

RESULTS AND LEARNINGS

# CAMP-CAMP 2016

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*Wingu*

{tecnología sin fines de lucro}

**CAMP**CAMP  
CAMPAMENTO DE CAMPAÑAS

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## 1. BACKGROUND AND CONTEXT

### 1.1 Why did we decide to organise a "Campaign Camp"?

Many organizations carry out projects which can make a real impact on people's lives. For this they need citizens to interact and get involved with the proposals. However, due to lack of communication, many of these projects are not known by citizens and/or can not scale. For this reason, Wingu has been working for 9 years with ngos training them in communication strategies and campaigns.

In this context, and under the assumption that civic tech and citizen data collection platforms require strategic campaigns for their success, Wingu created a Campaign Camp (hereinafter Camp-Camp, or simply Camp). The biggest challenge of the campaigns is that they generally involve a lot of people and skills.

The objective of Camp-Camp was to have two days of intense work in which it was proven that effective and low cost campaigns can be designed, which usually takes weeks of work. In conjunction with DataShift, experience would be tested to replicate it in other countries.

The idea that guided this experiment was that putting people together for two days in a different environment from the daily would bring the best of each one of them and would generate conversations and interactions that usually do not occur. This was the starting point.

### 1.2 What background did Wingu (and DataShift) have on the subject?

A year and a half before Camp-Camp, the No Agency was created (LNA), with the idea of a community / team that will come together when necessary to make the best campaigns. This meeting was tested one month before the Camp, taking methodologies mainly of Design Thinking and experiences that the team had had in product design.

The experimentation of LNA helped to learn about this innovative methodologies, since a test was carried out with two different teams (with very different instructions to each of them). One worked with highly paced activities and the other with much less specific instructions.

## 2. THE CAMP-CAMP EXPERIENCE

### 2.1. The first step (design and planning)

As part of the planning of the Camp Camp, the Wingu team carried out a series of working sessions in which the selection criteria of the organizations and experts were designed, the campaign for communication and dissemination of the Camp, and the methodology was carefully and collaboratively experience.

#### 2.1.1 Design and Planning Phase

##### Methodology Design

The methodology included the **Design Thinking** approach mixed with the **Lean Startup** method, which could be iterated throughout the process several times. Since teams were intended to work in an autonomous and self-organized way, we included **agile methodologies** and **facilitators** to ease the process.

Given that **the working environment** is of high importance to Wingu, it was necessary to create a workplace based on trust, sense of humor and the possibility to embrace mistakes, among other features, that would enhance the participants' creativity. Accordingly, the **Camp's manifesto** was written and shared among all participants during the presentation; and then it was exhibited in the work area.

#### 2.1.2 Agenda planned before the Camp

Regarding the specific days of the week to host the event, it was chosen to be held on a Friday and a Saturday, unlike what had originally been considered, which included Thursday. It was decided by the first option as it would cover only one night, and would take full advantage of two days of work (from Friday morning until Saturday afternoon). Another advantage of this option was being able to meet with all the participants at an agreed time on Friday morning, and not depend on each one's activity schedule on Thursday afternoon / evening.

#### 2.1.3 CampCamp: Call and Advertising

To communicate the event, Wingu worked on an online that included mailing, social media, a website and personalized calls.

Media	Audience	Moment
<b>Newsletter/ mailing from Wingu</b>	- Wingu's database	- first piece of communication - after the call is closed
<b>Save The Date</b>	- Participants from previous training courses on campaigns and data	- first piece of communication - after the call is closed

	- Organizations dealing with gender issues - DAL's participants database	
<b>CampCamp Website Link</b>	- General public	- 10 days before the closing date
<b>Facebook</b>	- Wingu's Followers	- 3 days before the closing date - after the call is closed
<b>Twitter</b>	- Wingu's Followers and participants	- 1 day before the closing date - During CampCamp
<b>Instagram</b>	- Wingu's Followers	- During CampCamp

The first call to the organizations was given through Wingu's newsletter, which was addressed to its entire database (which included recipients from other countries, despite the fact that the call was addressed only to Argentine organizations). In this newsletter were also included other subjects besides the Camp-Camp.

In addition to this, a Save the Date was sent to organizations that had already participated in training in campaigns, as well as organizations focused on gender issues (in this case only from Argentina). These communications were mainly complemented by the launch of the Camp website and the publication of an invitation image in Wingu's Facebook profile.

However, considering that a closing date was set, the times were limited, since, for example, the web was launched only ten days before closing of the applications, and the publication on Facebook, 3 days before.

On Twitter the first publication was made a day before the closing of the applications. Between that day and the next, three identical tweets were published. In this social network also was requested support in the diffusion from some allies. Fundación La Nación was also requested to share the event with its entire database of organizations.

This, together with the lack of information and clarity on the website, inevitably brought consequences on the number and type of applicants. In addition, some doubts arose: although it was explicit on the website, certain points were not clear such as linking the campaigns to data, the availability of scholarships for non-Buenos Aires organizations and the restriction only to Argentine organizations. Nor were some relevant aspects explicit, such as the focus on gender organizations and non-fundraising campaigns.

Once the call was closed about 60 organizations had postulated. However they did not belong to the required segment, so it was decided to reinforce the communication through a new publication on Facebook and e-mail forwarding, this time including the "brand Wingu", as a way to spread the initiative and link it to the organization. The Save the Date was also sent back to the

same contact list and also to a list of DAL (Developing Latin America) participants.

During the 2 days of the Camp Camp, the posts on Twitter continued through the participating organizations and experts. There were two special hashtags created: # Camp-Camp and # ConCampañas.

With the same hashtag the participants posted on Instagram, where the "behind-the-scene" of the event was exposed. Despite the restrictions imposed by the bad internet connection and the number of activities that were taking place, the communication during the event was much effective and creative than the previous communication.

#### 2.1.4 NGO selection profile and criteria

For the selection of NGOs, it was originally decided to follow the criteria listed in the table below.

#### NGO's selection criteria

<b>Themes</b>	2 gender <b>organizations</b> 1 transparency <b>organization</b> 2 organizations <b>on other issues</b> Besides, campaigns could not be on fundraising.
<b>Source</b>	2 organizations from <b>other provinces</b> (ideally)
<b>Previous knowledge/experience</b>	Participation in any <b>webinar</b> on campaigns or <b>subject knowledge</b> .
<b>Resources</b>	<b>Resources availability</b> for executing the campaign
<b>Size</b>	At least one <b>small organization</b> for testing different results. <i>(We sought to check if, despite the lack of necessary resources, they could execute the campaign after attending CampCamp)</i>
<b>Support from Management</b>	Support for launching a campaign <i>(To assure that decision makers support the project and do not rule it out after CampCamp)</i>
<b>Team's composition</b>	2 members of each organization: one communication manager (for creating campaigns) and one decision maker (to ensure its approval and participation throughout the process)

To test that the organizations fit these criteria, they were applied a questionnaire, which was uploaded on the Camp-Camp website. This questionnaire inquired, among other things, about general information of the organization, thematic, geographic scope, existence of an area of communication.

It also had some questions regarding to previous experiences with other campaigns, difficulties they found during them and the results achieved. Regarding to the campaign that was intended to be carried out, it was sought to know what social problems would be addressed and which actors would be involved and interested. Finally, it was asked if they would have the commitment of human and material resources to work in the campaign for at least 3 months.

However, from this first instance it emerged that most of the campaigns that the organizations postulated were linked to fundraising and not to data, and none of them was dedicated to gender issues. With respect to the origin, only an organization was postulated outside Buenos Aires, whose campaign was linked to data.

This led to some changes in the original selection criteria: it was decided to take the question of the questionnaire referred to data collection and, based on this, to make a pre-selection of organizations. The new criteria was based on rethinking the campaign idea in conjunction with the organizations (through telephone calls), based on the kind of data they were collecting.

From these calls were eight preselected, none of which dealt with gender issues. For this reason, it was decided to extend the call for three more days, reinforcing the campaign of e-mails and social networks. In this way, the participation of four organizations was confirmed. In the absence of NGOs dedicated to gender, a round of calls was made to those with which Wingu had already worked in the past, thus completing the final list of 5 NGOs:

NGO	Thematic area	Province of origin	Website
<b>DIAGONAL</b>	Job training and employment	Buenos Aires	<a href="http://www.diagonal.org.ar">www.diagonal.org.ar</a>
<b>FUNDACIÓN LÚMINIS</b>	Education	Buenos Aires	<a href="http://www.fundacionluminis.org.ar">www.fundacionluminis.org.ar</a>
<b>AVES ARGENTINAS</b>	Study and conservation of wild birds	Capital Federal	<a href="http://www.avesargentinas.org.ar">www.avesargentinas.org.ar</a>
<b>RED CIUDADANA NUESTRA CÓRDOBA</b>	Policy, transparency and citizen participation	Córdoba	<a href="http://www.nuestracordoba.org.ar">www.nuestracordoba.org.ar</a>
<b>RED LAC TRANS</b>	Gender	Capital Federal	<a href="http://www.redlactrans.org.ar">www.redlactrans.org.ar</a>

#### 2.1.5 Expert selection profile and criteria

Due the objective was to have five NGOs in the Camp, it was decided to put together five multidisciplinary teams of experts that would be working with each one of them, contributing from their expertise and complementing with the rest of the topics, listed below.

#### Profile and criteria for selecting experts: creating multidisciplinary teams.



Taking this into account, a list of possible experts was drawn up. It was not a requirement to belong to the social sector. The idea was to contact people who already had a knowledge and close contact with Wingu and his way of working, and in this way make the work dynamics easier. For this reason, although the group of experts covered a larger number of people than that of NGOs, it was less complicated to confirm their presence (unlike NGOs, the list was closed days before the start of the Camp).

For these experts, there were clearly defined roles they had to fulfill, to identify without equivocation the tasks they would be responsible for, as shown in the table below.

### Experts' roles

Area	Roles
Technology and Data	<ul style="list-style-type: none"> <li>- Analyze the <b>data</b> the organization is working on, understand the <b>methodology for collecting data</b> and suggest the <b>most appropriate technological tools</b> for creating the campaign;</li> <li>- Suggest <b>new ways</b> for collecting existing data and generating new data;</li> <li>- Mention <b>references</b> from the <i>tech</i> world that may be a source of inspiration.</li> <li>- Give other examples related to the <b>use of data for communication</b>.</li> </ul>
Strategy	<ul style="list-style-type: none"> <li>- Offer a <b>comprehensive view</b> of the campaign and focus on the <b>expected</b> results;</li> <li>- Check the <b>interaction</b> between all kinds of <b>audiences/segments</b>, taking into account the campaign's global nature and all its participants;</li> <li>- Consider <b>details</b> and possible <b>failures</b> in the campaign;</li> </ul>

	<ul style="list-style-type: none"> <li>- Acquire a general overview for developing digital campaigns and new strategies <b>maintaining the coherence between the goal and the cause you are defending.</b></li> </ul>
<b>Creativity</b>	<ul style="list-style-type: none"> <li>- Think about the most <b>innovative</b> ways to <b>communicate</b> the idea;</li> <li>- Suggest a <b>different and disruptive</b> point of view of the matter;</li> <li>- Encourage all <b>participants'</b> imagination;</li> <li>- Help the team to play and <b>not be afraid</b> to seek <b>new ideas</b>.</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>- Create the <b>best message</b> by adapting its style and language to the intended target;</li> <li>- Revise the <b>calls to action</b> in all phases of the campaign;</li> <li>- Work on the <b>slogan and the reasoning behind it</b>;</li> <li>- Think of <b>the most appropriate channels</b> for each message. Make sure the language and format are adapted for each one.</li> </ul>
<b>Design</b>	<ul style="list-style-type: none"> <li>- Create a <b>unique identity</b> for the campaign;</li> <li>- Produce the <b>communication pieces</b> taking into account the campaign's <b>message</b> and applying the <b>visual identity</b>;</li> <li>- Pay close attention to the <b>usability</b> of the campaign in all media.</li> </ul>

However, although an adequate number of experts was invited, they were not sure about their role during the Camp Camp, if they had to prepare some specific material: it was thanks to their previous knowledge of Wingu and its working methodologies that they could easily adapt to the dynamics.

#### 2.1.6 Profile and criteria of selection of the place

With the idea of maximizing the time available during the event, it was decided to carry it out in the town of Cañuelas, since it is a place close to the city of Buenos Aires (less than 70 km).

The place selected was Alma Mía, a 24-hectarea estancia that, although it did not have access to the Internet through Wi-Fi, was an appropriate space to carry out the activities planned for the Camp in a relaxed and relaxed environment, as intended.



### 2.1.7 Successful Campaign Definition

In order to be able to evaluate and collect lessons, a successful campaign definition was consolidated before Camp-Camp, in order to determine the extent to which the objectives set were met and to analyze the results achieved at the end of the experience.

A successful campaign should have this 5 elements:

- ✓ Campaign objective: clear and achievable.
- ✓ Campaign plan: with actions ordered and demonstrating clarity in the campaign flow. In addition, the schedule of activities should be realistic.
- ✓ Campaign flow: the concatenation of actions in digital media must be clear and the campaign must have a logic that integrates all actions.
- ✓ Metrics: Defined metrics must be able to measure the success of the campaign.
- ✓ Feasibility: the campaign must be able to be carried out by the organization autonomously.

The day before the Camp Camp, the Wingu team sent all participants the following examples of successful and inspiring campaigns:

1. [Rebelión de los Enfermos](#)
2. [Africa's voices](#)
3. [El Caracol A.C](#)
4. [Promise Tracker](#)
5. [Concerned Citizens of Abra for Good Government](#)
6. [The Scrolling Marathon](#)
7. [Campaña de Greenpeace](#) (Relevo de datos de activistas)
8. [Ecolohist](#)
9. [Of all the people in the world](#)
10. [If the world were 100 people](#)

11. [Marathon Walker](#)

2.2. 48 hours in the Camp Camp (implementation)

The Camp-Camp took place on Friday 28th and Saturday 29th October. In the beginning, 5 teams were formed, each one around one of the 5 NGOs. In each team there was a specialist from each of the 5 areas.

These teams worked together during 12 work sessions during the two days that the Camp Camp lasted. For each session the Wingu team and the facilitators thought a particular goal and dynamics, as shown in the following table.

Sessions' goals and dynamics

Session	Goal	Suggested Dynamic
<b>Day N°1</b>		
<b>1. Diagnosis</b>	Understand the organization's communication situation.	Create a template with questions (which must be brought in with their answers). There should be space for adding new questions about the organization. It is important to write every questions on post-its.
<b>2. Brief + Understanding the problem</b>	Identify the problem and the target audience Draft the brief of the campaign: Inspiring but with a clear goal and scope.	Empathy map for detecting emotions and problems. Search for similar experiences 5 Whys Define the challenge: <target> need/s <need/motivation> because <insight>
<b>3. Ideate</b>	Encourage teams and participants to broaden their imagination and think outside the box. Generate a wide range of ideas from different quality and approach.	3 exercises: High-quantity Brainstorming: 633 (6 people, 3 ideas, 3 sessions) Blending; Magazines and Airplane
<b>4. Filtering</b>	Prioritize 3 or 5 ideas. Ideally, choose those ideas that have most potential and that are different from each other.	First part to be defined within the team + feedback from experts Matrix + drawings

<b>5. Experts' validation</b>	Validate the prioritized ideas. Ask strategists for their points of view. Ask for feedback to improve your proposal	5 workshops: 1) experts on technology and data, 2) creatives, 3) strategists, 4) sharks (who point out flaws in the campaign) and 5) groupies (who see all the positive features of the campaign). The organization's representative discusses with the workshops' members about the campaign and receive feedback from each area.
<b>6 Strategy and campaign planning</b>	Link together all the components of the campaign Identify the phases the users will go through. For example: Attention - Education - Involvement Develop main concepts	Define the process and the proposal's milestones Create a timeline and interactive activities with users Poster reflecting the strategy
<b>Day N°2</b>		
<b>7. Campaign indicators and metrics</b>	Introduce metrics (ZIGLA and Change.org) and design metrics to identify victories and defeats during the campaign.	Explain ZIGLA and what to bear in mind. Define indicators for each team.
<b>8. Prototyping</b>	Transform your ideas into a physical form to test them on potential users. This activity should be done quickly and roughly.	Prepare a first draft of your proposal Include key characteristics and flows to show the value of the proposal.
<b>9. Interaction with the prototype + Feedback</b>	Allow people outside the creative process to interact with the prototype. Write down needs or interests expressed by users. Collect feedback to suggest ideas for improving the campaign.	The person in charge of presenting the proposal should not disclose much information in order to test if the proposal speaks for itself.
<b>10. Materialization</b>	Develop and build the campaign and its final pieces. Include designs, texts, and all the materials that will be used throughout the campaign.	Teams with 2 creatives each to share ideas and make drafts. Polish and finish the pieces.
<b>11. Adapting the strategic plan</b>	Adapt the strategy using a <i>journey map</i> for all target audiences.	Write a document with the next steps for the campaign.
<b>12 Presentation</b>	Briefly present the final campaign so as to receive comments and critical questions that will make you reconsider some ideas and improve the campaign.	Write a summary of the campaign to share it with the other participants of Camp. This presentation will be 5 minutes long.

Each team made different progress throughout the first day. In general, the first session took a long time and in many cases it was not possible to define the objectives and ideas of the campaign concretely nor to reach the agreements and clarity necessary to advance in the following sessions. This ended up generating a drag effect of indefinición that moved to the following sessions of the afternoon.

In some cases, session 6 was a good opportunity to review, recover and define outstanding issues, which make easier the integration of many of these components into a first campaign version. In these groups, the feeling at the close of day 1 was of satisfaction. In those cases where session 6 failed to land a particular version of strategy and plan, the feeling of uncertainty would move until day 2.

At the beginning of day 2 we worked on a session to define campaign metrics in 4 levels: processes, products, results and success. From then on, and throughout the following sessions, the drag effect became more and more visible, and in many teams, the lack of definition of important aspects of the campaign hindered the dynamics and the achievement of intermediate products in the Sessions.

The prototyping and interaction sessions took up much of the morning and noon, leaving little time for the materialization and development of the components of the Campaign. Lack of time and connectivity problems made the afternoon sessions very difficult and ineffective. Finally, without much time to deepen in details, each team presented in a few minutes the Plan before the plenary.

The closure of the Camp Camp included a moment of brief sharing in which they managed to capture suggestions, opportunities for improvement and thanks.

### 2.3 Scope and products of CampCamp



### 3. THE CAMP-CAMP ASSESSMENT

During the planning stage the Wingu team invited ZIGLA to join as a consultant with the objective of evaluating and learning the Camp-Camp. The objective proposed by Wingu and ZIGLA was to analyze the performance of the Camp's designed methodology in terms of expectations and expected and achieved results.

It was also important to identify the internal and external factors of the success of the Camp and its campaigns. An evaluation of this kind allowed to compile the main learnings of the methodology designed and to analyze the results achieved by the organizations. For this, two different moments were identified where the information was collected through 3 methodologies:

- During the Camp (48 hours of Camp): a) participant observation + b) participatory evaluation dynamics at the end of each session
- Post Camp (immediate completion): online surveys

In the same way a serie of instruments of data collection were designed for different objectives. This section was based on the perceptions of all the participants, obtained from the following evaluation instances:

- General post-Camp survey (NGOs and specialists)
- Participatory evaluation at the end of each session of the Camp (facilitators and teams)
- Survey on the success of the campaigns (specialists)

#### 3.1 Camp-Camp Overview

In general terms, and even taking into account the diverse opinions, the evaluation of the Camp by all its participants was very positive: the average rating of the experience (in a range of 1 to 10) was of 8.18. This is due, mainly, to the the tools, within the framework of a good working climate generated, in a relax environment.

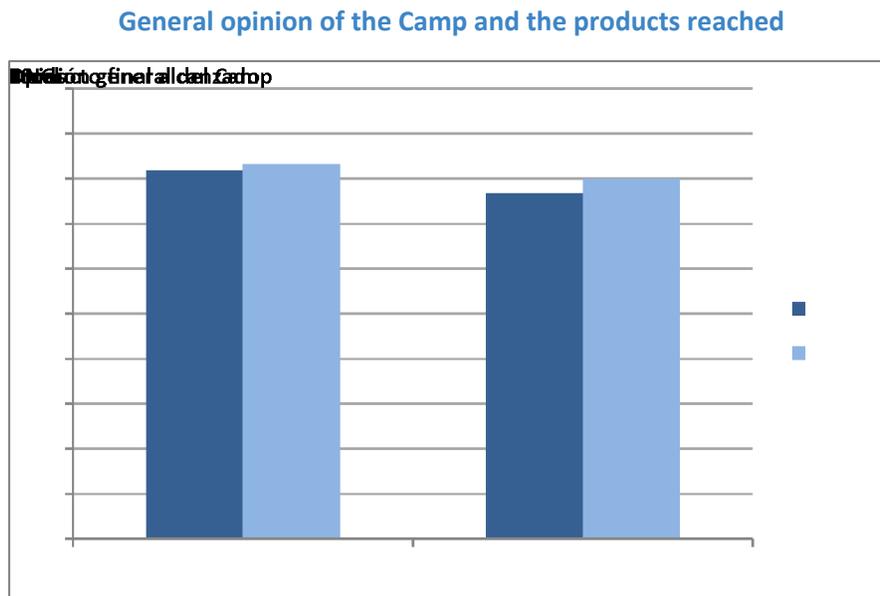
The less favorable opinions come from the difficulty of the learning processes in limited times frames, unfinished products, lack of clarity and uncertainty regarding activities and objectives.

The clarity of the objectives of the Camp by the participants was a key factor in the achievement of the expectations. Although in many cases the goals set for the two days of Camp were clear, in others, a new understanding was achieved, even though most of the NGOs had been part of the data and campaign webinars .

With regard to the result achieved at the end of the Camp, the general opinion is also positive. In general, there are very satisfactory results for the organizations: in some cases, expectations were exceeded and finalized with general outlines, next steps and advices, with campaigns adequate to the reality of the organization. In other cases, the lack of time resulted in incomplete results, with more work remaining and the consequent difficulty of carrying it out without the support of the

specialists.

Even those who did not end up with full compliance with the final product, pointed that it was useful for them to understand certain work methodologies when carrying out a campaign. On average, the overall satisfaction rate for the final product was 76.79%, while for the participating NGOs it was 80% (see chart below).



The following graph reflects the opinion of the NGOs and the specialists regarding a serie of elements from the Camp. This elements were ordered from which it counted, on average, with greater valuation in a scale of 1 to 10, until that aspect with smaller assessment. In line with the general opinion of the Camp, the assessment was very positive and only two of the selected aspects were on average below 7.<sup>1</sup>

As outlined, what the participants most emphasized was the contribution of the specialists. The conformation of the teams was one of the highest points of the Camp, in which a good complementarity of profiles was generated. The role of the facilitators was highlighted by some of the participants, while others argued that their role was not clear, from both the NGO perspective and the facilitators themselves.

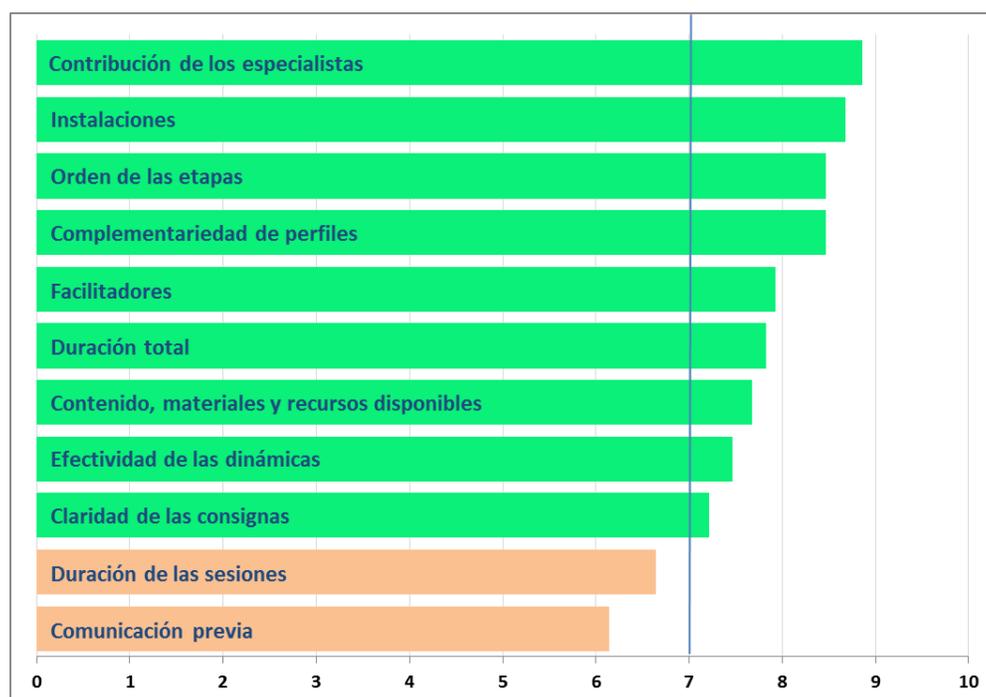
Despite not having internet, the referring to the facilities was one of the most valued aspects. This was because it was a quiet place with adequate spaces to work. The lack of internet, although it could have affected the final results from some campaigns, ended up generating more depth and reflection in the conversations.

<sup>1</sup> The following aspects were excluded from this graph: communication during the Camp, communication inside the team, transfers, number of people in the teams and rest time. The reason of not incorporating them is because they are aspects that make the Camp in general lines and that, as said, they have very high valuation in the participants.

The overall duration of the Camp is another aspect that stands out, although many consider that the time of each particular session was scarce. In general there was a perception that two days of experience were adequate, but the sessions should have been better coordinated, with more time allocated to some of them, and with greater clarity about goals and objectives from the beginning of the Camp, to avoid the "drag" effect of one activity to the other.

The order of the stages also had a high valuation: the participants considered that the activities followed a logical sequence, that is to say, each was a consequence of the previous one.

Participants opinion on relevant aspects of the Camp



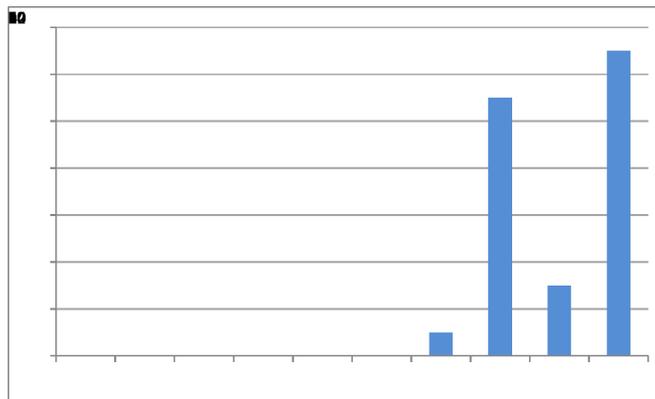
Finally, in addition to the duration of each session (as mentioned), another aspect that counted with less appreciation was previous communication. This ended up being a fundamental aspect, since if there had been a better previous communication, it would probably have saved a lot of time during the Camp, which could have led to better results and more complete campaigns.

Regarding to the experts, the lack of better previous communication led to little definition of their roles and contributions, and little clarity as to how campaigns should be. Regarding to the NGOs, the lack of prior communication led to a lack of clarity in the objective of the Camp and the expected results of each session.

Beyond certain negative aspects mentioned in the previous paragraphs (especially regarding the time of the sessions and the clarity of objectives), all participants - specialists and NGOs - considered the Camp as a highly recommended experience for allied organizations, others

Specialists or referents, as shown in the chart below.

**From 1 to 10, how considerate do you consider the Camp Camp experience?**



### 3.2 Work sessions

In the questionnaire performed at the end of each activity, participants analyzed and assigned session scores in particular in the following areas: punctuality, dynamics, facilitator, clarity of the slogans, ability of specialists to solve team needs, climate Work, communication, materials and distribution of time according to the activity.

In global terms, and in accordance with the general perception of the whole Camp, the private sessions had a very good acceptance among its participants. Within each of the activities, it highlights the good working climate generated, the availability of materials and resources, the ability of specialists to meet the needs of teams and the work of facilitators. The distribution of time in the dynamics is a critical point that was highlighted in some sessions; The lack of time led in some cases to incomplete products, which was reflected in the following activities, generating further delays.

With regard to the assessment made by the participants of each of the sessions, the activities of strategy and campaign plan, and of interaction with prototyping and feedback, stand out. A more detailed analysis of each session is shown in the table below.



## Aspectos relevantes de cada sesión

Sesión	Objetivo	¿Cumplido?	Aspectos positivos	Aspectos a mejorar	Tiempo destinado	Grado de satisfacción
1. Diagnóstico	Llegar a un entendimiento de la situación comunicacional de la organización	En general sí, aunque no completamente en algunos casos	- Envío previo del diagnóstico - Sugerencias de los facilitadores	- Claridad de algunas consignas	Suficiente	Equipos satisfechos
2. Brief + entendimiento del problema	- Entender el problema y el target - Hacer un brief con un resumen de lo que se espera de la campaña	En general se alcanzó parcialmente, sí se cumplió para aquella con objetivos claros	- Claridad en explicaciones - Complementariedad perfiles - Llegar con un objetivo claro	- Duración - Demoras en discusiones de los expertos	Escaso	Medio
3. Ideación	Generar muchas ideas, de diversa calidad y enfoque, más allá de lo racional, que extiendan los límites de la imaginación	En general sí	- Dinámicas divertidas y originales - Creatividad	- Duración - Claridad en las consignas	Relativa-mente escaso (no se logró desarrollar todas las ideas)	Alto
4. Filtrado de ideas	Seleccionar entre tres y cinco ideas con más potencial y diversas entre sí	Completamente en cuatro de las cinco ONGs. En la otra, a medias.	- Organización de las ideas en la matriz	- Consenso acerca de las ideas elegidas	Escaso	Medio
5. Validación con mesas de expertos	Obtener ayuda y feedback para mejorar la propuesta	En general sí	- Mirada externa - Concepto de viabilidad	- Posibilidad de todos los equipos pasar por todas las mesas	- Adecuado en cada mesa - Escaso para algunos equipos que no llegaron a todas las mesas	En general, equipos satisfechos (opiniones dispares)
6. Estrategia y plan de campaña	- Hilvanar todos los componentes de una campaña - Identificar las etapas que deberá transitar un usuario - Orquestar todas las comunicaciones en las redes sociales y definir la interacción con los distintos actores - Desarrollar conceptos principales	Parcialmente	- Mayor participación de los facilitadores - Intercambio y puesta en común de ideas diversas	- Reducción de los objetivos a cumplir - Posibilidad de trabajar a fondo en la campaña	Escaso	Equipos satisfechos
7. Indicadores y métricas de campaña	Definir métricas para todas las campañas, que ayuden a entender victorias o derrotas de la campaña	En general sí, a excepción de un equipo	- Aclaración de ideas - Definición de éxito y resultados - Definición del supuesto crítico	- Definición previa de la idea de la campaña	Adecuado	En general, equipos satisfechos
8. Prototipado	- Construir lo que se ideó	En general sí	- Acompañamiento		Adecuado	Alto y en

	<ul style="list-style-type: none"> <li>para probarlo con potenciales usuarios</li> <li>- Testear las etapas clave de la campaña</li> </ul>		<ul style="list-style-type: none"> <li>de los expertos</li> <li>- Productos más tangibles</li> </ul>			<ul style="list-style-type: none"> <li>algunos casos muy alto</li> </ul>
<b>9. Interacción con el prototipado + Feedback</b>	<ul style="list-style-type: none"> <li>- Testear si la propuesta es entendida por personas ajenas al proceso</li> <li>- Relevar las necesidades o intereses expresados por el usuario</li> <li>- Recoger feedback para integrar las propuestas de mejora al plan de campaña</li> </ul>	<ul style="list-style-type: none"> <li>Respuestas diversas, falta de claridad de los objetivos</li> </ul>	<ul style="list-style-type: none"> <li>- Prueba de usabilidad</li> <li>- Feedback de todos los equipos</li> <li>- Juego de roles</li> </ul>	<ul style="list-style-type: none"> <li>- Claridad del objetivo</li> <li>- Duración</li> <li>- Mayor tiempo para trabajar luego de recibir feedback</li> </ul>	<ul style="list-style-type: none"> <li>Escaso (algunos equipos no tenían claro que se trataba de 2 minutos)</li> </ul>	<ul style="list-style-type: none"> <li>Medio</li> </ul>
<b>10. Materialización</b>	<ul style="list-style-type: none"> <li>- Construir la campaña y sus piezas</li> <li>- Preparar todo para que la campaña pueda ser lanzada (diseños, textos y todo el material que se va a usar)</li> </ul>	<ul style="list-style-type: none"> <li>En general sí</li> </ul>	<ul style="list-style-type: none"> <li>- División de trabajo</li> <li>- Identificación del flujo de trabajo posterior</li> </ul>	<ul style="list-style-type: none"> <li>- Dejar la menor cantidad posible de pendientes</li> </ul>	<ul style="list-style-type: none"> <li>Escaso</li> </ul>	<ul style="list-style-type: none"> <li>Alto y en algunos casos muy alto</li> </ul>

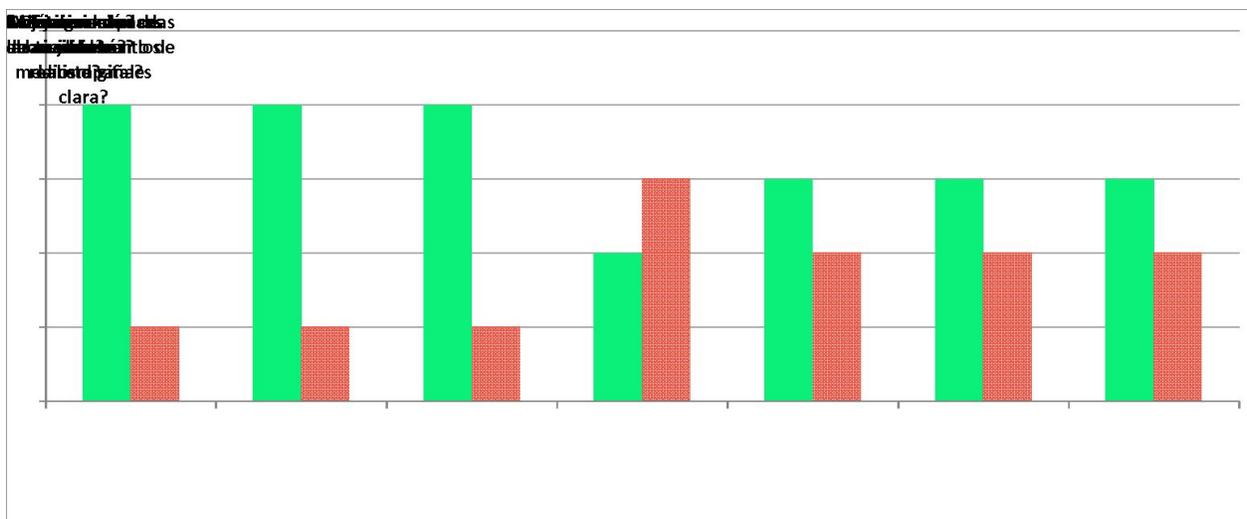
### 3.3 Feasibility and success of the campaigns

Prior to the Camp, as mentioned in section 2, Wingu had agreed on a definition of a successful campaign, from which the products to which the groups would arrive would be evaluated.

In this way, once the Camp was finished, specialists were consulted on the five elements necessary for a successful campaign, as well as inquiring all the teams in general terms about the feasibility of implementation and their possibility of success.

Before analyzing the answers, it should be clarified that the lack of clarity about the expectation regarding the moment of implementation (it was clear that it was a maximum of 6 weeks, but not from when) ended up making the concepts of success and feasibility diffusion of campaigns.

With respect to the elements that were raised to achieve a successful campaign, the chart below shows the perceptions of a specialist from each of the five groups. The green columns correspond to affirmative answers, while the red ones correspond to negative answers.



First of all, the majority of the teams finished with a clear and achievable campaign goal. Secondly, the products achieved are composed of orderly actions and demonstrate the clarity of how the campaigns would evolve, but there are few cases in which the calendar of activities is perceived to be realistic, since the term of 6 weeks could be limited in relation to The objectives, products and resources and the own dynamics of each organization.

The concatenation of actions in digital media and the integral logic of all actions (third element for a successful campaign) is fulfilled in three of the five organizations. The defined metrics are another disparate aspect between the different teams, since not all the specialists consider that they can measure the success of the campaign.

Finally, taking the view of the specialists and the NGOs, of the five campaigns the participants estimated that three would have greater potential and probability of being carried out (an average probability greater than 70%). There is greater optimism among NGOs than among specialists on this issue. The main reasons that determine a lower feasibility are given by the factors presented in the previous graph, added to the lack of economic, technical and human resources; Need for coaching and external support; Size of the teams to carry out the campaigns; Overly ambitious goals; complexity; Institutional capacity; Experience and training in specific themes of the campaign.

## 4. LEARNINGS AND OPPORTUNITIES

### 4.1. Launch, communication and dissemination

1. Although the channels used for communication and dissemination were adequate and generated good receptivity, especially the landing page, the contents and messages were not clear enough.
2. To this was added the massive sending of messages to recipients outside the target of the call (Latin America instead of focusing only in Argentina), which caused deviations and delays in the generation of NGOs interested in applying.
3. Since **the launch date was too close to Camp's date** (less than 3 weeks in advance), Wingu had to make alliances quickly to reinforce the advertising, and publish messages to support the call. In some cases, results were not as expected.
4. In this sense, to ensure that the call is effective, it is important that the target, available content and communication messages have greater definition and clarity on a number of priority aspects, such as: requirements to apply, themes, Camp objectives, Expected product, times, commitments and responsibilities to be assumed, etc.

### 4.2. Call and selection

5. Timing issues in communication and advertising affected the call since only a small number of organizations fulfill all requirements. Therefore, **it is vital that the dates for launch and advertising are separate enough in time** for ensuring an effective communication and call and for selecting the most appropriate candidates.
6. The selection criteria were adequate and well defined, although they ended up being affected by the lack of effectiveness in the communication, which led them to accommodate them according to the organizations presented and interested.
7. The number and type of NGOs finally selected was adequate taking into account the intention to test the Camp model for traditional and representative social sector NGOs in Argentina.

### 4.3. The Camp Camp experience

#### Total length

8. In light of the results generated and the dynamics of the sessions, the duration of the Camp was insufficient for all that was proposed to be achieved. While carrying out the Camp for 2 days (of which only one was labor) was very practical, the final products that the organizations take are prioritized, for which more time is needed.
9. In view of the impossibility of adding a third full day to the Camp, it would be advisable to include in the pre-Camp stage instances of preparation and internal work of the NGO team

(eg Diagnostic and Brief) to streamline and reduce The number of sessions.

10. In case of requiring an additional working day (eg Thursday, Friday and Saturday), it is necessary to communicate clearly to the organizations the importance of the results, in order to avoid candidates being lost due to lack of time.
11. In this sense, it is important to note that in general terms the rotation of people in some groups from one day to the next, although it did not contribute positively, did not affect the traceability of work in the team.

#### Sessions' specific duration

12. Due to the Camp's specific total duration, **if one session turns out to be longer than estimated, the rest of the sessions will be shorter than expected. If you take too much time in the initial phase of diagnosis and brief, other sessions won't have enough time, increasing pressure for getting results in each phase.**
13. If there is agreement on the Camp's duration (only 2 days), **organizations should previously work on the diagnosis and brief** for the first phase (before the CAMP CAMP).
14. It is fundamental **to spend more time in the final phase**, which is the one that provides more added value.
15. The order of the sessions **follows a logic and progressive sequence which is consistent and adequate**. On that matter, it is vital to bear in mind that **such order requires complying with intermediate goals to move forward the following phases** in order to create a high-quality Campaign at the end of the process. Delays, diversions or unfulfillments in intermediate sessions may drag on lack of definitions and disagreement. This could get the campaign bogged down and discourage the members of the team.

#### Facilitación, dinámicas y claridad en la comunicación y consignas

16. The work of the facilitators is indispensable for the understanding of the dynamics of each session and was highly appreciated by the participants. However, it is required to be more organized and structured: all facilitators should have the same criteria when explaining to each group, to avoid cross-examination.
17. Due to the time it initially took in the first sessions to level the work approach within the teams, and to agree on a diagnosis and brief on which to advance in the planning and campaign planning, the effectiveness of the dynamics was gradually diminishing from one day to the next. other.
18. Many teams **dragged on lack of definitions and gaps** from the first session. This situation affected the **effectiveness of the sessions** on Day N°2, especially those related to Prototyping. Less experienced participants were confused about what to do.
19. The lack of time and the lack of connectivity ended up hampering the last sessions.
20. It is fundamental that **the instructions of the activities are clear and accurate**. Therefore, we should communicate with the organizations and experts before Camp so as to clarify any doubts. **Naturally, communication during the event is also of high importance.**

21. In that regard, we should offer NGOs an induction and contextualization process before the event to explain the Camp's approach, methodologies, sessions, and roles to facilitate and improve the effectiveness of the sessions and the experts' contribution.
22. It was crucial to have a graphical facilitator register the whole process, which helped to clarify all stages and understand the flow and logic of what was happening.

#### Role and contribution of experts

23. A good complementarity of profiles was generated in each group, and the contribution of the specialists to the teams was also highly valued by the participants, as well as the ability to quickly locate themselves in the position of the organization. It is essential the participation of the experts within each group, as well as generating multidisciplinary teams with profiles that complement each other to generate a good product for the organizations.
24. After to the Camp and with a considerable amount of time, experts should receive information about the organization with which they will work, to enter the field and avoid wasting time during the event.
25. It is necessary a previous stage of detailed and complete induction for the experts, explaining the methodology and dynamics of the sessions of the Camp, in addition to their activities, roles and participation in the campaigns.

#### Facilities and resources available

26. The facilities have been rated as very suitable to carry out the Camp, mainly due to the availability of multiple spaces and rooms both indoor and outdoor that facilitated the dynamics for the different sessions and generated a relaxed and descontracturado atmosphere for the (rare) moments taking some rest.
27. The location and distance were also adequate. Far enough to generate a retirement environment and close to not delay much in the transfers and maximize the working time.
28. One of the most critical observations was the lack of internet connectivity. All the participants and experts agreed that it was one of the main obstacles of the Camp to achieve the expected results. In this sense, it is essential that the venues have good internet connectivity and plugs, which facilitates the work of organizations and experts, and saves time to achieve a more finished final product.

#### 4.4. Products achieved and general considerations

29. In general, we should highlight that, despite the setbacks, at the end of the event **all teams managed to present their Campaign plans**. This was **highly regarded** by all participants and experts, and everybody was **extremely satisfied** with the achievements. There were great expectations for continuing working on the plans and implementing them.
30. However, it is necessary to **define more accurately specific goals and expectations** as regards the product for all teams, so that we can assess at the end of the Camp **the level of fulfillment and effectiveness**.

31. The speed with which the last sessions of the packaging were carried out, besides the little time available for the presentation of the work of each team, generated a partial and biased interpretation of the achieved by each one of the groups. This decreased the interaction between groups and the possibility of feedback.
  32. In that regard, it is essential that the teams have more time for the last sessions of Prototyping and interaction to make **a comprehensive interpretation of the achievements** and to receive **constructive and fruitful feedback**.
  33. Everybody **was uncertain and confused as regards how matters would go on after Camp**, and what were the experts' and NGOs role and commitment afterwards. It would be convenient to define and communicate before the end of the event what **the next steps** are and what **to expect**, for efficiency purposes during Camp and the following weeks.
  34. The impact on all NGOs of the campaigns created at CampCamp is positive and the campaign is generally **supported by the whole organization**.
  35. Despite the fact that the organizations consider that these methodologies are appropriate, practical and useful, it would be **difficult for them to use them again** without any guidance.
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