefit you in the long run. Keep them updated about your activities and show them how you are benefiting from

the partnership.

*Tips & Tricks:* Make a clear overview of the benefits offered to the current partners and other things to be sent to them throughout the year such as Christmas cards, Synergy, ICM letters and transition letters. Send them at the end of each term a concrete personalised letter explaining how you have been working together throughout the year and how the co-operation have benefitted both you and them. You could also send some pictures from events where they have been present in order to make the letter more colourful. In the beginning of each term, meet with the sponsor and give them a calendar of upcoming events. Set up a communication strategy with the partner as to how many meetings you want to have throughout the year.

Browse through the partner's webpage on a regular basis to keep up with their latest news. This will be greatly appreciated and show professionalism from ELSA's side.

Remember that you are never the top priority sponsors and that the burden will always be on you in order to be the active part in the co-operation through reminding the sponsors of events, benefits, etc.

In general, with current sponsors, you should also aim to **“under promise – over deliver”** – listen to what they are interested in achieving with the cooperation with ELSA, and provide this as they are paying a lot of money. The more money the sponsors put into ELSA, the more difficult it will be to justify this with benefits for the same amount of money. Also it is very important to remember to always inform the sponsor of automatic renewal of the contract, well in advance before the notification period is over. This is an essential point to cover during evaluation meetings, where you also inform the sponsors about this. Finally, do a thorough transition on external relations with your successor as to somewhat remedy the risk of losing the contacts after each term in office. Take the responsibility of your predecessors and do your utmost to provide as good basis for your successor – remember that for them, you are all ELSA even if it was a predecessor 2,3,4 years ago on a Local, National or International level.

## XI. Evaluation

You should evaluate the sponsorship/meeting/approach with the company whether it worked or not. If it did not work, find your errors and fix them for future approaches. If it did work, analyse what went well and try to apply it in all future approaches.

### *Tips & Tricks:*

DO:

- Prepare for the meeting
- Deliver marketing material
- Dress properly
- Ask if you have any doubts! (this can save you from future problems with your partner)
- Be open for all kinds of support. It can still be a beneficial relationship even if it is not exactly what you are looking for

DON'T:

- *Think that they will support ELSA just because it is a good cause*
- *Think that they will support ELSA just because they have the money to do so.*
- *Don't beg. It is a partnership; everybody gets something out of it.*
- *Discard the contact because they said no once.*
- *Never be late for a meeting.*
- *Don't forget about deadlines.*

## 6.2.2. PUBLIC RELATIONS (PR)

*"Public relations (PR) is the management function that identifies, establishes and maintains mutually beneficial relationships between the organisation and various publics (stakeholders) on whom its success or failure depends on"*

*by Cutlip, Center, Broom*

Public relations (PR) is a type of marketing communication and the main goal of PR is to create/keep a good image of our association. We can only achieve this if we have support/good relationships with the public (stakeholders). Without them, we don't have anyone »to sell our product/service/event to. That's why it's important to plan our communication with them, to be honest with them, and to build a good relationship in the long run.

### I. PURPOSE OF PR

It is about conveying a good reputation/image of the association.

The most important thing is what others think and say about our organisation - what the public perception about our association is (not only what we are trying to say to them!).

**EXAMPLE** When you saw the logo of your favourite brand for the first time, you created your own perception about it. On the other hand, being exposed and attentive for a long time on their slogans and activities, they created and influenced on image/reputation of the company - and that was the work of PR (and other types of MKT communication). It is the same with ELSA - we are the ones creating a good/bad image of our association.

*Tips & Tricks:* *Even though we always want public to have a positive perception about our association, we ALWAYS have to tell the TRUTH (good or bad)!*

## II. Who is a PR person and what is he/she doing?

It is usually Vice President for Marketing (and his/her team), who all work to create communication campaigns in the name of organisation, with an aim to build awareness, positive publicity, public understanding and acceptance about the organisation.

*Tips & Tricks:* It is very important that the whole board knows the basics about marketing, and that the group communicate with **»one voice«** (board/ team talking/ sending the same message - so called **»uniformity«**).

## III. How to do a great PR? RACE!

**Research:** The basic for a good PR is research and consequently targeting the specific public groups.

**Action:** The next step is defining goals (check part 5)

**Communication:** If you want to gain publicity, you have to communicate via various channels, to various publics in different ways (this means you must tailor your PR to the specific target group you are aiming at on that specific media format).

**EXAMPLE** You can start at the Bar/Notary Associations of your country (and their magazines), specialised law magazines, student magazines/websites/forums etc. to enter the **»media world«**. These are the media which best support our aims.

**Evaluation:** In the end you should make sure to evaluate your event or project via surveys, to gather feedback from participants (be approachable and don't be afraid of bad critics - it will only help you to be better in the future).

## IV. STAKEHOLDERS

*A Stakeholder is any group or individual who is affected by or can affect the achievement of an organisation's objectives”*

*by Freeman*

Stakeholders are people/organisations that are involved/interested in our association (Internal: members, board etc.; External: sponsors, law institutions, potential members etc.) Stakeholders can influence on ELSA and vice versa.

**EXAMPLE** Having a VIP as a patron of an event increases the possibility of attracting potential members and media.

## Approaching different stakeholders

We have different approaches according to which public we are trying to affect. A useful tool to use is the **stakeholder analysis matrix**:

Stakeholder	Stakeholder interest(s) in the project	Assessment of impact	Potential strategies for gaining the support or reducing obstacles

**STEP 1:** Organise group brainstorming. Identify all possible groups/people/institutions that will/might affect or might be affected by your project and list them in the “Stakeholder” column.

**STEP 2:** Identify specific needs/interests/benefits/involvement that these stakeholders might have in your project and list them in “Stakeholder interest(s) in the project” column.

**STEP 3:** Review each stakeholder and ask yourself: How important are the stakeholder’s interests to the success of the project? Assign for instance 1 - extremely important; 2 - important; 3 - not important and list them in the “Assessment of impact” column.

**STEP 4:** Consider the kind of things that you could do to get stakeholder support or reduce opposition

*Tips & Tricks:* If you are approaching sponsors that have been supporting your ELSA group in the past, make a calendar of activities that you will organise this year, send them a birthday card, organise a BBQ/coffee with the board to meet them at least once per year. Be in contact with them, so that you can make strong bonds for the future.

## V. PR CAMPAIGN

The essence of a PR campaign is an on-going effort supported by different marketing actions to establish a positive perception of your association and your products/services.

### What should ELSA PR campaign be like...like DIVAA

**Deliberative:** Why do you want to carry out a PR campaign? What could the audience conclude from the campaign about our organisation?

*Tips & Tricks:* List the themes or messages you want to plant in your audience’s mind, create a PR SLOGAN (short, easy to remember, for a quick recall, that mirrors our organisation vision and at the same time vision/goals of this specific campaign).

**Influence on public:** Why would the public be interested in your project/event? Prepare a list of benefits!

**Very well planned:** Include defining your goals, target group, timeline, budget, strategy and tactics

**A good performance:** Start with the scenario/story to gain public attention, follow with the creative part of the campaign and then action. If something doesn't go according to plan - adapt, improvise, but keep your audience informed).

**Assessed results of campaign:** Did you reach your campaign goals? Did you receive feedback from the audience? What about publicity - were there any press releases/critics published?

**EXAMPLE** The slogan of the ELSA Day is "*All different, all together!*" and it implements the core of our ELSA vision – to respect human dignity and cultural diversity and the need to respect human rights and live in a harmony, despite our differences. The aim of the project is to raise the awareness about human dignity and cultural diversity. It is an annual forum where the whole ELSA Network organises the events on Human Rights, on the same day. Therefore the promotion is very powerful, unified and structured.

Try to implement the philosophy of campaigning in as many ELSA events/projects as possible.

## VI. PR CHANNELS and TOOLS

Use your imagination!

We can communicate via various channels and use various tools and combinations to communicate with our public. Below is a short list of these, but **RACE** will show you which channel/tool to use for which public:

### CHANNELS:

- e-mail
- blog
- website
- social media (FB, Twitter, LinkedIn)
- exhibition
- telephone
- face-to-face communication
- newspaper
- radio
- TV
- letter
- billboard ...

### TOOLS:

- brochures
- flyers
- survey
- focus groups
- press release
- speeches
- interview
- press conference
- awards **EXAMPLE** Partner of the year
- special events **EXAMPLE** BBQ for Alumni

There are many PR tools, but we will describe in detail only the two most important/often used in PR – the press release and press conference.

## VII. APPROACHING MEDIA

Before we go into press release and press conference characteristics, we will go through the process of approaching media (TV, magazines, radio etc.) since this is needed for both. Media is the channel through which you will send your message with the aim to be published.

### ADREMA - The list of media

**IDENTIFY APPROPRIATE MEDIA:** The more you target your press release to a specific public(ation), the more likely you will get your materials published. Identify which media outlets cover stories that are related to your event content and subsequently write a press release.

**EXAMPLE** If your press release is about a new event in ELSA on Media Law, you do not want to send a press release to a magazine which is focuses on Criminal Law (unless it is connected), but instead try to find a magazine related to the specific. Check also the sections of the magazine to know where your press release would fit most!

**IDENTIFY THE CONTACT:** When you have a list of target media it is even better if you find a journalist/editor who covers the specific area within the magazine and contact him/her directly. How? Usually you can obtain this information through their website, or by calling the magazine directly and simply ask who covers that specific field. You should create a database like this:

Name of the media	Reporters name	Reporters field	Address of the media	Telephone number/GSM	e-mail address	Notes (for you)
Synergy	Frida Orring	Editor	239, Boulevard Général Jacques	+34---01	editor@elsa.org	Kind, often publishes my press release
Synergy	Laurits Ketscher	MKT	239, Boulevard Général Jacques	+34----02	vpmarketing@elsa.org	Like to publish if the press release is sent to him first

**ACTION 1 - Before the event:** We usually call journalists one week before the event. You should tell them about the basics: what is the content, where will this event take place, why, when and who will be there.

*Tips & Tricks:* Don't tell them too much about the content - you still want them to attend your event. Keep some of the mystery back. Invite them and ask if they can specifically say which journalist will come (then you will be able to customise the marketing materials – reserve the seat with their name, make name tags etc.).

**ACTION 2 - After the event:** the 'follow up'. You should call the media 1 or 2 days after the event and ask them what they thought of the event and whether or not they will publish anything about it. It is a good idea to ask if they require any further information from your event or ELSA. If they do require this information, send them the press release or other requested materials.

**EXAMPLE** Journalists receive hundreds of calls and can become "tired" if they are asked repeatedly whether or not they will publish something, so they might say they will and then not do it – insist and be curious why they would (or would not) publish your press release.

*Tips & Tricks:* It is a good idea to make a clipping (this is when you check/monitor your press release to see where it was published and in what context was your event evaluated by different media - good/bad critic, right data in it etc.). This can help you to improve your PR campaigns in the future.

## VIII. PRESS RELEASE

*A press release is a news story, written in the third person that seeks to demonstrate to the media the newsworthiness of a particular person/event/service/product/project. Write a press release only if you have new, important, newsworthy information to announce.*

### A. STRUCTURE

In the 'PR world', the structure of the press release is usually referred to as an **“inverted pyramid” model**. It illustrates the need to begin with the most important information and to continue with less important or more specific information. Following this section, we will go through the parts of the inverted pyramid and explain what each part shall contain:

**HEADLINE:** Attractive to gain attention, but mysterious enough that the reader wants to know more about it. Preferably no more than 7 words long.

**LEAD:** This is the main and most important part of the press release. It should be a maximum of 2-3 sentences long and should answer the golden rule of questions - the **5W (What? Why? Who? When? Where?)**.

**BODY:** Here your task is to develop your thoughts from the Lead, such as writing interesting quotes from the people involved in the event.

**LEAST:** This is the last part of the press release, where you can include important information, but not as crucial as the one in the Lead.

#### The Inverted Pyramid



## B. FORM OF THE PRESS RELEASE

While the contents vary, all good press releases use a similar design and format:

1. Use the ELSA letterhead form (to build a recognisable brand – repetition!)
2. Write your ELSA details: name, postal address, phone number and e-mail address.
3. Flush left: A date for release to the public, or the boldfaced phrase »FOR IMMEDIATE RELEASE«.
4. Flush right: »For more information«: name of contact person and phone number.
5. Short headline in bold capital letters.
6. *Lead*: begin with release location and date of release and then answering 5Ws.

**EXAMPLE** Geneva, 18.05.2014 - For the 12th time, the most engaged law students from all over the world gathered from 13-18 May 2014 for the Final Oral Round of the ELSA Moot Court Competition (EMCC) on WTO law....

7. Information should be double-spaced and printed on one side only.
8. If you have more than one page, signify by writing »MORE« at the bottom of the page.
9. Announce that your release is concluded by writing »###« or »End« at the close of the last page.

### *Tips & Tricks*

- *Check the Newsroom of ELSA International at [elsa.org/category/news](http://elsa.org/category/news)*
- *Only write facts!*
- *Go through the criteria of newsworthiness: impact, proximity, timelines, prominence, novelty*
- *Limit the press release to one page and, if necessary, attach a second or third page that provides supporting facts, graphs, charts, financial exhibits, biographies, or photographs.*
- *The language used may vary depending on the kind of publication/public. In general we should avoid being subjective, using jargon or writing sentences, which are too long.*

## IX. PRESS CONFERENCE

A press conference is an excellent way to get your ideas out in the world of media and to establish relationships with those who can give you press coverage.

### STEPS FOR HOLDING PRESS CONFERENCE:

**Prepare a scenario and media kit:** You should first create the idea about press conference and its content - scenario (appointing a moderator-usually PR person, what will your message be, speakers, program in detail) and afterward prepare a media kit (a special collection of materials for media that contains: press release, photos, Q&A for media, CDs, DVDs, background news stories, brochures, program etc.).

**Location and time of the conference:** Organise it in a place as central to the event as possible, with good proximity to the press and broadcast stations.

*DID YOU KNOW? The media usually prefer to attend press conferences between 10 a.m. and 1 p.m ( but make sure you check this in your country!)*

**Approaching media:** See part 6.2.2. /VII.

**Prepare the venue:** You should have refreshments available (don't forget to mention this in your invitation). You should also prepare an appropriate stage for the speakers: placard with their name to put on the table, microphones and provide enough space and lightening for television cameras or photography.

*DID YOU KNOW that catering is one of the most crucial aspects of a successful event?  
Observe what people are saying after events! Did they comment on the food/drinks that were served?  
This will attract people in and might make them stay for a different reason (interest in ELSA.).*

**Registration desk:** Make sure that every participant receives a media kit and ensure that they register (with any additional relevant marketing questions) to create a media list. Why? You will collect more specific information for your media database. The next time you approach them, you could contact the person who attended this press conference directly. This is also a very good method to check who attended the press conference from your list of invitations.

**Let the show begin:** Be punctual! After the prepared program, give the media a few minutes for their questions (prepare the Q&A beforehand, especially if you are expecting tough questions) and after which you can conclude the official part. After the official part, you could organise a networking event with the media representatives for informal conversation.

**After the press conference:** You should approach the media again a day after the press conference for a follow up. For more information regarding this subject, see part 6.2.2. /VII.

## X. COMMUNICATION WITH EXTERNALS

The above-mentioned tools are very specific and well defined, but there are many occasions where you will be required to talk and be in contact with different stakeholders/public. Here are some guidelines/ Tips & Tricks: for better communication. Being aware of the following will make us more unified, recognisable and professional (remember, repetition and communication with one voice will help to improve and build the ELSA brand).

***“One cannot not communicate.”*** (Paul Watzlawick)

It is impossible not to communicate, because every gesture/mimic/move has its own message behind it. Here is a list of what you should be aware of when communicating:

## *Tips & Tricks:*

- *Listen.... this is the first rule of excellent marketing!*
- *Be respectful, confident, kind, polite*
- *Watch constantly how your audience is accepting your messages (adapt it to the audience if you see that their interest is wavering or go into more detail if you see that your audience is specifically interested in a topic)*
- *Body language (your body movements often express what your attitudes and thoughts are)*
- *Be interesting when you speak; change your delivery by changing the speed of your delivery and your intonation. Also remember to give interesting examples of what you are talking about to engage the audience.*
- *Ensure that your information is accurate.*
- *Communicate in the name of organisation (not personal, not subjectively).*
- *Try to communicate with ONE VOICE (all board members talking about the same content in a similar way)*
- *Two-way communication is a way to success*

*DID YOU KNOW that only 7% of your communication is about content / verbal communication, and everything else is non-verbal communication? This is the rule called 7-38-55, which is often abbreviated as the "3 V's" for Verbal, Vocal & Visual. This rule states that 55% of communication is body language, 38% is in tonality, and 7% rests in the words themselves.*

*by Albert Mehrabian*

You must think about the ELSA image all the time and behave according to it!

## 7. Marketing Tools & Resources

### 7.1. Market Research

*Market research (MR) is the function that links the consumer, customer, and public to the marketer through information - information used to identify and define marketing opportunities and problems; generate, refine, and evaluate marketing actions; monitor marketing performance; and improve understanding of marketing as a process. Market research specifies the information required to address these issues, designs the method for collecting information, manages and implements the data collection process, analyses the results, and communicates the findings and their implications.*

*By American Marketing Association*

MR is analysing ELSA's presence on the market. It comprises different target groups, which constitute different markets. The results give us an overview of how different targets see us. It also provides us with a guideline on how we should adapt to the certain needs of specific target groups in order for us to gain their interest.

*In a nutshell: MR is a process to get/collect information that we don't have/are not aware of, to be able to act on the market in a more focused and structured way.*

*DID YOU KNOW that there have been two MR studies conducted at the international level of ELSA so far? The International Board conducted the first one in 2006/2007 and the second one by the International Board in 2011/2012. You can find an extract of the latest MR study on the ELSA Officers' Portal! According to the Decision Book of ELSA, every 5th year there shall be MR study conducted at the international level. The next one will be conducted 2016/2017.*

#### **The target groups of ELSA**

Our main target group are the members of ELSA, which is specified as - law students and young lawyers, between 18-40 years. To find out more about our target groups, see part 5.1.2.

#### **Who are the competitors of ELSA?**

- Law firms and organisations who organise conferences, study visits etc. for law students.
- Universities who have their own domestic competitions e.g. moot courts.
- Student organisations oriented on law related programs.
- Other NGOs which cover the area of law.

After researching your competitors, you should create a list of their strong and weak areas. You will then be able to use this information to your full advantage.

## Effective ways of Market Research

ELSA has several projects and traditional events. Before suggesting the project, we should realise our customer needs and demands.

### 7.1.1. How to conduct Market Research?

The purpose of market research is to improve our marketing strategies and business decision-making, but before conducting it, it is crucial to:

#### I. Define the research objectives and answer the following questions:

- What do we want to know?
- What do we need to know to improve our work?
- What do we want to reach with this MR?

#### II. ACTION

Use every opportunity possible to get the information from your member/stakeholder! There are many different techniques and channels that you can use to conduct MR. Depending on the answers to the above-mentioned questions, this will have an effect on which combination of techniques and channels you will use!

#### RESEARCH TECHNIQUES:

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Survey</li> <li>• Conversation</li> <li>• Interview</li> <li>• Focus Group (up to 6 participants, max 7 questions and cca. 2x per year)</li> </ul> | <ul style="list-style-type: none"> <li>• Observation</li> <li>• Experiment Desk research (archives, website content, FB posts, handbooks, minutes, magazines, statutes, previous researches etc.)</li> </ul> |
|---|--|

#### CHANNELS:

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• email</li> <li>• telephone</li> <li>• personal meeting</li> </ul> | <ul style="list-style-type: none"> <li>• the event (before/during/after)</li> <li>• post</li> <li>• social media (FB, Twitter, LinkedIn etc.)</li> </ul> |
|--|--|

*Tips & Tricks* In ELSA, we have many different channels to communicate and also many different data available (see the Officers' Portal of ELSA). To conduct MR, it is not necessary to spend too much money or time on it. You can conduct MR through a simple agreement within your board, that each board member should gather at least two feedback comments from participants at the event. Just by this small amount, you can already improve your work based on their feedback. Or, you could simply ask participants to answer on a small piece of paper a question or two about the event (EXAMPLE Are you satisfied with this event? To what extent? Would you like to participate in that sort of project again? What would you like to change? What did you like/didn't like?) – these small steps will lead to big changes! There are many forms available for you. Use them and support the idea of collecting the information about organised events, the topics etc.

### III. ANALYSIS/ MONITORING/EVALUATION

This is the phase that is too often forgotten – you have organised your event, you had good attendance and you are happy! It shouldn't stop here – we should know WHY we had so many participants and analysis/monitoring/evaluation gives us the answer!

It is easy to understand just how useful an evaluation form can be. It is essentially a collection of tips and advice from your participants. You can then take into consideration their complaints and wishes when you go on to plan your next project, which can then be even more successful than your previous event. Keep in mind the following principle: “The Customer/Participant is always right”.

From the technical perspective of MR – if, for example, there is an online survey that you are preparing, usually you can find free online tools to create it, with tools already incorporated for basic analysis (there is however a limitation how many respondents it can consist of).

**EXAMPLE** “Survey Monkey” is one of the free online survey tools that already have an analysing tool incorporated.

*Tips & Tricks:* A very important general rule in marketing and especially in the MR area is:

*ASK, ASK, ASK and LISTEN, LISTEN, LISTEN! Be genuinely interested in people and their interests – through this, you will get to know what they want/wish – you can then further analyse it and organise the next event based on their interests.*

### IV. COMMUNICATION

Use the data you have collected for different types of communication – for example with the promotion and branding of our projects and ELSA in general!

*Tips & Tricks:* You can use the feedback from participants as a testimonial (with their permission) for the promotion of the next edition of the same event – for example moot courts, STEP Traineeships or Summer Law Schools. Also, you can communicate how many applications you got and how many people were involved in the certain project (LRG or some very prominent event that you are organising every year). There are many ways to include simple figures on your promotional materials as a strong tool to attract people to join your event/ELSA. If you have Facebook, create a page for your ELSA Group – this is also a brilliant tool to assess when it is the best time to post and about which topics and events (based on the people it reaches and the number of likes, shares and comments it receives). Use your imagination and communicate the results or data that you have collected!

## 7.1.2. Market research methods

### I. PEST

It is an analysing and planning method that stands for – **P**olitical, **E**conomic, **S**ocial and **T**echnological.

Using this method, you will be able to see the 'big picture.' You can look at it before you plan your activities and decide whether it is the right time, place and product to deliver to your customer. It is a way of 'scanning the environment' and it is categorised as a situational analysis – giving you an insight in how the environment looks like at that exact moment when you have conducted the analysis. Companies usually pay thousands of EUR to gather this information on a large scale. We can use this very useful tool on a smaller scale before organising or planning a new event to make it most appropriate for our environment.

Answer/define the following questions:

**Political:** How does government intervene in the economy by trade restrictions in your country and broader, tax law, regulations in general etc.?

**Economic:** How high are the economic growth, interest and exchange rates, GDP etc. in your country?

**Social:** How are the cultural and health care aspects, age distribution etc. in your country?

**Technological:** What is the Internet coverage, what R&D is taking place, and what other technological innovations are thriving in your country?

It might seem like these are very broad questions – but if you can answer them, and see where ELSA in your country fits in relation to these questions, you are likely to increase the chance that you will offer the right product/organise the right event!

## II. SWOT

SWOT is the analysing and planning method that stands for – **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats.

**Strengths & Weaknesses:** describes the INTERNAL environment of the organisation, something that we can influence on and something that comes from the inside. **EXAMPLE** our projects, behaviour, values.

**Opportunities & Threats:** describes the EXTERNAL environment of the organisation, something that we can't influence on and something that comes from outside, but influences us. **EXAMPLE** legislation, economy, political situation.

Whenever you are preparing a new project/event/product, use this method and check if the idea will be worth realising. Having done the analysis, you will have an overview and a starting point for planning.

Answer the following questions for each of the four characteristics. Remember that each answer can only fall in one category only.

**Strengths:** What is our advantage? In which aspects are we better than the others? What do we do well?

**Weaknesses:** What could we improve? Where could we increase our efficiency?

**Opportunities:** What is going on around us that could be useful and implemented or connected with ELSA? What is missing in the market and how can we support the idea, projector concept?

**Threats:** What are the obstacles that we are facing? What are the negative trends in society that could influence us? Is our competition doing something against our interests?

## 7.2. Corporate Identity

A corporate identity (or CI) is the overall 'face' of an organisation. People associate certain characteristics with ELSA as if it were a person. In order to have a consistent appearance throughout Europe and to seize the potential that stems from this, corporate identity should be awarded special attention.

Every group image and everything we do as a part of the association, contributes to the corporate identity for better or worse. Corporate Identity usually answers two main questions 'Who are we?' and 'Where are we going?' Corporate Identity in a broader interpretation consists of the following:

- Corporate Behaviour (how the organisation and its' people acts)
- Corporate Communication (public relations, information, etc.)
- Corporate Culture (the way an organisation works)
- Corporate Design (logos, corporate colours etc.)
- Corporate Language (style, vocabulary, etc.)
- Corporate Philosophy (vision, aims, values and ideas)

### 7.2.1. Corporate Design

The most important part of CI for a marketer is Corporate Design. We are the ones responsible for the creation of materials in accordance with our Corporate Identity. Following this section, you will know and understand the basics of the ELSA Corporate Design and its necessity for marketers to treasure and implement it in the process of creating marketing materials.

The most prominent and standardised CI elements in ELSA are:

- Name
- Logo
- Colours
- Fonts

#### ELSA Logo



- The logo can only be in the following colours: blue, black, white and grey.
- The most often used and friendliest to use is the blue logo (although, remember that on the black-and-white copies, a black logo looks best), when we want the logo to stay unnoticed, we use grey colour and when we have dark background, we use the white/inverted logo.
- Be careful when resizing the logo not to change the proportions!

- The name of the group shall always be written in capital letters under the figurative mark and in English (only if not possible because of the national regulations)
- It should be surrounded by a clear area (no pictures around or in any way animated)
- The logo shall neither be used in connection with any state or national symbols of any country
- Usage of the right logo: ELSA International may only use the ELSA International logo (the visual mark and written under INTERNATIONAL or just the visual mark), the National Group uses the National logo (visual mark and the name of your National Group) and Local Groups can only use their Local Group logo (visual mark and the name of your Local Group).

**EXAMPLE** If you are organising NCM, it is the most appropriate to use the National Logo, since the NCM has a broader meaning for your network and it is not related just to the group organising it (usually, there is a rotation system of organising NCM between the Local Groups). But you can of course emphasize and thank the Local Group that organised the NCM in many different ways.

## ELSA Colours

	<p><b>White</b></p> <hr/> CMYK: 0 0 0 0 <hr/> RGB: 255 255 255 <hr/> WEB: #FFFFFF
<p><b>Blue</b></p> <hr/> HKS 42 <hr/> CMYK: 100 95 0 0 <hr/> RGB: 10 48 135 <hr/> WEB: #0B3087	<p><b>Black</b></p> <hr/> CMYK: 0 0 0 100 <hr/> RGB: 0 0 0 <hr/> WEB: #000000
<p><b>Orange</b></p> <hr/> HKS 10 <hr/> CMYK: 0 83 92 0 <hr/> RGB: 249 71 17 <hr/> WEB: #F94711	<p><b>Grey</b></p> <hr/> CMYK: 0 0 0 60 <hr/> RGB: 135 136 138 <hr/> WEB: #87888A

*Tips & Tricks:* Use CMYK for any print production and RGB for screen and projector presentations.

## ELSA Fonts



**Helvetica neue 95 black**  
 abcdefghijklmnopqrstuvwxyzäöü  
 ABCDEFGHIJKLMNOPQRSTUVWXYZÄÖÜ  
 123456789

Helvetica Neue  
 abcdefghijklmnopqrstuvwxyzäöü  
 ABCDEFGHIJKLMNOPQRSTUVWXYZÄÖÜ  
 123456789

**Arial black**  
 abcdefghijklmnopqrstuvwxyzäöü  
 ABCDEFGHIJKLMNOPQRSTUVWXYZÄÖÜ  
 123456789

ARIAL regular  
 abcdefghijklmnopqrstuvwxyzäöü  
 ABCDEFGHIJKLMNOPQRSTUVWXYZÄÖÜ  
 123456789

Garamond regular  
 abcdefghijklmnopqrstuvwxyzäöü  
 ABCDEFGHIJKLMNOPQRSTUVWXYZÄÖÜ  
 123456789

Garamond bold  
 abcdefghijklmnopqrstuvwxyzäöü  
 ABCDEFGHIJKLMNOPQRSTUVWXYZÄÖÜ  
 123456789

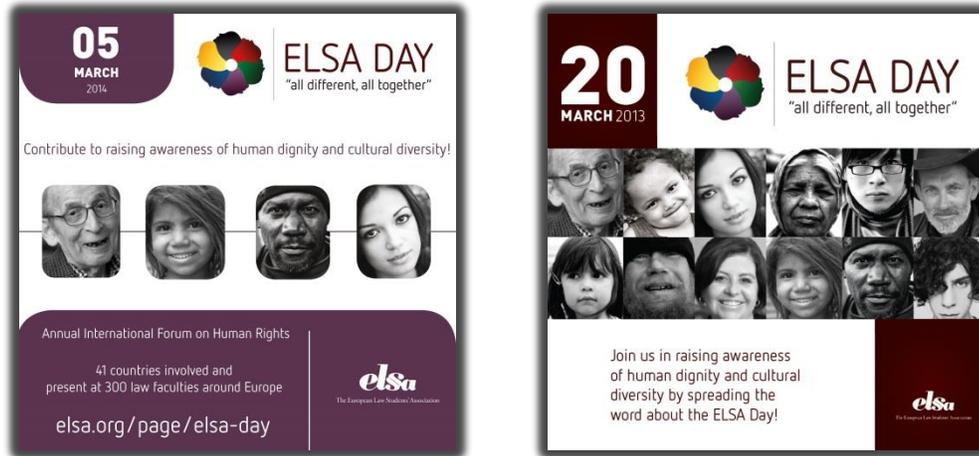
*Garamond italic*  
 abcdefghijklmnopqrstuvwxyzäöü#  
 ABCDEFGHIJKLMNOPQRSTUVWXYZÄÖÜ  
 123456789

*DID YOU KNOW that Garamond regular is easier to read for people with dyslexia?  
 It is one of 8 preferred fonts, which also include Helvetica and Arial,  
 which ELSA uses these fonts as part of our Corporate Identity.*

### 7.2.2. Implementation of CI in marketing materials

All marketing materials of ELSA shall reflect our Corporate Identity or at least the basic elements. The materials must include the ELSA logo, no exceptions! The rest of the elements (colours, fonts etc.) depend on the project, its recognisability and the creativity of the designer. It is hard to generalise or make too strict rules for creation of the materials, but you should use the guidelines where the material includes a combination of ELSA elements and is still *'recognisable as ELSA promotional materials'*.

**EXAMPLE** You can use a combination of colours, fonts, and pictures in the materials that you create. The pictures that you use for ELSA materials can be used again in following editions of the same event. ELSA Day materials are the perfect example of this. As can be seen below, the colours of the materials, and the combination of the face photos change each year. Each year, a different colour is used from the ELSA Day logo, along with a changing composition in the poster, although you can see that the key elements of the materials remain similar. This helps to keep the materials consistent with the ELSA Day brand.



Usually, ELSA International prepares promotion packages with promotional materials for the biggest international events. Therefore, your work as a marketer is to adjust these materials (translate the text in your own language if necessary or change the place etc. if needed and include your own logo), in order to keep the materials as unified as possible. Repetition and the usage of the same visuals is a powerful tool/way to make our Corporate Identity and image strong.

The Uniformity Section on the Decision Book regulates CI combined with the Identity Handbook. Both can be found on the ELSA Officers' Portal.

Everyone must value and respect the ELSA brand. To ensure this, everyone shall follow the uniformity rules, because only then the ELSA brand will be strong and recognised by a large public. Apart from the rules outlined in this section, as far as no collision occurs, the ELSA Identity Handbook provides further, non-binding, guidelines on the visual image of ELSA.

*Tips & Tricks: If it looks like posters/brochures would be too expensive, you can choose to print them in smaller size/ cheaper paper/ choose to cut them yourself instead of having it done at the printing house. Small creative solutions can be found for many problems, but where possible make visuals and contribute to creating our ELSA brand.*

### 7.3. Campaigns

*'...campaigns can be defined as purposive attempts to inform or influence behaviour in large audiences within a specified time period using an organized set of communication activities and featuring an array of mediated messages in multiple channels generally to produce non-commercial benefits to individuals and society.'*

*by Rice, Atkin, Rogers & Storey*

Every day, we are exposed to many different campaigns – from advertising, to political campaigns, to PR. The campaigns we create last for a limited time, have a very clear purpose, and consist of repeated messages, which influence our attitudes.

The simple way to explain this is to look through the prism of elections (it can be a political or simply the elections of the new board of ELSA). Think about the process behind the elections. The candidate needs to know ELSA and its projects well, in order to be able to prepare his/her candidature and speech. Also, the time is limited – the election date is known in advance. The candidate needs to prepare the content of his/her plan and emphasize what makes him/her different from or better than the competitors. The candidate shall also prepare the Q&A to be able to answer the obvious, tricky and difficult questions during lobbying for his position. After, the elections take place, if the candidate is elected, he/she has the responsibility to implement his/her ideas into practice and at the end of the term evaluate his/her actions.

If we now apply all the above-mentioned things to an ELSA event and campaign, it would look like this:

1. You need to know your product – ELSA event
2. Plan your event (dates, content, target group, timeline, budget)
3. Emphasize why this event is better than the rest of the events that are organised at the same time (USP)
4. Make teasers, slogans, messages that will attract, but also reflect your event!
5. The time is limited and you need to make the effort to use the given time in the best way possible for the promotion.
6. On the day, you *need* to deliver what you promised during the promotion.
7. After the event, evaluation is needed to improve future campaigns.

As you can see, marketing campaigns can be built for many different purposes and with very different ends – brand awareness, introducing new projects, building image etc. For further details on this, see the example of the PR campaign structure in the part 6.2.2./V.

## 7.4. Website

The Website of an ELSA group often is the No. 1 hub when externals or stakeholders look for information. Each National Group is responsible for maintaining an up-to-date website. The website is an extremely important tool and communication channel for every marketer. It is the online face of the association. An important feature is the possibility to share news and events through this page, preferably right on the homepage.

But a website is more. In order to give all necessary information, an ELSA Website should include:

- **The ELSA Logo on every page**
- **Upcoming Events**
  - ♦ Local
  - ♦ National
  - ♦ **International**
- **ELSA**

- ♦ **General Description** (copy paste from ELSA International's website)
- ♦ **Philosophy Statement**
- ♦ Its activities
- ♦ The local group and board
- Student's Opportunities in ELSA
- How to join and participate
- Partners
- Publications
- **Contact details**
- **Links to**
  - ♦ **ELSA.org**
  - ♦ Social Media

\*The elements featured in bold have to be a part of an ELSA website according to the decision book and should be available in English.

## Domain

According to the Decision Book of ELSA,

*“The address of the website should contain the prefix “elsa-“, the name of the country in English and the top-level-domain “.org”. Alternatively the respective country-code top-level-domain can be used. Domains for local groups should be set up in the same way. They can also be configured as sub-domains of the domain of the respective national group.*

**EXAMPLE** [www.elsa-norway.org](http://www.elsa-norway.org) or [www.elsa-norway.no](http://www.elsa-norway.no)

*Local group addresses: [www.elsa-oslo.org](http://www.elsa-oslo.org), [www.elsa-oslo.no](http://www.elsa-oslo.no), [www.oslo.elsa-norway.org](http://www.oslo.elsa-norway.org), [www.oslo.elsa-norway.no](http://www.oslo.elsa-norway.no).”*

## Setting up a page

Setting up an ELSA page can be quite difficult without specific IT knowledge. Therefore, you could ask whether other groups would share their designs with you.

*Tips & Tricks: ELSA Germany offers a hosting service and can provide an outfit for you with an easy-to-use website template hosting it on their server.*

## 7.5. Social Media

ELSA has gained a great boost through social media in recent years with the cooperation of the whole ELSA Network. This is an important tool for our promotion strategies and is therefore important to maintain to the fullest altogether!

### Facebook

- ELSA's Facebook fan page should be run in a clear way: make it easy for the viewers to find information (make schedule when to post and for what events and add links to lead followers to more info. Like, share and contribute to promotion of international projects as well).
- Add various pictures and videos to attract and engage people; make sure it is relevant to the content. Keep it within the legal sector, and with the ELSA overtone.
- Promote your events via marketing materials in your ELSA Group's fan page - the materials should always follow the Corporate Identity rules!
- Images should show relaxed, happy people, either studying or in a professional environment!
- No alcohol or sexual imagery is allowed
- Members – especially board members – should pay attention to the privacy control of their private profiles, and limit accordingly.
- Keep the attention on your ELSA Group's fan page: If you organise an event, you don't need to create another fan page – create an event and put there the necessary information, people will know where to find everything, so just promote it via your official fan page.
- Keep the posts short and attractive – nobody wants to read novels on Facebook – people often just scan the information.
- Content must stay non-political – in accordance to our core ELSA values!
- Avoid using abbreviations – not all the followers know the 'ELSA Language'. If you are using them – make sure, you first write it with full name and then use abbreviation.
- Create a Facebook group for your ELSA group and area to communicate easily: Then you can prevent a loss of information in the promotion of various events, and you can post more of a detailed insight about your group.
- Invite people to join ELSA Facebook page
- Share and like the posts of the official ELSA Facebook page (see the 'big picture' of promoting ELSA)

### Twitter

- Short information, can include link to the Facebook fan page, or events created.
- Should be coherent with other social media we use.
- Promote your ELSA Group's Twitter account via the Facebook fan page.

## **LinkedIn**

Recently, LinkedIn is regarded as one of the most well known professional platforms, where various professions are included; therefore it would be a practical channel to improve ELSA's profile for a better recognisability. Besides promoting on going projects, adding a law article related to the topic of the event could be wise to build up a professional image.

## **University networks – email**

If there is a network at your University, which is used often for information exchange between the students in your class/the whole University, see if you can send some ELSA related news and information about various upcoming events. Thus, you can target a big mass of people easily, but try not to spam by sending every single promotion of ELSA's projects.

## *Tips & Tricks:*

*Don't spam, because people will unlike your page or stop following you. Try to use social media when your target group is mostly present/using it.*

*Don't forget about the mailing list for your group along with cloud folders and documents. Use everything you can to make your work more efficient!*

## **7.6. ELSA Merchandise – The ELSA Shop**

### **7.6.1. What is the idea behind it?**

The ELSA Shop and the merchandising concept were born in the Summer of 2013, when ELSA marketers gathered at the III Supporting Area Meeting in Konjic, Bosnia and Herzegovina. At this Meeting, there were discussion regarding already existing ELSA products (products that have the ELSA logo) and the possibilities to exchange them. There were discussions about the methods to promote our association to make it even more recognisable. Why not to offer our Partners/Sponsors/Lecturers something ELSA related and not 'just' a pen or chocolate bought in the store!? Therefore, the decision about creating the platform for exchanging the ELSA products – now called the ELSA Shop – was made!

On the 14th of January 2014 the ELSA Shop got the 'green light'! The possibility to get an insight of all the ELSA products available on the ELSA Market and the opportunity to order the ELSA product from the other part of Europe became a reality!

## 7.6.2. How to use ELSA products and on what occasions

You can use ELSA products for many different opportunities and for many different audiences.

**EXAMPLE** You will probably give different products to your partners and to your members – think about how certain ELSA products can bring the best reputation and best contribute to the recognisability of our Association!

*Tips & Tricks:* At the beginning of an important event, you can prepare the welcome packages for your participants and include the ELSA products (pens, T-shirts, agendas etc.) in it. You can also organise a Christmas cocktail/ Summer BBQ and prepare a prize competition or simply give the present to your fellow ELSA person for their birthday or new years! You can also use it internally to motivate, so that when a member achieves a certain goal – they receive an ELSA product as a prize! On the other hand, when you organise an event and you are happy that certain partner came or the lecturer delivered a good speech/ lecture – thank him/ her with the ELSA product as a gift.

## 7.6.3. How to contribute to/get your ELSA product in the ELSA Shop?

This is not a project, it is a process of updating and upgrading our ELSA Shop and we hope to see many creative and useful ELSA products available in the ELSA Shop as time goes on!

Of course, also keep in mind the appropriateness of the ELSA products and what kind of reputation does it reflects! (To whom you give certain products and also what do you want us to have in the ELSA Shop).

*Tips & Tricks:* If your Local or National ELSA Group would like to contribute to the ELSA Shop and make your ELSA products available, do not hesitate to contact Vice President for Marketing of ELSA International via [vpmarketing@elsa.org](mailto:vpmarketing@elsa.org) and he/ she will guide you through this process.

## 7.7. Software

We live in the digital age, and particularly the marketers' work is vastly different from what it has been in the early days of ELSA, especially in graphic design.

When choosing our working tools, we're facing a broad variety of products:

### Photo Editing

- Adobe Photoshop
- GIMP
- Paint.NET

### Photo searching

- Flickr
- freeimages.com
- rgbstock.com
- stockvault.net

**Desktop Publishing**

- Adobe InDesign
- QuarkXPress
- Scribus
- Microsoft Word
- Writer

**Presentation programs**

- Microsoft Powerpoint
- Impress
- Keynote
- Prezi

**Video Editing**

- Adobe Premiere
- Microsoft Windows Live Movie Maker
- iMovie
- Avidemux

**Survey Software**

- Limesurvey
- SurveyMonkey
- Google Forms

While the Adobe Programs are leading in the sector and also used by ELSA International, they are very pricey. The most viable alternatives are the various open source programs.

For you, the most important thing is that you feel comfortable with the program you use and gain skills so your designs look like you want them to and is still according to Corporate Identity of ELSA!

*Tips & Tricks: As a marketer, you often need good pictures (videos, music etc.) to be able to make a quality marketing materials. Keep in mind that you must respect Intellectual Property and check before using other companies or people's materials. Instead, why not grab a camera and make the photos yourself (it is a good teambuilding opportunity as well) or contact ELSA Germany or some other ELSA Group that has their own database with pictures!*

## 7.8. Members' magazines & Synergy magazine

ELSA International produces various publications during the term in office (such as IFP Newsletters, Annual Report etc.). Synergy, published twice a year, is the most recognizable and professional compilation of our association, and is also a major fundraising tool. Therefore, you should take into consideration that the members' magazine is a great channel in conveying our image. In Synergy, you can find which steps you should follow before creating your magazine, with some tips & tricks! We hope to see a lot more members' magazines of the national groups within the network!

### 7.8.1. How to create a magazine

#### The different phases:

I. Come up with **concept**: what you want the final product to look like, what you want the content to be.

II. **Budget**: find quotes from printers for:

- The quality of paper (weight + coating)
- The size (A4/ A5 /Leaflet etc.)

- The colour (full colour/four colour/two colour)

III. Find out how many **advertisements** you need to have to offset printing costs and how much each advert should be sold for. (*Think about approaching existing partners or Alumni members to contribute*)

IV. Establish your **human resources**:

- Advertisement hunting team
- Journalist Team (interviewers, proofreading) and Contributors of articles
- Designers

V. Explain to the advertisement hunting team what they need to do and motivate them to do it – **Transition and giving the tasks to teams!**

VI. Explain to article contributors the **editorial specifications**:

- Number of words (usually between 350-400 words is a full A4 format page)
- Theme and content of article or the whole issue and the sections
- What to avoid and what to include  
**EXAMPLE** Avoid ELSA abbreviations, since not all the readers are ELSA members and this could make them confused or even lower their interest, to stay non-political and stick to agreed length and content)
- Ask contributors to add the visuals to their articles (pictures of the events, poster, pictures etc.)
- Specify the deadline and try to send at least one reminder a few days before the deadline.

VII. Find a designer that will do the page **layout** (you can do this yourself but usually a designer does it better). If you need to pay the designer, make sure you include this cost in the budget. Try to follow the layout of the Synergy magazine and the Corporate Identity of ELSA.

### 7.8.2. The role of the editor

- Keep the time frames in order for publication to come out on time.
- Make sure the content of the articles is appropriate and in conformity with the core values of ELSA and what ELSA stands for.
- Make sure the articles are of good quality. If you need to make amendments you must always send the edited version back to the author for confirmation. When an interview has been conducted, you need to have written permission from the person interviewed to use the material before you can print.
- Make sure that adverts are coming in and that costs will be covered. Make sure that the adverts are not in striking opposition to the values of ELSA. Money is important but you must always remember that this magazine will represent the association.
- Once you have collected all the material necessary it must be passed on to the designer.
- Make sure that any pictures used to illustrate are appropriate and in conformity with the values of ELSA.
- Check that the designer has included everything and hasn't left any of the adverts or articles out.

- Take the magazine in electronic format to the printer.
- Some sponsors may want to see pre-press proofs (Mock-ups), so if you need them, ask for them straight away.
- Receive the finished magazine.
- Send a copy to sponsors, and also potential sponsors for the next edition and important externals, along with a cover letter - see Section 6.2 for more information on approaching externals.
- Thank to every contributor separately when the edition of the magazine is finalised.

### 7.8.3. Advertisements hunting

#### How to price your advertisements?

- After setting a budget you must decide how many advertisements your magazine can include. Remember that there has to be a balance between advertisements and content.
- Be prepared for special and specific requests.
- Usually you will offer the following advertisement sizes:

- Cover page   - Full page   - Half page   - Quarter page   -Last page

*Tips & Tricks:* The half page, although it is double the size of the quarter page, should not cost exactly double and same goes for the full page and cover page. You want to give an incentive to spend more. The advertising company should see that it is getting more value with bigger advertisements. Try to also make packages – this is a combination of different types of advertisements (with online or email).

*Always try to deliver your promises; if you promise a full page make sure you give the whole page, also if you promise full colour make sure you print in full colour. The next time you are looking for companies to place adverts, you can always show a previous edition of the magazine, if it has been done well. You could also offer to organise an information talk or event in conjunction with the advert sponsorship, but if you are going to promote a date make sure it fits your timeline.*

#### What a potential advertiser might ask you:

- The size in centimetres of the artwork
- The quality of the advert (e.g.: 300dpi)
- The width of the bleed (extra millimetres for cutting after print)
- Colour specifications (full, four, two) this is important because a company may want to give you different artwork accordingly. Make sure you know these details. It shows that you know what you are doing and having adverts in the right format saves you and your designer a lot of trouble in asking for a new artwork.

### 7.8.4. Synergy magazine – International members' magazine

Synergy Magazine is the international members' magazine of ELSA.

Facts:

- ELSA's international members' magazine
- 1<sup>st</sup> edition in 1987
- Two printed editions per year (usually in October and March – before every ICM).
- 10 000 copies
- Distributed to 300 law faculties (based on the Shipping list that are sent to the NGs via email).
- Theme/topic (decided for Autumn edition by the Council of Europe and Spring edition by Vice President for Marketing of ELSA International)
- External writers (Partners of ELSA International, professors, lawyers etc.)
- ELSA Events Calendar (opportunity for the ELSA Groups to promote their international events)
- Activities in the ELSA Network

#### I. SECTIONS

Synergy Magazine is divided into sections since its 55<sup>th</sup> edition. The aim was to make it more focused, attractive and reader friendly. It has both fixed and non-fixed sections.

##### A. Fixed sections:

*Partners' & Externals' Perspective* (where the Partners of ELSA International write the articles – based on the partnership agreement),

*International FOCUS* (consists of articles related to the most up-to-date topics/events/IFP on the international level and it is usually written by ELSA International representatives),

*ELSA Interview* (for each edition of the Synergy magazine, we invite a person of a great value to ELSA for an interview),

*Legal & Cultural Diversity* (this section is made for more academic and practical reasons – here contributors write about their own legal systems and cultures and it is therefore interesting and valuable from the comparative perspective for the readers),

*Think Global, Act Local – The ELSA Network* (in this section, you can find the articles from the ELSA Groups, members, ELSA events etc.) and

*Something NEW, something OLD, something BLUE...something ELSA* (this section is more involvement focused...an ELSA Wall – to include different questions to the ELSA Network and their statements/quotes and for the ELSA WordSearch and more relaxed topics).

##### B. Non-fixed sections:

*ELSA Alumni Corner* (the section reserved for the ELS and Alumni members of ELSA to write the articles),

*IB XX/XX* (the section reserved for the IB article for the Autumn edition, where they usually present themselves and write about their upcoming year).

## II. Your obligations as a marketer

**Shipping list:** Vice President for Marketing of ELSA International sends out the Shipping list before every edition of the Synergy magazine. Your task is to send it back in the set timeframe and with this, enable the group to receive the next edition of the Synergy magazine. All the data that is requested must be filled in - to avoid raising costs due to returned packages!

**ELSA Events Calendar:** If you want your international event to be published in the ELSA Events Calendar contact [vpmarketing@elsa.org](mailto:vpmarketing@elsa.org) and inform them of your event or via the ESF, which you can find on the Officers' Portal.

**Promotion:** for contributors and for readers: Your task is also to promote the magazine – but also to write for it and to read it. Let us make it even more valuable and present in the legal sphere!

*Tips & Tricks:* You could ask your university library to start collecting Synergy magazines to add to their magazine collection! When academics then search for articles or materials on the law database, they can come across our magazine in the process, which gives us more credibility.

## 7.9. Alumni

### 7.9.1. Who are our Alumni?

*An alumnus (plur. alumni) is a person that has in the past been active in ELSA and is now a former member.*

Bringing them back into the organisation and involving them can be a benefit for both, alumni and your ELSA Group. Just as you organise member recruitment campaigns, alumni reunion events or similar, these are good ways to gain the interest of alumni. These persons could be in working in legal firms; auditing companies; company lawyers; government and EU departments; in the media etc. and can help and support ELSA. Alumni are usually willing to support groups because they have good memories of ELSA, and they understand your objectives because they too once had them.

### 7.9.2. ELS - The ELSA Lawyers Society

Graduated members of ELSA created ELS (The ELSA Lawyers Society), which was founded in 1991. The aims of this international alumni association of ELSA are as follows:

*'... the aim of ELS is to bring together lawyers and other members all over Europe who have been part of or who have supported the ELSA network and structure or who wish to do so now and in the future; to enhance the exchange of knowledge and experiences and to create and maintain personal contacts amongst lawyers in Europe.'*

Some countries also tend to have their own national alumni associations.

It is good to remember that they're still members of ELS (or any other local ELSA Alumni organisation) only for one reason – they simply cannot let go of ELSA and would probably like to stay in touch with their good friends! Therefore, considering that they were once in your place, you shouldn't be intimidated by their greatness nowadays. Contacting alumni might be just the solution for your problems and bring your future marketing to a whole new level.

### 7.9.3. Cooperation with our Alumni

#### What can we offer to alumni?

- To enable them to keep in contact with their old friends
- To be able to see how the organisation has developed
- Exposure (engage the alumni into your projects/ events, or offer them a partnership)

#### Benefits of the cooperation:

- It keeps you motivated, knowing that people have faced the same kinds of challenges and found solutions for them.
- Broadens your insight on how you're marketing things
- Networking – creating a better professional image for your national/local group
- Building a brand – With exposure, we show who our alumni are and that they were once our active members

**EXAMPLE** Is it important if our members know that one of the prominent professors at the faculty was actually once an active ELSA member? Does this influence on our recognisability and adds value to our ELSA brand?

#### Arranging a meeting with the alumni

- Contact the alumni if you need their support. If you have a direct aim in mind, such as seeking sponsorship for an event or wanting a STEP Traineeship, an e-mail should do the trick. It might also be a good idea to meet up face to face, such as an informal coffee meeting, which would allow spontaneous questions to pop up.
- Even though they might be very busy, they do want to help you out. Their schedule might be very tight, so try to be as flexible as possible and not to rush the meeting.
- Keep notes, because you don't want to embarrass yourself by asking questions again about something they already told you. This is also useful as a backup so you have a reserve list of questions to ask.
- Try to get information if anyone from the former board contacted the alumni before. If so, it is important to evaluate the outcome of the contact (positive or negative) before approaching the alumni.
- A great (and very general) way to get started is to ask the alumni for tips on how they used to do the marketing of ELSA back when they were involved. Most people are generally flattered to have their wisdom called upon, and will be more than happy to give you advice.
- You can also just simply ask for their opinion in something you are about to do and get some useful information on how to improve it.

**EXAMPLE** Creating a good basis for an on going cooperation:

- Alumni have inside information on how things work in real life and we have an association with a huge amount of human resources. There are some things alumni can do for us and vice versa.
- Companies might be looking for law students; not only as Trainees but also to hire for minor challenges. In these cases you can send out the request for such an offer to your ELSA e-mailing list and through this provide the alumni with eager young minds. Creating continuing opportunities and contacts such as this pays off.
- Creating projects which includes their participation, such as asking them to give training, to participate as speakers in a seminar or even if they are able to arrange STEP Traineeships on regular basis.
- They can help you with fundraising or sponsoring (having an ADV in your ELSA magazine).
- Name-dropping of useful contacts could be exactly what you need to get going.

*Tips & Tricks:* You can make them feel special by giving them time to shortly present themselves and their work or simply make a special seat reservation, personal invitation etc. This way you convey your attention, respect and the fact that they are not forgotten (and are still needed). Try to keep them updated about what's going on in ELSA recently – send them the new edition of Synergy or a newsletter, so that they will have an overview of the association's development.

## 8. The main international projects of ELSA and MKT

### 8.1. Promotion of the Key Areas

Marketing (as one of the Supporting Areas) aims to provide the Key Areas with the best possible conditions to execute their events. Cooperation and communication between the Key Areas and Marketing is therefore crucial to having a successful event. As a marketer you should be involved in the event/project planning process from the beginning. How/when etc. to promote the event should be a part of the project plan.

Annual events often have a certain timeline and it is good to be up to date about both these points: on a national and international level. When you are planning the promotion, whether it is for an AA, S&C project or promotion for STEP, you must define the possible marketing tools and the visuals - and you need enough time to prepare them as well. This is what will give the project a good identity.

In this section you can find the facts about the main international projects of ELSA and its selling points/aspects and marketing insight.

### 8.1.1. Academic Activities

The area of Academic Activities aims to contribute to legal education by developing law students' soft and legal skills. Academic Activities consists of programmes and events that can be divided into legal writing, studies abroad, legal research and bridging theory and practice, which means events like moot court competitions, legal debates, legal research groups, re-established law review (in term 2013/2014) and lawyers at work events. See the AA Handbook for more information on [officers.elsa.org](http://officers.elsa.org).

As the AA area is focused on developing soft and legal skills of students, it is of course essential to promote this area and this can be the focus point of your promotion strategy. Keep in mind that the promotion of AA events sometimes need more time for promotion (if there is a need for the participants to prepare for the event) as it requires the students' contribution.

#### I. Promoting the EMC<sup>2</sup> and HRMCC

EMC<sup>2</sup> and HRMCC are the flagship projects for ELSA.

#### A. The ELSA Moot Court Competition (EMCC or EMC<sup>2</sup>)

It is a simulated hearing of the Dispute Settlement System of the World Trade Organization (WTO) and deals with international trade law issues. The competition has been organised since 2002. It provides a huge opportunity for law students to gain knowledge and skills, which are not offered as a regular course in European Universities. Students have to examine a fictive case and draft submissions for each party. In March each year, the teams are assigned to one of the Regional Rounds (RR) all over the world: America, Asia-Pacific, Europe and for the first time in 2014, in Africa. The best students of each RR qualify for the Final Oral Round taking place in May each year. The students get the chance to present their legal skills in front of the best WTO law experts and thus, have the opportunity to put theory into practice.

#### Main selling points and marketing tools

- It is well established/traditional and a truly global moot court competition.
- It is the only moot court competition on WTO law. It enables students to gain a deep knowledge of WTO law and to plead in front of the prominent WTO law experts.
- EMCC has its own website with complete and up to date info: [elsamootcourt.org](http://elsamootcourt.org)
- Marketing materials are produced by ELSA International and the information packages are sent out beforehand via mailing list (usually MKT and MCC).
- The timeline of promotion is known at the beginning of each term of ELSA International.
- The social media promotion is organised by ELSA International and your role is to cooperate and make share their actions as well (share, like, communicate).

#### B. The European Human Rights Moot Court Competition (HRMCC)

HRMCC works as a unique contribution to university curricula in helping students understand the principles and implementation of the European Convention on Human Rights. Therefore, ELSA organises this European-wide moot court competition, in cooperation with the Council of Europe. The competition

simulates the procedure of complaints to the European Court of Human Rights. The teams examine a fictive case and draft written submissions for each party. Furthermore, through the competition, students gain practical experience that can only be paralleled by pleading a real case in the European Court of Human Rights itself. The teams are evaluated based on their written submissions and the best 16 teams compete in the European Final at the European Court of Human Rights in Strasbourg.

#### **Main selling points and marketing tools**

- It is the only Moot Court Competition on Human Rights in Europe, which is organised in English.
- The prize for the winner team of the competition “the Council of Europe Prize” is a traineeship at the European Court of Human Rights in Strasbourg for the period of one month.
- HRMCC has its own website with complete and up to date info: [humanrightsmootcourt.org](http://humanrightsmootcourt.org).
- Marketing materials are produced in cooperation with the Council of Europe and the posters for each edition are distributed usually at area meetings each year (and if possible, sent via post).
- The timeline of promotion is known at the beginning of each term of ELSA International.
- The social media promotion is organised by ELSA International (your role is to cooperate and make actions as well - share, like, communicate) and the packages with needed info is sent beforehand via mailing list (usually MKT and MCC).

### **8.1.2. Seminars & Conferences**

Seminars and Conferences (S&C) aims to give law students and young lawyers from different countries the opportunity to learn about topics that are usually not included in the curricula of universities, thus contributing to a better legal, cultural and social education. The programme includes events like conferences, seminars, summer law schools, lectures, panel discussions, delegations, institutional and study visits. See the S&C Handbook for more information on [officers.elsa.org](http://officers.elsa.org)

S&C events can vary from a lecture at your university to a bilateral study visit in another country; therefore different events require different marketing strategies and are mainly in the domain of the Local/National Groups. There is general promotion of the projects on the international level of ELSA and all the promotional packages and information is sent via mailing lists to prepare the marketers and the network to build the awareness and brand each of the projects in S&C area.

*Tips & Tricks:* The S&C area has a good evaluation system of their events through evaluation forms, which should be filled in by the participants after the event took place. You can use the information from these forms in the upcoming promotions of annual events by referring to the good ratings, along with getting a good insight into the organised event. You can find the evaluation forms at [officers.elsa.com](http://officers.elsa.com).

### 8.1.3. Student Trainee Exchange Programme

The Student Trainee Exchange Programme (STEP) enables law students and young lawyers to spend a period of time working abroad in a law related area, thus introducing them to a different legal system and enabling them to gain valuable professional experience. ELSA supplements the Traineeship schemes of law firms, companies, banks, universities, public and private institutions, and provides suitable Trainees for both short and long-term placements. See the STEP Handbook for more information on [officers.elsa.org](http://officers.elsa.org)

#### Promotion of STEP

STEP is a very important part of marketing in ELSA. Companies offering Traineeships are likely to be willing to fund a recruitment campaign or a marketing campaign to increase the profile of the company.

Taking into consideration that STEP has two phases as both Job Hunting and Student Hunting, it is crucial to divide the promotion strategies into two, when approaching the different target groups. As the area of STEP is very broad, the branding of the programme is essential. In order to have a recognizable brand among the partners and all the externals, you should first attract your own Network by pointing out the opportunities and international perspective of the programme. Thus, you will be creating the brand first with the internal marketing in all levels of ELSA, which will enable you to build up a strong image of STEP among the partners.

For **Job Hunting**, ELSA wants to be attractive to businesses and institutions, which could possibly offer Traineeships. We need to act professional and be seen as a serious association and therefore, it might be good that VP Marketing and the STEP officers plan meetings with potential STEP employers together. Prepare folders and brochures with information about ELSA and STEP. Support your STEP officer with a media ad business card, to hand it to potential STEP employers and if possible, show the potential STEP employer the new STEP Portal at [step.elsa.org](http://step.elsa.org) (launched in December 2013), to give them an insight in already existing Traineeships and STEP employers.

For the **Student Hunting** period you have another target group (law students and young lawyers) so you need other kind of marketing materials and approach to attract students to apply for the Traineeships. Use social media to spread the word about the date for the release of the STEP Traineeships and direct them to the STEP portal [www.step.elsa.org](http://www.step.elsa.org). ELSA International uses the '**countdown strategy**', which is reserved only for STEP. The promotion is 7 days long – 7 days before the release of the new Traineeships on the STEP portal. The timeline of each year promotion is known at the beginning of the term of ELSA International. The promotion is carried out through the official ELSA Facebook page and the whole ELSA Network likes, shares and spreads the word about new STEP Traineeships altogether!

*Tips & Tricks:* The marketer's job is to make members aware of STEP and to make it as an attractive program, worth participating in. A good marketing approach for STEP is to give exposure to the members who already experienced STEP (by organising STEP hours/evenings). It makes other members feel that it is possible for them too and a real life account is more interesting. Testimonials are also a powerful tool to attract applicants.

*DID YOU KNOW that the STEP programme has existed since 1984?  
In its golden age STEP had up to 500 Traineeships available!*

## 8.2. Promotion of Human Rights

### Introduction

ELSA's Vision, "*A just world in which there is respect for human dignity and cultural diversity*" holds the idea of raising awareness of Human Rights and contributing to Human Rights education. In addition to the Philosophy statement, Human Rights are emphasised in the Decision Book as a commitment of ELSA:

*"Human Rights is the main treasure and value of mankind. Therefore the implementation of Human Rights is an objective of the Network.*

*ELSA shall be continuously committed to Human Rights awareness, Human Rights education, and the respect of the Rule of Law. ELSA shall strive to be recognised for a strictly legal, academic and impartial approach to Human Rights."*

### Implementation of Human Rights

Human Rights are a core purpose of ELSA and must be implemented in all Key Areas. This means that Human Rights should be respected in all activities of ELSA and that Human Rights topics should be included in S&C, AA and STEP. We should make sure that ELSA is associated with Human Rights and the 'Rule of Law' and it is our job as marketers to make sure that we, in all our activities, reflect those values. We should establish/strengthen the cooperation with the core institutions contributing to Human Rights.

### Partners

There are a vast number of human rights organisations that could be beneficial for ELSA to cooperate with. The focus for partners should not only be about getting funding. We have a lot to gain to cooperate with organisations and institutions that work with human rights. We can contribute by spreading the word about their activities and work in the human rights field and in return benefit from having their expertise in projects and activities throughout our Key Areas. We could also seek support from renowned persons that work within the field of human rights. At this point it is worth mentioning that since 2000, ELSA has a participatory status with the Council of Europe and since 2008 the Council of Europe is the Human Rights partner of ELSA International. Therefore, the Council of Europe supports ELSA in many different ways.

**EXAMPLE** It is very beneficial for the groups to organise events related to the issues that the Council of Europe deals with, because it is possible to get materials, speakers, patronages and other type of support from the organisation, and support the aims of both ELSA and the Council of Europe at the same time.

### Publications

When we are creating publications like newsletters and members' magazines we should make sure to include at least one on the subject of human rights. This contributes to raising awareness of human rights issues and will hopefully increase the interest in human rights among the law students.

*DID YOU KNOW that it is obligatory to have at least one article dedicated to human rights in each edition of our International Members' Magazine called Synergy?*

### 8.2.1. ELSA Day

ELSA Day is one of the most important Human Rights projects in ELSA. The idea was to bring the whole ELSA Network together in order to raise the awareness on human rights, and was firstly held on 20<sup>th</sup> of March 2013, with coordinated events all over Europe relying on our vision, aim and with the slogan “All different, all together”. ELSA Day is devoted only to the subject of human rights and is a great way for us to make a difference but also to promote ELSA as an association, which is committed to Human Rights awareness and Human Rights education. (see also part 7.2.2.)

In 2014, the **ELSA Day Visibility Competition** was introduced to the ELSA Network. It is an internal competition on the biggest contribution to raising awareness on human dignity and cultural diversity, and consequently presence in media and involvement of/impact on general public. The winner receives the opportunity to present their project during the Spring ICM and receive a symbolic prize. The winner of the first ELSA Day Visibility Competition was ELSA Istanbul with their project named ‘Human Library’ (check the video on YouTube). Join the next competition and contribute to the awareness on human rights!

#### Promoting the ELSA Day

- Take into consideration that Human Rights apply to everyone and therefore grab the chance to broaden your possibilities cooperation with different groups. This includes connecting with other type of organisations, students and the general public.
- ELSA International prepares the ELSA Day package for the general promotion.
- Communicate with other local and national groups and support each other.
- Organise a strong and far-reaching promotion on Facebook in order to make your event more popular.

### 8.3. International Focus Programme

The International Focus Programme (IFP) seeks to provide a specific theme for the whole of ELSA to focus its efforts usually on a three-year period. The theme reflects a ‘hot legal topic’ in Europe and the world, thereby enabling ELSA to have an impact on law students, society and the international community. The IFP field of law for the period of 2013-2016 is Media Law.

IFP is an efficient tool that brings the whole Network together under one legal topic, therefore it is important to keep the level of promotion all balanced in these three years.

- Check the International Focus Programme Handbook on the Officers’ Portal.
- Include IFP in communication strategy.
- Plan dissemination, PR of IFP in general and your projects.
- Prepare marketing materials: media card for external approaches, brochures, posters, promotional videos, update your webpage with IFP-related information etc.
- Think about Market Research.
- Take into consideration future topics.

## 8.4. General promotion of other ELSA projects with the Network

In this part, you can find tips on how you can promote and implement all the general international (or national/local) projects promotion and to use different channels.

### *Tips & Tricks*

#### WEBSITES

- *Ask your faculty to promote your event via their website.*
- *Utilise relevant legal forums (online portals, studies, training sites), and ask admin to add info about your event.*
- *Promote on your official website, if you have one.*

#### SOCIAL MEDIA

- *Post your event on your ELSA Group Facebook Page.*
- *Create a promotion package for Facebook with cover photos, wall photos etc. and share this in your Facebook page.*
- *Tweet and ask your board and friends to re-tweet!*

#### DISTRIBUTION OF BROCHURES

- *Set a day to distribute all your brochures and informational materials! Put them on the stands, library, lounge, cafe (if allowed, also during lectures or break) etc.*
- *Have some copies in the ELSA Office, for interested students.*

#### E-MAIL

- *Use email to inform students.*
- *Ask the university to spread the word about your event via their mailing list.*

#### POSTERS

- *Put posters at university, ELSA events, student fairs, student cafes, ELSA Office etc.*

#### PRESENTATION/INFO IN CLASSES

- *Oral presentation before/ during/ after classes.*

#### VISIBILITY ON YOUR EVENTS

- *Take a few minutes before the ELSA event starts and mention other upcoming ELSA events (build awareness).*

#### STANDS

- *Info stand at the university or other places where law students gather.*
- *Have marketing materials and be ready to present ELSA and your event.*

#### LAW FACULTY

- *Set a meeting with a Professor at your faculty who has an interest in the topic that your event will be about and introduce ELSA and your event. Convince the faculty to promote it to their students.*

*MAGAZINES (ELSA members magazines, law relates, other)*

- *Write an article about your event.*
- *Ask the editor for visibility in their publication of our events (Fill in the ESF for Synergy on the Officers' Portal and make your international event visible all around Europe).*
- *Ask or give interviews.*
- *Write a press release.*

*TV/RADIO/NEWSPAPER*

- *Write an email with a press release attached (if no answer, you can do the follow up with a call 2-3 days later).*
- *Be ready to give an interview or write an article.*

*SMALL PROMO MATERIALS*

- *Make small cards with minimum information, for instance: just website written on it and a teaser, and distribute them at the faculty or post them on a billboard that people can take it if they wish.*

## 9. Transition

### 9.1. What is Transition?

Transition is the process through which we assure the transfer of the strategic direction, knowledge, information and experience, from the current board to the new board. The transition sets the foundation for a successful term in office for the new board. While the transition should give an overview of the recent year, the focus should be on the upcoming ELSA year while applying the knowledge from the previous years. The transition should focus on giving the new board the knowledge and tools to be able to set and achieve realistic goals.

### 9.2. The goals on the Transition

As with every project it is important to know what goals you are aiming for in order to work in the right direction. The goals with the Transition are:

- pass on your knowledge
- a well-functioning new board from the first day
- continuity of the development of ELSA and its culture
- benefits for the whole network
- ensure a professional view on ELSA
- give the new board members confidence
- perfect the established relations with externals
- motivate new board members

### 9.3. General & Area Transition

**General transition** is given to the whole board and covers the information, which every board member needs to know about ELSA, including the local groups and the state of the network as a whole. The primary objective of general transition is to ensure that the upcoming ELSA officers have the full benefit of the experience and the on going guidance of their predecessors. They must be made aware of their new roles and responsibilities and are ready to work together as a team.

**Area transition** is given by the predecessor of each position and covers the specifics of the area of responsibility. Area transition is meant to ensure that the new officers have the specific knowledge required for their position. This includes information about the responsibilities of the successor, an overview of the previous ELSA year, risks and obstacles that might arise in the future, unfinished projects, tips for planning the term in office, situations and difficulties the predecessor has encountered and a solution given to those problems. This is in addition to general motivation for the upcoming term in office.

### 9.4. How to give transition?

#### **Preparation and planning**

As with everything, preparation and planning is crucial for a good a transition. The preparation starts already in the beginning of your own year. A good advice is to keep an ELSA diary and take notes during the year. This will make you remember why, how and when you did things and this information will be of great value for your successor.

You should have a comprehensive Activity Report of the whole ELSA-year, preferably month by month. It might also be good to create an ELSA Calendar with all of the annual events with the rest of the board to give an overview of the ELSA year to come.

About one month before transition, you should work out an agenda for the General Transition with your board. Then you make an agenda for the Area Transition. This will make you think of the disposition of the Area Transition and will make it more structured and pedagogic. The agenda should be sent to the successor two weeks before the Transition to give him/her the possibility to get familiar with the topics and prepare as well (and to give possible suggestions/requests to put in the agenda).

Compile all of the materials, documents passwords in an organised manner so that your successor can easily work his/her way through all the files. Give your successor the materials before the start of their term so that he/she has enough time to get familiar with the materials.

#### **Explicit & Implicit knowledge and motivation**

**Explicit knowledge** is hard fact. This is a thing that you could write down in a “Cheat Sheet” and explain during the General and Area Transition.

**Implicit knowledge** is about experiences and “know-how” and this is not easy to write down, even if an ELSA-diary would be helpful. But this is best transferred to your successor by talking to him/her.

Explain what you have been facing and how you managed to get through certain situations. This will mostly be remembered and taken into consideration by your successor when facing similar situations.

**Motivation** is a key part to a successful transition. A starting point to motivate someone is to motivate yourself. If you are motivated it will most likely affect your successor. Establishing goals together with your successor will also motivate.

### *Tips & Tricks:*

*Network: We must not forget that we are present in 41 countries, all giving transitions to our successors. So ask for help, advices and best practices from other countries.*

*Notepad: Have a notepad where you can always write down ideas and everything that is important for your work, it will be important to your successor. This will be helpful also for putting together the agenda for the transition.*

*Alumni and Archive: Talk to Alumni who have given and received transitions before, they can surely give you a lot of input. Also look in the archives of your predecessors, what did they bring up at the transition.*

## 9.5. Marketing Transition

*Area Transition Philosophy: “To inform, give practical advice and mentor the successor.”*

Remember that the transition process doesn't end with the end of the final day of the Transition meeting. An on-going mentoring relationship between preceding officers and their successors offers the predecessors' oversight and assistance as required during the first months in office, by availability of the old board members in an advisory role.

### **Structure of a Marketing Transition**

The marketing area differs a lot from country to country and one cannot give a roadmap that would work for every group. This must be adapted to your ELSA group and your way of working, but hopefully this will serve as a useful structure for your marketing transition.

### **MKT as a part of ELSA**

Discuss what it means to be a marketer in ELSA and what the main tasks and responsibilities are.

### **Regulations and Strategic goals**

Go through the Statutes and Standing order and the Decision Book for the marketing area. Discuss what the regulations mean for your work as a marketer. Go through the Corporate Identity Handbook and discuss the purpose of having a Corporate Identity and the importance of following the guidelines in the Handbook. If

your successor understands the purpose of the regulations and guidelines, then he/she will understand the importance of them and will actually implement them in his/her own work.

### **MKT Tools**

What kinds of marketing tools are available and most effective? What was successful and why? What was not successful and why? Read more about the different marketing tools in section 7.

### **MKT in your group**

How does marketing work within your group? How do you divide the job between marketing and the key areas or marketing and president in the case of external relations? How is the job of marketing perceived in your group? Are there any difficulties within the area of marketing within your group, for example a website not working, lack of marketing material etc. Include information about old and new partners of your group.

### **Annual events**

Have a timeline for the ELSA year with the annual events on local, national and international level. This will give your successor an overview for his/her year ahead. Also go through how you have promoted these events the previous year. What has worked and what has not worked? Why?

### **Evaluation of the year and future**

It is good to give your opinion about your year to your successor. You can use your OYOP and goals to evaluate if you managed to fulfil the goals or not and why. Go through the risks and obstacles that may arise in the future. The successor can't avoid this part of their work, but they can learn how to make the best of it. Discuss your successor's plans and ideas and give your input and motivate him/her. Bear in mind that you can serve as example and inspire the successor to move forward and achieve more.

### **If you don't get a proper or any transition**

A transition is important, it will save time and you can learn from the previous VP Marketing. If you did not get a good transition or any at all, there are some things you can do yourself:

- See if there is some old archive in your ELSA group and if there is some useful information.
- Talk to the old board in your ELSA Group, even if the previous VP Marketing did not help you, the rest of the old board can perhaps help you with some information, contacts and ideas what worked and what did not work last year within the Marketing area.
- Contact your National VP Marketing or/and VP Marketing ELSA International, and ask for help, they might have some information about what has been done in your ELSA Group previous year or contact information to someone that has been active in your ELSA Group before.
- Ask other Local or National VP Marketers for help, everyone has been new sometime and probably know what kind of information you need at the beginning.
- Since you are reading this, you are already on the right track and hopefully this handbook can give you some ideas how to continue your work in your ELSA Group.

Make sure that your successor gets a better transition than the one you have had!

## 10. Marketing SOS

### 10.1. What is Marketing SOS?

In this part of the Handbook you can find all the necessary documents you shall be aware of and the info you might need when being 'lost' in the ELSA Marketing world, new in the ELSA office or you just forgot about certain things, but you think that it might be your responsibility! Or to say it with other words – it is a checklist or a shortcut to what should our area consist of.

The basic information about ELSA and ELSA abbreviations are written in the first part of the Handbook, since it is crucial to know this to be able to follow this Handbook. Also, if you are interested about certain topics, check the respective part of the handbook where things are written more in detail.

This is where you can find the list of obligations that every marketer has channels where you can get most up to date or relevant information and suggested literature for marketing in general.

### 10.2. Where and who to turn to? (Tools/Channels/Support)

**Officers' Portal** - This is a collection of ELSA Officers' tools. Here you will find references to some of the common forms, handbooks (Regulations, AA HB, Corporate Identity HB, different presentations, tutorials) and guidelines used within the Network. This is a website that is updated when the new editions of these tools are launched. It is a great platform to get an insight in your own and other ELSA Areas! See here for more information: [officers.elsa.org](http://officers.elsa.org)

**ARCHIVES** - This is where the whole story starts! – emails, materials, FB posts, minutes, documents, pictures, magazines ...

**Website** – is the treasurer of all general information and much valuable content information as well! Here you can find useful contacts, most recent updates, events, projects, Partners, publications etc.! If you are lost in the marketing world – a website is always a good start to research from! [www.elsa.org](http://www.elsa.org)

**PREDECESSOR & TRANSITION** - Ask your predecessor to show you what he/she did in his/her term and to provide you with the necessary information about the process, dynamics of your work, to give you tips & tricks and to give you a proper insight and overview as well as access to the archives.

**ELSA International Team** – Do you have a specific question regarding a specific area – see the official ELSA International website [www.elsa.org](http://www.elsa.org) and go to -> ABOUT-ELSA International -> there you can find the list of all the Officers on the International level, which are responsible for the respective areas of ELSA – they are here for you! If you have a question, a challenge to overcome – contact them!

**ITP** – Do you want to enable your officers/members to gain soft skills or do you need to gain the skills yourself to be able to improve your work as an ELSA officer? Ask for Training from the International Trainers' Pool – The pool consists out of former ELSA members, who are now professionals in their own field, but provide the ELSA Network with valuable trainings on many diverse topics like: Presentation skills, Time management, Negotiation Skills etc. Contact the Secretary General of ELSA International at [secgen@elsa.org](mailto:secgen@elsa.org) for more information.

**GDT** - Have a problem with creating the right logo? You can't resize your picture proportionally or you need a help of designer? Contact our GDT – The Graphic Design Team and they will help you to overcome the design challenge that you are facing! You can find the contact following this: [www.elsa.org](http://www.elsa.org) and go to -> ABOUT-ELSA International – Teams – GDT!

**ADV**- Do you have a Partner that would like to advertise on the international level or just don't know how to approach the potential advertisers? Contact our Director for Advertising for the information and input! You can find the contact following this: [www.elsa.org](http://www.elsa.org) and go to -> ABOUT-ELSA International – Directors– Director for Advertising!

**PR** – Are you organising an event that might be interesting for the Media? Thinking how to present ELSA the best way possible to reflect our core values? Contact our Director for Public Relations for the information and suggestions, guideline regarding PR! You can find the contact following this: [www.elsa.org](http://www.elsa.org) and go to -> ABOUT-ELSA International – Directors– Director for Public Relations!

**MKT Mailing list** - is the international mailing list of ELSA Marketers, to inform each other about the important information regarding the Marketing area. Therefore, if you were elected as a National Marketer, you should write to the VP MKT of ELSA International at the beginning of your term at [vpmarketing@elsa.org](mailto:vpmarketing@elsa.org) and ask him/her to subscribe you to the official mailing list. It is also tradition that every new marketer presents themselves at the beginning of their term. This is the channel, where you will get all the promotion packages, up to date information and share marketing challenges and promotion of your own events with your fellow marketers. If you are a Local Marketer, ask your National Marketer if you can join and be present on the mailing list. If yes, the National Marketer should write to the VP MKT of ELSA International and inform him/her about this!

**FB Group** – Every year, at the beginning of the term, each VP MKT of ELSA International creates a FB group for all the National Marketers, for that respective year – to have more informal communication and to post about ad hoc topics! Let the VP MKT of ELSA International know if you would like to join the group by writing to [vpmarketing@elsa.org](mailto:vpmarketing@elsa.org).

### 10.3. My obligations as a Marketer – checklist

- ✓ Present yourself on the international mailing list
- ✓ Synergy shipping list - sent to you by VP MKT of EI before each edition and send it back in due time with all required info
- ✓ SotN – there are questions about marketing that you shall answer
- ✓ Implementation of the promotional packages in the daily work and forwarding to/coordinating the Local marketers
- ✓ Promote your international events via Synergy Event Calendar (email [vpmarketing@elsa.org](mailto:vpmarketing@elsa.org) and ESF form (find at Officers' Portal)
- ✓ Synergy article calls - communicate it and inform your members, professors, partners
- ✓ Producing materials according to the CI (CI Handbook available at Officers' Portal)
- ✓ Set ELSA image strategy and the fundraising strategy together with the board
- ✓ Supervise the reflection of a good image of the association on internal and external basis (no sexual content, alcohol or inappropriate images, videos etc.)
- ✓ Supervise the technical preparation of all ELSA materials (paper and electronic: folders, presentations, posters, magazine, website, ELSA documents, CD's), in accordance with the existing rules
- ✓ Supervise and coordinate the activities and projects in the department
- ✓ Create/edit/update the website
- ✓ Create and maintain the ELSA Marketing Archive
- ✓ Coordinate the relations with the media
- ✓ Implement market research
- ✓ Represent the department in the Board meetings
- ✓ Make the transition to the future Vice President

### 10.4. Suggested literature about Marketing

If you would like to get more knowledge and insight in marketing, you can find suggested reading for marketing here. Besides the literature mentioned below, use Google, watch videos about marketing on YouTube, be interested in brands and their stories, be attentive to marketing blogs/news and subscribe for different updates about different areas of marketing etc.

#### **Read the Marketing news:**

Marketing  
Marketing Week  
Campaign  
Creative Review  
The Sun

#### **GENERAL MARKETING**

Marketing Management (by Kotler, Keller)  
Kellog on Marketing (edited by Dawn Iacobucci)  
Brilliant Marketing (by Richard Hall)  
Buyology (by Martin Lindstrom) – Funny, but educational

**Advertising**

Scientific Advertising (Claude C. Hopkins)  
The Word's best posters (Rob Morris and Richard Watson)  
Confessions of an Advertising Man (David Ogilvy)

**Brands**

Understanding Brands (Don Cowely)

**Direct Marketing**

Common Sense Direct Marketing (Drayton Bird)

**About great companies**

The Wall-Mart Effect (Charles Fishman)  
The Nike Culture (Robert Goldman and Stephen Papson)  
The Google Story (David Wise)  
The Virgin Way (Richard Branson)

## 10.5. URGENT

If Marketing SOS still didn't answer your question, do not hesitate to contact the Vice President for Marketing of your own Local/National Group or the Vice President for Marketing of ELSA International at [vpmarketing@elsa.org](mailto:vpmarketing@elsa.org)!

*Tips & Tricks:* If you are a newly elected National Marketer – write to VP Marketing of ELSA International at [vpmarketing@elsa.org](mailto:vpmarketing@elsa.org) to put you on the Marketing mailing list and present yourself to your fellow marketers! You will also be part of the FB group created especially for all National Marketers in the ELSA Network! These are great channels for important international information regarding marketing and for you to ask, share your experience, events etc.!

...*'Marketing is everything and everything is marketing!'*

*(by Regis McKenna)*