Soi Dog Foundation’s social marketing- and communication strategies

Which social marketing strategies and multimodal tools they have used throughout the decade

Keywords: social marketing, communication strategies, multimodal analysis, NGO, NPO
Abstract

During the past decade there has been a growing disgust in Thailand with opposition to eating dogs in Asia and activists have unitedly with organizations encouraged the Thai government to adopt stricter animal rights laws in order to prevent the illegal dog meat trade. One of these organizations is the Thai animal welfare organization Soi Dog Foundation (SDF), that has also contributed with a controlled dog population on the Thai island Phuket and officially made it the first rabies free province in Thailand. Since SDF is solely volunteer and donations based it becomes relevant to examine the reasons behind their success as a non-governmental and non-profit organization in a third world country. The thesis’s speculations regarding SDF’s historical development aims to help SDF and other NGOs in Asia that share the same goals streamline their marketing.

This paper is a bachelor’s thesis including a minor field study in Thailand. It is a qualitative study with empirical observation and participation that analyzes SDF’s social marketing strategies. The study also includes a multimodal analysis of the focus organization’s materials fighting the illegal dog-meat trade and smuggling. The chosen materials are published during the beginning and end of the recent decade and are examined in order to determine which semiotic and multimodal tools they have used throughout this time period to spread awareness of the phenomenon. It is also examined whether SDF composes their texts and structures their materials differently depending on the target group.

The research questions are answered with the help of semiotics and analytical tools from the systematic-functional grammar method. It will be briefly analyzed whether SDF attempts to build emotional appeals into their materials with the help of a model called ‘emotional branding’. The thesis’s approach to the analysis of SDF’s communication planning is based on the contingency approach, which implies that it takes variating methods in order to achieve a goal. The Four C’s model will be used in this study when discussing strategies NGOs can use to cooperate or create the desired relationship with their nation’s government. The agenda setting theory is implemented in order to examine SDF’s social marketing strategies.

The results of this thesis show that SDF has adapted their materials to the ideal layout structures in modern time throughout the decade and frequently adapts them to their culturally variating target groups. The analysis also displays that the organization uses multiple strategies consisting of multiple minor steps in order to reach a certain goal. Results imply that SDF and
other NGOs should focus on social media and their relation to the public, in order to eventually affect the majority public opinion and influence the government laws regarding animal rights.
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1. Introduction

This section will present and map the research field for this thesis. Its purpose is to acknowledge the relevance and aim for this study. When reading this section, the goal is also to gain a better grasp of the non-profit sector in third world countries. The impact that their non-governmental organizations have had on their countries as well as how far they have reached within them will also be presented here. This creates a preface for the presentation of the focus organization that will conclude this section.

1.1 Non-Governmental Organizations’ impact on society

It is assumed that the most certain system for defining the nonprofit (NPO) sector is the one provided in a country’s laws and regulations (Anheier, 2005), but it is commonly known that addressing societal issues is a shared purpose by non-governmental organizations (NGOs) (Sisson, 2017). Social marketing is an approach used globally by NGOs to promote several areas of justice and welfare and is said to be a powerful tool when it comes to changing the mindset of a nation or generation (Martam, 2016).

Oftentimes this type of social marketing results in changes in society, e.g. a social marketing program such as the one created by an NGO in Indonesia achieving memorandum of understanding with their local government to promote male involvement in the use of contraception (Martam, 2016). A similar example of a society-related achievement is mentioned in a study regarding NGOs in India that describes how they entered into an arrangement with government bodies to provide public services. (ACRJ, 2012).

Lindenberg mentioned back in year 1999 how a growing global NPO sector emerged and raised issues about the role and future of voluntarism. Plenty NGOs promote and provide services within environmental conservation, pollution control and prevention, environmental education and health, and animal protection (Anheier, 2005). Sinclair and Phillips (2018) recognize that Animal welfare, in particular, has since then gained most supporters compared to other welfare organizations. The quickly evolving digitalization has undoubtedly played a big role in this, however research within the field is needed in order to evolve with it (Anheier, 2005).

A qualitative study by Sisson (2017) explores the role of control mutuality in social media engagement with the goal of providing insight for social media strategy creation for animal welfare organizations, amongst others. The study claims that digital platforms such as social media and websites are not used to their full potential in the NPO sector. According to
the study, the use of social media is beneficial to NGOs and can also help amplify organization-public relationships through its ability to facilitate immediate feedback from members of key publics.

Examining NGOs’ social media marketing could, therefore, produce results useful to research regarding the mentioned digitalization and also to animal welfare organizations who wish to streamline their social marketing strategies.

1.2 Formulation of the Problem
Animal welfare is now a prominent and rapidly growing nonprofit sector in Asia where millions of dogs each year are snatched from the streets or stolen from their homes to be tortured and slaughtered for their meat. There has been a growing disgust in Thailand specifically during the past decade with opposition to eating dogs in Asia (Huang, 2014).

Thai media has now condemned the dog-meat industry and the information about family dogs being stolen for consumption has gone viral and spread considerably (CNN, 2012). This has created a flood of activists who unitedly with organizations encourage the Thai government to adopt stricter animal rights laws in order to prevent this illegal trade (ACPA, 2018). In 2014, British celebrity activists such as Judi Dench, Laura Carmichael, Peter Egan, Penelope Wilton, and Ricky Gervais made a public campaign to support the causes of the nonprofit animal welfare organization Soi Dog Foundation (SDF) in Phuket. SDF also made a public petition for the government of Thailand to act when it comes to cruelty to dogs and dog meat trading (DMT). The petition was signed by approximately 1,200,000 people, and the campaign became a success in terms of political action. The National Assembly of Thailand passed its first animal welfare bill on 13 December 2014. On 27 December the government enacted the bill as ‘Prevention of Animal Cruelty and Provision of Animal Welfare Act’, becoming the first animal welfare act in Thailand. This act has made it illegal to eat dog and cat meat in Thailand (SDF: Ending the Dog Meat Trade, 2018).

Hence, SDF is one of the NGOs most involved in challenging people's mindset regarding the DMT industry and spreading awareness of the cruelty involved. An example of such cruelty is how people torture the dogs before slaughter in order to get the dogs’ adrenaline going, which is said to make the meat more tender and provide health benefits (Forbes, 2017). As more people in South Korea become pet owners, public opinion is already turning. The key message that SDF is promoting is “A dog is a dog”. It is a challenge to the myth that 'meat dogs' (a certain dog breed bred solely for slaughter) are different to pet dogs. Furthermore, some people believe that 'meat dogs’ don’t have a soul or the same feelings as “pet” dogs.
In 2003, over 70,000 stray dogs roamed the island of Phuket and occasionally local authorities would carry out culls, poisoning, shooting or clubbing dogs to death in an effort to control the population and eliminate rabies.

1.3 Soi Dog Foundation’s Solution
SDF firmly believes that there is a more effective and humane way to eliminate rabies, which is through a campaign of Cast, Neuter, Vaccinate and Release (CNVR) (The little orange book, Soi Dog). The Thai government has recognized the health benefits of CNVR to humans, too; thanks to the vaccinations performed by SDF, Phuket is the first province of 76 in Thailand to be (officially) declared as rabies-free (The Nation, 2017), see also appendix 1.

Due to the media constantly becoming a more important factor in civilians’ everyday lives, the mentioned successes regarding the spreading of awareness are not completely unexpected. While the digitalization is continuously evolving, the receivers’ minds are doing the same (Bengtsson et al., 2017). According to previous empirical studies, the contingency theory argues that organizations are systems and must therefore not only adapt their marketing strategies and materials to the media platforms but also to the minds of the civilians (Windahl, 2009:29). This type of planned communication is defined as public relations (PR), a communication function of management through which organizations adapt to or alter their environment for the purpose of achieving organizational goals (Windahl, 2009:314). This theory has similarities with SDF’s approach to spreading awareness of animal welfare by educating the Thai people and younger generations, with the aim to end the DMT in Asia.

In order to achieve our goal to end the dog meat trade, we must change the mindset of the Thai people.


The goal to end the DMT was one of the founder’s (Gill Dalley’s) ultimate goals. The other goal was to eliminate rabies in all of Thailand. Since her passing in 2017, her husband (and co-founder) John Dalley has together with SDF continued the strive to reach these goals. Since the animal welfare NGO (and NPO) SDF has succeeded and flourished so well during the past decade in Thailand, one may ask; how did/do they do it?

I intend to analyze which multimodal tools SDF has implemented in their publications and prints during the past decade. The aim of this social marketing research and multimodal analysis is not only to contribute to research within the field of media and communication...
studies but also help welfare organizations improve their social marketing strategies. The collected data within this study contributes with research regarding which strategies senders use and for certain purposes. The study also gives SDF an overview of their social marketing strategies and its developing process throughout the years. Furthermore, this research could guide other rabies-affected countries in Asia to the most efficient path toward creating a sustainable and healthy environment for both dogs, cats, and humans.

1.4 Aims
The main aims of this thesis are to contribute to research regarding the use of multimodal tools and communication strategies within social marketing and to help SDF and other organizations in Asia streamline their social marketing strategies. An additional long-term aim is to counteract developing issues in Asia regarding rabies and inhumanity.

1.5 Research Questions
The purpose of the following research questions is to contribute to the thesis’s previously mentioned aims. The thesis’s general research question is how SDF’s social marketing strategies and multimodal tools have developed throughout the past decade. Within the attempt to answer this, the research also analyzes how SDF communicates with varying receivers within varying contexts. Examples of receivers are students, Thai people and international tourists, while examples of varying contexts are in schools, on social media, in newspapers and through printed brochures.

2. Background
This section intends to give the reader an overview of SDF’s background and history, in order to comprehend the vast and rapid progress they have had within a certain time period. The aim with this section is also to give the reader an understanding of SDF’s views and values, as well as their ambitions and long-term goals.

2.1 Soi Dog Foundation’s Background
SDF was firstly founded in Phuket, Thailand year 2003 (Johnson, 2015), but has now been legally registered in several other countries such as the United States, Australia, France, United Kingdom, and the Netherlands. These countries have their own marketing teams and each of them are liable for the marketing of SDF within that specific country.
During the first year, the organization only took in street dogs, but after the Indian Ocean Tsunami hit the island in 2004 they discovered that street cats were in desperate need of help as well. Shortly after the natural catastrophe, SDF was recognized by a great amount of people and continued to grow successively after that. Today, SDF has a dedicated cat hospital and a state-of-the-art dog hospital. It is the largest and most comprehensive hospital in Asia dedicated purely to the treatment of street dogs.

Today it costs a total of 15 million baht per month to finance SDF. Every year, the organization neuters and vaccinates tens of thousands of street dogs and cats in Phuket, Bangkok, and other provinces of Thailand and has to date sterilized more than 261,594 animals (see appendix 1). They are conducting a series of mobile sterilization clinics across the Bangkok metropolitan area, home to approximately 640,000 street dogs. This project will eventually comprise ten mobile clinics and will take an estimated seven years to complete (SDF: About Us, 2018).

2.2 Soi Dog Foundation’s Ambitions and Accomplishments

SDF has been successful in effectively ending the DMT in Thailand and is actively expanding its efforts to neighboring countries where little is being done to address the issue. In Thailand, undercover investigators continue to monitor for signs of the trade re-emerging.

Now there’s almost no evidence of dogs being smuggled from Thailand to Vietnam… of course we can’t say 100% because of it being very secret and illegal

- Gregg Tully - Managing Director at Soi Dog Foundation in Phuket.

In Vietnam, where approximately five million dogs are slaughtered each year for human consumption, SDF is working with the national government and Vietnam television to raise public awareness of the severe cruelty of the dog meat industry and the human health risks it poses. In partnership with the Vietnamese government and Vietnamese law enforcement agencies, SDF is also working to increase enforcement of laws which prohibit the industry. In South Korea, SDF is working with senior government officials to enact stronger animal welfare laws with the ultimate aim of banning the DMT. This has already led to a ban on the slaughter of dogs at Moran Market, which is the biggest dog meat market in the capital, Seoul. In China, SDF has provided substantial financial assistance to activists working to rescue, medically treat, and care for hundreds of dogs saved from the country's DMT and the notorious Yulin dog meat festival (Ending the Dog Meat Trade, 2018). SDF cares for hundreds of dogs.
rescued from the DMT and vulnerable conditions on the street with the ultimate goal of finding them loving homes. SDF receives new volunteers weekly and broke all their previous records when they received the most volunteers they have ever had during November of 2018.

Since SDF has been the fastest growing animal charity in Thailand during the past decade (SDF’s Facebook page, 2013) and the biggest in Asia working with street dogs (appendix 2) they have gained an exceptional amount of supporters. Funded entirely by donations, it is substantial to study which social marketing strategies this successful organization has used. By examining SDF’s social marketing materials throughout the years, the thesis could explain which strategies and multimodal tools have given them success in gaining donors.

3. Previous research
This section will present previous research that has been made regarding NGOs’ communication strategies, as well as researches regarding social marketing within animal welfare. The purpose of this section is to clarify which aspects within the area or similar subjects that have already been researched and what results they have produced.

3.1 Non-Governmental Organization’s Social Marketing Strategies
In Indonesia, the social marketing approach has been used via gender equality programs that tackle gender-based violence. MenCare+ is an example of one of these programs engaging men in the subject. The program, alike several other social marketing programs, involve campaigns, education, training and policy advocacy- in this case fostering gender equality.

According to research regarding this program, a gender-equality movement is still needed in order to change the mindset and paradigm toward gender equality (Martam, 2016).

The Indie NGO ESAF stood for “sustainable holistic transformation of the poor and marginalized for a just society”. Its ambition was to empower the poor and the marginalized by providing them access to education, finance, health services, open markets, natural resources and technological support.

Although most NGOs seem to orient within one specific third world country, Population Services International (PSI) is an international NGO that has implemented social marketing programs for more than 40 years and is working to improve outcomes in several developing countries simultaneously. Alike SDF, they too work through behavior change communications and social marketing, although they aim to promote health products and
services. PSI structures their marketing strategies to make the concept of healthy behavior change attractive to consumers, which emphasizes the reoccurrence of the common NGO goal to change mindsets (Longfield, et. al., 2016).

A great deal of public relations research has been devoted to finding out how and under what circumstances organizational agendas can influence media agendas (Windahl, 2009). Sisson (2017) enhances the attractiveness of social media and claims that many nonprofit organizations work with small budgets and staffs and claims that this often affects how public relations activities are conducted. Since NPOs and NGOs are often held to a high standard, their reputation is said to become vulnerable. NPOs can potentially damage their reputation as well as their relationships with donors online and offline with their social media practices. Damaged relationships with donors can, according to the study, severely hinder the operations of local NPO and NGO animal welfare organizations that rely heavily on individual donations. Furthermore, it is argued by researchers that animal welfare should be integrated in environmental education and education for sustainable development to cultivate a value for animal interests (Kopnina, 2015), which emphasizes the growing recognition and impact of SDF and similar NGOs. It also gives assurance to SDF’s methods regarding education programs, which will be further presented in the analysis section.

4. Theoretical Framework

This section presents the theories that will work as a foundation for this study. The theories and approaches are chosen by their relevancy for this thesis’s aims and analysis of data. The choice of theories is argued for and affirmed through their previous use in similar studies mentioned.

4.1 Najam’s Four Cs Model

According to Sisson (2017), nonprofit organizations have different relationships with their publics than corporations. Najam’s Four Cs model (2000) in Anheier’s study (2005) offers a more detailed view of nonprofit–government relations by examining the extent to which their respective organizational goals and means overlap. This model will be used in the analysis to examine SDF’s relationship with their government. It will also be of use in this study when reflecting on what strategies similar NGOs can use to cooperate or create the desired relationship with their nation’s government. Anheier’s text provides a comprehensive overview of NGOs and NPOs, amongst others. Taking an international perspective, the study details the
background and concepts behind these organizations, examines relevant theories and the central issues of nonprofit governance, management, and policy (Anheier, 2005).

4.2 The Agenda Setting Theory
The agenda setting theory will be implemented in this study and is assumed appropriate for the analysis since its function of the media is described as a tendency of the media to affect what people will think about and what they perceive as important. According to research, an agenda is described as ‘a list of issues and events that are viewed at a point in time as ranked in a hierarchy of importance’. Furthermore, agenda setting can be defined as ‘a process through which the mass media communicates the relative importance of various issues and effects to the public’ (Windahl, 2009:706). Research indicates that the media agenda often mirrors the agendas of organizations that have established a strong public relations function. To a great extent, research has dealt with the relationship between the media agenda and the public agenda. Simplified, the agenda-setting hypothesis states that the more importance the media gives to an issue or event (the media agenda), the more importance the public will attach to it (the public agenda) (Windahl, 2009:707). The nature of the event or issue also plays an important role. Some issues, such as dramatic ones that affect the everyday lives of audience members, are recognized by the audience as important rather quickly.

4.3 The Contingency Approach
The contingency approach is considered to have definite advantages to arriving at optimal decisions that will lead to the most effective goal-fulfillment. Information and communication do not ensure achievement of one’s aims alone; rather, careful planning based on analysis and specification of the conditions of the situation is paramount (Windahl, 2009:28). The approach means to consider that solutions to communication problems may be found in very different methods or combinations of methods and will be used in this analysis. Hence, this research is presumed to produce results pointing toward a combination of strategies and methods used by SDF to reach a certain goal. The research in itself will also include variating methods in order to answer its research questions.

4.4 The Systems Theory
The roots of the contingency approach, on which I base my approach to communication planning, are found in the systems theory. The systems theory approach (Windahl, 2009:293) has been influential and pervasive during the past decade and used to comprehend the
functional benefits of PR (L’Etang, 2008:213). With regard to the previously mentioned researches throughout this paper, having a holistic approach is seemingly common for NGOs. The systems theory is holistic and developed by von Bertalanffy (1969). The general idea is that the whole equals more than the sum of its parts. The theory deals with wholes of interdependent parts, the relationships between them, and the relationships between the wholes and their environments (Windahl, 2009:297). It will be used to examine which norms or models for public communication that characterize the organization’s work today. An example of a model that can become accurate for SDF’s marketing in printed form is the public information model, which aim is to disseminate information with truth as an important criterion of its one-way communication practice (Windahl, 2009:321).

5. Method
The method section presents and motivates the chosen methods and their benefits for this particular study. Initially, the choice of case study will be presented motivating its relevance. A paragraph describing the method of empirical observation and participation will follow to clarify its contributions. Moreover, a section regarding the collection of data through interviews during this participation is presented followed by a discussion regarding the terminology used in the analysis for clarification of their definitions.

5.1 Qualitative Case Study
The case study will be of the qualitative type and aims to examine smaller visual units and components along with details in interviews in order to obtain a reasoning for the choice of strategies. According to Kvale (1997), the qualitative approach does not attempt to generalize different theories or facts, but is implemented to reach an understanding for particular objects. Therefore, oftentimes qualitative case studies incorporate interviews, observation and textual analysis to produce results, which are all components that will be included in this thesis. This method aims to provide a systematic reflection on common-sense understanding that can contribute to a greater understanding of the way we respond to and use communicative components and visuals. The analysis will include speculations regarding the historical development of and reasons behind the kept and exchanged communication strategies. The approach is also expressed as valuable to social marketers due to it providing insight into the receiver’s mind (Longfield, et. al., 2016). The previously mentioned research by Sisson (2017)
is an example of a study that implemented a qualitative analysis to examine NGO’s strategies on social media.

5.2 Empirical Observation and Participation
The basic idea of a case study is to examine a particular case in its natural environment. In order to observe the objective in the most authentic way, empirical observation and participation became a part of this study. The minor field study lasted two months and took place on the Thai island Phuket and in the capital city, Bangkok. Volunteer work was performed at SDF in both places as an empirical observation and participation in order to get an insight into their internal work and a better estimate of their exposure on media and marketing history. The purpose of this route was also to be exposed to the most amount of media as a civilian and to experience the media in variating parts of Thailand.

5.3 Interviews
Both go-along interviews and semi-structured interviews took place in this study. The go-along interviews collected data by asking staff at SDF questions throughout the day and taking notes. The information collected during the go-along interviews as well as the semi-structured interviews will be used as background material for the analysis. Via a contact person at the organization it was confirmed in writing via email that interviews could take place with their staff (see appendix 3). Written consent was also retrieved via email from the interviewees Louise Rose (CEO) and Sam McElroy (Operations Director), see appendix 4. The interviewee from the newspaper article project, however, preferred the use of the alias James Fergus. For the semi-structured interviews, the interviewees received the questions via email prior to the actual meeting. The documents consisted of approximately six questions each. The organization’s integrated communication (L’Etang, 2008:457) was examined with the help of the data collected in the interviews. This was examined in order to establish if they strategically coordinate their different channels of communication to enable a clear and consistent message for consumers, or if the communication varies depending on the target group and context.

The qualitative method’s transparency allows the researcher to take note of the interviewees’ point of view which creates a clearer understanding of the contextual situation. The negative aspect with the method is that a close distance between the researcher and the research object can create expectations of the researched subject, so that the interviewees try to live up to what the interviewee believes the researcher wants. This can produce untruthful
answers or biased observations by the researcher. However, one must consider the hierarchy in this study between the interviewees and the researcher. In this thesis, the interviewees are not getting paid, but doing the researcher a favor when granting their time for this interview. Therefore, the answers are doubtfully constructed to gain the researcher’s approval alone, but rather of the people as a whole, seeing as readers are potential volunteers and donors.

5.4 Analysis of Materials

I intend to collect and analyze materials from SDF published during the beginning and end of the current decade and compare them. Initially, a semiotic analysis will be made of the collected materials in order to define which semiotic tools SDF has used and what message they send the receiver. The Swiss language theoretic Ferdinand De Saussure (1857-1913) was the first one to mention the term *semiotics*. According to him, a sign is a whole consisting of a substantive expression (signifier) and an intellectual (mental) content (signified). A sign can be a line, dots, figures, soundwaves, or other more or less solid physical phenomena that we associate with a certain idea or conception. We rarely reflect on these associations since they automatically work via a mental rule or code that has been ingrained in us for a long time (Gripsrud, 2011:146). These and similar semiotic components within the materials will be analyzed in order to establish a deeper (western) perception of the materials’ purpose and indirect meaning. Regard should be taken to the possible different perceptions of varied receivers due to perceptions becoming personal when signs merge with an observer’s own perceptions, emotions and cultural values (Storey, 2015). Analyzing visual components as so, is a method used by Björkvall (2009) in his book *Den visuella texten (The Visual Text).*

A multimodal text- and image analysis of the chosen publications and prints will take place in the thesis with the help of the systematic-functional grammar (SFG) method, first uttered by Halliday (1978), accompanied by analytical tools from Björkvall’s book (2009). In his book, Björkvall explains how meaning can be expressed in materials where images and text are combined (multimodal) and how one can analyze those particular materials. The analyzed components in this thesis’s visual materials will be *distance, camera perspective* and *eye contact* in order to determine what the sender (SFG) attempted to communicate with the receivers.

Within the SFG method, there are three metafunctions: the ideational, textual and interpersonal. An interpersonal analysis can be used to systematically examine the relationship between the constructed sender and reader within the text. Therefore, the SFG method will be used in this study in order to implement an interpersonal analysis of the texts within the
materials. The aim is to determine how the texts create a reader and writer persona and examine their relationship with each other, which is said to be the interpersonal analysis’s main purpose (Holmberg, et. al., 2011:111)

Within the interpersonal metafunction, the analysis will examine the four interactions: questions, statements, offerings, and commands. The interactions can e.g. be perceived as demanding or encouraging to the readers, which are either negatively or positively charged terms. Halliday (1978) means that a speaker can take on one of two roles when interacting verbally: giving or demanding (Holmberg, et. al., 2011:33).

A compositional analysis within the textual metafunction will be included in the analysis in order to examine how the analyzed meanings are created between the multimodal elements. According to research, text can create different meanings depending on where it is placed on the material and its relation to other elements (Björkwall, 2009:23).

The book *How brands become icons: The principals of cultural branding* by Holt (2004) is used when discussing how images and brands create an emotional link with the observer through the branding model called *emotional branding*. This branding model is deemed relevant for this study and will be a useful reference since the materials often include images and texts that trigger emotions of sympathy in readers.

### 6. Materials

This section presents the choice of materials that are chosen for this study and will be the main focus in the analysis. Any exclusion of materials will be mentioned in this section.

#### 6.1 Choice of Materials

A total of two materials from SDF will be examined in this thesis, whereas one of them was published year 2012 and the other was published recently, in 2018. These materials are graphics collected digitally and manually from SDF and contain both visuals and texts. A total of 29 digital graphics were collected digitally from the CEO and Operations Director of SDF in Phuket, all printed and published during different times throughout the decade. Seven other collected materials were printed recently and available to all visitors at the shelter. The materials consisted of sponsor sheets, advertisements and posters, e.g. see appendix 5.

When it comes to the analysis of visuals in the materials, audiovisuals are to be excluded. The size of this paper limits the amount of materials to two, however, a limited amount of material enables a deeper and more thorough analysis.
The first brochure (A) was printed and offered to volunteers and visitors in 2012 (see appendix 6). The second brochure is offered today, in 2019, to volunteers and visitors (see appendix 7). Both share the same aim, although they are constructed differently. The brochures consist of three foldable pages with prints on both the front and back. Thus, the chosen materials are similar to one another and deemed suitable for a comparative analysis.

7. Analysis

In this chapter, an overarching look will be taken of SDF’s social marketing strategies based on the analysis of the interview data and previous literature in order to answer the research questions. The section is initiated with those of SDF’s social marketing strategies that can be connected to the previously mentioned theories and models. The data collected from the interviews is essential to include in order to take in to consideration the motifs of the senders when analyzing the materials. Initially, the interviews were expected to be recorded and transcribed. However, recording the interview was not preferred by the interviewees at the time. Hence, no transcription was needed nor is included in the study.

The analysis of the materials will then follow with the previously mentioned theories and approaches as its foundation. Both materials and their components will be analyzed one by one in the order presented in the method section. The material from the beginning of the decade (A) will initiate the analysis.

7.1 Holistic Approach

SDF has a holistic approach as expressed by Louise (2018) and on their website: “Rescue-Sterilization-Vaccination-Medical Treatment-Shelter-Adoption” (Soi Dog Foundation: Our Holistic Approach, 2018). They believe in releasing the animals that are not too vulnerable to be on their own again after being neutered and vaccinated. It is argued that if dogs or cats are not claiming a certain territory, then rats will. Hence, SDF releases the street dogs capable to be on their own again in order to keep feral animals away (Interview with Louise, 2018).

As previously mentioned, the Thai government has not always acknowledged the benefits of the CNVR method and several Thai civilians still to this day do not approve of sterilization, due to Buddhistic values. Prior to Thailand’s (first) Animal Welfare Act in 2014, the government did not explicitly share SDF’s goal of a dog meat free country. The goals that they did (and still do) share was a rabies free country and a controlled dog population.
Being that SDF’s means and goals differed with the Thai government’s, they had a confrontational relationship (Anheier, 2005:285), according to Four Cs model of nonprofit-government relations (see Table 1).

### Table 1 – Four Cs model of government-nonprofit relations

<table>
<thead>
<tr>
<th>Means</th>
<th>Goals</th>
<th>Goals</th>
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<tbody>
<tr>
<td></td>
<td>Similar</td>
<td>Dissimilar</td>
</tr>
<tr>
<td>Similar</td>
<td>Cooperation</td>
<td>Co-optation</td>
</tr>
<tr>
<td>Dissimilar</td>
<td>Complementarity</td>
<td>Confrontation</td>
</tr>
</tbody>
</table>

Since then, the government’s means and goals have changed. They no longer carry out culls with the purpose of poisoning dogs, however, they do not perform CNVR campaigns or financially support SDF for doing so either. Therefore, although their goals may be similar, their means are still too dissimilar for them to develop a cooperative relationship. Within the Four Cs model, a complementarity relationship could then emerge in the meantime. An example of such a relationship is when nonprofits in the field of social service provision and community health care complement basic government services (Anheier, 2005:285).

In Anheier’s research (2005), it is expressed that organized minorities are more effective in pressing government via e.g. social movements and demonstration projects. However, if NPOs advocate minority positions then the government may try to defend the majority perspective, which leads to potential political conflict. Therefore, it is a suitable strategy on SDF’s part to engage in educating upcoming generations and questioning the Thai people’s mindset, for the goal to make SDF’s aims the majority perspective. It is, however, emphasized in Anheier’s study that lose government–nonprofit relationships come with consequences for the NPOs, which should be taken into consideration by them. Oftentimes, the NPO must adjust their behavior and programs to reflect public policy and government priorities in order for a cooperative relationship to emerge (Anheier, 2005:286).

As mentioned, the holistic approach of the systems theory deals with wholes of interdependent parts and the relationships between them and their environments (Windahl, 2009:297). The similarities with SDF’s social marketing strategies become evident in this research due to their use of several approaches to reach a single goal.
Louise (2018) explained that SDF has several programs of which different departments are responsible for. Their main program is the Humane Education Program and SDF has since November 2017 enrolled lectures at primary schools informing youth about animal welfare. Although animal welfare is not included in the school curriculum, it is now an option for teachers to teach for two hours a week. If the animal welfare program is chosen, SDF trains and educates the teacher before enrolling the class. Additionally, students occasionally go on fieldtrips with their school to SDF in Phuket. The aim of the program and goal that SDF has is, again, to change the mindset of Thai people regarding animal welfare (Interview with Louise Rose, 2018). Hence, SDF does not directly communicate with and educate the students. Instead, SDF educates the teacher who in turn educates the students. This has beneficial aspects to it considering the teachers have an education within pedagogy, are familiar with their students’ way of learning and are accustomed to the Thai culture.

SDF also has a Thai Facebook page that is explicitly created for the Thai people who do not speak or read in English. There, the posts are written by a Thai person who is aware of the culture and way of communicating within it. For example, the copywriter for the Facebook page can implement the correct and appropriate use of banter, expressions, attitude etc. in its posts. This is to avoid misunderstandings and miscommunication with the readers that can occur due to cultural differences. It also helps SDF broaden their target group which helps them gain donors, adopters and spread awareness. In the case that a Thai person finds a dog in urgent need of care, it is also essential that they know of SDF. With this in mind, staff at SDF have expressed that they have had a surprisingly large number of Thai adopters lately, which implies that they have become more known amongst Thai citizens.

During the interview, Thai people were said to be the most generous per capita, which will be discussed further in the discussion section. Most volunteers are, however, from first world countries. Thus, SDF offers brochures and pamphlets printed in their languages (see appendix 8). SDF also prints brochures in Thai (see appendix 9), which are constructed after the Thai culture and mindset as well. Sam explains it as follows;

In western countries, it is for example obvious to give animals things such as comfort, security, safe homes and so on. Therefore, those things are not the focus in the English brochure like they are in this Thai brochure.

-Sam McElroy, Operations Director at SDF, Phuket.
In addition to these social marketing strategies, SDF is currently working on a cartoon project with Thai people as the intended recipients. The cartoon will be informing them about CNVR and will be drawn in a Thai, anime style in order to appeal to the target group. According to Louise, SDF will be happy to share this video with other organizations in the future and intends to create an English voiceover as well (Interview with Louise Rose, 2018). With these social marketing strategies previously mentioned, it becomes clear that SDF puts great effort in creating materials adjusted to their (culturally) different target groups. Within the agenda setting theory, this can be described as attempting to steer the public majority opinion toward the same understanding by communicating to them in a culturally appropriate way (Windahl, 2009:707).

Apparently, SDF only had Facebook and their website as digital platforms to post on at first, which was done rarely. They then have successively created accounts throughout the decade, starting with a Youtube account year 2010. SDF now has their website, Youtube, Twitter, Facebook and Instagram on which they post frequently. Their most used social media accounts are Facebook and Instagram, with Instagram on the rise in number of followers. It is suspected that it is nowadays through social media that they gain most international donors and adopters, which is expected in this digitalization era (Anheier, 2005).

Their current campaign structure was explained as one of several minor steps that are taken before the ultimate goal (e.g. ending the DMT) is reached. Louise (2018) gave the example that SDF starts with posting something on social media to show the audience a certain dog and tell its story, then directly or indirectly informs the readers about the street dogs’ circumstances in Thailand. In turn, this opens up the discussion for the effects that this has on the nation and in Asia as a whole, e.g. the spread of rabies. A smooth transition to the topic of the DMT is then possible. For an example of a recent similar post, see appendix 10.

As mentioned, the systems theory has its roots in the contingency approach, on which the analysis of SDF’s communication planning is based. Information and communication are said to not ensure achievement of goals on their own without careful planning, analysis and observation of the situational context (Windahl, 2009:28). As shown in this study, SDF implements different strategies for different purposes. Their campaign structure, as described by Louise (2018), is a step-by-step method and can be perceived as a carefully planned strategy to reach the long-term goal of ending the DMT. When attempting to achieve the goal of changing the mindset of Thai people, SDF creates an education program to educate students as well as digital marketing materials accustomed to the specific target group and their culture.
Hence, similarities with SDF’s social marketing strategies can be found in this approach, e.g. by their use of different strategies and combinations of strategies to achieve a certain goal.

As presumed, the public information model suits SDF’s intended PR practice. Their communication is mostly one-way through printed materials or posts (aside from the occasional reply to comments). With *truth* as an important criterion of SDF’s while constructing their materials as well as the receiver’s perception of them, the similarities between SDF’s communication practice and the public information model become clear (Windahl, 2009:321). Occasionally, SDF’s sponsorship program holds a campaign for a specific dog asking for donations to sponsor its care. The sponsors then receive updates via email about the dog’s state and current condition. The sponsorship program is claimed to be one of the most giving and successful (Interview with Louise, 2018). It is suspected that the reason behind the success of these campaigns is the fact that it is easier to feel empathy toward one specific dog. Receiving frequent updates on that one dog’s state can also provide the donor with a satisfying feeling, validating their (reoccurring) choice to donate.

When it comes to gaining the most regular donors, the DMT campaigns were said to be the most successful as they have helped SDF gain thousands. Regular donors are the most essential to SDF as the organization is said to not be what it is today without them (Interview with Louise and Sam, 2018).

Alike the systems theory (Windahl, 2009:297), SDF’s holistic approach CNVR as a whole focuses on the long-term goals as much as it focuses on each step within the campaign. The organization, as shown in this study, strives to reach their goals from several different angles reaching out to people internationally and nationally, as well as the Thai government.

### 7.2 Newspaper Article Campaign

An additional campaign that SDF has and that was ongoing during the participation period, is the newspaper article campaign. Its structure begins with a current volunteer getting photographed by a professional photographer at the shelter with the dog of their choice. Participation was made in this campaign as one of the photographed volunteers (see appendix 11). Initially, one fills out a field regarding their experience as a volunteer, explaining why they chose to volunteer and how they heard of SDF. SDF’s hired journalist, under the alias James Fergus, then customizes these answers and constructs the articles pairing the texts with his choice of image. The articles are then sent to the volunteers’ local newspapers in the hope of them getting published. This newspaper article project is a relatively new campaign, as it was first initiated in February 2018.
In the interview, James was initially asked what motivates his choice of pictures when constructing the articles. He replied that happiness in both the person and the dog was essential. He emphasizes the importance of a fully visible (human) face, preferably facing the camera. Furthermore, in order to avoid offending any readers or making them uneasy, he makes sure that the dog’s genitals are not on display.

James (2018) shared an example of a picture where both the person and the dog have eye contact with the camera (see appendix 12) and claimed that the more eye contact there is in a picture, the better. He then expressed that there are exceptions to these general rules of his and that he tries not to feel obligated to follow them. An example of an article with an image in which the portrayed are completely lacking eye contact with the camera is from David Chafer’s story as a volunteer (Barking and Dagenham Post, 2018), see appendix 13 for the image alone. The image was chosen due to the presence of happiness in it. However, eye contact from the human is preferred over eye contact from the dog due to the said truism in journalism that “people like to look at pictures of other people”. James states that peoples’ eyes are automatically drawn to pictures and if there is a person in it then they are more likely to read the headline and then the story. Hence, attractive pictures are said to be a huge help in “selling” the story (Interview with James, 2018).

The speaker in the articles’ text varies depending on how the medium handles the story. Occasionally, a newspaper or website rewrites the article, adjusting the sender to their liking. A present sender would build a closer relationship with the reader, making them easier to reach and influence (Holmberg, et. al., 2011:111). However, most were said to publish the article as is, though often with a new headline. James has a standard story into which he interweaves the volunteers’ details and quotes, as well as a standard quote from the co-founder of SDF, John Dalley. This standard story is written as if he were a reporter for the media.

The tone in the text is fairly neutral, unemotional and factual. James states that any emotion that takes place in the text mainly originates from the volunteers’ quotes, but that mentioning the DMT in itself is also an emotional trigger in western countries. However, the growing disgust in Thailand regarding the DMT implies that Thailand should not be excluded in this equation. As previously mentioned, dramatic issues and events affecting the everyday lives of the receivers are likely to be recognized by them as important sooner than other events. This factor can also explain the aftermath of the tragic Indian Ocean Tsunami for SDF (Windahl, 2009:708), who gained a significant amount of donors and volunteers shortly after the movement was started. Thus, Martam’s (2016) claim that movements can be beneficial to NGOs is confirmed, although the reasons behind the movements often are tragic. Investing in
branding during similar happenings is also said to be beneficial, as emotional ties are then easily made with the company associated with helping during that event (Holt, 2004:23).

James was asked if the aim of the articles is to inform the readers (spread awareness) or to encourage them to donate. According to James, both are equally important, but an additional aim of the campaign is to engage readers in volunteering themselves. A total of 24 articles have been sent to newspaper companies of which seven have been published and another two are soon to be published. Nine articles out of 24 is 38%, which James explains is a satisfying hit rate for a press release.

At the end of the story he inserts general information about SDF in case the newspaper’s editor feels that the organization itself is worth an article. With regard to SDF’s goal of changing the mindset of people regarding the DMT, this social marketing strategy by SDF is, according to the Agenda setting theory, a clever one. The agenda-setting hypothesis states that the media agenda controls the public agenda of what is perceived as important (Windahl, 2009:707). SDF not only markets with themselves as the sender, but also attempts to send their messages via other, more influential senders in order to reach their goal.

This strategy can, however, become problematic as many in the media regard communication planners implementing these strategies as intruders trying to get ‘free rides’ (Windahl, 2009:706). According to Windahl (2009), research indicates that the media agenda often mirrors the agendas of organizations that have established a strong public relations function, which can imply that NGOs could benefit from focusing on creating a strong relationship to the public prior to approaching certain other senders.

**7.3 Semiotic analysis of Material A**

According to previous research, attracting observers’ attention with the use of visual elements has become a common strategy for those wanting to deliver a message (Björkvall, 2009:6-7), which to some extent confirms James claims that images attract readers.

The colors used the most in the first brochure (A) are white, orange, yellow, black and gray, in that order. The background is white and most headlines and texts are printed in black, although some words, links and phrases are accentuated with the orange color. It is the same orange that SDF’s logo was at the time (a darker orange than they currently have). Using the same colors creates coherence within design aspects (Björkvall, 2009:24) and can result in observers associating this color with SDF even outside of this context. Orange has been interpreted as a trusting color, which can be of use to NGOs marketing themselves with the purpose of gaining donors as well as when rumors of similar material being propaganda
circulate (Humane Watch, 2016), see appendix 14. Orange is also said to represent friendliness, warmth, shelter, life lust and comfort (Hauff, 2018), which suits the organization and its purpose.

The logo is centered on the front page of the brochure as well as on the inside of the last page with thick yellow curve designs underneath them. These contrasting colors and lines are visual distinguishers (Björkvall, 2009:24), which are defined as tools that create distance between visual elements. In this case, giving the logo a sense of individuality in order to become more noticeable to the reader.

The contact information as well as the phrase “But we can’t do it without you!” that is in black capital letters has an orange background. This is also distinguishing and attracts the viewer’s attention. Hence, these areas in the material are emphasized by SDF as important.

There are 11 pictures in the brochure, all taken by SDF or portraying dogs that SDF has cared for. The pictures are taken from a social distance, which is often perceived as a comfortable distance to the reader. A picture taken from a close personal distance can become too intimate for a reader in certain contexts and in combination with other semiotic components, such as eye contact. Holt (2004), however, argues that intimacy drives loyalty from observers.

There are said to be three different types of social distance: the near semi-distance, the semi-distance and the far semi-distance (Björkvall, 2009:52). All images but the one on the front page is of a near semi-distance. A semi-distance creates a closer relationship between the reader and the portrayed (the dog), who in this case is not the original sender (SDF). In other cases, visuals can be placed in contexts where the text accompanying the image is formulated as if the portrayed is the sender, which in that case would have been an attempt to create a more personal relationship between the (original) sender and reader. Most images in the brochure portraying one singular dog are taken out of a camera perspective that is levelled with the dog and facing it which is used to create an equal, power-balanced relationship between the reader and the portrayed (Björkvall, 2009:52).

The image on the cover of the brochure is of the tsunami flood in 2004 portraying a dog clinging on to what seems to be a boat and another dog swimming behind the first one. Although this image was taken from a further distance than the other four, the eye contact that the dog in front has with the camera builds a social bond with the reader (Björkvall 2009:42). Within this context, eye contact not only commands attention (Björkvall 2009:31) but is also asking for help. Therefore, although the image is taken from a further distance, it bonds with the reader as much as the other images taken from a closer distance that lack eye contact do. Another example is the ‘before’ image of the dog named Shiver. It was taken at a much closer
distance, however, the lack of eye contact in this picture gives the reader space to observe the portrayed. Hence, different semiotic components can cooperate in variating ways to balance a certain bond with the reader.

Both the before and after images of Shiver are slightly taken from a bird-perspective, which puts the reader in a power dominant stance to the dog. In this context it is considered a suitable perspective since the portrayed is in fact proved to be dependent on humans and their donations. This perspective, along with the before- and after dimension (Björkvall, 2009:21) can be a strategy used to give the readers a sense of the difference they can make.

On the inside of the brochure, most images are taken from a far semi-distance and lack eye contact, which allows the reader to observe from afar. Eye contact would have accentuated more of a command to the reader, in this case, a command to help via acting or donating. According to Björkvall (2009), it is easier to pass on an offer than a command. Perhaps the organization used this offering strategy in order to not seem too persistent and scare off potential donors, or perhaps eye contact would in fact have benefitted them here. From a compositional perspective, however, the more personal relationship building images are placed on the outside of the brochure which is near the texts regarding donations, sponsoring and adoption. This could mean that SDF instead strategically used a more commanding approach here by relating these images to the requesting texts.

Only one image is taken within a personal distance and is also the only one taken somewhat from a frog-perspective. This is the image of a dog whose nose is crammed between cage bars. Usually, a frog-perspective indicates that there is an asymmetrical-power balance between the portrayed and the observer (reader), with the observer being in a submissive position. However, within this context it becomes obvious that the portrayed is in fact in a definite submissive position and dependent on the reader.

7.4 Interpersonal text-analysis of Material A
When viewing pictures together with their text one creates an (personal) understanding of the message that the sender is trying to get across. Images can illustrate and clarify the text, while the text can adjust the perception of the message behind and the image and address what in the image should be seen as important (Björkvall, 2009:27).

Within the textual metafunction it becomes possible to create a general message throughout one material by using relatable headlines. Hence, separate sentences and headlines can create a coherent text. SDF has used this strategy when individualizing sentences with visual distinguishers such as the sentence ‘But we can’t do it without you!’ and the headline
'Donate’. The reader of a text is presumed to be familiar with what is presented first or to the left of the main verb in a sentence (Björkvall, 2009). Whenever the headlines consist of several words, the first word is in orange, which creates a coherent design. When the organization’s name is included in the headline, however, it is always in orange regardless of its placement. This creates coherence with the logo.

According to research, a sender either takes on a giving or demanding role depending on the interactions used and what they exchange, i.e. products, services or information (Björkvall, 2009:33). This brochure produces a one-way communication since it is a printed brochure distributed to market the organization and is not awaiting a reply. It is, however, asking the receivers to act. Usually, this is made clear through one of the interpersonal metafunction’s interactions; the question. However, a great majority of the text in the brochure consists of statements. It is the context in which it is posted, along with visual components that create the perception that the sender is asking for something. Indirectly, the headlines ‘Donate’ and ‘Sponsor a Dog or a Cat’ are encouraging the reader to do so. There are several offerings in the brochure and sentences including the word ‘please’, which can be perceived as requests and indirect questions. This creates an interactive text, however, only two explicit questions take place in the entire brochure ending with question marks: ‘What will your contribution accomplish?’ and ‘Holidaying on Phuket?’. Within the text, SDF contributes with solutions and answers to both of these questions directly after they are asked, which makes them less interactive.

The remaining phrases in the brochure are statements, informing the reader of SDF’s work and the dogs’ past situations as represented in the images. In the exclamation ‘Just ask Shiver!’ the receiver is given a name for the dog, which is a strategy used to create a personal bond between them (Holmberg, et. al., 2011). Readers are expected to passively accept statements. With regard to the large amount of statements in this brochure, the reader persona in its text becomes a passive one and not interactive, which contradicts the senders aim with the brochure. Questions, however, crave an answer or an action (if they are not rhetorical). In texts including both statements and questions, a more active interpersonal relationship is created. Since this text consists mainly of statements and only a couple of questions (that are not fully interactive), the reader persona ultimately becomes passive. Since SDF’s logo and name is frequently used in the brochure, the sender persona is explicit, which creates a closer relationship between the sender and the receiver (Holmberg, et. al., 2011).
7.5 Semiotic analysis of Material B

The colors used in the second brochure (B) are black, white and orange, which are several less than the amount used in the first brochure (A). There are no new colors, however, the orange color has become a lighter shade in their more recent prints and the background is now black. From a compositional perspective it becomes apparent that SDF now uses more circular shapes and frames throughout the brochure, as opposed to squared. This creates a visual rhyme of coherence, which becomes harmonious to view as a reader. A prominent visual distinguisher in material B is a semi-thick orange line dividing a bottom section of the brochure from the rest. The bottom section’s background is then filled in with one or several images. The placement of these images relates them to the text but does not make them the focus point. However, on the front page the background image is of a puppy taken from a near personal distance and includes eye contact which demands the reader’s attention and focus. On the background images there are text and logos overlapping them, which is a classic compositional strategy used to imply that these are of more importance than the background (Björkvall, 2009:101-108).

The distinguishing line along with a white background frames the text on the front page. On this page, certain text is bigger than other, which is an additional distinguisher implying that the bigger text is of more importance and should be read first. In this case, it is the organization’s name and logo. The logo appears in three places in material B, always in a circular frame with a black background. This coherence and use of fewer colors creates harmony within the visual elements, and is an additional type of visual rhyme. Such coherence can also make it easier for the readers to recognize the logo out of context. Additional visual distinguishers are in the headlines, similar to those in material A where the most important and generalizing words in the headlines are printed in orange. Links, contact information and separate phrases are also in orange, which implies that this is a multimodal tool that SDF has kept throughout the years.

The front page of the brochure has much less text on it in material B than in material A. However, the missing text has not been deleted but simply moved to the inside of the brochure. In material B, SDF has kept the phrase ‘We can’t do it without you!’ and summarized their work with the phrase ‘Ending the suffering of dogs and cats in Asia’. The bullet points have been moved to the inside of the brochure and placed horizontally on the very top part of the two left pages. This placement indicates that it is the most generalizing and important information (Björkvall, 2009:90). The text placed further down on the pages are more specific,
and the contact information at the bottom is a classic placement for the most specific information.

Since the brochures’ pages are narrow, there is not really place for a horizontal layout such as the commonly used known- and new dimension (Björkvall, 2009:90). The only exception is the (re-used) before- and after dimension of the dog Shiver and the previously mentioned bullet points. Images of Shiver as well as the image of the dog with its snout in between two bars reoccurs in material B. The frog-perspective in which it is taken from creates an understanding approach from the reader. Eye contact is a semiotic tool that is used more frequently in material B, and most pictures of animals are taken from a levelled perspective and a much closer distance, including the re-used photos.

### 7.6 Interpersonal text-analysis of Material B

In material B, the headlines are not directly commanding, however, they are formulated in a more demanding tone compared to those in material A. For example, the headlines ‘adopt a dog or cat’ and ‘visit or volunteer’ in material B are replacing the following headlines in material A: ‘adoptions program’ and ‘volunteering’. An additional command is included in the newer brochure as a phrase: ‘help end their suffering’, which makes the text more persistent in material B (Holmberg, et. al., 2011:99). The word ‘please’ is used in several places, however, it is not as common. For example, the offering sentence ‘please join us on facebook’ from material A is formulated as a (encouraging) command instead in material B: ‘join us on facebook’.

Most of the sentences are statements in the latter material, which makes the brochure very informative and implies that SDF expects the readers to passively accept the information in this material as well. Only two questions are asked in material B: ‘what will your contribution accomplish?’ and ‘are you travelling from Thailand to North America?’, the first one being the same as in material A. This makes the text less interactive, however, SDF speaks directly to the sender in both materials through the use of the word ‘you’, which creates a close relationship between the sender and reader. When examining the reoccurring phrase in which the word is used (‘people just like you…’), it becomes clear that the sender is attempting to influence the reader into feeling capable of helping. According to Louise and Sam (2018), the aim of the brochures is to inform and encourage readers, which the multimodal tools used in material B confirms.

The phrase on the front page of material B explaining what SDF does (‘ending the suffering of dogs and cats…’) is a more confident one than the phrase on material A’s front
page (‘…help stray dogs’). This indirectly shows SDF’s success and growth throughout the years within reaching their goals and expanding the organization.

8. Summary and Discussion
Throughout the analysis, it becomes clear that SDF is keen on creating a specific agenda for different audiences that are familiar with different cultures. Visitors and volunteers are and have been continuously encouraged to fundraise and hashtag on social media via brochures and posts online, which shows SDF’s awareness of the impact that digitalization has and how far they can reach online.

Due to previous research and the outcomes of the The Humane Education Program, it is considered to be one of their most fruitful strategies when it comes to reaching their goal of changing people’s mindset regarding animal welfare. As mentioned in the background section, organizations and activists are currently taking action in Asia attempting to end the DMT. Hence, other NGOs that share this goal are likely to benefit from adapting this strategy in their countries if possible. With regard to the agenda-setting theory, the reason behind Thai people being the most generous per capita could be explained by these issues affecting them and their country directly.

It becomes evident within the Four Cs model, that a complimentary relationship between SDF and the government has emerged since SDF actively and successively works toward a rabies free country and better health for the Thai civilians. SDF also cleans beaches and helps control the dog population, as well as educate students which is the majority of the civilians most prioritized goal in 2015 (MY World Analytics), see appendix 15.

Although it is argued that there is no one single method that will be best under all circumstances in order to reach a given objective, an organization often develops characteristic norms and models for their public communication (Windahl, 2009:301). A small example of this is the colors and visual rhymes that SDF has chosen and frequently used in their recent materials. Behind this visualization of communication, however, is a combination of social, cultural and technical changes in society that affect the readers’ perceptions of the visuals (Björkvall, 2009:6-7), which should continue to be taken under consideration.

The texts within the analyzed materials are not that interactive due to the vast majority of statements, however, SDF has worked toward a more activating approach in material B, which coincides with their goals to inform and encourage. In the texts there is a strong sender persona which is beneficial when trying to influence a reader to act. However, it should be
noted that having SDF as an explicit sender throughout the entire brochure can give the reader a feeling of helping SDF rather than the dogs. The attitude within the texts have become more demanding throughout the years, although they are still, according to the SFG-model, perceived as very giving due to the majority of sentences being statements (Holmberg et. al., 2011:99).

There are several re-used pictures in material B, therefore, it is suspected that these pictures have given SDF the reactions they have been aiming for. There are also several more puppies in material B’s pictures, which is known to draw attention and appeal to many. The diversity within the layout is more prominent and there are more visual distinguishers of space between elements, which implies that SDF has adapted to the modern ideal layout structures of a visual room (Björkvall, 2009:84).

According to Holt (2004:23), companies should imbue their brand with a compelling identity myth in order to create emotional ties with their customers and gain profit. With this in mind, creating emotional ties as an NGO could make that particular NGO the first organization that comes to mind when e.g. a company contemplates about which organization they should devote their annual donations to. In relation to this, it could become relevant in future research to further analyze and discuss the model reader (Björkvall, 2003:23) within similar materials to examine if an identity is offered to the reader. The model reader is realized in the text itself and is described as the presupposed reader of the text. Therefore, it is not identical with what is described as the empirical reader, who is anyone reading the text. Within this context, the identity could be a generous and giving person. Further research could imply that the use of certain multimodal tools could make it more appealing to donate if this identity is being offered. A model reader is, however, culturally and socially motivated and can vary within a society depending on the material’s intended target group, which can connote an additional aspect to examine.
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Soi Dog Foundation. *Soi Dog Foundation turns 15 years old this month!*


Appendices

Appendix 1 – Soi Dog Foundation’s Information Board

<table>
<thead>
<tr>
<th>HEADLINE NUMBERS 2017</th>
<th>GOOD TO KNOW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Sterilisations: 53,560</td>
<td>Thanks to Soi Dog Supporters, Phuket is the only province in Thailand which is rabies free.</td>
</tr>
<tr>
<td>Total Adoptions: 691</td>
<td>- Soi Dog runs education programmes in local schools through our community outreach teams.</td>
</tr>
<tr>
<td>Total Visitors: 5159</td>
<td>- We consume 365 tonnes of dog food annually.</td>
</tr>
<tr>
<td>Total Volunteers: 742</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>ANIMAL NUMBERS</th>
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</thead>
<tbody>
<tr>
<td>Sick and Injured Animals Treated in 2012: 5306</td>
</tr>
<tr>
<td>Dogs Rescued from the Meat Trade: 16,121</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Soi Dog Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Combined Vaccine for 1 Dog: 100 THB</td>
</tr>
<tr>
<td>To keep 1 Dog at the Shelter for 1 month: 2,400 THB</td>
</tr>
<tr>
<td>To sterilise 1 Dog: 1,000 THB</td>
</tr>
<tr>
<td>Total Monthly Operational Cost: 15 million Thai Baht (428,500 US Dollars)</td>
</tr>
</tbody>
</table>

#Breaking News...
Sterilisations to Date: 253,594... Sterilisations Last Month: 8124
Soi Dog Foundation is the largest foundation in Asia working with stray dogs and was founded by a Leeds couple who retired to Thailand 11 years ago. It is also fighting the illegal dog meat trade and many of the dogs now living in the UK were rescued from that horrendous trade.

**DATE:**
Sunday 1st of June 2014

**TIME:**
10:30 - 17:00

**VENUE:**
Crigglestone Sports Club in Wakefield, West Yorkshire

All adopters, supporters and local residents are most welcome.

The show starts at 10:30, finishes at 17:00 and will include 8 fun dog classes (all dogs are welcome to participate). Stalls include pet stalls, tombola, cake stalls, bric a brac, and more. Money raised on the day will go towards construction of Soi Dog’s new dog hospital, a cause close to all our hearts.

www.soidog.org
Hi Shannelle,

So pleased to hear that you are interested in helping the stray dogs and cats of Thailand by volunteering with Soi Dog Foundation. You would be very welcome to volunteer at our shelter in Phuket for a period that suits you. Most people like to stay for a week or 2, however we are grateful for all help, whether it be a few days, or even a few months! The main job of our shelter volunteers is to help rescued dogs learn to trust people, to walk them and to socialise them in preparation for adoption. I am sure that we would be able to take some time out to chat about your research - we are focused more on animal 'welfare' than animal 'rights', however am sure you will gain lots of great information for your thesis. Soi Dog's shelter is open to volunteers from Monday to Friday, 9 am to 4 pm, with a lunch break from 12 to 1 pm. On your first day, if you are not joining our pick up service, then please plan to arrive in time for one of our tours, which are daily at 9:30 am, 11 am, 1:30 pm and 2:30 pm.
Hi

Fine with me, last name is Rose.

Good luck & hoped we helped
Louise

Get Outlook for Android

---

Hello Sam and Louise!

Thank you once again for the materials!
Quick question, would you prefer to be anonymous in the Thesis if I quote you, or would you feel ok with me citing you? If you are fine with it, then may I please have your last name(s)?

Best regards,
Shannelle Sahlin
Appendix 5 – Open Day Poster

SHELTER OPEN DAY

Adoptions
Shelter Tour
Design the Soi Dog Mobile Adoptions Vehicle
Resident Vet answers questions on pet care

DATE: 10th May, 2014
TIME: 9.30 AM-12:00 PM
VENUE: Soi Dog Foundation, 167/9 Moo 4, Soi Mai Khao 10, Tambon Mai Khao, Amphur Talang, Phuket 83110, Thailand.

FOR MORE INFORMATION, CONTACT CRISTY@SOIDOG.ORG ON #093 6851 332.
Appendix 6 – Soi Dog Foundation Brochure A 2012

Outside of Brochure:

Adoption Programme
Soi Dog always has many dogs and cats available for adoption. Whether here in Thailand or for sending overseas, Soi Dog makes no charge for adoptions though costs involved in sending overseas are met by the adopter. Soi Dogs make wonderful add-ons to any family pets.

Sponsor a Dog or Cat
By sponsoring one of our resident animals you will not only help that animal, but many others here in Thailand. Please visit our website: https://www.soidog.org/en/sponsor-a-dog-or-cat/ to see dogs and cats available for sponsors.

To sponsor a dog costs less than a dinner a day. You will receive regular updates and a sponsorship certificate. This is an ideal way of helping Thailand’s less fortunate animals and in sponsoring for a friend or loved one makes a unique and personal gift.

Donate
Soi Dog Foundation relies totally on donations from people just like you to continue our work. The most effective way to support our efforts is by sponsoring a dog or cat. Alternatively you can make a Secure donation, via paypal or credit card, one off or recurring donation by visiting our website.

For larger one time donations please consider donating by a direct bank transfer to the account at: www.soidog.org/en/donate-today/other-ways-to-donate/

Soi Dog Foundation is a legally registered charity in 6 countries: Thailand, The USA, Australia, The UK, France and The Netherlands.

UK taxpayers can claim tax relief on donations made to Soi Dog under the UKGift Aid scheme.

SEF bank accounts are available in: Thailand, The USA, The UK, Australia, The Netherlands and Switzerland.

What Will Your Contribution Accomplish? Just Ask Shiner!

Volunteering
Soi Dog is run by normal people just like you. You do not have to live in Thailand to help. Many volunteers work countless hours in Australia, N. America and Europe, and without them Soi Dog could not exist as it does today.

Soi Dog receives no Government support and most of its funding comes from overseas. There is no organization like the ASPCA or HSUS in Thailand.

The only help these animals get is from volunteers. If you think you can help, please contact volunteers@soidog-foundation.org

Inside of Brochure:
**Who and what is SDF Dog Foundation?**

SDF (SDF Dog Foundation) is a legally registered foundation in Thailand and five other countries with the sole objective of reducing the suffering of the millions of stray animals in Thailand. Established in 2003 on the island of Phuket, SDF is now Thailand’s largest foundation helping stray animals throughout Thailand. It has permanent facilities on Phuket and in Bangkok and responds to crisis situations throughout the country.

**SDF's main aims are:**
- To reduce overpopulation through sterilisation. Over 10,000 animals per year are currently sterilised at both its permanent clinics in Bangkok and Phuket, and at mobile clinics elsewhere.
- To treat sick and injured animals, that would be left to die on the streets.
- To shelter animals that have been victims of cruelty and abuse or can no longer live on the streets.
- To rehome suitable animals.
- To feed animals who would otherwise go hungry.
- To educate local communities about animal welfare.
- To stop the inhumane and barbaric illegal dog meat trade and to support those dogs rescued from it.

**SDF is managed by volunteers meaning that all money raised leaving a small amount for administration goes directly to helping the animals. SDF employs over 20 local staff including currently six veterinarians, nurses, and shelter staff. Other vets are hired on contract basis to operate mobile clinics when required.**

[Visit the SDF shelter or Bangkok clinic]

Holidaying on Phuket? You are welcome to visit the SDF shelter situated just north of Phuket International Airport. The shelter is open to visitors every Monday to Friday from 10.00 am to 4.00 pm. (Closed for lunch from 12.00 to 1.00 pm). For directions in English or Thai please call 081 768 4325. Visitors to the Bangkok clinic are welcome by appointment only. Contact khimpalam@sdfdog.org

**Trade of Shame**

SDF co-founder John Galloway has stated that if there is one thing above all others he could see achieved in his lifetime it would be an end to the “Trade of Shame”.

**Feeding Programme**

In memory of former volunteer Leone Cozzuola, who sadly died in the 2004 Asian Tsunami, SDF established a feeding program. We currently purchase over 4 tonnes of food per month for both pets at the shelter and distributed to local volunteers for feeding animals at temples and other locations to keep them off the streets.

Dogs are crammed into small cages, often 12 in a cage and unable to move, many are injured or die from suffocation long before they reach Vietnam. They are in fact the lucky ones as the Vietnamese believe that pain produces adrenaline which in turn tenderises the meat. Dogs are often skinned and boiled alive and their legs broken amongst other tortures.

With pressure growing from within Thailand, Thai border patrols have in the past year seized several thousand dogs, and SDF has donated heavily to providing food and medical aid for them. But the trade continues to flourish. Please visit www.tradeforshame.org to find out how you can help the Thai people to end this trade once and for all.

**Imagine if one of these dogs was your stolen pet**
Inside of Brochure:

**WHAT DOES SOI DOG DO?**

- Prevents suffering by conducting and vaccinating dogs and cats.
- Treats sick, injured, and abandoned animals.
- Fights the meat and dog meat trade.
- Shelters and rescue dogs and cats.
- Helps ownerless street dogs and cats in Thailand.
- Feeds hungry stray dogs and cats.
- Educates local residents about animal welfare.

**ENDING THE DOG MEAT TRADE**

Soi Dog co-founder and president John Davis said that if there is one thing he would like to see achieved in his lifetime, it would be an end to South East Asia’s horrific dog meat trade.

Millions of dogs every year are trafficked and brutally killed for the illegal dog meat trade in Thailand, Vietnam, and neighboring countries. Many of these dogs are family pets. Dogs are often stolen and butchered alive, due to a belief that it makes the meat taste better. This multi-million dollar industry is run by criminals who steal, kill, and consume.

Soi Dog raises awareness of this cruel industry and works with Thailand’s law enforcement agencies to arrest smugglers and rescue dogs.

Soi Dog is committed to eliminating this horrific industry. The costs involved in ending the dog meat trade, including feeding and caring for the dogs rescued from smugglers, are tremendous, and we can only do it with your help.

ADOPT A DOG OR A CAT

Soi Dog has hundreds of pets in kennels that need permanent homes. Visit any of our adoption centers to meet our adoptable dogs and cats and help save their lives. Meet some of our adoptable dogs and cats at www.soidog.org.

Are you flying from Thailand to North America or Europe? We desperately need you to let a dog or cat accompany you on your trip to their new home. There is no cost to you, and you will have the satisfaction of delivering an animal to their forever adoptive home, who will most likely eat the plane.

www.soidog.org
Appendix 8 – Brochure stand
Appendix 9 – Thai Brochure
Appendix 10 – Social Media Post

soidogfoundation - Even after 15 years, we still encounter cases of cruelty and neglect that are truly baffling! Why on earth is Phoebe missing both her hind legs? This is not a recent injury, and it was not performed by medical professionals. It is clear she has lived by dragging her back end across the floor for a long time. The area has formed hard dark callouses to protect her delicate skin. 😞 Dogs like Phoebe are pleading for your help. She would still be on the street without the Emergency Response Team.

Gillas av selly.br och 6287 andra

Lägg till kommentar...
Appendix 11 – Example of Photo for News Paper Article
Appendix 12 – Example of Image with Eye Contact
Appendix 13 – Example of Image without Eye Contact
SURPRISED

to hear the Humane Society of the United States shares less than 1 percent of your donations with local pet shelters?

SO WERE WE.

The dog-watchers need a watchdog.
Join the discussion at:

HUMANEWATCH.ORG
Keeping a watchful eye on the Humane Society of the United States
Appendix 15 – My Global Analytics 2015

73,275 votes for Thailand / All Genders / All Education Levels / Age Group (All Age Groups)

- A good education: 51,138 votes
- An honest and responsive government: 40,173 votes
- Better healthcare: 37,129 votes
- Affordable and nutritious food: 30,076 votes
- Better job opportunities: 29,799 votes
- Protection against crime and violence: 29,504 votes
- Access to clean water and sanitation: 27,637 votes
- Better transport and roads: 26,963 votes
- Phone and internet access: 26,656 votes
- Protecting forests, rivers and oceans: 26,158 votes
- Equality between men and women: 22,018 votes
- Support for people who can’t work: 21,599 votes
- Freedom from discrimination and persecution: 19,075 votes
- Reliable energy at home: 14,742 votes
- Action taken on climate change: 17,116 votes
- Political freedoms: 15,789 votes