



**FACULTAD DE CIENCIAS HUMANAS Y SOCIALES**

**Facebook as a Public Diplomacy Tool:  
Canadian Diplomatic Missions in Europe**

**TRABAJO FIN DE GRADO**

**TRADUCCIÓN E INTERPRETACIÓN**

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## Introduction – cause and purpose

As part of the compulsory internship of my dual degree program, I had the opportunity to work at the Embassy of Canada to Spain from November 2013 until May 2014. During this period, I worked under the FPDS (Foreign Policy and Diplomacy Service) program of the Mission and precisely while I was interning there the official social media campaigns of the Embassy in Spain were launched. One of my main responsibilities as an intern included updating the Embassy's Facebook and Twitter pages –English, French and Spanish versions– on a regular basis and thus I became familiar with the usage of social media as a means of public diplomacy and its management at Madrid's Mission.

As a consequence of this experience, I grew more and more curious about how the different Canadian Diplomatic Missions throughout the world approached the task of managing social media accounts and particularly, how they use them as a Public Diplomacy tool. That is the reason why I have decided to explore in depth what exactly is public diplomacy and how social media can and should be used today in the framework of political communication.

More specifically, in order to reduce the scope of the research and to narrow it down, the **objective** of this paper would be to study the communications of the Government of Canada through its involvement on social media, particularly, through the Facebook pages of the Canadian Diplomatic Missions operating in Europe. I would seek to analyse how these missions are using Facebook as a tool to portray the image of Canada abroad and how they contribute to the main objectives of the Canadian foreign policy.

Thus the questions I pretend to answer throughout this paper will be:

- A) What is public diplomacy and, within this framework, what role can social media play?
- B) What are the main objectives of the Canadian public diplomacy? How is social media –particularly Facebook– used to achieve those objectives?
- C) What kind of communications strategy do Canadian Diplomatic Missions in Europe pursue? Based on the four areas of the communications grid (van Ruler, 2004), what are the Missions mainly focusing on?

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- D) Are there significant differences on the way Canadian Diplomatic Missions in Europe manage their Facebook pages? Do they follow a common pattern and have a similar communication profiles?

In order to answer the research questions set out for this project, I will divide up the dissertation into two different parts: (i) a theoretical background; and (ii) a practical case study. On the one hand, the first section will offer a comprehensive and detailed analysis of the concept of public diplomacy and its developments in an increasingly globalised world, particularly focusing on the unfolding and expansion of social media and Facebook as means of interaction between people. On the other hand, the second part will consist on a case study of the Canadian situation; first examining the official guidelines of communication of the government of Canada and then observing the practical use of Facebook Canadian Diplomatic Missions in Europe carry out through a survey designed to that end.

Based on my personal experience as an intern managing the Facebook page at the Embassy of Canada to Spain, I set out the following hypotheses:

- (i) Public diplomacy is a dimension of diplomacy specifically addressed to civil society and foreign publics and, within this framework, social media can be classified under the subcategory of digital diplomacy as a tool for communication with an specific sector of civil society, that is, the users of these networks. Particularly in the case of Diplomatic Missions abroad, social media can be used as a way to interact with local peoples of the country where a Mission is operating.
- (ii) The main objective of the Canadian Public Diplomacy would be coherent with the definition of public diplomacy itself and it would seek to interact and establish a dialogue within civil society; particularly, social media in general, and Facebook more specifically, would be used locally to foster dialogue amongst the people of the country in which a particular Mission operates and it would require a well-defined and coordinated strategy and extensive planning as well as monitoring between the different programs of the Mission. However, I believe that the collaboration between the programs of the Mission will be loose and informal, and the planning and monitoring of the posts on the Facebook pages will not be very extensive.

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- (iii) The different Canadian Diplomatic Missions in Europe would follow a strategy that allows them to fulfil the main objectives of their specific Facebook page and it would be specifically designed to focus on their target audience. Moreover, as social media are networks designed mainly for interaction, the area of van Ruler's communications grid (2004) on which they will be mainly focused will be 'dialogue'. I believe that the respondents of the different Canadian Diplomatic Missions in Europe that have Facebook pages would think that social media and Facebook are mainly intended to be a platform for dialogue and, secondarily, to build consensus –as defined in van Ruler (2004)–, but I think the results of the survey will show that the areas on which they are stronger would be information and maybe persuasion.
- (iv) Finally, the management of the Facebook pages should be similar in all the Canadian Diplomatic Missions in Europe that use that particular platform and will be adjusted to the *Standard on Social Media Account Management* and the *Guideline on Official Use of Social Media*, as set out by the Government of Canada. Nonetheless, I believe that due to the dissimilar sizes and resources of Embassies and the different degree of importance given to social media by the program managers, there will be appreciable differences on the way Facebook pages are managed. Similarly, the communication profiles of the different Facebook pages will pose dissimilarities based on the person/ or team managing the page and the tastes and preferences of local publics.

## Methodology

The methodology I will be following throughout this study varies considerably depending on the part of the research at issue. Thus the first part of the dissertation, that is, the theoretical background, will primarily consist on a bibliographical and encyclopaedic review aimed to answer research questions A) and partially B). The historical-critical approach, together with a deductive methodology, will be applied in order to critically weigh the development of public diplomacy and, within this framework, to identify how can social media be used as a tool for communication in foreign relations.

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As for the second part of the research, it will be directed to answer the remaining research questions –i.e. B), C) and D)– and focused on the case study of the public diplomacy executed by the Canadian Diplomatic Missions operating in Europe through their official Facebook pages. First, I will analyse the *Standard on Social Media Account Management* and the *Guideline on Official Use of Social Media*, as set out by the Government of Canada, and then I will study the results of a survey conducted amongst some of the Canadian Diplomatic Missions abroad.

Thereupon, the population that this study targets are Facebook pages of different Canadian Diplomatic Missions abroad, but, since such a large sample would be unmanageable within the scope of this dissertation, I will focus on the Missions operating in Europe. As of today, according to the Foreign Affairs, Trade and Development Canada webpage, there are a total of fourteen embassies and one High Commission<sup>1</sup> in the Europe and Eurasia region that do have Facebook pages. TABLE I hereunder offers a systematization of those.

TABLE I: CANADIAN DIPLOMATIC MISSIONS IN EUROPE THAT HAVE FACEBOOK PAGES

Name of the Mission	Links to the Facebook pages
<b>Embassy of Canada to Austria</b>	<ul style="list-style-type: none"> <li>❖ English: <a href="https://www.facebook.com/CanadaInAustria">https://www.facebook.com/CanadaInAustria</a></li> <li>❖ French: <a href="https://www.facebook.com/CanadaenAutriche">https://www.facebook.com/CanadaenAutriche</a></li> <li>❖ Local language: *</li> </ul>
<b>Embassy of Canada to Croatia</b>	<ul style="list-style-type: none"> <li>❖ English: <a href="https://www.facebook.com/CanadaInCroatia">https://www.facebook.com/CanadaInCroatia</a></li> <li>❖ French: <a href="https://www.facebook.com/CanadaenCroatie">https://www.facebook.com/CanadaenCroatie</a></li> <li>❖ Local language: —</li> </ul>
<b>Embassy of Canada to the Czech Republic</b>	<ul style="list-style-type: none"> <li>❖ English: <a href="https://www.facebook.com/KanadaCZ">https://www.facebook.com/KanadaCZ</a></li> <li>❖ French: <a href="https://www.facebook.com/CanadaenRepubliquetcheque">https://www.facebook.com/CanadaenRepubliquetcheque</a></li> <li>❖ Local language: *</li> </ul>
<b>Embassy of Canada to the Hellenic Republic</b>	<ul style="list-style-type: none"> <li>❖ English: <a href="https://www.facebook.com/CanadaInGreece">https://www.facebook.com/CanadaInGreece</a></li> <li>❖ French: <a href="https://www.facebook.com/CanadaenGrece">https://www.facebook.com/CanadaenGrece</a></li> <li>❖ Local language: —</li> </ul>
<b>Embassy of Canada to Germany</b>	<ul style="list-style-type: none"> <li>❖ English: <a href="https://www.facebook.com/pages/Embassy-of-Canada-to-Germany/795153663847541?fref=ts&amp;ref=br_tf">https://www.facebook.com/pages/Embassy-of-Canada-to-Germany/795153663847541?fref=ts&amp;ref=br_tf</a></li> <li>❖ French: <a href="https://www.facebook.com/CanadaenAllemagne">https://www.facebook.com/CanadaenAllemagne</a></li> <li>❖ Local language: <a href="https://www.facebook.com/pages/Botschaft-von-Kanada-in-Deutschland/665694266803176?ref=hl">https://www.facebook.com/pages/Botschaft-von-Kanada-in-Deutschland/665694266803176?ref=hl</a></li> </ul>
<b>Embassy of Canada to Iceland</b>	<ul style="list-style-type: none"> <li>❖ English: <a href="https://www.facebook.com/CanadaIceland">https://www.facebook.com/CanadaIceland</a></li> <li>❖ French: <a href="https://www.facebook.com/pages/Ambassade-du-Canada-en-Islande/1413528238883071?ref=hl">https://www.facebook.com/pages/Ambassade-du-Canada-en-Islande/1413528238883071?ref=hl</a></li> <li>❖ Local language: —</li> </ul>
<b>Embassy of Canada to Italy</b>	<ul style="list-style-type: none"> <li>❖ English: <a href="https://www.facebook.com/CanadaInItaly">https://www.facebook.com/CanadaInItaly</a></li> <li>❖ French: <a href="https://www.facebook.com/CanadaenItalie">https://www.facebook.com/CanadaenItalie</a></li> </ul>

<sup>1</sup> Name given to an Embassy of one country member of the Commonwealth of Nations before another member state of the same organization.

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	❖ Local language: <a href="https://www.facebook.com/ambasciatadelcanada">https://www.facebook.com/ambasciatadelcanada</a>
<b>Embassy of Canada to the Netherlands</b>	❖ English: <a href="https://www.facebook.com/CanadaInNetherlands">https://www.facebook.com/CanadaInNetherlands</a> ❖ French: <a href="https://www.facebook.com/CanadaauxPaysBas">https://www.facebook.com/CanadaauxPaysBas</a> ❖ Local language: —
<b>Embassy of Canada to Norway</b>	❖ English: <a href="https://www.facebook.com/CanadaNorway">https://www.facebook.com/CanadaNorway</a> ❖ French: <a href="https://www.facebook.com/pages/Ambassade-du-Canada-en-Norvège/745106998847176">https://www.facebook.com/pages/Ambassade-du-Canada-en-Norvège/745106998847176</a> ❖ Local language: —
<b>Embassy of Canada to Poland**</b>	❖ Local language: <a href="https://www.facebook.com/pages/Canada-Polska-Connection/126443964065449">https://www.facebook.com/pages/Canada-Polska-Connection/126443964065449</a>
<b>Embassy of Canada to Portugal</b>	❖ English: <a href="https://www.facebook.com/pages/Embassy-of-Canada-to-Portugal/1417936028487891?fref=ts">https://www.facebook.com/pages/Embassy-of-Canada-to-Portugal/1417936028487891?fref=ts</a> ❖ French: <a href="https://www.facebook.com/CanadaauPortugal">https://www.facebook.com/CanadaauPortugal</a> ❖ Local language: <a href="https://www.facebook.com/embaixadadocanada">https://www.facebook.com/embaixadadocanada</a>
<b>Embassy of Canada to Serbia, Macedonia and Montenegro</b>	❖ English: <a href="https://www.facebook.com/CanadaInSerbia">https://www.facebook.com/CanadaInSerbia</a> ❖ French: <a href="https://www.facebook.com/pages/Ambassade-du-Canada-en-Serbie-Macédoine-et-Monténégro/711782918843360">https://www.facebook.com/pages/Ambassade-du-Canada-en-Serbie-Macédoine-et-Monténégro/711782918843360</a> ❖ Local language: <a href="https://www.facebook.com/KanadauSrbiji">https://www.facebook.com/KanadauSrbiji</a>
<b>Embassy of Canada to Spain</b>	❖ English: <a href="https://www.facebook.com/CanadaInSpain">https://www.facebook.com/CanadaInSpain</a> ❖ French: <a href="https://www.facebook.com/CanadaenEspagne">https://www.facebook.com/CanadaenEspagne</a> ❖ Local language: <a href="https://www.facebook.com/CanadaenEspana">https://www.facebook.com/CanadaenEspana</a>
<b>Office of the Embassy of Canada to Slovakia</b>	❖ English: <a href="https://www.facebook.com/CanadaInSlovakia">https://www.facebook.com/CanadaInSlovakia</a> ❖ French: <a href="https://www.facebook.com/CanadaenSlovaquie">https://www.facebook.com/CanadaenSlovaquie</a> ❖ Local language: *
<b>High Commission of Canada in the United Kingdom</b>	❖ English: <a href="https://www.facebook.com/CanadaIntheUK">https://www.facebook.com/CanadaIntheUK</a> ❖ French: <a href="https://www.facebook.com/CanadaauRoyaumeUni">https://www.facebook.com/CanadaauRoyaumeUni</a>

\* The Local Language is included in both the English and French versions, as depicted on IMAGE I on APPENDIX I.

\*\* The name of the Facebook Page is “Canada-Polska Connection” and the great majority of the posts are in Polish, with some of them including both English and French versions, as depicted on IMAGE II on APPENDIX I.

– Source: prepared by author based on information of (Government of Canada, 2015)

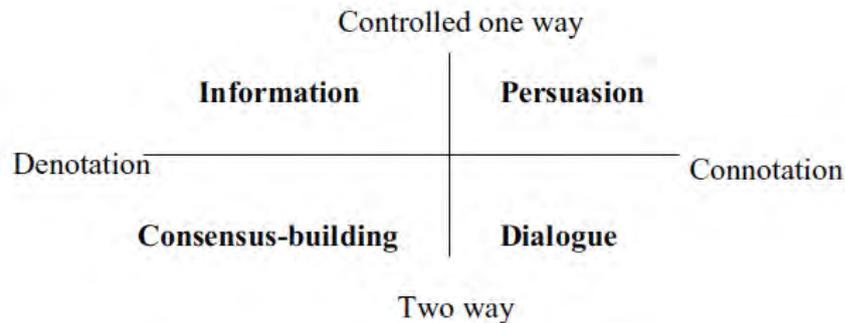
The survey will be circulated amongst the Canadian Diplomatic Missions located in Europe thanks to the collaboration of Mr Simon Cridland, Counsellor and manager of the Foreign Policy and Diplomacy Service (FPDS) Program of the Embassy of Canada to Spain, who will kindly send it out to the Canadian Diplomatic Missions in Europe that have a Facebook account. The survey is available online for the Missions to answer and it is attached to this paper as APPENDIX II.

The **objective** of the survey is to retrieve information about how a specific Canadian Diplomatic Mission manages its Facebook page and what is the strategy is followed in relation to the objectives and purposes of the page. Moreover, questions 17 to

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20 were designed with a view to create a communication profile for each of the Missions based on the communication grid created by Betteke van Ruler (2004).

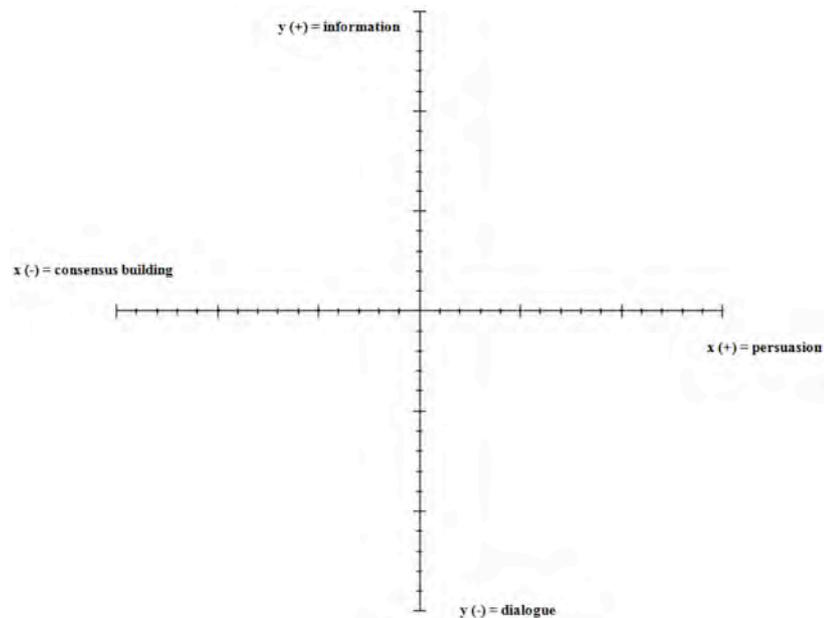
IMAGE I: THE COMMUNICATION GRID AS SET OUT BY BETTEKKE VAN RULER (2004)



Following van Ruler's the definitions for each of the four categories –i.e. information, persuasion, dialogue and consensus-building– questions 17, 18, 19 and 20 respectively are to grade on a scale from 1 to 15 the performance of each respondent Mission. Once the data has been retrieved, it would be place on an axis, in which the positive values of

the ordinate axis will be labelled as 'information' and the negative values of the ordinate axis will be labelled as 'dialogue'. As for the abscissae axis, the positive values will be labelled as 'persuasion' and the negative ones as 'Consensus-building'.

IMAGE II: AXIS FOR THE CREATION OF THE COMMUNICATIONS PROFILES



The different scores attained on the different categories will be linked together, creating a diamond-shaped figure that will represent the communication profile of each Mission, according to the four categories studied.

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As a result of this, I expect to be able to identify whether the respondent Canadian Diplomatic Missions operating in Europe follow similar practices and have similar communication profiles or, on the contrary, they follow dissimilar trends.

The survey will thus use a quantitative and qualitative method for data collection. The **variables** studied will be the communication profile, objectives, purposes and managing methods of the different Missions as the *dependent variable*, and the countries on which the Missions operate as the *independent variable*. This is the case because in accordance with the changes made on the independent variable, that is, the country of the Mission, I expect to appreciate a different outcome on the dependent variable.

The subsequent analysis of the retrieved data will be carried out through the descriptive, qualitative and deduction methods, which will be used to organize, describe and interpret such data.

### Research Limitations

The most obvious limitation of this research is related to the population of the study. As explained above, the population of the study should be the different Canadian Diplomatic Missions abroad that have official Facebook pages, but, since the scope of this project would not allow me to target such a large sample, I have decided to narrow it down to the Missions operating in the European continent. Moreover, I do not expect for all the fourteen Embassies and one High Commission to effectively answer the survey; either because of tight schedules or many other factors, probably less than half or about half of the Missions are expected to submit their responses.

Additionally, by taking a preliminary look at some of the Facebook pages of Canadian Missions in Europe, I have notice that there are very similar posts content-wise that trigger completely different reactions on the local public; for example, almost all posts by the Embassy of Canada to Italy have comments and a post about the same topic on page of the Embassy to Spain may not have even one. This suggest that sociocultural factors should have been taken into account in order to fully address how social media can be used as a communications tool in the framework of Public Diplomacy: certain cultures and societies are more prone to communicate and engage through social media than others, which indicates that maybe the values or the communicativeness of a

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particular society have an effect on the way people interact on social media in general and on Facebook particularly.

Furthermore, although I have realised these sociological changes based on the content of the posts, I will not go into weighing that content. Therefore my analysis will only be based upon the answers given by respondents of the survey.

Another factor that can affect the results of my survey are subjective perceptions. The respondents are individuals that might perceive things differently based on their personalities and cultural background. For example, when grading the degree of collaboration between the different programs of a Mission, one individual can be very optimistic and perceive that the interdepartmental cooperation is much better than at his or her previous post thus grading it with a “4”, and some other person might be more critical when valuing the collaboration thus granting it a “2”, and this would not necessarily mean that in the first case the team work would be essentially better than in the second one; it just depends on who is judging.

Due to the extension of this project, the survey has also set aside the question of national branding, which is a relevant aspect of public diplomacy.

These questions could be addressed in future researches to produce more comprehensive and extensive results and conclusions regarding this topic of study.

## 1. Theoretical background – Public Diplomacy & Social Media

*“Winning hearts and minds”*

Since its early use by the Ngo Dinh Diem regime in the context of the Vietnam War, the “hearts and minds” strategy has been highly popularized and it has recently regained momentum after the events of 9/11 to rise again to the “top of the international political agenda” (Leonard, Stead, & Smewing, 2002, p. 2).

However, nations around the globe have long ago identified the relevance of managing the perceptions of other governments and peoples at the international sphere. In this regard, communications and relationship building play a major role, which has enabled the concept of “public diplomacy” to increase its importance in the bosom of different ministries and governmental bureaux, especially in economically developed states.

This chapter seeks to analyse the inception of the so-called “public diplomacy” and to narrow down what it is and what it is not. Moreover, the chapter will analyse the main differences with traditional diplomacy and examine what are the central objectives and principles of public diplomacy and its relationship with the notion of soft power.

### 1.1. Public Diplomacy

The peace treaties signed in Osnabrück and Münster in 1648 as a result of the Thirty Years’ War, jointly known as the Peace of Westphalia, established an international system based upon the notion of the sovereign state. These treaties established a series of international principles –sovereignty, legal equality, and non-intervention on internal affairs– that initiated an era of History in which states were located at the core of the system.

However, the end of the Cold War and the end of bipolarity, the increasing globalization, the rising interdependence of cross-national actors, and the new information and communications technologies that interconnect the world have originated a process of progressive deterioration of the Westphalian system. States no longer hold

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the monopoly of international relations and other actors –such as NGOs, civil society, companies, think tanks, ...– proliferate scraping power away from nation states.

This process of “change in the nature of power” has altered the fundamental structure of power established in 1648 and has added “constraints on the freedom of action of national governments” (Leonard, Stead, & Smewing, 2002, pp. 2-3). Thus the perceptions and attitudes that foreign publics hold towards a particular country are a decisive factor in the ability of a government to “pursue its foreign policy objectives” (Leonard, Stead, & Smewing, 2002, pp. 4-5).

All of these changes and tendencies have given rise to a new concept: Public Diplomacy. There is no unanimous answer to the question of what is public diplomacy. The concept was first incepted by Edmund Gullion in 1965 in the bosom of the Edward R. Murrow Center of Public Diplomacy of the Fletcher School at Tufts University (Manheim, 1994)<sup>2</sup> and since then there has been a significant evolution in how we understand it, which has lead to describe the concept as a dynamic one (The Edward R. Murrow Center of Public Diplomacy, 2015). As defined by this very institution, public diplomacy

“(...) deals with the influence of public attitudes on the formation and execution of foreign policies. It encompasses dimensions of international relations beyond traditional diplomacy; the cultivation by governments of public opinion in other countries; the interaction of private groups and interests in one country with those of another; the reporting of foreign affairs and its impact on policy; communication between those whose job is communication, as between diplomats and foreign correspondents; and the processes of inter-cultural communications.”

– (The Edward R. Murrow Center of Public Diplomacy, 2015)

Even if there is no unanimous definition, there is a general consensus amongst scholars that defines public diplomacy as a process of “communicating with foreign publics in order to promote one’s interest” (Rasmussen, 2014, p. 30), which is not a definition *per se* but a summary of the objectives of public diplomacy shaped as such. The subsection immediately below is directed to examine the objectives and principles of public diplomacy.

Probably, one of the reasons why scholarship does not agree on a clear and set definition of public diplomacy is because there is still no unanimous definition of what diplomacy alone is. Sir Peter Marshall gives up to six acceptations to the term “diplomacy”; it could be understood as 1) one country’s foreign policy, 2) the execution

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<sup>2</sup> Quoting Malone Gifford D. (1988). *Political Advocacy and Cultural Communication: Organizing the Nation’s Public Diplomacy*. Lanham, MD. University Press of America.

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of such foreign policy, 3) the art of negotiation within foreign policy, 4) customs and practices that govern the relations between diplomats, 5) attributes and values that imply prudence, elegance..., or, finally, 6) the specific skills professional diplomats have (Gómez Mampaso & Sáenz de Santa María, 2001).

Traditionally, diplomacy can be understood *lato sensu* or *stricto sensu*. *Lato sensu*, we could define diplomacy as the discipline that studies the foreign relations between peoples and states from Ancient times to the present day, taking into account for that matter the actions of diplomatic agents defending the interests of their respective political organizations, whom they represent by virtue of the treaties signed to that end. However, if we are to understand diplomacy *stricto sensu*, we should describe it as the discipline that studies the foreign relations between states from the 15<sup>th</sup> century to the present day, taking into account for that matter the actions of diplomatic agents defending the interests of their respective political organizations, whom they represent by virtue of the treaties signed to that end (Gómez Mampaso & Sáenz de Santa María, 2001).

There is indeed a subtle difference between the two senses in which we could understand diplomacy. The wider sense of the term implies that there can be diplomacy without a state, whereas strictly speaking scholars believe that the state is the key element of diplomacy, that is why it dates back only to the 15<sup>th</sup> century.

Laying aside these nuances (only for a while), there is a fundamental trait that has historically defined diplomacy; since the early days of the Classical and Middle Ages, when diplomacy was typified as shuttle and contingent, to the Modern era permanent and representative diplomacy, the diplomatic effort has always been characterised for one thing: “management of change” at the international sphere, as Melissen has pointed out (Rasmussen, 2014, p. 30)<sup>3</sup>, which means that “innovation in diplomatic practices” is a core element of diplomacy itself. If we were to assume this ever-changing nature of diplomacy, as Rasmussen does, we could argue that public diplomacy is an evolution, a “development in diplomatic practices” that derives from the changes and transformations of the international society and the way actors –state and non-state alike– interact within that society. I believe this is a very interesting and appropriate way of defining public

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<sup>3</sup> Quoting Melissen, J. (2005). The new public diplomacy: between theory and practice. In J.Melissen (ed.), *The new public diplomacy: Soft power in international relations* (pp. 3-27). New York: Palgrave Macmillan.

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diplomacy, especially when contrasted with “traditional” diplomacy, which is an aspect analysed on a subsection below.

If we are to sketch out the concept of public diplomacy even further, it is important to point out, as Melgar notes, that there is a common mistake when theorising about public diplomacy, that is, only give credit for the practice of public diplomacy to state actors, when there is a wide variety of supra and sub-state entities –like NGOs, civil society, corporations, ...– that also engage in the practice of public diplomacy. This takes us back to the debate of defining diplomacy on a wider or stricter sense: can diplomacy exist without states?

Following Hocking, there are two ways of understanding public diplomacy: as a hierarchical model and a network one. The hierarchical model focuses on the relevance of relations at the intergovernmental level and, on the other hand, the network model highlights the importance of communicating with publics (Hocking, 2005, pp. 35-37). Both perceptions are linked, but if we are to relate them with the debate amongst scholarship between diplomacy *lato* and *stricto sensu*, the hierarchical model could be taken as the *stricto sensu* approach to public diplomacy and the *lato sensu* approach would be the network model.

Finally, after taking this into account, we must comment on what some scholars have called the “new public diplomacy” (Melgar, 2014, p. 3). It is a concept described by Melissen that emphasised the idea of direct interaction between public opinions, without the intervention of states. So, to answer the question above, can diplomacy exist without states, yes, and it is called “private public diplomacy” and it falls beyond the reach of the present research, which only focuses on the public diplomacy carried out by official government representatives and on the interaction between governments and foreign publics.

### Objectives and Principles of Public Diplomacy

Sir Michael Butler, former British permanent representative to the European Union, remarks that the “**purpose** of public diplomacy is to influence opinion in target countries to make it easier for [...] government[s], [...] companies or other [...] organisations to achieve their aims” (Leonard, Stead, & Smewing, 2002, p. 1).

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In order to do that, to effectively achieve that influence on opinions, it is crucial to pay close attention to the audience practitioners of public diplomacy seek to influence (Leonard, Stead, & Smewing, 2002, p. 46). By doing so they would raise their credibility and create new opportunities to “tailor the messages they are sending out to have the biggest possible impact” (Sigsgaard, 2011, p. 18). As Rasmussen notices, it is easier to have an influence on a specific group of people if “the message transmitted is consistent with the basic beliefs and values” of them (Rasmussen, 2014, p. 35).

In the light of this, the dialogic nature of public diplomacy as a tool for communicating with target audiences becomes evident. Dialogue, true one, that seeks both talking and listening, must be open to “foreign influence” and to continuous adjustment if public diplomacy is to work; in case it would fail to establish such bidirectional dialogue, it would be at risk to become propaganda. The conception of communication in public diplomacy will be further expanded in the subsection immediately below as well as contrasted with that of traditional diplomacy.

The **goals** and **objectives** of public diplomacy can be very diverse. Leonard et al. classify on a hierarchical way the “impacts that public diplomacy can achieve” (9-10)

1. Increasing people’s familiarity with one’s country [...]
2. Increasing people’s appreciation of one’s country [...]
3. Engaging people with one’s country [...]
4. Influencing people.

– (Leonard, Stead, & Smewing, 2002, pp. 9-10)

The common denominator of these levels of impact is once again “people”, the audience that public diplomacy is seeking to reach, that is why practitioners should first, as noted above and rightly emphasized by Rasmussen, analyse the target group and then adjust the level of ambition of public diplomacy accordingly (Rasmussen, 2014, p. 35). Also the resources employed and the time-lapse initiatives last have an influence on the achievements that public diplomacy can reach.

Thus it is possible to classify different public diplomatic practices “depending on how broad an influence is sought” (Rasmussen, 2014, p. 32). Leonard et al. do so by dividing public diplomacy activities into three time spans that could be directed towards specific areas, as portrayed by TABLE II. The focus on specific areas –political/military, economic, societal/cultural– would vary depending on a series of factors, momentum, strategy sought by governments or national interest.

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TABLE II: CONCEPTUALIZATION OF PUBLIC DIPLOMACY ACCORDING TO PURPOSE AND TIME SPAN

<b>Purpose</b>	<b>Reactive</b> (hours and days)	<b>Proactive</b> (weeks and months)	<b>Relationship</b> building (years)
Political/ Military	<b>News management</b>	<b>Strategic communications</b>	<b>Relationship building</b>
Economic			
Societal/Cultural			

– Source: prepared by author base on (Leonard, Stead, & Smewing, 2002, p. 10 et seq.)

According to this conceptualization, news management will seek to influence the way in which current events are regarded, strategic communications will be targeted at transmitting and selling certain messages through a series of planned events and, finally, relationship building is linked with the idea of creating long term bonds, which differs greatly from just strategic communications since “it involves a genuine exchange and means that people are given a ‘warts and all’ picture of the country” and requires a great inversion –both time and monetary-wise (Leonard, Stead, & Smewing, 2002, p. 18).

Both news management and strategic communications have an effect in relationship building, which is ultimately aimed to create

“a common analysis of issues and giving people a cleared idea of motivations and factors effecting their actions so that by the time they come to discussion individual issues a lot of the background work has already been done”

– (Leonard, Stead, & Smewing, 2002, p. 18)

Finally, it is interesting to take a look at what Sigsgaard calls as the defining “**principles**” that would enable to distinguish it “form other related topics” (Sigsgaard, 2011, pp. 15-16)<sup>4</sup> that would be examined in a following subsection. These principles are:

- “1. dialogue, not monologue. To awaken understanding and wanting to understand
2. integration in the other diplomacy from the beginning
3. cooperation with non-state partners
4. work after the network method, not the hierarchical method
5. coherence between public diplomacy work at home and abroad
6. tailored solutions for assignments: “there is no common definition or common behaviour which fits everyone.”
7. honest and reliable information, not propaganda
8. observer role, i.e. registration of other countries’ behaviour in the are with later reporting back to home country”

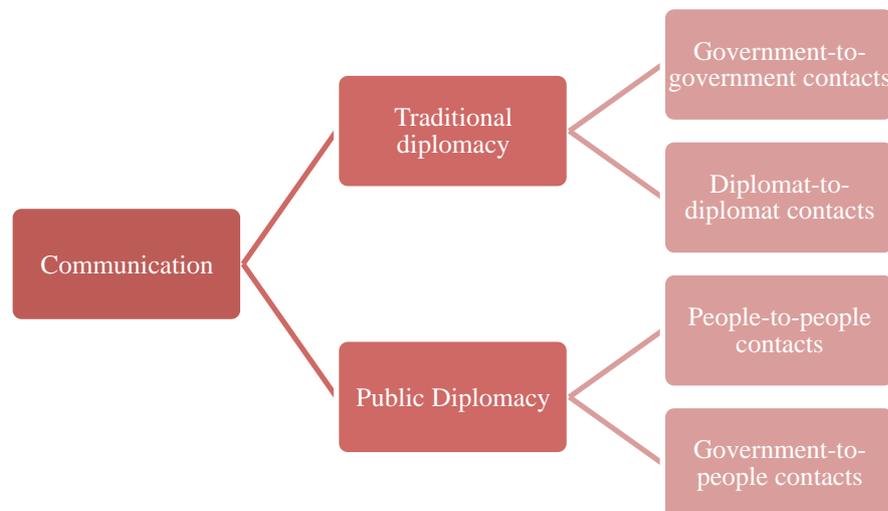
<sup>4</sup> Quoting Andreasen, U. (2007) *Diplomati og Globalisering – En introduction til Public Diplomacy*, Museum Tusulanums Forlag Københavns Universitet: Copenhagen.

### “Traditional” Diplomacy vs. Public Diplomacy

Even if we are to define public diplomacy as a development in traditional diplomatic practices derived from the changes that have progressively altered the international realm, as we have done above, public diplomacy still presents singularities worth analysing.

Both “traditional” and public diplomacy regard **communication** as a central factor (Manheim, 1994, p. 3); without communication there cannot be diplomacy, neither “traditional” nor public. However, the actors communicating in traditional diplomacy are completely different than those contacting by means of public diplomacy, FIGURE I as shows.

FIGURE I: COMMUNICATION CONTACTS IN TRADITIONAL DIPLOMACY AND PUBLIC DIPLOMACY



– Source: prepared by author based on (Manheim, 1994, pp. 3-4)

Government-to-government contacts represent the quintessence of “traditional” diplomacy, carried out since the times of Ancient Greece or Rome, through the exchange of “formal messages between states” (Manheim, 1994, p. 4). This form of diplomacy, even if it is labelled as “traditional”, has actually changed greatly throughout time: the international arena has evolved to become more and more complex and to incorporate more and more issues. Governments keep in touch but many times they do so through multilateral institutions, that is why some authors prefer to talk about “multilateral diplomacy” to refer to the current status of “traditional” diplomacy (Borau Boira, García García, & Rodríguez Gómez, 2013, pp. 76-78).

Government-to-people contacts could be defined as the

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“efforts by the government of one nation to influence the public or the elite opinion in a second nation for the purposes of turning the foreign policy of the target nation to advantage” – (Manheim, 1994, p. 4)

which can also be regarded as a valid definition of public diplomacy carried out by the state.

From these different ways to articulate communication we can thus infer the first main singularity of public diplomacy with regard to “traditional” (or also “multilateral”) diplomacy. Basically, public diplomacy is “directed at the general public” rather than to the governments or diplomats of other states (Rasmussen, 2014, p. 31). Whereas the traditional practice of diplomacy has been focused on “official bilateral or multilateral channels of communication between states” (Sigsgaard, 2011, p. 15), public diplomacy requires contact with the people, as a result of the fundamental transformation in communications occurred in recent years as a result of technological developments, globalization and the use of the Internet and social networks by citizens.

Subsequently, as Melgar summarizes it, traditional diplomacy is conceived as the direct relationship between state actors whereas public diplomacy focuses on the relationship between states and foreign public opinions as well as between different foreign public opinions (Melgar, 2014, p. 3), which is consistent with the model of communication contacts depicted on FIGURE I.

Secondly, public diplomacy is singular because of its “public nature” which highly contrast with the secrecy that has traditionally shrouded diplomatic practices. Therefore, in the new era of communications, transparency is highly valuable and enhances the credibility of practitioners of public diplomacy.

Despite these singularities of public diplomacy, it is not likely that it will substitute traditional diplomacy but rather complement it. So traditional diplomacy “will continue to be essential for states to conduct their foreign relations” (Sigsgaard, 2011, p. 15) with the aid of public diplomacy as a tool of the state “that adds value to the traditional challenges of diplomatic interaction” (Rasmussen, 2014, p. 30).

### What Is Not (Exactly) Public Diplomacy

As it could be sensed by the previous analysis, there are many concepts related to that of public diplomacy that are not (exactly) it. Probably, the intrinsic linkages between

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public diplomacy and such concepts is another relevant factor that complicates the task of narrowly define what public diplomacy is. Lets outline some of those concepts briefly.

The first element that is not quite public diplomacy is **propaganda**. As some scholars point out, the early origins of public diplomacy can be traced back to what was known and studied in the twentieth century as “propaganda” (Manheim, 1994, p. 4). In Germany, Joseph Goebbels’ *Reichministerium für Volksaufklärung und Propaganda* or the Committee on Public Information under the George Creel at the United States perfectly exemplify how propaganda was used as tool and it was regarded as an “accepted instrument of government” (Manheim, 1994, p. 4). However, apart from the negative connotations the term ‘propaganda’ has, there is a great difference between both concepts. Both seek influence, but they do it on significantly different ways: while propaganda attempts to narrow down peoples minds to influence them in any way necessary, public diplomacy uses dialogue and engagement to open people’s perspectives and enlarge their horizons (Cull, 2013; Sigsgaard, 2011, p. 17; Rasmussen, 2014, p. 32). In other words, propaganda works one-way and public diplomacy does it two-ways.

Secondly, the concept of **nation branding**, while highly linked to that of public diplomacy, it is not exactly the same. The idea of ‘brand’ takes us directly to the field of marketing; as Cerny points out, in the modern world there is an increasing competition for standing out, which makes countries look for ways to increase their competitive advantages related to possible competitors (Sigsgaard, 2011, p. 23). Creating a reputation, an image around a country, is indeed related to diplomacy, but I see the objective of national branding as more economic than political, as opposed to that of public diplomacy, and also more limited to self-image of the country. Of course, the line between both fields is blurry indeed but I believe that the idea of national branding could be regarded as a part of public diplomacy only focused on the state itself rather than seeking interaction and dialogue as public diplomacy.

Neither can **cultural diplomacy** be regarded as the same as public diplomacy. The objective of cultural diplomacy is centred precisely on culture, on “increasing the knowledge of foreign audiences about the specific culture of a given society” (Rasmussen, 2014, p. 34) but it is limited to that. It sure can play a role in building relations, as increased intercultural understanding will foster relations and cooperation and reduce risk of conflict, but it does not seek to target other foreign policy goals, as public diplomacy does.

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Finally, while a critical factor and tool of public diplomacy, **communication** is different from it. As explained above, public diplomacy is highly based on communications and it often relies on communication campaigns to affect to achieve a specific objective but the nature of communications with regard to public diplomacy is merely instrumental (Rasmussen, 2014, p. 34).

Even if public diplomacy is not (exactly) any of these, it draws some elements from them and the interaction of all those factors poses a coherence and coordination challenge before the practitioners of public diplomacy so that they can better work to achieve their objectives and optimise the use of available resources.

### Public Diplomacy & Soft Power

When analysing public diplomacy, the question of why do states seek to engage and in public diplomacy can easily arise and it is worth taking the time to briefly examine it. There must be some sort of value, some sort of gain that moves states to invest time, money and other resources on engaging in public diplomacy activities.

Many scholars find that the soft power theory gives states a powerful motive to participate in public diplomacy (Sigsgaard, 2011; Rubio, 2011; Leonard, Stead, & Smewing, 2002). Thus public diplomacy can be used as a tool to promote states' soft power, which is something that should not be overlooked. Public diplomacy seeks to increase the positive perceptions of a state because there is some kind of power derived from that: soft power.

Neoliberal political scientist Joseph S. Nye Jr. has developed throughout a series of publications the concept of "soft power", which is best understood in contrast with another notion, "hard power" (Nye, 2005). According to Nye, soft power relies in the ability to attract and persuade while hard power derives from the military or economic capabilities of states; thus, soft power is a rather intangible concept, in contrast with hard power, which can be measured in numeric terms (see TABLE III for a systematization of both types of power). Precisely here is where lays the difficulty to control how much soft power a state possesses, since it cannot be 'measured' as such; it is a "subtle way to get what you want" and make others "change their behaviour", not through coercion, but through dialogue and conviction, making them believe that they want it too, that it is a shared objective (Sigsgaard, 2011, p. 33).

TABLE III: HARD AND SOFT POWER SYSTEMATIZATION

		<b>Behaviours</b>	<b>Primary Currencies</b>	<b>Government Policies</b>
<b>Hard Power</b>	Military Power	<ul style="list-style-type: none"> <li>• Coercion</li> <li>• Deterrence</li> <li>• Protection</li> </ul>	<ul style="list-style-type: none"> <li>• Threats</li> <li>• Force</li> </ul>	<ul style="list-style-type: none"> <li>• Coercive diplomacy</li> <li>• War</li> <li>• Alliance</li> </ul>
	Economic Power	<ul style="list-style-type: none"> <li>• Inducement</li> <li>• Coercion</li> </ul>	<ul style="list-style-type: none"> <li>• Payments</li> <li>• Sanctions</li> </ul>	<ul style="list-style-type: none"> <li>• Aid</li> <li>• Bribes</li> <li>• Sanctions</li> </ul>
<b>Soft Power</b>		<ul style="list-style-type: none"> <li>• Attraction</li> <li>• Agenda Setting</li> </ul>	<ul style="list-style-type: none"> <li>• Values</li> <li>• Culture</li> <li>• Policies</li> <li>• Institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Public Diplomacy</li> <li>• Multilateral Diplomacy</li> </ul>

– Source: prepared by author based on (Nye, 2005, p. 31)

As depicted on TABLE III and as both Nye and Sigsgaard explain, public diplomacy is not a direct source of soft power, as values, policies or culture could be, but rather is an instrument, a tool states have “to market [themselves] for the foreign public” and make publics focus on the positive aspects of a country, not through propaganda but through dialogue (Sigsgaard, 2011, p. 38).

Consequently, we could argue that soft power theory helps us understand the very creation and “come to existence” of public diplomacy; since states view it as real power “worthwhile competing over” (Sigsgaard, 2011, p. 60). However, public diplomacy can have a limited effect and influence in the soft power of a state because it requires a structure and backup in other areas –like political support, economic resources, ...– to be truly effective. Some authors have been critical with the association of public diplomacy and soft power, pointing out that no public diplomacy would be necessary if soft power and its attraction were truly effective (Hocking, 2005, p. 35; Rasmussen, 2014, p. 38).

## 1.2. Public Diplomacy in the World 2.0 – Digital Diplomacy

Traditionally, the long-term process of relationship building on the sphere of public diplomacy has been regarded as a “process that must be conducted face to face and on a personal level” (Leonard, Stead, & Smewing, 2002, p. 19). However, the advances of global communications, the development of information technologies and the proliferation and popularization of the Internet and the Web 2.0 have enabled societies to become more open and plural, which results on a challenge to traditional approaches of

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public diplomacy relationship building, as this “traditional mode of working” will nor be likely to “reach the critical mass of people necessary to significantly affect the opinions and choices of those audiences” (Leonard, Stead, & Smewing, 2002, p. 20). Here is where Digital Diplomacy –also known as eDiplomacy or cyber-diplomacy– and social media step in.

Digital Diplomacy can be broadly defined as the use of the Internet, the Web 2.0 and information and communications technologies as helpful means to achieve certain diplomatic objectives (Borau Boira, García García, & Rodríguez Gómez, 2013, p. 78); however, some authors argue that it normally “refers to the use of social media by diplomats and foreign ministries” (Paris, 2013, p. 1), which how it will be understood in the framework of this project.

What is most relevant about the Web 2.0 is that it makes the digital world collaborative and dynamic, enables people to engage in the creation of contents and creates a “bidirectional” way of interacting (Rubio, 2011, p. 40), which is totally user-centred. Digital diplomacy can thus be regarded as an extension of public diplomacy that allows states to participate in this process, creating a totally new way of communicating with peoples (Rubio, 2011, p. 44). This is another element of the fundamental transformation in communications mentioned above and it represents a change that diplomacy cannot ignore. As a result, states must adapt their diplomatic structures to face the challenges and take advantage of the opportunities eDiplomacy brings about.

As was the case with public diplomacy, digital diplomacy is not likely to substitute traditional diplomacy but rather complement its efforts (Borau Boira, García García, & Rodríguez Gómez, 2013, p. 79). It will certainly represent a turning point in the way states interact with peoples throughout the world, as information and communications technologies have an enormous potential to increase the state’s capacity to build long-lasting relationships with local audiences, creating opportunities to reach a much larger audience than other means of public diplomacy. As Leonard et al. argue, the “quality of engagement” of these people will not be the same as the one achieved through more direct and personal –and also more expensive– traditional means, but it has nonetheless enough significance to be able to affect the choices and change the perceptions of peoples. If we take a look at the estimations of the British Council in India, information and communications technologies are expected to increase the target audience of the organisation in 7 million people only in the age group between 20-35 year

olds (Leonard, Stead, & Smewing, 2002, p. 20), so we can see that the potential is humongous.

### **Social Media & Facebook**

Even if most of us use “Social Media” every day it is not so evident what the concept really means. Kaplan and Haenlein define it as a “group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and allow the creation and exchange of user generated content” (Kaplan & Haenlein, 2010, p. 61). Therefore, we can argue that Social Media networks are a defining feature of Web 2.0 that enable user interaction at their platforms.

There is no doubt that the advent and proliferation of social media has shaken up the world of communications and has allowed users to use them as means for social protest, create conflict or become ‘journalists’ –through what is known as citizen journalism. The increasing relevance of social media poses a challenge for practitioners of public diplomacy (Borau Boira, García García, & Rodríguez Gómez, 2013, pp. 78-79) because they give power to individual citizens and act as a platform where they can directly interact with government officials or other state actors.

Another important characteristic of social media is that the applications are generally free, which increases the opportunities for regular citizens to access them. Arguably, the fact that creating a social media account is free can be potentially problematic for governments and state agencies: they could ‘fall into the trap’ of having an account for the sake of having it. As many authors argue, if there is not a clearly defined objective and strategy for social media, then it might be better just not to have presence on the network (Borau Boira, García García, & Rodríguez Gómez, 2013; Rubio, 2011). Likewise, when a strategic plan to develop the eDiplomacy exists, it is fundamental to monitor its implementation to be able to make improvements (Borau Boira, García García, & Rodríguez Gómez, 2013, p. 85). As Rubio points out, when interacting on social media, states should focus on 1) listen in order to identify what people are talking about, 2) publish for actively participating on the dialogue, 3) involve people so that they participate, and 4) evaluate if objectives are being fulfilled and develop new strategies (Rubio, 2011, p. 45).

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This clearly highlights the dialogic nature of social media as a two-way communication process, much in accordance with public diplomacy.

All in all, social media can be regarded as a double-edged sword, which offers governments great potential gains but also implies high risks. However, diplomacy must adapt to changes on the international scene, and states cannot miss out on the opportunities social media brings about; there are indeed risks implied but the potential gains are far too great to be ignored.

In the field of social networks there are almost unlimited choices available, both for individual users, organizations and states. Governments must carefully examine the features of each platform to decide which one to use in accordance with their objectives. This takes us back to the importance of planning and having defined objectives and strategies. For the purposes on this research we will pay closer attention to one specific network: Facebook.

**Facebook** was created in 2004 (Facebook, 2015) by a group of students at Harvard University and it has grown to be one of the most successful social media networks, as it is the most used social network almost all around the globe (Rubio, 2011, p. 49). Facebook is a simple, free-of-charge platform that allows users to “stay connected with friends and family, to discover what’s going on in the world, and to share and express what matters to them” (Facebook, 2015). It allows users to upload pictures, videos, send messages or like the publications of other users –amongst many other things.

As of March 2015, Facebook has registered a number of 1.44 billion users that use the network actively at least once a month and a total of 1.25 billion monthly active users that access the platform via mobile phone (Facebook, 2015). These data evidence that the potential target audience amongst Facebook users can be massive.

Governments can interact on Facebook in different ways (Rubio, 2011, pp. 49-50). One possibility would be through accounts of state officials; President Barack Obama of the United States or Prime Minister Stephen Harper of Canada do have Facebook pages that are updated regularly. Moreover, they could create institutional pages for different bodies of the state apparatus, such as ministries or government agencies. On the level of institutional pages, many countries opted to create Facebook pages for their Missions abroad, as a way to interact both with nationals living abroad and with local populations of the country of the Missions.

## 2. Case Study – Canada

The previous chapter has evidenced developments on the world of diplomacy, which gave surge to the concept of public diplomacy. This revolution on communications and on the practice of diplomacy has also occurred on the cyberspace, originating growing pressure on governments to engage on digital diplomacy and interacting on the World 2.0 and on social media networks –such as Facebook. Even if there are some risks attached, the opportunities for interaction are far too great to forgo.

This chapter will analyse the case of Canada, particularly that of the Department of Foreign Affairs and International Trade (DFAIT) and its Missions abroad, to determine how public diplomacy has been exercised in general and how digital diplomacy more specifically is being practiced. It will first take a look at the communications policy of the Government of Canada in the framework of public diplomacy to then review the plans and guidelines for the use of social media. Finally, the results of the survey conducted amongst the Canadian Diplomatic Missions in Europe that have Facebook pages will be exposed.

### 2.1. Canadian Public Diplomacy & the Communications Policy of the Government of Canada

While huge in size and highly developed, Canada can hardly be considered a major power; rather, its population and hard power capacities position the country as a medium-size state. Whilst major powers are always on the spotlight of international events, smaller states are only there occasionally, most of the times because of a crisis. This, in turn, results on a general lack of information about them, which makes public diplomacy appear as “an opportunity to gain influence and shape international agenda that goes beyond their hard power resources” (Bátola, 2005, p. 1). Because of the structural differences between major powers and small and medium-size states, the way they conduct public diplomacy cannot be the same. As Bátola points out, small and medium-size states are mainly oriented to capture attention rather than changing perceptions or explaining themselves as major powers do (Bátola, 2005, p. 7). Moreover, instead of a holistic approach to public diplomacy, they seek specialization in certain areas that would allow for a better distribution of their limited resources and for

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achieving a comparative advantage on those areas (Bátola, 2005, p. 7). Finally, small and medium-sized states do have something that major powers lack: “legitimacy” (Bátola, 2005, p. 8), which implies that they tend to be more likeable and attractive than major powers, often regarded as imperialistic. These characteristics apply to the Canadian case.

In 1995, as a result of that year’s foreign policy review, **public diplomacy** became the third pillar of Canada’s foreign policy, equally important to the first two –i.e. fostering economic growth and international peace and security (Potter, 2002, p. 8). Although Canada’s federal government spending on public diplomacy initiatives can be regarded as quite low (Potter, 2002, p. 11), the country has managed to carry out some interesting initiatives. Culture and international education are good public diplomacy instruments that Canada has been promoting throughout the years. On the one hand, Canada has been offering to a variety of artists cultural grants, whose purpose is not exactly to “subsidize Canadian culture” as such, but more specifically to select “cultural activities that will reinforce foreign policy objectives” (Potter, 2002, p. 8). On the educational field, Canada has been working to foster exchanges on high school education, and has extensive “post-graduate scholarship” and academic related programs (Potter, 2002, p. 9), which are intended to support promising students who are called to be future leaders, business partners, ... and as a result of their experiences will be bonded to Canada and will probably be more prone to develop or strengthen ties with the country. These educational initiatives will “ensure that knowledge and understanding of Canada reaches present and future decision-making” (Potter, 2002, p. 9). Another important component of public diplomacy are international broadcasting activities. Despite not having international TV channels as the BBC World or Deutsche Welle, Canada does have an international radio channel, Radio Canada International (RCI), which even lacking adequate funding and governmental support, allows for “Canada’s voice to be heard internationally” (Potter, 2002, p. 10).

Moving on to **digital diplomacy**, we can argue that Canada was once a pioneering country in this field, understood on its broader sense. Back in the “mid-1990s DFAIT was a leader among foreign ministries in the introduction of web sites” (Potter, 2002, p. 14) but since then, it has lagged behind, as some scholars argue (Paris, 2013). Despite having achieved some successful engagement online, both domestically and abroad – e.g. through initiative *Global Dialogue* in Iran– (Bátola, 2005, pp. 10-14; Blanchfield, 2014), Canada has not an extensive presence on Social Media networks, specially compared to

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its main competitors on this regard, namely the US and UK (Paris, 2013, pp. 6-9). However, as Paris notes, Canada does have the potential to become a leader in digital diplomacy, mainly due to its highly educated and culturally diverse population and to its ability to invest in the development of human skills and technological capacities that will ensure a successful foreign policy in the field of digital diplomacy (Paris, 2013, p. 9). The need for advancement on this field has been debated on the national press and on academic communities (Howard, 2012) around the country and it has triggered Foreign Affairs Minister John Baird's statement of February, encouraging diplomats to take risks and engage more actively on social media. While the full effects of this declaration remain to be seen, 2014 has seen an increase in social media activity at the foreign Missions and the trend appears to be continuing in 2015 (Government of Canada, 2015).

IMAGE III: CANADIAN MISSIONS WITH SOCIAL MEDIA AS OF 2014-02-30



– Source: (Government of Canada, 2014a)

After analysing Canada's track regarding both public and digital diplomacy, it is worth taking a look at the **communications policy** (the Policy hereinafter) of the Government. This policy has been criticized by several authors for imposing strict controls on communications to its diplomats and relying on a centralized strategy that makes difficult to “participate in real-time social media exchanges” (Paris, 2013, p. 1). The policy is based on a series of principles that can be summarized as follows:

- A) Provide information about policies, programs, services and initiatives of the Government.

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- B) Communicate in both official languages, English and French.
- C) Enhance the visibility and accessibility of both institutions and information.
- D) Identify and address communication needs
- E) Consult the people for developing and planning, policies, programs and services.
- F) Encourage public servants –including diplomats– to communicate openly.
- G) Safeguard the integrity and impartiality of Canada’s Public Service.
- H) Foster collaboration between governmental institutions to achieve a coherent and effective communication.
- I) Do all of the above on a responsible and respectful manner.

– (Government of Canada, 2014b)

The Policy is an extensive document that includes detailed information, rules and guidelines on different types of communications, as well as procedures to ensure monitoring and accountability on the communications realm. It mentions that “a variety of **new** and traditional methods of communication [are to be] used to accommodate the needs of a diverse public” (Government of Canada, 2014b), which can be understood as a reference to new technologies, the Web 2.0 and social media. For the purposes of this project, we will take a closer look to chapters 17 and 18 of the Policy, on “Technological Innovation and New Media” and “Internet and Electronic Communications” respectively.

These sections emphasize the need for developing investment plans and decisions on a collaborative way that will ensure advances including new technologies and that the Government is able to communicate interactively with the population. Moreover, the Policy recognises that the Internet and social media are “powerful enablers for building and sustaining effective communication within institutions and with their clients across Canada and around the world”, since they facilitate interaction and enable to receive feedback on a two-way communications environment. Additionally, it requires eCommunications to “conform to government policies and standards” and establishes 14 criteria of compulsory compliance for communicating on the Web, which are quite rigid and institution-like, which makes them not particularly bound to work on social media. As former Australian PM Kevin Rudd has pointed, rule number one of social media interaction is throwing out the government-approved manual or “tweets will be dead boring” (Paris, 2013, p. 4) and indeed, regarding the Policy of the Government of Canada, they run the risk to be.

## 2.2. *The Standard on Social Media Account Management and the Guideline on Official Use of Social Media*

As pointed out by the Communications policy of the Canadian government, effective communications between governmental institutions and people are essential, and as social media is becoming an increasingly more used means of communication in Canada and elsewhere “for sending, receiving and interacting with information from both individuals and organizations” (Government of Canada, 2014d) it is important that governmental institutions take the plunge and increase their presence on social media platforms. However, there before the release of the *Standard on Social Media Account Management* (the Standard hereinafter) and the *Guideline on Official Use of Social Media* (the Guideline hereinafter) “no common approach across the Government of Canada for managing official social media accounts or for assessing the privacy, security and other risks related to the use of third-party social media platforms” (Government of Canada, 2014d).

Both documents, the Standard and the Guideline are the central routemap for the use of social media, either by Missions abroad or by domestic institutions and bureaux domestically. The Standard is a more general document outlining certain requirements and policies that the management of social media should follow while the Guideline further develops the topic and provides advice on how to implement the Standard.

First, it is important to clarify what we understand by “official social media account” and “official use” of such account. According to the Guideline:

“An official social media account is an account on a social media platform that is used for official Government of Canada purposes such as communication, service delivery, collaboration and other purposes within the scope of a department's mandate, including as a designated spokesperson for the department” and “official use of social media refers to the use of an official social media account on behalf of the Government of Canada”.

– (Government of Canada, 2014c)

The Standard announces the responsibilities of different governmental entities on overseeing the management of the social media accounts as well as monitoring the compliance of those with the measures set out on the Standard. Likewise it establishes the responsibilities of the “heads of communications” to approve the social media strategy, defined as the “overarching departmental guidance and plans for the use of social media” (Government of Canada, 2014d). It finally goes on to explain how corrective measures

are to be taken in case of non-compliance, but it does not specify what those measures entail.

On the other hand, the Guideline further specifies some of the concepts outlined on the Standard. Particularly interesting is the section about the social media strategy that is said to explain how the social media account is to support the objectives of the Mission or program at stake. It recommends for this strategy to be uploaded on a yearly basis and it outlines the key elements it should contain.

Moreover, the Guideline insists on the importance of using both official languages when interacting on social media; missions are required to plan for translation when needed and to ensure that users of both official language's pages have a similar experience.

Finally, the Guideline's appendixes include templates for creating implementation plans, measure and monitor performance of the networks and planning and implementing a more effective social media presence.

As a conclusion, we can say that, while the Communications policy analysed above can risk for communications to be boring, the Standard and the Guideline might slow down the process of interaction with the audience. Some authors have pointed out that we are still on the very early days of governmental interaction on social media, and it might be time for experimentation and "learning by doing" (Paris, 2013, p. 3). Certainly a little bit of institutionalization is good, in my opinion, especially regarding the monitoring and the management of the page, but excessive rules and procedures for conducting a social network can result on it being not too interactive. The recommendations of the Guideline, when followed too closely could have that effect.

### **2.3. The Survey**

Based on the methodology explained above, a survey was circulated amongst the Canadian Diplomatic Missions in Europe that had presence on Facebook. The survey was sent out on April 1<sup>st</sup> and May 30<sup>th</sup> was the final date set out for completion. Several reminders were sent to the Embassies in between that period of time. Finally, a total of seven Missions out of fifteen submitted their answers.

### The Communication Grid

Betteke van Ruler designed a “model of basic communication strategies” (van Ruler, 2004, p. 123) based upon a matrix depicted on IMAGE I above. On van Ruler’s model the abscissae axis goes from ‘denotation’ to ‘connotation’, depending on whether the message is explicitly state or implicitly; and the ordinate one from ‘one-way’ control of the message to ‘two-way’, depending on whether the input comes from just one side or allows for feedback (van Ruler, 2004, pp. 139-140). This results on four quadrants that represent the possible communications strategies and are, in one way or another, related to public diplomacy concepts explained above:

- 1) **Information** (one-way; denotation) involves simply that, providing information to people and it involves more traditional techniques like press releases or simple informative statements.
- 2) **Persuasion** (one-way; connotation), which is, as van Ruler points out, “the basis of propaganda and advertising” (van Ruler, 2004, p. 140) and aims to affect the behaviour of audiences by narrowing down their minds.
- 3) **Dialogue** (two-way; connotation) implies interaction with publics and allows receiving feedback from them. Van Ruler regards it as the first step on “interactive policy-making” as well as on “socially responsible enterprising” (van Ruler, 2004, p. 140)
- 4) **Consensus building** (two-way; denotation) is about “building bridges between the organization and the environment” (van Ruler, 2004, p. 140) and it is the “second phase of interactive policy development and decision-making” (van Ruler, 2004, p. 140). It is intrinsically linked with Leonard et al.’s notion of “relationship building” and it is developed in the long run.

Van Ruler herself points out that all four strategies tend to be used in day-to-day communications (van Ruler, 2004, p. 140), as it is often difficult to clearly establish where one of them ends and the other begins. She, however, remarks that on public relations one-way strategies tend to prevail over two-way ones. However, if we are to truly practice public diplomacy, it should be the other way around. Leonard et al. pointed out that in the field of public diplomacy “one-way flow of messages is likely to be counterproductive” (Leonard, Stead, & Smewing, 2002, p. 48), which indicates that van Ruler’s strategies of ‘information’ and ‘persuasion’ are not the best possible choices.

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Public diplomacy is based on interaction with foreign audiences and it is imperative that the communication is reciprocated, that is, working on a two-way manner.

**Findings**

Firstly, Missions were asked about the **management** of their Facebook pages. On the one hand, the Portuguese, Spanish, German, Dutch and Austrian respondents gave similar answers: in these cases, a small team of two to three people was responsible for managing the page. With the exception of Portugal, in all these Missions at least one locally engaged member of staff (LES) –in Spain two– collaborated with a program manager –a Canadian diplomat– for handling the Facebook page. In the case of Portugal, the program manager worked with a locally hired intern and Germany also mentioned that an intern worked with the aforementioned team. Despite not having mentioned interns as part of the Facebook team, because of my own experience at the Embassy of Canada to Spain I know interns actively participate on the process of creating content and managing the social network.

On the other hand, the Polish and Greek missions described a quite different managing structure. At Poland's Mission a "social media committee made of reps from each section" supported the program manager advocacy officer responsible for managing the page. Greece's management was much more specialised and includes "joint responsibility across the mission": the main responsibility was held by the FPDS program and its program manager, who were in charge of posting content, coordinate the Social Media Committee that "ensures mission-wide coordination and information-sharing" at the Mission, and monitoring the activities of the network; trade-related content was managed by the trade section; the consular section dealt with "consular, passport, etc. related content"; and finally, "common services" posted "information related to embassy closures, holidays, opening hours, chancery move, etc."

Moving on to the involvement of Ottawa on the Mission's pages, respondents were asked whether **headquarters (HQ)** provided them with messages or content for their Facebook pages –question 12. Although it might seem that the answer to this question should be similar across Missions from the same area of the world, this was not the case. While Poland, Austria and Germany said that they did receive content from HQ, Portugal stated that this was not the case, and Spain and the Netherlands received this

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type of tools “rarely” and often too late to use it. Greece did sometimes receive content but they “would like this to be happening on a more regular basis”.

When asked about the **collaboration** –questions 3 to 5– between the different programs of the Mission, all respondents stated that the person or team in charge of the Facebook page does indeed collaborate to spread the messages of the Mission as a whole. The degree of collaboration respondents have identified is somewhat high, three Missions grade it with a 3 out of 5 and four of them gave it a mark of 4 out of 5. Regarding how collaboration is executed, there has been greater disagreement: four respondents defined their collaboration as “informal”, while only two described it as “formal”; Poland stated that their Facebook page used both ways of collaborating.

As for the **language** of the posts, in neither of the respondent countries was English nor French an official language –question 11. Regardless of that, in question 10 a total of three missions –Austria, the Netherlands and Greece– stated that they used English as the most frequent language for posting contents and Germany indicated that they always posted in the both English and French as well as German. The remaining of the missions used mainly the local language for spreading their content.

This takes us to the **target audience** –questions 13 to 15– of the Facebook pages. For six of the respondents, the Mission’s Facebook pages were mainly targeted to local populations; Greece was the only one that chose the “depends on the language” option. As for the target age group, two missions selected “18-24” years old, another two indicated “25-34” and three respondents said that they had no specific target age group. Finally, results showed that in all Missions the biggest age group among the people that like the Facebook page was that between the ages of 25 and 34.

The target audience it is intimately linked with the **strategies** used to reach such population. Therefore Missions were asked to what degree their strategies were specifically designed for their target audiences –question 21.1. On average, the degree of tailored strategies got a 3.428 out of 5, which means that most respondents grade it with marks between 3 and 4; nonetheless, Germany gave a 2 grading on this question.

Moving on to examine the **strategy** –question 7– of each page itself, very different answers were registered. Austria and the Netherlands do not have a very defined strategy; as the Dutch respondent puts it, they have “broad guidelines [...] but no specific targets”. Spain also has an informal strategy and, like Austria, is working on developing a

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plan to develop a new social media strategy. Germany does have this social media strategy –approved by the Committee on Mission Management (CMM)– that “outlines approval procedures, the role of our Social Media Committee, training programs, as well as the need to analyse results and to monitor what is trending”. In Poland, the CMM approves the broad strategy to be pursued for a given financial year, which has previously been discussed and agreed upon by the social media committee.

In general terms, it seems that the Missions seek to, as the Portuguese respondent puts it, look for a “balance between Canada brand promotion, Embassy activities and initiatives and bigger picture Government of Canada messaging (to a lesser degree)”.

The **appropriateness of strategies** –question 21.2– received an average grade of 3.428 out of 5; when respondents were question on this regard three of them gave a mark of 4 out of 5 while four gave a 3 out of 5.

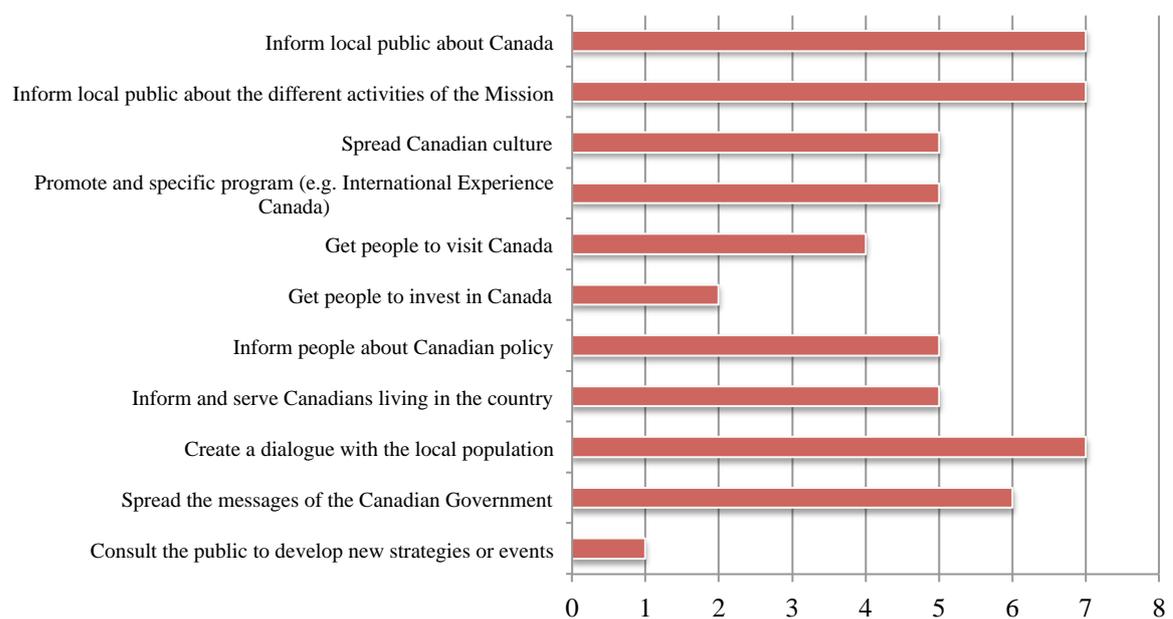
This question was related to the one concerned with the changing, creation and maintenance of strategies based on **monitoring activities** –question 25. First, it must be noted that six of the Missions answered ‘yes’ when questioned whether they did monitoring of their Facebook page –question 24– and only Spain gave ‘sometimes’ as an answer. So, assuming that missions do monitor their activities, four of them said that they do change, create and maintain strategies as a result of monitoring activities. For example, the Greek respondent commented that if a trend was noticed, an appropriate response was prepared and explained that “in response to many comments/questions posted to our page about immigration to Canada, we have begun posting on a regular basis a post which explains that such questions will not be addressed on the mission Facebook page and provides relevant links for more information. We have also noticed that posts related to HOM or staff activities including photos get the most engagement and try to ensure to post such content to the extent possible”. The other respondents however gave different answers: Spain is “developing a formal social media strategy” because they need a “more focussed approach to social media”; the German respondent mentioned that even if they started using Facebook, recently part of their strategy “involves conducting quarterly analysis of our posts and followers” that will “allow us to develop more effective posts”; finally, the Hague Mission indicated that their lack of resources resulted on “little capacity to develop a strategy based on a through monitoring of the social media activities”.

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Strategies and monitoring are highly linked with **planning** –question 6. Except for the Dutch respondent, which said that they only plan “for special events/dates”, the remaining Missions stated that they did to plan in advance –or at least tried to do so. Spain and Germany’s Missions used a calendar on the form of spread sheet to facilitate that planning and while Germany tries to plan “at least two weeks in advance”, Spain recognises that they “upload many posts that are not in [the] calendar”. Greece schedules some posts –specially the trade and consular sections, which “have assigned days of the week” to post their content– and some others are unscheduled. Portugal does plan ahead of time and devotes Mondays to promote education-related content.

Lastly, we move on to examine the **objectives and purposes** of the Facebook pages –question 16– and the degree of fulfilment of those objectives –21.3. When questioned about the purpose and objectives, the Missions gave various answers, as depicted on GRAPH II, but they all agreed on saying that “Inform local public about Canada” and “about the activities of the Mission” together with creating “a dialogue with the local population” should be objectives to be pursued by their Facebook pages. Moreover, all except for one respondent considered important spreading “the messages of the Canadian Government”. In contrast to this, only one Mission contemplated consulting the public as one of the purposes of the Mission’s Facebook page and, likewise, only two selected “get people to invest in Canada” as a main objective to be pursued through this social media network.

GRAPH I: PURPOSE AND OBJECTIVES OF THE MISSION’S FACEBOOK PAGES



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Finally, the average degree of fulfilment of the objectives reached 3.571 out of 5, with Portugal and Germany giving it a positive grade of 4 each while Poland gave a very good 5. The remaining respondents considered that a grade 3 was their Facebook page's level of fulfilment.

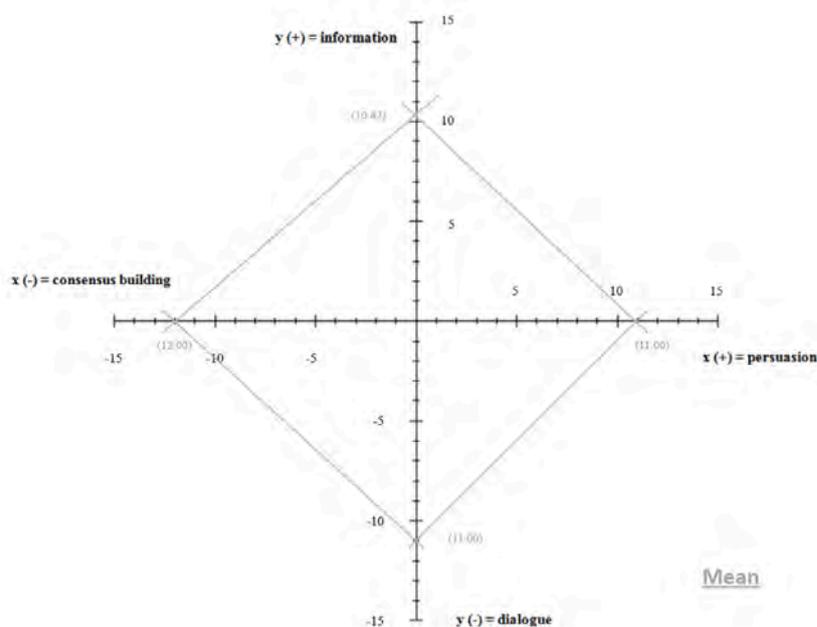
The full answers given by respondents of each Mission to the survey can be found on APPENDIX III.

### The Communication Profiles

Following the methodology described above, seven communications profiles were created to graphically analyse how Canadian Missions in Europe are using Facebook. Each Embassy had a quite different profile of communications, all of which are attached to this paper as APPENDIX IV. If we take a closer look at the mean (see IMAGE IV) resulting of comparing all profiles, three general trends can be inferred:

- 1) 'Information', with a score of 10.42 out of 15, was the least used communication strategy by Facebook pages of the Canadian Missions in Europe.
- 2) 'Dialogue' and 'persuasion' are equally used, scoring 11 points on average each.
- 3) 'Consensus-building' strategies were the most commonly practiced ones, with an average score of 12.

IMAGE IV: MEAN COMMUNICATION PROFILE



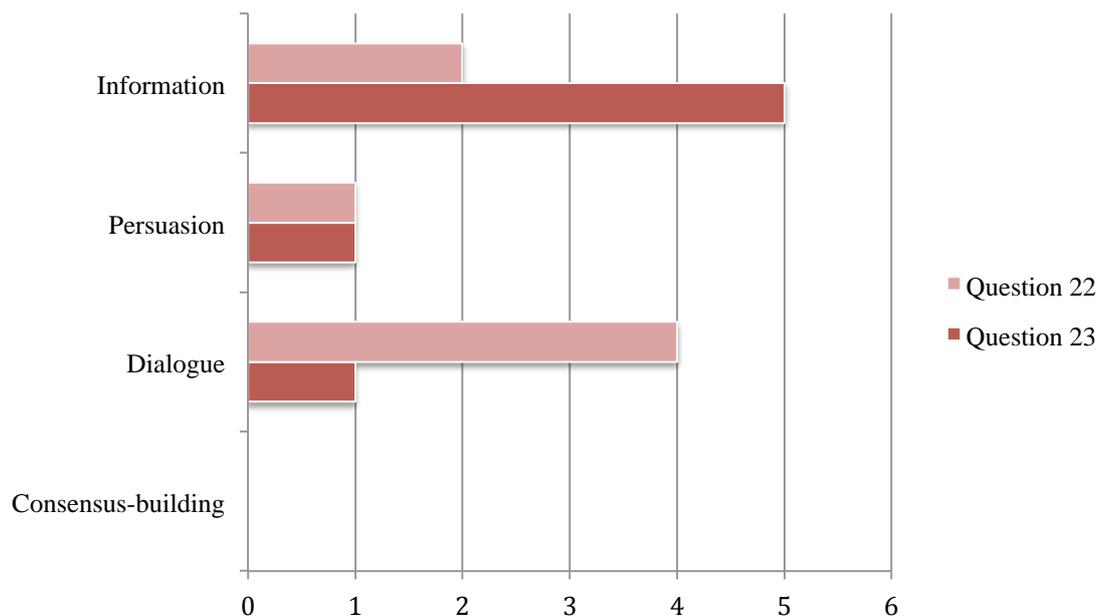
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If we compare these results with the perceptions of what social media and Facebook should do –question 22–, we get a quite surprising result. Neither of the respondents identified ‘consensus-building’ as the main objective social media in general and Facebook particularly should seek. Poland and Greece considered ‘information’ as the central intention that Facebook should pursue while the German respondent identified ‘persuasion’ as such and the remaining missions considered that social media and Facebook are particularly intended to be a platform for ‘dialogue’.

Moreover, when questioned about what their actual Facebook page mainly did – question 23– only the answers of the Polish, Portuguese and Greek respondents matched with the previous question about the main objective social media and Facebook, selecting ‘information’, ‘dialogue’ and ‘information’ respectively as answers. Spain chose ‘persuasion’ as its answer and the remnant of respondents identified that they were mainly informing.

GRAPH II depicts the mismatch between what respondents believed social media in general and Facebook particularly were intended to do and what their particular Facebook page mainly did.

GRAPH II: COMPARISON OF WHAT FACEBOOK AND SOCIAL MEDIA SHOULD DO (Q. 22) & WHAT THEY ACTUALLY DO (Q. 23)



### What Can Be Inferred?

After systematizing the results of the survey, now we move on to examine what can be inferred from them.

Regarding the **management** of missions, we could argue that, in general terms, all respondents do follow the requirements set out on the Standard and the Guideline, as they distribute the management responsibilities between a “head of communications or designates” and a “designated senior official of the entity” and depending on the Mission’s level of resources, importance given to social media, institutionalisation of the management procedures and other factors, the form taken by these can vary greatly and maybe be supported by other members of staff or interns. This is consistent with my hypothesis, which predicted a similar management structure following the governmental guidelines and standards while acknowledging the possible differences due to the inherent dissimilarities between the Missions.

In my opinion, the Greek option to divide up the responsibility seems to be a good decision, in the sense that each section is responsible for its own content and that would mean that they know exactly what they are talking about but it implies a risk of falling into dissimilar language and style of communicating, derived from different people posting the contents, which could result in a lack of coherence between posts. Moreover, it appears to be difficult to coordinate, which might slow down the process of approving content. So, while Greece’s management seems to be a little too dispersed and that of Spain, Portugal, Germany and Austria might appear to be too centralized, I consider that Poland’s idea of a committee with representatives of all sections could work and it is good to have specialised content from members of all programs.

As for the level **implication of HQ** with the spread of its messages through the Missions, even if it should be about the same with all Embassies, results have shown that it is not. A reason explaining this may be that the Ottawa government prioritizes reaching certain countries over the others, but it does not seem to be a good explanation as it would not entail a much greater effort to also send the content with the remaining missions; probably it would be enough just to copy them on an email. The Missions could ultimately choose whether to use that content or not, as it might not be appropriate for their public or coherent with their regular messages. I believe it would be a good way to ensure that the messages of the government get a chance to be shared and it would also contribute to unify the rhetoric about Canada in the European context.

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With regard to the internal **collaboration** between missions, it was quite high, reaching an average of 3.571 out of 5, which contrasts with the hypothesised loose degree of collaboration. However, as expected, the way collaboration was executed remained mainly informal.

Moving on to analyse the **language** of the Facebook posts, Spain, Portugal and Poland used primarily the local language of the country of the mission. While this is a good way to engage with local populations, it does contravene the policies established by the Government of Canada, which states that both official languages have to be equally used and prioritized. Germany was the only mission that said to be using all three languages –those being English, French and German– equally. On the other hand, Austria, the Netherlands and Greece used predominantly English to spread their messages, once again not following what the Government established, which might not seem to be the best strategy if one of their main objectives is to communicate with the local population –as we have seen it is.

This leads us straight to the **target audience** of the Facebook pages. A great majority indicated that the pages were targeted mainly to local populations, with the exception of Greece. This reinforces the aforementioned idea that it should be better to address those populations in their own language, so it seems that Austria and the Netherlands are not taking the right approach on this regard. Moreover, respondents believed that their Facebook pages were mainly directed to a young audience, between the ages of 18 and 34 years old, and results showed that that was indeed the case, being the age group from 25 to 34 years old the biggest amongst the followers of all pages. Therefore, it would be a good idea for Missions –even for those that did not have a specific target age group– to tailor posts to these age groups, as there is a consistent trend along all Facebook pages of the respondent missions.

Designing **strategies** for specifically address the target audience of the Facebook pages seems a good way to optimise the opportunities for creating a dialogue with followers, but it cannot be done without having an specific target audience. The Missions seemed to be doing a good job when adapting strategies to targets reaching an overall average result of 3.428 out of 5. Nevertheless, there is still room for improvement on this field, especially in the case of Germany, which gave a 2 score on this question.

Regarding the Social Media **strategy** of Missions –question 7– none of the respondents gave a response adjusted to the key elements of a Social Media strategy as

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outlined by the Guideline, which does not necessarily mean they do not have it, only that they did not specify it when answering the survey. Poland and Germany seem to have a formal strategy that could very well be adjusted to the elements of the Guideline and in the Polish case it is revised yearly, as the Guideline advises. Spain and Austria are working on improving their strategies to develop a more formal one; maybe the Netherlands should follow their example.

Despite this, the Missions generally considered that the **strategies** they were using were **appropriate**, grading it with a 3.428 out of 5 on average. As happened before with tailoring messages for the target audience, there is room for improvement.

Analysing the **monitoring** and measuring performance is one of the elements contemplated on the Guideline, which includes a template for doing so. Even when all Missions monitor their activities, only four of them adjusted their behaviour after the monitoring. The remaining Missions did not change, create and maintain strategies as a result of monitoring activities for different reasons but seemed interested on getting to do so. As we have previously noted, we are still on the early stages of Mission engagement on social media, so it is the time for experimentation and “learning by doing”, which reinforces the importance of monitoring activities, since it is the way to realise what works and what does not work with an specific audience.

Likewise, the Guideline also mentioned the importance of “proper **planning**” in the context of official use of social media. However, Missions are struggling on this regard; except for the Dutch, which only planned for especial occasions, the remaining mission did have mechanisms for planning but often posted unscheduled content even if they tried to plan to the extent possible.

As for the **objectives and purposes** of the Facebook pages, we can see that the categories selected by most respondents were the ones directly stated on the various policies of the Government of Canada analysed above and with the objectives of public and digital diplomacy themselves, as it can be inferred from GRAPH II above. Moreover, Missions considered that they were indeed fulfilling them, giving a 3.571 out of 5 grade to the degree of fulfilment of the objectives.

These objectives can be related to the communications profiles of the Embassies and the expectations on what their Facebook pages should do and what they really do. Informing local publics about the activities of the Mission and about Canada in general

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were some of the top scoring objectives, and when asked what their Facebook pages did, most Missions selected 'inform'. Likewise, when questioned about what Facebook should do, most of them chose 'be a platform for dialogue', which is correlated with the objective of creating "a dialogue with the local population". These results were highly consistent with the initial hypotheses of this research.

Despite all of this, the mean communications profile showed that neither 'information' nor 'dialogue' were the main areas on which Missions were focusing. In fact, 'consensus building' was the communication strategy of van Ruler's matrix that Missions were mainly using.

Notwithstanding the fact that they were not aware that they were in fact using 'consensus building' strategies, it is remarkable that they are doing so. As we have explained above, consensus-building strategies are fundamentally linked with Leonard et al.'s notion of relationship building, which is, at the end of the day, the ultimate goal of public and digital diplomacy.

## Conclusion and outlook

Globalisation, new technologies and global interconnections have revolutionised present-day communications. These changes have inevitably resulted in new ways of interaction between different actors at the international realm and nations have identified the relevance of managing the perceptions of other governments and peoples. Consequently, as communication has always been a central component of diplomacy, this revolution has also resulted in new ways of conducting diplomacy. The concept of “public diplomacy” has been gaining relevance in the bosom of different ministries and governmental bureaux, especially in economically developed countries.

Thus, after having analysed the role of Facebook in the context of the Canadian Missions that are using it in Europe, generally speaking, we can conclude that it is indeed being used as a communication tool in the field of digital diplomacy, framed in the general context of public diplomacy.

More specifically, moving on to answer the research questions posed at the very beginning on this dissertation, we will take up each one at the time and compare the results to the set out hypotheses. It is important to remind however, that the results and conclusions reached on this research are limited and only based on the survey conducted, not on a deep analysis of the actual contents of the Mission’s Facebook pages –additional limitations to these conclusions can be found under the ‘Research limitations’ section above.

Firstly, **research question A)** seek to understand what exactly is social diplomacy and the role of social media within its framework.

Consistently with the hypothesised definition of it, this research has acknowledged that digital diplomacy is indeed a new dimension of diplomacy designed to interact with civil society and foreign audiences to make it easier for governments to advance foreign policy objectives, which is clearly related with the notion of soft power. Nonetheless, it is important to understand that state actors are not the only ones that conduct public diplomacy; a wide variety of supra and sub-state entities –like NGOs, civil society, corporations, ...– that also engage in the practice of public diplomacy. This research however focuses only on the public diplomacy carried out by official government representatives and on the interaction between governments and foreign publics.

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Thus we can understand, from the communications point of view, “traditional” diplomacy as government-to-government interaction on a growingly multilateral level, not just on a bilateral way; on the other hand, public diplomacy could be understood as government-to-people and people-to-people communication. This is highly consistent with the initial hypothesis of this project.

Within the context of public diplomacy, digital diplomacy –also known as eDiplomacy or cyber-diplomacy– can be broadly defined as the use of the Internet, the Web 2.0 and information and communications technologies as means to achieve certain diplomatic objectives. However, it can also be understood on a much more narrow sense as the use of social media by diplomats and foreign ministries, which turns out to be a useful definition, consistent with the approach this project takes on public diplomacy.

Thus digital diplomacy in general and social media particularly expand the possibilities of people-to-people contacts and also multiply the chances of people-to-government interaction, as they open up channels for people to engage on a bilateral process of communication and to interact with governments. Thus as hypothesised initially, social media can be indeed understood as a tool that allows for an enhanced, real-time contact between governments and peoples, nurturing enormously the dialogue that public diplomacy should be.

Secondly, **research question B)** brought up the topic regarding the main objectives of the Canadian public diplomacy and how social media –particularly Facebook– is used to achieve those objectives. As set out on my initial hypothesis, the objectives of the Canadian Public Diplomacy are highly coherent with the definition of public diplomacy itself, that is, seeking to communicate with foreign publics in order to achieve certain aims of its foreign policy.

Regarding this aspect, results of the survey have shown that informing local publics about Canada and about the activities of the Mission were regarded as the main objectives of the Missions’ Facebook pages, together with creating a dialogue with the local population and spreading the messages of the Canadian Government. These results are indeed consistent with the goals and objectives of public diplomacy, as described by Leonard et al., which reinforces the interconnection between public diplomacy and Facebook as a tool within its framework.

To achieve these objectives, I expected that Missions would require a well-defined and coordinated strategy and extensive planning as well as monitoring between the different programs of the Mission. Nevertheless, collaboration between the different

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programs of the Missions turned out to be quite high as opposed to what was initially expected, but it remained informal in most cases.

Likewise, planning and monitoring were not expected to be very extensive. Despite the governmental instruments for regulating the use and social media –namely the *Standard on Social Media Account Management* and the *Guideline on Official Use of Social Media*– contemplating planning and monitoring performance as key elements to adjust communications to be more effective, only four of respondent Missions adjusted their behaviour after the monitoring. Moreover, even when Missions did have mechanisms for planning, they recognised that unscheduled content was often posted and that they planned to the extent possible.

As we have previously pointed out following the statements of some scholars, we are still on the early stages of Mission's engagement on social media, which means that, to a certain degree, it is the time for experimentation and learning by doing. This fact supports the importance of monitoring activities, since it is the way to recognise what works and what does not.

Additionally, **research question C)** focused on the communications strategy pursued by Canadian Missions in Europe and the main area of van Ruler's communications grid used by them.

I expected Missions in Europe to follow a strategy that would allow them to fulfil the main objectives of their Facebook page, specifically designed to focus on their target audience. Indeed when asked about their target audience, the majority of Missions indicated that their pages were targeted mainly to local populations. This would mean that, in order to better address them, Missions should follow strategies that would optimise the way they communicate with the local public, thus increasing the opportunities for creating a dialogue with followers; an example of how this could be done is using the local language to communicate with them. However not all missions addressed their public on such language, even if their target audience was indeed local people, which contravenes my initial hypothesis. Regardless of this, Missions did consider that they were doing a good job when adapting strategies to target audiences.

Similarly, Missions generally pondered that the strategies they were using were appropriate, even though they did not indicate that their strategies followed what was outlined by *Guideline on Official Use of Social Media*.

As for the area of van Ruler's communication grid on which Missions will be mainly focused, I expected for it to be 'dialogue', which would be consistent with the

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purpose of social networks and with what Missions thought Facebook should do, since most of them considered that it should ‘be a platform for dialogue’, which is correlated with the aforementioned objective of creating “a dialogue with the local population”. Despite this, I thought the results of the survey would show that the areas on which Missions were stronger would be information and maybe persuasion, the former being supported with what most Missions thought their pages were doing and with some of the top scoring objectives of the Facebook pages.

However, regarding the mean communications profile, consensus-building strategies turned out to be the main area of focus. Albeit Missions not being aware of this, it is remarkable that they are indeed using these kind of strategies, since, as we have discussed, they are fundamentally linked with Leonard et al.’s notion of relationship building, which is, at the end of the day, the ultimate goal of public and digital diplomacy.

Finally, **research question D)** addressed the matter of the Missions’ Facebook pages management structures and its relationship with the communications profiles of the Embassies.

In general terms, the management of the Facebook pages did abide by the requirements set out on the *Standard on Social Media Account Management* and the *Guideline on Official Use of Social Media* but this management changed indeed slightly depending on different factors resulting from the dissimilar sizes and resources of Embassies and the different degree of importance given to social media by the program managers. All of these results were in accord with what was initially hypothesised.

Similarities in management however, did not result on similar communication profiles as it can be inferred from IMAGE I to VII included on this research’s APPENDIX IV. These changes could be due to a wide variety of factors, going from the person or team managing the page to the tastes and preferences of local publics.

On this regard, I believe that future research activity on this field could be focused on sociological differences between different publics that could influence the way Missions communicate with their target audiences. Likewise, it would be interesting to set society as the independent variable of a study aimed to analyse how different foreign Missions communicate with that particular society. Moreover, and related with the research limitations of my study, examining the contents of the Facebook pages could also be an interesting endeavour, as certain subjectivities that could have affected my

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work could be minimized. Lastly, I would like to point out crisis management mechanisms within social media as another motivating area worth investigating.

To conclude this project, I would like to remark the relevance of Facebook as a digital diplomacy tool for communications within the broader context of public diplomacy that can be –and it is being– used to build relationships on the international context, as it enables governments to establish a dialogue with foreign audiences and to participate actively on the today’s world real-time interconnections.

*“To effectively communicate, we must realize that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others.”*

– Tony Robbins

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## Appendix I – The Facebook Pages

IMAGE I: SAMPLE OF FACEBOOK POSTS THAT INCLUDE THE LOCAL LANGUAGE ON THE ENGLISH AND FRENCH VERSIONS OF THE FACEBOOK PAGE

 Embassy of Canada to Czech Republic added 5 new photos to the album: Ambassador in Museum of Romani Culture / Velvyslanec v MRK. February 9 · 🌐

On February 5, Ambassador Otto Jelinek visited Museum of Romani Culture in Brno and discussed education of Roma in the Czech Republic with Roma leaders and other experts.

5. února velvyslanec Otto Jelinek navštívil Muzeum romské kultury v Brně a debatoval o vzdělávání Romů v ČR s romskými představiteli a dalšími odborníky.

Photo credit: Museum of Romani Culture, author: Lenka Grossmannová... See More






Like · Comment · Share

 Ambassade du Canada en Autriche October 25, 2014 · 🌐

Ein letzter Blick auf den Stanley Park, bevor der Winter kommt... Schöne Wochenende!

Un dernier regard sur le Parc Stanley avant l'hiver... Bonne fin de semaine Stanley Park in Fall @ Tourism Vancouver The Silent Man

See Translation



Like · Comment · Share

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IMAGE II: SAMPLE OF A FACEBOOK POST THAT INCLUDES BOTH ENGLISH AND FRENCH ON THE LOCAL LANGUAGE VERSION OF THE FACEBOOK PAGE

**Canada-Polska Connection**  
May 27 at 7:00pm · 🌐

(ENG and FR below)

Krótki filmik o pięknej Albercie w wysokiej jakości (4K) - mamy nadzieję, że Wam się spodoba!

Dziękujemy 6757km - Emigracyjne ADHD w Kanadzie

FR: Même quand il fait froid, le Canada est encore un beau pays. Découvrez ce court-métrage d'hiver provenant de l'Alberta, la quatrième province la plus peuplée du Canada.

ENG: Even when it is cold, Canada is still beautiful. Check out this winter footage from Canada's fourth most populated province; Alberta.

[See Translation](#)



**Alberta Video by Seth Eichhorst**  
THINGLINK.COM | BY THINGLINK

Like · Comment · Share

## Appendix II – The Survey

The survey is available online at the following link: <http://goo.gl/forms/mPpDdnTJFo>

### Facebook as a Public Diplomacy Tool – Canadian Missions Abroad

This survey seeks to analyze how Facebook is being used as a public diplomacy tool by different Canadian Diplomatic Missions.

Thank you in advance for taking the time to answer it!

**Country of the Mission:**

  
**Who is in charge of managing the Facebook page? (Please describe briefly)**

**Does the person/team in charge of the FB page collaborate with other programs to spread the messages of mission as a whole?**

**Degree of collaboration between the different programs**

1 2 3 4 5

low      high

**How do you collaborate?**

Formally

Informally

Other:

**Do you plan your posts ahead of time? (e.g. through a calendar...). Please explain briefly.**

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**Do you have a defined strategy? Please describe briefly.**

**How long have you been using Facebook?**

**How many likes do you have?**

**In what language do you post most often?**

- English  
 French  
 Local language

**Is English/French an official language in the Mission's country?**

- Yes, English is an official language  
 Yes, French is an official language  
 No

**Does HQ provide you with pre-made messages/content for your Facebook page?**

- Yes  
 No  
 Other:

**Is your Facebook mainly targeted to local population or to Canadians living in the country?**

- Local population  
 Canadians in the country  
 Depends on the language

**What is the target audience of your page? (Check age group)**

- 13-17  
 18-24  
 25-34  
 35-44  
 45-54  
 55-64

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- 65+
- Other:

What is the biggest age group among the people that like your page?

- 13-17
- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65+
- Other:

What is, in your opinion, the purpose of your Facebook page? (Check all that apply)

- Inform local public about Canada
- Inform local public about the different activities of the mission
- Spread Canadian culture
- Promote an specific program (i.e. International Experience Canada)
- Get people to visit Canada
- Get people to invest in Canada
- Inform people about Canadian policy
- Inform and serve Canadians living in the country
- Create a dialogue with local population
- Spread the messages of the Canadian Government
- Consult the public to develop new strategies or events

To what degree do you use/publish...

	almost never				almost always
general information about Canada/ Canadian culture?	<input type="radio"/>				
informative posts about the mission's activities?	<input type="radio"/>				
traditional communication techniques (i.e. press releases)?	<input type="radio"/>				

To what degree do you intend to...

	almost never				almost always
affect the behaviour of your target audience?	<input type="radio"/>				

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appeal to the emotions of your target audience?	<input type="radio"/>				
advertise Canada/Canadian culture?	<input type="radio"/>				

**How often...**

	almost never			almost always	
do you get feedback from your followers? (comments, messages...)	<input type="radio"/>				
do you answer those comments or messages?	<input type="radio"/>				
are your posts/pictures shared?	<input type="radio"/>				

**To what degree do you consider that...**

	almost never			almost always	
you are building bridges between the local audience and Canada?	<input type="radio"/>				
you are portraying a good image of Canada?	<input type="radio"/>				
you are taking into account the feedback you get from your followers?	<input type="radio"/>				

**To what degree do you consider that...**

	almost never			almost always	
you use communication strategies designed specifically for your target audience?	<input type="radio"/>				
those strategies you are using are appropriate?	<input type="radio"/>				
you are fulfilling the main objectives of your Facebook page?	<input type="radio"/>				

**In your opinion, social media in general and Facebook particularly are intended to:**

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- inform
- persuade
- be a platform for dialogue
- build consensus

**What does your Facebook page mainly do?**

- inform
- persuade
- be a platform for dialogue
- build consensus

**Do you monitor your activity on Facebook?**

- Yes
- No
- Sometimes

**Do you change/ create/ maintain strategies based on monitoring of your activities? Please describe briefly.**

**Final thoughts. If there is something else you would like to add, please feel free to write it here:**

*Never submit passwords through Google Forms.*

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## Appendix III – The Survey: Answers given by the Missions

### Portugal

<b>Country of the Mission:</b>	LSBON
<b>Who is in charge of managing the Facebook page? (Please describe briefly)</b>	Locally hired intern under supervision of Political Counsellor
<b>Does the person/team in charge of the FB page collaborate with other programs to spread the messages of mission as a whole?</b>	Yes
<b>Degree of collaboration between the different programs</b>	4
<b>How do you collaborate?</b>	Informally
<b>Do you plan your posts ahead of time? (e.g. through a calendar...). Please explain briefly.</b>	Yes
<b>Do you have a defined strategy? Please describe briefly.</b>	Mondays we devote to Education Marketing; we aim to strike a balance between Canada brand promotion, Embassy activities and initiatives and bigger picture Government of Canada messaging (to a lesser degree).
<b>How long have you been using Facebook?</b>	Since June 2014
<b>How many likes do you have?</b>	12,000 Eng/ 3300 PT/100 FR
<b>In what language do you post most often?</b>	Local language
<b>Is English/French an official language in the Mission's country?</b>	No
<b>Does HQ provide you with pre-made messages/content for your Facebook page?</b>	No
<b>Is your Facebook mainly targeted to local population or to Canadians living in the country?</b>	Local population
<b>What is the target audience of your page? (Check age group)</b>	25-34
<b>What is the biggest age group among the people that like your page?</b>	25-34
<b>What is, in your opinion, the purpose of your Facebook page? (Check all that apply)</b>	Inform local public about Canada, Inform local public about the different activities of the mission, Get people to visit Canada, Create a dialogue with local population, Spread the messages of the Canadian Government, Consult the public to develop new strategies or events
<b>To what degree do you use/publish... [general information about Canada/ Canadian culture?]</b>	*
<b>To what degree do you use/publish... [informative posts about the mission's activities?]</b>	almost always
<b>To what degree do you use/publish... [traditional communication techniques (i.e. press releases)?]</b>	almost never
<b>To what degree do you intend to... [affect</b>	-

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<b>the behaviour of your target audience?</b>	
To what degree do you intend to... [appeal to the emotions of your target audience?]	-
To what degree do you intend to... [advertise Canada/Canadian culture?]	*
How often... [do you get feedback from your followers? (comments, messages...)]	-
How often... [do you answer those comments or messages?]	*
How often... [are your posts/pictures shared?]	*
To what degree do you consider that... [you are building bridges between the local audience and Canada?]	almost always
To what degree do you consider that... [you are portraying a good image of Canada?]	almost always
To what degree do you consider that... [you are taking into account the feedback you get from your followers?]	*
To what degree do you consider that... [you use communication strategies designed specifically for your target audience?]	*
To what degree do you consider that... [those strategies you are using are appropriate?]	*
To what degree do you consider that... [you are fulfilling the main objectives of your Facebook page?]	*
In your opinion, social media in general and Facebook particularly are intended to:	be a platform for dialogue
What does your Facebook page mainly do?	be a platform for dialogue
Do you monitor your activity on Facebook?	Yes
Do you change/ create/ maintain strategies based on monitoring of your activities? Please describe briefly.	Yes, based on requests, comments, those we want and those we seek to avoid we determine the strategy and adjust it accordingly
Final thoughts. If there is something else you would like to add, please feel free to write it here:	

## Poland

<b>Country of the Mission:</b>	<b>Poland</b>
<b>Who is in charge of managing the Facebook page? (Please describe briefly)</b>	Mission advocacy officer, supported by a social media committee made of reps from each section.
<b>Does the person/team in charge of the FB page collaborate with other programs to spread the messages of mission as a whole?</b>	yes
<b>Degree of collaboration between the different programs</b>	4

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<b>How do you collaborate?</b>	both
<b>Do you plan your posts ahead of time? (e.g. through a calendar...). Please explain briefly.</b>	yes, as much as possible
<b>Do you have a defined strategy? Please describe briefly.</b>	Yes, social media committee discusses and agrees on a broad strategy at the beginning of each FY, which is then approved by CMM. Updates are provided every quarter and the plan is revised as necessary.
<b>How long have you been using Facebook?</b>	4 years
<b>How many likes do you have?</b>	800
<b>In what language do you post most often?</b>	Local language
<b>Is English/French an official language in the Mission's country?</b>	No
<b>Does HQ provide you with pre-made messages/content for your Facebook page?</b>	Yes
<b>Is your Facebook mainly targeted to local population or to Canadians living in the country?</b>	Local population
<b>What is the target audience of your page? (Check age group)</b>	18-55
<b>What is the biggest age group among the people that like your page?</b>	25-34
<b>What is, in your opinion, the purpose of your Facebook page? (Check all that apply)</b>	Inform local public about Canada, Inform local public about the different activities of the mission, Spread Canadian culture, Create a dialogue with local population
<b>To what degree do you use/publish... [general information about Canada/Canadian culture?]</b>	*
<b>To what degree do you use/publish... [informative posts about the mission's activities?]</b>	*
<b>To what degree do you use/publish... [traditional communication techniques (i.e. press releases)?]</b>	.
<b>To what degree do you intend to... [affect the behaviour of your target audience?]</b>	-
<b>To what degree do you intend to... [appeal to the emotions of your target audience?]</b>	*
<b>To what degree do you intend to... [advertise Canada/Canadian culture?]</b>	*
<b>How often... [do you get feedback from your followers? (comments, messages...)]</b>	*
<b>How often... [do you answer those comments or messages?]</b>	*
<b>How often... [are your posts/pictures shared?]</b>	*
<b>To what degree do you consider that... [you are building bridges between the local audience and Canada?]</b>	*
<b>To what degree do you consider that... [you are portraying a good image of</b>	*

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<b>Canada?]</b>	
To what degree do you consider that... [you are taking into account the feedback you get from your followers?]	*
To what degree do you consider that... [you use communication strategies designed specifically for your target audience?]	*
To what degree do you consider that... [those strategies you are using are appropriate?]	*
To what degree do you consider that... [you are fulfilling the main objectives of your Facebook page?]	almost always
In your opinion, social media in general and Facebook particularly are intended to:	inform
What does your Facebook page mainly do?	inform
Do you monitor your activity on Facebook?	Yes
Do you change/ create/ maintain strategies based on monitoring of your activities? Please describe briefly.	Feedback received from users is one element considered by the social media committee in developing and maintaining the strategy.
Final thoughts. If there is something else you would like to add, please feel free to write it here:	We see FB as a "magazine" that we use to promote informative and entertaining things about Canada and the mission's activities. This is consistent with the way it is used in Poland. In accordance with local practice, we use our Twitter accounts to publicize press releases etc..

## Austria

<b>Country of the Mission:</b>	<b>Austria</b>
<b>Who is in charge of managing the Facebook page? (Please describe briefly)</b>	The (Canada-based) Program Manager responsible for Political, Economic and Public Affairs with the active support a (locally-engaged) Program Coordinator.
<b>Does the person/team in charge of the FB page collaborate with other programs to spread the messages of mission as a whole?</b>	Yes
<b>Degree of collaboration between the different programs</b>	3
<b>How do you collaborate?</b>	Informally
<b>Do you plan your posts ahead of time? (e.g. through a calendar...). Please explain briefly.</b>	We try... usually on a weekly basis.
<b>Do you have a defined strategy? Please describe briefly.</b>	Not really, although we are currently working on a Social Media Action Plan to be presented to and adopted by our Committee on the Management of the Mission (CMM).
<b>How long have you been using Facebook?</b>	Since December 2011
<b>How many likes do you have?</b>	46,751 -- but only due to a Facebook bug that promoted our page (without our consent) in Southeast

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	Asia for several weeks
<b>In what language do you post most often?</b>	English
<b>Is English/French an official language in the Mission's country?</b>	No
<b>Does HQ provide you with pre-made messages/content for your Facebook page?</b>	Yes
<b>Is your Facebook mainly targeted to local population or to Canadians living in the country?</b>	Local population
<b>What is the target audience of your page? (Check age group)</b>	18-24
<b>What is the biggest age group among the people that like your page?</b>	25-34
<b>What is, in your opinion, the purpose of your Facebook page? (Check all that apply)</b>	Inform local public about Canada, Inform local public about the different activities of the mission, Spread Canadian culture, Promote an specific program (i.e. International Experience Canada), Get people to visit Canada, Inform people about Canadian policy, Inform and serve Canadians living in the country, Create a dialogue with local population, Spread the messages of the Canadian Government
<b>To what degree do you use/publish... [general information about Canada/Canadian culture?]</b>	*
<b>To what degree do you use/publish... [informative posts about the mission's activities?]</b>	almost always
<b>To what degree do you use/publish... [traditional communication techniques (i.e. press releases)?]</b>	*
<b>To what degree do you intend to... [affect the behaviour of your target audience?]</b>	*
<b>To what degree do you intend to... [appeal to the emotions of your target audience?]</b>	-
<b>To what degree do you intend to... [advertise Canada/Canadian culture?]</b>	almost always
<b>How often... [do you get feedback from your followers? (comments, messages...)]</b>	*
<b>How often... [do you answer those comments or messages?]</b>	almost always
<b>How often... [are your posts/pictures shared?]</b>	-
<b>To what degree do you consider that... [you are building bridges between the local audience and Canada?]</b>	-
<b>To what degree do you consider that... [you are portraying a good image of Canada?]</b>	almost always
<b>To what degree do you consider that... [you are taking into account the feedback you get from your followers?]</b>	-

## Facebook as a Public Diplomacy Tool: Canadian Diplomatic Missions in Europe

To what degree do you consider that... [you use communication strategies designed specifically for your target audience?]	-
To what degree do you consider that... [those strategies you are using are appropriate?]	-
To what degree do you consider that... [you are fulfilling the main objectives of your Facebook page?]	-
In your opinion, social media in general and Facebook particularly are intended to:	be a platform for dialogue
What does your Facebook page mainly do?	inform
Do you monitor your activity on Facebook?	Yes
Do you change/ create/ maintain strategies based on monitoring of your activities? Please describe briefly.	Yes, we try to reach out primarily to our target i.e. local audience and not to the rest of the world.
Final thoughts. If there is something else you would like to add, please feel free to write it here:	

## Spain

<b>Country of the Mission:</b>	<b>Spain</b>
<b>Who is in charge of managing the Facebook page? (Please describe briefly)</b>	A locally-engaged member of staff (LES), in collaboration with the LES in charge of media and communications, and the Foreign Policy and Diplomacy Service (FPDS) programme manager.
<b>Does the person/team in charge of the FB page collaborate with other programs to spread the messages of mission as a whole?</b>	Yes.
<b>Degree of collaboration between the different programs</b>	4
<b>How do you collaborate?</b>	Informally
<b>Do you plan your posts ahead of time? (e.g. through a calendar...). Please explain briefly.</b>	Yes. With a calendar. However, we also upload many posts that are not in our calendar.
<b>Do you have a defined strategy? Please describe briefly.</b>	The embassy has an informal strategy of promoting mission priorities such as commercial, academic and political relations, and in raising Canada's profile with more general posts touching on Canada-Spain relations, the activities of Canadians in Spain, and vice versa, and interesting facts about and news from Canada.
<b>How long have you been using Facebook?</b>	Since January 2014.
<b>How many likes do you have?</b>	10714
<b>In what language do you post most often?</b>	Local language
<b>Is English/French an official language in the Mission's country?</b>	No
<b>Does HQ provide you with pre-made messages/content for your Facebook page?</b>	Very rarely do we receive content from HQ and we often receive it too late to use it.

## Facebook as a Public Diplomacy Tool: Canadian Diplomatic Missions in Europe

Is your Facebook mainly targeted to local population or to Canadians living in the country?	Local population
What is the target audience of your page? (Check age group)	18-24
What is the biggest age group among the people that like your page?	25-34
What is, in your opinion, the purpose of your Facebook page? (Check all that apply)	Inform local public about Canada, Inform local public about the different activities of the mission, Spread Canadian culture, Promote an specific program (i.e. International Experience Canada), Get people to visit Canada, Get people to invest in Canada, Inform people about Canadian policy, Inform and serve Canadians living in the country, Create a dialogue with local population, Spread the messages of the Canadian Government
To what degree do you use/publish... [general information about Canada/Canadian culture?]	*
To what degree do you use/publish... [informative posts about the mission's activities?]	-
To what degree do you use/publish... [traditional communication techniques (i.e. press releases)?]	.
To what degree do you intend to... [affect the behaviour of your target audience?]	-
To what degree do you intend to... [appeal to the emotions of your target audience?]	*
To what degree do you intend to... [advertise Canada/Canadian culture?]	*
How often... [do you get feedback from your followers? (comments, messages...)]	*
How often... [do you answer those comments or messages?]	*
How often... [are your posts/pictures shared?]	-
To what degree do you consider that... [you are building bridges between the local audience and Canada?]	-
To what degree do you consider that... [you are portraying a good image of Canada?]	*
To what degree do you consider that... [you are taking into account the feedback you get from your followers?]	-
To what degree do you consider that... [you use communication strategies designed specifically for your target audience?]	*
To what degree do you consider that... [those strategies you are using are	*

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<b>appropriate?]</b>	
<b>To what degree do you consider that... [you are fulfilling the main objectives of your Facebook page?]</b>	-
<b>In your opinion, social media in general and Facebook particularly are intended to:</b>	be a platform for dialogue
<b>What does your Facebook page mainly do?</b>	persuade
<b>Do you monitor your activity on Facebook?</b>	Sometimes
<b>Do you change/ create/ maintain strategies based on monitoring of your activities? Please describe briefly.</b>	We are in the process of developing a formal social media strategy after determining that we should take a more focussed approach to social media.
<b>Final thoughts. If there is something else you would like to add, please feel free to write it here:</b>	The Embassy of Canada in Spain has been very successful with Facebook and, to some extent, Twitter. However, we need to take a more strategic approach in identifying, reaching and engaging with our target audiences. Through the social media strategy we will develop over the next three months, we expect to achieve our objectives.

## The Netherlands

<b>Country of the Mission:</b>	<b>HAGUE</b>
<b>Who is in charge of managing the Facebook page? (Please describe briefly)</b>	LE-07 Advocacy and Outreach Officer (position currently vacant) under supervision of FS-03 Counsellor (Economic Affairs and Advocacy)
<b>Does the person/team in charge of the FB page collaborate with other programs to spread the messages of mission as a whole?</b>	Yes
<b>Degree of collaboration between the different programs</b>	3
<b>How do you collaborate?</b>	Informally
<b>Do you plan your posts ahead of time? (e.g. through a calendar...). Please explain briefly.</b>	Only for special events/dates
<b>How long have you been using Facebook?</b>	3.5 years
<b>Do you have a defined strategy? Please describe briefly.</b>	We have broad guidelines (more of a business focus on Twitter, more about the "human dimension" of the Embassy on Facebook) but no specific targets.
<b>How many likes do you have?</b>	14000+
<b>In what language do you post most often?</b>	English
<b>Is English/French an official language in the Mission's country?</b>	No
<b>Does HQ provide you with pre-made messages/content for your Facebook page?</b>	Rarely
<b>Is your Facebook mainly targeted to local population or to Canadians living in the country?</b>	Local population
<b>What is the target audience of your page? (Check age group)</b>	No specific target

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<b>What is the biggest age group among the people that like your page?</b>	25-34
<b>What is, in your opinion, the purpose of your Facebook page? (Check all that apply)</b>	Inform local public about Canada, Inform local public about the different activities of the mission, Promote an specific program (i.e. International Experience Canada), Get people to invest in Canada, Inform people about Canadian policy, Inform and serve Canadians living in the country, Create a dialogue with local population, Spread the messages of the Canadian Government
<b>To what degree do you use/publish... [general information about Canada/ Canadian culture?]</b>	.
<b>To what degree do you use/publish... [informative posts about the mission's activities?]</b>	almost always
<b>To what degree do you use/publish... [traditional communication techniques (i.e. press releases)?]</b>	almost never
<b>To what degree do you intend to... [affect the behaviour of your target audience?]</b>	*
<b>To what degree do you intend to... [appeal to the emotions of your target audience?]</b>	-
<b>To what degree do you intend to... [advertise Canada/Canadian culture?]</b>	.
<b>How often... [do you get feedback from your followers? (comments, messages...)]</b>	.
<b>How often... [do you answer those comments or messages?]</b>	*
<b>How often... [are your posts/pictures shared?]</b>	-
<b>To what degree do you consider that... [you are building bridges between the local audience and Canada?]</b>	-
<b>To what degree do you consider that... [you are portraying a good image of Canada?]</b>	almost always
<b>To what degree do you consider that... [you are taking into account the feedback you get from your followers?]</b>	*
<b>To what degree do you consider that... [you use communication strategies designed specifically for your target audience?]</b>	-
<b>To what degree do you consider that... [those strategies you are using are appropriate?]</b>	-
<b>To what degree do you consider that... [you are fulfilling the main objectives of your Facebook page?]</b>	-
<b>In your opinion, social media in general</b>	be a platform for dialogue

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<b>and Facebook particularly are intended to:</b>	
<b>What does your Facebook page mainly do?</b>	inform
<b>Do you monitor your activity on Facebook?</b>	Yes
<b>Do you change/ create/ maintain strategies based on monitoring of your activities? Please describe briefly.</b>	Given our lack of resources, we have little capacity to develop a strategy based on a through monitoring of the social media activities.
<b>Final thoughts. If there is something else you would like to add, please feel free to write it here:</b>	

## Greece

<b>Country of the Mission:</b>	Greece
<b>Who is in charge of managing the Facebook page? (Please describe briefly)</b>	<p>Joint responsibility across the mission.</p> <ul style="list-style-type: none"> <li>- Main lead is the Political Section, with the Program Manager being accountable and the Section Assistant being the employee responsible for posting most content (related to FPDS and HOM). FPDS PM is also responsible for the Social Media Committee, which ensures mission-wide coordination and information-sharing in regards to the mission Facebook and Twitter channels. FPDS is also responsible for sending out statistics and analytics on a regular basis to members of the social media committee.</li> <li>- Trade section is responsible for posting Trade-related content.</li> <li>- Consular section is responsible for posting consular, passport, etc. related content.</li> <li>- Common services is responsible for posting information related to embassy closures, holidays, opening hours, chancery move, etc.</li> </ul>
<b>Does the person/team in charge of the FB page collaborate with other programs to spread the messages of mission as a whole?</b>	Yes.
<b>Degree of collaboration between the different programs</b>	4
<b>How do you collaborate?</b>	Formally
<b>Do you plan your posts ahead of time? (e.g. through a calendar...). Please explain briefly.</b>	Yes, to the extent possible.
<b>How long have you been using Facebook?</b>	Since June 2013
<b>Do you have a defined strategy? Please describe briefly.</b>	<ul style="list-style-type: none"> <li>- The Trade and Consular programs have assigned days of the week on which they post content. They tend to schedule posts ahead of time.</li> <li>- FPDS posts every day, using a mix of scheduled posts (for predictable content) and non-scheduled posts (for</li> </ul>

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	coverage of HOM activities which must be posted on a timely basis).
<b>How many likes do you have?</b>	34,434 (English) 359 (French)
<b>In what language do you post most often?</b>	English
<b>Is English/French an official language in the Mission's country?</b>	No
<b>Does HQ provide you with pre-made messages/content for your Facebook page?</b>	Sometimes, but we would like this to be happening on a more regular basis.
<b>Is your Facebook mainly targeted to local population or to Canadians living in the country?</b>	Depends on the language
<b>What is the target audience of your page? (Check age group)</b>	We haven't established a target age.
<b>What is the biggest age group among the people that like your page?</b>	25-34
<b>What is, in your opinion, the purpose of your Facebook page? (Check all that apply)</b>	Inform local public about Canada, Inform local public about the different activities of the mission, Spread Canadian culture, Promote an specific program (i.e. International Experience Canada), Inform people about Canadian policy, Inform and serve Canadians living in the country, Create a dialogue with local population, Spread the messages of the Canadian Government
<b>To what degree do you use/publish... [general information about Canada/ Canadian culture?]</b>	-
<b>To what degree do you use/publish... [informative posts about the mission's activities?]</b>	almost always
<b>To what degree do you use/publish... [traditional communication techniques (i.e. press releases)?]</b>	*
<b>To what degree do you intend to... [affect the behaviour of your target audience?]</b>	*
<b>To what degree do you intend to... [appeal to the emotions of your target audience?]</b>	*
<b>To what degree do you intend to... [advertise Canada/Canadian culture?]</b>	*
<b>How often... [do you get feedback from your followers? (comments, messages...)]</b>	*
<b>How often... [do you answer those comments or messages?]</b>	*
<b>How often... [are your posts/pictures shared?]</b>	*
<b>To what degree do you consider that... [you are building bridges between the local audience and Canada?]</b>	*
<b>To what degree do you consider that...</b>	*

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[you are portraying a good image of Canada?]

To what degree do you consider that...  
[you are taking into account the feedback you get from your followers?]

\*

To what degree do you consider that...  
[you use communication strategies designed specifically for your target audience?]

\*

To what degree do you consider that...  
[those strategies you are using are appropriate?]

-

To what degree do you consider that...  
[you are fulfilling the main objectives of your Facebook page?]

\*

In your opinion, social media in general and Facebook particularly are intended to:

inform

What does your Facebook page mainly do?

inform

Do you monitor your activity on Facebook?

Yes

Do you change/ create/ maintain strategies based on monitoring of your activities? Please describe briefly.

Yes. If we notice a certain trend developing on the page, we prepare an appropriate response. For example, in response to many comments/questions posted to our page about immigration to Canada, we have begun posting on a regular basis a post which explains that such questions will not be addressed on the mission Facebook page and provides relevant links for more information. We have also noticed that posts related to HOM or staff activities including photos get the most engagement and try to ensure to post such content to the extent possible.

Final thoughts. If there is something else you would like to add, please feel free to write it here:

## Germany

Country of the Mission:

Germany

Who is in charge of managing the Facebook page? (Please describe briefly)

A team of three is responsible. The deputy head of program (a Canadian diplomat), a locally engaged employee, and an intern.

Does the person/team in charge of the FB page collaborate with other programs to spread the messages of mission as a whole?

Yes

Degree of collaboration between the different programs

3

Do you plan your posts ahead of time? (e.g. through a calendar...). Please

Yes. We have a collaborative spreadsheet that we use to plan at least two weeks in advance.

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<b>explain briefly.</b>	
<b>How do you collaborate?</b>	Formally
<b>How many likes do you have?</b>	Roughly 40000
<b>Do you have a defined strategy? Please describe briefly.</b>	We have a social media strategy that was approved by the Embassy's Committee on Mission Management. It outlines approval procedures, the role of our Social Media Committee, training programs, as well as the need to analyse results and to monitor what is trending. To expand on your question below: we always post in all three languages (English, French and German).
<b>How long have you been using Facebook?</b>	1 year
<b>In what language do you post most often?</b>	Local language
<b>Is English/French an official language in the Mission's country?</b>	No
<b>Does HQ provide you with pre-made messages/content for your Facebook page?</b>	Yes
<b>Is your Facebook mainly targeted to local population or to Canadians living in the country?</b>	Local population
<b>What is the target audience of your page? (Check age group)</b>	25-34
<b>What is the biggest age group among the people that like your page?</b>	25-34
<b>What is, in your opinion, the purpose of your Facebook page? (Check all that apply)</b>	Inform local public about Canada, Inform local public about the different activities of the mission, Spread Canadian culture, Promote an specific program (i.e. International Experience Canada), Get people to visit Canada, Inform people about Canadian policy, Inform and serve Canadians living in the country, Create a dialogue with local population, Spread the messages of the Canadian Government
<b>To what degree do you use/publish... [general information about Canada/ Canadian culture?]</b>	almost always
<b>To what degree do you use/publish... [informative posts about the mission's activities?]</b>	almost always
<b>To what degree do you use/publish... [traditional communication techniques (i.e. press releases)?]</b>	almost never
<b>To what degree do you intend to... [affect the behaviour of your target audience?]</b>	-
<b>To what degree do you intend to... [appeal to the emotions of your target audience?]</b>	*
<b>To what degree do you intend to... [advertise Canada/Canadian culture?]</b>	almost always
<b>How often... [do you get feedback from</b>	*

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your followers? (comments, messages...)]	
How often... [do you answer those comments or messages?]	-
How often... [are your posts/pictures shared?]	-
To what degree do you consider that... [you are building bridges between the local audience and Canada?]	*
To what degree do you consider that... [you are portraying a good image of Canada?]	almost always
To what degree do you consider that... [you are taking into account the feedback you get from your followers?]	almost always
To what degree do you consider that... [you use communication strategies designed specifically for your target audience?]	.
To what degree do you consider that... [those strategies you are using are appropriate?]	-
To what degree do you consider that... [you are fulfilling the main objectives of your Facebook page?]	-
In your opinion, social media in general and Facebook particularly are intended to:	persuade
What does your Facebook page mainly do?	inform
Do you monitor your activity on Facebook?	Yes
Do you change/ create/ maintain strategies based on monitoring of your activities? Please describe briefly.	While we are still in the early days of our social media presence, part of our recently approved social media strategy involves conducting quarterly analysis of our posts and followers. Once this practice becomes more routine, it will allow us to develop more effective posts.
Final thoughts. If there is something else you would like to add, please feel free to write it here:	

### Appendix IV – The Survey: Communication Profiles

IMAGE I: PORTUGAL’S COMMUNICATION PROFILE COMPARED TO THE MEAN

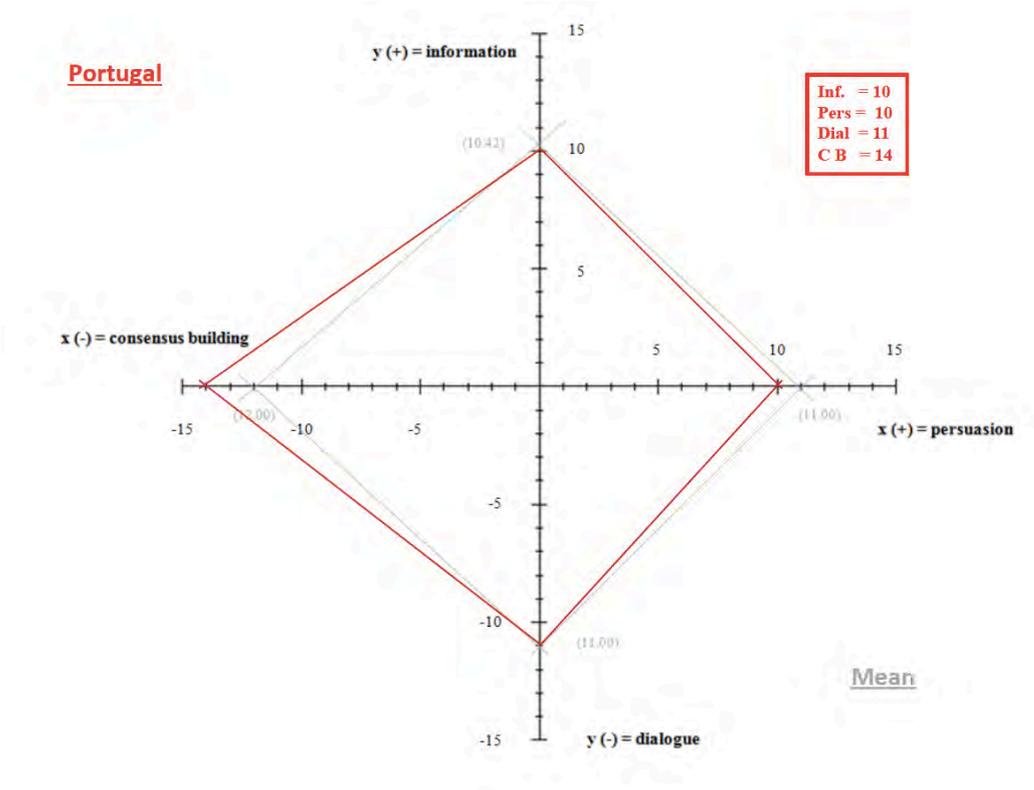
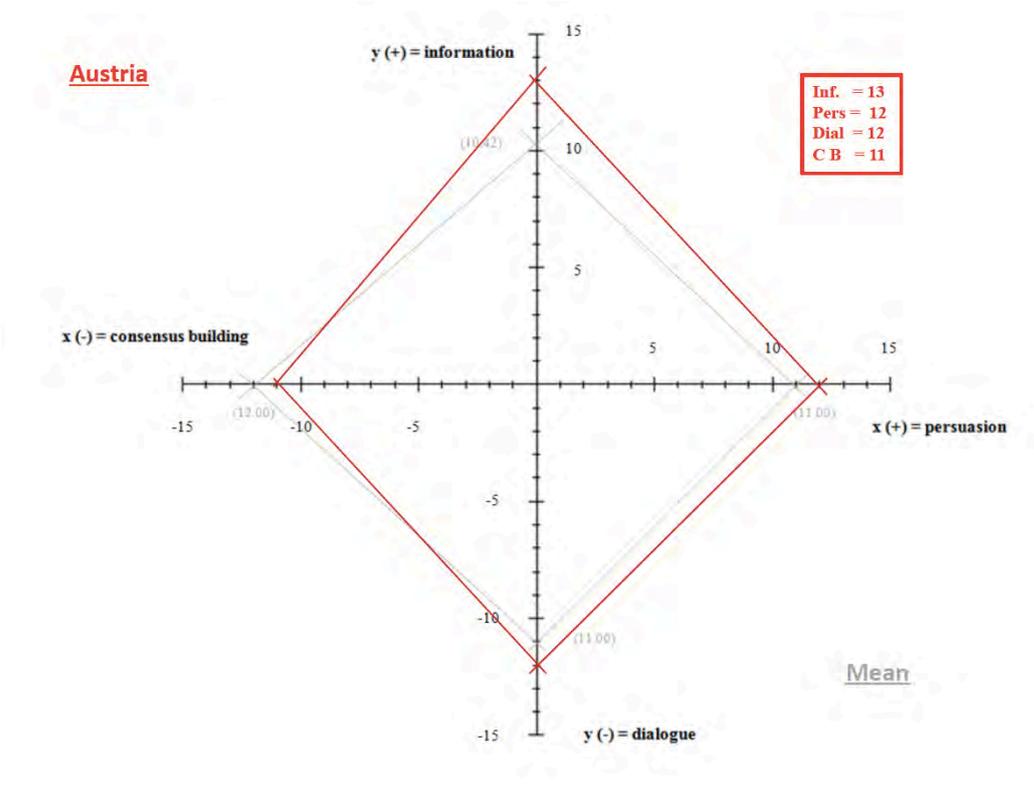


IMAGE II: AUSTRIA’S COMMUNICATION PROFILE COMPARED TO THE MEAN



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IMAGE III: POLAND'S COMMUNICATION PROFILE COMPARED TO THE MEAN

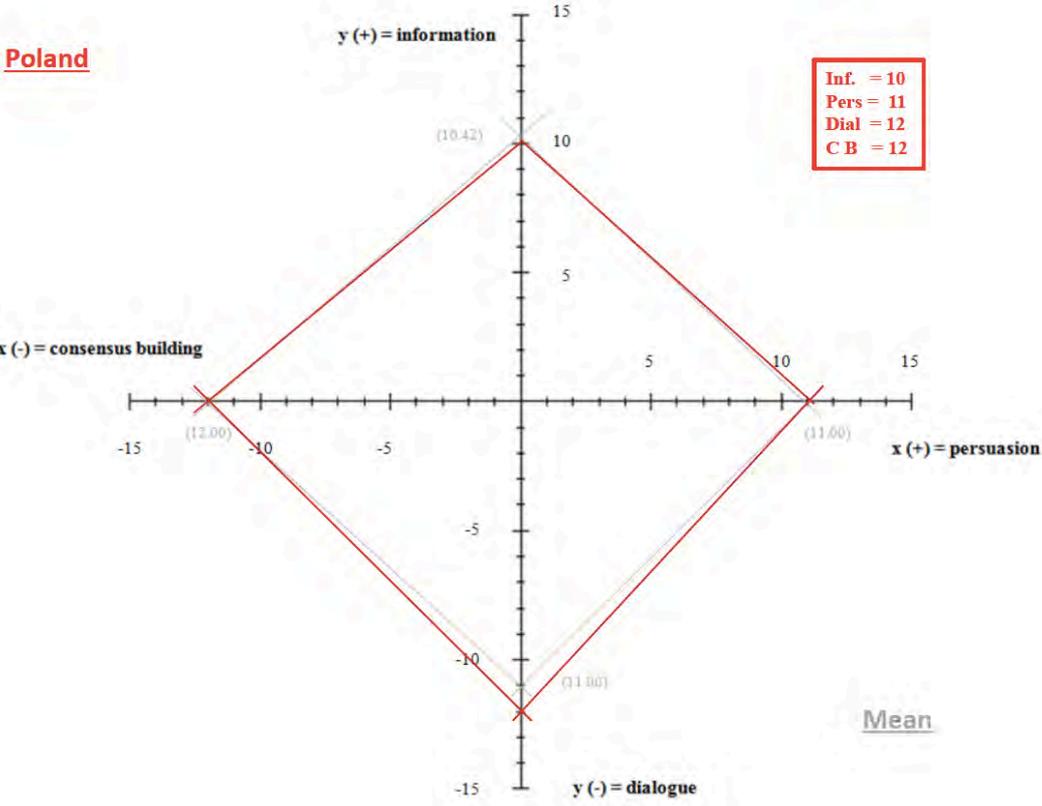
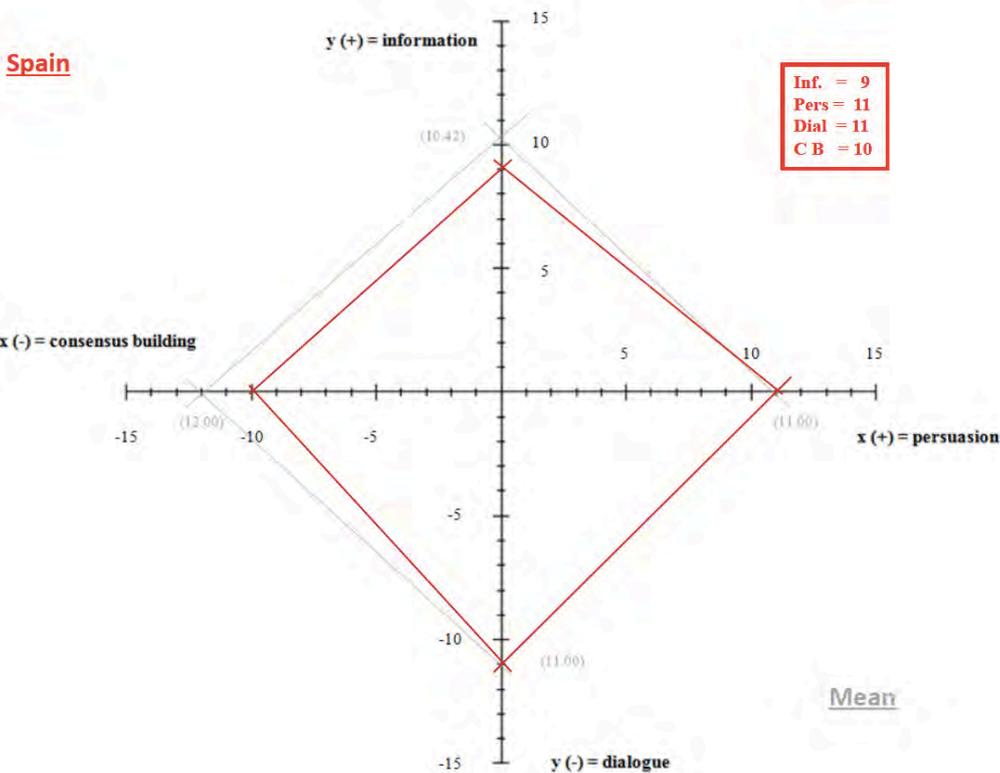


IMAGE IV: SPAIN'S COMMUNICATION PROFILE COMPARED TO THE MEAN



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IMAGE V: THE NETHERLAND'S COMMUNICATION PROFILE COMPARED TO THE MEAN

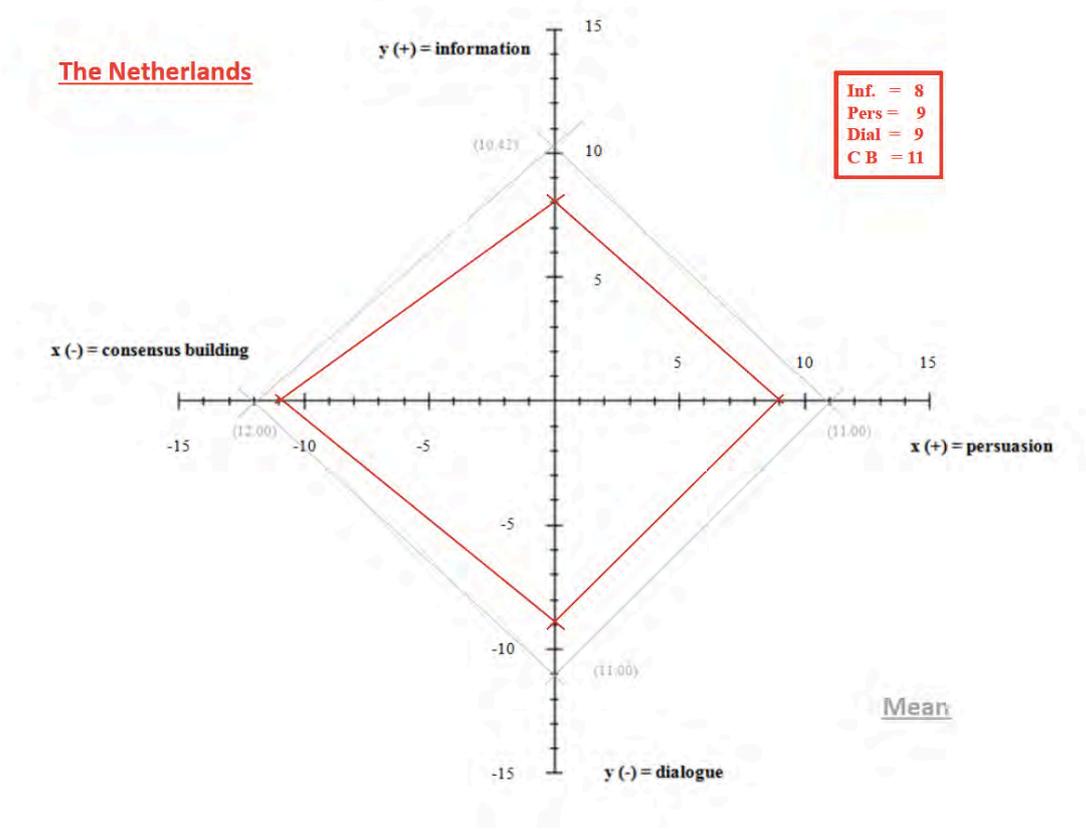
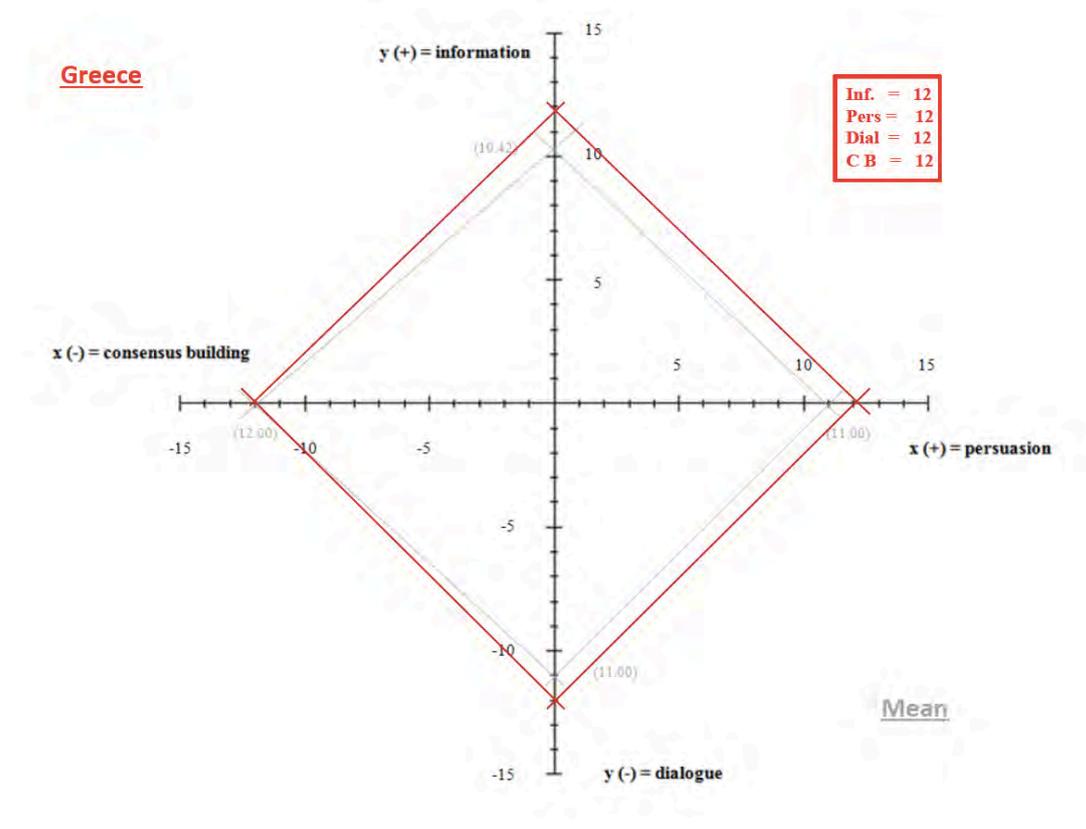


IMAGE VI: GREECE'S COMMUNICATION PROFILE COMPARED TO THE MEAN



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IMAGE VII: GERMANY'S COMMUNICATION PROFILE COMPARED TO THE MEAN

