The Strategy for communicating sustainable development in a web version

Strategy for communicating sustainable development

Creating a closer association between the KTH brand and sustainable development

Summary

KTH Royal Institute of Technology works towards a sustainable future everyday. As an institute of technology, KTH has a responsibility for the future and for driving the development of a more sustainable society. Technological solutions play a major role in achieving this. KTH needs to ensure that its courses and programmes equip students with knowledge to contribute to sustainable development and that there is a systematic approach to sustainable development in research. It must also ensure that society will benefit from knowledge through collaboration and that our everyday choices are consistent with a more sustainable future. This is an issue of quality and credibility for KTH's work. Any activity relating to sustainable development should in turn be communicated consciously and clearly. *The Strategy for communicating sustainable development* enables the creation of a stronger association between sustainable development and the KTH brand. The aim is to establish guidelines as to how KTH can achieve the next level for communication of sustainable development, how it can be communicated more consistently and how to establish longevity in this communication.

KTH employees contribute significantly to the image of KTH being conveyed, as such their engagement and involvement is key to strengthening the association to sustainable development. Employees at KTH are divided into three target groups, and an outline of how these groups should use the strategy is given in Chapter 6:
- Those whose main role at KTH is not communication
- Those who work on communicating sustainable development at KTH
- Those whose work involves communication aimed at strengthening the KTH brand

The current status of our communication about sustainable development is outlined in Chapter 2, and indicates that our communication needs to be strengthened to create closer associations between the KTH brand and sustainable development. Awareness of KTH's work, our aspirations in the field and our ability to contribute to sustainable development needs to be broadened. Communications relating to sustainable development need to reach a wider audience than before. Thinking about target groups needs to be developed, and should be more focused inwards on the organisation. The type and areas of communication about sustainable development also need to be broadened.

Chapter 4 sets out how we should communicate about sustainable development. To create a closer link between the KTH brand and sustainable development, communication needs to focus on areas such as internal understanding and messengers, activities with a tangible output, material to support decision-making that has an impact on society, increased importance of academia, generating engagement and attention, varying the ways in which we communicate research, and on building long-term relationships.

Objectives for communication, which can form the basis of communications plans and related activities, are as follows:
- Communication should strive to position KTH as a leading player.
- Communication should strive to be coherent, consistent and integrated.
- Communication should strive to highlight the *why*, *how* and *what* of KTH's work in sustainable development.
- Communication should strive to provide the recipient with value.
These objectives are developed in Chapter 5, which also covers target groups, types of communication channels and frameworks for activity.

Chapter 5 also sets out the main message for KTH's work on sustainable development – K*TH works towards a sustainable future every day.*

Contents

1   Introduction

Aim

The aim of the *Strategy for communicating sustainable development* is to establish guidelines for how KTH can achieve the next level for communication of sustainable development, how it can be consistently and how to establish longevity in this communication.

The strategy holds that communication of sustainable development has the potential to help strengthen the KTH brand. It also proposes communication to support and strengthen those aspects of Vision 2027 and KTH's associated development plan that relate to KTH's aspiration to become a more prominent leader in sustainable development.

Background

KTH's development plan for 2013–2017 states, "The KTH brand is to be associated with sustainable development. KTH has an environmental objective requiring it to increase the visibility of work that it undertakes related to the environment and sustainable development." A clarification regarding this was issued at the start of 2015 (Further details of activities concerning the environment and sustainable development in the action plan for KTH's development plan 2013–2016 (V-2012-0250)). This stated that University Administration, through the Department of Communications and International Relations (UF KIR, now UF KOM), was to develop the above-mentioned strategy for associating the KTH brand with sustainable development.

Work began on establishing the framework for the strategy towards the end of 2015. An analysis of the current situation was undertaken in spring and summer 2016; this involved collating existing information, gathering new information and reviewing all material. With the analysis as a starting point, a strategy for communicating sustainable development at KTH was drawn up in autumn 2016.

Scope and definitions

The strategy for communicating sustainable development indicates *why sustainable development is important for KTH* and responds to the questions: "*How do we go about creating a link between the KTH brand and sustainable development?*" and "*What do we need to do to ensure the KTH brand is associated with sustainable development?*" The strategy suggests how to proceed forward for the more operational choices that need to be made in communications planning and the practical implementation of communications activities. A general explanation of the content of, and relationship between, the different types of communications document is given below. The section starts with an explanation of how a brand is formulated – a brand can be said to consist of three parts, and is strongest when the parts are most in accordance with each other – and ends with a brief description of KTH's existing communications strategy.

Brand

Identity: What the organisation actually is and has – the internal picture.
Profile: How the organisation wants to be perceived – the desired picture.
Image: Other people's perceptions of the organisation – the external picture.
Strong brands have their own unique character, which means they stand out even if what they offer is not in itself unique. A well-defined unique character distinguishes the brand and makes the brand more interesting, as it provides something that people can relate to. Influencing brand perception requires continuous, long-term work. Strategic choices of channels and means of communication to reflect desired features and the use of consistent tonality in all communications will enable us to create a distinct KTH unique character. A properly implemented strategy for communicating sustainable development is a means of promoting the perception that the KTH brand is closely linked to sustainable development.

Communications strategy
A communications strategy aims to describe how communications targets relevant to various stakeholders can be achieved over the long term. It sets out the desired direction for communications in the organisation.

Communications plan
A communications plan might be seen as the infrastructure for communication – a tool to ensure that the right target group gets the right information at the right time in the right way. The communications plan answers the questions of what is to be said, which channels are to be used, when it is to be said and to whom.

Communications activity
A communications activity is a specific action undertaken as part of the set communications plan. The activity is specified by answering questions such as *what, where, when, why, how* and *who*.

KTH's existing communications strategy
KTH has had an overarching communications strategy since 2010, arising from Vision 2027 and the associated development plan. The strategy acts as a framework for items such as various communications plans drawn up within the organisation.

The communications strategy also supports the work for KTH as a brand, provides a focus for the type of perceptions, and experiences the brand should generate both internally and externally. In addition, the strategy acts as a guide for all those who work with communication within KTH or who originate communications from KTH.

WHAT?	CHARACTERISTICS	HOW?
International, many contacts, exchanges	Dynamic	Stimulating, open, welcoming
Innovation, new opportunities, entrepreneurship, growth	Innovative	Surprising, creative, exciting, inquisitive
Results, benefits, improvement, excellence	Action-oriented	Goal-oriented, passionate, determined

The long-term aim of KTH's communications strategy is to create a clearer, more consistent and more accurate picture in the minds of different stakeholders. The characteristics of the organisation's work are dynamism, innovation and drive. Communications from KTH must reflect our desire to create a better future at all times: for individuals, companies and society as a whole. The principal message is *brighter tomorrow*.

Three main principles set out how KTH should generate increased interest in its work and create greater trust in the organisation:

- Use existing relationships to build new ones.

- Create stars to convey the message and the personality[1]

- Strengthen the brand in our day-to-day work

The strategy for communicating sustainable development is not intended to replace KTH's overarching communications strategy.

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[1] Creating stars does not just mean highlighting a small number of people who are already well known, it also means ensuring that more people can be recognised. More stars help to generate interest, create identification and build trust.

2   Description of current situation

Taking the analysis of the current situation as the starting point,[2] the following section describes perceptions of sustainable development, communication around sustainable development and the need to create a strong link between KTH and sustainable development. In addition to the findings from the analysis, we also outline KTH's view of sustainable development.

Awareness of sustainable development

There is some awareness of KTH's work on sustainable development, but we need to achieve an even clearer and stronger association with the brand. One way to do this is to strengthen our communications. Groups who are already aware of KTH and have respect for its work assume that KTH works on sustainable development. However, this does not amount to KTH having a strong profile in sustainability. We can assume that there is a close circle with an increasing awareness of KTH and sustainable development, and this circle will need to be widened in the future to create broader awareness.

Motivations and next steps

Differing motivations and interests on the part of the recipient require different approaches to communicating sustainable development. Some motivations may be more instrumental (such as financial), others more idealistic. As regards communications linked to the motivations of the recipient, we can say that up to now these have mainly reached those already in the know or who have links to sustainable development in their work. To go beyond this, our next steps need to focus on reaching internal parties who are not directly involved in work on sustainable development to create more messengers in the organisation. We also need to reach both external parties who are engaged and those who are not engaged. To a certain extent, the image of sustainable development at KTH is conveyed by individuals rather than by the brand as a whole. We therefore need to bring about a more extensive cultural change within the organisation to ensure that sustainable development is more clearly and strongly associated with KTH.

Communicating with students

There is currently no comprehensive, coordinated communication to existing KTH students, and no department has been assigned that responsibility. The same applies in principle to all areas not specifically connected to student education. If communication is not generally coordinated, it is more difficult then to coordinate communication relating to sustainable development. It would appear that those sending communications do not fully take into account where and how recipients, i.e. students, can and want to receive messages.

What is sustainable development? Some perceptions and KTH's own definition

KTH works to achieve sustainable development through its courses, programmes, research, partnership work and other activities. As an organisation, KTH uses the Brundtland Report definition of sustainable development[3]:

Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It contains within it two key concepts: the concept of needs, in particular the essential needs of the world's poor, to which overriding priority

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[2] The analysis was carried out in spring 2016 and the results were brought together in "Sustainable development in the brand"

[3] For further information about the Brundtland Report, visit: http://www.un-documents.net/our-common-future.pdf

should be given; and the idea of limitations imposed by the state of technology and social organization on the environment's ability to meet present and future needs.

The definition used in the Report appears in KTH's sustainable development policy.[4]

The UN's Sustainable Development Goals were established in 2015[5], and are supported by a large number of countries in the world. The goals constitute an international focus for work on sustainable development. KTH's own Sustainable Development Objectives[6] were agreed in advance of the global goals. A review is currently underway of the relationship between the 17 international goals and KTH's own objectives.

In our analysis of the current situation, definitions of sustainable development varied somewhat, although most had similarities. However, the emphasis was mainly on one of the three perspectives listed below. The perspectives themselves might be described as overall descriptions that have emerged.

The future perspective: Sustainable development is essential if we are to arrive at a desirable, long-term future, and it is viewed as a global issue that is critical for humanity – that what is done today does not compromise our future.

The needs perspective: Sustainable development is described as having three interdependent parts: ecological needs, social needs and economic needs. Innovative and entrepreneurial business activity is seen as one of the drivers of sustainable development. There is a need for political policies, partly to regulate and partly to encourage.

The resource perspective: With balance as the starting point, sustainable development is described as not using more of the earth's resources than the earth can reproduce. Development is necessary but it must take into account the available resources.

Leading and important players

Leading, important and visible players, both national and international, include organisations and individuals that can be grouped into a number of broad categories. The groups and descriptions are taken from the analysis of the current situation.

Interest groups (primarily environmental organisations): Work actively on conservation, and have an ability to put a spotlight on important areas, for example through actions with a specific focus, and to put the brakes on negative development.

Academic institutions: Their work is descriptive, solution-focused and educational. Contribute thinking, ideas and methods.

Politicians and public sector administration: Make decisions and indicate the direction of development in society. Represent and guide the population. Include authorities and agencies, government departments, political parties, legislators and decision-makers.

Industry: Expected to drive change based on motivation, opportunity and resources.

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[4] For further information about KTH's sustainable development policy, visit:
https://www.kth.se/en/om/miljo-hallbar-utveckling/policy-for-hallbar-utveckling-for-kth-1.553616
[5] For further information about the UN Sustainable Development Goals, visit:
https://sustainabledevelopment.un.org/?menu=1300
[6] For further information about KTH's Sustainable Development Objectives, visit:
https://www.kth.se/en/om/miljo-hallbar-utveckling/overgripande-hallbarhetsmal-1.359245

<u>Charismatic individuals and citizen engagement:</u> Lead the way by example.

Communicating sustainable development at KTH

The analysis suggests seven overarching areas in which KTH should work on communication relating to sustainable development.

<u>Internal communication and communication with students:</u> Build external awareness using internal communication (include employees, students and alumni).

<u>Continuous communication:</u> Take a coordinated approach; build engagement by adopting a long-term perspective and initiatives that develop relationships.

<u>Communicating to provide clarification:</u> Clarify KTH's drive, activity and work with sustainable development.

<u>Communicating to influence:</u> Work to influence society and help provide knowledge and data – act as a bridge between academia and the practical world.

<u>Communicating to advance knowledge:</u> Be a platform for exchange, and create networks and groups to enable collaboration around sustainable development.

<u>Communicating to increase awareness:</u> Convey a shared message through all KTH's channels that sustainable development is a priority area.

<u>Communicating to attract attention:</u> Create innovative communication alongside more routine communication.

Summary and additional information

Since 2011, KTH has conducted work focused on integrating the environment and sustainable development into its core activity. The aim of communications related to this area has been to highlight and generate interest in work and initiatives relating to the environment and sustainable development in education, research and collaboration. Through these communications, KTH aims to convey an image of itself as an active player making a responsible contribution to sustainable development through education, research and collaboration and by reducing its own impact on the environment and promoting social responsibility.

One image presented is that KTH's performance and importance in sustainable development is greater than communications convey and that there may be a gap between performance and communication. An alternative image is that communications convey what KTH does but that it needs to do more in the field of sustainable development; this would be additional work that is not part of a communications strategy.[7]

However, the analysis of the current situation indicates that communication around sustainable development needs to be strengthened in various ways in order to create a closer link between the KTH brand and sustainable development. Awareness of KTH's work, its aspirations in the field and its ability to contribute needs to be broadened.

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[7] However, increased work in the field of sustainable development, more decisions to undertake activities linked to sustainable development and a strategic focus on becoming a leading institute of technology in terms of sustainable development may lead to more opportunities for communication. In addition, an integrated approach to sustainable development will enable there to be a generally stronger association of sustainable development with the KTH brand in terms of its work.

Communications relating to the area of sustainable development need to reach a wider audience than before. The way we think about target groups needs to be developed, and also needs to be more extensively focused inwards into the organisation, both to bring about cultural change and to reach other important groups. The type and areas of communication around sustainable development must be broadened to meet the need for increased awareness, understanding and ability.

3 'Why?' as a basis for communication

Why are some organisations more successful, even though they all operate in the same environment? One explanation may be that successful and inspiring organisations think, act and communicate in the same way, which is the opposite to all the others. We might say that this is because successful organisations start from *why*, i.e., their core, and not *what*, i.e., what is actually done; they move from *why* to *how* and finally to *what.*

Why
The aim of the organisation. What the organisation believes in. What drives the organisation. The reason the organisation exists.

How
What distinguishes the organisation. What is unique about the organisation.

What
The organisation's evidence. What the organisation undertakes or produces in practical terms.

Outgoing communication and incoming communication are perceived in different ways. Communication based on the *what* engages with rational parts of the brain, while communication based on the *how* and *why* engages with parts of the brain that deal with feelings, trust and loyalty. Decision-making is mainly based on *how* and *why*.

One example around KTH and sustainable development is suggested below. Note the form of the example, and that *how* and *why* refer to the work, not the communicating of the work.

Why
Because we believe in a future in which we and coming generations have the potential to live good lives.

How
Through research and education that drives knowledge and society forward.

What
Develop educational content, run research projects and expose solutions.

The *why* for KTH

By developing a strategy for communicating sustainable development, KTH aims to bring about a closer link between the KTH brand and sustainable development. Communication should start from why – the actual aim and KTH's beliefs and motivations. The *why* determines how KTH should do this and what KTH should do. From a communications point of view, having a clear *why* helps enormously when formulating the message.

Why is sustainable development important for KTH? Because the world needs it and we want to meet that need.

4   How should we communicate?

KTH's existing communications strategy sets out how KTH should generate greater interest in its work and engender greater trust in itself through three main principles:

- Use existing relationships to build new ones

- Create stars to convey the message and the personality[8]

- Strengthen the brand in our day-to-day work

With the above in mind, taking account of what has emerged from our analysis specifically in relation to sustainable development and having identified why sustainable development is important for KTH, we describe below how we should communicate from a national and international perspective.

Internal understanding and messengers

Build the external through the internal. Students are the workforce of the future, employees provide solutions, alumni take the message out to a range of groups, and adjunct employees have one foot in KTH and one foot in another workplace. The *why, what* and *how* need to be clear to everyone. Building up internal understanding also increases the number of messengers for KTH's work on sustainable development, and these can reach out to more people than those whose work is specifically related to sustainability.

Communications example: A tea towel designed to highlight a sustainable approach to water is included in welcome packs for international students and in all student accommodation. Welcome packs also include information about how waste is sorted at KTH and in Sweden.

When KTH's new Entré reception hall was opened in 2015, the 'Whole Earth?' exhibition was brought to KTH and installed there. A number of coordinated activities were organised alongside the exhibition, such as a seminar series by students for students and drinks with the voluntary sector organisation Stormvarning. The activities linked art, science and sustainable development.

Campus activities

There is potential for more visibility and an increased number of tangible activities to participate in or view. The primary target groups here are probably internal, but this could ultimately lead to increased external visibility.

Communications example: KTH has worked with the THS student union and the university's property owner Akademiska Hus to produce GreenCups, a thermos mug sold in cafés and restaurants on campus. A discount is offered when the mug is used for coffee purchases. The mug reduces the use of disposables and therefore the volume of waste. On a number of occasions, the mug has been sold outdoors on the campus to raise awareness.

To highlight the impact of transportation on the environment, a cycling day is organised each year at the start of the autumn term. The day is also an opportunity to inform and remind students and colleagues about KTH's work on sustainable development. At the most recent cycling day, students had a chance to win a refurbished bicycle by drawing a picture of themselves on a bike.

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[8] Creating stars does not just mean highlighting a small number of people who are already well known, it also means ensuring that more people can be recognised. More stars help to generate interest, create identification and build trust.

Support and data for decision-making for the future

The development of future communications channels could focus largely on providing support for decisions affecting society, such as different types of debate and policy development.

Communications example: In autumn 2015, a series of seminars was run to coincide with COP 21, featuring KTH researchers as speakers. The seminars were aimed at the press and media. The aim was to prepare the ground in advance of COP 21 and push the issue of climate change up the media agenda.

In 2016, women researchers were given media and message training that aimed to increase their active involvement in public debates.

Popular science

Adopting more of a popular science approach to communication, so that KTH students find it easier to disseminate the information more widely.

Communications example: There have been two beehives on the KTH campus since 2016. They were introduced partly to illustrate the need for biodiversity and green corridors on the KTH campus. The bees produce KTH Campus Honey, which is sold in jars in the KTH merchandise shop and used as corporate gifts.

When the hives were introduced, colleagues, students, alumni and external parties were encouraged to choose the names of the two queen bees through an online poll. The winning names were Bee McBeeface and Beeyoncé. The news of the chosen names and thus KTH's beehive initiative spread to international audiences. Later, a short film about beekeeping, the honey being collected from the hives and the distribution of the honey to various cafés and restaurants on campus, complemented the news item.

Importance of academic institutions

Boost the importance of academic institutions in sustainable development. Identify ways of communicating with other nationally and internationally based universities.

Communications example: For several years, KTH and Stockholm University jointly produced the television programme Crosstalks. In addition to sustainable development, Crosstalks covered many other areas relevant to both universities. The format was a conversation between different researchers led by a host. It was broadcast live, filmed on campus, had an audience on the spot and worked with various messengers and recipients across the world.

Engaging and attention-grabbing

Communicating science (research communication) can by nature be heavy on facts, difficult to assimilate and hard to understand, and is sometimes not relevant to the target group. We need to use engaging forms of communication that focus on the recipient.

Communications example: Since 2015, KTH has been working with the Giants campaign to increase the number of women students on some of KTH's courses. The campaign highlights technology research and research role models for the target group. It is based on the idea that *The future is too important to be left to men,* and includes direct mailings, seminars, films, web pages and social media.

Regular, integrated and creates relationships

Long-term relationships are very important for communications measures and sustainable development. In areas such as sustainable development, it can take more time to build up trust, i.e. trust in specialist expertise and trust that what is communicated is accurate. Communication initiatives around sustainable development need to be regular and create relationships. Through both new and

existing channels of communication, we need to convey a joint, integrated message that sustainable development is a priority.

Communications example: KTH's Sustainability Research Day forum has been established for several years. This is an initiative that takes place each year on the KTH campus, involving both KTH researchers and external speakers. Alongside more traditional presentations, the day might include displays, round-table talks, discussions and networking. The aim is to highlight research on sustainable development and discuss current issues.

Increased attractiveness

Being a leading player in sustainable development makes KTH more attractive to a variety of groups. Integrate KTH's work in sustainable development to strengthen communication about KTH as an organisation.

Communications example: In 2015 and 2016, KTH developed new presentational products featuring the organisation as a whole, e.g. a brochure, descriptive texts and a film. All the products highlight KTH's aspiration and ability to contribute to sustainable development.

## 5	The task for communication in terms of strengthening the link to sustainable development

Communications objectives

The description of the objectives for communication is derived from one of KTH's sustainability goals (which are in turn shaped by Vision 2027). *Convey a clearer picture of KTH as a leading institute of technology in the field of sustainable development through communication, dialogue and collaboration with the community around us.* Taking on board that aim, what we have learned from the analysis of the current situation, and why and how we should communicate, we describe below the framework for communications objectives that will support specific targets in our communications plans.

Most academic institutions are described as leading players in sustainable development. However, that cannot be said to be a perception that is fully shared, and the leading positions are not yet spoken for.
- Communication should strive to position KTH as a leading player.

A common understanding ultimately helps to create the most powerful perception of a brand.
- Communication should strive to be coherent, consistent and integrated.

Communication around sustainable development needs to provide clarification.
- Communication should strive to highlight the *why*, *how* and *what* of KTH's work in sustainable development.

Communication around sustainable development needs to be engaging and meaningful for the recipient.
- Communication should strive to provide the recipient with value.

Target groups

Each target group includes both national and international players.

- Prospective students
- Existing students
- Alumni
- Adjunct staff
- Employees
- Academic institutions
- Formal and informal decision-makers in politics, authorities and agencies, industry and the media
- Researchers
- Research funding bodies

Messages

KTH's vision and principal message make clear the link to sustainable development. Our aim is to highlight this wherever KTH is mentioned. Where relevant, existing or new messages around KTH and sustainable development can be linked to KTH's existing principal message "Brighter tomorrow".

Existing messages around KTH and sustainable development currently being used are "The environment and sustainable development are issues of strategic importance to society as a whole and to KTH" and "KTH works actively to create a sustainable future and a sustainable campus". While the content of both of these messages continues to be important and true, the mode of expression is passive

and rather cautious. KTH's messages around sustainable development should clearly indicate its responsibility, have a more assertive tone and state a position.

Working constantly towards a sustainable future:
- our researchers find solutions and challenge contemporary thinking
- our students have opportunities to shape the future
- our role in society has an impact both today and tomorrow

Types of channels

We list below communications channels that can be used more extensively on the basis that they are able to reach multiple target groups and complement channels already in existence (the exact channels to be used and how they are constructed will depend on the specific goals, target groups and activities).

⇨ Integration and inclusion in KTH's presentational contexts

⇨ Integration and inclusion in KTH's introductory contexts

⇨ Integration and inclusion in KTH's recruitment contexts

⇨ Integration and inclusion in partnerships involving KTH

⇨ Activities on campus

⇨ National and international movers and shakers (e.g. formal and informal decision-makers in the media)

⇨ Fora for decision-makers, international players and future players

Framework for activities

⇨ Develop creative communication – dare to be different

⇨ Fill the internal vacuum – conquer the closest target groups

⇨ Undertake profile-raising jointly with other academic institutions – promote the importance of the sector

⇨ Communicate as a unit – create a shared narrative

⇨ Focus on students – shape the future in our role as educator

⇨ Play a role in society – influence the trend in debates and decisions

⇨ Repeat over and over – set a course and stick with it for the long term

6 Using the strategy

KTH's communications strategy highlights the important role played by all of its colleagues in strengthening the KTH brand. The same is true of helping to communicate about sustainable development and using sustainable development to strengthen the KTH brand. To achieve long-term results, a set strategy must be actively used and continuously implemented. In order to support work on the strategy, we have divided KTH colleagues into three target groups.

Those whose main role at KTH is not communication

Parties whose main role is not communication undertake a significant amount of communication. This group should be aware of KTH's aims to strengthen the link to sustainable development. They should work to integrate sustainable development into the proposed channels (Chapter 5, p. 14) and to ensure that messages through those channels relate to KTH's messages around sustainable development.

Section particularly relevant to communicators whose main role is not communication:
- KTH's messages around sustainable development (Chapter 5, p. 14)
- Channels that coincide with the group's areas of work (Chapter 5, p. 14)

Those who work on communicating sustainable development at KTH

Parties in the organisation who work primarily on communicating KTH's work on sustainable development should use the strategy as their starting point for developing communications. This might include drawing up communication plans and communications activities. As the strategy for communicating sustainable development has been designed to be compatible with KTH's communications strategy, this group will also have regard to the latter although the work will derive from this strategy. They should nonetheless have a greater understanding of KTH's communications strategy than can be set out here.

Parties whose work involves communication aimed at strengthening the KTH brand

Those in the organisation whose work involves communication aimed at strengthening the KTH brand should be guided by the strategy when developing communications activities.[9] This might apply to drawing up communications plans and communications activities. Parties in the organisation who work through communication to strengthen the KTH brand should use the strategy as their starting point and use it as a basis for development if the communication aims to highlight KTH's work on sustainable development.

Their work should be based on KTH's communications strategy, being guided by this strategy when strengthening the KTH brand through sustainable development or communicating the work that is being done by KTH in the field of sustainable development.

Sections that are particularly relevant to broader communications work:
- KTH's messages around sustainable development (Chapter 5, p. 14)
- Parts of channels that affect work already underway (Chapter 5, p. 15)

For some of these parties, work may sometimes take the form of an advisory or consulting role within the organisation, i.e. the principal task of the owner of the project or activity is something other than communication. When in an advisory role, this group should refer to the strategies available for use as a starting point, for example this strategy and KTH's communications strategy.

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[9] Note the expressions "should be guided by" and "should use as their starting point" (in the paragraph above), which are used to make a clear distinction between approaches to the strategy, depending on whether parties are communicating about KTH in general terms or around KTH and sustainable development.