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Mobilization of an Environmental Movement through the
Power of Cyberactivism

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1. Introduction

The way we communicate has changed with the rise of new media. New possibilities for connecting, interacting, and participating Online are transforming our social life. Increased speed, widespread networks and easy, global access have not only altered the way we communicate with others, but also the way we receive and spread information on a larger scale. Online communication is immediate and interactive (Shirky 2008: 161; McCaughey/ Ayers 2003: 4). We are now able to address many people with one message and at the same time listen to many people instantly- people we have never met before, people that are living thousands of miles away.

This „era of many to many“ (Rheingold: 2005) introduces a whole new way of organizing groups of any size, sparking a new understanding of how the Internet accelerates our social life as well, as our power to make a change in society. Everyone consuming is in the position to produce- consumers become producers and participation has become easier than ever before. „Media is global, social, cheap, ubiquitous“ (Shirky 2009: TED) and individuals are experiencing a larger impact and feel empowered to make the change happen they want to see in the world, without financial restraints or geographical limits intervening. Local issues are now to be discussed on global levels and local news can have global effects. Rapidly evolving technologies have great impact on bringing people together, people that share the same views or values. This makes Computer-Mediated Communication (CMC) ideal for the strategic use of groups (Pickerill 2003: 29).

Environmental activist groups have been one of the first to adapt these advantages of time and cost saving to agenda setting and organizing of social movements Online (Pickerill 2003: 2 f). Some of the many benefits CMC holds are fast information exchange, more platforms to communicate, new social networks, no geographical boundaries and reduced costs for the coordination of bigger groups (Vegh 2003: 74). This way CMC is a useful tool to boost the campaigning possibilities of organizations significantly. Today, organizations that are acting in a local context are simultaneously acting on a global level, while making international collaborations and exchange easier. Regarding the work of activist, the possibility to spark international interest and organize

groups (e.g. for protests) is becoming more likely.

CMC offers new spaces and possibilities for the expression and mobilization of political protest and thus holds advantages and challenges for the work of activist groups and their strategies in campaigns. „Social Media tools are not a replacement for real-world action but a way to coordinate it.“ (Shirky 2010).

The influence of CMC on our daily lives, our communication habits and social networks shapes the strategies needed to address and approach people (Pickerill 2003: 3).

This increasingly ‘participatory culture’ sparks motivation in people to engage and take part in actions and therefore sets the ideal foundation for political groups and activists to recruit and mobilize support (Lievrouw 2011: 1).

Civic empowerment leads to civic engagement and leads to participatory democracy, encouraging citizens to speak up (Greenberg/MacAulay 2009: 67).

The advantage of today’s networked culture, organized in different communication networks and social networks, lies in it’s equalizing character that is far from a top-down hierarchy. Not only is this changing the way political debates are driven, looking at the bigger picture, it changes the notion of the public sphere itself (Moser 2011: 7).

The equalizing advantage, however, is restricted by the digital divide. Not everyone has access to the Internet and CMC or the required media competence to join a social network.

1.1 Rethinking Activism, Mobilization and Public Sphere

The power of a new public sphere, created by the possibilities for individuals to act Online, can be observed all across the globe. Examples such as the Arabic Spring spreading on Facebook, the Green Movement in Iran tweeting footage (also referred to as the „Twitter-Revolution“ in ‘The Washington Times’ , 2009) and viral videos filmed at the Taksim-Square protests in Istanbul (Tusa 2013: 1) show how social media can become a platform for political activism and participation. The characteristics of political activists themselves has shifted with the transformation of the public sphere to allow for anonymity (Greenberg/ MacAulay 2009: 68).

This different notion of publicity suggests that „CMC creates a space between the public and private spheres (...).“ (Tusa 2013: 1). The opportunity to access and take part in political debates and protest is easier than ever before- in fact, it is just a click away. The advantage of easy accessibility raises the question of the sustainability of a movement- the effects of mobilization could themselves become more short-lived by their reactionary inception.

Social Networks like Twitter, Facebook and Youtube often play a support role for political activities, discussions or protests. Their response time is, in most cases, faster than the response of mass media and thus able to exert influence.

Strategies that encourage active behavior and mobilize a community virtually are to be examined and compared to strategies in our Offline-reality, in their form and virtue.

„Mobilization is a core concept across social movement theories- it is what makes a movement a movement, the process in which people convert their collective concerns into action.“ (Lievrouw 2011: 154).

1.2 The Northern Gateway-Pipeline Protest- an example of civic engagement

„The term civic engagement refers to the process through which civil society is invited to participate in ongoing political, economic and social efforts that are meant to bring about change.“ (Khamis/ Vaughn: 2011)

My thesis examines the phenomenon of cyberactivism, as exhibited by various NGOs and Non-profit Organizations unified in a fight against a common adversary- the Northern Gateway Oil Pipeline. The \$7,9-billion project proposes a pipeline running 1,177 kilometers from the tar sands¹ in Alberta to a port in Kitimat, a coastal town in British Columbia, Canada (CBC News 2013).

1 *Tar sands are “Large, naturally occurring deposits of sand, clay, water, and a dense form of petroleum (that looks like tar).”*

Tar sands oil is “Oil that results from converting tar sands into liquid fuel. It is known as the world’s dirtiest oil because producing it requires energy and generates high levels of greenhouse gases (that cause global warming and climate change), and also leaves behind large amounts of toxic waste.” (Mooney et al. 2013: 403).

The conflict has three main players with diverse motivations and biases: The Canadian general public, the federal government under Prime Minister Stephen Harper and the Canadian oil company Enbridge.

The protest against the pipeline is environmentally driven as well as a political consideration for the provinces involved and the federal government. It has implications on a local level as well as on a global scale, raising international awareness by discussing topics such as energy sustainability and climate warming. Furthermore, the protest is uniting a very heterogeneous group of citizens, including the majority of First Nation tribes whose territory and protected areas, such as the Great Bear Rainforest, are potentially endangered by the Northern Gateway-Pipeline project.

The pipeline project is proposed by the Canadian energy company Enbridge, and has not been officially rejected or accepted by the Prime Minister Stephen Harper yet. The Premier of the province British Columbia, Christy Clark, rejected Enbridge's proposal („No for now“) in June 2013, however, the final decision is in the hands of the Prime Minister. A panel report by an independent three-member control panel was ordered by the federal government to provide an official recommendation for how to proceed. The government has 180 days after the release of the panel's recommendation to make the final decision. The report was published on December 19th, approving the project- under 209 conditions. These conditions include mandatory pipeline inspections every two years and an emergency plan for a possible oil spill. (CBC 2013).

The online activity of the organizations opposed to the pipeline is playing an increasingly important role, especially as they are making use of social media channels.

This topic offers different facets as the organizations are split into different fields of interest, e.g. First Nations NGOs that focus on preserving nature and resources and organizations focusing on preserving the Great Bear Rainforest and wildlife in the threatened area (e.g. Pacific Wild). The population of Canada is divided over the economic and environmental aspects of the debate. The protection of endangered species (e.g. the Spirit Bear), National Parks and the coastal regions, as well as the preservation of the Canadian identity which is fueled by respect for nature and traditions, seems contradictory and incompatible to the government's plan to become a major oil player and promote economic growth at all costs. With the example of

organizing protest in British Columbia, I aim to examine the approach of Non-Profit Organizations and NGOs by looking at their Online strategies in the fight against the Northern Gateway-Pipeline Project.

2. Research Questions

The following research questions are based on the current state of research, the literature and theories I worked with. The interviews with five Canadian environmental organizations associated with the Enbridge Northern-Gateway Pipeline protest will be used to answer, out rule and expand the questions and consequently generate hypotheses, that can be seen as a base for further research.

- I. How can the Internet and social media be used to mobilize support for a protest?
 - the involvement of the Internet as a tool to interact with members
 - local, national and global scale
 - mobilization strategies and ways to enhance participation
- II. Is the Internet's only use supporting physical protests and their strategies or has a "cyberactivism" evolved, that is acting independently?
 - does the Internet play a supporting role or a leading role?
 - how dependent is an organization on donors/funding?
- III. How are internal and external processes of the organizations influenced by communication technologies and networks?
 - recruitment of members
 - influence of members on strategies
 - collaborations between organizations
- IV. Is traditional mass media losing importance as an information channel?
 - which function does mass media have?
 - are organizations using mass media for their campaigns still?

3. Current State of Research

3.1 The Impact of Globalization

Society is influenced by new factors now, as “(...) in the contemporary world, social action in a given time and place is increasingly conditioned by social actions in very distant places.” (della Porta/ Kriesi 2009: 3). This observation is defining what globalization means. For the sociologist Anthony Giddens, globalization is an “action at distance” (Giddens 1994: 5). The ‘global village’ is created by new communication technologies, where distance doesn’t matter anymore and instant communication is standard (della Porta/ Kriesi 2009: 4). The way people live and their individual lifestyles are not just local anymore- they become global by being influenced by worldwide trends and happenings (Giddens 1994: 5). Hence the mobilization of local movements can also be triggered by “(...) the revival of local nationalism, and an accentuating of local identities, [which] are directly bound up with globalizing influences, to which they stand in opposition.” (Giddens 1994: 5).

Social problems can be affected by problems from the other side of the globe- they are global in nature: “Today’s problems call for collective action involving world citizens.” (Mooney et al. 2012: 19). “At the same time, solidarity movements mobilize pro-actively on ‘distant’ themes, that is, on themes that are not immediately related to their national context.” (Della Porta/ Kriesi 2009: 4).

Globalization also has an impact on the environment. This can be linked to free trade and the growth of transnational corporations, as well as pollution and environmental problems that spread over borders. Issues such as climate change have global implications (Mooney et al. 2012: 403).

3.2 Social Media and Social Movements

“When we change the way we communicate, we change society.” (Shirky 2008: 17).

Social Media is a tool that, in its efficiency and function, is dependent on the user. The way groups are being formed has changed through new technologies, which can be seen as tools society needs to create and maintain itself (Shirky 2008: 17).

The digital version of relationships and networks enables the user to share more information, connect with more people and therefore enter new networks.

The way information is sent, received, retrieved and used has altered, by individuals not just consuming, but sharing content (Zandt 2010: 7).

“Sharing creates the fewest demands on the participants.” (Shirky 2008: 49). Though, to make it most efficient “(...) sharing in social networks requires complimentary forms of organizing activism, electoral work, and policy advocacy.” (Zandt 2010: x).

The major advantage is not simply to reach as many people as possible at once, but to be able to narrow a target audience down to those individuals who are willing to engage and actually share information with their connections (Zandt 2010: 12).

The function of a ‘Connector’ in social networks is important to explain how information is spread: ‘Connectors’ are people in social networks that are in contact with many different groups of individuals- they move within many different networks. “When these Connector folks get involved, mainstream media, politicians and others at the top of the old hierarchy start to take notice.” (Zandt 2010: 13). This builds a new hierarchy- the person that is best connected, has the most influence and therefore holds power. In a sense, power through social capital.

“(...) we are living in the middle of a remarkable increase in our ability to share, to cooperate with one another, and to take collective action, all outside the framework of traditional institutions and organizations.” (Shirky 2008: 20 f).

Deanna Zandt, a social media strategist and social network consultant for organizations, recommends three essential strategies that make a digital campaign successful (Zandt 2010: xii): First of all the setting of goals is crucial and communicating those in ways that don’t leave recipients feeling overwhelmed. Therefore, the different levels of engagement have to be considered as “(...) it’s important to make sure that even in the height of an intense campaign, there’s a mix of content available for people who are at different stages of their relationship with the issue at hand. “ (Zandt 2013). Zandt advises to set three goals each for a high, medium and low engaged audience at the same time, stating, as an example, how many new likes, posts or retweets a campaign is aiming for. Aside from quantitative goals, qualitative goals should be valued as well (e.g. a celebrity/ politician responding to the campaign). A specific goal will motivate people to take action: “If you give them more of a reason to do something, they will do more of it, and if you make it easier to do more of something they are already inclined to do, they will

also do more of it.” (Shirky 2008: 18). Tools to monitor the impact of a campaign should be prepared beforehand. Tools like Rowfeeder and Google Analytics help monitor the traffic on social media platforms and an organizations homepage. The third strategy to efficiently spread a campaign message is by offering ready-to-use text-samples, that supporters can share with their followers and friends on Twitter or Facebook (Zandt 2013). The function of sharing is crucial, to build trust and empathy, that social movements rely on (Zandt 2010: xv).

“As the communications landscape gets denser, more complex, and more participatory, the networked population is gaining greater access to information, more opportunities to engage in public speech, and an enhanced ability to undertake collective action.” (Shirky 2010: 1).

Social movements are always networks- one active organizations can not be called a movement yet. Movements are dynamic social constructions, “fluid phenomena”, built on individual participation. A movement therefore has participants, not members (della Porta/ Diani 2006: 25 f). Participants are working towards a common goal: “A social movement is an organized group of individuals with a common purpose to either promote or resist social change through collective action.” (Mooney et al. 2012: 20).

Forming groups has been facilitated by new technologies, and the costs [Clay Shirky uses costs in the means of anything expended: money, time, effort or attention; note of the author] to join or create groups have decreased (Shirky 2008: 18). Also new opportunities of connecting are based on the fact that “Social networks facilitate overlap amongst groups that previously had no opportunity to engage in dialogue.” (Zandt 2012: 49).

The communal activities of sharing, cooperation and collective action don't need the same amount of direction any more due to the benefits of CMC. They can even be achieved by loosely structured non-profit groups that are operating in a non-hierarchical way (Shirky 2008: 47). Sharing lets the individual decide whether to participate or not. Some social media platform leave it up to the user to decide whether content is shared with the public or a private circle (Shirky 2008: 33). “Information sharing produces shared awareness among the participants(...)” (Shirky 2008: 51). Cooperation

requires individuals to align with each other and form a group identity. Conversation is an example of a basic coordination action that has the benefit of building a sense of community, whether taking place online or offline (Shirky 2008: 50). “Collaborative production is a more involved form of cooperation, as it increases the tension between individual and group goals.” (Shirky 2008: 50).

The concept of many-to-many communication is advancing cooperation and action (Shirky 2008: 158). Collective action relies on the full commitment of each member to share the responsibility to reach the group’s goal, “(...) the cohesion of the group becomes critical for its success.” (Shirky 2008: 51). The bigger a group is, the more difficult it gets to cover different opinions in decisions and act as a whole, but once it gets going, it is harder to stop than individual actions (Shirky 2008: 161). A group that wants to successfully take collective action has to have a strong shared vision (Shirky 2008: 53). It is not the social tools themselves that cause the change as they “(...) don’t create collective action- they merely remove the obstacles to it.” (Shirky 2008: 158).

3.3 Online protests- New forms of activism

3.3.1 Cyberactivism and Mobilization

Just like the Internet is based on networks, protests are reliant on networks. Participants share common values or struggles and get together to protest- either physically, via campaigns or petitions, or Online. The Internet supports these protests by being a network as well and hence has become a useful base for different forms of social activism (Gurak/Logie 2003: 25).

Time and cost efficiency and wide reach make the Internet an ideal communication channel for protesters. “Only the Internet allows an activist to distribute a message to thousands of people all over the world at once and to publish information that is accessible from anywhere anytime with virtually no cost.” (Vegh 2003: 74).

“Cyberactivism is the act of using the Internet to advance a political cause that is difficult to advance offline.” (Howard 2011: 145).

Cyberactivism can be summed up as a politically motivated movement, that is reliant on the Internet, whereas there is a differentiation between „Internet-enhanced“ and „Internet-based“ strategies. The primary, meaning the use of traditional strategies that

use the Internet as a supporting, additional media channel that has a wider reach to spread information and that facilitates coordination. The latter meaning a movement based on strategies that can solely be realized Online.

Cyberactivism is driven by the ideology of free information (Howard 2011: 145) and one of the main goals is to raise public awareness, which can be gained by releasing relevant information and “(...) creat[ing] intelligently and emotionally compelling digital artifacts that tell stories of injustice, interpret history and advocate for particular political outcomes.” (Howard 2011: 145). This becomes crucial when information is not being covered (enough) or misrepresented by mass media, making the Internet an alternative source for gaining news and information (Vegh 2003: 71 f). The ‘bottleneck’ of mass media is avoided through the channel of social media (Shirky 2008: 55). “Information distribution on the Internet has another important implication for activism. It creates distribution networks that can later be used for organization and mobilization purposes.” (Vegh 2003: 72). The Internet can be used to spread controversial content. It is mostly specific outrages that spark an activist movement which can, at the right time, benefit largely from these existing distribution networks.

The function as an information distributor leads to another role that Online media channels have. They can act as the ideal diaspora medium by enabling dissidents to share information, that is not covered by their country of origin’s media. They also offer space for uncensored, free debates. This provides an important alternative to traditional media as “(...)dissident have attempted to influence domestic politics through the mass media, but they have made little impact since foreign news sources are usually banned in these countries.” (Vegh 2003: 73).

As a diaspora-medium the internet is effective in generating support and awareness from foreign countries in cases of restrictive actions against media content or organizations in general.

Online advocacy and awareness raising are focused on the organization of a movement and mobilizing, as well as coordinating, action (Vegh 2003: 73). The Internet can be used as a mobilizing tool for either an offline action (e.g. protest rally), an usually offline action that can be more successfully completed online (e.g. signing a petition) and an online action, that is only possible to be enacted virtually (e.g. sending out campaign videos). “(...) the most successful online advocacy campaigns seem to be the ones that combine the different types of lobbying and mobilization.” (Vegh 2003: 75).

The fact that these calls for action happen in real time is one of the most outstanding benefits in today's battle for efficiency and actuality making it, in this context, the main birthplace of global and local movements.

3.3.2 Forms of Internet-based Protest

Comparing early Internet-based protests, that were focused on text in newsgroups and emails, to more recent Web-pages that have a stronger visual focus (graphics, images, colour), reveal some shared features. Laura J. Gurak and John Logie compared different protests and found that their common features are "(...) speed reach, problems with fact-checking, new notions of credibility, and traditional power structures, are the same even with the major shift of the Internet from a text-based network to the graphically rich environment found on the WorldWideWeb." (Gurak/ Logie 2003: 26).

The main aspects that define text-based cyber-actions give a general characterization of online protest:

1. The Internet strengthens "Snowball effects" - big groups of people can be reached in a comparatively short amount of time
2. The access to a new community is easy and communities attract people with similar values through an "instant ethos" (e.g. a "Defend our nature" group attracts people that want to protect the environment) allowing fast operations and focus
3. Non-hierarchical structures allow interaction between participants and enable bottom-up rise of content to multiply through the way it is distributed (copy and repost). Ultimately this gives participants courage to address politicians or institutions with their message
4. Anonymity can be used in a beneficial way. For example, it can help protesters avoid gatekeepers while spreading a confidential message
5. The credibility of information can be challenged through the "bottom-up" procedure, false information can spread fast

(Gurak/ Logie 2003: 30 ff)

The analysis of web-based protests leads to new defining features of Online protest as well, while having some common attributes with the text-based characterization.

1. A larger audience can be reached by “(...) expanding the potential pool of participants to the limits of the digital divide.” (Gurak/Logie 2003: 33)
2. Attention is brought even to “little-known” issues
3. Online communities can form themselves like “real communities”
4. This community status enables interaction, interlinking and exchange between members
5. Anonymity is gambling credibility- though “anonymous signatures” of petitions are creating a new speed, these petitions lack trust (Gurak/Logie 2003: 42 ff)
6. Non-hierarchical structures empower everyone “(...) leaders tend to be retroactively identified. While protests are active, even those in positions of leadership tend to identify themselves as “participants.” “ (Gurak/Logie 2003: 44).

Internet protest is often cost and time efficient- though credibility and verification are diminishing in rapidly growing movements.

“Internet protest often boast participation numbering in the tens of thousands, the level of interaction underpinning this participation can be questioned. Indeed the non-hierarchical nature of the Internet often makes it difficult to establish what could or should constitute meaningful participation in a protest action.” (Gurak/Logie 2003: 45).

The Internet offers visual and hyper-textual opportunities like the strategic use of powerful imagery that effectively strengthens the message of a protest and motivates “(...) people to craft messages uniquely suited to the spaces and communities they value.” (Gurak/Logie 2003: 45) The focus should lie on the installation of credibility, productivity and interaction of the users, not the amount of people joining a protest.

3.4 Participatory politics and environmental activism 2.0

3.4.1 Political participation

The Internet offers a platform for political debates, campaigns and participation. Today, young citizens grow up in a different era of politics and have a different impression of their own duties, power and responsibility. Bennett states that citizenship is a changing social construction that is based on the surrounding social and political conditions (Bennett 2008: 6). In younger age groups, citizens are less likely to engage in ‘conventional ways’ of political participation such as voting or following the news, however their interest in issues that impact their lifestyle has a higher priority - whether

it be moral or environmental (Bennett 2008: 7).

“The cascading advance of media platforms and social software enables unprecedented levels of production and distribution of ideas, public deliberation, and network organization.” (Bennett 2007: 1). Young citizens that use digital communication tools might have a new take on the way politics and global issues should be communicated. The trend across the globe, whether in the United States, Germany, United Kingdom or Sweden is a politically disconnected youth, that is distancing itself further from conventional political engagement and responsibilities (Bennett 2007: 1). Young citizens are leaning more towards lifestyle related concerns and interests: „Many observers properly note that there are impressive signs of youth civic engagement in these nongovernmental areas, including increases in community volunteer work, high levels of consumer activism, and impressive involvement in social causes from the environment to economic injustice in local and global arenas.“ (Bennett 2007: 2)

Bennett's two paradigms of engagement categorize the political engagement of young citizens (age group circa 15-25) as engaged and active, or disengaged and passive (Bennett 2007: 2). „The engaged youth paradigm implicitly emphasizes generational changes in social identity that have resulted in the growing importance of peer networks and online communities.“ (Bennett 2007: 2).

The paradigm of engaged youth highlights the strength of young people becoming more expressive while being inclined to act out their role as a citizen online. This can empower young people to recognize their own personal expression and ability to form an identity in collective spaces (Bennett 2007: 2 f). Their preferred issues of “(...) lifestyle politics entail greater personally expressive or self-actualizing affiliations that can be fluid and changing.” (Bennett 2008: 7 f). People falling under the category of the ‘disengaged youth perspective’ are more oriented towards the government and social groups and institutions and the increasing personalization and privatization of the political sphere is worrisome to them (Bennett 2007: 3).

A study in Australia linked to the IEA (International Association for the Evaluation of Educational Achievement)² examined the political and social interests of 3000

2: „The International Association for the Evaluation of Educational Achievement (IEA) is an independent, international cooperative of national research institutions and governmental research agencies. It conducts large-scale comparative studies of educational achievement and other aspects of education.“ (www.iea.nl)

highschool students. Whereas the categorization of „conventional citizenship“ shows indications of low engagement with 66 percent stating it is not important to engage in political discussions or 83 percent saying it is not important to join a political party, the category „social movement citizenship“ stated the opposite: „80 percent regarded participating in activities to benefit others as important, 74 percent regarded it important to act to protect the environment, and 68 percent were concerned about human rights.“ (Bennett 2007: 6).

The question is, how can media offer an environment for online communities where social capital is created. Social capital is founded on trust and commitment. On shared values that trigger participation- and might lead to more political participation of young citizens that are using the digital possibilities to find their personal and social identity (Bennett 2007: 6 f). The definition of citizenship seems to translate into the decision of civic engagement. Bennett sees digital media as one of the tools for change. It makes the user an active consumer, that can become the producer of content at any time, and offers space for networks to be formed, such as political networks (Bennett 2007: 8). While social network sites might appear as loose networks that are driven by sharing lifestyle information and connecting with friends, Bennett highlights that these networks are actually powerful creators of communal identity and solidarity. Furthermore, he states that these networks can potentially become an important „(...) public voice on contemporary issues.“ (Bennett 2007: 9). The integration of more political subjects into the social digital world of young citizens is dealing with the difficulty to implement the public into the private space. Bennett suggests some steps to a better approach. Political and public representatives have to learn more about the communication preferences and identities of young citizens to be able to address them. More engaging civic education models should be based on knowledge about political preferences and social identities; government agencies, foundations and NGOs should know their audience to build an authentic network that promotes participation of youth; organization and public information producers should create content that is appealing to young citizens by offering digital content; young citizens can develop better media skills to strengthen their public voice; academic researchers should try to overcome the two paradigms and distribute their findings to everyone concerned. (Bennett 2007: 11). „The key seems to be recognizing the changed citizenship styles of young people, and their growing preference for relatively nonhierarchical networks that enable free

exploration of ideas.“ (Bennett 2007: 17).

„Contemporary young people enjoy unprecedented levels of freedom to define and manage their self-identities (...)“ (Bennett 2007: 12).

This notion by citizens to be responsible for their identity has transformed their sense of citizenship. Social networks and communication media are the tools, that accelerate this identity defining process. Many people of the young generation are drawn towards the loosely networked activism of the ‘actualizing citizen model’, whereas the ‘dutiful citizen’ model (see p.19) is more common in older generations or young, more traditionally socialized people that prefer a more conventional way of civic engagement (Bennett 2007: 12).

To prevent the two paradigms from further drifting apart in the future, a way has to be found to combine advantages of both paradigms to create a democratic environment. Using technology and traditional political practices will support the next generation of politically engaged citizens (Bennett 2007: 20).

The two paradigms of citizenship in democracies are a product of ongoing processes of social change and applicable to citizens of different ages. There is not a right or wrong decision, it is becoming apparent that citizen identity is dynamic (Bennett 2008: 8 f.). In the following table, the left side shows the characteristics of the ‘Actualizing Citizen’ (AC) and the right side describes the ‘Dutiful Citizen’ (DC):

(AC) Actualizing Citizen	(DC) Dutiful Citizen
Weak sense of duty to participate in government	Strong sense of duty to participate in government
Focus on lifestyle politics: political consumerism, volunteering, social activism	Voting is the core democratic act:
Mistrust of media and politicians – less likely to follow politics in the news	Higher trust in leaders and media - informed about issues and government- follows the news
Joins loose networks for social action – communicates through digital media	Joins social organizations, interest groups, parties – communicates via mass media

(Table 1: Citizen Identity Paradigms in Post Industrial Democracies; Bennett 2008: 8)

3.4.2 Environmental activism

“The Internet has become a major organizing and mobilizing tool for environmentalists³ around the world, raising people’s consciousness about alternative ways of living, and building the political force to make it happen.” (Castells 2001: 280)

Cyberspace offers a site of resistance that opens up new communication possibilities to spread information faster and increase participation and engagement among organizations and members (Pickerill 2003: 12 f).

Environmental organizations that are active in the non-profit sector often have to strategize on a limited budget. Therefore relying on basic public relations measures to reach their audience has been the standard approach for a long time.

“CMC potentially increases social movement participants’ ability to communicate because it is low cost, enables editorial control and potentially offers access to an international audience.” (Pickerill 2003: 27). The Internet can help reduce the cost of communication strategies and campaigns and hence equalize disadvantages that

3 For Castells, the definition of ‘environmentalism’ includes “(...) all forms of collective behavior that, in their discourse and in their practice, aim at correcting destructive forms of relationship between human action and its natural environment, in opposition to the prevailing structural and institutional logic.” (Castells 2010: 170).

undisciplined groups have towards disciplined, coordinated groups (Shirky 2010: 5). “Maintaining an activist organization is difficult because there are many different activist groups - large and small - working on similar issues and courting the same active publics(...). One way that activist organizations can better serve their publics, extend their reach, and coordinate efforts with other like-minded groups, is through the Internet.” (Taylor et al. 2001: 264).

The coordination of larger groups has become easier, not only for formal organizations. Also the speed of CMC holds advantages for communicating with groups. Clay Shirky uses the term ‘shared awareness’, which is a military term that describes “(...) the ability of each member of a group to not only understand the situation at hand but also understand that everyone else does, too.” (Shirky 2010: 5). ‘Shared awareness’ gets facilitated by the speed and reach of Social media and therefore has become an important beneficial factor in coordinating an organizations actions.

A study by Kristen Lovejoy and Gregory D. Saxton analyzes one hundred of the largest non-profit organization in the United States, regarding their use of the microblogging tool Twitter. Social media offers new possibilities and qualities for interpersonal and organizational communication alike. The options for collaborations, interactivity and ‘polychronic communication’⁴ are improved by technologies that enable blogs or instant messaging – the “precursors of social media” (Lovejoy/ Saxton 2011: 338). Information-sharing and dialogic relationship-building are two of the main functions. Social media is used by organizations- though organizations have to become aware that sending out information is not synonymous with building a dialogue (Waters et al. 2009: 5). Though,....when an organization sends information about its activities or its history, vision, or objectives, or detailed information on its finances, performance, governance policies, or ethical standards, it can connect a broad array of stakeholders to its mission and help to boost accountability and public trust.” (Lovejoy/ Saxton 2011: 343) Information is basically the ‘core activity’ to attract new supporters/ members/ followers. Community-focused messages are directed to keep the support group engaged, action-oriented messages should eventually mobilize the community (Lovejoy/ Saxton 2011: 350). The information-community-action scheme has been developed by Lovejoy/Saxton to examine the microblogging (Twitter) strategies of non-profit

4 *Engaging in more than one conversation at the same time*
(Lindquist/ Kaufman-Scarborough 2007: 253)

organizations. The organizations were categorized under the labels “Information Sources,” “Community Builders” or “Promoters & Mobilizers.” The majority of organizations fall under the category „Information Source“. Their findings suggest that information is the base of communication and dialogue would be the optimum- dialogue being ongoing and interactive, whereas information is a static term (Lovejoy/ Saxton 2011: 349).

At the stage of community building networks get created, supporters can interactively take part. In the action-stage, people are eager to take action themselves:

„This is where users do not just feel they are making a difference, but start doing something about it, whether it is showing up at an event, signing a petition, or making a donation.“ (Lovejoy/ Saxton 2011: 350).

An earlier study by Jenny Pickerill examined diverse British environmental groups (e.g. student groups, direct-action groups, political lobbying organizations) and campaigns and their use of CMC. The research took place between June 1997 and June 1999 and therefore examines the use of the new technology opportunities at that point. Although social media channels are not yet to be considered, the studies findings can be seen as a precursor of where new innovations were headed (Pickerill 2003: 5 ff).

The success of recruitment and mobilization of new and existing supporters is linked to their social tie with the organization. Their inclusion and integration and the intensity of this tie are crucial for their effective motivation (Pickerill 2003: 27). The more personal risk or transformation that is needed to mobilize individuals, the stronger this tie has to be, increasing the likelihood of action to take place. People that strongly identify with an organization and it's goals and people that have previously been part of a political group or counter-culture are generally more likely to get active. A pre-existing social network is therefore beneficial. New members can also be acquired through the use of ‘moral shocks’. This occurs “(...)when an event or situation raises such a sense of outrage in people that they become inclined toward political action, even in the absence of a network of contacts.” (Jasper/ Poulsen 1995: 498). The described technique can be translated to the mobilization use of CMC as well- where a wider audience can be addressed with these ‘moral shocks’. Existing relations make participation more likely, as virtual ties and communities may not have the same strength and depth as Offline relations (Pickerill 2003: 28). “When pre-existing networks are activated,

recruiters can take for granted more shared understandings, devoting more energy to prognostic and motivational framing. When these networks are absent and appeals to strangers are especially necessary, organizers must attempt more diagnostic framing.” (Jasper/ Poulsen 1995: 499). Predispositions can lead to actions because “People with certain predispositions will be more likely to contact organizations and come across opportunities for participation if they are connected to people already involved.” (della Porta/Diani 2006: 119). Individuals are not only activated by previous connections, they can also become connecting bridges between different organizations and milieus themselves. This is also applicable to Online communities, e.g. when building new linkages in social networks (della Porta/ Diani 2006: 134).

Networking and solidarity has increased through technology. New connections are enabled and network ties can be strengthened. Existing ties, whether on an international or national level, are empowered as CMC facilitates the communication between ‘physically or ideologically distant’ individuals (Pickerill 2003: 102). Contacts can be strengthened and newly build by increased interaction through new communication channels- ideas and skills can be exchanged (Pickerill 2003: 104).

Mobilizing members is one of the most important goals and priorities environmental organizations strive for. Either they try to mobilize already existing members or acquire the public for their campaign. The exact goals differ - whether members are needed for funding and donations as a numerous support for arguments or to simply spread awareness amongst a bigger crowd of people (Pickerill 2003: 91).

The perception that collective action leads to more social capital and individuals can improve their situation materially and economically by joining in, can be a motivational factor. However, these benefits are not immediate and the necessity to commit to a collective goal, the ‘dilemma of social action’, might hinder an individual’s engagement in group activities. It is shown that face-to-face action and the use of moral shocks is an effective way to mobilize and the study found that CMC can be used as an additional tool to reach the masses and try to mobilize support, especially from new members. The potential of CMC lies in supporting cross-movements and cross-cultural interaction as well as increasing solidarity towards a movement and facilitate connecting members with each other, even over distance (Pickerill 2003: 92).

The three main ways CMC was used in the examined organizations in Great Britain, were

“(...) as a gateway to activism; to stimulate local activism; and in attracting participants to existing protests.” (Pickerill 2003: 93).

CMC holds the potential to reach people worldwide and therefore holds the potential to mobilize a great number of people. CMC can show more ‘entry points to activism’ and highlight them to everyone (Pickerill 2003: 94). Information has become easier to find for interested citizens without requiring previous knowledge or hurdles for the access. Hence, CMC operates as a ‘gateway into activism’ (Pickerill 2003: 95).

New technologies can also facilitate the coordination of local action and mobilize local members to participate and connect with each other (Pickerill 2003: 97). The way in which information and updates can be spread quickly through CMC makes it easier for organizations to keep their members informed. Information about events and upcoming actions are easier to obtain and the response rate to the information increases. “This ability to put out calls for participation, right up to the final days prior to an action, enabled activists to maximize one of their greatest assets on a larger scale- spontaneity.” (Pickerill 2003: 106).

Networks can expand to a wider reach without expanding their cost by the increased speed of the information flow. Though the actual mobilization effect is hard to pin point, the international reach of CMC is unquestionably a big step forward to increase inter-connectivity and expand the influence of a movement.

“This decentralization would enable a more heterogeneous movement to emerge as wider influences are included through the smaller groups or linkages are made informally between individuals(...). This emphasis on a growth in transnational environmental networks also points towards the possibility of a global civil society, or at least a more effective public sphere.” (Pickerill 2003: 115).

As a movement’s ties are strengthened, non-hierarchical networks can be empowered, mobilization get faster and cheaper and “CMC is used to help sustain movement networks (...)” (Pickerill 2003: 116). Increasing sustainability and offering additional support to a movement are therefore the fields in which CMC seems to be most efficient.

4. Theoretical Background

4.1 The Network Theory by Manfred Faßler

Faßler offers a media-related anthropological and structural view of networks. His approach intends to adjust the definition of networks to the increasing computerized communication (Hepp 2004: 91 f). His network theory is primarily a culture theory of communication spaces, as networks to him are „(...) media spaces, in which intensive cultural self-understanding of humans is taking place all the time“ (Faßler 2001: 177 ⁵). „The use of media networks creates new ways of supra-regional vicinity, changes the range of conversations, time regimes of presence, that were only known by face-to-face or phone conversations. They create draft-, planning-, booking- and communication spaces which only exist within the networks as their reality.“ (Faßler 2001: 175 ⁶). Through the Internet, the economy of space is evolving towards spaces of non-locality, territorial independent communication spaces, so called ‘mediascapes’, which Faßler defines as „infographic landscape“- a not locally-bound culture of media (Faßler 2001: 214). Networks, also in the sense of the Internet, are self-organized infrastructures with unmanageable proceedings, that are yet not autonomous and always connected with humans (Faßler 2001: 18ff).

The theory highlights that culture can no longer be identified as national or territorial. Culture is always taking place on a global level (Faßler 2002: 70).

Therefore Faßler terms new media as „individual-global-media“ (Faßler 2001:136).

Essentially in his theory is the multifaceted term ‘net’: „The term first of all describes nothing else than a mode of self-organization: familial, neighborly, regional, national, international.“ (Faßler 2001: 167). „The Net is therefore a structural pattern of individual and inter-individual actions and the intention, to think connective, act, draft, dissent.“ (Faßler 2001: 172). The structure of connecting points don’t make a net become a network yet. Only the technical process give the net content and a communication basis. This supports the net to become a network and at the same time introduces the

5 „Medienräume, in denen immer intensiver kulturelle Selbstverständigung von Menschen erfolgt“ (Faßler 2001: 177)

6 „Die Nutzung von Mediennetzen erzeugt neue Arten von überregionalen Nähen, veränderte Reichweiten von Gesprächen, Zeitregimes von Anwesenheit, die man bislang nur bei angesichtigen Gesprächen oder beim Telefonieren kannte. Und sie erzeugt Entwurfs-, Planungs-, Buchungs-, Kommunikations-Räume, die nur innerhalb der Netze bestehen, als deren Realität.“ (Faßler 2001: 175)

net culture that comes with it. The term 'net' itself is not including the transmission of content yet (Faßler 2001: 10).

4.2 The Network Society by Manuel Castells

Communication is structured as a network, with the flow between the different nodes being streams of information (Castells 2009: 20). Networks are particulate of nodes, their structure is constantly changing to increase efficiency. They don't have limits by being open-ended and multi-edged and therefore their expansion is dependent on their compatibility and competition between the interests and values that are programmed in the network.

In social life, different significant networks can overlap; with the state, for example, being just one node in the institutional or political network (Castells 2009: 19).

"The Network Society" is a new form of society, with its own dynamics that creates a multidimensional space of social interaction. In the global Network Society, power relationships are redefined.

Networks benefit from technology by becoming more flexible to reconfigure, to change their scale and to survive attacks by being decentralized (Castells 2009: 23).

"In social and organizational networks, social actors, fostering their values and interests, are at the origin and programming of networks." (Castells 2009: 20).

The "Network Society" is a global network, that is constructed around digital networks of communication. Though not everybody is part of the Network Society, everyone is affected by the social changes that result from it. (Castells 2009: 25).

4.2.1 Theory of Power

„Power is more than communication, and communication is more than power. But power relies on the control of communication, as counterpower depends on breaking such control. And mass communication, the communication that potentially reaches society at large is shaped and managed by power relationships rooted in the business of media and the politics of the state. Communication power is at the heart of the structure and dynamics of society.“ (Castells 2009: 3).

Castells states that power is based on control over communication and information.

Shaping someone's thoughts is an act of taking power, as that defines what actions we take. To reach social change, individual social actors as well as collective actors have to enter existing power relationships to be able to address the public (Castells 2009:3). By the management of communication processes, power relationships get constructed and exercised (Castells 2009: 7). Power relationships transform when resistance and rejection grow bigger than compliance and acceptance. A process of institutional change or structural change is needed otherwise power relationships will transform into non-social relationships (Castells 2009: 11). "The way people think determines the fate of the institutions, norms and values on which societies are organized." (Castells 2012: 5). Power is a fundamental process in society since society is defined around values and institutions which are themselves defined by power relationships. "(...) [T]he fundamental power struggle is the battle for the construction of meaning in the minds of people." (Castells 2012: 5). Power relationships are framed by domination, which can be secured by legitimation and is created through consent. Consent relies on shared meaning and is therefore linked to communication. Castells states, following the direction of Max Weber, that discourse and violence are the main mechanisms of power formation. Democracy is stabilized if citizens are able to take part in public discourses. By debating in the public sphere, the state is provided with the citizens values and interests and can represent them accordingly (Castells 2009: 12). Power is relational, whereas domination is institutional. The way a state operates power depends on the given social structure. Violence, money and trust are three sources of power. Trust is created through the power of shaping minds and can get be done or undone by processes of knowledge and thoughts, transported by the systems of education and communication. This power can give rise to trust, or destroy it. (Castells 2009: 15). People create meaning by interacting with their networks and this interaction takes place by communication, which starts the "(...) process of sharing meaning through the exchange of information." (Castells 2012: 5). "The ongoing transformation of communication technology in the digital age extends the reach of communication media to all domains of social life in a network that is at the same time global and local (...)." (Castells 2012: 6).

Globalization makes the once territorial boundaries of power blur and transnational methodological and organizational concepts are needed. Cosmopolitanism takes precedence instead of nationalism and the new boundaries lie within the transcending of

local and global. Local, national and global networks overlap and interact in their power (Castells 2009: 18).

Castells coins the term “*mass self-communication*”- which is added to mass communication and interpersonal communication as a third, co-existing and complementary form that combines self-communication and mass communication. It is self-generated with the use of self-selected content but potentially addresses a global, unknown audience- taking notice of communication’s global and local synchronicity (Castells 2009: 55). The communication of many-to-many, multiple potential receivers and networks, define it as mass communication. The self-directory receiving and retrieving of messages and the autonomous decision to send a message however add a level of self-communication (Castells 2012: 6). The communicating user is more autonomous by becoming a potential receiver and sender at the same time (Castells 2009: 4). Mass self-communication increases the chances for social change, however, without defining it (Castells 2009: 8).

4.2.2 Social Movements of the Internet Age

“Globalization and informationalization, enacted by networks of wealth, technology, and power, are transforming our world. They are enhancing our productive capacity, cultural creativity, and communication potential. At the same time, they are disfranchising societies. As institutions of state and organizations of civil society are based on culture, history, and geography, the sudden acceleration of the historical tempo, and the abstraction of power in a web of computers, are disintegrating existing mechanisms of social control and political representation.” (Castells 2010: 72).

Castells sees the environmental movement as the most influential one of our time. It is characterized as a cultural and political movement that is more proactive than reactive in it’s actions and can be linked to different social processes. Globalization, informationalization, the crisis of representative democracy and the dominance of symbolic politics in the media are several examples of these processes (Castells 2010: 73). In his most recent publication, Castells describes fifteen qualities that all of today’s social movements share. Castells builds the analysis of the examined social movements on his grounded theory of power [Chapter 4.2.1; note from the author] (Castells 2012: 4).

Expanding upon the topic of the „Network Society“, the movements first commonality is being interconnected in multiple forms, whether Online or Offline. Networking technologies offer a platform to create new networks within the network structure. This decentralized structure reduces their vulnerability and creates versatility. By empowering the meaning of each individual's action it becomes more appealing to participate. This deliberation is the outcome of the interaction between multiple nodes; participants whose connections are based on shared values and goals. They are able to steadily reform the network and save it from manipulation (Castells 2012: 221 f.). These networks within networks become movements by occupying urban space, though most of them have their beginnings in Online social networks. The space where the movement operates is located between the Internet's '*space of flows*'⁷ and the offline communication network. Castells describes this as a hybrid of cyberspace and urban space, a new spatial form of networked social movements which he refers to as the '*space of autonomy*' (Castells 2012: 222). Autonomy is secured by the freedom communication networks offer, which is ideal organizing a movement that is reliant on autonomous actions. Furthermore, Castells states that there is a elemental cohesion between the Internet and networked social movements. They share a culture of autonomy, the „fundamental matrix of contemporary societies.“ (Castells 2012: 222). Today's society is following the trend of individuation, though individuals also set their own goals in order to strive towards a collective outcome. This ability to act independently and follow individual values and interests is what defines autonomy (Castells 2012: 230).

The Internet offers a platform for independent social actors to connect with like-minded individuals and form a network with them. Through networking, the individuation of the social actor transforms towards the practice of autonomy, which is based on the decentralized, free culture of the Internet (Castells 2012: 231).

Social movements are „(...) essentially cultural movements, movements that connect the demands of today with the projects for tomorrow.“ (Castells 2012: 230).

Movements are connecting people worldwide, though they start in a specific context. They build their own networks and create a public space by „(...) occupying urban space and connecting to the Internet networks.“ (Castells 2012: 222).

⁷ Castells defines the *space of flows* as “(...) the technological and organizational possibility of practicing simultaneity without contiguity. It also refers to the possibility of asynchronous interaction in chosen time, at a distance.” (Castells 2009: 34).

These movements can inspire new global debates (e.g. sustainable energy solutions) and therefore offer an example of cosmopolitan culture. Local communal identity and global individual networking are growing closer together (Castells 2012: 223).

The movements operate in their own form of time, which Castells names 'timeless time'. His term describes an alternative transcending time in new media, which combines two different forms of experience. The limitless life in the now, „free of chronological constraints“ (Castells 2012: 223) and the anticipation of times to come, expecting an „(...) unlimited horizon of possibilities of new forms of life and community emerging from the practice of the movement.“ (Castells 2012, 223).

The origin of the movements is spontaneous and triggered by outrage. The call to action in reality ('space of places') happens in the 'space of flows' - the Internet which allows a message to be sent to an unknown audience and strives to create an 'instant community' willing to take action in the 'space of places'.

The use of pictures (Flickr, Instagram, Twitter, Facebook) and videos (Youtube, Facebook, Twitter) is a strong tool to mobilize people. The 'virality' of movements is not only characterized by the spread of messages and power of images to mobilize, but also by the inspiration and hope a movement triggers in other countries, cities or cultures to take action towards change (Castells 2012:224).

Another feature recent social movements share is their 'leaderless' form of a deliberated, self-governed community, based on the shared „(...) rejection of political representatives by the represented, after feeling betrayed and manipulated in their experience of politics as usual.“(Castells 2012: 224).

Cooperation and solidarity are key factors for these horizontally organized networks. These factors generate trust and contrast the emotion towards the addressed opposition (Castells 2012: 225). Another common characteristic is their self-reflective manner to steadily question what they are standing for, who they are and how to avoid future mistakes. Aiming for a peaceful collective movement is another commonality that should be maintained in order to gain trust and create consensus in society and contrast their counterparts (e.g. a suppressing system) (Castells 2012: 227).

The organizing networks are mostly driven by multiple demands with the exception of groups that are completely focused on one specific issue (Castells 2013: 227).

The movements of the Internet age are, according to Castells, political in a fundamental

sense following the utopia of being autonomous towards institutions of society and the attempt to act as a democratic network while aiming to change the hierarchies of power (Castells 2013: 228).

4.3 The Concept of Public Sphere

Habermas theory of the structural transformation of public sphere is suitable as a frame of reference to argue the potential of acting public for digital network communication. (Lindner 2007: 62⁸). He defines the public sphere as a communicative space in between the political system and the individual privacy which gains political influence through connecting both spheres (Habermas 1990: 86). The public and the private sphere were separated, the public sphere was giving room for communication and for public debates as for opinion making and political discussions which created sphere of public opinion (Habermas 1990: 90). It's primary function and benefit was to secure the public weal from the particular interests of individuals but this model was not sustainable and changed at the end of the 19th century, also due to rapid media innovations and growth. The commercialization, due to increased mediatization, led to more mass- oriented organizing which gave rise to propaganda instead of creating opinion by an independently thinking audience (Moser 2011: 7). The separation between privacy and public is dissolving through increased commercialization and economic-organizational change (e.g. in journalism) and the public is increasingly under the influence of economic interests. This is where the observation of the public in network communication relates- how can the private sphere be expanded and how can political action, as well as the desire to self-organize and -articulate, be made possible in a new form and understanding of publicity (Lindner 2007: 64) ?

"The electronic republic cannot be as intimate or as deliberative as the face-to-face discussions (...) But it's likely to extend government decision making from the few in the centre of power to the many on the outside who may wish to participate." (Grossman 1995: 49). The transformation to many powerholders is facilitated by the speed of communication through new technologies. Not only is information spread faster, distance is not an obstacle any more and the voice of citizens is spread and empowered through the endless cyberspace (Grossman 1995: 47).

8 Als „(...)Referenzrahmen für die Erörterung der der Öffentlichkeitspotenziale digitaler Netzwirkommunikation“ (Lindner 2007: 62).

Three functions of Social Network practices distinguish them from other CMC channels: Profiles, Friends and Comments. Their public character through being publicly articulated, viewed and visible, is their most distinctive feature (Boyd 2007: 7).

“Social network sites are based around Profiles, a form of individual (or, less frequently, group) home page, which offers a description of each member. In addition to text, images, and video created by the member, the social network site profile also contains comments from other members, and a public list of the people that one identifies as Friends within the network.” (Boyd 2007: 6). The notions of public depend on how the term is used, which makes detailed differentiation necessary to prevent misunderstanding: Used as an adjective, it describes the counterpart of private. A public location, means that this space is accessible to everyone. If a text or action is public, the understanding is that the audience/ the reader is unknown and strangers have access to it. As a noun, the “public” is a group of people that share a common vision, interest or identity. Publics means a specific part of the public. Therefore Social Network sites are publics that are frequented by ‘networked publics’, which is a specific part of the mediated public (Boyd 2007: 7 f).

According to Boyd (2007: 9) networked publics differ to unmediated publics by four characteristics, which are also defining mediated publics, whereas ‘searchability’ is an addition by networked publics specifically:

1. They are persistent (Persistence). Networked communications are saved and archived on the Internet. This stretches the endurance of the act of communication as well as favors asynchronous communication.
2. They are searchable (Searchability): Records of texts and pictures can be found through search tools, that enable to find information about people from different sources.
3. They can replicated (Replicability): The duplication of content is facilitated- original and copy are hard or sometimes impossible to tell apart.
4. The audiences is invisible (invisible audiences): The audience is anonymous and the communication is not bound to any time or location.

This makes it most difficult to address the right recipients for a message, though monitoring tools are well suited to this task.

5. Methodology

5.1 Introduction to the Method

The chosen method of interviewing experts is connected with the qualitative and hypotheses-generating nature of my research (Brosius/ Koschel/ Haas 2009: 44). To cover the different perspectives and angles my topic contains, the method of half-structured interviews is offers an opportunity to me that is also found in unstructured interviews „(...) seek complex information about complicated issues, emotions and/ or concerns in an attempt to understand the historical, social, economic and cultural experiences of individuals and/or groups.“ (Johnson 2002: 106). Exploring different usage of media while not focusing on the recipients side makes it beneficial to take a look at how „(...) qualitative researchers consider the diversity of meanings and values created in media. Rather than focusing on media effects or influences, they attempt to understand the many relationships that exist within media and society.“ (Brennen 2013: 5).

5.2 Research Design

Depending on time schedules and geographical limitations, the interviews were either held face-to-face or provided in written form. A pretest with two anonymous freelance contractors in the environmental organization sector was held, to avoid misunderstanding (one written and one oral pretest). As I am interested in different opinions on the same issue, the Enbridge Northern-Gateway Pipeline project, the interviews were not held fully unstructured but with the help of a guideline. A guideline is not used compulsory and leaves the interviewer the freedom to switch or edit questions and their order while interviewing. To guarantee flexibility to both written and face-to-face interviews, the option to edit content was always given. For both approaches, the oral and the written form, the same guidelines were applied. The e-mail interviews were designed following the example of my face-to-face interview as the flux of questions and conversation became easier to gauge. The guideline is a tool to guarantee that all required information is addressed in the interview (Gläser/Laudel 2010: 155). To leave as much freedom and room for interaction to the Online questionnaire, enough time for a follow up via Skype or e-mail was allowed for after the Interview, leaving space to rephrase or explain questions, discuss answers or gain deeper insight on new topics.

Hello,

As discussed, I have compiled some questions for my research on the topic of:

**‘The Northern Gateway-Pipeline Protest in BC, Canada-
Mobilisation of an Environmental Movement through the Power of Cyberactivism‘**

I look forward to getting your insight as an expert on this topic. Please answer the questions to the extent that seems appropriate to you. As I want to keep this e-mail interview as interactive as possible, please feel free to add in additional information if you feel it is relevant.

Thank you for participating in my project,

Kathrin Jänsch
M.A. Student of Communication Science at the University of Vienna

Furthermore the questionnaire was built as a PDF file, allowing participants to write directly into form fields that expand automatically to facilitate more content. The introduction should inform the interviewee about the topic, their role in the interview and the goal of my research (Gläser/ Laudel 2010: 144). My instruction addressing the interviewed experts is brief and simple, as the topic of my thesis and my research focus had already been discussed when first contacting them.

Which media channels and which social media channels does Dogwood Initiative use?

Are you using tools to monitor your social media outlet?

The Online questionnaire consists of 21 questions that are categorized in six different groups. The choice of questions and topics is based on the research questions, subject-oriented literature and the theoretical foundation (Gläser/ Laudel 2010: 63).

The questions can be labeled by their content and their function. Questions asking for facts are asking for verifiable content, questions asking for an opinion are directed towards subjective approaches or the rating of situations and/or people (Gläser/ Laudel 2010: 122).

A: Introduction of the expert and their organisation

(Question 1, Question 2, Question 3)

Part A consists of easy to answer, basic questions to get to know the interviewee and the organization they are representing and get the conversation into an open and comfortable atmosphere. As the interviewees are participating as representatives of their organization, there are no further questions about their demographics.

These answers were not used for the research part, but to frame interpretations and give important context to the experts opinion and vision.

1. Can you tell me a bit about your background and what your current position is at the (name of NGO)?
2. What are the main goals and interests (name of NGO) is aiming for? What does the organization stand for?
3. How is (name of NGO) structured internally and externally. How much influence do members of the public/ donations have?

B: Engagement in the subject matter

(The Enbridge Northern Gateway-Pipeline Project) (Question 4, Question 5)

Part B is directed towards the specific work and association of the organization with the Enbridge Northern Gateway-Pipeline Protest.

4. How is (name of NGO) engaging in the Enbridge Pipeline Protest (since when, why, as a local, national or global issue)? Do you get international requests (media/citizen/partner organizations)?
5. Can you specify your work tasks towards this matter and the campaigns your are working on?

C: General strategies and media use

(Question 6, Question 7, Question 18, Question 20)

Part C investigates general strategies and media use as well as the general disposition towards cooperation with other organizations and specifically with First Nations organizations.

6. Does (name of NGO) cooperate with other organizations? (e.g. the Defend our Climate Rallies).

- 7. Which media channels and which social media channels does (name of NGO) use?
- 18. How is a message/campaign spread- which release channel comes first?
- 20. Is your Organization in contact/cooperation with First Nations organizations?

D: Social Media use and strategies

(Question 8, Question 9, Question 10, Question 19)

Part D explores the organization's actual use of social media and their strategies in social media channels.

- 8. Are you using tools to monitor your social media outlet?
- 9. What opportunities do you see in social media for your work and how integrated is it in your strategies?
- 10. Are there daily updates and do you focus on visual or written content? Why?
- 19. What new campaign possibilities do you see through the advantages of social media?

E: External Communication (Question 11, Question 12, Question 13, Question 17)

Part E is directed towards the topic of interaction and communication with members (followers, fans, subscribers, members, donors) and prospective members.

- 11. How do you communicate with your members/donors? Direct via email/phone/ Newsletter or indirect via Blog/ Twitter/ Facebook?
- 12. Where does most of the feedback come from and where does the dialogue with members begin?
- 13. How are potential new members/ followers accessed? Is that happening more Online or Offline now?
- 17. Is there a direct dialogue between (name of NGO) and Enbridge or/and the Government or is this based solely on public hearings and media release?

F: Protest and Campaigning (Question 14, Question 15, Question 16, Question 21)

Part F asks more precisely about strategies and opinions concerning participation, protest and campaigning.

- 14. Do you see a change in how people engage and participate online? Is 'One click activism' a problem (many likes no action)?
- 15. Do you see social media as an accelerator for a protest? Are there disadvantages that you experience?

16. How important is the build up of public pressure for a successful campaign?
21. What do you see ahead for this issue – how will your organization react to a negative/ positive outcome? What future actions are planned?

6. Interviews with five protest-leading Organizations

6.1 Typologies of Environmental Organizations

Castells proposes a typology of environmental movements that he based loosely on Alain Touraine's theory of social movements (Alain Touraine 1965, 1966 cited by Castells 2010: 74). The environmental movements are categorized by three principles, their identity, their adversary and their goals. "(...)[I]dentity refers to the self-definition of the movement of what it is, on behalf of whom it speaks. Adversary refers to the movement's principal enemy, as explicitly identified by the movement. Societal goal refers to the movement's vision of the kind of social order, or social organization, it would wish to attain in the historical horizon of its collective action." (Castells 2010: 74). Castells states that the categories are based on observed practices over the last two decades and mainly related to examples from North America and Germany- which he refers to as the most 'developed environmental movements in the world' (Castells 2010: 170).

Chart 3.1 Typology of environmental movements			
<i>Type (Example)</i>	<i>Identity</i>	<i>Adversary</i>	<i>Goal</i>
Conservation of nature (Group of Ten, USA)	Nature lovers	Uncontrolled development	Wilderness
Defense of own space (Not in my Back Yard)	Local community	Polluters	Quality of life/health
Counter-culture, deep ecology (Earth First!, ecofeminism)	The green self	Industrialism, technocracy, and patriarchalism	Ecotopia
Save the planet (Greenpeace)	Internationalist eco-warriors	Unfettered global development	Sustainability
Green politics (<i>Die Grünen</i>)	Concerned citizens	Political establishment	Counter-power

Castells 2010: 171, Chart 3.1)

Based on Castells typology I chose five organizations that are associated with the protest against the Enbridge Northern Gateway-Pipeline project. Each of them follow different values and interests, but are still united in their opposition against the pipeline. Looking at their identities, adversaries and goals these five organization can be categorized as following.

1. 'Conservation of nature' (Pacific Wild) - Nature lovers against uncontrolled development
 2. 'Defense of own space' (ForestEthics)- Local Community against Polluters
 3. 'Counterculture, deep ecology' (Dogwood Initiative)- The green self against Industrialism, technocracy and patriarchalism
 4. 'Save the planet' (Greenpeace Canada and the David Suzuki Foundation)- Internationalist Eco-Warriors against unfettered global development
- (Castells 2010: 171).

Each organization promotes a new perspective on the common issue and therefore holds different sets of strategies and ways to address and mobilize people, offering diverse angles on how cyberactivism can be successful.

"The mobilization of local communities in defense of their space, against the intrusion of undesirable uses, constitutes the fastest-growing form of environmental action, and the one that perhaps most directly links people's immediate concerns to broader issues of environmental deterioration." (Castells 2010: 172 f.).

Greenpeace Canada and the David Suzuki Foundation both focused on the "bigger picture" of the issue, by focusing primarily on the issue of climate change and sustainable energy plans. While Greenpeace Canada is directly involved in the protest against Enbridge's proposal, the David Suzuki Foundation is officially opposed to pipelines but not directly associated with the Enbridge Northern-Gateway Pipeline project itself. Nevertheless, their unique approach towards consequences of the increasing exploitation of tar sand oil, makes them highly relevant as conversational partners.

To put their thoughts in perspective, this overview summarizes the experts position in the organization and a short characterization of the organizations main goals and values, retrieved from their interviews.

6.1.1 Pacific Wild

Expert: Sarah Stoner

Organization: Pacific Wild

Type: Nonprofit Organization

Position: Director of Strategy and Development

URL: Pacificwild.org

Social Media: Facebook, Twitter, Vimeo, Youtube, Instagram, Blog

About the Expert

Sarah Stoner is the Director of Strategy and Development and responsible for the internal communication about project strategies as well as co-developing strategies for the external Social Media and Communications work. She holds a M.A. In Disaster and Emergency Management and gained experience in environmental organizations while working with the 'goBEYOND' Campus Climate Network and the Sea to Sands Conservation Alliance.

About Pacific Wild

Pacific Wild was originally started to stop logging and trophy hunting of Grizzly Bears in the Great Bear Rainforest. "Today Pacific Wild's mandate is to protect the Great Bear Rainforest- so it is a geographically focused mission." This goal to protect nature includes opposing energy proposals that threaten the forest, its coast and sea life.

(Stoner 2013: Q2).

6.1.2 ForestEthics

Expert: Samantha Stanley

Organization: ForestEthics (Advocacy)

Type: Nonprofit Organization

Position: Digital Outreach Manager

URL: Forestethics.org

Social Media: Twitter, Facebook

About the Expert

Samantha Stanley is the Digital Outreach Manager at Forest Ethics Advocacy. Previously she has worked in PR, Marketing and organizational communication in the healthcare and non-profit sector. Her background is a degree in Communications, with a focus on Public Relations.

About ForestEthics

The goal of ForestEthics is the protection of forests and wilderness in North America. “We believe in a ecosystem-based management system that allow humans to benefit from the natural resources our forests and watersheds provide in a way that does not destroy those resources for future generations.” (Stanley 2013: Q2). ForestEthics was split into ForestEthics Advocacy and ForestEthics Solution in Spring 2012. This happened in direct response to Prime Minister Harper’s attempts “to silence” environmental non-profits in Canada by imposing tight restrictions on our ability to advocate for a healthy environment and still maintain charitable status. ForestEthics Advocacy is now the non-profit association, that is allowed to advocate for the environment. ForestEthics Solutions is the charitable branch, that works only on the implementation of agreements reached as a result of a campaign (Stanley 2013: Q 3.1).

6.1.3 Dogwood Initiative

Expert: Lyndsey Easton

Organization: Dogwood Initiative

Type: Nonprofit Organization

Position: Communications Coordinator

URL: Dogwoodinitiative.org

Social Media: Facebook, Twitter, Google Plus, Youtube, Blog

About the Expert

Lyndsey Easton is the Communications Coordinator at Dogwood Initiative. Her background is a journalism diploma and a BA in Communications. She is responsible for the content of social media feeds, their newsletter and blog as well as content on the homepage and writing fundraiser copy.

About Dogwood Initiative

Dogwood Initiative wants to give decision-making power over land and water back to the people of British Columbia: “British Columbians should have the right to make their own decisions about how the land they live on is used and we know that there is power in numbers.” The organization’s goal right now is the completion of two campaigns: ‘No Tankers’ with the goal to keep crude oil tankers off the coast of BC and ‘Beyond Coal’, to stop the US transporting coal through BC to ship it to Asia (Easton 2013: Q2).

6.1.4 Greenpeace Canada

Expert: Peter Louwe

Organization: Greenpeace Canada

Type: Nonprofit Organization

Position: Media Relations and Public Relations Officer

URL: Greenpeace.org

Social Media: Twitter, Facebook, Youtube, Pinterest, Google Plus, Flickr, Pinterest; Blog

About the Expert

Peter Louwe has been working as a journalist and television reporter in the past. Since 2006 he is working in the communications sector, mainly in the field of Media Relations. He is the Media Relations and Public Relations Officer of Greenpeace Canada since January 2013.

About Greenpeace

Greenpeace is a highly centralized organization with a globally decentralized, transnational network. The organization is supervised by a council of country’s representatives, an executive board, and regional trustees for North America, Latin America, Europe, and the Pacific. Greenpeace was founded 1971 in Vancouver around an anti-nuclear protest off the coast of Alaska (Castells 2010: 176). The main focus lies on the main environmental issues worldwide, whilst coordinating global campaigns and national/ local support. “Greenpeace sees as its adversary a model of development characterized by a lack of concern for its consequences on life on the planet.” (Castells 2010: 177). Greenpeace Canada peacefully fights for the achievement of permanent, positive change. “We believe in taking action, bringing environmental issues to light and

creating public awareness, to bring pressure to bear on those responsible. Our biggest priority and greatest challenge is climate change.” (Louwe 2013: Q 2). Greenpeace Canada is governed by a trustee appointed international board, persisting out of four members and a chairperson. Once a year long term strategies and measures are made, when the trustees from all international Greenpeace offices meet.

6.1.5 David Suzuki Foundation

Expert: Sarah Hall

Organization: David Suzuki Foundation

Type: Nonprofit Organization

Position: Manager of Digital Strategy

URL: Davidsuzuki.org

Social Media: Facebook, Twitter, Youtube, Pinterest, Instagram

About the Expert:

Sarah Hall has been working in the field of Non-profit Online Marketing for the past ten years, her educational background is Biology. She is currently the Manager of Digital Strategy at the David Suzuki Foundation. Her tasks include the overseeing of all elements of their website, online communications and social media and supervising the technical infrastructure that is needed for their Online outlet.

About the David Suzuki Foundation

The organization is seeing environmental science, research, education and information, crucial to make people care and be active about their concerns. Their goal is to find solutions for living within the limits of nature and promoting a sustainable Canada. Climate change and clean energy are the two main areas of focus. “Our mission is to protect the diversity of nature and our quality of life, now and for the future. Our vision is that within a generation, Canadians act on the understanding that we are all interconnected and interdependent with nature.” (Hall 2013: Q2).

6.2 Results and Hypotheses

6.2.1 Method of Qualitative Data Analysis

Qualitative data analysis is a procedure to analyze an interview or text systematically, by offering a controlled method (Mayring 2000: 8). For Mayring, two approaches are essential- the inductive category development and the deductive category application (Mayring 2000: 3). Transcriptions of narrative or half-structured interviews, as it is the case in my research, can be analyzed with the help of qualitative content analysis (Mayring 2008: 606). The inductive development of categories is the main method to subsume and reduce written content to its essence and systematically analyze it. The method allows to interpret a text within a set of rules (Mayring 2008: 602). The retrieved material is compiled in a communication model to set rules: which part of the content is used for the analysis, how is the analysis structured and which content analysis rules are applied. The analysis is repeated to avoid misinterpretation and analysis errors, the rules are staying interminable. Inductive categories are subsumed under main categories. Generalizations get integrated in categories. The attribution of categories and paraphrases of the Interview are already an act of interpretation. If categories and text are, through repetition, assigned- the categories itself become the result of the analysis eventually though categories get applied to multiple content parts often (Mayring 2008: 603). For a true qualitative approach it is advisable to chose the subjects of interpretation, the closest possible to the actual material. Using the method of inductive category development, categories are formulated guided by the selection and interview material. By reducing and deducing the content, new categories are found and old ones might be subsumed under more generalized categories (Mayring 2000: 3). "The main idea of the procedure is, to formulate a criterion of definition, derived from theoretical background and research question, which determines the aspects of the textual material taken into account. Following this criterion the material is worked through and categories are tentative and step by step deduced. Within a feedback loop those categories are revised, eventually reduced to main categories and checked in respect to their reliability." (Mayring 2000: 4).

The Criteria of reliability and validity is securing the methods quality: “The procedure has the pretension to be inter-subjectively comprehensible, to compare the results with other studies in the sense of triangulation and to carry out checks for reliability.” (Mayring 2000: 3).

6.2.2 Results and Hypotheses

I. How can the Internet and social media be used to mobilize support for a protest?

Interaction and Feedback

Online feedback is generally seen as higher in quantity, whereas personal feedback (on the phone or in person) is rated higher in their substance and quality- “(...) there is more constructive conversation over email or phone call where it is a one on one personal conversation (...) it is more superficial over social media. But(...) it gives us an opportunity to explain something to a much wider audience, so it is valuable too for sure.” (Stoner Q18, L 189). ForestEthics receives most of their feedback over email and social media, Greenpeace communicates with members over email, phone, newsletters, blogs, Twitter and Facebook (Q 11, L 65).

Dialogue would be the goal to engage members. Information is the base of communication, whereas dialogue would be the optimum- dialogue being ongoing and interactive, whereas information is a static term (Lovejoy/ Saxton 2011: 349).

For Dogwood Initiative, the sign up for petitions is where the dialogue with a potential member starts: “Dialogue typically starts after someone signs one of our petitions and begins receiving a series of automated introductory emails from us.” (Easton Q12, L60). Email and phone calls start actual dialogues in the opinion of Sarah Hall (David Suzuki Foundation) (Hall Q12, L 62).

If the initial contact is happening over social media, direct approaches are likely needed to start a dialogue. Social media spreads information and can be seen as the starting point for dialogue, dialogue itself is mostly created using phone calls, email or face-to-face conversations.

H1.1 If dialogue is the goal of communication, direct communication with members (via

phone calls, email or face-to-face) is required.

Acquisition

Social Networks have become an almost irreplaceable communication channel for the organizations. While they are not completely relying on this channel, it plays a significant role in the acquisition process of new supporters or members. Social media promotes opportunities to expand the community (Hall Q 9, L 47) and “Social media is a big source of acquisition.” (Hall Q13, L 67). Online Actions, Newsletter Sign ups and Social Media are the top three sources of acquisition to Sarah Hall (Q13, L 71). By signing a petition, new members get added to the communication stream at Dogwood Initiative, making this the starting point (Easton Q13, L 64).

H 1.2 Online tools like newsletters, petitions and social media, facilitate recruiting new member by reaching a larger audience of people interested in the issue.

Global, national and local scale

Pacific Wild works as a place-based operating organisation, they first try to address the locals that would be affected by the pipeline directly (Stoner Q 3, L 51). Their next priority is to reach the national scale, for example by helping to organize the ‘Defend our Climate Rally’ which “(...) was a very strategic effort in order to make that a national event.” (Stoner Q 3, L 44). Other groups, like the David Suzuki Foundation and Greenpeace, are trying to address the bigger picture and operate on global issues, “the climate level” as Sarah Stoner states (Stoner Q3, L51). Sarah Hall from the David Suzuki Foundation sees the Enbridge issue as “a local, national and global issue related to many areas (...) such as climate change and sustainable energy.” (Hall Q4, L 27).

Resistance against the Canadian government is another mobilization trigger. “(...) people really are getting fed up with the leadership and we are really seeing this outrage.” (Stoner Q 21, L 221). Actual physical protest in form of civil disobedience is though only expected as the last step of the protest, e.g. when the construction is actually taking place (Stoner Q29, L 285).

Mobilization and Participation

Less abstract goals, that are easier to visualize, empower members and citizens to get involved by being less intimidating. Addressing issues like climate change can be overwhelming and overpowering to people: “It is challenging to think that you can actually make a difference as an individual when you are talking about climate change- because it is so huge. But when you are talking about saving the largest intact rainforest in the world- well why wouldn’t you?” (Stoner Q3, L 55). Dogwood Initiative tries to provide members with clear strategies and instructions: “We provide timely and effective ways to engage in the issue and make a difference.” (Easton Q4, L27). Building up public pressure and and knowledge helps to mobilize a large number of people (Louwe Q16, L 850). First hand experiences are also a powerful way to engage people by making issues more tangible and less abstract. Pacific Wild does that by inviting people to the Great Bear Rainforest to experience the place (Stoner Q3, L 58) and by putting out visual content that shows the audience new perspectives of the issue e.g. underwater videos and photographs are used as a big visual media push, showing the actual area that would be affected by an oil spill (Stoner Q11, L 140). Visual content, especially videos, are seen as extremely helpful to engage people and get a mayor feedback. The visual content is often more important than the written content, states Peter Louwe from Greenpeace as well (Q10 L 62) and also ForestEthics try to use a lot of visuals “(...) as data suggests those posts are more popular.” (Stanley Q10, L 64). On the platform Facebook, images get the most feedback (Hall Q 10, L 51). “Powerful visual imagery (...) can do a lot to sway people’s education level and opinion about projects like Enbridge.” (Stoner Q 24, L 247).

H1.3 If tangible goals are empowering, citizens are more likely to take action.

H 1.4 If social media is using visual content, it reaches a bigger audience.

Participation Online

Pacific Wild doesn’t see much value in the simple like-clicking or petition signing- they ask people to take action, do something, They offer samples for letters to officials, or give the advice to host a film night with Pacific Wild films. Information and education makes people spread their messages more sustainably- and requires commitment: “(...) learn something about the issues that you try to inform you and form your opinion and go talk to other people about it.” (Stoner Q 16, L 177).

The issue of “one-click-activism”, or “click-tivism”, is common to the communication experts but not seen as solely negative. Placing a “like” or other online-based activities are classified as the possible starting point for further, anticipated, engagement: “Of course we don’t attribute a like on Facebook to someone changing their behavior, but it might be a start.” (Hall Q 14, L 77).

“I think there are definitely more people that are aware and that feel like they are doing something about it. And I think that is a really important place to be.” (Stoner Q 16, L 174). Greenpeace’s Peter Louwe sees this kind of activism as “(...) one level of engagement, that we try to build on. We see more people are taking action online all the time, which helps complement action that people take offline.” (Louwe Q14, L 76).

H 1.5 Online action can be a starting point for action, if offline commitment is required.

II. Is the Internet only use, supporting real life protests and their strategies or has a “cyberactivism” evolved, that is acting independently?

Supporting role vs leading role

Social Media amplifies messages and increases their reach (Hall Q9, L 47). Social media is used to update members about ongoing campaigns (Stanley Q9, L 61) and inform people about issues and events that they can sign up to (Easton Q14, L 69). The action people take Online is also seen as complementary to the offline actions (Louwe Q14, L 76). The Internet operates as an organizing tool, an accelerator and a solidarity tool and therefore strengthens protest (Louwe Q15, L 80). “I do see Facebook as a huge accelerator. It is a great tool for creating awareness and casting a wide net of people to attend (...) and an easy way for people to share the invitation.” (Stanley Q15, L 88). For Lyndsey Easton the right blend of online and offline is critical to impact- so a combination was most effective (Q15, L75). Often messages are online first, because of the speed of digital. “(...) it can take 10minutes or so to transmit a news release to newsrooms. There us a crossover. We take the URL’s from news outlets and post them online.” (Louwe Q18, L97). For the David Suzuki Foundation social media (Twitter and Facebook) are the first outlets of a message release, followed by their website (blog) and an email to their support base (petition or online action) (Hall Q18, L93).

Online media has the advantage to be fast, flexible and easy to establish: “The speed and flexibility(...) can make traditional media channels seem sluggish and outdated.” (Louwe Q19, L 103),

H 2.1 Social media is used as a planner, if events and campaigns are regularly updated.

Funding

The organizations are dependant on donations and funding, which gives the public monetary and also strategic influence. Organizations “listen” to their supporters (Louwe L 18, Stanley L 21, Hall L 21 all Q3) and “consider their thoughts and suggestions” when creating strategies (Stanley Q3, L 21). In some cases donors can place their funding towards certain campaigns and measures and therefore influence an organization’s priority list: “(...) when it comes to donations, donors are always welcome to flag where they want their contribution to go to.” (Stoner Q19, L 198).

Donors “greatly shape (our) work and campaign focus.” (Easton L 18). For Greenpeace, individual donations is the “chief means of support. We listen to the public and engage with them for input and funding.” (Peter Louwe Q 3, L 18). The interests of supporters are also important to the organization and can be guidelines for future content on their homepages or social media channels: “(...) we place a high value on listening to our large online communities and providing content that is relevant to those communities.” (Hall L 21).

H 2.2 If an organization is dependant on funding, members hold strategic and monetary influence.

III. How are internal and external processes of the organizations influenced by communication technologies and networks?

Monitoring

One of the shared goals of the five interrogated organizations, is their strive to get to know their audience better. Monitoring their social media outlet is already part of their jobs, new tools to analyze data and ways to use this knowledge for the conception of

strategies are being tested. New members at ForestEthics are tracked and cultivated in their Customer Relationship program (Stanley Q13, L 78).

Knowing the audience you are addressing makes it easier to engage them and “(...) move them up the ladder of engagement (...) the more we know about them, the better we can do that.” (Stanley Q 8, L 57). Social media offers the possibility to track data and trends and therefore can give important new impulses as a strong tool for campaign developments and event planning (Easton Q9, L45). Analytic tools help organizations to find out, who it is they are talking to- and how they can reach them better, or whether their message is even being heard, according to Sarah Stoner (Q 6, L 95). This could equal out the anonymity-disadvantage of Online communications.

H 3.1 If monitoring tools are used, messages can be custom made for the target audience.

H 3.2 If monitoring tools are used, organizations can create more relevant content.

Collaborations

Environmental organizations work closely together on the Enbridge Topic. Especially events like the ‘Defend our Climate Rally’ have shown in the past how efficient and useful cooperations between organizations are to make a statement and raise public awareness. The work with First Nations is a priority, as some of them lack the capacity to “(...) deal with the communication and outreach aspects that would be necessary in order to behave like an environmental organization.” (Stoner Q4, L 66). Organizations state their fellow opponents and use cooperations as an amplifier of their messages and actions, or offer less advantageous groups help: “(...)once a First Nation has stated that they are opposed to the project, that is something we would help to amplify, their voice.” (Stoner Q 4, L 70) and pull resources together (Stoner Q4, L 77). Greenpeace works and coordinates with fellow tar sand allies and supports “(...) those who oppose the project in order to preserve our environment, coastal communities and First Nation rights.” (Louwe Q4, L 26). ForestEthics partners up with other Canadian organizations involved in the Enbridge issue (Stanley Q4, L 27). Greenpeace works close with Alberta land owners, First Nations, other environmental groups and local citizens “(...)to expose the close relationships between the Harper government and the oil industry and try to give a voice to the right thinking Canadian who wants information and to be heard.” (Louwe Q 5, L37).

The work with First Nations is essential for Greenpeace as they “as a level of government (...) add a strong voice to the environmental movement that other governments cannot ignore.” (Louwe Q20, L. 110). Dogwood Initiative and Forest Ethics also work close with various protest leading First Nations (Easton Q20, L 93). Collaborations can create more credibility and a ‘louder voice’, they can help highlight issues and perspectives and amplify voices. Sharing content is another way, organization support each other to empower the protest. The David Suzuki Foundation follows the rule of putting out 50percent of their own content and 50percent of other organizations and sources (Hall Q10, L 50). An internal working group with representatives from a dozen environmental groups in British Columbia share statements and content “(...) they’ll put it to the group and say if that language appeals to you feel free to use it and abduct it.” (Stoner Q7, L 103). Though there is a sense of competition and at times a limit to collaborations as “(...)people also want to be unique,” (Stoner Q7, L 106).

H 3.3 Collaboration leads to more credibility of a statement. H. 3.4 and a wider reach.

Transparency

Online communication with members helps to make fundraising more transparent. Organizations can communicate easier, where the raised money is going. This helps recruiting donors (Stoner Q 13, L 23). Sarah Hall sees the possibility to connect their Customer Relations Management (CRM) to social media channels- monitoring makes the members more transparent as well. Lyndsey Easton sees a huge potential in knowing which content users a sharing the most, to consequently better target their supporters in social media channels (Easton Q19, L89).

H 3.5 If social media makes fund raising goals more transparent, more people feel inclined to donate.

IV. Is traditional mass media losing importance as an information channel?

Reduced Costs

The Internet can help reduce the cost of communication strategies and campaigns, this can be a decisive factor when an organization is planning which media channel

to use (Shirky 2010: 5). This is true for most of the environmental organizations, as “it is really challenging (...) to have the resources to fund traditional media “ (Stoner Q21, L 228). Another reason can be the capability of an organization to orchestrate big campaigns with limited staff. ForestEthics for example works with Twitter and Facebook, mainly because they don’t have a big communications department: “(...) we’d rather do less and do it well than stretch our efforts and make them weak.” (Stanley Q 7, L 50). Smaller organizations seem to be, not surprisingly, more inclined to make budget-driven decisions for social media. Greenpeace starts major campaigns and statements with mainstream media “to reach most Canadians” with the priority that the work is “heard and seen by the public, mainly through mainstream media but also using online tools.” (Louwe Q5, L35). They use social media to amplify those messages but see Online and Offline as equally important and growing channels (Louwe Q7, L 49 and Q13 L 73). A combination of both, mainstream media and social media, is beneficial for big projects- for example the signing up for public hearings against Enbridge. Door-to-door petitions and online sign ups made a “huge push over a couple of months”(Stoner Q15, L 169). Social media is apparently easier to maintain than even a homepage as well: “We try and update our Twitter and Facebook channels at least once a day if not more. We used to post a daily news roundup to our website but due to limited staff capacity at this time we’ve had to put that task on hold.” (Easton Q 10, L 49). Pacific Wild planned to release a series of advertising on television- but then they realized that an online investment would have a stronger influence with their given budget (Stoner Q33, L 335).

H4.5 If budget is limited, social media becomes the priority channel.

Alternative news and information channel

The Defend our Climate Rallies (see photos chapter IV.) were advertised with posters and social media (e.g. on Twitter with #defendourclimate, #Nov16) but without paid advertising in newspapers. Sarah Stoner of Pacific Wild states that “(...)we didn’t have any budget for this event but we did put out a press release in which case media would have had the opportunity to get the message out (...) even after the event mainstream media really downplayed the numbers across the nation.” The Internet is then acting as the alternative news and information source. This is important when information

is not being covered (enough) or misrepresented by mass media (e.g. downplaying numbers) (Vegh 2003: 71 f). Instead of a big budget, social media needs “‘people power’ to be fueling what is going online” (Q 21, L 228). Social media is saving budget and time and therefore gets chosen over mass media at times of limited financial and structural possibilities.

H4.6 If staff is limited, social media updates are the first outlet of media.

7. Conclusion

Online media is apparently used mainly as a supporting channel to amplify and complement the usage of traditional media. Social media can equalize weaknesses of traditional media with its wide reach and instant effectiveness. My findings show that social media has become an important tool for the acquisition of new members, the fast and up to date distribution of information and the organization of mass events. The use of social media can generate trust by providing a new transparency (e.g. on where donations go) and offering new opportunities in member-organization interaction. Collaborations empower the protests and increase the organizations reach. Therefore protests can become amplified and facilitated by the use of Online media. However, environmental cyberactivism on the issue of the Northern Gateway-Pipeline protest presents itself as an Internet-enhanced and not Internet-based protest that doesn't rely solely on Online strategies. Hence, the results don't offer a definitive set of strategies for cyberactivism, as the environmental organizations all use a combination of channels and approaches that fit their goals and vision best. However, online media holds many advantages for a modernized approach to environmental activism, where the members voice becomes central.

The Canadian icon of environmental activism David Suzuki, 2012 stated in a blog post that “Environmentalism has failed” (Suzuki 2012). A provoking and emotional statement by somebody who has dedicated his life to environmentalism. Suzuki announces that a paradigm shift would be needed to move towards a more sustainable way of preserving our environment's health instead of focusing solely on the consequences that negative

environmental impact has. Therefore, a viewpoint that focuses only on supporting the protection of resources or promotion of the economy does not address the root of the problem. "When we believe the entire world is filled with unlimited "resources" provided for our use, we act accordingly. This "anthropocentric" view envisions the world revolving around us. So we create departments of forests, fisheries and oceans, and environment whose ministers are less concerned with the health and well-being of forests, fish, oceans, or the environment than with resources and the economies that depend on them." (Suzuki 2012).

Economy before environment- this is how many governments prioritize, putting global issues like climate change aside (Gatehouse 2013: 65). Suzuki sees the failure of environmentalism affirmed by the fact that the same battles that were fought years ago are now starting over again- apparently nothing has been learned or solved (Gatehouse 2013: 68). A frustrating stand point, that I find too radical when I think of my conversations with the 'next generation' of environmental activists. Pacific Wild's Sarah Stoner made a statement that comes to my mind in this context: "It is challenging to think that you can actually make a difference as an individual when you are talking about climate change- because it is so huge. But when you are talking about saving the largest intact rainforest in the world- well, why wouldn't you?" (Stoner Q3, L 55.) More than petitioning governments to change financial or economically driven strategies, there lies a power in looking at the smaller scale of environmental issues and focusing on regional, local issues and what can be done. Use the Internet and use social media to spread local success, inspire local movements globally and spark new dynamics and enthusiasm for environmental protection. Transforming Online numbers into the offline reality might be the biggest challenge organizations are facing now. How can likes and followers be translated into people taking action? The answer to this might lie in the way goals are communicated. Clear instructions and modest goals might have more impact than addressing larger than life issues. Educating people and inspiring small changes of lifestyle are encouraging and applicable, whether Online or Offline. The ability to pinpoint an audience, especially on the small scale of a local protest, opens new possibilities to mobilizing people. The monitoring of recipients appears to be one of the big common goals organizations are striving for. Whereas activism once was targeted towards the solution of global issues by addressing a broad audience over mass media, the new

possibilities of online media offer local and global reach at once. Today, the audience can speak for themselves, can verbalize their opinion faster and with a wider reach and they're not reliant on one iconic figurehead speaking for them in public. Collaboration and communal effort are higher valued as they offer more opportunity for individual involvement. Instead of mass media, now the masses actually speak through media. These are strong arguments for the increasing importance of social media experts in Organizations. Social Media is a complementary, supporting media channel, that offers benefits that can outline disadvantages created through mass media, through financial restraints or limited resources like time or staff. Social Media is not the one channel that holds all power- but it is certainly the fastest, most widespread, easy accessible channel to communicate powerful messages.

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Appendix

I. Questionnaire

Hello,

As discussed, I have compiled some questions for my research on the topic of:

**‘The Northern Gateway-Pipeline Protest in BC, Canada-
Mobilisation of an Environmental Movement through the Power of Cyberactivism’**

I look forward to getting your insight as an expert on this topic. Please answer the questions to the extent that seems appropriate to you. As I want to keep this e-mail interview as interactive as possible, please feel free to add in additional information if you feel it is relevant.

Thank you for participating in my project,

Kathrin Jänsch
M.A. Student of Communication Science at the University of Vienna

Can you tell me a bit about your background and what your current position is at Dogwood Initiative?

What are the main goals and interests Dogwood Initiative is aiming for? What does the organization stand for?

How is Dogwood Initiative structured internally and externally?
How much influence do members of the public/ donations have?

How is Dogwood Initiative engaging in the Enbridge Pipeline Protest (since when, why, as a local, national or global issue)? Do you get international requests (media/citizen/partner organisations)?

Can you specify your work tasks towards this matter and the campaigns your are working on?

Does Dogwood Initiative cooperate with other organizations? (e.g. the Defend our Climate rallies)

Which media channels and which social media channels does Dogwood Initiative use?

Are you using tools to monitor your social media outlet?

What opportunities do you see in social media for your work and how integrated is it in your strategies?

Are there daily updates and do you focus on visual or written content? Why?

How do you communicate with your members/donors? Direct via email/phone/Newsletter or indirect via Blog/ Twitter/ Facebook?

I. Questionnaire

Where does most of the feedback come from and where does the dialogue with members begin?

How are potential new members/followers accessed? Is that happening more Online or Offline now?

Do you see a change in how people engage and participate online? Is 'One click activism' a problem (many likes no action)?

Do you see social media as an accelerator for a protest? Are there disadvantages (like less group identity, less awareness of responsibility...) that you experience?

How important is the build up of public pressure for a successful campaign?

Is there a direct dialogue between Dogwood Initiative and Enbridge or/and the Government or is this based solely on public hearings and media release?

How is a message/campaign spread- which release channel comes first?

What new campaign possibilities do you see through the advantages of social media?

Is Dogwood Initiative in contact/cooperation with First Nations organizations?

What do you see ahead for this issue – how will Dogwood Initiative react to a negative/positive outcome?
What future actions are planned?

II. Complete Transcription

i. Peter Louwe / Greenpeace Canada

E-Mail Interview

1 *Q1: Can you tell me a bit about your background and what your current position is at*

2 *Greenpeace Canada?*

3 Peter Louwe: A longtime journalist and television reporter, I have been doing communications

4 work, mainly media relations, since 2006. Always passionate about the environment, I was

5 lucky enough to find a position doing media relations and public relations for Greenpeace

6 Canada, which I began in January, 2013.

7 *Q2: What are the main goals and interests Greenpeace Canada is aiming for? What does the*

8 *organization stand for?*

9 P.L.: Greenpeace Canada peacefully confronts those who damage the environment and

10 works to achieve permanent, positive change. We believe in taking action, bringing

11 environmental issues to light and creating public awareness to bring pressure to bear on those

12 responsible. Our biggest priority and greatest challenge is climate change.

13 *Q3: How is Greenpeace Canada structured internally and externally? How much influence do*

14 *members of the public/ donations have?*

15 P.L.: Greenpeace Canada is governed by a board, which appoints a trustee. Trustees from all

16 Greenpeace offices meet once a year to agree on the long-term strategy of the organization,

17 make necessary changes to governance structure, set a ceiling on Greenpeace International's

18 spending and elect the international board of four members and a chairperson. We take no

19 government or corporate funds, so individual donations is our chief means of support. We

20 listen to the public and engage with them for input and funding.

21 *Q4: How is Greenpeace Canada engaging in the Enbridge Pipeline Protest (since when, why,*

22 *as a local, national or global issue)? Do you get international requests (media/citizen/partner*

23 *organisations)?*

24 P.L.: Greenpeace Canada is opposed to Enbridge's Northern Gateway pipeline and has been
25 since the proposal was first made as it will contribute to the expansion of the tar sands,
26 Canada's fastest growing source of GHG emissions. We work with our tar sands allies, mainly
27 in the U.S. and get requests from all over the world for information, photos, etc., as well as to
28 partner with in sharing resources. We chose not to speak at the NEB Gateway hearings but
29 support those who oppose the project in order to preserve our environment, coastal
30 communities and First Nations rights. We speak out against Enbridge's pipeline plans and
31 expose its track record of spills across North America as well as its lack of accountability
32 regarding its pipeline network.

33 *Q5: Can you specify your work tasks towards this matter and the campaigns your are working*
34 *on?*

35 P.L.: My priority is to ensure our work is heard and seen by the public, mainly through
36 mainstream media but also using online tools. A key element of this is to bring the pipeline
37 issue to its source - the rapidly expanding tar sands of Alberta. We work with Alberta land
38 owners, First Nations, other environmental groups and local citizens to expose the close
39 relationship between the Harper government and the oil industry and try to give a voice to the
40 right thinking Canadian who wants information and to be heard.

41 *Q6: Does Greenpeace Canada cooperate with other organizations? (e.g. the Defend our*
42 *Climate rallies)*

43 P.L.: We do cooperate with other organizations. Sometimes we take the lead and sometimes
44 we act in support, such as recent Defend the Coast and Defend the Climate Rallies. We
45 coordinate with groups like Pembina, Forest Ethics, Dogwood, Sierra Club and others to help
46 each other.

47 *Q7: Which media channels and which social media channels does Greenpeace Canada use?*

48 P.L.: We use all mainstream media - newspapers, radio, television, magazines, as well as

49 online channels, mainly Twitter and Facebook, to get our message out. Major campaigns and
50 statements usually start with mainstream media to reach most Canadians, then we amplify the
51 message through online methods.

52 *Q8: Are you using tools to monitor your social media outlet?*

53 P.L. We have a media monitoring service as well as use Google Alerts. The alerts often pick
54 up social media mentions that I can follow up on.

55 *Q9: What opportunities do you see in social media for your work and how integrated is it in*
56 *your strategies?*

57 P.L.: We are in the process of analysing our use of social media and perhaps expanding its
58 role. Our tar sands campaign seeks to expand our use of digital strategies in future.

59 *Q10: Are there daily updates and do you focus on visual or written content? Why?*

60 P.L.: I get a report from our media monitoring service daily and also do my own online checks.
61 Most stories are in text form, often with pictures, which are critical to what we do. There is
62 more written material to go through although the image is often more important.

63 *Q11: How do you communicate with your members/donors? Direct via email/phone/Newsletter*
64 *or indirect via Blog/ Twitter/ Facebook?*

65 P.L.: We communicate with our members using all available tools - email, phone, newsletters,
66 blogs, Twitter and Facebook - both directly and indirectly.

67 *Q12: Where does most of the feedback come from and where does the dialogue with*
68 *members begin?*

69 P.L.: Mostly through face to face interaction with our fundraisers, although quite a bit comes
70 through email and social media, which is growing.

71 *Q13: How are potential new members/ followers accessed? Is that more happening Online or*
72 *Offline now?*

73 P.L.: Both online and offline are equally important and are growing.

74 *Q14: Do you see a change in how people engage and participate online? Is 'one click activism'*
75 *a problem (many likes no action)?*

76 P.L.: One click activism is a fact but it shows one level of engagement, that we try to build on.
77 We see more people are taking action online all the time, which helps complement action that
78 people take offline.

79 *Q15: Do you see social media as an accelerator for a protest? Are there disadvantages?*

80 P.L.: We see it as many things, including being an organizing tool and a solidarity tool.

81 Sometimes it can be an "accelerator". The disadvantages mentioned (less group identity and
82 less awareness of responsibility) are sometimes present in any kind of mass protest and are
83 not specific to social media.

84 *Q16: How important is the build up of public pressure for a successful campaign?*

85 P.L.: It can be useful but not necessary. If we want to mobilize a large number of people, public
86 knowledge and pressure helps. Sometime we will campaign to draw attention to an issue that
87 isn't getting enough attention and had little or no public pressure on it prior to the campaign.

88 *Q17: Is there a direct dialogue between Greenpeace Canada and Enbridge or/and the*
89 *Government or is this based solely on public hearing and media release?*

90 P.L.: We are not in direct communication with Enbridge, at least regularly, but we do
91 communicate with industry and various levels of government. For instance, our Vancouver
92 office staff travelled to Victoria (B.C.'s provincial capital) to speak with elected representatives,
93 both government and opposition, just after the most recent election.

94 *Q18: How is a message/campaign spread- which release channel comes first?*

95 P.L.: A campaign message can be sent to mainstream media and online channels
96 simultaneously. For example, if he conduct an action of photo opportunity, the pictures and
97 caption are tweeted, posted on our website and sent to news media at the same time. The
98 speed of digital means the first message is often online as it can take 10 minutes or so to

99 transmit a news release to newsrooms. There is crossover. We take the URL's from news
100 outlets and post them online, sometimes with our own photos and sometimes with news
101 photographs.

102 *Q19: What new campaign possibilities do you see through the advantages of social media?*

103 P.L.: Online groups are fast and easy to establish. For instance, our tar sands group has many
104 followers, subscribers and contributors, all of whom can amplify campaign messages to similar
105 thinking people as well as new audiences. The speed and flexibility of that online work can
106 make traditional media channels seem sluggish and outdated. Still, we like the "newspaper of
107 record" type article to share and post on the bulletin board as it has a permanence and
108 authority online material usually lacks.

109 *Q20: Is Greenpeace Canada in contact/ cooperation with First Nations organizations?*

110 P.L.: Absolutely. We work closely with First Nations, sometimes in support of their work,
111 sometimes to let them know in advance we're planning something, sometimes to engage their
112 support. In B.C., the Great Bear Rainforest campaign is inter-twined with First Nations.
113 Regarding the tar sands, it's hard to image our campaign being as successful without our work
114 with First Nations. As a level of government, they add a strong voice to the environmental
115 movement that other governments cannot ignore.

116 *Q 21: What do you see ahead for this issue- how will Greenpeace Canada react to a
117 negative/positive outcome? Which future actions are planned?*

118 P.L.: We celebrate our victories and learn from the challenges less positive outcomes present.
119 If we do an action that generates much negative reaction, we do not consider that a backward
120 step. Sometimes, making a negative impression is needed before we can move toward a
121 solution. Also, for everyone who makes their negative views known, there is usually many who
122 agree with us who don't speak up. We do not announce our actions in advance unless we are
123 calling for mass mobilization, like for a large rally.

ii. Sarah Stoner / Pacific Wild
Personal Interview

1 *1. Can you tell me a bit about your background and what your current position at Pacific Wild is?*

2 Sarah Stoner: I guess it is kind of a roundabout way as things always are but so like I told you I did
3 my education here in Victoria and during, while I was writing my thesis I was visiting a boyfriend
4 at the time in Prince George. So prince George is one of the northern cities that is on the pipeline
5 route and so that is when I first started to really hear about the project and to get involved. So I
6 volunteered with a local grass-roots community in prince George called the Sea to Sands
7 Conservation Alliance. And with them it was very basic, like door-knocking informing people
8 about what was happening- so a very traditional style of activism, informing people about the
9 risks that the pipeline would suppose and having them to sign on to a petition to stop the pipeline
10 essentially. And then from there I started working for an organization called the goBEYOND
11 Campus Climate Network - which was really based on University Campuses all over BC- and the
12 goal was to train students from the twelve different universities on how to do climate action
13 activism on their campuses, how to push their campuses more towards carbon-neutrality. I was
14 always working on the Enbridge issue on the side. A lot of what I learned in the Online realm and
15 campaigning was from the work with goBEYOND because we were trying to reach students all
16 across BC and we had those sort of centralized hubs with campus-coordinators on each of the
17 university campuses, but for the most part we were running an online movement. So that is
18 where I gained those skills and interests, and then just through continuously being passionate
19 about stopping the Enbridge Proposal I began working more with Pacific Wild which is a tiny
20 organisation on the coast, they are actually based near Bella Bella, which is about half way from
21 here and Alaska so right in the heart of the Great Bear Rainforest. There is about five to eight of
22 us, eight in the summer and five of us year round, that work for the organisation. So it is very
23 small. And a lot of grew over the last three years I would say.

24 *2. What are the main goals and interests Pacific Wild is aiming for, what does the organization*
25 *stand for?*

26 S.St.: Pacific Wild's mandate is to protect the Great Bear Rainforest- so it is a geographically
27 focused mission. And the Great Bear Rainforest – I'm sure you have looked into the region it is
28 sort of the north end of Vancouver Island ... inlet all the way up to the Alaska pan-handle and it
29 includes a solid piece of the mainland as well as all of the sort of inner coastal islands- and so
30 basically in protecting saying that you are protecting an area means that the battles that you fight
31 are dependant on what comes your way. So the organisation was actually started to help stop
32 logging practices in the area. Pacific Wild is only about 8 years old at this point. But prior to that
33 the founders of Pacific Wild had started an organisation called Raincoast Conservation, (...) so
34 Ian McAllister who is our PW founder also started Raincoast with his Dad. And I guess they got to
35 the point where they wanted to have – because Raincoast grew so fast- sort of a smaller
36 organization and be in control again. So they started Pacific Wild, Ian and his wife Karen. So
37 originally the goals were to stop logging, to stop trophy hunting of Grizzly bears in the Great Bear
38 Rainforest and more and more so its turned to Enbridge, not just Enbridge but other energy
39 proposals so now they are starting to talk about exploiting liquid natural gas from the area as
40 well- so it's this whole industrial scale shipping fiasco as well.

41 *3. Is the work regarding energy issues happening on a different scale now- are local issues*
42 *automatically national issues?*

43 S.St.: I think that has a lot to do with the work that various environmental groups have done in
44 order to take it to a national scale. We've done as much as we can in a lot of ways to mobilize the
45 people that are on the ground in the areas that would be locally affected. And we are really trying
46 hard to bring it to a national scale at this point. So the Defend our Climate Rally that happened a
47 few weeks ago – that was a very strategic effort in order to make that a national event and also
48 Enbridge is happening. But there is also a number of other mayor tar sand expansion pipelines

49 that are in the works. There's different schools of thought obviously when talking about
50 conservation- so one is the sort of place-based idea where people love a place and do everything
51 to protect it. And fewer people have lodged on to climate activism. We still do have really focus at
52 Pacific Wild on place-based. Whereas a lot of other groups at the moment are trying to go to sort
53 of the climate level. But it's not really something that is popular with Canadians, so it is really a
54 tough go in order to communicate climate in a way that is accessible to people and makes people
55 want to take action on it. It is challenging to think that you can actually make a difference as an
56 individual when you are talking about climate change- because it is so huge. But when you are
57 talking about saving the largest intact rainforest in the world- well, why wouldn't you?
58 So a lot of what we focused up to date is trying to expose the area to people who haven't had the
59 chance to visit the place and also invite people to come visit and allow them to experience the
60 place. (hands on experience creates a stronger feeling?) It is the scale of wilderness that is really
61 incomprehensible to a lot of people but also interacting with people in communities that do exist
62 in the GBR. So there is a number of different First Nations groups that have lived there for a
63 thousands of years and continue to live in ways that are very much in like their traditional life,
64 especially in terms of diets and harvesting...

65 *4. How do the First Nation groups act in comparison to other organizations?*

66 S.St.: So I find that a lot of the FN groups that we work with are so overwhelmed and
67 overburdened with various industrial proposals that they don't necessarily have the capacity to
68 deal with the communication and outreach aspects that would be necessary in in order to behave
69 like an environmental organization. So there is definitely a lot of incidents during the Enbridge
70 campaign where we have worked very closely with First Nations- once a First Nation has stated
71 that they are opposed to the project, that is something we would help to amplify, their voice...

72 *5. Who approached who- your organization approached them or have First Nations Organizations*
73 *been asking for collaboration?*

74 S.St.: It's been both- it's been a very collaborative project. We actually had someone email us last
75 week saying: "Why are there so many environmental groups working on the same thing or
76 working on different things, just get together- be one!"

77 Well, there is diversity for a reason (...) but there is also so many incidents where most of the
78 groups of BC have collaborated together really strong on this issue.

79 It is really phenomenal to see how people have pulled resources, worked together- not just the
80 environmental groups but also with First Nations and local governments especially. Decentralized
81 organizations are definitely more flexible to react.

82 *5. How is Pacific Wild structured as an organization?*

83 S.St.: My position is Director of Strategy and Development- so I do a lot of fundraising.

84 So a lot of that entails internal communications about what the project leaders want the outcome of
85 the projects to be, what types of projects they want to be running and then beginning to put that
86 on paper and find the funding for it- so that is a lot of the internal communication side.

87 There is another staff person that works on Social Media and Communications – and we kind of
88 co-develop strategies for that. But overall campaigns and development strategies are really done
89 by everybody in the organization.

90 *6. Does the Input for strategies come mainly from the Outside, or by trial?*

91 S.St.: It is pretty varied (...) We can get situation where we just know we have to take a step back
92 and evaluate the approach that we have taken so far. We have internal strategy sessions twice a
93 year where try to do that, we evaluate where we at, if we are working towards our goal, if we gotten
94 any closer, if our approach hasn't worked at all and we need to reconfigure what is happening.

95 We use a lot of tools online to be able to reach our target audiences and communicate with
96 supporters and so on that front we use a lot of these analytics tools to understand who it is we
97 are talking to, whether or not our messages are being heard.

98 *7. Has Monitoring become a big part of strategy building?*

99 S.St.: Definitely, a lot of the time strategy and communications pushes are reactive. I guess it was
100 last year when Christy Clarke announced the 5 conditions for oil transport in BC. There is a press
101 release coming, you don't know what is going to be in the press release, so you create a strategy
102 after the fact.

103 There is sort of an internal working group where there is representatives from a dozen
104 organizations in BC that are working on the issue, where somebody has released a statement-
105 and they'll put it too the group and say if that language appeals to you feel free to use it and
106 abduct it. But a lot of the time people also, despite the fact that we collaborate as well, people
107 also want to be unique.

108 *8. How is Pacific Wild engaged in the Enbridge issue?*

109 S.St.: The first time I heard about Pacific Wild was in 2010, they've just undergone that really neat
110 project called the Great Bear RAVE. And RAVE stands for Rapid Assessment Visual Expedition
111 and they did this in collaboration with the International League of Conservation Photographers
112 and so they brought this team of twenty National Geographic Wilderness photographers to the
113 Great Bear Rainforest and they spend two weeks just getting out there and taking the most
114 beautiful pictures that they could and that was really the first attempt to present the Great Bear
115 Rainforest, through imagery, to to the broad public.

116 *9. Where was that released?*

117 S.St.: There is a film that was made about the process, about these twenty photographers coming
118 to the are having conversations with the locals, getting the shots that they wanted, it is called
119 Spoil. So my first role with Pacific Wild was organizing the launch of that film and alongside it we
120 printed up that beautiful exhibit of photography that came from the event, so we had 30 images
121 and this film premier. That was my first job for Pacific Wild was to organize that event- and it was
122 in North Vancouver, we had about 500 people and it was at that point, more traditional media, we
123 put out a press release- there was sort of a press conference in the morning but we also used

124 social media to communicate with our existing supporters and email newsletters to get people to
125 come out.

126 *10. What has changed since then?*

127 S.St.: I think our organization has grown a lot since then especially in terms of our online research.

128 And yeah I think we d put more emphasis on getting online throughout the expedition to keep
129 people hooked and then to sort of having an audience that was awaiting the final product.

130 *11. Which social media channels does Pacific Wild use- and why?*

131 S.St.: It is interesting we had such different success on different social media platforms. I think
132 because a lot of the work that we do is so visual, that we have a hard time on Twitter. On
133 Facebook we have like 7,000 fans but it is not long ago when we were less than 5,000 but we
134 were able to present visual and film content so much more easily than on Twitter and I think that
135 appeals to people(...). I think throughout the campaign it has been really important to refresh the
136 imagery that's been produced as well so we had the images from the Great Bear Rave that we
137 used and then our director Ian is also a phenomenal photographer. It really helps to illustrate
138 people, who have never visited the area whether they re from Vancouver, Victoria, we have
139 actually a lot of supporters from Germany. Just illustrating different parts of the Rainforest and
140 different parts of the rainforest and what it is like in different seasons. And we also have, over the
141 last few days been putting out these underwater videos and photographs, which is totally
142 refreshing from an original side of the campaign as well. So the real impact of an oil spill is
143 primarily going to be on the marina environment. And we don't really know what's down there, so
144 this is one of the first big visual media pushes that we have done for our Great Bear Rainforest....

145 *12. I saw you wrote a Blog called "Dear Mr. Harper" (<http://www.dearmrharper.com/>)- is this blog*
146 *associated with your work for Pacific Wild?*

147 S.St.: That was a personal project that my partner and I did last summer. We bought a sailboat last
148 year, and we moved on to it and sailed- and that was when I started working for PW full-time

149 when we arrived in Bella Bella. And we both have been saying that we want to write more so we
150 both challenged ourselves to write something everyday and that is the format that it has taken on.

151 *13. What kind of Feedback did you get on that blog- and from who, was there a lot of interest from*
152 *other organizations?*

153 S.St.: We definitely had people asking if they could use certain posts or photos on their own
154 organizational blogs, we had a few inquiries from magazines that wanted to write about it. It
155 wasn't huge by any means, it was more a personal project for friends and family to watch our
156 route and where we are. We also compiled that into one document and that is what I submitted
157 as my personal written statement to Enbridge.

158 *14. On your blog I was reading you were participating at a public hearing?*

159 S.St.: I just finished spending my first year on the coast of the GBR and really got to know and got
160 intimate with what is at stake and the people that depend on their region and resources of the
161 area for their day to day survival and I felt very passionate about adding that to the many voices
162 that spoke against the project.

163 *15. How did you sign up for that public hearing?*

164 S.St.: It was an open process, so there was a call out and until August 31st of last year you could
165 submit a written statement and there was also a period where you could apply to give an oral
166 statement and so I think it was Forest Ethics, Dogwood Initiative and Sierra Club were the three
167 organizations that really encouraged individuals to sign up for these oral statements. What
168 happened was it totally flooded the whole process, and so there were over 7.000 people that
169 actually signed up- there were people going door to door with petitions standing in busy shopping
170 malls with forms to sign up and also using email and social media- it was a huge push over a
171 couple of month. When it came down to it, there were far fewer people that actually spoke in the
172 end- and the panel made it a little bit complicated but they obviously had a lot of schedule issues.

173 *16. Do you think there are less hurdles to join a protest online?*

174 S.St.: I think there are definitely more people that are aware and that feel like they are doing
175 something about it. And I think that is a really important place to be. And I think that's where
176 organizations that use online tactics for organizing will always struggle is in moving that crowd to
177 people that are more engaged. And I think a lot of the what Pacific Wild does isn't necessarily
178 around simply just clicking like or signing a petition or that kind of thing- we don't really see value
179 in petition. We really ask people to do something, to write a letter or to get their friends together
180 and host a film night with some of the films that we have worked on in the past, learn something
181 about the issues that you try to inform you and form your opinion and go and talk to other people
182 about it.

183 *17. Do you approach people directly via mail or in person or indirectly via social media?*

184 S.St.: So we use e-newsletter we also do print newsletters once a year, that go to peoples
185 mailboxes, we have quite a few people that still will pick up the phone and call us on a regular
186 basis and we also use a variety of social media- we use Twitter, we use Instagram, Youtube,
187 Vimeo and a blog and Facebook obviously.

188 *18. Where do you feel the most dialogue begins?*

189 S.St.: I would say there is more constructive conversation that are had over email or phone call
190 where it is a one on one personal conversation and that it is more superficial over social media.
191 Once again it gives us an opportunity to explain something to a much wider audience, so it is
192 valuable for sure.

193 *19. How big is the influence of members on the organizations actions?*

194 S.St.: So we don't have a membership per se, some organizations are membership based- where
195 you pay a membership fee. We do keep record of people that have subscribed to our email-
196 newsletter, people that have requested to receive communication from us, people who have
197 donated in the past, or bought one of our books- so we do keep track of everybody. In terms of
198 how people influence us, there is definitely people that are associated with PW in an official way

199 that do take the time to advise us or to offer their opinions on how issues should be addressed-
200 even just concerned citizens- but we haven't actually taken the opportunity to canvas, widely
201 canvas, our supporters and how they would like to see the organizations involved or take on
202 certain issues which is actually something I definitely want to get into, which is something that is
203 hard to catch up and sort of take a step back. When it comes to donations, donors are always
204 welcome to flag where they want their contribution to go to, we had somebody years ago who
205 gave a donation that was specificity for us to get local first nations in the Great Bear Rainforest to
206 visit the tar sands- so that's what they wanted to have happen and they knew we had
207 connections and so they asked us to make that happen....it actually hasn't happened yet because
208 there was the tar sands healing walk this last year that was bigger than any [background noise]
209 there were lots of organization there.

210 *20. Can you tell me about Pacific Wild's involvement with the Defend our Climate rally?*

211 S.St: So the organization that was sort of the lead on that is called Leadnow...they have this
212 network of volunteers across the country and in the bigger cities they called together
213 environmental organizations to organize this event. I was involved in organizing the one in
214 Victoria, I wasn't here for it so I don't really know how it went first hand. So for outreach we did
215 posters, we didn't do any paid advertising in newspapers because we didn't have any budget for
216 this event but we did put out a press release in which case media would have had the opportunity
217 to get the message out.

218 *21. Was there any interest by the mainstream media?*

219 S.St.: No and even after the event the mainstream media really downplayed the numbers across
220 the nation and I think that, it was a really powerful day- thinking about over a 150 communities
221 coming together to host these things and I think that we are at a point in this country where
222 people really are getting fed up with the leadership and we are really seeing this outrage and
223 people, although it is challenging for some people to see the links between this fossil fuel

224 development, even if we are not using fossil fuels here, but re being exported, but people are
225 trying to make these links and I think that it is just probably really scary for us coming from a
226 mainstream perspective or a government perspective obviously. But it is pretty amazing to think
227 there was 5.000 people or something that came out without mainstream media and also without
228 reaching a huge portion of the demographic it sounds like. It is really challenging in order to have
229 the resources to fund traditional media and that is one of the beauties of this online activism, is
230 that it takes obviously like “people-power”, it takes somebody to be fueling what’s going online
231 *22. Have you seen a change in your work with social media?*

232 S.St.: I feel that ever since I have worked in environmental activism in BC it has always been
233 Online like I wasn't really involved prior to that.

234 *23. Is social media an integral part of your work?*

235 S.St.: I don't think there is an environmental group in North America that doesn't rely on social
236 media. If we cut off all our Online outlets tomorrow- I think we could still do what we do, but I think
237 we would have a much harder time fundraising we would have a much harder time to
238 communicating people what we are doing with the money that we got raised from them and I
239 think it really does help mobilize people in that sense.

240 *24. Do you target people differently?*

241 S.St.: I guess that is kind of interesting too, because we are just diving into the world of Facebook
242 advertising in which case you can actually start to target your message recipient. Also looking at
243 paralytics we actually reach quite a few more females than males and sort of 30-55 age group.
244 Kind of interesting to know, you have never really been able to know so much about who you are
245 talking to either, its not like there is a physical contact with everyone. I think that is something that
246 we are learning about and trying to build on at this point [...] We would, like to be able to amplify
247 our messaging a bit more like we really do create very powerful visual imagery and being able to
248 get those out to audiences beyond the audiences that we are calling ours for this point in time, is

249 really important and can do a lot to sway people's education level and opinion about projects like
250 Enbridge.

251 *25. Are there daily updates in your social media channels?*

252 S.St.: We try but there is so many times where it is just like- duh, what just happened? And
253 something comes up in the news that you gotta respond to-kind of thing. We try to not overwhelm
254 our audience, I think it's one or two posts on Twitter per day and then maybe one every two days
255 on Facebook is kind of a guideline that we have set for ourselves.

256 Yeah so and right now is a really unique time because we are doing an Indigogo campaign, so we
257 are using our social media networks a lot more to sort of promote that and we have a video of the
258 day. So this period is sort of an anomaly for us. So the main video is on Vimeo, the pitch video I
259 guess, but we have been putting out clips video of the day that are stored on Youtube.

260 *26. Where is the most interaction with supporters happening?*

261 S.St.: In terms of volume it is more in social media, in terms of like the richness of conversation
262 and feedback that we are getting I would say personally, email and phone.

263 *27. Is there direct contact or influence by Enbridge or the Government happenig?*

264 S.St.: Well you have seen everything that has come out on the news recently, like nothing is
265 secret, but the email group that we have where we collaborate on sort of Enbridge strategy, we
266 meet over the phone twice a week, so there isn't sort of an email chain of what is going on. I don't
267 think so, I think that is why it was such a shock when this stuff came out, about everybody
268 monitoring the environmental groups – because it is a really transparent movement and I think
269 that is really one of the reasons why the movement is so successful and has been mobilizing so
270 many people.

271 *28. So you don't have any first hand experience with requests to take content down?*

272 S.St.: Well it is interesting, and when I am speaking, I am speaking about Pacific Wild alliance and
273 so Pacific Wild itself is sort of an umbrella-term that we use for our PW alliance and our PW

274 initiative, PW initiative is our charitable project with Tides Canada. So PW initiative is our
275 charitable project so for that we can only have 10% lobbying, and we have to be quite neutral
276 about what we say and that kind of thing. A lot of this work that we are doing, or most of the work
277 we are doing on the Enbridge campaign is all out of the PW alliance which is a registered Non-
278 profit but we have more freedom to do lobbying and political activity and that sort of thing. And
279 that has been also a huge struggle in the last few years with organizations in Canada. So people
280 that specify that they want to make a charitable contribution we have lot of programs at Pacific
281 Wild that are research and education based and that's where their funding would go towards. So
282 all of our Enbridge work is with the PW alliance, which is sort of a more independent organization
283 that doesn't have charitable status.

284 *29. Is there any direct action and interaction going on with Enbridge or the Government?*

285 S.St.: There is definitely people that said they are going to do anything to stop this from going
286 through and you can run your imagination to understand what that actually means. And I have no
287 doubt there will be civil disobedience in physical protest that stand in the way if construction was
288 actually happening. But people are actually still very confident that we have done a lot of work
289 and do a lot until we get to this point. And I don't think, nobody wants to be at the point where
290 there is going to be civil unrest but definitely lots of people have committed to that.

291 *30. Might that be, because it is the only way to interact?*

292 S.St.: When it comes down to it, there really hasn't been the opportunity for the public to speak
293 directly with anybody within the cooperation of Enbridge, ...
294 and they are so focused on the project and the proof that there wouldn't be any point in having that
295 conversation and with the federal government it is almost the same thing, they have definitely
296 stated their position years ago that they were intend that this pipeline is going to be approved and
297 that Enbridge is going to be a bridge going to China. So yeah. I think it is really around mobilizing
298 people, to show that we are actually have the numbers to say No- this is absolutely not what

299 British Columbians want.

300 *31. Is Public Pressure an important sign to show the opposition?*

301 S.St.: The campaign moving forward it is interesting, because the campaign has been so long –
302 like we are going into 4 years now, so I think the main thing that we are demonstrating is that the
303 support for the campaign has grown and that its been, people have sustained their interest in....
304 this project. And I think that is a really important message to send, that we are not getting weaker,
305 that we are not losing numbers- and I think that has been a really big focus so far and but we
306 haven't really- our organisation, or the coalition that I work with- we haven't really gone to this
307 broader supporter base and said would you do engage in civil disobedience. So we haven't gone
308 there yet.

309 Well the Defend our Coast rallies last year, that was a bit more politically motivated, it was at the
310 legislature here. In Vancouver, there was one bigger protest Downtown but there was also people
311 that were meeting at their NLA offices throughout the province so it was actually showing them
312 direct pressure. I guess we are kind of approaching a time where we do need to think about the
313 next steps and what that looks like. And how do we take this sort of, group of people that have
314 stated their opposition both online physically at these events and do we turn it into something that
315 really means something to these people that we have elected [laughs].

316 *32. How will Pacific Wild react to a positive or negative outcome with the Enbridge Pipeline*
317 *Proposal?*

318 S.St.: I think that that is something that we are still working out at this point. I don't really feel
319 comfortable sort of "hypothesizing" out loud. Well but we are coming to the point where next
320 month they re going to make an announcement. Obviously the ideal is that it is a No- which is
321 probably unlikely given our federal government at this point of time. So it is either yes with
322 conditions and whether or not those conditions are achievable or not is really the deciding factor
323 on when and how construction would begin. And so there is a number of First Nations that have

324 positioned themselves to go to court over various rights and title issues and there are, that is one
325 of the avenues, even if there is a positive recommendation from the GDP and there are sort of
326 democratic avenues that could be taken as well [...] But there is actually a lot of talk of actually
327 moving towards that in terms of introducing legislation against oil tankers on the coast. It would
328 be provincial, a provincial initiative. Either one of those, which I see is the most likely avenues
329 that we'll be pursued moving forward on the Enbridge front, both of those will definitely request
330 huge amounts of online campaigning and fundraising in order to be able to achieve goals.
331 It is really hard, there are so many variables and we don't really know what is going to happen- if
332 they say yes with conditions, what are the conditions...just so many unknowns.

333 *33. What will be the strategy for the next month then?*

334 S.St.: So our strategy for the next month is we are putting out these underwater videos to see the
335 sea life of the region that would be directly impacted by tanker traffic and a potential spill and we
336 are also working on putting together a series of ----ads.
337 Originally we thought about putting them on television but we actually realized that the budget that
338 we have would have a stronger influence if we invest it to Online ... So we are looking to that a bit
339 more. They are more informative but the last sort of visual is our URL where people would go to.
340 It is addressing the Enbridge issue.

341 *34. Is the issue a global issue for you? Are there many international requests? I saw there is a*
342 *German translation of the Pacific Wild Homepage.*

343 S.St.: For us it is, and I think once again it has largely to do with the imagery and Ian McAllisters
344 books have been translated into German, so I think that we do have quite a bit of following in
345 Germany and through that part of Europe. Yeah we have quite a few people that contacted us, so
346 we had quite a few people helping with the translation because we have people that want to
347 volunteer, so I think there is kind of this affinity for Canadian wilderness and wild places when you
348 leave we met quite a few European people in the Great Bear Rainforest so there is kind of this

349 draw to this scale of wilderness, even more so than many people that live in Victoria or
350 Vancouver or some of the Canadian cities. Just the fact that Ian's books are so popular in
351 Europe. I think there is no way we could do social media in different languages, I don't think we
352 could do that. Just the pace of that isn't realistic enough so we translate the Homepage.

1 *Q1: Can you tell me a bit about your background and what your current position is at ForestEthics?*

2 Samatha Stanley: I have a bachelors degree in communication with an emphasis in public
3 relations from a US university, California Polytechnic University. I've worked in PR, marketing,
4 and organizational communication for both the healthcare in nonprofit.

5 *Q2: What are the main goals and interests Dogwood Initiative is aiming for? What does the*
6 *organization stand for?*

7 S.S.: The ForestEthics Coalition's goal is to protect forests and wild places in North America. We
8 believe in a ecosystem-based management system that allow humans to benefit from the natural
9 resources our forests and watersheds provide in a way that does not destroy those resources for
10 future generations.

11 *Q3: How is ForestEthics structured internally and externally? How much influence do members of*
12 *the public/ donations have?*

13 S.S.: Communication with supporters always comes from our campaigners, organizers, board
14 members, or spokespersons (an example of a spokesperson would be Margaret Atwood, who
15 has encouraged our supporters to help fund our Federal lawsuit). The goal is to allow supporters
16 to get to know the people in the org who are pushing forward our work and who is implementing
17 whatever it is we've asked them to contribute (ie. rally, petition delivery, etc.). Some less specific
18 communications like requests to unsubscribe, requests to update information, etc. are handled by
19 the comms department and are treated as "customer service" activities. Public support is very
20 important to our organizations. We rely on them to help us create leverage that will influence
21 policy makers and corporations to do the right thing by our forests. Supporter contributions are
22 also important, as they allow us to fund our work. We definitely listen to our supporters and
23 consider their thoughts and suggestions as we create strategies.

24 *Q 3.1: Could you explain a bit about the split between Forest Ethics Advocacy and Forest Ethics*
25 *Solutions?*

26 S.S.: The split happened in Spring 2012 in direct response to PM Harper's attempts to silence
27 environmental non-profits in Canada by imposing tight restrictions on our ability to advocate for a
28 healthy environment and still maintain charitable status. Because of that, ForestsEthics Advocacy
29 broke off as a non-profit association (not receiving charitable status) so that we can advocate for
30 the environment as much as is needed to achieve our goals. ForestEthics Solutions is still a
31 charitable non-profit that works only on the implementation of agreements reached as a result of
32 a campaign.

33 *Q4: How is Forest Ethics engaging in the Enbridge Pipeline Protest (since when, why, as a local,*
34 *national or global issue)? Do you get international requests (media/citizen/partner organisations)?*

35 S.S.: ForestEthics Advocacy has been one of the leaders in the fight against Enbridge's Northern
36 Gateway pipeline proposal for the last few years. Our work to battle this project has largely been
37 in Western Canada, and primarily in British Columbia, where the pipeline route would be. We
38 partner primarily with other Canadian organizations on this issue.

39 *Q5: Can you specify your work tasks towards this matter and the campaigns your are working on?*

40 S.S.: Typically my tasks include producing social media around events and actions for the
41 campaign. I also create action and donation pages and the emails that help promote them. There
42 are some campaigns I do not work on due to their nature, but I do work on the Enbridge NGP
43 campaign, the Sacred Headwaters campaign, and all of our US campaigns.

44 *Q6: Does ForestEthics cooperate with other organizations? (e.g. the Defend our Climate rallies)*

45 S.S.: Yes. We did help produce the No Enbridge Rally in Vancouver, which was part of the national
46 Defend our Climate day of action. We have also worked with organizations such as the Dogwood
47 alliance, Lead Now, the Skeena Watershed Conservation Coalition, Greenpeace, Sierra Club,
48 etc.

49 *Q7: Which media channels and which social media channels does Dogwood Initiative use?*

50 S.S.: Twitter and Facebook. The main reason we only use those two is that we don't have a very
51 large comm [communications; note from the author] department and we'd rather do less and do it
52 well than stretch our efforts and make them weak.

53 *Q8: Are you using tools to monitor your social media outlet?*

54 S.S.: Facebook analytics and Hootsuite. Monitoring tools are pretty important because they allow
55 us to see what types of posts are successful and what types of messaging our supporters are
56 responding to. It also lets us see a little better who our supporters are [via] demographic info. The
57 ultimate goal is to get those folks to join our email list so we can continue to move them "up the
58 ladder of engagement" and the more we know about them, the better we can do that.

59 *Q9: What opportunities do you see in social media for your work and how integrated is it in your
60 strategies?*

61 S.S.: We are still trying to access the value of social media for campaigns. We try to use these
62 outlets as a way to keep supporters up to date with our campaigns.

63 *Q10: Are there daily updates and do you focus on visual or written content? Why?*

64 S.S.: We try to use a lot of visuals, as data suggests those posts are more popular.

65 *Q11: How do you communicate with your members/donors? Direct via email/phone/Newsletter or
66 indirect via Blog/ Twitter/ Facebook?*

67 S.S.: Primarily email and social media. We also have a blog.

68 *Q12: Where does most of the feedback come from and where does the dialogue with members
69 begin?*

70 S.S.: Either in-person events or social media.

71 *Q 12.1: Is the online feedback different from the in-person one in its substance?*

72 S.S.: We do try to engage in two-way dialogue as much as capacity allows. I would say the biggest
73 difference between social media dialogue and in-person or even email communication is that

74 people tend to just offer one-way dialogue like their opinion via social media where as in person
75 or via email there are more questions about the work we're doing.

76 *Q13: How are potential new members/followers accessed? Is that happening more Online or*
77 *Offline now?*

78 S.S.: New members are tracked and cultivated in our CRM [Customer Relationship Management;
79 note from the author]. Online or offline interaction varies depending on how the new supporter
80 came to our org and what their interest is.

81 *Q14: Do you see a change in how people engage and participate online? Is 'One click activism' a*
82 *problem (many likes no action)?*

83 S.S.: I have seen a slight decrease in email effectiveness- as have many non profits in North
84 America- and an increase in social media activity. "Click-tavism" is only a problem when trying to
85 engage supporters to become more deeply involved with us.

86 *Q15: Do you see social media as an accelerator for a protest? Are there disadvantages (like less*
87 *group identity, less awareness of responsibility...) that you experience?*

88 S.S.: I do see Facebook as a huge accelerator. It is a great tool for creating awareness and casting
89 a wide net for people to attend... and an easy way for people to share the invitation.

90 *Q16: How important is the build up of public pressure for a successful campaign?*

91 S.S.: It varies depending on the campaign, but generally it's extremely important.

92 *Q17: Is there a direct dialogue between Forest Ethics and Enbridge or/and the Government or is*
93 *this based solely on public hearings and media release?*

94 S.S.: I do not have much info on this.

95 *Q18: How is a message/campaign spread- which release channel comes first?*

96 S.S.: Typically through email and social media.

97 *Q19: What new campaign possibilities do you see through the advantages of social media?*

98 S.S.: We're still exploring the possibilities of social media. It could be a great way to find new

99 supporters, although there isn't yet a proven effective way to transition social media supporters
100 into email supporters. We're always looking at new programs that could help with this.

101 *Q20: Is Forest Ethics in contact/cooperation with First Nations organizations?*

102 S.S.: We do work with First Nations on issues in the Great Bear Rainforest and the Sacred
103 Headwaters.

104 *Q21: What do you see ahead for this issue – how will Forest Ethics react to a negative/positive
105 outcome? What future actions are planned?*

106 S.S.: Well we're hoping, of course, for a recommendation that the NGP pipeline will not be
107 approved or that Prime Minister Clark will not issue necessary permits for the project. We are
108 prepared to speak to our supporters in any case. Future actions will have to be based on initial
109 outcome.

110

1 *Q1: Can you tell me a bit about your background and what your current position is at the David*
2 *Suzuki Foundation?*

3 Sarah Hall: I have been working in non profit online marketing (mostly fundraising) for the past 10
4 years. My educational background is in Biology. My current position is Manager of Digital
5 Strategy. I oversee all elements of our website, online communications and social media as well
6 as the technical infrastructure needed to support online communications.

7 *Q2: What are the main goals and interests David Suzuki Foundation is aiming for? What does the*
8 *organization stand for?*

9 S.H.: Our mission is to protect the diversity of nature and our quality of life, now and for the future.
10 Our vision is that within a generation, Canadians act on the understanding that we are all
11 interconnected and interdependent with nature. We find solutions for living within the limits of
12 nature. We believe environmental science, research and education and people who are informed,
13 care and take action = solutions for a sustainable Canada.

14 *Q3: How is David Suzuki Foundation structured internally and externally?*
15 *How much influence do members of the public/ donations have?*

16 S.H.: Internally we have a matrix structure. We have a national team and 3 regions (regional
17 offices are Toronto, Montreal and Vancouver). About 50% of the organization is dedicated to
18 communications in some way shape or form. Externally we are one organization working across
19 a wide variety of issues. Hard to articulate how much influence members of the public and donors
20 have. In some cases major donors are giving donations to support certain areas of work, like
21 connecting youth with nature for example. As a communications focused science based
22 organization, we place a high value on listening to our large online communities and providing
23 content that is relevant to those communities.

24 *Q4: How is David Suzuki Foundation engaging in the Enbridge Pipeline Protest (since when, why,*
25 *as a local, national or global issue)? Do you get international requests (media/citizen/partner*
26 *organisations)?*

27 S.H.: We aren't working specifically on the Enbridge Pipeline Protest but do see it as a local,
28 national and global issue related to many areas of our work such as climate change and
29 sustainable energy. We don't generally resource specific protests. We do share relevant content
30 on social media and we encouraged our community to send in comments to the review panel via
31 email campaign. Yes we get international requests from all of the above on occasion.

32 *Q5: Can you specify your work tasks towards this matter and the campaigns your are working on?*

33 S.H.: Very briefly, identifying issues, coordinating messaging, vetting messaging with our science
34 and policy team, ensuring technical systems are functioning to support online communications,
35 analyzing results of various mechanisms of communications (online petition, email, facebook,
36 twitter, website, blog).

37 *Q6: Does David Suzuki Foundation cooperate with other organizations? (e.g. the Defend our*
38 *Climate rallies).*

39 S.H.: Yes certainly, when possible we cooperate with other organizations.

40 *Q7: Which media channels and which social media channels does David Suzuki Foundation use?*

41 S.H.: Facebook and twitter. Yes on other media channels but that sits in a different department so I
42 can't speak to that.

43 *Q8: Are you using tools to monitor your social media outlet?*

44 S.H.: Hootsuite and Crowdtangle.

45 *Q9: What opportunities do you see in social media for your work and how integrated is it in your*
46 *strategies?*

47 S.H.: Social media presents opportunities for increasing our reach, growing community, amplifying
48 messaging and listening.

49 *Q10: Are there daily updates and do you focus on visual or written content? Why?*

50 S.H.: Yes. FB goal is twice a day. Twitter is 8ish. We aim to do about 50% of our own content and
51 about 50% sharing content of others. On FB we find that images get the most action. We based
52 this loose strategy on some research that was done by <http://www.barefootcreative.com/> that
53 guides the number of posts we do per day as well as the ration of original content vs shared
54 content.

55 *Q11: How do you communicate with your members/donors? Direct via email/phone/Newsletter or*
56 *indirect via Blog/ Twitter/ Facebook?*

57 S.H.: All of the above.

58 *Q 12: Where does most of the feedback come from and where does the dialogue with members*
59 *begin?*

60 S.H.: Volume wise FB comments would be the greatest, but we don't usually respond to FB
61 comments. We do respond to twitter questions if we have the answer. We sporadically respond to
62 blog comments. We have a contact form on our website and a phone number, these queries
63 always get a follow up, so emails and phone calls start actual dialogues, but are less in volume
64 then social media.

65 *Q13: How are potential new members/followers accessed? Is that happening more Online or*
66 *Offline now?*

67 S.H.: Certainly online. Social media is a big source of acquisition. Actions on our action platform
68 (petitions and letters to policy makers) can be sources of acquisition. We have a big focus on
69 public engagement and our public engagement campaigns usually have an online element that
70 you can sign up for. General newsletter subscriptions are also a big source of acquisition for us.
71 So Online Actions, Newsletter Sign Ups and Social Media would be our top three sources of
72 acquisition across all of our various campaigns as well as just passively.

73 *Q14: Do you see a change in how people engage and participate online? Is 'One click activism' a*

74 *problem ?*

75 S.H.: Certainly on FB people are much more likely to 'like' an image than actually click through and
76 take an online (or offline) action. Conversion rates vary widely depending on the segment of
77 people we are talking to and what we are asking them to do. I don't know if 'click-tivism' is a
78 problem per se, but it is a trend. Of course we don't attribute a like on FB to someone changing
79 their behaviour, but it might be a start.

80 *Q15: Do you see social media as an accelerator for a protest? Are there disadvantages that you*
81 *experience?*

82 S.H.: Social media is unquestionably an accelerator for a protest in my opinion. The disadvantages
83 that I see are less connection to real life actions. I like the model of Defend our Coast and Defend
84 our Climate. I believe the right blend of online and offline is critical to impact.

85 *Q16: How important is the build up of public pressure for a successful campaign?*

86 S.H.: Tough to answer this question. Depends on how you have defined success and the specifics
87 of the campaign. Lots of public pressure could in some situations be considered a huge success
88 because a list grows substantially, but that doesn't necessarily translate to a desired outcome.

89 *Q17: Is there a direct dialogue between David Suzuki Foundation and Enbridge or/and the*
90 *Government or is this based solely on public hearings and media release?*

91 S.H.: No direct dialogue.

92 *Q18: How is a message/campaign spread- which release channel comes first?*

93 S.H.: Depends again on the campaign. Generally social media (twitter then FB) come first,
94 followed by website (usually a blog) and then an email to our base with an action (petition/online
95 action).

96 *Q19: What new campaign possibilities do you see through the advantages of social media?*

97 S.H.: Most of the new possibilities that I see involve connecting our CRM(Salesforce.com) to our
98 social media channels so that we know more about who our strongest influencers are and can

99 leverage our relationships with them.

100 *Q20: Is David Suzuki Foundation in contact/cooperation with First Nations organizations?*

101 S.H.: Certainly!

102 *Q21: What do you see ahead for this issue – how will David Suzuki Foundation react to a*

103 *negative/positive outcome? What future actions are planned?*

104 S.H.: On Enbridge - as we aren't currently working specifically on Enbridge, we don't have plans

105 relating to Enbridge. Our communications strategy is focused on climate and clean energy as a

106 whole, not a specific project. You can find out more about two of our main areas of focus here 1.

107 IPCC - you can see some of that work here: www.davidsuzuki.org/issues/climate-

108 [change/science/intergovernmental-panel-on-climate-change/](http://www.davidsuzuki.org/issues/climate-change/science/intergovernmental-panel-on-climate-change/) and Energy

109 www.davidsuzuki.org/issues/climate-change/projects/trottier-energy-futures-project/

v. Lyndsey Easton / Dogwood Initiative
E-Mail Interview

1 *Q1: Can you tell me a bit about your background and what your current position is at Dogwood*
2 *Initiative?*

3 Lyndsey Easton: I have a technology diploma in journalism and a BA in communications.
4 I'm the communications coordinator at Dogwood Initiative.

5 *Q2: What are the main goals and interests Dogwood Initiative is aiming for? What does the*
6 *organization stand for?*

7 L.E.: Everything we do is about giving British Columbians ways to take back decision-making
8 power over their land and water. Right now, 96 per cent of British Columbia's land is owned by
9 the people, but 88 per cent of that land is controlled by large timber, mining and oil companies.
10 We believe British Columbians should have the right to make their own decisions about how the
11 land they live on is used and we know that there is power in numbers. That's why we work with
12 more than 150,000 supporters, as well as First Nations, businesses and communities, to leverage
13 political victories and find common sense solutions to some of B.C.'s most pressing problems.
14 Our aim is to successfully complete our No Tankers and Beyond Coal campaigns.

15 *Q3: How is Dogwood Initiative structured internally and externally? How much influence do*
16 *members of the public/ donations have?*

17 L.E.: Dogwood has 10 full-time employees, 150,000+ supporters and a vast network of volunteers
18 who work very closely with staff. Input from members of the public and our donors greatly shape
19 our work and campaign focus.

20 *Q4: How is Dogwood Initiative engaging in the Enbridge Pipeline Protest (since when, why, as a*
21 *local, national or global issue)? Do you get international requests (media/citizen/partner*
22 *organisations)?*

23 L.E.: Dogwood is one small part of a very large movement to stop Enbridge's oil tanker and

24 pipeline proposal. We have been involved since 2007. The project would jeopardize the
25 livelihoods of tens of thousands of British Columbians and the stability of the Great Bear
26 Rainforest and southern Gulf Islands ecosystems in the name of profit, it also goes against the
27 wishes of most British Columbians - that's why we're opposed to it. We provide timely and
28 effective ways to engage in the issues and make a difference. Yes we do get international
29 requests.

30 *Q5: Can you specify your work tasks towards this matter and the campaigns your are working on?*

31 L.E.: I write mass emails that go out to our entire supporter base; I write blogs; I participate in
32 strategy meetings; I post content to our social media feeds and to our website; I put together an
33 e-newsletter that goes out each month; I handle some supporter communications; I write
34 fundraising copy... to name a few things.

35 *Q6: Does Dogwood Initiative cooperate with other organizations? (e.g. the Defend our Climate*
36 *rallies)*

37 L.E.: Yes we work with other organizations.

38 *Q7: Which media channels and which social media channels does Dogwood Initiative use?*

39 L.E.: Email, website, telephone, television, newsletter, e-newsletter, radio, newspaper.
40 Twitter, Facebook.

41 *Q8: Are you using tools to monitor your social media outlet?*

42 L.E.: So far we just use Tweetdeck and Google Analytics.

43 *Q9: What opportunities do you see in social media for your work and how integrated is it in your*
44 *strategies?*

45 L.E.: We would like to incorporate our social media feeds further into our database. We see social
46 media as one of our strongest tools with the most opportunities for data and trend tracking. We
47 incorporate social media plans for all of our major campaign developments and events.

48 *Q10: Are there daily updates and do you focus on visual or written content? Why?*

49 L.E.: We try and update our Twitter and Facebook channels at least once a day if not more. We
50 used to post a daily news roundup to our website but due to limited staff capacity at this time
51 we've had to put that task on hold. We focus on both- the posts that are most widely shared have
52 both a strong visual and written element to them.

53 *Q11: How do you communicate with your members/donors? Direct via email/phone/Newsletter or*
54 *indirect via Blog/ Twitter/ Facebook?*

55 L.E.: We communicate with our members through all of the following: Email, website, telephone,
56 television, newsletter, e-newsletter, radio, newspaper. Twitter, Facebook.

57 *Q12: Where does most of the feedback come from and where does the dialogue with members*
58 *begin?*

59 L.E.: Our feedback comes through all channels of communications.

60 Dialogue typically starts after someone signs one of our petitions and begins receiving a series of
61 automated introductory emails from us.

62 *Q13: How are potential new members/followers accessed? Is that happening more Online or*
63 *Offline now?*

64 L.E.: New members enter our communications stream by signing a petition. We had two full-time
65 petition canvassers working through the summer and presently have just one. For the past while
66 we've been pushing our petitions both online and offline.

67 *Q14: Do you see a change in how people engage and participate online? Is 'One click activism' a*
68 *problem (many likes no action)?*

69 L.E.: The Internet is a great starting place to let people know about issues and get them to sign up
70 to attend an event. There are few ways people can meaningfully complete campaign actions
71 online aside from adding names to some sort of list. The real challenge is mobilizing people
72 offline.

73 *Q15: Do you see social media as an accelerator for a protest? Are there disadvantages (like less*

74 *group identity, less awareness of responsibility...) that you experience?*

75 L.E.: We see social media as an accelerator for engagement. It gives people the opportunity to
76 stay updated on an issue and get campaign updates. Dogwood doesn't typically promote
77 protests, but rather meaningful ways for people to get involved in a campaign.

78 *Q16: How important is the build up of public pressure for a successful campaign?*

79 L.E.: Very important for our campaigns. Each of our campaigns demonstrate a great deal on public
80 opposition.

81 *Q17: Is there a direct dialogue between Dogwood Initiative and Enbridge or/and the Government
82 or is this based solely on public hearings and media release?*

83 L.E.: We sometimes have a direct dialogue between Dogwood and the provincial government. I am
84 not aware of any direct dialogue between Dogwood and Enbridge.

85 *Q18: How is a message/campaign spread- which release channel comes first?*

86 L.E.: We use as many communication channels as possible and appropriate for our campaigns as
87 possible. Typically campaigns/updates are released via email and website first.

88 *Q19: What new campaign possibilities do you see through the advantages of social media?*

89 L.E.: We would like to have better understanding of how much our supporters use social media
90 and what kind of content they're sharing the most. There is huge potential for us to better target
91 our communications.

92 *Q20: Is Dogwood Initiative in contact/cooperation with First Nations organizations?*

93 L.E.: Yes. First Nations have been leading the fight against Enbridge since the very beginning and
94 we work closely with various groups and leaders.

95 *Q21: What do you see ahead for this issue – how will Dogwood Initiative react to a
96 negative/positive outcome? What future actions are planned?*

97 L.E.: The National Energy Board will release their Enbridge recommendation by the end of the
98 year, which will then be passed over to the federal cabinet for their final decision.

99 In anticipation of those events right now we're building capacity and talking to our partners to
100 prepare to be able to launch a citizen's initiative like the HST referendum if Premier Christy Clark
101 doesn't stand up for B.C.

III. Category System

Line	Organization	Paraphrase	Generalization	Category
Q 3 Line 18	Greenpeace	"We take no government or corporate funds, so <u>individual donations is our chief means of support</u> . We <u>listen to the public</u> and engage with them for input and funding. "	The public have monetary and strategic influence	Interaction - Dependant on funding / donations - Public is heard "listen"
Q 3 Line 21	Forest Ethics	" <u>Supporter contributions</u> are also important, as they <u>allow us to fund our work</u> . We definitely listen to our supporters and consider their thoughts and suggestions as we create strategies."	Supporters fund work and contribute to strategies	structure/interaction - dependant on funding - public is heard "listen"
Q 3 L 21	Suzuki	"As a communications focused science based organization, we place a high value on <u>listening to our large online communities and providing content that is relevant to those communities</u> ."	Supporter's interests guide content	interaction - supporter's needs are valued - public is heard "listen"
Q 3 L 18	Dogwood	"Input from members of the public and our donors <u>greatly shape our work and campaign focus</u> ."	public and donors determine the campaign	interaction - public is heard -funding creates campaign
Q 3 L 44	Pacific Wild	"We have done as much as we can in a lot of <u>ways to mobilize the people that are on the ground in the areas that would be locally affected</u> . And we are really trying hard to <u>bring it to a national scale</u> at this point. So the Defend our Climate Rally that happened a few weeks ago- that was a very strategic effort in order to make that a national event (...)."	Local mobilization is the starting point, national mobilization is the goal	mobilization- inception - easier access to locals - national scale

Line	Organization	Paraphrase	Generalization	Category
Q 3 L 51	Pacific Wild	"We still do have really focus at Pacific Wild on <u>place-based</u> . Whereas a lot other groups at the moment are trying to go (...) <u>climate level</u> . "	The trend is to operate on global issues	structure - local, place-based focus is rare
Q 3 L 55	Pacific Wild	"It is <u>challenging to think that you can actually make a difference</u> as an individual when you are talking about climate change- because it is so huge. But when you are talking about saving the largest intact rainforest in the world- well, why wouldn't you?"	Small goals are less intimidating	Mobilization- inception - less abstract goals are more effective and empowering
Q 3 L 58	Pacific Wild	"So a lot of what we focused on up to date is to expose the area to people who haven't had the chance to visit the place and also <u>invite people to come visit and allow them to experience the place</u> ."	First hand experiences help to engage people.	interaction- mobilization - less abstract goals
Q 4 L 66	Pacific Wild	"(...) a lot of the First Nations groups we work with are so <u>overwhelmed and overburdened</u> with various industrial proposals that <u>they don't necessarily have the capacity to deal with the communication and outreach aspects that would be necessary</u> in order to behave like an environmental organization."	Insufficient capacities limit outreach and communication power	Budget-cooperation -limited capacity requests cooperation
Q 4 L 70	Pacific Wild	"(...) once a First Nation had stated that they are opposed to the project, that is something we would <u>help to amplify, their voice</u> ."	Fellow opponents are supported	Cooperation-support - amplifier = cooperation

Line	Organization	Paraphrase	Generalization	Category
Q4 L 26	Greenpeace	"We <u>work with our tar sands allies</u> , mainly in the U.S. and get requests from all over the world for information, photos, etc., as well as to partner with in sharing resources. We chose not to speak at the NEB Gateway hearings but <u>support those who oppose the project in order to preserve our environment, coastal communities and First Nations rights.</u> "	Cooperations amplify the message	cooperation- support - local and global cooperations - cooperations = amplifier
Q4 L 37	Forest Ethics	"We partner primarily with other <u>Canadian organizations on this issue.</u> "	National cooperations are maintained	cooperation - local/ national
Q4 L 27	Suzuki	"but do see it as a <u>local, national and global issue</u> related to many areas of our work such as climate change and sustainable energy. We don't generally resource specific protests. We <u>do share relevant content on social media</u> and we encouraged our community to send in comments to the review panel via email campaign."	Information and participation encouragement	Participation- Mobilization - issue on different scales - relevant information to spread the word - encouragment to participate
Q4 L 27	Dogwood	"We provide <u>timely and effective</u> ways to engage in the issues and make a difference."	Simple instructions are key	mobilization - clear instructions to follow - goals are visible
Q4 L 77	Pacific Wild	"(...) there is also many incidents where <u>most of the groups of BC have collaborated together</u> really strong on this issue. It is really phenomenal to see how people <u>have pulled resources, worked together-</u> not just environmental groups but also with First Nations and local governments especially."	Collaborating helps to ressource a protest	collaboration -collaboration= amplifier

Line	Organization	Paraphrase	Generalization	Category
Q5 L 35	Greenpeace	"My priority is to ensure our work is <u>heard and seen by the public, mainly through mainstream media but also using online tools.</u> "	publicity ensured by use of mainstream media	mobilization/online as support -mainstream media and online combination
Q5 L 37	Greenpeace	"We work with Alberta land owners, First Nations, other environmental groups and local citizens <u>to expose</u> the close relationship between the Harper government and the oil industry and try to <u>give a voice</u> to the right thinking Canadian <u>who wants information and to be heard</u> "	Amplifying voices and highlighting issues as a main goal	interaction/ cooperation - cooperation= amplifier - informing
Q5 L 88	Pacific Wild	(...) overall campaigns and development strategies are really done by <u>everybody in the organization.</u> "	everyone is involved in the campaigns	structure (internal) - teamwork
Q6 L 95	Pacific Wild	"We use a lot of <u>tools online to be able to reach our target audiences</u> and communicate with supporters and so on that front we use a lot of these analytic tools to understand <u>who it is we are talking to, whether or not our messages are being heard.</u> "	Analytic tools help to target an audience	monitoring- interaction - monitoring helps equalize disadvantage of anonymity online
Q 7 L 99	Pacific Wild	"(...) a lot of the time strategy and communications are <u>reactive</u> (...) there is a press release coming, you don't know what is going to be in the press release, <u>so you create a strategy after the fact.</u> "	Strategies are reactive to input from media	structure- inception - strategies are developed as a response - reactive not initial

Line	Organization	Paraphrase	Generalization	Category
Q 7 L 103	Pacific Wild	"There is (...) an internal working group where there is representatives from a dozen organizations in BC that are working on the issue, where somebody has released a statement- <u>and they'll put it to the group and say if that language appeals to you feel free to use it and abduct it.</u> "	Organizations share content and ideas to amplify their message	Collaboration- support - collaborations mean more exposure
Q 7 L 106	Pacific Wild	"But a lot of the time people also, despite the fact that we collaborate as well, <u>people also want to be unique.</u> "	Collaboration has limits	Cooperation - competition
Q 10 L 123	Pacific Wild	"(...) I think we'd put more emphasis on getting online throughout the expedition to <u>keep people hooked and then sort of having an audience that was awaiting the final product.</u> "	Social Media has a "reminder" function for events and gives updates	Interaction- participation - update and planner function
Q6 L 43	Greenpeace	" <u>Sometimes we take the lead and sometimes we act in support,</u> such as recent Defend the Coast and Defend the Climate Rallies. We coordinate with groups like Pembina, Forest Ethics, Dogwood, Sierra Club and others to help each other."	Collaborations with different involvement	interaction/ cooperation - lead and support roles - help each other
Q7 L 49	Greenpeace	" <u>Major campaigns and statements usually start with mainstream media to reach most Canadians, then we amplify the message through online methods.</u> "	Online amplifies mainstream message	inception/support role - online as support - online= amplifier

Line	Organization	Paraphrase	Generalization	Category
Q7 L 50	Forest Ethics	"Twitter and Facebook. The main reason we only use those two is that <u>we don't have a very large comm</u> [communications; note from the author] department and <u>we'd rather do less and do it well than stretch our efforts and make them weak.</u> "	Budget and capacity determine choice of channel	structure/budget - social media for low budget and small organizations
Q 11 L 133	Pacific Wild	"On Facebook (...) we are able to present <u>visual and film content</u> so much more easily than on Twitter and I think that appeals to people"	Visual content attracts people	mobilization -visual
Q 11 L 140	Pacific Wild	"And we also have, over the last few days been putting out these underwater videos and photographs(...) so this is one of the first <u>big visual media pushes</u> that we have done for our Great Bear Rainforest."	visual content integral part of strategies	Mobilization-structure -visual
Q8 L 53	Greenpeace	"We have a media monitoring service as well as use Google Alerts."	use of monitoring tools	monitoring
Q8 L 57	Forest Ethics	"ultimate goal is to get those folks to join our email list so we can continue to move them <u>"up the ladder of engagement"</u> and <u>the more we know about them, the better we can do that.</u> "	Target audience to engage them more efficiently	mobilization/ monitoring - engaging people step by step
Q8 L 44	Suzuki	"Hootsuite and Crowdtangle."	use of monitoring tools	monitoring
Q8 L 42	Dogwood	"So far we just use Tweetdeck and Google Analytics."	use of monitoring tools	Monitoring

Line	Organization	Paraphrase	Generalization	Category
Q 15 L 169	Pacific Wild	"There were people going door to door with petitions standing in busy shopping malls with forms to sign up [for the public hearings against the Enbridge Pipeline] <u>and also using email and social media- it was a huge push over a couple of months.</u> "	Combination of traditional methods and Online media combined for big projects	supporting role-acquisition - social media as a support - acquisition online
Q 16 L 174	Pacific Wild	"I think there are definitely more people [due to easy Online access] <u>that are aware and that feel like they are doing something about it.</u> And I think that is a really important place to be."	Online participation motivates and raises awareness	Participation-Interaction - awareness - empowering
Q 16 L 177	Pacific Wild	"(...) a lot of the tasks that PW does aren't necessarily around simply clicking 'like' or signing a petition (...) <u>we don't really see value in petition. We really ask people to do something,</u> to write a letter or get their friends together and host a film night with some of the films that we have worked on in the past, learn something about the issues that you try to inform you and form your opinion and go talk to other people about it."	Information and education about issues are key to spread a message	Mobilization-participation-interaction - sharing and informing - real commitment
Q9 L 57	Greenpeace	"We are in the <u>process of analysing our use of social media and perhaps expanding its role.</u> "	Social media offers transparency	monitoring
Q9 L 61	Forest Ethics	"We try to use these outlets as a way to <u>keep supporters up to date with our campaigns.</u> "	Social media as updater	mobilization - update function
Q9 L 47	Suzuki	"Social media presents opportunities <u>for increasing our reach, growing community, amplifying messaging and listening.</u> "	Social media expands opportunities	mobilization/ supporting role/ acquisition -amplifier - acquisition

Line	Organization	Paraphrase	Generalization	Category
Q9 L 45	Dogwood	"We see social media as one of our <u>strongest tools with the most opportunities for data and trend tracking. We incorporate social media plans for all of our major campaign developments and events.</u> "	Social media gives new impulse	monitoring/ mobilization - trend and data analysis
Q 17 184	Pacific Wild	"(...) we use e-newsletter, we also do print newsletters once a year (...) <u>we have quite a few people that still will pick up the phone and call us on a regular basis and we also use a variety of social media(...)</u> "	Members engage on all channels	interaction- supporting role - combination of media channels
Q10 L 62	Greenpeace	"is more written material to go through although <u>the image is often more important.</u> "	visual content is important	mobilization -visual
Q10 L 64	Forest Ethics	"We try to use a lot of visuals, as data suggests those posts are more popular."	visual content is important	mobilization -visual
Q10 L 50	Suzuki	"We aim to do about 50% of our own content and about 50% sharing content of others."	sharing content	interaction/ cooperation - use other content
Q10 L 51	Suzuki	"On FB we find that images get the most action."	Visual content better on FB	mobilization - visual
Q10 L 49	Dogwood	"We try and update our Twitter and Facebook channels at least once a day if not more. <u>We used to post a daily news roundup to our website but due to limited staff capacity at this time we've had to put that task on hold.</u> "	Social Media is easy to maintain	budget/mobilization - budget and time efficient social media

Line	Organization	Paraphrase	Generalization	Category
Q18 189	Pacific Wild	"I would say there is more constructive conversation (...) over email or phone call where it is a one on one personal conversation <u>and that it is more superficial over social media. But once again it gives us an opportunity to explain something to a much wider audience, so it is valuable too for sure.</u> "	Wide reach but shallow content over social media	Interaction - feedback quantity = social media quality = phone/direct
Q11 L 65	Greenpeace	"We communicate with our members <u>using all available tools - email, phone, newsletters, blogs, Twitter and Facebook - both directly and indirectly.</u> "	Direct and indirect feedback	interaction - feedback all channels
Q11 L 67	Forest Ethics	"Primarily email and social media."	Online feedback	interaction - over online channels mostly
Q19 L 198	Pacific Wild	"(...) there is definitely people that are associated with PW in an official way that do take the time to advise us or to offer their opinion on how issues should be addressed(...) <u>when it comes to donations, donors are always welcome to flag where they want their contribution to go to(...)</u> "	supporters have influence on decisions	interaction- structure -advice and donations = influence
Q12 L 72	Forest Ethics	"We do try to engage <u>in two-way dialogue</u> as much as capacity allows."	personal dialogue preferred	Interaction/budget
Q12 L 62	Suzuki	" <u>We have a contact form on our website and a phone number,</u> these queries always get a follow up, so emails and phone calls start actual dialogues, but are less in volume than social media."	Traditional media starts dialogue	interaction social media = quantity

Line	Organization	Paraphrase	Generalization	Category
Q12 L 60	Dogwood	"Dialogue typically starts after someone signs one of our petitions and <u>begins receiving a series of automated introductory emails from us.</u> "	Petitions are the base for acquisition	acquisition - sign of petitions
Q 20 L 214	Pacific Wild	"So for outreach [for the Defend our Climate rallies] <u>we did posters, we didn't do any paid advertising in newspaper because we didn't have any budget for this event</u> but we did put out a press release in which case media would have had the opportunity to get the message out(...) even after the event mainstream media really downplayed the numbers across the nation(...)"	small budget projects are realized over social media	Mobilization- budget -small budget
Q 21 L 221	Pacific Wild	"(...) I think that we are at a point in this country where people really are <u>getting fed up with the leadership and we are really seeing this outrage</u> "	resistance against leadership	mobilization- inception -dissatisfaction
Q 21 L 226	Pacific Wild	"(...)it is pretty amazing to think there was 5.000 people or something that came out <u>without mainstream media and also without reaching a huge portion of the demographics it sounds like.</u> "	social media can mobilize without mass media	Mobilization
Q 21 L 228	Pacific Wild	"It is really challenging in order to have the resources to fund traditional media and that is one of the beauties of this online activism, that it takes obviously "people-power", <u>it takes somebody to be fueling what is going online, but once you brought that together...</u> "	People power works for online tools	budget - mainstream not affordable - social media is people power
Q13 L 73	Greenpeace	"Both online and offline are equally important and are growing."	complementary strategy	aquisition

Line	Organization	Paraphrase	Generalization	Category
Q13 L 78	Forest Ethics	" <u>New members are tracked and cultivated</u> in our CRM [Customer Relationship Management; note from the author]."	Monitoring after acquisition	Monitoring/ acquisition
Q13 L 67	Suzuki	"Social media is a big source of acquisition."	Source to recruit	acquisition/ mobilization
Q13 L 68	Suzuki	"We have a <u>big focus on public engagement</u> and our <u>public engagement</u> campaigns usually have an online element that you can sign up for."	Online sign up to show engagement	acquisition/ mobilization
Q13 L 71	Suzuki	"So <u>Online Actions, Newsletter Sign Ups and Social Media</u> would be our <u>top three sources of acquisition</u> "	Online used for acquisition	acquisition/ mobilization
Q13 64	Dogwood	"New members enter our communications stream by signing a petition."	Petitions have recruitment function	acquisition -petition
Q 23 L 235	Pacific Wild	"I don't think there is an environmental group in North America that doesn't rely on social media. If we cut off all our Online communication tomorrow-I think we could still do what we do, but I think <u>we would have a much harder time fund raising, we would have a much harder time to communicate people what we are doing</u> with the money that we got raised from them and I think it really does help mobilize people in that sense."	Online communication makes fundraising more transparent	Budget-interaction-support - transparency beneficial

Line	Organization	Paraphrase	Generalization	Category
Q 24 L 241	Pacific Wild	"(...) we are just diving into the world of Facebook advertising in which case you can actually start <u>to target your message recipient</u> (...) Kind of interesting to know, you have never really been able to know so much about who you are talking to either(...)."	New tools get audience close	Monitor
Q 24 L 247	Pacific Wild	"(...) we really do create very powerful visual imagery and being able to get those out to audiences beyond the audiences we are calling ours for this point of time, <u>is really important and can do a lot to sway people's education level</u> and opinion about projects like Enbridge."	visual content for education purpose	mobilization, interaction -visual
Q 25 L 253	Pacific Wild	"We try not to overwhelm our audiences, I think it is one or two posts on Twitter per day and then maybe one every two days on Facebook (...)"	Organizations limit their outlet	Interaction
Q 25 L 256	Pacific Wild	"(...) we are doing an Indigogo campaign, so we are using our social media networks a lot more to sort of promote that (...) <u>so the main video is on Vimeo, the pitch video I guess, but we have been putting out clips video of the day that are stored on Youtube.</u> "	Social media promotes visual content	mobilize -visual (video)
Q 26 L 261	Pacific Wild	" <u>In terms of volume it is more [interaction with supporters] in social media, in terms of like the richness of conversation and feedback that we are getting I would say personally email and phone.</u> "	Personal feedback is valued higher	interaction - social media quantitiy ...

Line	Organization	Paraphrase	Generalization	Category
Q14 L 76	Greenpeace	"One click activism is a fact but it shows one level of engagement, that we try to build on. We see more people are taking action online all the time, which helps complement action that people take offline."	Online engagement complements Offline engagement	participation -online supporting role - complementary
Q14 L 83	Forest Ethics	"I have seen a slight decrease in email effectiveness- as have many non profits in North America- and <u>an increase in social media activity.</u> "	Social media growth	participation
Q14 L 75	Suzuki	"Certainly on FB people are much more likely to 'like' an image than actually click through and take an online (or offline) action."	Click-tivism is recognized	participation
Q14 L 77	Suzuki	"'I don't know if click-tivism' is a problem per se, but it is a trend. Of course we don't attribute a like on FB to someone changing their behaviour, <u>but it might be a start.</u> "	clicktivism as starting point	participation -inception happens online
Q14 L 69	Dogwood	"The Internet is a great starting place <u>to let people know about issues and get them to sign up to attend an event.</u> The real challenge is mobilizing people offline. "	Information and reminder	inception/ mobilization
Q15 L 80	Greenpeace	"We see it as many things, including being an organizing tool and a solidarity tool. Sometimes it can be an "accelerator". The disadvantages mentioned (less group identity and less awareness of responsibility) are sometimes present in any kind of mass protest and are not specific to social media."	Online media strengthens protest	mobilization -accelerator, solidarity, organizing tool

Line	Organization	Paraphrase	Generalization	Category
Q15 L 88	Forest Ethics	"I do see Facebook as a huge accelerator. <u>It is a great tool for creating awareness</u> and casting a wide net for people to attend... and an easy way for people to share the invitation."	Creating awareness	mobilization -awareness raising
Q15 L 82	Suzuki	"Social media is unquestionably an accelerator for a protest in my opinion. The disadvantages that I see are less connection to real life actions. <u>I like the model of Defend our Coast and Defend our Climate. I believe the right blend of online and offline is critical to impact.</u> "	Combination of Online and Offline efficient	mobilization/ supporting role -combination
Q15 L 75	Dogwood	"We see social media as an accelerator for engagement. It gives people <u>the opportunity to stay updated on an issue and get campaign updates.</u> "	social media gives updates	supporting role/ mobilization
Q 29 L 285	Pacific Wild	"There is definitely people that said they are going to do anything to stop this from going through (...) and <u>I have no doubt there will be civil disobedience and physical protest if construction was actually happening.</u> "	last step in a protest is the physical protest	participation
Q16 L 85	Greenpeace	"If we want to mobilize a large number of people, <u>public knowledge and pressure helps.</u> "	information and pressure are effective	mobilization
Q17 L 90	Greenpeace	"We are not in direct communication with Enbridge, at least regularly, but we do communicate with industry and various levels of government"	Contact to industry and government	interaction

Line	Organization	Paraphrase	Generalization	Category
Q17 L 83	Dogwood	"We sometimes have a direct dialogue between Dogwood and the provincial government. I am not aware of any direct dialogue between Dogwood and Enbridge."	contact with government	interaction
Q18 L 97	Greenpeace	" <u>The speed of digital means the first message is often online</u> as it can take 10 minutes or so to transmit a news release to newsrooms. There is crossover. We take the URL's from news outlets and post them online, sometimes with our own photos and sometimes with news photographs."	Online news are the first release	mobilization/ supporting role
	delete			
Q18 L 93	Suzuki	"Generally social media (twitter then FB) come first, followed by website (usually a blog) and then an email to our base with an action (petition/online action)."	Social Media is the first outlet	mobilization/ interaction
Q18 L87	Dogwood	"Typically campaigns/updates are released via email and website first."	Traditional tools first	inception/ mobilization
Q 33 L 335	Pacific Wild	"We are working on putting together a series of ads(...) Originally we thought about putting them on television but we actually realized that the budget that we have would have a stronger influence if we invest it to Online(...)"	Social media offers reach on a budget	Budget- mobilization -budget decision social media

Line	Organization	Paraphrase	Generalization	Category
Q19 L 103	Greenpeace	" <u>Online groups are fast and easy to establish.</u> For instance, our tar sands group has many followers, subscribers and contributors, all of whom can amplify campaign messages to similar thinking people as well as new audiences. <u>The speed and flexibility of that online work can make traditional media channels seem sluggish and outdated.</u> "	Online media has the advantage of speed, flexibility and simplicity	mobilization
	delete			
Q19 L 97	Suzuki	"new possibilities that I see involve connecting our CRM(Salesforce.com) to our social media channels"	social media is transparent	monitoring -equals disadvantage of anonymity
Q19 L 89	Dogwood	"We would like to have better understanding of how much our supporters use social media and what kind of content they're sharing the most. There is huge potential for us to better target our communications."	Customized content in the future	monitoring/ participation
Q 34 L 351	Pacific Wild	"I think there is no way we could do social media in different languages, I don't think we could do that. Just the pace isn't realistic enough so we translate the Homepage."	social media is fast and instant	Acquisition- global

Line	Organization	Paraphrase	Generalization	Category
Q20 L 110	Greenpeace	"We work closely with First Nations, sometimes in support of their work, sometimes to let them know in advance we're planning something, sometimes to engage their support. In B.C., the Great Bear Rainforest campaign is inter-twined with First Nations. Regarding the tar sands, it's hard to image our campaign being as successful without our work with First Nations. As a level of government, they add a strong voice to the environmental movement that other governments cannot ignore."	Support of First Nations as a level of government is essential	interaction/ cooperation
	delete			
Q20 L 93	Dogwood	"First Nations have been leading the fight against Enbridge since the very beginning and we work closely with various groups and leaders."	close cooperations with FN	interaction cooperation
Q21 L 122	Greenpeace	"We do not announce our actions in advance unless we are calling for mass mobilization, like for a large rally."	actions are not announced	mobilization
Q21 L 99	Dogwood	"In anticipation of those events right now we're building capacity and talking to our partners to prepare to be able to launch a citizen's initiative like the HST referendum if Premier Christy Clark doesn't stand up for B.C. "	cooperations and build up of capacity to prepare for future actions	mobilization/ cooperation

IV. The “Defend Our Climate” Rally, Vancouver, BC November 2013

all photography by Kathrin Jaensch



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Abstract of Master's Thesis, submitted January 2014:

The Northern Gateway-Pipeline Protest in British Columbia, Canada

The purpose of this research is to investigate the effects of Online Media on the organization of an environmental protest. With the example of the Northern Gateway-Pipeline Protest in British Columbia (B.C.), Canada- structures of Online protest are examined. The project is proposed by the Canadian oil company Enbridge and is intended to run from the oil tar sands in Alberta to a port in Kitimat, BC. The pipeline is opposed by various NGOs and Non-profit Organizations across the country that are unified by the common adversary Enbridge.

This topic raises political, environmental and social concerns covering topics such as energy sustainability, climate warming, protection of the environment and First Nations territory. The Canadian public is divided over the economic and environmental aspects of the project and cautious of the government's bias towards economic development and global trade. The impact of globalization, technological innovation, new forms of activism and political participation on the issue of environmental activism are investigated with the help of topic related studies and literature. The aim of this research is to find out how the Internet is used to mobilize a protest, how cyberactivism is defined by strategies and which role communication channels and networks play for environmental organizations. Network theories and the dynamics of social media provide the framework for the empirical part of the study.

Interviews were conducted in written and oral form in Vancouver, Canada in the fall of 2013. Data for this research was collected by interviewing representatives of five organizations associated with the Northern Gateway-Pipeline Protest: Pacific Wild, ForestEthics, Dogwood Initiative, Greenpeace Canada and David Suzuki Foundation. The interviews were analyzed with the method of qualitative analysis. On the basis of the results of this research, it can be concluded that Online media is mainly used as a supporting channel to amplify and complement traditional media use. The data suggests that social media is an important tool for member acquisition, information distribution and event organization that generates trust by new transparency and interaction opportunities. The results support the view that collaborations and protest become amplified and facilitated by the use of Online media. However, environmental cyberactivism on the issue of the Northern Gateway-Pipeline protest presents itself as an Internet-enhanced and not Internet-based protest that doesn't rely solely on Online strategies.

Abstract der Masterarbeit, eingereicht im Januar 2014:

The Northern Gateway-Pipeline Protest in British Columbia, Canada

Die vorliegende Forschung untersucht den Einfluss von Onlinemedien auf die Organisation von Umweltprotesten. Die Strukturierung von Onlineprotest wird anhand des Northern Gateway-Pipeline Protest in British Columbia (B.C.), Kanada untersucht. Das Projekt ist von der Kanadischen Ölfirma Enbridge initiiert. Die Pipeline soll von den Ölsanden in Alberta zu einem Hafen in Kitimat führen. Das Projekt wird von zahlreichen NGOs und Non-profit Organisationen landesweit abgelehnt, sie stehen Enbridge als Opposition gegenüber.

Das Thema bringt politische, umweltbezogene und soziale Bedenken zu nachhaltiger Energieplanung, Klimaerwärmung, Umweltschutz und Erhalt von First Nations Grundbesitz, mit sich. Die kanadische Öffentlichkeit ist gespalten zwischen Umwelt- und Wirtschaftsinteressen und kritisiert dabei das einseitige Bestreben der kanadischen Regierung nach Umweltwachstum und globalem Handel. Globalisierung, technischer Fortschritt, neue Formen von Aktivismus und politische Partizipation im Kontext des Umweltschutzes werden mittels themenbezogener Studien und Literatur in Bezug gesetzt. Die Untersuchung ermittelt, wie das Internet in die Mobilisierung von Protesten involviert ist, welche Strategien einen 'Cyberaktivismus' definieren und welche Rolle Kommunikationskanäle und Netzwerke für Organisationen spielen. Den Untersuchungsrahmen für die empirische Untersuchung stellen dabei Netzwerktheorien und Social Media Prozesse dar.

Die Interviews wurden in Vancouver, Kanada im Herbst 2014 durchgeführt und in schriftlicher oder mündlicher Form abgehalten. Die Untersuchungsergebnisse speisen sich aus den Interviews mit Kommunikationsbeauftragten aus fünf Organisationen die im Northern Gateway-Pipeline Protest involviert sind: Pacific Wild, ForestEthics, Dogwood Initiative, Greenpeace Canada und David Suzuki Foundation. Die Interviews wurden anhand der Methode der qualitativen Inhaltsanalyse erhoben. Die Resultate zeigen, dass Onlinemedien hauptsächlich als Unterstützung und Verstärker von traditionellen Medien genutzt werden. Die Untersuchung der Interviews lassen vermuten, dass Social Media eine wichtige Rolle bei der Rekrutierung von Mitgliedern, Informationsverteilung und Eventorganisation spielt. Dies schafft Vertrauen durch neugewonnene Interaktionsmöglichkeiten und Transparenz. Die Ergebnisse bestätigen die Ansicht, dass Kollaborationen und Proteste durch die Nutzung von Onlinemedien bestärkt und erleichtert werden. Jedoch zeigt sich der umweltbezogene Cyberaktivismus des Northern Gateway-Pipeline Protestes nicht als Internet-basierter sondern durch das Internet ergänzter Protest, welcher sich nicht nur auf Onlinestrategien verlässt.