SOMO IN THE MEDIA: 2009-2010

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Executive summary

Since the establishment of the Centre for Research on Multinational Corporations (SOMO) in 1973 many factors have changed. Communication, mobility and accessibility being a part of an on-going technological progress have created new challenges and opportunities.

In order to facilitate new strategies and adapt to them, an analysis was carried out in the field of the media-attention that SOMO has generated over the past two years. This was to assess if the media-attention has helped SOMO in attaining its strategies: Knowledge building, Cooperation, Capacity building, Lobby/policy influencing. Furthermore, whether it has led to feasible results that correspond to the objectives, and whether the media-attention has contributed to effectively reaching the desired target groups. In addition, this report answers the questions that correlate to SOMO’s media-attention, the findings are accompanied by charts followed by recommendations and conclusion that are based upon the findings.

The overall results have been very promising in numbers and observed achievements. In September 2010 there was significant amount of media-attention generated by successful cooperation with the Volkskrant. Media-attention performance in 2009 was quantitatively less than in 2010. The main highlight in 2009 that generated a number of media entries was the book “Het onzichtbare label”. A correlation between press releases and media-attention follow up could not be established. The outcomes showed that the ratio of press releases to media-attention in 2010 was nowhere near that of 2009, yet the media-attention results proved the opposite. The issue of manually processing data to Pluriform could also have influenced the validity of results.

Nevertheless, there are some minor points for improvement that should not be considered as shortcomings, but rather as a productive part of an evaluation process. First of all, an actual media policy should be created that can cover directives regarding the social media approach. Secondly, as a step from media policy, social media should be maintained accordingly. Furthermore, for effective monitoring of media-attention, it should be decided which are the right maintenance tools (e.g. Pluriform).

With rapid changes in the media landscape the opportunities have never been greater and stakes have never been higher for those aiming to reach their goals. Thus adapting to those changes is crucial for everyone involved in any kind of public or private activity. Therefore this analysis report, tries to distinguish means from ends and shape a retrospect of SOMO’s media-attention.
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Preface

Hereby I present this analysis report, assigned by the Centre for Research on Multinational Corporations (SOMO). The main aim of this report was to identify the effectiveness of SOMO’s media policy with regard to attaining SOMO’s objectives.

Although, beforehand I had a plan in mind for this dissertation’s topic I was pleasantly surprised when SOMO’s communication department came up with its own theme: research and analyse the media-attention and its effectiveness. It seemed pretty easy in the beginning, but after a few weeks I realised that the research itself would be much more difficult to manage than expected. During the process I encountered several obstacles regarding data collection and its processing. Nonetheless, it has not obstructed me from delivering my final conclusion and giving recommendations.

Every assignment is a unique one. No matter how many assignments there were at The Hague University to train us, it always remained a challenge. Learning while doing could sum up the whole process. I worked with pleasure on this report and hope that the outcomes of this research will contribute to SOMO shaping a media-policy that will help to effectively deliver the message to its target groups.

Finally, I would like to thank SOMO and everyone at their communications department for the opportunity to do my internship at SOMO. Leontien Aarnoudse in particular for a great help, coordination and support during the research. Furthermore, I would also like to thank Peter Pijlman for supervising me during the process and helping with HHS matters. And last but not least, my mother and my beloved girlfriend Inge for their support and understanding.

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The Hague
1. Introduction

In the previous years SOMO was in the media numerous times. For its communication department this was an occasion to initiate a study on how effective that media-attention really was. A significant amount of media-attention that bounces back to an organization cannot be controlled, or at least that is presumed. However, some processes and patterns can be detected that are essential for an organization’s targeted functioning. Media-attention frequency is an unstable, yet essential variable. SOMO, being a not-for-profit organization values media-attention and depends on it to a certain degree. It can be seen as revenue, an incentive that helps to promote the values of the organization and helps to achieve its objectives.

Herein SOMOs’ strategies play a determining role in the right approach of delivering the message to their target groups. Over the years they have been narrowed down to clearly stating the essence of organization, an on-going process that frequently requires analysis and evaluation. With the generated media-attention SOMO evoked important dialogues in the society, a call for change, and a call to act. This dialogue should remain and therefore SOMO’s role and effectiveness evaluation of ever changing factors is a vitally necessary measure.

With the coming of social media the new paradigm shifted from existing, static media to participatory media. This shift has given a boost for change just like in the finest example The Obama moment, which was strongly related to the successful implementation of social media. According to Jaap Bloem’s Me the media: “This time it was the adoption of powerful web tools for communication, coordination, and cooperation… brought out by web conversations can be viewed as the ultimate consequence, if not goal…” (Bloem, van Doorn, Duivestein, 2009, p.20).

A tremendous amount of information is projected daily upon citizens, who face the problem of distinguishing what is right and what is wrong. This is where the challenge begins: to get through to your audience. SOMO uses its established channels to communicate to their target groups that have in some ways been proven to be the most effective. However, without balanced evidence there is no justified proof. Over the years SOMO has collected their observations into a solid database. Now these data provide SOMO with an opportunity to reveal its shortcomings and mementos.

Thus this report attempts to give an analysis of the past and prepare for possible future scenarios. For their target groups SOMO presents its successes and achievements in annual reports and newsletters, where internal staff and financial stakeholders rely on hard data. This happens on frequent occasions for justification of SOMO’s expenditures and continuation of its networking.
This analysis is an in-depth verification of SOMO’s own interaction with media over the past two years.

1.1 Background
This analysis report is assigned by SOMO in order to investigate its effectiveness in the media field during the past two years 2009-2010, from the perspective of traditional media that has a priority: newspapers, magazines, radio, TV and also to the impact of social media. This report resembles a similar study that was previously performed in 2008 and is meant for internal verification and possible improvements of SOMO’s communication department by collecting and evaluating media-attention. Its overall outcome might help to define further adjustments in its communication (media) policy. In order to provide comprehensibility regarding SOMO and its activities, the background described in APPENDIX I, presents key information for a thorough understanding of this report.

1.2 Research justification
The main purpose of this document is to provide an insight in and evaluate how effective was SOMO’s media activity, their interaction with the media over the past two (2009-2010) years and how the media-attention has contributed to the overall strategies/objectives of SOMO. The outcomes will help to shape and provide an added value for further implementation of social and traditional media into SOMO’s strategies.

1.3 Limitations
Limitations of the research are the restrictions of the database that SOMO uses, called Pluriform. Data stored in Pluriform are being processed manually and this can lead to inaccurate data retrieval, resulting in some media-attention not being mentioned and/or could not be traced on the Internet. Furthermore, it is simply impossible to find all the media-attention of SOMO worldwide. Thus reliability of the outcomes might not be 100% accurate. Moreover, some data in Pluriform have not been fully completed with regard to date/media source. This accounts for 1% of the total entries and can be negligible. Data regarding outreach have not been completed in approximately one-third of all entries. Therefore the outreach numbers were not taken into account while writing this report. It must be mentioned that the only media-attention that is being processed through Pluriform and presented in this report is where SOMO is presented in positive and neutral context.
1.4 Questions

1.4.1 Central question
How effective was SOMO’s media policy regarding attaining SOMO’s objectives?

1.4.2 Sub-questions
1. What are the advantages/disadvantages of traditional/social media?
2.a. How often was SOMO in the media after press releases?
2.b. When was SOMO in the media after press releases?
2.c. In what media was SOMO after the press releases?
3. What results have been achieved with media-attention?
4. What target groups have been reached?

1.5 Process and methodology
The primary method that was used during this analysis was desk research. SOMO’s media-attention database Pluriform provides access to secondary data that have been processed manually by interns and/or communication staff. In addition, Pluriform enables an overview of stored statistics of the media outreach, being an accessible method to retrieve data in excel format that are clear and easy to use for further analysis.

Moreover, SOMO’s internal media database was consulted, which provided access to the press releases and other media that SOMO published over the years. Stored in folders it is convenient to link to SOMO’s media-attention from Pluriform. This was the most time-consuming element of the analysis, as it could not been done automatically.

Furthermore, SOMO’s website and intranet provided access to publications and some media outreach over the past years and documents regarding policies.

In addition, HandboekNederlandsepers (HandbookDutchpress) was consulted for the target group terminology and to establish target groups as such of various printed media sources.

The Secondary tool was a (written) interview with the communication coordinator. The answers provided an insight from the internal perspective onto the current situation concerning media policy.

SOMO’s publications, strategy plan and annual reports were used as a reference to reinforce the theoretical framework. The report was divided into parts that incorporated the communications
officer’s answers and provided answers to the above-mentioned questions (See part 1.3 central and (sub) question(s)).

In order to answer the questions the following processing took place: firstly, data regarding press releases and media have been extracted in excel format from Pluriform. Secondly, the internal (media) database was consulted for entries that have not been listed in Pluriform in order to complete them. Thirdly, data have been compiled and processed for further analysis. Finally, questions were answered and findings concluded.

1.6 Explanation of Part Order

Parts regarding current state of SOMO’s media policy comes first followed by essential data to help reinforce the answers to theoretical questions and narrow down the scope for the findings/results. Here follows a brief explanation of part order and their summary:

Part 1: Introduction

First part provides an overview to the research subject: introduction, research justification, limitations, questions, process and methodology.

Part 2: SOMO’s media policy: current situation

The second part describes SOMO’s current situation regarding media policy. Furthermore, based on the answers of the communications officer, it informs us about the communications department role in the process and its functioning.

Part 3: Current trends

Question: What are the advantages and disadvantages of traditional/social media?

The third part current trends in the field of traditional/social media. Moreover, it weighs traditional media against social media with respect to potential advantages and disadvantages. In addition, this chapter links current media trends to SOMO’s strategies.

Part 4: Frequency of SOMO’s media-attention

Questions: How often was SOMO in the media after press releases?

When was SOMO in the media after press releases?

In what media was SOMO after the press releases?

The forth part presents raw data, answering three (sub)questions regarding the frequency of SOMO’s media-attention or how often they were in the media during 2009 and 2010. Moreover,
the frequency of press releases and publications has been established. The graphs compare the most productive months against the least productive and establish a link, for following part (5. Achieved results) on what factors made it possible. Furthermore, the media types were examined, distinguishing newspapers, magazines, electronic newsletters, TV, radio, website and freelance journalism. The same entries were distinguished by language.

Part 5: Achieved results

Question: What results have been achieved with media-attention?

The fifth part discusses the practical side of the frequency of SOMO’s media-attention: what press releases have generated more media-attention. Furthermore, their content has been examined, whether there was correlation between specific topics and interest from the press. Moreover, a short overview has been provided of feasible achievements that resulted in actions (questions in the parliament, changes in companies’ CSR policy, public debate etc.).

Part 6: Reaching target groups

Question: What target groups have been reached?

In this part, an analysis was made from the perspective of media channels as target groups. Since every media channel has its potential clientele it made it possible to trace the connection with SOMO’s target group and detect its reachability.

Part 7: Social media in SOMO’s context.

The last part gives overview of social media networks where SOMO is present and sums up its progress.

Part 8: Conclusion

Part 9: Recommendations

Part 10: References

Part 11: Appendices
2. SOMO’s media policy: current situation

2.1 Introduction

In this part an insight is given on how SOMO interacts with the media, the steps it makes to create awareness of their work.

In the following text Leotien Aarnoudse, communication coordinator, answers questions regarding SOMO’s media policy. (See APPENDIX II for questions and answers transcript in Dutch).

In SOMO’s context, the media itself, figures as a means to spread SOMO’s mission helping to achieve their goals. For practical reasons the media are also a target group (as they are targeting the media), but the eventual goal is to use the media in order to communicate the message to the target groups (civil society organizations, companies, governments and policymakers).

2.2 Pluriform

Since 2003, SOMO employs the system called Pluriform, to track and gather media-attention that SOMO has generated. Data in Pluriform are processed manually, bit by bit. It is time-consuming, yet cost-effective and useful in the end. In addition, Pluriform is also a (relation) management system for finance, contacts, publications, prospects and other sections relevant to the organization.

Pluriform enables the possibility of diverse data (list) storages. Data stored there relates to press addresses and other specialist listings such as: electronics, extractives, pharmaceutics, financial sector, tourism, garments and textiles, taxation, food and agriculture, and sustainable investment.

When necessary these lists are completed with additional contacts or information, this is often done by the administration or interns/temporary workers. Updating and completing of media contacts is an on-going process. Journalists, television, radio programmes and other media are always changing, and SOMO may choose to focus on new territories, and thus the approach needs to be adjusted.

2.3. The responsibilities of communication department

The media policy as such has not been laid out on paper (yet). However, SOMO’s communication coordinator L. Aarnoudse has provided current implementation of traditional/social media in its policy and gave an overview of the SOMO’s communication department by answering several questions related to this issue.

The communication department is responsible for the layout of the press release and sending it out to relevant media contacts, this happens both on national and international levels. Furthermore, the communication department coordinates the media work, which involves planning and overview.
Moreover, the communication team initiates press moments, whenever there is news that can be brought to the public.

Several steps can be made after publishing a (research) report or in the case of a success story. One of these steps is to communicate the message to the media. The following can be done:

1. Send out a press release to the press;
2. Personally contact a journalist;
3. Tweet the message;
4. Incorporate into press releases or statement of other (like-minded) organisations.

All press releases and messages are put on SOMO’s website and the media portals, such as Nieuwsbank.nl and OneWorld.nl, sometimes also on the websites of SOMO’s subsidiary networks: Coalition for Trade and Development, Dutch CSR Platform, ECCJ, GoodElectronics, OECD Watch and makeITfair. From there it is picked up by the journalists of newspapers to be spread in the media. Not all of the topics are equally distributed through media channels due to a low response from journalists as they decide on its suitability for their particular media.

When the press is publishing SOMO, the communication team registers all the media-attention and outreach as an output. The file is then stored on the internal server and in Pluriform. To track the outreach, broadcasting numbers are registered too, along with the media-attention. In this way SOMO gets a better overview of its outreach. Furthermore, it is needed for the financial record statements of their financiers.

Finally, the communication department speaks with the media (press). If there are any questions from journalists, these are answered by mail or phone. Then, if necessary, the communication department brings journalists in touch with the researchers and experts from within SOMO who can elaborate on the topics. When SOMO cannot help the journalists in one way or another with their questions, they are referred to the (relevant) sources and information.

If a press release must be written, the researcher or the project leader sets up a draft. From there, in cooperation with the researcher or project leader, the communication team draw up a message and facilitates (if necessary) translations.
3. Current trends

3.1 Introduction
In this part, the present situation is given on the state of development of the media. It is fairly clear that social media are an upcoming medium that has potential and requires no further discussion in that sense. However, in SOMO’s case, a distinction should be made in terms of obtaining the desired goals and whether social media are an appropriate tool to achieve them.

3.2 Defining media
In order to start with this part, key terms should be clearly defined to avoid any mistakes. What is media? According to an online dictionary reference that provided 19 possible definitions, one from World English Dictionary is the definition that suits this research: media are “the means of communication that reach large numbers of people, such as television, newspapers, and radio” (Media, n.d.). According to Longman’s dictionary, media are “all the organizations, such as television, radio, and newspapers, that provide news and information for the public, or the people who do this work” (Media, 2008, p.1024). Both definitions are quite alike. The social media are a relatively new phenomenon that has not found its way yet in the above-mentioned sources. Merriam-Webster’s online dictionary provides however the definition: “forms of electronic communication (as Web sites for social networking and microblogging) through which users create online communities to share information, ideas, personal messages, and other content (as videos)” and “first known use of SOCIAL MEDIA was in 2004”(Social media, n.d.). Now we can distinguish the media in its traditional sense (newspapers, magazines, television, radio) from social media (Facebook, LinkedIn, Twitter, online forums and blogs).

In the past decade the (traditional) media has undergone important changes. The coming of Internet into our daily life has shifted the perception of how we communicate with each other. Since the year 2000 the number of Dutch Internet users has nearly quadrupled from 24.1% of the population to 88.6% by 2010, counting almost 15 million people (Internet Usage and Population Statistics, 2010). The overall Internet usage in Europe has resulted in 352% growth over the same time span (INTERNET USAGE STATISTICS, 2010). Such rapid growth indicates its popularity and reveals unseen possibilities for the future.

On the other hand the traditional media such as television, radio and press is going through rough times, yet it is not standing still. It evolves along with new the technologies and digitalizes accordingly. Nevertheless, in the mind of the information consumer that the most of us are, traditional media are associated with the “quality” that possesses the credibility factor, a source that many rely on. However, according to Hopkins’s “Social media” this “mainstream media …
are traditionally one-way media devices (experts pontificate and readers have little opportunity to contribute or start any discussion with the author)” in that delivers its message in a ‘static’ way, while the social media communicates and does this both ways (Hopkins, 2009, VII). It “enables players, protagonists, pundits and the public to interact, engage and build rapport more easily than ever before” (2009, VII). Put into the SOMO’s context it strongly relates to the second strategy, cooperation: “strengthening networks between like-minded organisations to create a broad societal base and engage relevant target groups with prospects for action” (Strategie, n.d.). Thus, used in the right direction, social media can be an immense valuable tool to achieve this strategy.

Interaction is the key element that makes the social media so appealing. Live-time communication and participation triggers the element of being truly involved in a certain process. This involvement is nowadays shared by millions of users around the globe.

3.3 Knowledge gap

Participating in the media stream by acquiring information is not as obvious as it might be assumed. A theory developed by Tichenor, Donahue, and Olien, called the ‘knowledge gap’: “that holds that in the development of any social or political issue, the more highly educated segments of a population know more about the issue early on and, in fact, acquire information about that issue at a faster rate than the less-educated ones”. In that way the “difference between the two types of people grows wider”, causing a knowledge gap. According to Professors Tichenor, Donahue and Olien that might mean that “the poorer segments of society could not participate meaningfully in discussions of social issues” (Turow, 2009, p.167). However, that was in 1970 and Internet was not yet invented. Do we still face the same problems regarding the distribution of knowledge? The continents in the Northern hemisphere are better of in that respect compared to the developing countries, where the digital divide, “the separation between those who have access to and knowledge about technology and those who (perhaps because of their level of education or income) do not”, still causes this knowledge gap (p.169).

Where traditional media tries to catch up with the successes and possibilities of the Internet: “Newspapers and magazines can now be delivered in paperless online form, while radio and television broadcasts are “streamed” over the Internet”, it still lags behind on interactivity. “The emerging technology allows for a great deal of personalization. Opportunities that each individual can choose from: channels, programs, or even types of stories that will appear on the screen”, are among a few transformations of the ‘old’-media to more user-friendliness (Henderson, 2004, p.20).

The 21st-century media consumer who also wants to be an informed, active citizen can no longer rely on a few trusted voices of authority. News is no longer a common narrative
shared by millions of viewers but rather, a roiling sea of fact and speculation that changes from hour to hour. Evaluating the credibility of often obscure sources can be difficult.

Henderson, 2004, pp.20-21

The statement mentioned above cannot be ignored or denied. It is somewhat prospective for the future of media. The authority (read traditional media) is no longer the main source of information. The social media have established a new communication platform through which not only individuals, but also organizations, governments and multinational corporations can provide, obtain and share data. According to the Dutch market research bureau Multiscope, Social media awareness (popularity) of Twitter, Facebook and LinkedIn in the Netherlands alone will only grow in the future.

(Nederlander 'netwerkt' 7 uur per maand, 2010).

On the contrary, according to statistics of HOI (Institute for media auditing) Dutch national and regional newspapers have been facing a decline since 2007. There are however a few exceptions, NRC Next and Het Parool selling has increased since then. (Enkel NRC.Next en Het Parool nog positief, 2010).

Selling’s of the physical newspapers might be in decline but that does not mean that they will totally disappear in the near future. As success of any undertaking is reaching its target, thus the most effective way is preferable. Both mediums have their own advantages over the other, however best implementation for reaching a certain strategy is by combining them to effectively deliver the message and/or campaigning. How to achieve that depends on the organization and its goals.

As statistics shows, different target groups have their particular (media)-channels where they can be reached. However, non-profit organizations do not often have a grip on the situation where they might appear, especially regarding the commercial channels.
3.4 Conclusion

The traditional media are an effective medium in reaching a broader audience however expensive, whereas social media attributes are often free, but heavily dependant on a well-structured strategy.

Both ways are still being used, often complementing each other reaching its target, whether commercial or not. However, being a non-profit organization SOMO does not aim at commercial publicity, like television commercials or magazine adverts. Their activities are mainly oriented at particular target groups, not directly at the general public and (more in part 6: reaching target groups and strategies) thus SOMO’s active participation on the social networks is not only desirable, but also essential in the long run.

For SOMO social networking should be taken into account as an evolving and powerful tool that is worth investing in. The main benefits are reaching of a broader audience at relatively low (if not free) cost, a great amount of control over the published content, and direct influence through interaction.
4. Frequency of SOMO’s media-attention

4.1 Introduction
In order to establish comparison, firstly media results are treated separately, year by year, before they are combined and weighted against each other. (See the full list of the media-attention for these years in APPENDIX VII).

4.2 Definitions
- Media-attention – Publication of SOMOs’ work on the radio, television or newspaper, websites, blogs, magazines, as result of press releases, knowledge sharing and/or publications, where SOMO has been mentioned in positive context. The data are saved in Pluriform.
- Press releases – short information notices that are sent to the (online) databanks in order to inform the media of SOMO’s recent results, achievements, campaigns, reports and/or research developments. Mostly in Dutch and English.
- Publications – reports and briefings of the research information published on SOMO’s (and other) subsidiary websites. In English and Dutch.

4.3 2009

4.3.1 Media-attention

The year 2009 had a total of 167 entries. Most productive were the month September and March with 35 and 31 entries respectively, followed by April and May with both 18 entries. February and October have been mentioned 15 and 12 times respectively. The least productive months were
January, June, July, August, November and December (6, 6, 4, 5, 8 and 9 entries respectively). This could be explained by the holiday periods in both summer and winter.

### 4.3.2 Press releases

![Press releases 2009](image)

40 press releases were sent out during year 2009, 26 in Dutch, 12 in English and 2 in Spanish. The highlight was in September; during this month 14 press releases were sent (9 in Dutch and 5 in English). (See APPENDIX IV for full list of press releases), followed by May (6), 4 in July, 3 in April and November, 2 in February and October, and 1 in May, August and December. Press releases in the different languages (other than Dutch) have the same content, however are aimed at the foreign press. (See part 5. Achieved results, for the sectors of press releases and the media-attention that they had generated).

### 4.3.3 Publications

![Publications 2009](image)
In 2009 there were 49 publications in total (See APPENDIX V for full list of publications); 14 in May and 9 in September, 7, 6, 5 and 3 in June, July, October and April. There were 2 publications in November and December, 1 in March, and none in January, February and August.

4.3.4 Overview 2009

Combining three above-mentioned graphs reveal the following results:

March and September were the months with the most media-attention and the most press releases. The relation between both media-attention and press releases can clearly be seen in both of these months. In March there were 6 press releases that resulted in 31 entries of media-attention in March. In September 14 press releases were published, resulting in 35 entries of publicity in the following month September. To a lesser extent it is applicable for February, April, May, October and December. During these months quite a few media-attention was generated, however with a lesser amount of press releases. There could be two explanations for this phenomenon:

1. It takes quite an effort to generate media-attention in terms of quantity of press releases. More press releases result in more media-attention
2. Media-attention is determined by the content of press releases regardless of its quantity
Media-attention compared by language gives us the following results:

Most publicity in 2009 was in Dutch (colour purple on the graph) with overall of 106 entries. Media-attention in English was second biggest with 33 entries, followed by German (14), Spanish (9), 2 entries in French and Swedish and 1 in Polish.

The following graph presents media-attention by type in order to establish a clear picture of the sources where SOMO was mentioned throughout 2009. In that year, 98 sources were online (websites), 27 were mentioned in the newspaper, 14 in magazines, 9 in press service, 7 on radio, 6 sources in newsletter, 3 on television and once in electronic newsletter. Two sources were not mentioned in Pluriform.
4.4 2010

4.4.1 Media-attention

In 2010 there were 252 entries of media-attention. As seen on a graph a significant amount of entries were in September (87), followed by less than half of September’s attention in February (36). Then December had 24 entries and November 22. March and June had 15 and 14 entries each. April and May were on a par with 13 entries. January, October, July and August scored to a lesser extent with 10, 9, 6 and 3 entries respectively.

4.4.2 Press releases

Press releases 2010
There were 19 press releases in 2010, 11 in Dutch and 8 in English. 7 were sent in June and 6 in February, followed by 2 in April and October and only 1 in November and December. Other months had no entries.

4.4.3 Publications

The year 2010 had a total of 45 publications. 8 were in November 5 in March, April, May and June, 4 in January and September, 3 in October and 2 publications in February, July and December each. There were no publications in August.

4.4.4 Overview 2010

When combined into one, the three above mentioned charts provide following results:
The first statement from the year 2009 that “It takes quite an effort to generate media-attention in terms of quantity of press releases” is not really applicable for year 2010. We see only 19 press releases (in red), which is less than half compared with (online) publications (45) (in green). Probably second statement that “Media-attention is determined by the content of press releases regardless of its quantity” should be the case in this scenario. To be further discussed in the next part (5: Achieved results).

In September 2010 there were no registered press releases and only four publications, resulting in the remarkable media-attention that was received in general with 87 entries (only 8 in English and 79 in Dutch) while 3 of the publications were in English and only 1 in Dutch in following sectors:

<table>
<thead>
<tr>
<th>Title publication</th>
<th>Sector</th>
<th>Sector</th>
</tr>
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<tbody>
<tr>
<td>Duurzaamheid in het Nederlandse Handelsbeleid</td>
<td>Corporate Accountability</td>
<td>Trade &amp; Investment</td>
</tr>
<tr>
<td>EU financial reform: Some small steps, but no fundamental changes in sight</td>
<td>Financial</td>
<td>EU financial reforms</td>
</tr>
<tr>
<td>Investing Responsibly: A Financial Puzzle Relevatie</td>
<td>Financial</td>
<td>Sustainable Investment</td>
</tr>
<tr>
<td>Changing Industrial Relations in India's Mobile Phone Manufacturing Industry</td>
<td>Electronics</td>
<td>International standards</td>
</tr>
</tbody>
</table>

In 2010 SOMO was represented in following languages:

**Media attention 2010 by language**

In that year media-attention was predominantly in Dutch with 220 entries; 27 entries for publicity in English, three entries in Spanish and only one in Danish and German.
As in 2009, the major part of publicity in 2010 was from online resources (149 in pink on the graph), followed by newspapers (in red), accounts for 48 entries. To lesser extent SOMO was mentioned in magazines (19), radio (12), press services (8), newsletters (6), electronic newsletter (3) and twice on television.

4.5 Comparing 2009-2010
In the following pie charts media-attention for both years is being compared against each other for variety of sources.
Although there were far more entries in 2010 (252) than in 2009 (167), the spread of sources in 2009 was slightly better represented. That accounts for newsletters and press services both 2%, magazines and television both reached 1% more than in 2010. Newspapers and radio, 4% and 1% more were better off in 2010. Representation on web sites was almost equal 59% in 2009 and 60% in 2009.

The next pie charts present the division of languages in both years:
In terms of variety and division of languages 2009 was again better represented than 2010. There was 9% more media-attention in English in 2009 than in 2010. German media-attention was 9% in 2009 compared to none in 2010. Furthermore, publicity in Spanish was 4% higher in 2009. Swedish, French and Polish all gave a little media-attention at 1% in 2009, but was not represented at all in 2010. Only Danish increased its entries with 1% in 2010. Publicity in Dutch grew by as much as 23% in 2010.

When looked at the amount of press releases in 2009 could be suggested that this would result in greater quantity of media-attention, however opposite is true.
5. Achieved results

5.1 Introduction

Previous part gave us results only form a statistical point of view. Both years were compared against each other only by numbers, yet in this part was looked at the content of press releases that generated media-attention. Furthermore, an extract was given of actual results achieved by SOMO and SOMO’s networks in 2009-2010.

From the data noted in Pluriform it can be concluded right away that the press releases were followed up by media-attention on the same or by the next day after publication (See APPENDIX VIII for detailed information).

As to the relation between frequency of press releases and media-attention follow-up, there was no clear indicator in favour of first statement that “It takes quite an effort to generate media-attention in terms of quantity of press releases” (See part 4, Frequency of SOMO’s media-attention). It can be assumed then that ‘Media-attention is determined by the content of press releases regardless of its quantity.’

On SOMO’s website the press releases, publications and reports are divided into subjects (dossiers). These are:

<table>
<thead>
<tr>
<th>Companies</th>
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<tr>
<td>Sectors &amp; Supply chains:</td>
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<tr>
<td>Financial</td>
</tr>
<tr>
<td>• Sustainable Investment</td>
</tr>
<tr>
<td>• Financial Reform</td>
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<tr>
<td>• EU Financial Reforms</td>
</tr>
<tr>
<td>Electronics</td>
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<tr>
<td>• Fruit &amp; Vegetables</td>
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<tr>
<td>• Tea &amp; Coffee</td>
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<tr>
<td>• Supermarkets</td>
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<tr>
<td>Food &amp; Agriculture</td>
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<tr>
<td>• Fruit &amp; Vegetables</td>
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<tr>
<td>• Tea &amp; Coffee</td>
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<tr>
<td>• Supermarkets</td>
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<tr>
<td>Extractives</td>
</tr>
<tr>
<td>Energy &amp; Water</td>
</tr>
<tr>
<td>Garments &amp; Textiles</td>
</tr>
<tr>
<td>Pharmaceuticals</td>
</tr>
<tr>
<td>Other sectors</td>
</tr>
<tr>
<td>• Tourism</td>
</tr>
<tr>
<td>Corporate Accountability</td>
</tr>
<tr>
<td>• Guidelines &amp; Regulation</td>
</tr>
<tr>
<td>• Voluntary Initiatives</td>
</tr>
<tr>
<td>• Sustainable Procurement</td>
</tr>
<tr>
<td>• Chain Responsibility</td>
</tr>
<tr>
<td>Economic Reform:</td>
</tr>
<tr>
<td>• Trade &amp; Investment</td>
</tr>
<tr>
<td>• EPAs</td>
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<tr>
<td>• GATS</td>
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<tr>
<td>• Investment</td>
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</table>

Dossiers, n.d.
It must be mentioned that not all of the sent press releases were mentioned in the Pluriform as to whether they had generated any media-attention. In the section 5.2 all press releases were discussed, in section 5.3 only those that have had a response from the media.

5.2 All sent out press releases

Several press releases are noted in more then one dossiers. In the charts, only first the entry has been processed. Other entries were treated later on in this part. It is however uncertain whether other press releases require several mentions, as it happens manually. This can result in inaccurate results, for example: while processing media-attention on SOMO’s website it was found that previous entries were not noted fully in their sector.

5.2.1 2009

The following pie chart shows the division of press releases by (sector) subjects that were represented in 2009:

With almost the half of all press releases (19), electronics was the subject most written about, followed by financial sector with 5 press releases. Economic reform, energy & water and the book “Het onzichtbare label” each had four press releases. Sustainable procurement and pharmaceuticals sector accounted for 2 press releases each in 2009.
5.2.2 2010

A similar pattern can be seen in 2010, with electronics and the financial sectors in the lead as well as extractives. Electronics had the most press releases (9), financial and extractives had 4 each, and corporate accountability with 2 releases.

5.2.3 2009-2010

As mentioned previously in both years the electronics sector topped the charts of press releases as an current topic.
In 2010 there were less press releases (only 19), however there was more media-attention than in 2009 (See part 3 for more details). In both years the electronics theme prevailed in press releases, followed by financial. In 2009 there was more variation on (sub) topics such as economic reform, energy & water, sustainable procurement, pharmaceuticals, tax justice, corporate accountability and even a book publication (See APPENDIX IV for full list of press releases and their sectors).

In 2010, on the contrary had a small portion of the above mentioned, yet it had press releases about food & agriculture, EU financial reforms/sustainable investment. This could indicate that these subjects were accountable for increment of media-attention in 2010.

An eventual step would be to look at the content of media-attention and from which press releases it has derived and whether an increase in media-attention is related to press releases. Unfortunately only one-third of the media-attention entries in Pluriform are designated with information from which press releases they have derived. Thus this part of the research is unacceptable to be taken into account, as the results will be less than 33% accurate.

5.3 Press releases that had response that was noted in Pluriform
The following list presents press releases that generated more then two entries of media-attention and their (sub) sectors.
In 2009 release of the book “Het onzichtbare label” did a good job for the media-attention, which was associated with total of 29 entries. Press release of a new report “Schending van arbeidsrechten in productie van spelcomputers en MP3-speilers” also did firm work and delivered 12 entries in the electronics sector. For the electronics sector the double press release “Geen eerlijke (mobile) telefonie in Nederland” accounted for 10 entries. Other press releases had meagre results of no more than two to four entries.

In 2010 extractives press release “De scherpe kantjes van edelstenen” delivered good results with 12 entries. Similar results were had in electronics with “Jongeren hebben genoeg van foute mobieltjes”. “Automakers nemen hun verantwoordelijkheid niet” and its English version accounted together also for 12 entries in electronics/corporate accountability. “Olympische medailles van
“electronica-afval” had 9 entries for electronics/extractives. Thus the extractives sector was accountable for 21 entries.

Surprisingly, from the sectors mentioned in part 1 (food & agriculture, EU financial reforms/sustainable investment) for possible increment of media-attention in 2010, only food & agriculture/financial appears in the list with a modest three entries for press release *(Financial agricultural markets deserve more attention in financial reforms)* in English.

![Press releases 2009-2010 by sector and release period](image)

### 5.4 Feasible achievements

In 2009-2010 SOMO achieved some notable results from performed activities (projects) that are worth to mentioning. Furthermore, these results have helped SOMO to accomplish most of its objectives (See Background: Strategies). Here a short overview of those that had feasible achievements resulting in such actions as: raising questions in the parliament, and changes in companies’ CSR policy, public debate etc.

#### 5.4.1 2009

- In 2009, the dialogue between SOMO, Tax Justice NL, the Dutch ministry of Finance and the Dutch Ministry of Foreign Affairs intensified considerably. The discussion was focused mainly on building capacity in developing countries. Many meetings took place...
and Tax Justice NL, with the help of SOMO, sent a reaction to various consultation rounds of the Ministry of Finance.

- Tax Justice Network has intensified its dialogue with both CSR and the tax experts of Dutch multinational corporations. Discussion meetings on CSR and Tax Planning took place. It led to more awareness on the effects of tax planning for developing countries, and a willingness among these multinational corporations to look for solutions. It also created cooperation on tax justice issues between CSR and the tax experts of multinational corporations. Tax planning is now being considered as a CSR issue, which was not the case before the meetings.

- Corporate policies of electronics companies with regard to extractives were influenced, and in Namibia a public debate arose on the basis of SOMO research.

See Annual report 2009

5.4.5 2010

January

- After publishing a report in October 2009, commissioned by Greenpeace, there was a big reaction to the study. “It resulted in debate among members of parliament and in local councils, among other places, primarily regarding the feasibility of the cabinet's objective of achieving a level of 20% sustainable energy of the total energy by 2020... As a result, in April 2010, the Dutch Minister of the Environment Cramer published an evaluation and announced supplementary measures” (SOMO research feeds the debate on sustainable energy, 2010).

January (MVO Platform)

- “At the invitation of the Committee for Economic Affairs, the MVO Platform explained its vision and recommendations during a hearing in the Lower House on 14 January 2010. Joris Oldenziel (SOMO) took part in the hearing, representing the MVO Platform” (MVO Platform speaking at hearing in the Lower House, 2010).

April

- “SOMO organised a conference in Brussels on the European WEEE directive on electronic waste (e-waste) from computers, televisions, mobile telephones, etc. SOMO brought together European policymakers, scientists, social organisations and the business community to discuss relevant themes such as recycling standards, collection objectives and producer responsibility, and to generate ideas for tightening up the WEEE directive.
The European Parliament will be voting on a reform of this directive” (SOMO brings together various stakeholders in Brussels for e-waste conference, 2010).

September

- After a visit of the Dutch newspaper Volkskrant, together with SOMO, to the textile factory KPR Mill, findings were published on “Indian textile workers that make clothing in harrowing conditions for clothing chain stores such as C&A and H&M. Other Dutch and Belgian newspapers, television and radio also showed interest in the story. Dutch political parties submitted written questions about this issue in Parliament. H&M and C&A both responded in the press” (Dutch media focuses on abuses in the Indian textile sector, 2010).

5.5 Conclusion

Themes of feasible achievements vary significantly, from finance (Tax Justice) and CSR to energy and garments & textiles. Where in the first part Electronics dominates the press releases, there is no notion of any correlation between what the media distinguishes as important and what will deliver feasible results such as raising questions in the parliament.

Furthermore, no correlation could have been established between the large amounts of media-attention in September 2010 and the few press releases, however a visit of Dutch newspaper the Volkskrant, has contributed to that occurrence. Most of September’s articles were about the harsh conditions of Indian textile workers in relation to clothing retailers C&A and H&M.

Peaks of March and September 2009 could not been explained with particular successes achieved in that year. A combination of factors could have contributed to increased media-attention such as press releases, publication of the book “Het onzichbare label” and achievements related to electronics.
6. Reaching target groups and strategies

In the previous part the frequency of media-attention and its results was looked at. This part combines those two in order to analyse whether SOMO’s target groups along with the strategies were reached. **HandboekNederlandsePers** (media database online and printed) allows tracking down target groups by media (source previously listed in Pluriform). As the name suggests it is only applicable for Dutch printed media (magazines, newspapers, periodicals etc.). For other media sources a search of Internet websites were conducted to determine their target group. The same terminology was applied as for printed media in order to remain coherent. There are (more) specified target groups that are used in **HandboekNederlandsePers**, these were reduced in order to fit SOMO’s criteria. For the target group terminology used for (specific) media sources in **HandboekNederlandsePers** see APPENDIX VI and VII.

6.1 Target groups

**Reached target groups 2009-2010**

The biggest part of those reached is general public (60%) who are not a direct target group of SOMO’s. However a certain percentage of these readers/watchers could be among one of the potential target groups. Furthermore, other target groups are well-represented ranging from 6 to 9% of the totals, except for workers, (future) policy/decision makers and financiers. These last groups are least represented with only 1% each for workers and (future) policy/decision makers, and 2% for financiers.
6.2 Strategies
SOMO’s strategies (previously objectives in “SOMO Annual Report 2009”) as laid out earlier in the background part are:

1. Knowledge building
2. Cooperation
3. Capacity building
4. Lobby/policy influencing

Each strategy aims at a particular target group (See SOMO background part in APPENDIX I for SOMO’s strategy and target groups). In the following table strategies are projected onto target groups, in order to determine whether the strategies (objectives) have been reached, while looking at the media-attention’s target groups.

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<tbody>
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<td>NGOs</td>
<td>NGOs</td>
<td>NGOs</td>
<td>Financier (Future) Policy/ Decision Makers</td>
</tr>
<tr>
<td>Companies</td>
<td></td>
<td></td>
<td>Companies</td>
</tr>
<tr>
<td>Workers</td>
<td></td>
<td></td>
<td>Governments</td>
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<td></td>
<td>NGOs</td>
<td>NGOs</td>
<td>NGOs</td>
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<td></td>
<td></td>
<td></td>
<td>Stakeholders other</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Supplier B-to-B</td>
</tr>
</tbody>
</table>

6.3 Conclusion
The number of media entries indicates that SOMO did sufficiently succeed in attaining media-attention especially in 2010 with 252 entries (See part 4: Frequency of SOMO’s media-attention). Projecting results obtained from the target groups onto the above mentioned table could indicate (but not necessarily) that SOMO’s strategies 1. Knowledge building and 4. Lobby/policy influencing were not completely met in 2009 and 2010. Thus some kind of policy adjustment is required in order to effectively reach the desired target groups and meet the objectives.
7. Social Media in SOMO's context

7.1 Introduction
According to current circumstances at SOMO, traditional media are preferred, however steps have been made into the social media direction. SOMO’s main orientation on traditional sources, such as the press and journalists, results in less attention spent on social content. SOMO employs several social networking sites, however their activity is not (yet) adequate for their purposes. Each tool has specific updating frequency that is advisable for beneficial interaction with their followers. The following graph illustrates the update frequency of each platform.

![Social Media Update Frequency Graph](image)


7.2 Twitter
In 2009, a news message “Twitter works” was published on SOMO’s intranet that questioned the researchers to tweet on regular occasion at least once a week, which would daily produce up to five tweets (See APPENDIX III). It is been more than a year since then, meaning that at least 900 tweets (3 tweets x 300 working days) would be posted. By now (April 2011) there are only 316 tweets posted, that is two-third less than the least expected amount. The request was probably not treated seriously and no one felt personally addressed. “Twitter works”, does it, really? SOMO’s twitter followers are subscribing for its content that is obviously not there (yet). Thus the work done by the researchers cannot be completely valued to its full potential on Twitter and is only available for the selected group of people that were somehow reached, and that group had better be their target group, otherwise time spent on the social media maintenance might be wasted.
The above graph provides the number of tweets per month. A reasonable amount of messages were only measured in November 2010 with an average ratio of 2.7 tweets a day. During other months the amount was less than 2 tweets a day on average.

7.3 Facebook
The Facebook page was fully employed and active only in February 2011. That does not give any notion that the idea and possibilities of social media were taken seriously and or stated in media policy. Especially the non-profit sector benefit is dependent on the public awareness (on their followers) and should spread (stream) the information into the world. This can also be advised for twitter.
7.4 LinkedIn
SOMO’s LinkedIn profile does exist and essential information is present. This kind of networking site does not require frequent updates such as Twitter or Facebook.

7.5 Conclusion
Social media should not be overrated and treated as the only medium to reach SOMO’s goals. It provides great sense of exposure, but requires a lot of effort in terms of time for maintaining the content. From the organizational perspective SOMO’s behaviour on social network sites has not been very proactive. SOMO should decide whether to go for more followers and friends and figure/fact as a news source or focus on dialogue and active participation from their followers. Twitting happens on a sporadic occasion primary form communication department that has little or no interaction from their followers. Linked to SOMO’s strategy of knowledge building, social media are an essential factor to fully realize this mission. Furthermore, the social media can be an asset to reach the traditional media.
8. Conclusion

SOMO initiated this research to cover results of the media-attention of the past two years. In previous parts, sub-questions were answered by collecting and analysing data, establishing links and correlations. In order to state the decisive part of the research it must be taken into account that SOMO, at the moment of writing, does not have a (written) media policy as such. Nonetheless, SOMO’s communication department has clear directives regarding the process of reaching the media (See part 2. SOMO’s media policy: current situation).

Attaining SOMO’s objectives (or strategies) prominently depends on whether all the generated media-attention has resulted in actions from their target groups that will lead to dialogue and changes for society. The results of media-attention are primarily related to first strategy: knowledge building: spreading news that will possibly have a response from the target groups.

So did SOMO attain its objectives with its media policy? Yes and no. SOMO did attain its objectives, but not only with its media-policy. In the past two years SOMO has had a significant amount of media exposure, namely 419 entries that delivered information about what SOMO does and has achieved.

SOMO’s cooperation and collaboration with Volkskrant has proved to be a great media-attention generator that delivered significant amount of entries. Furthermore, the book ‘Het onzichtbare label’ did also a firm job in that respect. Sending out the press releases remains to be a primary tool to reach the media and media-attention, but not always as effective as might be assumed. The main sector for press releases most written about was by far electronics, followed by financial. Main language for media-attention was Dutch, followed by English. Other languages where represented much less as they are difficult to track, for example Chinese, due to different alphabet.

Without directly aiming at the general public SOMO has reached most of their target groups, as well as unintentionally providing the general public with access to a reliable alternative source of information, while Workers and (Future) Policy/Decision Makers were the least reached of all SOMO’s target groups. Reaching Workers would have been better as they are a part of first strategy: Knowledge building.

According to the extract from the Annual report 2009, information from 2010 newsletters* (part 5: Achieved results) and the results of 6th part: reaching target groups, strategies two (Cooperation) and three (Capacity building) were met. The same could have been said about the fourth strategy (Lobby/policy influencing), however the results of part 5 were not so promising. Several influential
target groups represented by this strategy were poorly met. These are Financiers, (Future) Policy/Decision Makers and Governments.

Did media-attention contribute to SOMO’s strategies? Not in case of social media, however a step has been made in the right direction by creating Facebook and LinkedIn profiles, SOMO’s activity on social networks (especially Twitter) has not been optimized (yet) to its full potential. Whereas restraints of the traditional media could limit the information reaching its goal (read target group) simply because people often might not pay attention for the predetermined content of official channels, herein SOMO’s proactive approach on social media networks could break through this pattern and provide the possibility to determine personalized content for those willing to know more about SOMO’s field of investigation (See part 3, section 3.3. Knowledge gap).

Having said earlier that social media have future potential and especially for non-profit organizations like SOMO. SOMO would only benefit realising their third pillar “Increasing the impact of civil society organisations: organising participation in the public debate” (Goals, n.d.). To this extent good planning and thinking ahead are indispensable.

* Annual report 2010 was not published, at the time of writing.
9. Recommendations

While doing this research several obstacles were encountered that obstructed and influenced formulation (the right interpretations) of the results. The research is highly dependent on the available data thus the outcomes and conclusion can be questioned on its truthful validity.

Sending out the press releases should remain as a primary mechanism to reach and generate media-attention. However, experimenting with other methods should also be encouraged. Although, Twitter is not used much at the moment, it might have potential in reaching target groups. On this matter SOMO should decide where to set priorities in order to effectively plan and manage their efforts.

For better maintenance of the media-attention, it is recommended for the communications department to take following actions into account:

Firstly, data in Pluriform and on the internal server differed significantly, meaning that not all media-attention was processed evenly, mirroring each other. There was a difference ratio of 1:1.5. Almost 1/3 of the data on the server were not present in Pluriform. For further beneficial results, exploitation of the media-attention in Pluriform is advisable.

Secondly, some data that was available in Pluriform were not processed correctly. In many cases it lacked information on the outreach and origins of media-attention (result of a press release). In few cases language, source and type of media-attention were not filled in. For the validity of the future results it is advisable to input all the information available, interns can do this on a weekly basis. Several websites provide approximate outreach numbers of the websites, such as: http://urlinformatie.nl/. It has to be decided and recorded on how outreach will be tracked in the future. Although SOMO has directives for the keeping record of media outreach (Werkwijzer/Communicatie & Informatie/3.3.5 Richtlijnen oplage- en bereikcijfers) these are obsolete and should be updated.

The origins of media-attention with regard to press releases should be marked right away while processing the data in Pluriform. Doing this afterwards would be time-consuming as it might be difficult finding the origins. SOMO has the tools to monitor their accomplishments regarding media-attention. Might a real need for assessment arise, these tools should be fine-tuned to contribute to SOMO’s performance. This fine-tuning is closely related to completing the requirements in time and preventing mistakes such as double entries.

Thirdly, SOMO’s target groups were not clearly defined as various sources (Annual report, Pluriform, SOMO’s website) mentioned (slightly) different target groups. This can result in
complex decisions on whom to focus exactly: sustainable investors or just investors, civil society or the general public, international organizations or NGO’s.

Fourthly, it is advisable to daily update Twitter and Facebook accounts with current developments that might trigger the journalists that follow SOMO. Furthermore, monitor active Twitter accounts with sites as Tweet Reach http://tweetreach.com/ and Twitter Counter http://twittercounter.com/ or similar for (recent) progress. This will give an overview and points for improvement if decided to increase tweets. Moreover, a tool called Klout http://beta.klout.com/ provides more in-depth information on the behaviour of Twitter users. This can be helpful to evaluate the effectiveness of a campaign.

Finally, it is imperative to have a written media policy that will set guidelines for an effective approach of the media. Moreover, it will help to measure the progress, success and weak points more easily by providing a structure of responsibilities used in other SOMO documents.
10. References


Turner, J. Shah, R. (2011). WHAT TO USE WHEN. In HOW TO MAKE MONEY WITH SOCIAL MEDIA. (p.100). New Jersy: Pearson Education LTD.


11. List of APPENDICES

APPENDIX I SOMO Background

About SOMO
Established in 1973, the Centre for Research on Multinational Corporations (SOMO) is a non-profit Dutch research and advisory bureau. SOMO investigates the consequences of Multinational Enterprises' (MNEs) policies and the internationalisation of business worldwide. SOMO’s main interest lies in the field of international guidelines, treaties and codes of conduct for MNEs, and it conducts research on compliance with related norms. Focus is placed upon research on labour conditions in the global South and cooperation with local organisations and trade unions.

SOMO, n.d.

Mission
SOMO strives toward global economic development that is sustainable and fair and toward the elimination of the structural causes of poverty, environmental problems, exploitation and inequality. Through research targeted at achieving sustainable change and strengthening cooperation, SOMO seeks to offer social organisations worldwide, especially those in developing countries, the opportunity to promote sustainable alternatives and to provide a counterweight to unsustainable strategies and practices of multinational corporations.

Missie, n.d.

Vision
In SOMO's vision, strong civil society organisations are the initiators and drivers of positive change. Such change is initiated on the basis of reliable information and close cooperation and is guided by the principles of social and economic justice, sustainable development, transparency and fair distribution of power.

Visie, n.d.

SOMO’s target groups
SOMO aims with its activities worldwide primary at supporting organisations in the civil society with similar aims as SOMO. These can be the following organizations:

- NGO's (Developing, Environmental, Campaigning, Human rights and Gender organizations, international networks aimed at corporate accountability, socio-economic change, honest trade and equitable taxation systems, organizations for sustainable investment)
- Companies
- Financier
- (Future) Policy/ Decision Makers
- Stakeholders other
- Supplier B-to-B
- Workers

(From Annual report 2010 that was not published, at the time of writing)

Goals
Change through knowledge building:

The research SOMO carries out is aimed at stimulating change. This means that on the one hand, SOMO fulfils a 'watch dog' function; SOMO collects the necessary information and carries out analyses to reveal
unsustainable corporate conduct and contradictions in economic and political systems.

On the other hand, with its analyses and its alternative proposals, SOMO contributes to the policy development of governments, international organizations, NGOs and corporations.

The first pillar of SOMO activities is research.

Strengthening of civil society in the global North and South:

By providing information and facilitating cooperation, SOMO helps to strengthen civil society in the global North and South. SOMO's activities focus on the disclosure of previously fragmented information, the building of networks of NGOs and the training of NGOs. SOMO concentrates its efforts on NGOs that work with Multinational Enterprises and international trade, such as labour unions and human rights-, consumer-, environmental-, gender- and development-organisations.

The second pillar of SOMO activities is network coordination, on a national as well as an international level.

Increasing the impact of civil society organisations:

Through its research, cooperation with partners from the South, and joint initiatives with other NGOs, SOMO contributes to the debate on Corporate Social Responsibility. SOMO targets its policy influence, workshops and public meetings at opinion leaders and decision makers from governments, civil society organisations and the media. SOMO promotes the interests of the global South when participating in policy dialogues, lobby activities, conferences, expert meetings, et cetera.

The third pillar of SOMO activities is organising participation in the public debate.

Goals, n.d.

Strategy

In order to realise its mission, SOMO aims to strengthen the position of civil society organisations, workers and local communities. SOMO achieves this by integrating knowledge and action with regard to multinational corporations.

SOMO presumes that in order to affect positive social change, it must employ four interrelated strategies.

1. Knowledge building: provide civil society with access to reliable alternative information;

2. Cooperation: strengthen networks between like-minded organisations to create a broad societal base;

3. Capacity building: build the capacity of civil society organisations to conduct critical research and integrate the resulting knowledge with action and

4. Lobby/policy influencing: engage relevant target groups with prospects for action.

Strategie, n.d.
APPENDIX II Interview with communications officer Leontien Aarnoudse

Wat is het aandeel van communicatie afdeling in het media beleid?

Als er een onderzoek gepubliceerd wordt, of successen zijn, heeft SOMO een aantal stappen die ondernomen kunnen worden om deze informatie naar buiten te brengen. Een van die stappen is het communiceren naar de media. Dat kan gebeuren aan de hand van:

1. het uitsturen van een persbericht naar de pers
2. het persoonlijk contacteren van journalisten
3. de wereld in twitteren
4. aansluiten bij persberichten of statements van andere organisaties.

Communicatie is tevens verantwoordelijk voor de opmaak van het bericht, en het uitsturen naar relevante mediacontacten. Dat gebeurt zowel nationaal als internationaal.

Verder coördineert communicatie het mediawerk. Het team initieert persmomenten, als er nieuws is dat naar de buitenwereld bericht mag worden. Ook houdt communicatie de planning en het overzicht.

Alle berichten worden op de website van SOMO geplaatst, en soms van de netwerken.

Daarnaast registreert het communicatiesteam ook de media-aandacht en outreach. Als SOMO in de pers komt, achterhalen we de artikelen of uitzendingen en registreren deze als output activiteit. Het bestand slaan we op op onze server en in Pluriform. Om de outreach vast te stellen, volgen we de kijk- en luistercijfers op, die we noteren bij de media aandacht. Op die manier krijgen we een beter zicht op onze outreach. Ook is het nodig voor de rapportage aan onze financiers.

Tenslotte staan we de media ook te woord. Als er vragen binnenkomen van journalisten, per mail of telefoon, behandelen we deze en brengen ze in contact met onderzoekers en experts binnen SOMO. Ook als SOMO ze niet verder kan helpen, helpen we ze vaak in hun zoektocht naar bronnen en informatie.

Hoe gaan de persberichten de deur uit? Welke stappen worden ondernomen?

Als er een persbericht geschreven moet worden, dan is het meestal zo dat de onderzoeker of projectleider een draft opstelt. Communicatie redigeert het bericht, in overleg met de onderzoeker of projectleider. Communicatie verzorgt ook de vertalingen. Alle persberichten komen op de website te staan, en ze worden ook op andere websites gepubliceerd, zoals OneWorld of Nieuwsbank.

In Pluriform staan er diverse lijsten. Zo is er de perslijst algemeen, met algemene persadressen. Ook zijn er specialistische lijsten zoals voor: duurzaam inkopen, electronica, extractives, farmaceutische sector, financiële sector, jongeren, kleding en texties, taxation, toerisme en voedsel en landbouw. Adreslijsten per regio zijn in de maak. Ook is er een lijst agenda.

Indien relevant, worden er adressen van specifieke contacten of vakmedia opgezocht en aangevuld. Meestal helpen stagiairs of tijdelijke krachten hierbij.

Het updaten en aanvullen van mediacontacten is een ongoing proces, journalisten wisselen vaak van betrekking, programma’s en media vervallen en er komen nieuwe bij en SOMO focust zich soms weer op nieuwe terreinen.
Bij het verschijnen van nieuwe publicaties, hoe wordt het kenbaar gemaakt aan (publiek) de doelgroep?

Via de perslijst, via de website, via twitter, via onze nieuwsbrief, via mailinglijsten van onderzoekers, via partnerorganisaties/multipliers, via persoonlijke mails van onderzoekers en communicatiemedewerkers.

Zijn (online) publicaties de aanleiding voor de persberichten?

Ja, maar het kan voorkomen dat er ook andere aanleidingen zijn (successen, afronding project, toekenning financiering).

APPENDIX III Twitter werkt (INTRANET ARTICLE)

30-06-2009

Dat twitter werkt bewijst de enige actieve SOMO-twitteraar Bart. Binnenkort wordt een interview met Bart gepubliceerd in de Spaanse krant Público, de journalist had hem gevonden via de twitter van Global Compact Critics. Een oproep aan iedereen om ook eens een zogeheten tweet te maken.

Op dit moment heeft de SOMO-twitter 85 volgers. We volgen zelf slechts 67 gebruikers. Dit aantal gaan we op korte termijn flink opschroeven, zodat ook het aantal volgers toeneemt. De Global Compact Critics (GCG) twitter heeft nu 604 volgers.

Naast een artikel in de krant worden ook regelmatig berichten van de GCC-twitter opgepakt en gepubliceerd door andere nieuwskanalen. "Mijn advies is dus: gewoon even volhouden met de SOMO Twitter! Hoe meer volgers, hoe groter de kans dat er journalisten of onderzoekers bij zitten," aldus Bart.

Op de SOMO-twitter verschijnen tot nu toe weinig nieuwe berichten. Voor de communicatie-mensen is het niet te doen de actualiteiten van de onderzoekers bij te houden en te publiceren. Daarom de vraag aan alle onderzoekers regelmatig iets op twitter te zetten over je eigen thema. Als iedereen één keer per week een tweet maakt, hebben we vijf keer per dag een bericht.

Wat is een tweet precies? Een tweet kan gaan over een interessant artikel, een nieuw onderzoek of project, of alle relevante ontwikkelingen die je opmerkt rondom ons werk. Een tweet is niet meer dan 140 karakters, wil je een verwijzing naar een site maken, maak het aantal karakters van je link dan korter via bijvoorbeeld tinyurl.com. Probeer het eens, wellicht ga je het leuk vinden.
### APPENDIX IV

**Press releases 2009**

<table>
<thead>
<tr>
<th>Titel</th>
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<th>Periode</th>
<th>Sector</th>
<th>Sub sector</th>
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SOMO in the media: 2009-2010

Iwan Fokin

The Hague University of Applied Sciences

Press releases 2010

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APPENDIX V

Publications 2009

(49 items)

Date

January

March

The dark side of cyberspace Relevantie: 1% van admin, 20-03-2009 12:09

February

Out Of Controle Relevantie: 1% van admin, 15-04-2009 10:59

April

Clinical Trials in Developing Countries Relevantie: 1% van admin, 15-04-2009 12:15

May

Playing with Labour Rights Relevantie: 1% van admin, 02-04-2009 14:23

Uranium mining in Namibia Relevantie: 1% van admin, 11-05-2009 01:00


Where on earth are you? Relevantie: 1% van admin, 27-05-2009 12:31

AEGON - Overview of controversial business practices in 2008 Relevantie: 1% van admin, 12-05-2009 15:10

Reed Elsevier - Overview of controversial business practices in 2008 Relevantie: 1% van admin, 12-05-2009 14:44

Heineken - Overview of controversial business practices in 2008 Relevantie: 1% van admin, 04-05-2009 11:56


Computer Connections Relevantie: 1% van admin, 07-05-2009 16:10

Unilever - Overview of controversial business practices in 2008 Relevantie: 1% van admin, 04-05-2009 02:00

June

From Tea Garden To Cup Relevantie: 1% van admin, 11-06-2009 10:42

Down to the Wire Relevantie: 1% van admin, 10-06-2009 02:00

OECD Watch Quarterly Case Update Spring 2009 Relevantie: 1% van admin, 17-06-2009 14:28

OECD Watch Quarterly Case Update Summer 2009 Relevantie: 1% van admin, 17-06-2009 14:25

Labour Rights in Global Production Networks Relevantie: 1% van admin, 23-06-2009 10:37

De Beperkte Reikwijdte van Maatschappelijk Verantwoord Beleggen Relevantie: 1% van admin, 25-06-2009 11:51

July

Configuring Labour Rights Relevantie: 1% van admin, 09-07-2009 13:55

Legal and Illegal Blured Relevantie: 1% van admin, 14-07-2009 11:38

Richer Bosses, Poorer Workers Relevantie: 1% van admin, 24-07-2009 11:41

End WTO financial deregulation of finance Relevantie: 1% van admin, 02-07-2009 11:28
'Free Trade' agreements contribute to financial and other crises
Relevantie: 1% van admin, 02-07-2009 11:38
The financial crisis does not justify a WTO deal
Relevantie: 1% van admin, 02-07-2009 11:14

August

September
Quality Kilowatts Relevantie: 1% van admin, 01-09-2009 02:00
buy IT fair - Handleiding voor het duurzaam inkopen van computers
Relevantie: 1% van admin, 17-09-2009 02:00
Fair Phones: It's your call Relevantie: 1% van admin, 22-09-2009 02:00
Fair Phones in the Netherlands: It’s your call Relevantie: 1% van admin, 22-09-2009 02:00
The deficits of the EU financial reforms Relevantie: 1% van admin, 23-09-2009 02:00
Corporate Geography, Labour Conditions and Environmental Standards in the Mobile Phone Manufacturing Industry in India
Relevantie: 1% van admin, 23-09-2009 02:00
Rethinking Liberalisation of Banking Services under the India-EU Free Trade Agreement Relevantie: 1% van admin, 23-09-2009 02:00
An Oversight of Selected Financial Reforms on the EU Agenda Relevantie: 1% van admin, 23-09-2009 02:00
Het onzichtbare label Relevantie: 1% van admin, 07-09-2009 02:00

October
OECD Watch Quarterly Case Update Autumn 2009 Relevantie: 1% van admin, 06-10-2009 02:00
The Powerful and the Powerless Relevantie: 1% van admin, 20-10-2009 02:00
Failure to Communicate Relevantie: 1% van admin, 20-10-2009 02:00
Sustainability in the Dutch Power Sector - 2009 Update Relevantie: 1% van admin, 21-10-2009 02:00
Reset Relevantie: 1% van admin, 22-10-2009 02:00

November
Modern Devices, Outdated Practices Relevantie: 1% van admin, 11-11-2009 02:00
The Abuse of Supermarket Buyers - Power in the EU Food Sector Relevantie: 1% van admin, 18-11-2009 02:00

December
Mobile Phone Production in China Relevantie: 1% van admin, 17-12-2009 02:00
E-Waste Relevantie: 1% van admin, 17-12-2009 02:00

Publications 2010
(45 items )

Date

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Remedies to the adverse effects Relevantie: 1% van admin, 03-01-2011 01:00
Business as Usual Relevantie: 1% van admin, 13-01-2011 01:00
Inbreng MVO Platform hoorzitting aansprakelijkheid, 14 januari 2010 Relevantie: 1% van admin, 15-01-2010 02:00
UNIDO - Making Private Standards Work for You Relevantie: 1% van admin, 18-01-2011 01:00

February
Rough Cut Relevantie: 1% van admin, 09-02-2010 02:00
Driven by Corporate Social Responsibility? Relevantie: 1% van admin, 24-02-2010 01:00

March
SOMO - Annual Report 2008 Relevantie: 1% van admin, 09-03-2010 02:00
Series for SRI-engagement - E-waste Relevantie: 1% van admin, 23-03-2010 02:00
Series for SRI-engagement - Metall mining Relevantie: 1% van admin, 23-03-2010 02:00
Series for SRI-engagement - Production in low-wage countries Relevante: 1% van admin, 23-03-2010 02:00
buyITfair - duurzaam inkopen van computers Relevante: 1% van admin, 25-03-2010 01:00

April
KPN - Overview of controversial business practices in 2009 Relevante: 1% van admin, 07-04-2010 02:00
Ahold - Overview of controversial business practices in 2009 Relevante: 1% van admin, 07-04-2010 02:00
SBM Offshore - Overview of controversial business practices in 2009 Relevante: 1% van admin, 07-04-2010 02:00
Financing Food Relevante: 1% van admin, 21-04-2010 02:00
Aegon - Overview of controversial business practices in 2009 Relevante: 1% van admin, 28-04-2010 02:00

May
Royal Dutch Shell - Overview of controversial business practices in 2009 Relevante: 1% van admin, 04-05-2010 02:00
Handel en Maatschappelijk Verantwoord Ondernemen Relevante: 1% van admin, 27-05-2010 02:00
Unilever - Overview of controversial business practices in 2009 Relevante: 1% van admin, 04-05-2010 01:00
Fugro - Overview of controversial business practices in 2009 Relevante: 1% van admin, 04-05-2010 01:00
Reset - Chinese version Relevante: 1% van admin, 27-05-2010 02:00

June
Heineken - Overview of controversial business practices in 2009 Relevante: 1% van admin, 09-06-2010 02:00
Social Dialogue at Philips Lighting Relevante: 1% van admin, 11-06-2010 02:00
Best practices in sustainable public procurement of IT hardware in Europe Relevante: 1% van admin, 25-06-2010 02:00
European Works Councils and Corporate Social Responsibility in the European Energy Sector Relevante: 1% van admin, 08-06-2010 01:00
OECD Watch - 10 Years On Relevante: 1% van admin, 29-06-2010 01:00

July
EU Investment Agreements in the Lisbon Treaty Era: A Reader Relevante: 1% van admin, 08-07-2010 02:00
ING - Overview of controversial business practices in 2009 Relevante: 1% van admin, 20-07-2010 02:00

August
Duurzaamheid in het Nederlandse Handelsbeleid Relevante: 1% van admin, 20-09-2010 02:00
EU financial reform: Some small steps, but no fundamental changes in sight Relevante: 1% van admin, 30-09-2010 02:00
Investing Responsibility: A Financial Puzzle Relevante: 1% van admin, 16-09-2010 01:00
Changing Industrial Relations in India’s Mobile Phone Manufacturing Industry Relevante: 1% van admin, 27-09-2010 02:00

October
Voices from the inside Relevante: 1% van admin, 11-10-2010 02:00
Quick Scan Hazelnootsector Relevante: 1% van admin, 26-10-2010 01:00
Fixing Global Finance Relevante: 1% van admin, 21-10-2010 02:00

November
Working Conditions and Economic Development in ICT Production in Central and Eastern Europe Relevante: 1% van admin, 02-11-2010 01:00
Sustainability in the Power Sector 2010 Update - Belgium Relevante: 1% van admin, 19-11-2010 01:00
Sustainability in the Power Sector 2010 Update - Europe Relevante: 1% van admin, 19-11-2010 01:00
How European Financial Sector Reforms affect Developing Countries Relevante: 1% van admin, 11-11-2010 01:00
Rights for Whom? Relevante: 1% van admin, 09-11-2010 01:00
Working Conditions in Thailand’s Hard Disk Drive Industry Relevante: 1% van admin, 29-11-2010 01:00
OECD Watch Quarterly Case Update November 2010 Relevante: 1% van admin, 17-11-2010 01:00
Sustainability in the Power Sector 2010 Update - The Netherlands Relevante: 1% van admin, 19-11-2010 01:00

December
Eskom: Business as usual in Africa Relevante: 1% van admin, 07-12-2010 01:00
SOMO - Annual Report 2009 Relevante: 1% van admin, 01-12-2010 01:00
### Target group terminology HandboekNederlandsers

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### APPENDIX VII

#### Media-attention 2009-2010 + HandboekNederlandsepers target group terminology

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2010.006 Olympische medailles van elektronisch

2010.006 Olympische medailles van gerecyced edelmetaal

2010.002 Europe's phony war on tax evasion

2010.210 Verantwoorde IT? Begin bij jezelf

2010.006 Nieuwsbrief

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2010.006 Olympische medailles van elektronica

2010.006 Gekleurde edelstenensector kampt met slechte arbeidsomstandigheden

2010.106 Automakers nemen hun verantwoordelijkheid niet

2010.006 Automakers nemen hun verantwoordelijkheid niet

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2010.006 Medailles Winterspelen uit gerecycleerde metalen

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2010.106 Automakers nemen hun verantwoordelijkheid niet

2010.006 Tien grootste autofabrikanten negeren mensenrechten bij inkoop metalen

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2010.002 Reynders spot met het parlement

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(Boek) Het onzichtbare label in top 5

2010.002 Francis Weyzig bij Dit is de Dag van de EO

2010.006 radio 1 spreekt in Radio 1

2010.006 radio 1 spreekt in Radio Kassa

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2010.006 Gekleurde edelstenen fout

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2010.006 De scherpe kantjes van edelstenen

2010.006 Na de chocoladeposters nu eerlijke edelstenen

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<td>Maatschappij, geïnteresseerden</td>
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<td>2010.206 Zitten er eerlijke materialen in mijn mobiel</td>
<td>Web site</td>
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<td>2010.12</td>
<td>Maatschappij, geïnteresseerden</td>
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<td>2009.206 Pret is taboo in de iPhone-fabriek</td>
<td>Web site</td>
<td>Nederlands</td>
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<td>Maatschappij, geïnteresseerden</td>
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<td>2009.206 Pret is taboo in the iPhone-fabriek</td>
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<td>Maatschappij, geïnteresseerden</td>
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### APPENDIX VIII

**Press releases, media-attention follow up**

<table>
<thead>
<tr>
<th>Title</th>
<th>Medium</th>
<th>Date</th>
<th>Press release date</th>
<th>Title press release</th>
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<tr>
<td>2009.002 Maatschappelijk verantwoord beleggen nog lang niet volwassen</td>
<td>INSnet</td>
<td>03-02-09</td>
<td>02-02-2009</td>
<td>De beperkte reikwijdte van maatschappelijk verantwoord beleggen</td>
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<td>(Boek) Het onzichtbare label</td>
<td>Puur Gezond</td>
<td>18-02-09</td>
<td>09-09-2009</td>
<td>Voorraakondiging boek 'Het onzichtbare label; perspectief op duurzaam handelen&quot;</td>
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<td>2009.206 Zitten er eerlijke materialen in mijn mobiel</td>
<td>Channelweb</td>
<td>06-03-09</td>
<td>05-03-2009</td>
<td>Zitten er eerlijke materialen in mijn mobiel?</td>
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<td>2009.206 Zitten er eerlijke materialen in uw mobiele telefoon?</td>
<td>Nieuwbank B.V.</td>
<td>11-03-09</td>
<td>11-03-2009</td>
<td>Zitten er eerlijke materialen in mijn mobiel?</td>
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<td>2009.002 Jersey meeting and protest expose 'offshore' finance problems</td>
<td>Eurodad</td>
<td>12-03-09</td>
<td>11-03-2009</td>
<td>Nieuw rapport: schending van arbeidsrechten in productie van spelcomputers en MP3-spele</td>
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<td>2009.206 Jersey meeting and protest expose 'offshore' finance problems</td>
<td>PC Welt</td>
<td>12-03-09</td>
<td>11-03-2009</td>
<td>Nieuw rapport: schending van arbeidsrechten in productie van spelcomputers en MP3-spele</td>
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2009.206 Unwürdige Bedingungen in Elektronik-Branche
2009.206 Zware schending arbeidsrechten in Chinese elektronicafabrieken
2009.206 Zware schending arbeidsrechten in Chinese elektronicafabrieken
2009.206 Spelcomputers schenden mensenrechten
2009.206 Lange dagen en lange lonen_Mondiaal Nieuws_6
2009.007 Rsc las comunidades de los paises en desarollo.._ElEconomista_6
2009.005 Growing support for ethical testing campaign
2009.005 Europees toezicht op medicijntesten in ontwikkelingslanden kan beter
2009.002 Alb
2009.002 Protest in belastingparadijs Jersey
2009.002 Populaire spelcomputers buiten Chinese arbeiders uit
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2009.002 Populaire spelcomputers buiten Chinese arbeiders uit
2009.002 Albert Hollander over Tax Justice NL
2009.002 Secrecy jurisdictions under pre-G20 summit pressure
2009.206 Foate producten...-
2009.005 Europees toezicht op medicijntesten in ontwikkelingslanden kan beter
2009.206, Thousands of consumers call for mobile phones
2009.005_Growing support for ethical testing campaign
2009.007 Las electricas no aportan al Sur_Diario Responsable_6-7-09
2009.206_Computerindustrie Filippijnen
2009.007 Rsc las comunidades de los paises en desarollo._EIEconomista_6-7-09
2009.206 Lange dagen en lange lonen_Mondiaal Nieuws_6-7-09
(Book) Wat staat er op het onzichtbare label?
(Book) Kritisch kopen (recensie)
2009.207 Duurzame mobieltdje bestaat niet
(Book) Het onzichtbare label daagt lezers uit tot duurzaam handelen
(Book) Interview met Evert-Jan Quak
(Book) Het onzichtbare label
(Book) Duurzame zonde; naar de grootgutter
2009.206 Duurzaam bezig zijn is niet makkelijk_Spits
(Book) Doe er zelf iets aan (recensie)
(Book) Het onzichtbare label_Global Issues_13-09-09
(Book) Boek van de week Het Onzichtbare Label
2009.210 Verduurzaming computers in handen van inkopers_oneworld.nl_18-09-09
(Book) SOMO-boek over duurzaamheid en medicijnen
(Book) Het onzichtbare label_catalogus KIT publicers_22-09-09
2009. 206 Geen eerlijke mobiele telefonie in Nederland

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2009.206 Zware schending arbeidsrechten in Chinese elektronicafabrieken
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2009. 206 Geen eerlijke mobiele telefonie in Nederland

The Hague University of Applied Sciences
2009-206 Fabricage gsm's onder slechte omstandigheden
2009-206 Mobiele telefoonafnemers niet maatschappelijk verantwoord
(Boek) Het onzichtbare label daagt u uit

(Boek) Het onzichtbare label (recensie)

(Boek) Wij vol Braeburns, zij vol lood
2009.06 Strategisch samen optrekken
(Boek) Het onzichtbare label bij duurzaam bouwen

(Boek) Onzichtbare label bij duurzaam bouwen
(blok) Het onzichtbare label
(blok) Het onzichtbare label in webwinkel
(Blok) Het onzichtbare label perspectief op duurzaam handelen

(Blok) Consument verdwaalt in het doolhof
(Blok) Het onzichtbare label in webwinkel
2010.005 Index brengt medicijn dichterbij de armsten
(Blok) Het onzichtbare label in top 5

(Blok) De armen slikken een betere pil
2010.006 Arbeidsomstandigheden edelstenensector beneden peil
2010.006 Gekleurdie edelstenensector kampft met slechte arbeidsomstandigheden

2010.006 De scherpe kantjes van edelstenen
2010.006 Sanne van der Wal spreekt in Radio Kassa
2010.006 Slechte arbeidsomstandigheden in edelstenensector
2010.006 Gekleurdie edelstenen fout
2010.006 De scherpe kantjes van edelstenen
2010.006 De scherpe kantjes van edelstenen
2010.006 Medaille van Winterspelen uit gerecycleerde metalen

2010.006 Na de chocoladeletters nu eerlijke edelstenen
2010.006 De scherpe kantjes van edelstenen
2010.006 Sanne van der Wal spreekt in Radio 1
2010.006 Olympic medailles van elektronica-afval
2010.006 SOMO meldt Olympische medailles van elektronica-afval

2010.006 Olympic medailles van electronisch
2010.006 SOMO meldt Olympische medailles van elektronica-afval

2010.006 Baanbrekend nieuws
2010.006 Olympische medailles van gerecycled edelmetaal
FNV Mondiaal 22-02-10 16-02-2010 Olympische medailles van electronica-afval
Studium Generale Utrecht 22-02-10 16-02-2010 Olympische medailles van electronica-afval
Kritische Massa Duurzaam Ondernemen - Algemeen 25-02-10 25-02-2010 Automakers nemen hun verantwoordelijkheid niet
2010.006 Olympische medailles van elektronica afval
FNV Mondiaal 22-02-10 16-02-2010 Olympische medailles van electronica-afval
2010.106 Automakers nemen hun verantwoordelijkheid niet
Universtiteit Utrecht 24-02-10 25-02-2010 Automakers nemen hun verantwoordelijkheid niet
Kritische Massa Duurzaam Ondernemen - MVO Nederland 25-02-10 25-02-2010 Automakers nemen hun verantwoordelijkheid niet
2010.106 Tien grootste autofabrikanten negeren mensenrechten bij inkoop metalen
De Wereld Morgen 25-02-10 25-02-2010 Automakers nemen hun verantwoordelijkheid niet
Koepel van de Vlaamse Noord-Zuidbeweging 15-03-10 25-02-2010 Automakers nemen hun verantwoordelijkheid niet
2010.106 Tien grootste autofabrikanten negeren mensenrechten bij inkoop metalen
MVO Nederland 25-02-10 25-02-2010 Automakers nemen hun verantwoordelijkheid niet
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2010.106 Automakers nemen hun verantwoordelijkheid niet
Nieuws.be 25-02-10 25-02-2010 Automakers nemen hun verantwoordelijkheid niet
2010.106 Automakers negeren mensenrechten bij aankoop
Business & Human Rights Resource Centre - Algemeen 24-03-10 25-02-2010 Automakers not driven by responsibility
Ethical Performance 02-04-10 25-02-2010 Automakers not driven by responsibility
2010.106 Top 10 auto-makers allegedly failing to adress supply chain
Managementboek 14-04-10 25-08-2009 Het onzichtbare label
2010.106 Car makers 'ignore abuses' at their peril
Rethinking Finance 22-04-10 22-04-2010 Financial agricultural markets deserve more attention in financial reforms
Transnational Institute 26-04-10 22-04-2010 Financial agricultural markets deserve more attention in financial reforms
2010.006 Gouden bestemming voor e-waste
Aandrijven en Besturen 28-02-10 16-02-2010 Olympische medailles van electronica-afval
2010.006 Foute edelstenen
Vrij Nederland 04-03-10 10-02-2010 De scherpe kantjes van edelstenen
2010.002 Financialisation and Financial Actors in Agriculture Commodity Markets
Rethinking Finance 22-04-10 22-04-2010 Financial agricultural markets deserve more attention in financial reforms
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