



Swansea University  
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**The Use of Strategic Public Relations Communication Techniques in Campaigns to  
Raise Awareness of Breast Cancer: A Case Study of Breast Cancer Campaigns in  
Saudi Arabian Charities**

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Submitted to Swansea University in fulfilment of the requirements for the Degree of Doctor  
of Philosophy in Media and Communication Studies within the College of Arts and  
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## ABSTRACT

This study investigates the efforts of cancer charities in the Kingdom of Saudi Arabia to raise awareness of breast cancer through communication campaign techniques in order to reduce its incidence, which has been rising in the Saudi population for several years. Applying the Diffusion of Innovations Theory of Rogers (2003) as a theoretical framework, qualitative primary data was collected through semi-structured interviews with 12 individuals working in public relations (PR) and communications practice at six cancer charities to understand their experience of designing and planning health communication strategies to bring about health-related behavioural change among Saudi women. The study also involved qualitative content analysis of the Twitter pages of the six charities during Breast Cancer Awareness Month (October) in 2018 to determine communicative functions in accordance with the classification scheme of Lovejoy and Saxton (2012). The interview data revealed that not all of the charities employed dedicated PR practitioners in their communication departments, but all carried out some PR functions, with a significant emphasis on the technical rather than managerial roles of PR. The participants were found to use various communication strategies and methods to reach different target audiences. However, considerable difficulty was experienced in the design of specific campaign planning strategies, with the participants demonstrating little use of breast cancer campaign strategy to overcome the lack of knowledge and awareness among Saudi women. The study confirmed that the charities did not use Twitter strategically, employing the platform largely as a one-way channel of information communication. Additionally, the charities rarely used promotional and mobilising messages as an action function and did not follow the commonly accepted relationship-building strategies such as dialogic and two-way communication.

### DECLARATION

This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

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## List of Abbreviations

<b>PR</b>	Public Relations
<b>BC</b>	Breast Cancer
<b>BCAM</b>	Breast Cancer Awareness Month
<b>DOI</b>	Diffusion of Innovations Theory
<b>KSA</b>	The Kingdom of Saudi Arabia
<b>MOH</b>	The Ministry of Health
<b>NPOs</b>	Non-Profit Organisations

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## CHAPTER ONE: INTRODUCTION

This thesis is a case study of charitable organisations' health communication campaigns designed to raise awareness and knowledge of breast cancer in the Kingdom of Saudi Arabia (KSA). The study investigates Saudi charities' campaign communication techniques from a public relations (PR) perspective, drawing upon research from public communications, PR and health communication. Combining these is essential to understanding how the design, strategies, implementation and evaluation of breast cancer awareness programmes achieve their goals across a diverse target audience. PR represents one of the most effective fields in building a successful campaign strategy, having long played a vital role in health awareness.

Breast cancer is one of the most common health problems worldwide, with an estimated 1.38 million new cases in women every year (Ferlay et al., 2015, p.368), and the KSA, where it represents a major growing health problem, is no exception. This highlights the importance of effective communication and the application of modern PR techniques to help reduce mortality rates. The growing realisation of the importance of PR has been reflected in non-profit organisations that perform PR functions and roles, with many organisations now having their own PR departments. The functions and duties of this department can overlap with those of other departments, but each is employed to achieve the overall goals of the organisation. PR is critical for charitable organisations whose performance is based on mutual relationships between the external public (society in general) and the internal public (members, management, workers and volunteers) as their work can directly impact these groups. PR practitioners in the Saudi charitable sector design and plan awareness campaigns concerning health issues such as breast cancer to educate individuals and the community through appropriate communication strategies. This PR activity aims to influence attitudes and behaviours and provide Saudi women with information and knowledge that serves their needs and interests.

PR has been defined as 'the strategic management of relations between an organisation or institution and its various audiences to affect business outcomes' (Holtz, 2002, p.xiii). A key focus of this definition is the "management" function, which relates to strategic communication of the relationship between an organisation and the public. Therefore, strategic management in non-profit organisations is crucial to achieving objectives, especially in health awareness programmes. Strategic management relates to all traditional

PR activities, including media relations, organising activities, producing, publishing and disseminating information and campaign literature as well as developing appropriate communication methods. These are determined through formative and summative research, using scientific, informal and mixed approaches, that helps programme designers analyse the situation and identify and understand the characteristics of target audiences through information collection. This allows the organisation to begin building relationships with key audiences. In PR, relationship building refers to interacting with different segments of audiences (Fawkes, 2001, p.4). Strategic communication requires a clear, planned strategy based on scientific steps, beginning with the research process using techniques to identify the nature, desires and needs of the internal and external publics and then ending with an evaluation.

Health communication through breast cancer campaigns largely focuses on raising awareness and disseminating knowledge of the factors which affect a woman's chances of developing or suffering from undiagnosed breast cancer, such as participation in screening practices. The field of health communication acknowledges multiple methods and strategies to keep the community informed about their health and influence behaviour with consistent, high-quality messaging. Rogers and Storey (1987, p.7) and Rice and Atkin (2009) highlight communication techniques which can be used to disseminate messages to a large audience through traditional mass media, such as newspapers, television and radio, as well as new and digital media, including video, email, social media platforms, online forums and blogs in an attempt to shape and impact behaviours toward desirable social outcomes. PR is a critical field in this regard as it focuses on the strategic management function, creating a successful strategy, planning, implementing and evaluating campaigns to inform and educate the public regarding breast cancer and leaving a positive impact on recipients to ensure they remain healthy. PR strategies can therefore be employed to generate coverage of breast cancer and create an effective campaign. This thesis employs the health communication programme planning framework of O'Sullivan et al. (2003), which is similar to the PR communication programme frameworks of Smith (2013), as these frameworks are the most relevant for exploring breast cancer campaigns' communication techniques and strategies in the KSA.

In the current age of technology, the means of communication and the media are the most important tools in PR. Digital and social media have advanced significantly in recent

decades, now representing the most powerful, influential forms of information sharing and communication across the world. Therefore, charities make frequent use of platforms such as Twitter. A major aim of this study is thus to explore the strategic tension between old and new media by investigating the communication functions of Saudi cancer charities and examining the role of PR in the use of both social and traditional media to communicate with the public and disseminate health information. The study also explores the relationship between PR and journalists and the media as these play a fundamental role in shaping public opinion and changing the target audience's behaviour. In this context, the role of PR is to provide media materials, write press releases, draft emails and awareness messages, employ audio-visual media and electronic news websites, prepare conferences and events, arrange meetings and subsequently direct all of these.

To help build a theoretical framework for this, this study examines the Diffusion of Innovations Theory (DOI) (Rogers, 2003). This theory can be applied to many aspects of public communication campaign strategies, plans, processes and implementation and can offer insights to assist understanding of the spread of innovative technologies within and among members of society in terms of why individuals adopt new information technologies (Rogers, 1995, 2003). Five characteristics of innovation are relevant in this context: relative advantage, compatibility, complexity, trialability and observability along with five classifications of social groups, ranked from those most likely to adopt a new innovation to those least likely to do so, and five stages of the innovation-decision process (Rogers, 1995; 2003).

### **1.1 Research Problem**

Breast cancer is the leading cause of female mortality in the KSA (Al-Diab et al., 2013, p.532), and more than 50% of breast cancer cases in that country are detected only in the advanced stages compared to 20% in developed countries. This reduces the chances of recovery, leads to a high mortality rate and involves high treatment costs (Saudi Ministry of Health, 2020). Arab women tend to develop breast cancer at an earlier age (Saggu et al., 2015, para.1), with women aged 30–44 having the highest incidences (Alghamdi et al., 2013) and the highest frequency of diagnoses occurring between the ages of 41 and 50 (Babiker et al., 2020, p.1628). There is currently a dearth of research studies conducted in the KSA that address the low level of breast cancer awareness among Saudi women, as pointed out by Madkhali et al. (2017, p.24), and a lack of awareness programmes in the



country. The importance of the current study therefore lies in the fact that it seeks to address this deficiency and determine why the existing programmes are failing to raise women's awareness. The study is unique as to date there is no research exploring effective PR communication tools and strategies for disseminating information to Saudi women regarding breast cancer. It comprises a systematic literature review of 12 articles on breast cancer awareness published in English in the KSA between 2006 and 2017 (Appendix A) in order to obtain a comprehensive understanding of the findings of previous studies. The 12 articles show that despite various programmes, there is still a low level of awareness, indicating the presence of factors which limit the programmes' success.

The vast majority of studies in the KSA have employed a quantitative cross-sectional survey with Saudi women to investigate the perceived barriers towards breast cancer screening, awareness levels, knowledge and attitudes towards breast cancer and screening methods. Studies have defined a number of risk factors which contribute to the escalating incidences of breast cancer in the KSA, which may be non-modifiable ones, such as age, family history, genetics and reproductive and hormonal risk factors, or modifiable ones, including changing lifestyles, lack of awareness, socioeconomic-demographic, education, class, occupational level and personal and cultural factors (Alqahtani et al., 2020, p.692). A lack of knowledge and an unwillingness to undergo breast cancer screening may be caused by low motivation, emotional reactions (fear and embarrassment) and sociocultural norms

Furthermore, personal barriers toward mammography screening, such as simply being too busy to attend a screening, represent a key risk factor linked to breast cancer. These may be exacerbated by poor quality information and widespread misunderstandings regarding mammograms, radiation and cancer discovery and treatment, leading to fear and consequential reluctance to engage (Abdel-Salam et al., 2020; Abolfotouh et al., 2015; Demirkiran et al., 2007; Madkhali et al., 2017).

Madkhali et al. (2017, p.25) and Alotaibi et al. (2017b, p.27) have argued that further academic study is required to assist healthcare associations in improving performance and awareness to reduce the high incidence of breast cancer among Saudi women. This can be further enhanced by national programmes educating women about breast cancer and screening, raising awareness of the disease and facilitating learning about diagnostic methods. Madkhali et al. (2017, p.24) further note that the KSA lacks national breast cancer education programmes as well as those regarding screening and early detection. They highlight the importance of prevention to improve breast cancer awareness among women

through inspiring healthcare professionals in Saudi non-profit health organisations to use effective strategies for cancer-related health programmes. These might include prevention, practice of breast cancer screening methods, raised awareness, appropriate treatment and improved palliative care. Therefore, this study employs two methods of qualitative analysis. The first explores the messages disseminated through breast cancer charities' social media accounts via content analysis of the Twitter accounts of six Saudi breast cancer charities to understand and determine the communication functions used by these charities to increase knowledge of breast cancer and encourage Saudi society to take part in screening. The second examines the perspectives of PR experts and planners surrounding cancer campaigns and awareness programmes promoting early detection in six Saudi cancer charities through semi-structured interviews with PR employees as case studies. This can provide insight into why there is a lack of breast cancer awareness in the KSA and how this can be addressed.

## **1.2 Significance of the Study**

This study is the first to analyse Twitter communications aimed at raising awareness among Saudi women of breast cancer issues and preventative practices as well as the practices of PR practitioners within Saudi charities. Twitter was one of the most popular platforms used among Saudi communities. In KSA 2023, there were approximately 18.33 million users (68.70%) who used Twitter platforms. Users aged 15 and above who use the Twitter platform at least once a month (GMI Blogger, 2023). It is also the only one with a qualitative design using semi-structured interviews with PR employees in charitable organisations and Twitter content analysis of six Saudi charities as previous studies have employed surveys. This study is directed toward officials and those interested in breast cancer awareness (PR and communications employees in Saudi cancer charities) as these are the people responsible for providing awareness information to the public. Therefore, it is crucial to determine their role and examine PR strategies in breast cancer awareness campaigns. The communication functions of six charities are analysed through their Twitter activity intended to educate their target audience about breast cancer. This approach provides a comprehensive understanding of the research problem. The results could improve Saudi charities' PR strategies by allowing recommendations to be made with regard to developing awareness strategies.

### **1.3 Study Objectives**

The overall aim of this study is to investigate and understand Saudi charities' efforts to raise awareness of breast cancer by utilising public health campaign techniques to support a reduction in the incidence of breast cancer. The individual objectives of the study are as follows:

- 1 - Explore the key challenges faced by PR practitioners related to creating an effective media campaign for breast cancer awareness in the KSA.
- 2 - Investigate and examine the effectiveness of health messages and sources of information on breast cancer created through PR campaigns that influence and affect the lives of women in the KSA.
- 3 - Identify the role played by public relations in effectively persuading Saudi women to take positive steps in managing their health when they may have cancer.
- 4 - Examine breast cancer campaigns created through PR that influence and affect the lives of women in the KSA.
- 5 - Identify the most effective ways to address women in breast cancer campaigns.
- 6 - Determine the nature of the Twitter communications used by Saudi breast cancer charities.
- 7 - Recommend social media (Twitter) strategies that could assist Saudi charities in communicating with their online audiences.

### **1.4 Research Questions**

RQ1: What is the role of the PR department in raising breast cancer awareness in the KSA?

RQ2: What is the process a PR department goes through to create a campaign in relation to breast cancer to ensure that the campaign is successful?

2.a: What strategic PR communication methods are used in media campaigns to raise awareness about breast cancer in the KSA?

2.b: How does a PR practitioner design and plan strategic communication campaigns in relation to breast cancer in order that the message is delivered successfully?

RQ3: What messages are provided to Saudi women in relation to breast cancer?

RQ4: How do public relations practitioners engage in breast cancer campaigns using social media platforms during breast cancer awareness month (BCAM)?

4a: How do Saudi cancer charities build a successful strategy for communication through Twitter?

RQ5: To what extent do Saudi charities apply Lovejoy and Saxton (2012) communication functions on Twitter?

### **1.5 Outline of Methodology**

The critical realism (CR) case study philosophical approach was used in the current study. Two qualitative methods were applied to answer the research questions (above). For RQ5, the first step was a content analysis of the Twitter accounts of six Saudi charities during the study period. Qualitative data-based quantitative coding was employed to analyse the charities' tweets. A coding scheme was developed based on the social media typology of Lovejoy and Saxton (2012), with adjustments to fit the purpose of this study. The Twitter content analysis method can help identify how the selected charities communicate with their target audiences. To answer research questions 1, 2, 3 and 4, in-depth interviews were conducted with strategic PR and planners of Breast Cancer Awareness Month campaigns in Saudi charities in 2019. The semi-structured interview approach was selected as it is a sufficiently flexible way to gain an understanding of the processes of awareness raising used by breast cancer charities as well as the nature of campaign design and awareness messages. The study employs a conceptual theory adopted by Braun and Clark (2006) to organise the qualitative data into topics and draw out themes.

## **1.6 Research structure**

Chapter 1 - Introduction: Discusses the background information and context for the study. Explains the research problem by presenting the significance of the study and outlines the research objectives, research questions and methodology.

Chapter 2 – Literature Review and Theoretical Framework: Reviews the existing literature relevant to the research topic on public communication, PR and health communication frameworks. Focuses on the Diffusion of Innovations theory (DOI) as the theoretical framework of behavioural change.

Chapter 3 – The Case for Focusing on Breast Cancer: Presents an overview of breast cancer epidemiology and explains the factors that lead to breast cancer among women and the lack of awareness and knowledge about it, especially among Saudi women. Discusses how media and social media promotion are vital for improving awareness and describes the importance of breast cancer campaign strategies and methods used to spread health awareness messages.

Chapter 4 – Research Methodology and Design: Critically discusses the choice of primary approaches and methods used in the data collection process and provides justification for methodological decisions as well as explaining the research process in depth. Provides details about the two methods used in data collection: semi structured in-depth interviews and Twitter content analysis.

Chapter 5 – Qualitative Data Analysis - Interview Findings: Presents the results of analysis of the interview data collected from the implementation of qualitative methods.

Chapter 6 – Twitter Findings: Presents the results of Twitter data analysis and data collected from the implementation of qualitative methods.

Chapter 7 – Discussion: Provides critique of this study by discussing and contextualising the results in relation to the literature reviewed.

Chapter 8 – Conclusions: Outlines the conclusions of the study and its limitations. Provides suggestions to overcome the identified limitations. Describes the practical contributions of this research and its findings.

## **CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL FRAMEWORK**

This study investigates the efforts of breast cancer charities in the Kingdom of Saudi Arabia (KSA) to achieve a reduction in the rate of breast cancer by raising awareness through public relations (PR) campaign communication techniques. This chapter provides a critical review of the existing literature on this and on strategic public communication, PR and public health communication, selected and analysed via the combination of three approaches to illustrate how Saudi PR practitioners can successfully use communication techniques and strategies to design and plan Breast Cancer Awareness Month campaigns to change public behaviour and reduce the incidence of breast cancer.

The three disciplinary approaches that form the foundation of this study are PR, public communication and health communication, used together to determine the normative comprehension of breast cancer campaign frameworks. This chapter defines these and provides clarifications to reflect the fundamental approach of this study, followed by a discussion of the roles and functions of PR practitioners, particularly managers and communications technicians (Broom and Sha, 2013, p.109). The chapter then moves to explain and discuss public and health communication, before a brief overview of effective PR strategies and techniques with regard to health programmes. The types of communication platforms which can be employed in health campaigns, including mass and social media, are described, along with how PR campaigns typically apply these media. The conceptual framework for this thesis is based on Rogers' (2003) Diffusion of Innovations theory (DOI), which is essential to describe the process of adopting new innovations and technologies to gain acceptance from a target audience.

### **2.1 The Combination of Public Relations and Health Communication**

PR has become crucial for all non-profit organisations (NPOs) and charities to build a positive image and maintain a healthy relationship with stakeholders and the public. Linking health communication with PR can be a powerful means to illuminate and improve understanding of the steps taken to design, implement, process and evaluate breast cancer communication programmes which aim to raise awareness across a diverse range of target audiences. The practice of healthcare PR is no different from that of any service organisation (Hetherington et

al., 2001, p.571), having been recognised as essential for raising awareness of health issues: for cancer, communication has been found to be especially critical (Chaturvedi et al., 2014, p.1). PR remains a staple in organisations and NPOs in healthcare (Thomas, 2006, p.120) as communication is a priority element of the field, helping promote and sustain healthy behaviours and contributing to all aspects of disease prevention and public health promotion with health communication strategies (Nkanunye and Obiechina, 2017, p.1). Public health communication is formed from a number of academic disciplines including health education, social marketing, journalism, PR, mass and speech communication, psychology, informatics, and epidemiology (Bernhardt, 2004, p.2051). Therefore, health communication scholarship combines expertise from communication science, the social sciences, and the physical sciences (Kreps, 2020, p.4).

The intention behind this section is to explain viewpoints from which this research was approached in order to fulfil its objectives. To assist a full understanding, PR is defined and its roles and functions examined along with those of public and health communication. This is followed by discussion of the process of PR programme planning, strategies and stages, which is the main focus of this study.

## **2.2 The Concept of Public Relations**

PR practice is necessary in all institutions, professions and industries, whether these are for-profit or non-profit, governmental or non-governmental, industrial, commercial, or service (Edwards, 2006, p.4), as it can build relationships by facilitating communication between the organisation and the public (Asemah, 2011, p.163; Henslowe, 1999, p.1). Scholars of PR have differed in determining a specific definition as it incorporates a variety of concepts and ideas, but classical definitions tend to focus on engaging and building a relationship with key publics (target audiences) and constructing relationships between the organisation and the public dependent on dialogic communication (Cutlip et al., 1994). PR is the art of dealing with and satisfying the public to maintain their confidence and sustain healthy relationships between the organisation and its audiences, both internal and external, to achieve goals (l'Etang, 2006, p.168). Aside from this main function, other definitions are directly linked with strategic planning to build positive relationships.

The Chartered Institute of Public Relations (CIPR) defines PR as efforts, planned and intended, which aim to find trust and maintain mutual understanding between the organisation and its public (CIPR, 2021; Wilcox et al., 1999, p.4). This focus on deliberation and planning is based on scientific foundations of study and analysis, and the definition further states that these efforts

are not temporary but continuous. The Public Relations Society of America (2021) states: “Public relations is a strategic communication process that builds mutually beneficial relationships between organisations and their publics”. This reinforces the focus on the strategic communication process and developing relationships with the public rather than administrative functions, as alternative definitions have done.

Defining PR as an administrative management function can help practitioners maintain a relationship built on a moral basis, such as communication, cooperation, understanding, and acceptance between the audience and the organisation (Cutlip et al., 1994; Cutlip et al., 2000, p.6). In this vein, Holtz (2002, p. xiii) defines PR as “the strategic management of relations between an organisation or institution and its various audiences to affect business outcomes”. In the non-profit sector, communication campaigns need to be managed to understand and analyse the attitudes and values of their target public and bring about changes to achieve organisational goals, with the PR practitioner acting as counsellor to management at all levels in the organisation and identifying potential problems or issues. Grunig (2013) agreed with this, noting that excellent PR practice is a management function designed and implemented strategically, in line with the earlier statement (Grunig & Repper, 1992, p.150) that PR is managed strategically when it identifies segments of the target public, shareholders, and stakeholders and resolves problems by interacting with them through early use of symmetrical communication programmes.

Therefore, the focus on PR as a strategic management function emphasises planning, setting goals and objectives, determining the audience, providing the necessary materials and messages, developing the largest possible number of communication tactics, and analysing and evaluating all necessary achievements to ensure the success of the organisation’s goals over a specified period (Cutlip et al., 1994). Organisations often have several strategic publics whose approval may affect their chances of survival and success: lack of approval from the public may result in the organisation facing insurmountable obstacles (Holtz, 2002, p. xiii).

When defining PR, three clear elements become apparent (Freitag & Stokes, 2009, p.5). The first is management and leadership, as practitioners have to approach higher management and act as managers themselves, so they require the support of the highest level of management. The second element involves practitioners implementing PR responsibilities and maintaining contact with the organisation and the target audience to gain their confidence and achieve institutional goals. The final element contains essential and practical qualifications for designing, analysing, conducting, and designing quantitative and qualitative research.



All of these definitions of PR agree that communication is the foundation and essence of the field (Tomic et al., 2010, p.25). The function and role of PR professionals is to obtain an organisational advantage with the public by understanding effective communications ideas and practices (Weaver et al., 2006, p.18), as PR is concerned with all of the segments of society with which it is connected, including consumers, employees, trustees, members, stakeholders, government, and the general public, employing activities to gain confidence in the organisation's achievements. It is vital to understand the specific concerns and information needs of each of these publics (Fawkes, 2001, p.4).

The approach and findings of this study largely reflect the management function-oriented definitions of PR by Cutlip et al. (2000, p.6) and Holtz (2002, p. xiii). Using strategic communication processes to promote health with regard to breast cancer can be beneficial when generating a PR plan for breast cancer programmes as they can ensure mutually beneficial relationships and trust-building public messaging. Defining PR as managing communication in relationships does not mean only providing information, as in the transfer of information and news, but includes influential communication that leaves a lasting positive impact on recipients. This can improve public opinion about the organisation and the area of health in question, in this case breast cancer awareness. According to Fawkes (2001, p.4), it is important to understand the specific publics targeted because each has differing information needs. PR offers non-profit health organisations the chance to maintain healthy, efficient and credible relationships with their audiences. To understand how breast cancer programmes and campaigns in Saudi charities are planned and managed by PR, it is first important to understand the role of PR in these organisations.

### **2.3 PR Roles and Functions**

Grunig et al. (2002, p.280) note that PR functions can overlap with those of other departments, such as human resources (HR) and financial management, as it is an integral element of communication and marketing. To create relationships between the public and the organisation, PR can intersect with other communication functions such as “marketing, advertising, promotion, publicity and corporate communications”, play a role in boosting broader health communication campaigns, and help effective communication with audiences (Hosking, 2020, p.216). In practice, the dominant roles in the field are PR manager and PR communications technician (Broom & Sha, 2013, p.109) as strategic management in NPOs is crucial to achieving objectives and engaging PR executives in decision-making while they manage organisations’

behaviour and interpret it to the public (Grunig, 2011, p.13). Cantor (1984, p.61) and Wilcox et al. (1989, p.7) believe that PR helps managers with problem solving and decision-making, while Geçikli (2014, p.56) similarly characterises PR as operating ideally in a senior management position due to the requirements for problem solving, decision-making and consciously handling confidential information related to the organisation due to the involvement of PR in new developments at the early stages. Gregory (2010, p.15) stresses that PR professionals' important role in addressing and discussing all issues means they should attend meetings and conduct discussions to acknowledge what is happening in the organisation, and take responsibility for their suggestions (McCown, 2007, p.63).

The strategic management model focuses on two-way, symmetrical communication as part of decision-making processes, providing the public with a voice in management before and after decisions and facilitating conversation between an organisation's management and the public (Grunig & Kim, 2017, p.8). It contributes to establishing and consolidating useful relations with the audiences which affect or are affected by an organisational issue (Grunig, 2011, p.13) as senior PR practitioners survey public opinion (internal or external), identify the target audience and design communication programmes (Grunig, 2011, p.13; Grunig & Kim, 2017, p.8) before conveying these problems and the views of the public toward the organisation to senior management who make the necessary decisions (Grunig & Kim, 2017, p.8). Through communication programmes, the PR director can become aware of those impacted by the actions of the organisation and discuss this formally or informally with the administration before making a final decision (Grunig, 2011, p.13).

Dolphin (2005, p.171) and Verčič et al. (2012, p.225) demonstrate that building a dialogue with the internal public (other departments) is a management function of communication. This includes running meetings to discuss new ideas and exchange information and increasing opportunities for mutual understanding, compatibility and harmony, which increases staff morale and sense of belonging as well as productivity. This can help the development of a communication strategy to determine which strategic goals most impact the organisation's reputation and image. Grunig and Hunt (1984, p.245) argue that two-way symmetrical communication is a fundamental strategy for successful internal communication, and Kang and Sung (2017, p.95) and Lee (2022, p.12) assert that symmetrical internal communication leads to a high level of employee engagement in dialogue and working within a team by motivating and reinforcing the building of useful relationships and transparency in employee relations. Lee (2022, p.12) describes how interpersonal communication forms a significant factor in employees'

perceptions of the effectiveness of internal symmetrical communication within their organisation, especially when communicating as a team in meetings with managers or peers. Welch and Jackson (2007, p.187) state that managers in very small organisations can conduct face-to-face dialogue with all employees. Thus, quality communication with employees and stakeholders leads to trust and commitment (Welch & Jackson, 2007, p.190).

Grunig and Kim (2017, p.8) argue that both the strategic management approach and strategic communications are important as they emphasise and identify different kinds of publics. However, strategic management is symmetrical and stresses the function of PR in building relationships with the public, integrating communication and sharing information into organisational decision-making processes, while strategic communication is asymmetrical and emphasises communication only to accomplish organisational goals and handle the target audience. Grunig and Kim (2017, p.8) go on to state that the strategic management model practices all traditional PR activities such as media relations, listening to the community, publishing and disseminating information, and appropriating communication activities into a programme framework of formative research and environmental scanning. PR in management roles is more likely to operate multiple levels of research and information collection, including scientific, informal, and mixed approaches. Such information relating to decision-making should be collected before a meeting takes place with managers and leaders (Broom & Sha, 2013, p.114).

Grunig and Dozier (2003, p.38) asked PR officers and CEOs how employees contribute to applying four strategic functions, and found that PR employees' routine operations consist of contributing to major social issues, employing media relations and communicating with employees, but they were less likely to contribute to strategic planning and major initiatives such as new products and programmes. PR predominantly uses communication units that informally participate in strategic planning by gathering information from sources outside of their organisations and providing judgements based on their experience, rather than formal information gathering methods and carrying out research. The study showed that PR practitioners are not generally seen as strategic managers, with many NPOs and charities tending to have them in technician roles, typically working as promotional publicists in the realm of media and advertising (Broom & Sha, 2013, p.114).

A questionnaire survey by Falkheimer et al. (2017, p.100) indicated that the role of communication was understood by all participants from both leadership and non-leadership roles, but that the essential role of communication specialist was somewhat unclear, with the

majority having little knowledge of the importance of communication professionals (channel producers or technicians). The role includes research and analysis of target audience and markets, engagement with stakeholders and partnerships, media relations, development of social and digital media content, print materials preparation, organising conferences and presentations, promotional activities and special events, speech preparation and crisis management (Hosking, 2020, p.216). PR practitioners make decisions when enacting technical roles made by others including “writing, editing, and producing messages; disseminating messages; handling correspondence and making telephone calls; implementing event planning/logistics; making media contacts; and implementing new programmes” (Toth et al., 1998, p.157). Communication technician practitioners also write and edit newsletters, schedule and write press releases and pitch stories on a specific subject, build website content, and handle media contacts, speeches and websites (Broom & Sha, 2013, pp.101-109).

The most common PR technique is promoting special events, followed by press releases and media kits (Hardy & Waters, 2012, p.898). The difference between theory and practice, however, has been highlighted by Cardwell et al. (2017, pp.1-9): “even though public relations scholarship recognises the separate roles and responsibilities of public relations technicians and managers, practitioners still struggle to elevate their status in the organisation”, and Gregory (2001, p.35) notes that “in reality, many public relations practitioners function at a “tactical” level, implementing communications tasks defined by other people”. As communicators in the organisation only practice and implement traditional communication such as writing, editing, handling communication productions, organising conferences and speeches and managing and dealing with media relations (Dozier et al., 2013; Gregory 2010, p.12), communications technician roles do not help with strategic planning or decision-making, involving themselves only in technical services. However, excellent communication requires those able to carry out both technical role expertise and management functions, as well as practicing two-way models.

### **2.3.1 Public Relations Roles in the Kingdom of Saudi Arabia**

PR has only been introduced into working life in the Arab world in the last 30 years, and although it is developing rapidly, the profession faces problems as very little time has been allowed for an established culture of effective PR to grow (Kirat, 2005, p.325). PR practices in the Arab world still suffer from a wide range of difficulties, including malpractice and misconceptions, and it is often linked to government organisations, with management perceptions skewing toward viewing it simply as a set of publicity, propaganda, manipulation, and protocol tools (Kirat, 2005,

p.326), with little thought given to public feedback or opinion. PR roles and activities in this region tend to focus on technical practices such as guest relations, protocol, receptions, media liaisons, and pamphlets and publications production (Kirat, 2005, p.328). These secondary activities are carried out at the expense of other essential, fundamental tasks (Kirat 1998, 2004; Basyouni, 1999). High-level misconceptions about PR departments means they are rarely given sufficient importance and interest, often appearing low in the organisational hierarchy through a general lack of understanding of their role. This leads to the marginalisation of PR, blocking practitioners' access to top management. Senior managers frequently lack comprehension of the purpose and tasks of PR, and as many of their duties are performed by other departments, there may be an absence of leadership and consultation, leading to a lack of planning and research in PR (Kirat, 2005, p.328).

Mohamed (2018, p.41) found the most likely cause of weak performance in Saudi NPOs to be poor management practices, as the bulk of respondents did not implement strategic planning in their work. However, strategic planning is an essential management function, with all other management duties and tasks built upon it. Inadequate management practices result in few specialist employees as they must rely on their own experience and lack training. Another cause of inadequate performance in Saudi NPOs is poor funding, with insufficient permanent funding sources as a result of a reliance on government subsidies and philanthropic support (Mohamed, 2018, p.42). Barhem and Alwehabie (2013, pp.454-458) explored views on using strategic planning tools in NPOs in the KSA using questionnaire results from 320 respondents, and found that the tools require improvement and greater awareness about their use in practice if organisational goals are to be achieved. They also discovered that few board directors are involved in planning committees making decisions around setting the strategic plan.

The third factor in poor performance is that PR practitioners in the KSA have not developed an overall sense of professionalism. Much of the PR workforce lacks necessary qualifications, and graduate students are rarely hired (Kirat, 2005, p.327). However, the national plan known as Saudi Vision 2030 launched on April 25, 2016 (Jimenez & Jacob, 2020, pp.5198-5202) requires the Ministry of Health (MOH) to prepare for significant healthcare transformation so that the Saudi health sector can ensure a systematic care plan, and the implementation of strategic planning and management can help develop this. Jimenez and Jacob (2020, pp.5198-5202) have shown that strategic management and planning are crucial for the health sector to address immediate problems that entail taking proactive steps by providing the framework to reach specific goals to implement the upcoming changes.

The current case study examines whether or not PR in Saudi cancer charities plays these roles to achieve campaign goals. To further expand on this, the following section discusses public and health communication approaches.

#### **2.4 Definition of Public Relations and Health Communication**

Public communication campaigns are now ubiquitous and unavoidable in the modern environment, both through traditional and new media (Crawford and Okigbo, 2014, p.12). The purpose of these campaigns is either to bring about individual behavioural change through public information and education, or to raise awareness of an issue, known as public will (Coffman, 2002, p.5; Henry & Rivera, 1998). The behaviours to be changed are ones which lead to social or health problems, such as smoking, but information campaigns can also promote positive behaviours which improve individual or social well-being, such as breastfeeding. Public will campaigns, on the other hand, are strategic initiatives designed to raise awareness of the importance of a social problem in order to achieve policy action or change (Coffman, 2002, pp.6-7). Communication campaigns involve a variety of promotional messages designed to achieve predetermined objectives (Crawford and Okigbo, 2014, p.12). Consequently, the field of health communication research focuses on implementing communication theory and public health strategies to improve individuals' health (Gupta et al., 2021, p.97).

The health communication research on issues involving health-related messaging across socio-cultural contexts shows how health campaigns are applied through mass media or interpersonal communication, with most recent research on new and social media including the importance of promoting social media engagement and interaction with the target audience (Gupta et al., 2021, p.97). Communication campaigns are defined by their objectives and methods (Paisley, 2001; Paisley & Atkin, 2013; Rogers & Storey, 1987), with Atkin (1981, p.265) defining them as “promotional messages in the public interest disseminated through mass media channels to target audiences using a methods approach. The methods for communication campaigns today encompass more than the mass media to include special events, interpersonal communication, and personal influence”. Such campaigns have been described as the most effective way to promote health and educate the public about healthy habits (Crawford and Okigbo, 2014, p.11). In terms of objectives, Paisley (1989, p.16) defines a communication campaign as “one group's intention to influence other groups' beliefs or behaviour using communicated appeals”, while Atkin and Rice (2013, p.22), Rice and Atkin (1989, p.7; 2009), and Rogers and Storey (1987, p.7) agree that it represents a purposeful effort to inform or impact behaviours in a relatively large public or subgroup of audiences within a specific period using a set of

communication channels and activities. To shape behaviour toward desirable social outcomes, public communication campaigns often share messages using traditional mass media including print, television, and radio, as well as new media such as video, email, social media platforms, online forums, and blogs with a large audience.

Health communication campaigns are considered a subset of public health communication (Logan, 2008, p.78) and can be “informative or persuasive” (Atkin, 2001), incorporating interpersonal communication or mass media to change health-related behaviours (Crawford and Okigbo, 2014, p.12). They can focus on disease prevention, health promotion or provide educational interventions and social marketing programmes (Zhao, 2020, p.11) in the attempt to change public awareness or knowledge about a disease or situation with a view to altering attitude dimensions and influencing individuals to take a specific action or review how they cope with a condition. This requires any organisation conducting such a campaign to have excellent internal relations, as this leads to successful external relations (Geçikli, 2014, p.58). Third-party channels such as journalists and media outlets, stakeholder organisations, social media influencers and advocates can amplify and broadcast messages to reach target audiences to achieve campaign goals (Hosking, 2020, p.218). There is a consensus around the steps which should apply to developing and implementing health communication campaigns: identify campaign objectives and target audience; develop message strategies; disseminate campaign messages using a diversity of appropriate strategies and channels; and conduct systematic review research to assess campaigns (Atkin & Rice, 2013; Hornik, 2002; Institute of Medicine, 2002).

Schiavo’s (2007, p.288) health communication framework echoes these, as it includes planning (research and audience-based, structured approach, and strategic process), implementation and monitoring (programme delivery, monitoring results and audience feedback), evaluation, feedback, and refinement (start during planning and continue through the whole communication process). This resembles an earlier framework by O’Sullivan et al. (2003): analysis of the situation, design communication strategy, managing or implementing the plan, and evaluation. The similarities between these frameworks reveal the basic components of the PR planning process for developing and implementing campaigns. The framework of O’Sullivan et al. (2003) is particularly relevant for exploring Saudi charities’ breast cancer campaigns as it focuses on situational analysis, which is an important step for PR to provide a detailed explanation of strengths and weaknesses within the organisation and opportunities and threats from outside. It includes sources of information from internal and external audiences to identify and gain a deeper understanding of issues, listen to the public, assess audiences, identify communication

approaches, create an effective action plan, design communication strategy, manage or implement a plan, and conduct evaluation. These elements can lead to an effective health communication campaign, the details of which are discussed in the next section.

## **2.5 Developing Effective Communication Campaign Strategies**

Mendelsohn (1973) argued that campaigns can succeed when creating and developing strategies either for audiences who lack interest or for those who have an interest in the information but research-based approaches are needed (Mendelsohn, 1973, p.51). Effective communication does not stop with spreading a specific message but requires strategic and tactical planning for effective media campaigns that seek to influence the awareness of the target audience by setting realistic and explicit goals. He noted that it is also necessary to analyse the target audience in terms of demographics, economics and cultural factors. The majority of media communication campaigns fail due to their lack of consideration for the application of social sciences, but integrating the findings of social science research can make campaigns more effective through setting goals and appeals, and bring about a change in behaviour (Mendelsohn, 1973, pp.50-52). Mendelsohn (1973, p.50) criticised Hyman and Sheatsley's (1947) underlying causes of the failure of information campaigns, citing two failed campaigns, the National Drivers Test and A Snort History (an anti-drink-drive campaign), which failed due to audiences' lack of interest, apathy and the absence of information. A useful study is that of Noar (2006, pp.24-25), which reviewed mass media health communication campaign literature from 1996 to 2005 to identify effective campaign design principles. The findings revealed the main principles to be: conduct formative research, use specific central theories relevant to numerous aspects of public communication, audience segmentation, message determinants of the channel selection and choice, process evaluation, message exposure, and outcome evaluation. Noar (2006, p.32) additionally suggested areas for future research, acknowledging that other factors which are not routinely considered may also prove to affect campaign outcomes. It was recommended that further meta-analyses of mass media campaign literature be carried out to provide more evidence from which to derive principles. Planners should be able to create campaign paradigms by implementing these principles and established planning processes, although attention should be paid to choosing campaign theories as each comes with its own set of implications (Noar, 2006, p.32). Campaign designers should seek creative and innovative message design and development. With the ultimate goal of public health campaigns being to change behaviours, a



primary objective should be to systematically understand how to change the particular behaviours of the target audience (Zhao, 2020, p.12).

With the concept of PR defined and its technical and managerial functions examined in both a general and a KSA-specific context, and with public health communication approaches reviewed in this section, the next section turns to PR campaign frameworks and their relative utility.

## **2.6 PR Campaign Frameworks**

PR is an integral part of the core function of strategic management processes, so every organisation should plan and implement a PR strategic planning process framework as a guide to achieve campaign goals. The process for designing programmes requires strategic planning to address the given problem (Broom & Sha, 2013, p.565; Smith, 2013), with Chandler (1962, p.13) defining such a strategy as “the determination of the basic long-term goals and objectives of an enterprise, the adoption of courses of action and the allocation of resources necessary for carrying out these goals”. Most PR frameworks represent a four-phase process, each with similar components (Table 1, below). These begin with planning research, which is information gathered to define the problem, programme goals, target publics, objectives, action and communication. The implementation stage follows, involving communication activities and tactics to achieve the campaign goals, and the frameworks end with measures used in evaluation of the preparation, implementation, and impact of the programme (Broom & Sha, 2013, p.563; Smith, 2013, p.8). Several frameworks employ four basic steps (Gregory 2010, p. 40; Smith, 2013, p.8). For example, Marston (1963) developed the RACE model (research, action, communication, evaluation) in *The Nature of Public Relations*, Kendall (1992) later adapted this to the RAISE model (research, adaptation, implementation strategy, evaluation) in *Public Relations Campaign Strategies*, and more recently, Hendrix (2000) defined the ROPE model (research, objectives, programming, evaluation) in *Public Relations Cases*. Other frameworks include Gregory (2010, p.48) and Broom and Sha (2013, p.264), who developed a strategic planning PR process: defining PR problem, planning and programming, taking action, and communicating and evaluating the programme. Smith (2013) developed a nine-step strategic PR framework, which is followed in the current study as it is the most relevant to examine breast cancer campaigns in Saudi charitable organisations.

Table 1: Overview of PR Programme Planning Frameworks

Study	PR campaign framework
<b>Marston (1963)</b>	Research, Action, Communication and Evaluation.
<b>Kendall (1992)</b>	Research, Adaptation, Implementation strategy and Evaluation
<b>Hendrix (2000)</b>	Research, Objectives, Programming and Evaluation
<b>Broom and Sha (2013)</b>	<p><b>Defining public relations problem</b></p> <p>Situation Analysis, Environment, Organisation, Stakeholders/publics and Issues</p> <p><b>Planning and programming</b></p> <p>Aims/objectives, Stakeholders/publics involved, Content and Overall strategy</p> <p><b>Taking action and communicating implementation</b></p> <p>Tactical programme/organisation of people, Timing and Budgets</p> <p><b>Evaluating the programme</b></p> <p>Assessment</p>
<b>Smith (2013)</b>	<p><b>Phase 1:</b> Formative research</p> <p>Step 1: Analysing the situation</p> <p>Step 2: Analysing the organisation</p> <p>Step 3: Analysing the publics</p> <p><b>Phase 2:</b> Strategy</p> <p>Step 4: Establishing goals and objectives</p> <p>Step 5: Formulating action and response strategies</p> <p>Step 6: Using effective communication</p> <p><b>Phase 3:</b> Tactics</p> <p>Step 7: Choosing communication tactics</p> <p>Step 8: Implementing the strategic plan</p> <p><b>Phase 4:</b> Evaluative research</p> <p>Step 9: Evaluating the strategic plan</p>

### **2.6.1 Formative Research and Environment Scanning**

Formative research is crucial to fill the gap between campaign designers and their target audience (Atkin & Rice, 2013, p.13). It is the necessary first stage of the strategic planning process to gain additional information and analyse the situation on which the programme will be based (Smith, 2002, p.10; Smith, 2013, p.15; Walker, 1994, p.149). Campaign designers should first gather information on target audiences and learn about the situation through databases, surveys, or focus groups, and determine the methods or communication approaches which can be used, what the employee wants to know, when to formulate research, and consider what approaches could be used to assess audience response to the messaging (Atkin and Rice, 2013, p.13; Gregory, 2010, pp.63-67). The second step of formative research involves presenting rough message presentations to focus groups to gain reactions and perceptions from different sets of people and identify whether they understand the content of the messages and how they feel about them (Atkin and Rice, 2013, p.13).

The initial step of the planning process is an analysis of the situation (Smith, 2002, p.12; Smith, 2013, p.15) as all organisations, employees, and decision-makers need to agree on the nature of the problem to be addressed in the programme. To determine the origin of the issue, related sources of information can be explored before any new research is carried out. During the process of research and analysis, the team should maintain relationships with influential individuals and groups such as opinion leaders and media gatekeepers because this can provide further insight and ideas about the origin of the issue (Regeester & Larkin, 2005, p.64).

According to Austin and Pinkleton (2015, p.25) and Gregory (2010, p.58), when analysing the situation, specific information should be collected from both inside and outside the organisation (internal and external factors) to understand the problem and obtain relevant information. Austin and Pinkleton (2015, p.25) and Smith (2009, p.29) indicate that at this stage, the role of PR is to examine sources of information from the internal environment, write documents to define the purpose, vision, message, and relationship of the programme, and develop an inventory of organisational resources related to budgets, expenditure, personnel, equipment and staffing levels. This analysis should also involve reviewing and designing the structure of the organisation to simplify operations by defining tasks and responsibilities by organisational units (Gregory, 2010, p.57; Smith, 2009, p.29).

Useful sources of information to carry out this task are biographies of members of the organisation, source documents, publications and reports, decision-makers' views on issues, existing surveys, internal websites, social media, and records related to internet use (Austin and

Pinkleton 2015, p.25). Sources of information from external factors include existing surveys related to the audience from national, regional, or specialised sources, publications related to competing organisations with a position on the issue, news or broadcast coverage on the issue or the organisation, lists of government or state agencies and other key contacts who could work with the organisation, records of websites associated with the issue or organisation, and lists of key contacts, including individuals and other organisations who support or criticise the organisation or its position toward the issue.

Gathering such external information is vital when in contact with a public who have long-term relationships with the organisation from information networks inside and outside of it, including perceptions of the organisation by influential people and through media relations (Austin and Pinkleton, 2015, p.27). Kreps and Sivaram (2008, p.2334) argue that the organisation should establish a cooperative agreement with partnerships involving local media producers and journalists, while Smith (2009, p.31) suggests that at the early stage, planners should examine the external environment to determine “who are the supporters or to establish partners, asking ‘Who is your competition? Who is your opposition? Are there any external impediments to your success?’” (Gregory, 2010, p.59; Smith, 2009, p.31). Among the public are groups and individuals known as “enablers” (Smith, 2009, p.52) which include governmental agencies and authorities, media gatekeepers, opinion leaders who impact the target audience, and partnerships that the organisation may form to work on cooperative projects (Springston & Lariscy, 2005, p.227). Building a relationships and engagement with various stakeholders is important at all stages that lead to a mutually valued outcome (Rositch et al., 2020, p.2398).

Identification and analysis of key target audiences are essential for designing an effective communication campaign. The designers need to communicate with and address the correct groups of people so as to avoid wasting organisational resources and missing opportunities to reach and interact with key audiences. The designer must then examine the condition of the audience (Gregory, 2010, p.59; Smith, 2009, p.48) by gathering and analysing information that can help the campaign build unique interactions and relationships with them through culturally-appropriate messaging and awareness campaigns (Wallington et al., 2018, p.636). Identifying the secondary audience, considered a non-traditional audience, can assist in the campaign’s success due to its direct and indirect contact with the primary audience (Smith, 2009, p.51). This requires an analysis of public opinion of each audience in terms of their tendencies, desires, needs and expectations about the problem, the media or the communication methods they prefer (Bowman, 2020), and understanding of that particular audience’s economic, cultural, political,

ethnic, and lifestyle characteristics which may affect how they respond to the awareness campaign (Quesenberry, 2020, p.89; Smith, 2009, p.53; Smith, 2013, p.16).

Salmon and Atkin (2003, p.453) stress that programme designers can target three primary types of audiences in media campaigns:

1. Focal segments whose behaviour is to be changed, via direct messages to target.
2. The most appropriate influencers to form collaborations with, as this can significantly extend reach to the target audiences.
3. Policymakers who can shape individuals' health decisions and stimulate behavioural change by altering the environment.

Pleasant et al. (2020) conducted a case study for designing a programme for the inhabitants of Berkshire County, Massachusetts at the request of Berkshire Health Systems, a non-profit healthcare organisation which funded the programme and trained their staff to conduct it. The study addressed the use of the formative research process to design effective intervention programmes for chronic disease in each community, designed to take into account each group's social, cultural, economic, and political elements. The case study applied two stages of the formative research process: the first was to collect and analyse what was being said within the communities to understand the issue, and the second involved conducting interviews with community leaders and focus groups with staff members. The results were used to train professionals and design a programme for each target audience, demonstrating that formative research was beneficial in tailoring evidence-based health interventions.

### **2.6.2 Public Relations Strategy**

Zhao (2020, p.12) posits that every campaign starts with a goal, and developing goals means defining a target audience. It is essential when doing this to account for the considerable variations between target groups in each campaign, whether it is one or more than one category. Groups are usually divided by age, regardless of gender, although some campaigns are directed specifically toward males or females and therefore are divided based on gender, and this division helps determine the format of the messaging content and the tools used with each group. Zhao (2020, p.12) recommends asking "who is at risk? Who are likely to be responsive to potential campaign activities?", as the answers to these two questions can form the basis for selecting the target audiences and segmentation, which can enhance the campaign's efficiency and effectiveness (Zhao, 2020, p.12). Gregory (2010, p.90) indicates that organisations should set

specific, measurable objectives reflecting awareness, attitudes and opinions, and behaviour. A set of criteria must characterise effective and practical goals for campaign strategies (Gregory, 2010, p.89; Smith, 2002, pp.72-73). These are:

1. Time-definite: goals include a clear indication of the specific date during which the campaign objectives must be accomplished and be free of ambiguity.
2. Measurable: goals must be precise and expressed in numerical terms in order to determine the degree of change required, and not use vague phrases like “appropriate” or “reasonable”.
3. Explicit: goals must be clear and specific and the necessity of participation must be emphasised when formulating them. Each PR practitioner who participated in the campaign must share a common understanding of where the goal lies and how it can be achieved through decisive rather than ambiguous action.
4. Singular: organisations must define a single response to strategic communication programmes from one audience.
5. Attainable: goals must be realistic and implementation must be possible.
6. Challenging: goals should motivate and inspire everyone to action to reach their potential without being too easy or difficult to achieve.
7. Acceptable: goals must be acceptable to all employees in the organisation to ensure consensus.
8. Linked to research: goals should be tied to the most up-to-date research.
9. Impact-oriented: goals should be oriented toward the influence they can achieve with audiences, focusing on intended accomplishments rather than tools.
10. Public-focused: goals should be tailored to specific audiences depending on their needs and desires, with the goals for each audience being distinct from those of the others.

Objectives can be set based on goal statements which themselves emerge from the organisation’s mission or vision. This means that objectives will be responsive to particular individual issues that the organisation may identify as essential to the campaign’s effectiveness (Smith, 2002, pp.72-73).

Developing a campaign strategy is extremely important because problems at the tactical level or general programme failure mean that something may be missing which could have been implemented early on (Gregory, 2010, p.119). Smith (2002, p.93) suggests that the organisation develop general strategies for implementing the campaign through planned procedures and methods for what should be done or said in a particular context. This step of the planning process focuses on making decisions about action strategies by designing a precise strategy to reach the intended audience and achieve the desired goals. Strategic communication planners have a

number of actions at their disposal, both proactive and reactive, to handle potential problems (Smith, 2002, p.93). Proactive strategies include action strategies and communication strategies. The former require a tangible accomplishment by the organisation to achieve its objectives, including performance, audience participation, special events, alliances and coalitions, sponsorships, strategic philanthropy, and activism, while the latter involve publicity, newsworthy information, and transparent communication (Smith, 2002, p.94).

This step in the process involves planning how the organisation will communicate with its target audience (Smith, 2002, p.113), with PR crafting culturally-specific message content strategically and carefully (Broom and Sha, 2013, p.676). Presenting messages repeatedly is often effective because this increases the chance they will be heard and passed on, and doing this via a variety of media and communication platforms can help reinforce credibility (Gregory, 2010, p.115). To this end, campaign designers should consider what the most effective communication tools might be to communicate with the target audience, using the following questions: How is the message crafted? Who is providing the message? What content should the message contain? What is the message to be published? How should the message be designed? What kind of words and symbols should be used? (Lang, 2006, p.S62).

For developing a message, Broom and Sha (2013, p.682) propose four fundamental strategic aspects:

1. Every individual is subject to many sources of influence; the communicator's message is typically only one small source of influence.
2. Every person has a tendency to pay more attention to certain types of communication methods (e.g., television).
3. Media create separate societies because use of each builds a sense of community, whether the organisation participates or not.
4. Media have a wide diversity of influences on a person including collective knowledge and behaviour, not all of which are easily measurable.

Smith (2002, p.113) describes three approaches used in the communication process in the field of PR: "information, persuasion and dialogue". The first, information, involves asking if the message includes understandable content (symbols, pictures or words) and by which communication channels it is transmitted from the sender to the receiver (or if it is face-to-face). The second, persuasion, is an effective method of influencing and an inherent part of the process of social interaction (Smith, 2002, p.115). Employing persuasion in PR programmes is related to

the use of the asymmetric two-way model and advocacy which aim at effective communication strategy (Bowman, 2020). The effect of the message begins through persuasive communication to influence the attitudes and actions of the audience: PR practitioners often seek to persuade audiences to agree with a particular concept, take an action, or support a candidate (Bowman, 2020; Smith, 2002). Gregory, (2010, p.115) the third approach, dialogue, relates to deep engagement between two people or a group of people with different views, attitudes, or opinions. Practitioners in organisations communicating with the public may use two-way symmetrical communication focusing on mutual respect, rather than merely seeking to fulfil their own needs. Dialogue is based on the concept of resolving conflicts of interest between two parties where the resolution involves making peace, and on the concept of consensus building, in which practitioners seek unanimous agreement with others to find solutions and overcome barriers.

### **2.6.3 Public Relations Tactics**

Implementing strategy is a primary part of the planning process. This stage requires understanding why and how the strategic plan can be effectively implemented, with the stage of communication tactics involving the visible components of a strategic plan (Smith, 2002, p.153) as communication and exchange of ideas is the basic function of PR, including direct communication such as telephone and e-mail, and public media (Atkin, 2001, p.11; L'Etang, 2008, p.18).

Communication media and tactics can be categorised into four elements: interpersonal communication, organisational media, news media, and advertising or promotional media (Smith, 2002, p.155). Interpersonal communication tactics have a stronger influence on the public than other types of communication and can be controlled in a way that allows the organisation to manage the message and its delivery (Bowman, 2020 ; Smith, 2002, p.156; Chichirez and Purcărea, 2018). Smith (2002, p.157) argues that interpersonal communication can help organisations communicate with their audiences in ways that can significantly impact what they know, and particularly how they feel regarding that information. Consequently, this tactic is useful for both the persuasion and dialogue patterns of communication (Smith, 2002, p.157). Interpersonal communication tactics can be divided into three categories:

1. Personal involvement: A strong form of communication that helps organisations create two-way dialogue with the public involving organisational or audience sites.
2. Information exchange: Education, conferences, product exhibitions, speeches, and meetings.



3. Special events: Art and sporting events, historic commemorations, and social and civic events (Smith, 2002, p.158).

PR programmes can be considered “contact and convince” or “contact and dialogue” (Gregory, 2010, p.120). The first means identifying relevant target audiences and selecting an appropriate communication channel to contact them, and the second refers to communicating with the public so they believe or act in a certain way to create a platform for dialogue. Gregory (2010, p.121) and Smith (2002, p.167) argue that PR practitioners should carefully choose the combination of techniques used to target the public and strike a balance between activities so they complement each other to provide a powerful mode of communication. Fawkes (2001, p.15) notes that an organisation can publish using a number of media tactics. Publications, for example, may include print materials produced and printed by the organisation, such as newsletters, leaflets, brochures, and annual reports. Smith (2002) states that direct mail, such as letters, memos, postcards, and invitations, is a type of organisational print media that can be addressed to individual recipients, while miscellaneous print media includes posters, window displays, bulletin boards and recognition programmes (Fawkes, 2001, p.15). Audio-visual media may incorporate video and computer-based options, which overlap with electronic media such as robocalls, podcasts, and non-broadcast videos (Smith, 2002). Further, social media contains blogs, social networks, and wikis (Kent, 2010, 645). News media tactics provide content conveyed via journalistic organisations: newspapers, magazines, radio, television and interactive news media (Smith, 2002, p.168). These can provide PR with several advantages not linked to tactics in other categories (Smith, 2002, pp.176-177). News media generally reaches larger audiences than those possible with organisational media, and offers free publicity in contrast to the built-in costs of organisational media and advertising fees. News media is uncontrolled and can editorialise and add information to an organisational campaign message. Broom and Sha (2013, p.681) argue that PR activity aims to frame news through numerous media approaches to make organisations newsworthy and gain the attention of journalists.

Smith (2002, p.168) indicates four general ways to present information through news media: direct news material, indirect news material, opinion material and interactive new opportunities. Direct news material is a frequently used category including news releases, social media releases, news factsheets, audio news releases, and online newsrooms. Indirect news material involves relationship development with journalists and editors, while opinion material refers to guest columns and letters to the editor (Bowman,2020). Interactive news material incorporates news conferences and availability for interviews, and advertising forms the final category of media-

related communication tactics which provide controlled access to large audiences (Smith, 2002, p.195). Print advertising media, electronic media, out-of-home advertising media and promotional items have increasingly been able to target specific audiences, thus allowing campaigns a greater focus with targeted media, both print and electronic (Smith, 2002, p.196).

Media campaigns run according to a plan written for research results and recommendations for strategy, tactics, and evaluation to achieve specific goals: when messaging and communication channel tactics are decided to deal with specific topics, planning calendar and budget are two major areas of concern for the campaign (Smith, 2002, p.211). Therefore, as Gregory (2010, p138) describes, setting a schedule for campaign implementation is important to convert all phases into executive programmes, and here it is necessary to specify the details of the campaign to be implemented in line with a timeline of tasks as a basic element of campaign success which includes the stage of campaign preparation, the duration of the campaign, and the timing of broadcasts or publications. Planning calendars are necessary to deal with a range of tactics and manage different programmes at the same time, as the pattern and frequency of communication tactics require specific time requirements (Smith, 2002, p.213). Repeating campaign messages, especially through different kinds of media, increases retention among target audiences and adds to the trustworthiness of the message through third-party endorsement by different media gatekeepers (Gregory, 2010, p.115). The campaign must also set budgets and financial allocations to cover all needs and develop the resources necessary to achieve its goals, with expenses including the costs of activities, equipment, staff, and media. Management of the campaign can identify the human elements and technical capabilities necessary to implement its activities, as well as the mass media and other activities that can be practised (Smith, 2002, p.216).

#### **2.6.4 Evaluation**

The final, critical step in the planning process is evaluation, as it measures the effectiveness of the communication strategies used in the health campaign. Atkin and Rice (2013, p.13) point out that designing an effective campaign requires extensive formative evaluation research. In the first stage, campaign designers gather information to identify the tendencies of the audience through surveys, databases, patterns of channel usage, and assessment of primary and secondary sources. During the campaign, messages are revised and reviewed, and qualitative reactions are obtained through personal interviews and focus groups. Several techniques can be used to collect information to evaluate campaign messaging: “focus group interview, individual in-depth interview, self-administered questionnaires, central location intercept interview, theatre testing,

survey and day after recall” (Atkin & Freimuth, 2001, p.139). Kim and Ni (2013, p.12) note that PR departments often focus on measuring output objectives and processes immediately after implementing activities and aiming at campaign goals, but the ultimate goal of any campaign is to construct healthy relationships with strategic publics (Kim & Ni, 2013, p.12). The intended effect of the communication programme relies on monitoring both process and outcome objectives because the former are not achieved without the latter. It is therefore necessary to make periodic modifications when implementing programmes and follow up on what goals or objectives have not been achieved in order to identify the obstacles to its implementation or the reasons for its failure (Kim & Ni, 2013, p.12).

Outcomes measure the degree of actual influence of what was planned. Understanding the audience’s position on the topics of the campaign in terms of the attention they paid, their comprehension, any changes to their behaviour and the extent to which they retained the content of the campaign can help planners identify problems that may hinder the continuation and success of the campaign and try to eliminate them with appropriate solutions (Kim & Ni, 2013, p.12). Kreps (2014, p.1452) recommends formative evaluation to provide relevant data for improving health communication programmes, as this seeks to identify target audiences to address health issues. Formative research is essential when assessing health programmes because the designers can determine the convenience of addressing the particular public health risk (Kreps, 2014, p.1457) and conduct tests to determine the effectiveness of the messaging strategies in relation to the different types of communication and channels which can spread health messaging. However, although PR measurement and evaluation of specific programmes is significant in addressing how to improve health intervention, it can be challenging for PR practitioners to carry out (Kreps, 2014, p.1452).

Walker (1994, p.150) found that some PR practitioners face difficulty in measuring outcomes for different organisations, and so “did not ask people whether they heard about the programme through an advertisement or a publicity story”, and L’Etang (2008, p.18) similarly found that evaluation remains a problem in PR practice as practitioners tend to focus on media output without defining or understanding the situation or what led to changes in the target audience’s behaviour. Kreps (2014, p.1455) further argues that although gathering evaluation data from respondents’ self-reports, survey tools such as interviews, focus group discussions, and questionnaires often provides interesting data, target audiences can be biased, particularly with regard to questions related to healthcare and clinical contexts. Participants may answer questions in ways that they think will make them look good, or simply say what they think will satisfy the

researcher to quickly conclude the survey, so researchers need to collect additional data to validate the accuracy of self-report responses from records, observations, and textual analyses. Planners should combine data collection strategies including interviews, focus group discussions, and surveys to analyse the differences between audiences in order to more accurately segment them and develop more effective campaigns by understanding the needs of unique groups (Kreps, 2014, p.1454).

PR also faces difficulty in measuring campaign outcomes in terms of the effect of the messaging and whether or not it achieves its goal, even more so when this involves culture, social norms or attitudes (Walker, 1994, p.151). Negative outcomes can, however, be avoided with a well-constructed strategic plan for a PR campaign. The frameworks and steps described in this section must be populated with effective messaging: the next section discusses strategies for health campaign messaging to provide further context for this study's focus on the nature of designing breast cancer campaign messaging.

## **2.7 Messaging Strategies in Health Campaigns**

In order to design effective messaging appropriate to the target audience, campaign planners must understand health-related messaging strategies which can help promote a cause and educate the public. These strategies are detection, prevention, appeals and gain or loss-framed messaging, each with their own benefits and drawbacks.

### **2.7.1 Messaging Types**

Health communication campaigns generally utilise detection and prevention messaging. Most intervention messaging relates to what people ought to do to prevent the occurrence of a disease or to seek early diagnosis (Anghelcev & Sar, 2011, p.483). Messages which highlight behaviours the audience can adopt to prevent the emergence of a disease are known as “prevention health messages”, while those that encourage the audience to engage in behaviours that lead to early diagnosis of the health problem are “detection health messages”. The distinction between these is frequently a function of the essential nature of the act or behaviour advocated by the message (Anghelcev & Sar, 2011, p.483). Effective messaging can carry information about skills relevant to prevention and screening practice (Moriarty & Stryker, 2007, p.487), which is especially critical for breast cancer: Smith et al. (2009) reports the position of the American Cancer Society that early detection and screening for breast cancer play a key role in reducing the disease's incidence and mortality rate.

Smith et al. (2010) emphasise the importance of reminding women of messaging related to breast cancer in order to impact health-related behaviours after first exposure to it, as awareness, detection, prevention and treatment messaging can be effective only if it is memorable. Smith et al. (2009) conducted an online survey among 359 women with regard to breast cancer messaging categorised into friends, family, media, and medical professionals. The results showed that 60% of women could recall a memorable message, describe it, recognise its source, and notice whether it led to prevention or early detection behaviours. The media was found to be the main source for all four types of messaging (awareness, prevention, detection and treatment), so the effectiveness of health communication campaigns relies on appropriate media planning decisions. Campaign designers can target individual broadcasts in traditional and online media to design messages that can invoke positive or negative emotions, including fear (Anghelcev & Sar, 2011, p.492).

Health communication messaging which appeals to fear can be effectively used to bring about changes in women's health-related behaviour. Witte and Allen (2000, p.591) define fear as "a negatively valenced emotion, accompanied by a high level of arousal", so making appeals to fear is considered a controversial strategy. Some research studies support the use of fear in health communication (Emery et al., 2014; Njoroge & Mberia, 2014, p. 549; Rogers and Deckner, 1975; Roskos-Ewoldsen et al., 2004; Tannenbaum et al., 2015; Witte et al., 2001), while others do not (Kessels et al., 2010; van Riet & Ruiter, 2013). Supporters of fear appeals claim that most logical and reasoned messaging rarely gains much attention because audiences do not make decisions about issues of risk on a completely logical basis; most people rely on their emotions (Witte et al., 2001, p.1). Tannenbaum et al. (2015) state that convincing messages involving fear appeals aim to impact attitudes, intentions, and behaviours. Fear appeal messaging can be affected by attitudes toward the threat and attitudes toward the behaviour, and it is essential to consider the influence of fear appeal messaging on these attitudes as it may have unforeseen negative consequences (Roskos-Ewoldsen et al., 2004, p.50). Emery et al. (2014, p.286) found that fear message-based campaigns may have been better received among the public than those employing other messaging strategies, as reactions to the campaign from specific Twitter users showed greater engagement with messaging of a higher perceived threat than messaging of a lower perceived threat.

Fear appeals are often considered the most persuasive strategy for health risk messaging, and are therefore frequently employed in health campaigns (Witte et al., 2001, p.1) across the disease prevention and health promotion spectrum, from breast cancer self-examination through the use of sunscreen to prevent skin cancer to reducing the use of alcohol while driving. Fear appeals

have been used in many media campaigns to encourage women to engage in behaviours for the early detection of breast cancer (Witte & Allen, 2000, p.592). Witte et al. (2001, p.2) point out that they are used to design messages of persuasion to protect health and prevent disease by stirring up fear of death or injury if the audience fails to do what the message proposes. Rogers and Deckner (1975, p.229) argue that an appeal must include threatening and effective information sufficient to provoke fear and bring about adaptive behavioural responses. Witte and Allen (2000, p.604) build on this, noting that messaging with a sufficiently high level of fear appeal leads to greater acceptance of the message regardless of the level of effectiveness.

Tannenbaum et al. (2015, p.1196) divide fear appeals into three aspects: the content of the message, the behaviour proposed, and the audience's attributes when receiving the message. They showed that a fear appeal can have a positive impact on attitudes, intentions, and behaviours when the message focuses on self-efficacy, high depicted severity and high depicted susceptibility, is used one time only and with identified targeted audiences. Related to this, Njoroge and Mberia (2014, p.549) identify two elements of threat, vulnerability and severity. Vulnerability refers to the probability that a person will develop breast cancer depending on varying rates at different ages and with particular risk factors, while severity relates to how debilitating the breast cancer is as represented in messaging on rates of mortality and treatments including "mastectomy, radiation, disease costs, and physical and emotional suffering". Weak fear appeal messaging frequently fails to encourage behavioural change, but if used effectively, can nevertheless stimulate some changes, particularly in intention and attitude. This can be amplified with powerful efficacy messaging which encourages the target audience to think they are able to action the recommended behaviour (Witte & Allen, 2000, p.606).

Health messaging can be framed in terms of a gain or a loss. Gain-framed messaging focuses on the benefits an individual can accrue by following the guidance of the health message (Betsch et al., 2016, p.821; Wansink & Pope, 2015, p.5). Okuhara et al. (2014) explained that when information is framed to highlight possible benefits, the public are more amenable to it in order to secure those gains. Conversely, loss-framed health messaging showing what the audience stands to lose can lead them to behave in ways which prevent these losses (Betsch et al., 2016, p.813). Loss-framed messages have been found to be beneficial in encouraging detection behaviours, whereas gain-framed messages are more effective at motivating the adoption of prevention behaviours to reduce the risk of disease (Rothman et al., 2003, pp.282-283). Research has determined that loss-framed messaging can enhance the rate of cancer screening: Abood et al. (2002) found that women who are exposed to negatively-framed messages are six times more

likely to get a mammography screening than those who are not, and Meyerowitz and Chaiken (1987, p.500) showed that women who read a negatively-framed booklet detailing the hazards of not conducting breast self-examination subsequently demonstrated more positive intentions and attitudes toward the practice, and carried it out more regularly than those who had read gain-framed information.

In a study on the impact of skin cancer messaging on the sun-protection intentions of 533 young adults, Hevey and Dolan (2014, p.1003) found that gain-framed messaging was more effective at influencing approach-oriented individuals, while loss-framed messaging better influenced those who were more avoidance-oriented. Okuhara et al. (2014) analysed message framing in cancer screening articles in local newsletters published in 23 wards in central Japan, and discovered that they were largely gain-framed. They concluded that this represented a missed opportunity to convince readers to seek out cancer screening. Wansink and Pope (2015, p.8) later found that some gain- and loss-framed messaging has been unsuccessful due to a failure to focus on the characteristics of messaging and the particularities of the target audience. There are challenges and obstacles with regard to all health messaging, however, especially around cancer. The following section therefore outlines the key factors which affect the success of breast cancer health messaging.

### **2.7.2 Obstacles to Messaging**

It is often the case that various obstacles mean breast cancer health messaging is not successfully transmitted to women. One of these is that key messaging may be inaccurate. A study by Mazor et al. (2010) within the Cancer Research Network recruited 44 adults from three sites to view six video messages about skin, colon, prostate, cervical and breast cancer screening or prevention, transmitted on television and the internet. They found that the health messaging in the video regarding skin cancer stated a recommendation for medical examination when the diameter of a mole reaches one-half inch to one inch, but medically, moles should be further investigated if they are one-quarter inch in diameter (Mazor et al., 2010, p.140). Reyna (2008) has stated that inaccuracies in health information may contribute to common misconceptions and poor comprehension of a health condition. Information presented to the target audience may be edited or vague, but conversely may be too much to easily remember and respond to, so it is beneficial in health risk messaging to deliver no more information than is necessary. Naik et al. (2012) highlighted the fact that statistical information related to health is often presented to patients in

large quantities, and can be misconstrued or misreported by journalists to create an attention-grabbing headline or by politicians for manipulative purposes.

Ghio et al. (2021, p.8) found that inconsistent messaging from diverse sources can harm health, and uncertainty and miscommunication may prevent individuals from committing to preventative behaviours. As a result, campaign planners should focus on clarity, simplicity, transparency and unified messaging, with consideration of the knowledge, concerns, cultural values, interests and priorities of each target audience. This requires tailoring messages to different groups in line with varying levels of literacy as the content of messages must be understandable to audiences regardless of personal or socio-cultural barriers. The study by Ghio et al. (2021, p.8) determined that unified messaging can increase public confidence, and that planners must take careful consideration of how to transmit public health messaging by selecting the appropriate tools for each target group because delivery methods for older populations differ from those for younger populations: older audiences may be more receptive to mass media, while younger people may only pay attention to social media, for example.

The second prominent obstacle to women receiving health information is insufficient clarity on essential concepts. Exploring breast cancer screening messaging in videos aimed at women between 40 and 49 involving recommendations from primary care experts, Mazor et al. (2010, p.140) found evidence of misunderstandings, oversimplification and exaggeration of the facts in order to arouse interest in the negative impacts. When an individual misunderstands a news report as a causal relationship, such as reports on an individual developing prostate cancer as a result of a sedentary lifestyle, this may lead to a dismissal of all such reports (Mazor et al., 2010, p.140). Carlsson and Strang (1997, p.46) previously warned that cancer misunderstandings may increase levels of fear, making cancer patients more difficult to deal with. Research indicates that patients' health-related decision-making with regard to screening practice can be compromised by a lack of understanding of common terms and principles (Armstrong & Murphy, 2008; Kilbridge et al., 2009). Mazor et al. (2010, p.128) identified a gap in the health literacy research regarding comprehension of health messaging in applied settings. Although this applied to both written and spoken media, Cox et al. (2011, p.223) note that patients' level of health literacy may influence their ability to understand and provide informed approval for clinical examination because the information often relies heavily on written messages. They also state that advice about therapy and treatment side effects is frequently transferred only through printed material such as a leaflet. Women with low levels of literacy may misunderstand the context and form incorrect



conclusions. Patients like this may replace written sources of health information with other sources like television or radio.

A study conducted by Cox et al. (2011, p.225) at Eastbourne District General Hospital in England between November 2009 and April 2010 on health literacy levels in female participants with breast cancer found that the majority of women were able to read the written material and that their level of health literacy was higher than other patients. However, while only 9% of the women were unable to read to a sufficient level to understand the material, 19% demonstrated functional health illiteracy, representing a high proportion of patients who could not understand the written information they were given about their health condition (Cox et al., 2011, p.225). Findings such as these further reinforce the importance of tailored health messaging. Kreuter et.al. (2000) highlighted studies which have found that tailoring messages increases their effectiveness and improves behavioural effects, including taking on board recommendations for early detection of breast cancer and adherence to cancer prevention advice. Doak et al. (1998, p.154) suggest that breast cancer messaging should be presented in a simple, clear way in order to maximise the number of women who can understand it: physicians can minimise the misunderstanding of messaging by designing techniques to enhance recall of the message and encouraging patients to provide feedback. Appropriate messaging strategies and design during Breast Cancer Awareness Month campaigns in the KSA are explored later in this study, which takes as a necessary framework Rogers' (2003) Diffusion of Innovations (DOI) theory. The next part of this literature review explores this theory in depth, explains its interactions with PR, and provides examples of implementing DOI as a theoretical framework for cancer research in health studies.

## **2.8 Diffusion of Innovations Theory of Public Communication Campaigns**

The DOI theory (Rogers, 2003) is appropriate to many aspects of public communication campaign strategies, plans, processes, and implementation. A theoretical framework to identify the reasons why individuals do or do not adopt new information technologies and to understand the spread of innovative information technologies within and among members of society, it consists of four elements: innovation, communication channels, time and social system (Rogers, 1995; 2003). DOI also outlines five characteristics of innovation adoption that campaign messaging may take into account to maximise uptake: relative advantage, compatibility, complexity, trialability, and observability, along with the five adopter categories previously mentioned to unify the social system based on innovativeness, in order of their rate of adoption of innovation (innovators, early adopters, early majority, late majority, and laggards) (Rogers,

1995; 2003). Finally, the theory describes the five stages of the innovation-decision process: knowledge, persuasion, decision-making, implementation, and confirmation (Rogers, 1983, p.168; 1995, p.166).

The DOI theory is capable of tracking considerable changes in human behaviour (Rogers, 2003, p.419) as it presumes that social networks can broadcast messaging and individuals can adopt new ideas through diffusion (Rogers, 2003, p.331). Rogers (1995, p.5; 2003, p.5) defines diffusion as the procedure by which innovation can be disseminated over time between members of the social system, with innovation representing the process which results in the emergence or introduction of a new idea, practice, or product that can be adopted by the public or another unit (Rogers, 1995, p.11). For Rogers (1995, p.6; 2003, p.6), diffusion is a particular form of communication through which messages are relayed and new ideas are formed, as well as a kind of social change comprising a process by which change is made in a structural framework to functions in the social system. Social change can occur when new ideas are created, diffused, and accepted or rejected (Rogers, 1995, p.6; 2003, p.6). Dearing and Kreuter (2010, p.101) describe DOI as “a social process that may or may not occur after the dissemination of information about a new practice, programme, or policy has occurred”. Several factors are necessary for the success of DOI. The theory focuses on four elements: innovation, communication channels, time and the social system (Rogers, 1995, p.10; 2003, p.11).

The first of these, innovation, is an idea, practice, or goal that a person or entity accepts as new (Rogers, 2003, p.12). The five characteristics to measure the value of innovation are relative advantage, compatibility, complexity, trialability and observability (Rogers, 2003, p.15). Relative advantage is the degree to which the individual perceives benefits or advancement that accrue to them when adopting the new idea; the extent of interest is often explained in terms of economic or social benefits. Compatibility refers to perceptions of the innovation “as being consistent with the existing values, past experiences, and needs of potential adopters” (Rogers, 2003, p.15). The more an individual identifies innovations with their own beliefs, standards, and previous practices, the greater the chance of spreading that information. However, if the innovation conflicts with these things, the adoption process will be hampered (Bennett et al., 2009, p.183). Complexity estimates how difficult to understand and use a community member considers the innovation to be (Rogers, 2003, p.16), while trialability refers to the extent to which an individual can experience the innovation within a specific scope before making a final decision. The greater the potential for a community member to try out the new idea, the more likely it is that it will be adopted by the community (Rogers, 2003, p.16). The extent to which

the results of adopting the new idea are visible to others is observability. High observability may increase the chances of adoption if the consequences are perceived as useful (Rogers, 2003, p.16).

Communication channels are the second element of the diffusion process. Communication is “the process by which participants create and share information in order to reach a mutual understanding” (Rogers, 1995, p.35), referring to any way in which information is transmitted from one person to another (Rogers, 2003, p.18). The success of new ideas depends on their spread, which is achieved through the use of communication channels such as new media and mass media (radio, television, newspapers) and interpersonal communication channels, through which ideas are transmitted and experiences and opinions about them are shared within the social environment (Rogers, 1995, p.18). As mass media is an instantaneous, direct way of disseminating information among a large number of people, it has a strong impact on diffusion (Kreps & Sivaram, 2008, p.2334; Rogers, 2003, p.18; Yanovitzky & Blitz, 2000, p.118). However, interpersonal communication channels, particularly face-to-face, are the most effective means of convincing people to accept an innovative idea, especially between participants with the same level of education and socioeconomic status (Rogers, 2003, p.18). This has been found to apply to breast cancer messaging, and is based on the fact that channels of personal communication are more accurate and reliable; when the two-way communication is a patient conversing with a healthcare provider, the patient needs to receive accurate and credible information about breast cancer diagnosis, survival and treatment (Kreps & Sivaram, 2008, p.2333; Yanovitzky and Blitz, 2000, p.118). Diffusion is a sort of communication in which people exchange messages to enable them to adopt new ideas, placing communication at the centre of change and innovation (Rogers, 1995, p.6). The process of information exchange involves an innovation, individuals with sufficient knowledge or experience about the innovation, individuals lacking this knowledge and experience, and communication channels connecting the two units (Rogers, 1995, p.17).

Time is the third element of the diffusion process. Decision-making for adopting innovations requires time to elapse from first exposure until its adoption or rejection. The rate of adoption is defined as the proportion of members of a community who adopt the innovation over a specific period of time (Rogers, 1995, p.20). The fourth element, a social system, is described by Rogers (2003, p.24) as interconnected units engaged in a cooperative problem-solving activity to achieve a goal. Social systems can be members or units including “individuals, informal groups, organisations, and subsystems”, with opinion leaders often exemplifying the behaviour of the

system, as these individuals can influence the behaviour or attitudes of others to adopt certain ideas and reach desired goals (Rogers, 1983, p.37).

In addition to these four key elements, the theory incorporates five adopter categories to unify the social system based on innovativeness. The speed of innovation adoption is known as the rate; based on this, the adoption scale is likely to be influenced by the social system (Rogers, 2003, p.221). Rogers (2003, p.301) states that this rate, whether it ends in acceptance or rejection, relies on opinion leaders, and classified groups of users in the social system based on their rate of innovation adoption. Innovators are the first to adopt an innovation, representing 2.5% of the individuals in a social system (Rogers, 2003, p. 280). They have great interest in new ideas, are exposed to a high level of media, and possess contacts beyond their peer groups and social system. Innovators are able to comprehend and apply technical knowledge with a high degree of certainty with regard to a given innovation (Rogers, 2003, p.282). The second group, early adopters, are the most integrated with the social system (Rogers, 2003, p.283) and are often in leadership roles, presenting as role models for others who respect them for their wise decisions (Rogers, 2003, p.283). Between them, innovators and early adopters represent 16% of the individuals in a social system (Rogers, 2003, p.280). The next two groups, early and late majority adopters, represent 68% of the social system, and laggards, the slowest innovation adopters, comprise 16% (Rogers, 2003, p.281). The characteristics of early and late adopters differ considerably. Innovators, early adopters, and the early majority are responsive to change and have more personality variables, a social or financial advantage, and positive communication behaviours that later adopters may lack (Rogers, 2003, p.298). Davies and Macdowall (2006, p.39) argue that the essential variables which determine the rate of innovation adoption are age, media exposure and disposable income.

Socioeconomic characteristics, personality variables, and communication behaviour are three characteristics of adopters (Rogers, 1983, p.250). Little age difference has been found between early and late adopters. Research examining the relationship between age and innovativeness is divided, as approximately half of studies on the subject fail to find one, although correlations have been found between education level and innovativeness in earlier adopters, with later adopters having fewer years of education than earlier adopters (Rogers, 1983, p.250). Later adopters may also have lower social status than earlier adopters in terms of “income, lifestyle level, possession of wealth, occupational prestige, and self-perceived identification with a social class” (Rogers, 1983, p.250). In terms of personal factors, earlier adopters have been shown to demonstrate greater levels of empathy than later adopters, are more able to cope with uncertainty

and risk, have higher levels of motivation to achieve, and aspire in education and the workplace (Rogers, 1983, pp.257-258). Moreover, earlier adopters are more interconnected than later adopters in the social system, have more change agent contact, greater exposure to mass media and interpersonal communication channels, more actively seek information about innovation, have greater knowledge of innovations, and are more likely to be opinion leaders (Rogers, 1983, p.259).

Rogers (1983, p.164; 1995, p.164) describes the five stages of the innovation-decision process:

1. Knowledge: At this stage, the individual becomes conscious of the innovation process and acquires understanding of how it works. Knowledge is formed when the adopter obtains information on how to benefit from and use the innovation correctly. Therefore, successful adoption relies on comprehension of the innovation because reluctance may result in the absence of qualitative knowledge (Rogers, 1983, p.168; 1995, p.166).
2. Persuasion: After understanding the innovation for some time, the individual forms an opinion about it and adopts favourable or unfavourable attitudes towards it.
3. Decision-making: After becoming cognisant of the benefits and downsides of the innovation, the individual searches for ways to engage in activities that reveal the consequences of adopting or rejecting it.
4. Implementation: The individual experiments with and applies the innovation.
5. Confirmation: The individual reinforces the innovation decision already made.

The DOI model functions as a theoretical framework to study how planning for PR programme framework innovation is implemented and diffused, and aligns well with the diffusion and adoption of innovations in the field of PR and communications. It is appropriate for this study as the focus lies on examining the basic processes, strategies and planning of breast cancer awareness campaigns in Saudi cancer charities which seek to encourage behavioural change among their target audiences, and so DOI as a theoretical approach could guide charities toward constructing social and behavioural change communication programmes or accepting new technologies which represent innovation in raising breast cancer awareness. This thesis intends to provide a new model of Saudi PR in non-profit health organisations by combining the DOI theory (Rogers, 2003) with the PR programme planning framework of Smith (2013) to facilitate the achievement of campaign goals. The interaction of these can help practitioners improve by adopting new knowledge and gaining a general outline of how to plan and implement a PR strategic planning process framework to address the problem of breast cancer in the KSA. The DOI theory places the responsibility for innovation diffusion on PR practitioners, and this applies

whether the organisation is a private business or a non-profit health charity, so PR campaigns should follow a four-phase PR strategic campaign framework process using multiple communication tools and tactics that impact the behaviours of the audience. Innovations of this kind, once adopted, are likely to follow the path outlined by Rogers (2003) before becoming generally accepted.

The adoption and diffusion process represents how mass communication influences interpersonal communication and networks (sharing opinions and discussing experiences) to raise awareness of innovation within social systems (Broom & Sha, 2013, p.424). Focusing on diffusion makes it possible for PR in Saudi charities to understand the four main elements in the diffusion of innovation, communication channels, time and how an innovation spreads through a social system. However, understanding the classifications of members of the social system is essential to foster adoption because innovation uptake does not occur simultaneously across groups. The DOI theory emphasises the importance of involving a network of professionals, non-profit administrators, and social components to resolve uncertainty in health communication campaigns. For example, diffusion occurs in Saudi cancer charities when PR practitioners, staff, journalists, communicators, health practitioners, and opinion leaders are nodes of influence in communication networks with a shared interest in breast cancer issues.

The model is therefore able to help Saudi PR develop a clear outline to follow when creating strategic plans and guidelines for breast cancer campaigns in accordance with rates of innovation adoption, providing insight through the diffusion theory decision-making process into what can be done at each stage of the campaign. The innovation-decision process proceeds through sequential steps to gather and create knowledge as to how and why a plan should be adopted and implemented in health campaign strategy to change women's behaviours and develop attitudes about the innovation mediated by the persuasion stage. Each individual chooses the consequences of adopting or rejecting an innovation (behaviour), which can lead to applying and reinventing it before the post-implementation evaluation process, further anchoring the attributes that determine rates of adoption and diffusion. PR practitioners can depend on the assumptions of the five characteristics of the DOI theory (relative advantage, compatibility, complexity, trialability, and observability) as they impact on the diffusion process and help to identify the barriers to a campaigns' innovation uptake.

### **2.8.1 Diffusion of Innovations in Public Relations**

This study adopts Rogers' (2003) DOI theory rather than PR theory for a variety of reasons: DOI helps change social and cultural attitudes which translated into recommendations that this thesis can provide to PR practitioners in Saudi charities, offers practical advice on how to change female attitudes to save and extend women's lives in the KSA, and outlines step-by-step to PR practitioners on how to design a successful campaign.

The DOI theory is one of many conceptual frameworks that can be employed in everyday PR practice. There are other PR theories that could apply to this thesis and the topic of breast cancer awareness which address relationships, such as Situational Theory and Systems Theory, and theory practices in communication management, like Excellence Theory. Still others may have been adapted from other fields, including communication (Agenda Setting Theory and Framing Theory), psychology (the Theory of Reasoned Action [TRA], the Theory of Planned Behaviour [TPB]), and philosophy (Critical Theory). However, the DOI theory represents the most appropriate choice for this study because PR can use it to investigate the adoption of new ideas, technologies and practices, and come to understand how this innovation spreads through a population. It holds the additional benefit of having been employed and validated in a significant body of previous research in health campaigning. As a communications theory relating to attempts to persuade the public to learn new information or to change and reinforce behaviours and perceptions, the DOI theory can assist in improving the adoption of innovations in PR by emphasising the importance of individual and organisational opinion leaders as nodes of impact in communication networks. Grunig (1989, p.34) illustrates several theories from other domains that reflect the asymmetrical models of PR (press agency, two-way asymmetrical, and public information) which suggest as relevant issues for PR research means of persuasive communication that intend to influence, reinforce, or change the responses of others, diffusion of innovations, new ideas or products, and the influence of media campaigns. For example, PR researchers in journalism schools have found a relationship between the influences of public-information campaigns and the diffusion of innovations (Grunig, 1989, p.34).

The DOI theory aligns clearly with the adoption and diffusion of innovations in PR, such as the Situational Theory of Publics, proposed by Grunig and Hunt (1984, p.150), which facilitates consideration of the active and passive communication behaviour of a particular public and the propensity of that public to seek and process the information on a particular issue depending on three variables: problem recognition, constraint recognition, and level of involvement. Grunig and Hunt (1984, p.153) define a range of publics based on these variables (nonpublic, latent

public, aware public, and active public), similar to the five “adopter types” of Rogers (1983, pp.248-251).

Most relevant to the modern informational context with widespread use of the internet, the relationship between PR practitioners and new media technology is a significant element of the DOI theory. It can serve as a predictive guide for adopters to understand the substantial process by which an idea is accepted as a new standard for development goals. The adoption and innovation process in PR now incorporates new media technology as the standard for effective practice. Technological innovations have themselves spread among PR practitioners over time through the process outlined in the DOI theory.

The shift from traditional to digital PR for relationship management and communication with the public happened very quickly, in line with the sudden introduction and explosive growth in the use of first the internet and then social media. The influence of technology has been outlined by Cutlip et al. (2000, p.286): “The possibility of two-way communication through intranets and internets; rapid and ongoing change meaning public relations would not find it likely nor efficient, more data and information being distributed than ever before, creating three million unprotected web pages and new forms of ‘junk mail’” (Cutlip et al. 2000, p.287). The competitive nature of the industry and of the modern attention economy means PR practitioners in any organisation must stay up-to-date with innovations and the demands of communication, to take advantage of technologies which offer tremendous potential to dialogue with an audience. New media networks are linked metaphorically to two-way communication, as if the adoption rates of social media tools decreased among PR practitioners and failed to follow the S-shaped curve of the DOI theory (Rogers, 2003), the public could not adapt at the rate they diffuse, and the effective two-way communication potential of social media would be wasted. PR studies across different organisations have examined DOI adopter categories based on their adoption and use of social media communication technologies (Avery et al., 2010; Taylor & Perry, 2005).

### **2.8.2 Diffusion of Innovations Theory vs. Health Studies**

DOI theory has been implemented in a broad range of disciplines including public health, marketing, anthropology, sociology, communication, education, and geography (Rogers, 2003, p.101), and is frequently employed as a theoretical framework for cancer research in health studies. Dearing and Kreuter (2010, p.101) stated that people are often uncertain about new innovations when they are first presented but are influenced over time by diffusion through social influence. Participating in social communication is a way to resolve uncertainty, whether it is



one-to-one or group communication among members of the social system who may be journalists, communicators, or health practitioners. Information can be exchanged which increases knowledge and thereby changes attitudes and possibly behaviour. This is particularly prevalent when potential adopters perceive that the innovation is significant, as they then influence each other and seek the viewpoints of others before making decisions.

Dearing and Kreuter (2010, p.102) suggest diffusion paradigms which could improve efforts in cancer communication:

1. Disseminated information regarding innovation is often an essential but insufficient condition for diffusion to occur later.
2. Evidence on effectiveness is just one of the set of perceived traits that can influence adoption decisions.
3. Being seen as credible, relevant and prominent relies on the degree to which the individual can benefit from the beliefs and standards of target adopters.
4. Segmentation of target audience members based on “demographic, psychological, situational, and behavioural commonalities” allows for the design of products seen as more relevant by the target audience.
5. Designing a message that accurately distinguishes between individuals within the audience segment further enhances the perceived suitability of the message by members of the target audience.
6. Dissemination of products tailored based on a close understanding of members of the target audience - potential adopters - and their beliefs, desires and practices are more likely to be positively perceived.
7. Early participation of partners who distribute, provide access to, and refer potential adopters of the innovation raise the level of diffusion.
8. Confirmation of previous positive adoption decisions by individuals during later innovation implementation and routine stages slows the degree to which innovation is discontinued.
9. Social effect is distributed neither evenly nor randomly; a large number of people look to a small group of influential people for cues to act and take no action.
10. Creating a decentralised support system for implementers to share implicit solutions to implementation difficulties improves the quality of implementation, particularly for complex innovations that can be efficiently adapted or partly implemented.

Dearing and Kreuter (2010, p.100) point out that the best innovations in cancer communication are not well-received by researchers, public health practitioners, educators, clinical practitioners,

and policymakers, but applying and designing effective innovations in cancer communication increases the likelihood of public diffusion. Four types of activities can be carried out in a formative innovation design stage: listening, gathering sociological data about the social system, invention, and implementation and formative evaluation, although designers do not always seek to adopt each of these types of action. Diverse concepts can be implemented by combining and matching those most appropriate for the innovation associated with the cancer communication programme (Dearing & Kreuter, 2010, p.105). Outcomes of health communication campaigns can be further improved by exchanging information with other organisations or groups for a shared understanding, as research has shown the significance of repeating and reinforcing messages sent through different communication channels (Dearing & Kreuter, 2010, p.108). Nelson et al. (2014) note that the diffusion method used in public health programmes focuses on messages tailored to each level in the individual's innovation-decision process, as well as legitimisation by high-level people to increase confidence in the innovation (Dearing, 2008, p.100).

It is crucial to build relationships with stakeholders and engage in collaborative decision-making and organisational capacity-building, as collaborative practice-based research can progress knowledge and realise the potential of research-based practice (Dearing & Kreuter, 2010, p.108). Kiwanuka-Tondo et al. (2017, p.14) similarly highlights that a health information campaign requires involving all social system components. When community health is the focus of health communication campaigns, focusing on the interaction between stakeholders and collaborative decision-making, promoting health communication innovation can be significantly more successful (Dearing & Kreuter, 2010, p.108). Targeting the social sector through professional associations that tie the community together works to consolidate personal and professional ties and strengthen the relationship between members (Dearing, 2009). Career mobility may lead to people of different backgrounds coming into contact, particularly if they are encouraged to attend conferences and discussion sessions as this can lead to developing and exchanging knowledge and improving experiences across organisations, enhancing the similarities between them. This allows the members of organisations and institutions to participate in intervention programmes by developing strategies, designing messaging and communicating with those in a position of influence in organisations. This can also contribute to building strong social networks as they offer their perceptions and views related to concepts involving DOI and problem solving (Dearing, 2009). For example, the United States Agency for International Development (USAID) in its effort to carry out an AIDS campaign to educate and raise awareness among villagers in

rural Haiti recruited and collaborated with voodoo practitioners to leverage their local knowledge and high level of credibility to provide reliable resources. This led to the campaign exceeding its goals by 124% (Dearing, 2014, p.36).

Another study involved a collective case study by Kiwanuka-Tondo et al. (2017, p.14) to understand the similarities and differences in HIV/AIDS public policy and culturally sensitive communication campaigns in three countries in East Africa. The study conducted in-depth interviews to gain unique perspectives from the HIV/AIDS policy and communication programme, with DOI guiding the analysis. Based on three cases, three key DOI concepts emerged as relevant to the effectiveness of the HIV/AIDS programme: social system, time and cultural compatibility. These were more effective in Uganda than in Kenya and Tanzania in the social sector, where many groups from different sectors of society (public, private, community, and religious officials) participated in promoting a common message and collaborated with well-known figures (Kiwanuka-Tondo et., al 2017, p.16).

Uganda also saw greater success with the time concept, as assessment and education in Uganda is a continuous process which permitted the policy and health programme to gain acceptance among the population. For cultural compatibility, campaign messages were designed in line with cultural practices appropriate for the target audience. The DOI theory helps explain how these east African countries require greater collaboration of different sectors based on common social principles, sufficient time to allow the dissemination of information about the innovation, and tailored, culturally compatible messaging (Kiwanuka-Tondo et al., 2017, p.17). For the latter concern, messaging should be compatible with current values, norms and lifestyles (Alden et al., 2014, p.6; Betsch et al., 2016, p.813), and it is important that the leadership addresses the messaging if there is any incompatibility: decision-makers could conduct meetings with all social sectors to address this (Betsch et al., 2016, p.827).

Hingle et al. (2014, pp.617-622) conducted a pilot study applying DOI to test how an SMS-based skin cancer prevention campaign affected adolescents' behaviours, beliefs, and knowledge. 133 participants from three middle schools in Arizona, USA between 11 and 14 years old were recruited, all of whom routinely used mobile phones. They were engaged in a 55-minute education programme on sun safety, with the intervention message sent each week for 12 weeks and tested using Wilcoxon signed-rank tests to identify the significance of pre-post differences. The study conducted formative research by applying participatory approaches with 59 adolescents to evaluate the messages and determine if they were appropriate for the age group. The study found that the SMS messages impacted adolescents, as most of the students who

completed the study with significant positive changes reported sufficient knowledge about sun safety and skin cancer risk. A smaller number of the participants also shared the messages with family or friends.

Differences in practices observed for the rate of adoption of social media tools depends on the size of the populations: Rogers' S-shaped curve increases when practitioners adopt social media and match their publics' adoption rates (Avery et al., 2010, p.352). Avery et al. (2010, p.352) found that practitioners' estimates of the percentage of populations who used the internet for health information in rural areas were lower than urban and suburban areas, at a time when social media was in its infancy. This may be attributed to the fact that rural areas have tighter budgets and access to fewer resources, leading to significantly lower rates of social media adoption for health information: practitioners are unwilling to waste money and resources on the internet if the public do not use it. This failure to adopt innovations and inadequate public education initiatives on how to gain the benefit of social media with regard to health widens the digital divide and creates health information disparities between urban and rural areas, especially as internet use by the public tends to be highest in cities. This is echoed in companies and organisations, as those with large budgets are more likely to provide the resources for innovation adoption (social media) than those with smaller budgets such as NPOs (Avery et al., 2010, p.353). Communication platforms like social media are vital for awareness campaigns, and mass media, both traditional and social, are commonly used for communication in PR.

This section has provided an overview of Rogers' (2003) Diffusion of Innovation theory, with discussion of the enablers of innovation diffusion and an examination of the barriers to diffusion, in line with the five adopter categories and five stages of the innovation-decision process. The appropriacy of the theory in PR work and research is clear, and particularly so for the current study into the PR of charitable organisations when planning and running breast cancer awareness campaigns. The variety of communication platforms through which an audience can be addressed by these campaigns is explored in the following section in terms of how they have developed in use for media relations and public health campaigns.

## **2.9 Development of Communication Platforms in Health Campaigns**

The platforms that PR practitioners use to communicate with different audiences and the relationship between PR and the media, particularly in how they reach out to and engage with the public, must be discussed in the context of the role of PR in breast cancer awareness

campaigns as part of their relevance to this study. Media relations operates as a major PR tool, and the advent of new media has transformed the use of this tool. While traditional media is used to communicate with the public, new media and social media, especially Twitter, offer unprecedented potential for effective two-way communication or strategic dialogue, and this has changed the operations of PR.

### **2.9.1 The Use and Effect of Public Relations on the Media**

Grunig (1976, cited in Johnson, 1997, p.217) notes that in the 1970s, organisations often failed to recognise problems as a result of limitations in knowledge or technology. The modern technology of the globalised era, however, has solved many of these problems, enabling PR practitioners to create relationships with an external audience and improve performance to contribute to the success of the organisation (Grunig, 1976, cited in Johnson, 1997, p.217). One PR practitioner, Jeffrey Gebel, examined innovative technologies in detail to determine how digital mechanisms influence and alter PR practice, and concluded that digital PR rethinks and reconstructs traditional PR methods. Search engines have formed the basis of these changes, as press releases disseminated via the web are now accessible at all times, referred to by Gebel as “The Google Zone” (Hiebert, 2005, p.7). Duke (2001, p.19) points out that digital means such as e-mail have been leveraged by PR for many years, as they represent a crucial way for PR professionals to communicate with the media and convey their message to the public.

Wright and Hinson (2009, pp.2-3) have described an increase in the emergence and rate of development of digital media including social media, images, message boards, video and audio, through to the evolution of forums, microblogging sites, marketing, and search engines, and studies have shown that social media platforms have had a significant impact on PR practices (Eyrich et al., 2008; James, 2007, p.137; Lipschultz, 2018, p.xiv; Wright & Hinson, 2009, p.2, 2015, p.2). Around a decade ago, researchers and PR practitioners began exploring the effect of social networking on organisations (Gabriel & Koh, 2016, p.470), as it has undergone a historic shift in operations in response to new social media (Fitch, 2009b, p.19). DiStaso and McCorkindale (2012, p.76) argue that the significance of social media platforms to the scope of PR approaches cannot be understated, as it is now fundamental for the operation of organisations, while Valentini and Kruckeberg (2012, p.11) describe social media as being at the core of PR activities because these platforms can boost relationships and improve community relations. They recommend that cooperation and involvement must be the overarching purpose of electronic or digital PR in social media environments that permit the public to interact in diverse

relationships. Forming relationships with and between users is an essential element of social media campaigns that PR practitioners could leverage (Paek et al., 2013, p.532). Similarly, Allagui and Breslow (2016, p.21) maintain that PR and social media share a goal of enhancing relationship-building and improving communication between and within audiences and organisations.

An example of this is shown in a study by Esrock and Leichty (1999, pp.456-467), who analysed a random sample of 100 websites of US Fortune 500 companies and found that while 90% of the corporations had webpages targeting consumers, the media, and investors, most were not being utilised to their highest potential by enabling two-way communication between the company and the external public. Although the companies, through their websites, targeted media audiences, they did not incorporate search tools and contact information, meaning journalists would find it difficult to identify who created the information. Esrock and Leichty proposed that this resulted from PR practitioners having no control over corporate sites as these were managed by marketing and technical support staff. This may also be why organisations' websites were not utilised to make contact with the public or to disseminate information in the same manner as traditional media. Since the study found no evidence to prove the extent of control that PR practitioners had over the content of the websites, it could not be stated that they were responsible for this: at the time of the study, the websites were still under development. However, more recent studies such as that of James (2007, p.142) have tracked how PR practices have evolved with information technology to produce material which can receive the required priority approval from senior staff, particularly the CEO. James argues that social media enables PR practitioners to promote events, manage expectations from their internal publics and sponsors, and augment the level of media spectacle. To successfully embrace new media, PR requires technical skills and knowledge around new software operation, web publishing, search engine use, online security, and data privacy. On social media, PR practitioners can produce and coordinate multimedia news releases, so organisations with limited funds such as non-profits and charities may need to review budgets to accommodate these new demands (James, 2007, p.143). PR must keep abreast of emerging media through adopting media strategies (planning, implementation and evaluation) to consider what access the target audience has to new technologies, taking into account geography and socioeconomics (James, 2007, p.143). Finally, the practitioner needs to manage social media and leverage traditional media while incorporating aspects of new media (James, 2007, p.144).

A ten-year analysis by Wright and Hinson (2015, p.1) describes how social media (Twitter and Facebook) brought about significant changes to how PR is practiced. The data was based on an

annual survey in 2015 on how social media was used in the PR industry. Practitioners confirmed that the new technology had altered the way they practiced, with the influence more pronounced with the external public than the internal (Wright & Hinson, 2015, p.8) as social media is changing the way audiences and organisations communicate. For the dissemination and free flow of information and reliable news to gain public trust and grow the reputation of the organisation, Gilaninia (2013, p.50) names strong media relations as one of the most important PR tools. Therefore, in a world of rapidly developing technology, PR practitioners must become proficient with new methods and systems and stay abreast of future technological changes to ensure that PR projects with long development times can accommodate new technology so messaging is not hampered. It is also important that PR practitioners understand how their target audience consumes new media, and their related expectations and behavioural patterns (Galloway, 2005, cited in James, 2007, p.141).

Waters et al. (2010, p.244) indicates that strategic communicators promote the use of media relations strategies to increase their success in gaining news coverage. Media relations require the interaction of PR practitioners with different types of media to inform society about a particular campaign, so they must be familiar with the operations of a range of media and develop permanent relationships with individuals such as journalists, who can use social media to disseminate requests to PR practitioners, potentially resulting in multiple responses which can serve as sources of ideas for a news story. Often, journalists with tight deadlines need information at short notice to complete stories, but if they are assigned stories by PR, strategic communication practitioners, or producers, they do not need to seek out contacts to gain this information. Therefore, journalists can benefit from relationships with PR practitioners who may be able to provide relevant information for their news stories (Waters et.al 2010, p.256). Duke (2001, p.20) emphasises this mutually beneficial arrangement, as working relationships are a necessary aspect of media relations. Grunig (1990, p.18) noted over three decades ago that PR professionals can influence the action and behaviour of the media, so the relationship between journalists and PR professionals is not new. However, they are often in conflict, as PR professionals may do whatever it takes to secure exposure for their organisations in the mass media (Grunig, 1990, p.18). The most beneficial strategy is to build healthy relationships with journalists as partners and collaborators in the interests of each party, acknowledging and working with the adversarial nature of the relationship (Broom & Sha, 2013, p.536). As journalists are more likely to cover a story from a helpful PR source, practitioners can influence news coverage by maintaining strong personal relationships with journalists at minimal cost (Tanner, 2004). Avery and Lariscy (2007,

p.17) have also emphasised the importance of personal contact with reporters, suggesting that this begins when pitching health stories, contacting journalists frequently, and building beneficial relationships. However, Broom and Sha (2013, p.536) and Grunig (1990, p.18) argue that as the gatekeepers of news and information, PR practitioners should ensure that they interact with rather than attempt to manipulate the mass media, which have more resources and dominate the production of and access to news, as this can have negative repercussions.

The most commonly-used media tool among PR practitioners is the press release, and this often represents a tried-and-true source of information for journalists (Park & Reber, 2010, p.40). Framing health issues through press releases can have considerable influence on the public. Park and Reber (2010, p.51) found that most news releases were framed about an organisation's activities, such as social support and educational aspects of an issue or event associated with those activities. As a result of the relationship between PR and the media, such press releases have become one of the primary news sources (Lloyd & Toogood, 2015, p.30). This study relates to the PR view on communication tactics and media relations when designing breast cancer awareness campaigns in the KSA, so it is necessary to discuss the communication channels which allow Saudi cancer charities to share health promotion messaging and create dialogues with target audiences. Some of these channels fall under the umbrella of traditional mass media, and these form the subject of the next section.

### **2.9.2 Use of Mass Media in Public Relations Campaigns**

Kibe (2014, p.1) defined communication as an interactive procedure requiring a sender and a receiver, recognising that each party can influence the other. Lunenburg (2010, p.2) proposed a communication model that involves several basic elements: the sender starts the message; the recipient is the individual to whom the message is directed; the message is either verbal or nonverbal and must be encrypted by the sender and deciphered by the recipient; the channel is the means by which the message is sent and received; "noise" such as interruptions, attitudes and emotions may deform the message; and finally, the sender confirms the recipient's response by understanding the message in its intended shape (feedback).

Mass media has had a fundamental impact on the construction of ideas about health messaging (Wakefield et.al, 2010, p.1261), playing an important role in not only informing the public about health issues but also keeping them updated (Saraf and Balamurugan, 2018, p.42). Therefore, mass media campaigns have used different types of media to broadcast information to large audiences, which may relate to advocacy, communication and social mobilisation activities



(Nglazi et.al., 2014). Nglazi et al. (2014) found that mass media interventions are effective in altering the behaviour and healthcare habits of individuals, reducing stigma and raising awareness of health issues. PR practitioners can use mass media, social media, and traditional media in their campaigns to raise awareness and help women catch breast cancer in its early stages. Traditional mass media such as television and radio are at the forefront of this, but effective awareness campaigns require multiple media to be used at peak periods (Okorie, 2013; Saraf and Balamurugan, 2018, p.42).

Studies have reviewed the importance of news coverage of health information, particularly around cancer (Brodie et al., 1999; Corbett & Mori, 1999a, 1999b; Hertog et al., 1994; Schwartz & Woloshin, 2002; Wang & Gantz, 2007). Brodie et al. (1999, pp.147-155) conducted a study interviewing African-American, hispanic, and white individuals, receiving over 3,400 responses. The interviews were conducted by three national representatives via telephone, and asked about health-related concerns and whether the participant relied more on media aimed at their specific ethnicity or the mass media as sources of health information. The majority of participants obtained health information from the mass media, with television representing the most popular medium. From running opinion polls, Wang and Gantz (2007, p.213) also found television to be the main source of health information. Therefore, breast cancer education can be carried out through commercial advertising to implement and set the agenda. Messaging could also be utilised in documentaries to create signals helping to educate people about the causes and consequences of breast cancer (Okorie, 2013).

Radio and television education campaigns do not simply involve advertisements (Lyttle & Stadelman, 2006). The visual and audio media contain a mixture of news stories and segments which can provide information to educate women about breast and cervical cancer, and these should be sufficiently promoted so women absorb it. News coverage on health issues such as cancer therapy, examination, and material use has been revealed to guide public views and influence the health apprehension and action (Benelli, 2003; Brodie et al., 2003; Dorfman & Krasnow, 2014; Stryker, 2003). Okorie (2013) points out that print media is also an effective way to raise awareness and inform people about important breast cancer information. Magazines, for example, can raise awareness about how women should carry out self-examination by using photos and tackling the subject in a creative and innovative way. Mass media can run stories about celebrities' experiences as an effective means of influencing healthcare decisions and contributing to an understanding of cancer risks and diagnosis (Ayers et al., 2014, p.83; Desai & Jena, 2016, p.3; Lancucki et al., 2012, p.92).

Setting an agenda in the mass media relies heavily on “sources’ interactions with gatekeepers”, the give-and-take relationships discussed in the previous section, often between PR practitioners and journalists (Ohl et al., 1995, p.91). Len-Rios (2009, p.315) point out that when reporting health news, journalists seeking to obtain independent information rely on “information subsidies” consisting of packaged PR materials provided free to journalists when they do not have enough information about the subject matter, enabling them to meet editorial deadlines. This can encompass issues surrounding the validity and credibility of the content provided by PR practitioners in terms of the agenda and message; Ohl et al. (1995, p.91) showed that PR press releases have a significant impact on the construction of the media agenda. Miyawaki et al. (2017, p.420) conducted a content analysis on 5,314 cancer-related articles carried in Japanese newspapers in 2011, and found that they were published throughout the year, providing evidence that this medium may therefore be one of the most significant sources of information for the Japanese audience. Stryker et al. (2008, p.381) describe studies which have discovered that reporting of cancer-related issues by the general media influences long-term trends in cancer-preventing behaviours. They also determined that news coverage can affect knowledge of cancer prevention in the population (Stryker et al., 2008, p.380).

Another study by Dixon et al. (2014, p.173) examined the impact of agenda setting on news stories concerning beliefs and attitudes toward skin cancer and protection from the sun. The study analysed 516 articles published in two Australian newspapers between 1994 and 2007, and collected data by telephone survey from 6,244 participants during the same period to explore adults’ potential exposure to and attitudes and beliefs about tanning and skin cancer. The result showed that news coverage played a central role in setting the agenda, as there was a strong correlation between exposure of potential audiences to health news related to the sun and the attitudes and beliefs of individuals regarding skin cancer and tanning. Within the scope of this study is an exploration of whether the use of mass media stories in Saudi breast cancer awareness campaigns is effective, or if other platforms, like social media, may better serve campaign purposes. Alongside the near-universal consumption of mass media lies the far more recent but almost as all-encompassing reach of social media, reviewed in the next section in the context of PR campaigns.

### **2.9.3 The Use of Social Media in Public Relations Campaigns**

Social media represents some of the most widely-used communication platforms in modern society (Wang, 2015), with health-related issues shared by millions around the world on

Facebook, Twitter, and Instagram. These sites allow users to engage in dialogue about health concerns such as cancer with each other and with organisations aiming to reduce cancer mortality by increasing knowledge and awareness (Xu et al., 2016, p.2). Kaplan and Haenlein (2010, p.61) define social media as “a group of internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user-generated content”. Social media platforms are diverse in their aims and functions, and include “collaborative projects (Wikipedia), blogs and microblogs (Twitter), content communities (Youtube), social networking sites (Facebook), virtual gaming worlds (World of Warcraft) and virtual social worlds (Second Life)” facilitating blogs, picture-sharing, vlogs, wall-postings, email, instant messaging, and music-sharing (Baruah, 2012, pp. 2-3). Hu et al. (2018, p.1) emphasise that the majority of social media platforms uniquely depend on content created and produced by users to meet the needs of an online audience.

New technologies have altered the nature of communication between organisations and consumers, employees, society, governments and stakeholders (Avidar, 2011, p.403; James, 2007, p.138; Wright & Hinson, 2009, p.3). Avidar (2011, p.403) notes that PR professionals in the past were dependent on mass media to disseminate messaging to the public, but the internet revolution has given them and their organisations the opportunity to communicate directly with their audiences, and engage in two-way dialogue. PR practitioners now use the internet to obtain information, control public views on issues, and join in direct conversations with their audiences on an array of issues (James, 2007, p.138).

PR researchers agree that new media offers extraordinary potential for strategic two-way communication or dialogue (Grunig, 2009, p.1; Himelboim et al., 2014, p.361; Kent & Taylor, 1998). Kent and Taylor (1998) and Himelboim et al. (2014, p.361) propose that web-based relationships between an organisation and its audience ought to enhance both communications and dialogue between them. Given that PR practitioners frequently undertake management activities like reporting, budgeting, and communication (Macnamara, 2016, p.149), they can take advantage of internet services to publish “transcripts, reports and budgets” on their organisations’ websites, and read those published by other organisations and by the public who may be aiming to hold the organisation accountable for an event, or expecting instant updates on relevant occurrences. Although these functions provide greater convenience in conducting PR campaigns, they can add to the mounting pressure under which PR practitioners operate (Stephens, 2007, cited in James, 2007, p.141). Over a decade ago, Wigley and Zhang (2011, p.1) discovered that in the US, PR practitioners were applying social media strategies to communicate with their

clients, with half of Public Relations Society of America (PRSA) members having joined social media networks, especially Twitter, as part of their crisis management plans. Since then, the number of Facebook and Twitter users has exploded, proposing significant new possibilities for PR in organisations as there is now a far larger audience with which interact and communicate (Andoh-Quainoo & Annor-Antwi, 2015, p.37). Fitch (2009), however, found that most PR practitioners were using the media only as a means of communication rather than a means of engaging with publics and forging relationships and connections, and Uzunoğlu and Kip (2014, p.114) analysed dialogic communication features on the websites of NPOs in Turkey and revealed that they failed to meet the requirements to build relationships with the public. These findings are in spite of the fact that Eyrych et al. (2008, p.412) earlier argued that social media not only provides an opportunity for practitioners to interact and communicate with their audience but also a way to enhance media relations.

Twitter, one of the most popular social media platforms, launched in 2006 and since then has allowed users to post short messages (first limited to 140 characters, later changed to 280 and in 2023 changed to 4000 characters for subscribers) to instantly convey and exchange health-related information in a condensed form known as “tweets” (Park et al., 2016, p.189; Thackeray et al., 2013, p.2). Twitter users can use the retweet feature to repost other people’s tweets and add comments to them. Hashtags (#) are one of the most effective ways that facilitate chats designed for marking tweets about specific topics (Xu et al., 2016, p.2). Twitter gives organisations the ability to engage with audiences through dialogic communication (Lovejoy et al., 2012, p.337). Paralleling Heath’s (2013, p.246) criticism that much of the field of relationship research “focuses on how, not what, an organisation communicates”, Gálvez-Rodríguez et al. (2016, p.1065) recommend that NPOs implement both one- and two-way communication strategies when using Twitter, although their study showed that participants overwhelmingly perceived Twitter as a valuable tool for one-way communication and showed no interest in applying the two-way communication strategy. Similarly, most PR practitioners were found to use digital media in the same way as old media: to disseminate messages rather than for strategic dialogue (Grunig, 2009, p.1). Higher engagement in social media is commonly seen as a positive characteristic, indicating that audiences are attentive and constructively responsive to messaging from organisations: consequently, PR practitioners should ensure that the full range of information across multiple platforms to reach the widest audience (Guidry et al., 2017, p.484). Senior communications managers stress that social media platforms are vital for engagement as they allow the conveying of credible, accurate information which can impact on audiences, as

well as interactive dialogic actions during crisis communication, particularly for managing dialogue and appealing to stakeholders' emotions (Jiang et al., 2016, pp.688-689). Hether (2014, p.858) showed that some PR departments used social media as both one- and two-way communication platforms, with 58% posting public information to share stories and 7% engaging in dialogue with key publics, concluding that PR are interested in creating conversations with their publics but stating that many public posts did not ask direct questions of the non-profit healthcare organisations. This relationship between audiences (users) and social media platforms is explored further in the following section.

#### **2.9.4 Social Media and User Engagement**

It is impossible to discuss modern PR campaigns without reference to social media use for audience reach and engagement. The content types, available features and influencers present on each platform affect engagement with social media. Brubaker and Wilson (2018, p.350) suggest that social media audience involvement requires creating high-quality, reliable content to build relationships through dialogic communication. Each organisation differs in its response to the public and use of engagement tools on Twitter, but the reply function is considered one of the most powerful communication tools available to a social media manager. Guidry et al. (2017, p.484) showed that relying more frequently upon the audience means the organisation is positively engaging with the public, deepening the quality of interaction of social media staff. Their study revealed that the level of engagement between health organisations on Instagram tended to elicit more engagement than posts on Twitter because Instagram is an ideal platform for building interactive communication with target audiences. However, because the platforms host a wide variety of user groups, the audience may not have been exposed to certain health information and messaging due to the different content they consume (Guidry et al., 2017, p.484). A thematic content analysis on Instagram and Twitter by Cherian et al. (2020, p.11) found that the former conveys narrative stories related to treatment and subsequent survivorship of breast cancer while the latter contains more advocacy, donation collection and awareness raising. Varga et al. (2018, p.187-188) showed that Twitter generates substantially more activity than Instagram on awareness and support rather than concrete calls for action and behavioural change in cancer campaigns.

A recent study by Kim and Yang (2017, p.446) showed that social media like Facebook allows PR researchers to measure public behaviours and attract public attention by using messages with various features and examining the audience's immediate reactions in the form of likes,

comments, and shares. It was found that organisations' message features that focused on four aspects of messaging (strategy, form, posting type, and interactivity) generated different behaviours. Posts with sensory and visual features (photos) were more likely to encourage users to click 'Like' and received fewer user comments. Posts containing logical information, by contrast, attracted more comments (Kim and Yang, 2017, p.446). In a study related to breast cancer, Theiss et al. (2016) previously found that visual content and photos on Facebook posts made as part of public health social and digital media campaigns generated a higher engagement rate, meaning users liked, commented on and shared the content more frequently.

A 2018 study by Varga et al. (p.188) on awareness generated by content related to Movember (an event taking place in November to raise awareness of men's health) showed that Instagram's high engagement rate was a result of its visual components, which showed the growing and shaving of facial hair. Related to this, a quasi-experimental study by Gough et al. (2017, p.10) evaluating the propagation of different message-framing devices on Twitter revealed that shocking or disgusting content generated the greatest number of impressions (the total number of views of a particular post) and humorous messages received the highest engagement (the number of clicks involving likes, dislikes, comments, reposts, retweets, or the total number of clicks on the post), more so than messages containing personal stories. Kim et al (2016, p.484) found that tweets containing highly positive emotions were more likely to be retweeted. In a study by Attai et al. (2015) into hashtags around breast cancer awareness found that participation in the #BCSM tweet chats ("breast cancer social media") improved knowledge, raised awareness and reduced medical anxiety in patients. Xu et al. (2016, p.9) later determined that inviting active individuals such as influencers or celebrities during Breast Cancer Awareness Month on these Twitter hashtags could be a useful way to build an engaged community and promote sustained conversations about health-related cancer, and showed that promoting discussion around cancer topics via Twitter should be carried out during particular cancer awareness months, as it did not seem to maintain long-term interest and engagement in discussions.

Regularity of activity has also been found to influence user engagement, as Veale et al. (2015, p.7) showed that active profiles demonstrated higher engagement than less active ones. The key strategies used by active profiles are regular and individualised interaction with users, encouraging dialogue, uploading media and links, and highlighting the involvement of celebrities and well-known individuals (Veale et al., 2015, p.11). Gough et al. (2017, p.11) further discovered that messages increase in audience impact depending on how influential the users who engage with the content are, as this draws a greater number of people to engage with the

content, which represents an element of diffusion (Gough et al., 2017, p.11). The more followers a user has on Twitter, therefore, the greater the impact of their messages. The study showed that cooperating with active (influential) users increased impressions and engagements. Gough et al.'s (2017, p.10) pre-and post-campaign web-based survey conducted on social media as part of the study revealed that the audience demonstrated improved knowledge and awareness of health problems, leading to conclusion of Veale et al. (2015, p.11) that it is important to consider the type of activity that can promote interaction with and between users to ensure high engagement. Related to this, Vos et al. (2019, p.5) recently found that celebrity announcements related to cancer on social media have the potential to influence the content of messages and increase the level of engagement in cancer campaigns, but that this increased public interest did not last long. For example, following actor Ben Stiller's Twitter announcement that he had been diagnosed with prostate cancer, the number of Twitter messages related to cancer increased significantly, and the direct interaction between Stiller's message and users increased the reach of the original post significantly. The original post was retweeted more than 3000 times, and Vos et al. noted that this led to his message being exposed to more than 21 million users (Vos et al., 2019, p.5).

Social media facilitates targeting cancer campaign messages toward specific groups, often in particular geographic regions or demographics, and age and gender can impact social media usage and contribute to differences in attention to cancer campaigns (Lunsford et al., 2018, p.6). Studies by Pew (2015) have shown differences in engagement between women and men with regard to cancer-related content on social media. Further demographic differences include the fact that Instagram reaches a slightly larger adult target audience than Twitter. However, unlike Instagram, Twitter has a relatively equal distribution of gender and racial or ethnic backgrounds, although young adults tend to be overrepresented on both platforms. Varga et al. (2018, p.187) discovered that Twitter generates a substantially more active community than Instagram for National Breast Cancer Awareness Month (NBCAM) in October and Movember in November. Men's cancers were found to be underrepresented on both platforms on World Cancer Day, possibly because women generate more traffic on both platforms and because NBCAM, founded in the early 1990s, has a longer history, which means the campaign has had a longer time to build partners and sponsors who can help it reach more active communities (Thackeray et al., 2013).

A more detailed account of social media and user engagement is given in the following chapter on cancer prevention promotion and social media. The findings of the research described in this section were instrumental in guiding this study to focus on Twitter to identify the communication

functions used by Saudi cancer charities and to explore the most effective means of communicating awareness, as Twitter is the most commonly used platform for charity PR practitioners to disseminate messaging during campaigns. Working in conjunction with both traditional and new media, an organisation can ensure its messaging reaches a larger target audience, but this may be misunderstood by the public. This study aims to discover how Saudi cancer charities use PR communication tactics to effectively support their mission statement, ensure that their message centres around healthcare and, specifically, the breast cancer agenda.

## **2.10 Summary**

This chapter has drawn upon research in three major areas: public communication, public relations (PR) and health communication. Combining these approaches is essential to understand the design, implementation, and evaluation of health communication strategies for breast cancer communication programmes to raise awareness among diverse target audiences. PR activities form the basis of many programmes and play an important role in health campaigning. The chapter has defined PR and its functions, highlighting that the manager and communications technician roles are most relevant to this study. PR and health communication campaigns' research and planning processes as well as the stages of a programme have been detailed, along with the obstacles to messaging in health campaigns. This thesis follows the nine steps of PR strategic campaigns offered by the frameworks of Smith (2013) and O'Sullivan et al. (2003), which contain key similarities: research and planning, implementation, and evaluation. The study employs Rogers' (2003) Diffusion of Innovations (DOI) theory to investigate campaign strategies, disseminate and amplify campaign messages through communication platforms, social networks and traditional media, and determine the efficacy of campaign communications. The success of new ideas depends on their diffusion through communication channels (Rogers, 1995, p.18).

As diffusion contributes to persuasion and social pressure, spreading persuasive messages is a strong determinant of adoption of an innovation. The theory is useful for assessing PR campaigns' aim to facilitate diffusion of innovations and health messaging in the media, filtered through the important role of the PR practitioner to plan PR campaigns and formulate strategic communication ideas and tasks to ensure their organisations' message reach the public. This chapter has also outlined traditional and new media as communication platforms, with a focus on Twitter. PR utilises social media and the effect on the practice is extraordinary, significantly augmenting the traditional relationship between PR and the media. Social media platforms have



changed the way organisations communicate with the public, allowing PR practitioners to engage in two-way dialogue with the target audience. However, studies have shown that many PR practitioners use new media in the same way as they use traditional media: as a means of communication and information dissemination rather than as effective two-way platforms. The following chapter provides an overview of breast cancer and explores the factors of breast cancer campaign strategies and social media promotion which may affect the way women behave to avoid developing the disease.

## **CHAPTER THREE: THE CASE FOR FOCUSING ON BREAST CANCER**

The previous chapter described the theoretical framework of this study, provided an overview of the roles and definitions of public relations (PR) and explained the fundamental principles of successful strategic planning for PR and health communication campaigns. This included an outline of the Diffusion of Innovations (DOI) theory (Rogers, 2003) and an in-depth examination of mass communication platforms and media relations.

This chapter presents an overview of breast cancer epidemiology information globally and in the Kingdom of Saudi Arabia (KSA), definitions of breast cancer, and its incidence rates. This incorporates a discussion of the contributing factors that can affect the likelihood of a woman developing the disease, including non-modifiable factors such as age, family history and genetics and the modifiable factors of lifestyle, education level, culture, and personal as well as socioeconomic considerations. The chapter highlights the particular case of Saudi women, Saudi healthcare providers' level of experience with regard to breast cancer, and the most often-consulted sources of breast cancer information among Saudis, and explores personal and cultural factors which apply particularly to Saudi women. Finally, the existing literature is surveyed to provide examples of the use of social media for cancer prevention and early diagnosis, and campaign strategies to raise awareness about breast cancer are discussed.

### **3.1 Breast Cancer Epidemiology in the Kingdom of Saudi Arabia**

In 2012, breast cancer was found to be the most common health problem in women across the world, with an estimated 1.67 million new cases in that year (Ferlay et al., 2015, p.368). In 2015, Saggu et al. (2015, para.1) noted that breast cancer was the second most prevalent cause of death in developed regions after lung cancer, and stated that over the past 24 years, the rate of breast cancer among Arab women has increased. Despite this, the prevalence of breast cancer in Arab women remains lower than among women in Western countries (Chouchane et al., 2013; Hashim et al., 2018), and breast cancer diagnosis is far more likely at the advanced stages of the disease than in the early stages (Saggu et.al, 2015, para.1). More than 50% of cases among the Saudi population are only detected at the advanced stages, increasing the mortality rate and cost of treatment while reducing the chances of recovery (Saudi Ministry of Health, 2020). The

incidence of breast cancer among Arab females is expected to increase dramatically by 2030 (Taha and Eltom, 2018, p.73; Youlden et al., 2014).

Breast cancer is ranked as the most common cancer among females in the KSA, representing the leading cause of mortality (Al-Diab et al., 2013, p.532). The International Agency for Research on Cancer estimated in 2008 that in the KSA, the age-standardised incidence rate of breast cancer among women was 22.4 for every 100,000 cases, with an average mortality rate of 10.4 per 100,000 women (Alghamdi et al., 2013). Although the rate of breast cancer among Saudi women is lower than among those in other developed nations, the Saudi Cancer Registry (SCR) stated that in the 14 years between 1994 and 2008, breast cancer was the most widespread disease among Saudi females (Alghamdi et al., 2013). In a recent study, Albeshan and Alashban (2021, p.2) conducted an analysis of retrospective epidemiological data retrieved from the SCR between 2004 and 2016 on Saudi women diagnosed with breast cancer. They found that the incidence increased almost threefold in this period from 783 cases in 2004 to 2240 cases in 2016, with a total of 18,970 cases registered.

This study examines and explores breast cancer awareness campaigns in the KSA in order to formulate recommendations on the strategies charitable organisations could employ to raise awareness among women and lower the mortality rate. To ensure the success of awareness campaigns, Saudi cancer charities must take into consideration all factors that might impede Saudi women's access to awareness content when preparing and implementing a strategy. Therefore, it is important to identify the factors that increase a woman's risk of developing breast cancer.

### **3.2 Contributing Factors of Breast Cancer**

There are significant barriers to breast cancer health-related behaviours and mammography screening among Saudi women, and a number of recognised influences that add to their risk of developing the disease. Some of these are linked to manageable behaviours, some are related to heritability, and others are connected to lifestyle choices, in addition to the individual and environmental factors that can affect cancer risk (Lundqvist et al., 2016, p.804). Breast cancer risk factors can be classed as modifiable or non-modifiable, personal and cultural, socioeconomic and health system-related. This section explores these factors and determines their influence on Saudi women's health.

### **3.2.1 Non-modifiable Breast Cancer Risk Factors**

There are numerous breast cancer risk factors which are beyond the control of individual women, and these are known as unmodifiable factors. They include gender, sex, age, ethnic background, and family background (Balekouzou et al., 2017; Kamińska et al., 2015, p.196; Lundqvist et al., 2016, p.805). Kamińska et al. (2015, p.197) note that a patient's age is a primary factor in tumour diagnosis, and there is a higher chance of breast cancer developing in women who have reached menopause than in those under 45. As life expectancy rises globally, many populations are becoming more elderly. Breast cancer is considered an illness of older women, with approximately half of all new breast cancer cases diagnosed annually being in women over 65. The American Cancer Society has stated that inherited genetic mutations and family medical history are key indicators of breast cancer risk (Elsie, 2010), so extensive research has been carried out to identify the types of genes involved with an increased rate of breast cancer, specifically BRCA1 and BRCA2 (breast cancer susceptibility 1 and 2) (Kamińska et al., 2015, p.197). It has been shown that women suffering breast cancer are more likely to have the disease in their family medical history than women with no such history (Yadav, 2017). Crucially, certain reproductive factors have been found to increase a woman's risk of breast cancer, such as repeated abortions, delayed pregnancy (giving birth after the age of 35), assisted reproduction techniques (ART), preterm births, and starting menstruation before 12 years of age (Goidescu et al., 2016, p.129). A recent study retrospectively analysed clinical data and found that the occurrence of breast cancer among women is associated with these reproductive factors and noted that women who had early menarche and women who had never given birth (nulliparity) were more likely to experience early-stage breast carcinoma (Kim et al., 2017).

### **3.2.2 Modifiable Breast Cancer Risk Factors**

A considerable number of behaviours and lifestyle choices, known as modifiable breast cancer risk factors, have been identified. These include extrinsic factors such as obesity, physical activity, tobacco use, alcohol consumption, breastfeeding, psychology, hormone treatment and the use of oral contraceptives (Balekouzou et al., 2017; Kamińska et al., 2015, p.196; Lundqvist et al., 2016, p.805). Dieterich et al. (2014) characterised lifestyle as a cancer risk factor modified over time; thus, changing habits can actively reduce a woman's risk of breast cancer, identifying specifically obesity, smoking, alcohol consumption, antiperspirants, and breast implants (Dieterich et al., 2014; McTiernan, 2003). There are several diet, exercise and physiological factors (Cauchi et al., 2016), and psychological determinants such as pressure, painful

experiences, obstacles in expressing emotions and passions, and bitterness as a result of personal or professional disappointment. There also exist environmental factors including exposure to pollution, living close to a nuclear power plant or cellular phone relay station, and chemicals present in food (Peretti-Watel et al., 2016, p.171). Lack of breastfeeding is also a modifiable breast cancer factor (McTiernan, 2003), while breastfeeding can protect against the excretion of carcinogenic agents from the mammary ducts (Qin et al., 2013). While it is true that lifestyle changes can have benefits for women who have been diagnosed, they also help those at risk of developing breast cancer (Hashemi et al., 2014). Lifestyle changes are an important element in preventing cancer survivors from developing the disease again, as Demark-Wahnefried et al. (2014) showed that alterations to lifestyle habits increase the number of surviving women and improve their quality of life.

### **3.2.3 Socio-demographic Risk Factors**

Cancer epidemiology depends on recognising the impact of socioeconomic status on the rate of diagnosis and that inequalities have an impact on breast cancer occurrence (Lundqvist et al., 2016, p.804). A number of breast cancer predictors have been found to be based on parental employment status, obesity, poor nutrition, physical inactivity and smoking (Akinyemiju et al., 2017, p.782). These are further compounded by the fact that lifestyle choices vary among women depending on their socioeconomic status: women with low status parents, for example, are more likely to smoke and have poor nutrition compared with women of a higher socioeconomic status (Akinyemiju et al., 2017, p.782). Mottram et al. (2012, p.8) showed that women with higher socio-economic status and higher income predicted mammographic screening attendance, and were no more likely to attend breast cancer screening during national screening programmes than women of intermediate socioeconomic status (this may be a result of the fact that they can often afford to use private screening services). There are multiple factors associated with reduced attendance at breast cancer screening, including living in crowded habitation, unemployment, receiving disability benefits, and lack of access to a vehicle (Mottram et al., 2012, p.4). Mottram et al. (2012, p.8) also determined that women with a medium level of education were more likely to attend breast cancer screening than those with a low level of education. Women at all levels of society should nevertheless focus on quitting smoking, reducing their alcohol intake and changing their dietary habits, but those of a low socioeconomic status may benefit from visiting their doctor regularly and ensuring they undergo routine physical examinations to aid in diagnosing cancer (Hashemi et al., 2014).

Two fundamental elements associated with socioeconomic status are education and income level. A positive link has been found between breast cancer and education level (Tavani et al., 1997, p.159), as those with a lower socioeconomic status tend to demonstrate less intention to undergo mammography screening (Damiani et al., 2012; Hashemi et al., 2014; Wang et al., 2012). According to the World Health Organization (WHO), if women lack education, they are more likely to have a higher risk of mortality and illnesses associated with alcohol use (Wang et al., 2012). Access to healthcare is limited for women from low socioeconomic backgrounds than for those in the same area who may have more money or insurance which enables them to have regular medical examinations. Although this does not mean that screening is unavailable for women from low socioeconomic backgrounds, it increases the chance that this will only be carried out at an advanced stage of disease progression (Hashemi et al., 2014). In many developing countries, mammography screening is expensive, preventing women from certain backgrounds accessing it in a timely fashion (Orindi, 2016, p.8). Furthermore, women working full-time have been found to be less likely than those working part-time to have a mammogram, so time constraints can also be considered a factor (Kim et.al, 2013).

Othman et al. (2012, p.24) point out that social norms and self-efficacy significantly influence women's perceptions of and intention to engage in mammography screening, particularly normative beliefs associated with the perceptions of the people closest to them, such as family and friends. A lack of knowledge and inaccurate beliefs and attitudes about cancer prevention and screening amongst females are also responsible for negative perceptions (Sung, 1997, p.405), while possessing accurate information about the early cautionary signs and the utility of breast cancer screening have been found to play an essential role in improving early detection programmes (Tazhibi & Feizi, 2014).

The contributing factors of breast cancer (modifiable, non-modifiable and socio-demographic risk factors) can be used to inform breast cancer messaging and campaigning. The following section focuses on these factors in a Saudi context, with description of the barriers that impact Saudi women's mammography screening practices and risk of breast cancer, with particular reference to intentions and behaviours, a low level of public knowledge, and personal and cultural factors.

### **3.3 Breast Cancer Factors among Saudi Women**

Breast cancer figures in the Arab Gulf countries differ from those of Western countries. Arab women tend to develop breast cancer at an earlier age (Saggu et al., 2015, para.1), with the highest incidences being among women aged 30–44 years (Alghamdi et al., 2013), and the

greatest frequency of diagnoses coming between the ages of 41 and 50 (Babiker et al., 2020, p.1628). Furthermore, Saudi Ministry of Health (MOH) (2020) statistics show that women over 40 are more likely to have breast cancer in the KSA than they are in the West.

Studies have revealed a family history of breast cancer among Saudi women to be significantly related to a high risk of breast cancer (Al-Otaibi, 2017a, p.2973; Babiker et al., 2020, p.1628; Elkum et al., 2014, p.5; Farsi et al., 2020). Abdel-Aziz et al. (2017, pp.26-27) found that Saudi women exhibit barriers to screening, and are affected by the non-modifiable factors of reproductive history and a family history of diagnosed breast lesions and breast cancer, as well as socio-demographics including education, age, level of income, and marital status. Factors increasing the risk of cancer in the KSA are changing lifestyles, obesity, genetics, iodine and vitamin-D deficiency, smoking, inadequate cancer education and a lack of screening practices and early detection programmes (Alqahtani et al., 2020, p.692). Obesity is one of the primary risk factors among Saudi women, followed by family medical history, use of hormones, lack of education and not breastfeeding (Elkum et al., 2014, p.5).

The barriers to mammography screening which significantly impact Saudi women's intentions and behaviour revolve around limited knowledge and cultural, social and personal norms. The socio-demographic factors for women's non-attendance at breast cancer screening campaigns include transportation problems, inadequate information related to the location of the screening, and a fear of the results, exacerbated by a lack of awareness programmes and specialised clinics and the inefficiency of healthcare providers (considered untrustworthy and "using scary tools") (Abdel-Aziz et al., 2017). Abdel-Salam et al. (2020, p.2559) found that the two most common socioeconomic barriers preventing Saudi women from undergoing mammography screening were difficulty in taking leave from work (40%) and cost (37.8%). Furthermore, women with a higher level of education and income were positively predicted to have greater knowledge of breast cancer mammography screening than women with a low level of education and income (Abdel-Salam et al., 2020, p.2559; Dandash & Al-Mohaimed, 2007). Elkum et al. (2014, p.5) determined that women with a lower level of education have a higher risk of breast cancer compared to women with a post-high school education. Several studies in the KSA have shown that the overall level of breast cancer awareness differs significantly according to socio-demographic characteristics such as age, marital status, occupation, education and income level, and family history (Abdel-Salam et al. 2020, p.2557; Al-Otaibi, 2017a, p.2971; Alshahrani et al., 2019b; Amin et al., 2009).

Breast cancer awareness among Saudi women and the general population aged 18 and above has been the subject of research across the KSA, focusing on the early signs, symptoms, self-examination, risk factors, and screening methods. Most of these studies have been cross-sectional surveys or systematic literature reviews on the general female population, involving university students, and revealed a low level of knowledge and awareness about breast cancer and screening practices (Abdel-Aziz et al., 2017; Abdel-Salam et al. 2020, p.2557; Al-Amoudi et al., 2010, p.179; Al-Ayadhi et al., 2020, p.151; Al-Otaibi et.al., 2017b; Alshahrani et. al, 2019a, p.2; Amin et.al., 2009, p.133; Danish and Al-Mohaimed, 2007; Gonzales et al., 2018; Grunfeld et al., 2002; Heena et al., 2019, pp.1-9; Jahan et.al, 2006; Madkhali et.al., 2017, p.9). Alam (2006, p.272) and Mohammed et al. (2014, p.442) confirmed that Saudi women have a degree of knowledge of the risk factors for breast cancer and the practices of breast self-examination and mammograms, but this varies according to marital and education status. The limited studies which have been conducted with educated women have shown a reasonable level of knowledge of breast self-examination (Yousuf, 2010).

Abdel-Salam et al. (2020, p.2557) found that the key demographic of women aged 41-75 have only limited knowledge about breast cancer, determining that the majority of women were unaware that obesity and being overweight (nearly two-thirds) and a first pregnancy after the age of 30 were risk factors for breast cancer. The least reported risk factors were early menarche (14.9%), first pregnancy after the age of 30s (18%), and late menopause (18.7%), while the most reported risk factors were poor dietary habits (71.2%) and smoking (68.1%) (Abdel-Salam et al., 2020, p.2559). Dandash and Al-Mohaimed (2007) similarly discovered that the majority of Saudi women have a poor understanding of the major breast cancer risk factors. Non-breastfeeding (52.7%), hormones (38.6%), and a family medical history containing breast cancer (38.6 %) were the most frequent factors reported among women in their study, with the former two reflecting Saudi Islamic culture, which encourages breastfeeding and natural birth control. In that study, none of the participants mentioned age at menarche or menopause as risk factors. However, a number of misconceptions were discovered, such as the belief that hitting or bumping the breast can contribute to cancer development.

Al-Ayadhi et al. (2020, p.151) conducted a systematic review of 23 articles into which cancer screening programmes were studied in the KSA between 2015 and 2019. They found that most Saudis had insufficient knowledge about cancer screening, had not undergone screening, and had never been advised to by healthcare workers. Research by Alshahrani et al. (2019a, p.5) produced similar results: in a cross-sectional survey of 500 female patients attending five primary



healthcare centres in Najran (KSA) using an interview questionnaire to explore their knowledge and attitudes toward breast cancer screening practices, it was discovered that half of the women lacked knowledge about breast cancer, breast self-examination, mammograms and clinical breast examination, and half were also unaware of screening methods. In addition, many did not practice breast self-examination because they had never been taught how, and a large number had not received mammograms or clinical breast examinations due to an absence of female healthcare practitioners.

A 2006 study by Jahan et al. in the Al-Qassim region of the KSA also found insufficient awareness of breast cancer and breast self-examination among women. Over a decade later, Al-Otaibi et al. (2017b) found that in the capital city Riyadh, approximately half of the women were not knowledgeable about breast cancer, mammography practice (62%) or self-examination (38%). More specifically, Grunfeld et al. (2002) earlier noted that the level of knowledge around symptoms of breast cancer was lower among elderly and unemployed women. One of the largest surveys conducted in this area is that of El-Bcheraoui et al. (2015) in April to June 2013, which used 10,735 Saudi female participants, 1,135 were whom were aged 50 and over. They found that 89% of the participants had not undergone a clinical breast examination in the past year, and 92% had never had a mammogram. Women living in Al-Sharqi showed the highest proportion of mammography participation and were more likely to have received regular medical exams within the last two years due to receiving a breast cancer education (El-Bcheraoui et al., 2015) through awareness raising campaigns and activities.

Few studies on this subject in the KSA have examined healthcare professionals' experiences, but one systematic review of the literature produced between 1946 and 2017 by Madkhali et al. (2017, p.9) attempted to identify Saudi healthcare providers and women's experiences and perspectives on breast health awareness. 56 studies were deemed to be relevant. The review drew out two major themes: among women, a lack of knowledge and the existence of barriers to performing breast cancer screening, and among healthcare professionals, limited research and empirical study related to experiences (Madkhali et al., 2017, p.24). Another study emphasised that healthcare professionals possess inadequate knowledge about cancer, with a number of studies showing unexpected perceptions from Saudi healthcare professionals regarding breast cancer screening practices, education and awareness (Al-Amoudi et al., 2010, p.179; Al-Darweesh et al., 2016, p.2; Heena et al., 2019, p.4). A cross-sectional study with 500 doctors conducted by Al-Amoudi et al. (2010, p.179) in Jeddah and Abha (KSA) from May to November 2009, for example, analysed 337 questionnaire responses and revealed that most professional

healthcare staff do not practice clinical breast examination and mammography. A similar cross-sectional study was carried out in 2018 on 395 questionnaire responses from female healthcare workers in King Fahad Medical City to determine their perceptions, knowledge, attitudes, and practices related to breast cancer screening. Only six showed a high level of knowledge, while 104 demonstrated a fair level of knowledge. It was also found that 24.1% of women had undertaken clinical breast examination, and 18.7% had undergone mammograms (Heena et al., 2019, p.4). Other surveys have evaluated Saudi healthcare professionals' knowledge of breast cancer, its risk factors and early detection screening practices and reported the level of knowledge to be low, with only a small number performing monthly breast self-examination (Al-Darweesh et al., 2016, p.2).

### **3.4 Personal and Cultural Factors among Saudi Women**

The small proportion of Saudi women who undergo screening for breast cancer do so in spite of the many underlying barriers which exist even where free breast cancer screening and healthcare programmes are available (Amin et al., 2009, p.137; Abdel-Aziz et al., 2017, p.27) and the ability of local health clinics to transfer patients requiring care to regional hospitals free of charge (El-Bcheraoui et al., 2015, p.4).

Studies have shown that most Saudi women are reluctant to undergo breast cancer screening due to prevailing cultural and social norms. Donnelly et al. (2013, p.14) and Latif (2014, p.332) state that foremost among these is cultural modesty, considered a moral and ethical concern in Islam. Secondly, breast cancer diagnosis in the KSA is often stigmatised (Abdel-Aziz et al., 2017, p.27; Latif, 2014, p. 332), and many social norms are based on gender segregation (Latif, 2014, p.332). Despite the religious principles that permit women to take care of their health and undergo medical examination by healthcare specialists, women overwhelmingly prefer a female doctor (Donnelly et al., 2013, p.14). This is exacerbated by the social barrier of objection by the husband or male relatives to a woman's breast examination by male doctors because the husband is considered the guardian of the woman (Donnelly et al., 2013, p.14).

A large proportion of Saudi women do not perform breast self-examination and delay seeking professional care for breast issues. They may turn to more accessible alternatives such as self-prescribed medications and herbal treatments, and due to health beliefs and familial obligations as socio-cultural roles, they may not use preventive and educational services (Abdelhadi, 2008). Hussein et al. (2013, p.686) discovered a number of myths and misconceptions among Saudi

women about breast cancer and the factors that influence their decision to perform an examination. These include the belief, for instance, that breast cancer will disappear on its own if ignored. Women in the study also indicated that this is the reason that discovery of breast cancer in its late stages is due to “chance”, resulting from the belief that delaying a diagnosis might reveal the signs and symptoms of breast cancer to be harmless or only temporary. Equally misconceived but equally as dangerous, if the discovery of breast cancer is considered to be “destiny”, this might trigger fatalistic beliefs (“everyone gets cancer”) whereby the disease is considered a test from the Almighty (Hussein et al., 2013, p.686). Women with high levels of fatalism may never utilise screening and mammograms, as if they believe their health is in the hands of God, they do not feel the need for treatment or screening (Baron-Epel et al., 2009, p.353; Gonzales et al., 2018). Soskolne et al. (2006, p.9) found that only 27% of Arab women had low levels of traditional beliefs, as the answers from the majority included statements associated with superstition and phrases from the Qu’ran, such as “Evil is far away”, and “What will happen to us, God (Allah) has chosen for us”.

Secondly, traditions of shyness and modesty present personal obstacles, with the decision to practice breast self-examination impacted by factors such as age, occupation, knowledge of breast cancer, and awareness of breast self-examination. Personal barriers to mammography screening have been found to constitute a major factor related to the incidence of breast cancer (Abdel-Salam et al., 2020, p.2558). Amin et al. (2009, p.136) found that modesty traditions present the main personal obstacles for Saudi women, preventing them from being examined and treated by male doctors. Abdel-Aziz et al. (2017, p.27) supported this, and found that most Saudi women do not let foreign people touch or examine their breasts because it is considered taboo. El-Bcheraoui et al. (2015, p.6) also determined that breast cancer testing and prevention are inhibited by the shyness of Saudi women, who are likely to be very conservative. There is also a considerable degree of embarrassment associated with telling relatives or friends about having the illness (Abdel-Aziz et al., 2017, p.27).

Thirdly, fear appears to be prominently linked with reluctance to undergo screening and communicate regarding self-examination (Hussein et al., 2013, p.686), particularly the fear of a positive breast cancer diagnosis (Al-Wassia et al., 2017; Bener et al., 2001, p.217). This fear of screening outcomes can extend to a generalised fear of hospitals and healthcare facilities (Abdel-Aziz et al., 2017, p.26). Several studies have concluded that Saudi women have poor information and understanding about mammograms, a fear of radiation, cancer discovery, cancer treatment, and consider themselves too busy for screening (Abdel-Salam et al., 2020, p.2558; Abolfotouh

et al., 2015; Demirkiran et al., 2007; Madkhali et al., 2017, p.24). Madkhali et al. (2017, p.24) reported that the limited evidence base suggests that this could be attributed to the absence of cancer awareness programmes designed to educate both patients and healthcare providers and address the unwillingness to undergo breast cancer screening due to motivation, emotional reactions (fear and embarrassment), and gendered socio-cultural roles. Although clinics across the KSA have a section specifically for women staffed only by female doctors and nurses, the percentage of women who take advantage of screening services remains low (El-Bcheraoui et al., 2015, p.6). Greater public awareness of the availability of screening conditions operated exclusively by female physicians may help overcome the barrier of cultural shyness (Abdel-Aziz et al., 2017, p.27).

Sociocultural perceptions of how to interpret and communicate about breast cancer vary widely across populations and countries (Hisham and Yip, 2004, p.132), so to maximise their effectiveness, health communication practices must be tailored for the country in which they are to be used (Kreps & Sivaram, 2008, p.2332). Health communication programmes in the USA, for example, may be ineffectual and unsuitable if deployed in other countries. Therefore, strategies guided by exhaustive analyses of the unique culturally-based communication characteristics of each target country or population must be developed, with measurable assessment components where possible (Kreps & Sivaram, 2008, p.2332). The breast cancer campaigns and education sources which have been conducted and are available in the KSA are examined in the remainder of this chapter.

### **3.5 Saudi Women and Breast Cancer Campaigns**

This study explores the PR campaign strategies of six Saudi cancer charities, addressing the major barriers among Saudi women, which are critical to increase knowledge and change behaviour surrounding early detection of breast cancer. It further examines the communication function of the charities' Twitter accounts to understand how they utilise new media to engage and educate the public about breast cancer on matters including general awareness and prevention through screening practices.

Breast cancer awareness campaigns have long been the most common source of knowledge about screening (Hagi & Khafaji, 2013, p.56). More than half of the participants in a study by Sindi et al. (2019, p.5) stated that awareness campaigns represent the most readily available source of information, followed by media such as TV and radio. Most of the non-medical students in the

study indicated that awareness campaigns were the most common source of information regarding breast cancer, but a smaller proportion (42%) of medical students held this belief as they gained the majority of their breast cancer information from university education (compared to just 4% of non-medical students). Sindi et al. (2019, p.5) concluded that the university curriculum of non-medical students resembles to a large extent the content provided in materials from awareness campaigns, with these students often educating themselves about breast cancer through medical journals or websites and popular media. Mohammed et al. (2014, p.442) similarly found, in Taif governorate, that TV, magazines and breast cancer campaigns form the basis for the information possessed by women who have a reasonable level of knowledge about self-examination and the risk factors for breast cancer.

In 2017, Al-Otaibi et al. found that 38% of women in Riyadh were aware of mammography, positing that this was the result of awareness campaigns and information provided in schools, universities, and television and emphasising the need to continue and expand awareness campaigns and their venues to include all institutions with a female presence. However, a more recent study by Abdel-Salam et al. (2020, p.2558) revealed that the internet now plays a crucial role in rapidly transforming Saudi society, having become the most common source of breast cancer knowledge. Most of the women in their study were highly educated and relied on the internet as their main source of information due to its increasing importance in their daily lives. Along with the growth of the internet, social media has become the main source of health information for 52.4% of women, compared with 8.8% who receive health information from healthcare providers (Alshahrani et al., 2019a, p.5). A quasi-experimental study by Yousuf (2010, p.69) to estimate the impact of a breast workshop on a group of 33 Saudi nursing students, assessing knowledge of breast cancer before and after through a set of questionnaires, indicated that after the workshop, breast cancer knowledge among the nursing group had significantly increased. The students demonstrated higher levels of confidence around educating women on breast cancer and breast self-examination and said they were willing to pass this information on to relatives, friends and colleagues (Yousuf, 2010, p.73).

Despite some Saudi breast cancer campaigns and the use of different communication tools, many studies in the KSA have reiterated the lack of national breast cancer screening and awareness programmes (Abdelhadi, 2008; Al-Mulhim et al., 2015, p.118; El-Bcheraoui et al., 2015, p.6; Madkhali et al., 2017, p.24). There is a need to continue academic study to help health associations improve performance and awareness to reduce the incidence of breast cancer

(Alotaibi et al., 2017b, p.27; Madkhali et al. 2017, p.25). The absence of breast cancer campaigns to teach women screening practices render them dependent on what they hear or see on TV, in magazines, and on social media, which may not be enough to encourage them to change their health-related behaviours to reduce their risk of breast cancer (Gonzales et al., 2018). Madkhali et al. (2017, p.25) argue that it is therefore necessary to provide national programmes and campaigns around breast cancer and screening in the KSA to raise awareness of breast cancer and facilitate learning about diagnostic methods.

It is also critical to ensure women learn how to care for their own health, and for this, cultural barriers must be overcome. Provision of health information can help women understand the importance of breast cancer screening, and this can only be achieved if healthcare professionals are aware of the importance of engaging in the public health agenda and plan prevention strategies for breast cancer, focusing on the audiences most at risk and overcoming the barriers as a public health imperative (Madkhali et al., 2017, p.25). El-Bcheraoui et al. (2015, p.8) found breast cancer screening and calls for action to encourage and engage Saudi women to undergo mammography to be very low, and argued that the Saudi MoH and healthcare professionals have to consider more aggressive communication methods (media, activists, influencers and religious leaders) to inform women about the significance of mammography screening. Additionally, new developments in technology could be used to improve the reach of awareness campaigns to women everywhere (El-Bcheraoui et al., 2015, p.8).

However, as stated, the KSA lacks national breast cancer screening and awareness programmes, there are significant cultural and personal barriers Saudi women face, and there is generally little knowledge about breast cancer among this group. This study aims to address the gap in the literature by interviewing PR practitioners about designing breast cancer campaign strategies and conducting Twitter content analysis to examine the breast cancer messaging used by Saudi cancer charities. The next section examines the importance of social media campaigning to influence and engage with target audiences to change health-related behaviours.

### **3.6 Cancer Prevention Promotion and Social Media**

Over the last decade, non-profit health organisations and governments have adopted social media to influence and engage with their target audiences, as it is a means of interactive messaging which allows communication with other users (Thackeray et al., 2011, cited in Abramson et al., 2015, p.237). For example, the US Centers for Disease Control and Prevention (CDC) uses social media including Twitter and Facebook in health promotion, discussion, prevention, vaccine

promotion, and early cancer detection campaigns (Sarkar, et al., 2018; Vraga, et al., 2018). However, studies on the effectiveness of social networking to raise awareness about cancer are very limited, although social support from breast cancer survivors has a strong impact on society (Jiang, 2017, p.387). Zaid et al. (2016, p.182) determined that many of their respondents did not find health information on the internet, but found support groups helpful. This result is at variance with the findings of other studies. Therefore, Lapointe et al. (2014, p.10) note that it is important to understand the role of social media in cancer awareness, as organisations must inform and educate the public about cancer screening and prevention through social media because it allows them to design health messaging tailored to specific audiences. Social media offers tools and activities that enable users to make more informed decisions (Lapointe et al., 2014, p.14).

Studies have shown that an increasing number of medical institutions and healthcare providers emphasise the importance of social media as an effective means of disseminating information between patients and providers through YouTube, Twitter or Facebook (Green & Hope, 2010, p.128; Lapointe et al. 2014, p.14). Iannacone and Green (2014, p.97) point out that since the advent of the internet, media campaigns deliver radio announcements, television, print and online advertisements (websites and social media). They also state that adolescents and young adults might be less influenced by traditional media campaigns than their older counterparts; therefore, social media campaigns are more effective with younger groups. Currently, the spread of breast cancer awareness messaging is not restricted to old media outlets as communities increasingly utilise diverse social media platforms to search for and share knowledge (Thackeray et al., 2013, p.2). Moorhead et al. (2013) highlight the fact that social networking sites such as Facebook and Twitter have changed the rate of interaction between health organisations and individuals, as they represent new channels of health communication which allow the community to access health and medical information, exchange knowledge with others and receive health-related messages.

Research indicates that most people use websites and the internet to receive information related to health issues, education, medications, identifying diseases, checking symptoms and finding out about prevention (Castleton et al., 2011; Diaz et al., 2002; Glynn et al., 2011; Kratzke et al., 2014; Schwartz et al., 2006; Shim, 2008; Thackeray et al., 2013). Glynn et al. (2011) demonstrated that internet searches related to information about breast cancer increased in the month of October (Breast Cancer Awareness Month), but found no concordant increase in searches about lung and prostate cancer during their awareness months. Thackeray et al. (2013)

also determined that Breast Cancer Awareness Month is linked with increased social networking platform searches related to breast cancer.

For website visits and general health-related internet use, Castleton et al. (2011, p.1184) employed a questionnaire with cancer-suffering adults aged 18 and over between October and December 2007 to explore the specific factors contributing to this group's website visits. They discovered that 63% used the internet to search for information related to their cancer diagnosis from the internet. The majority of patients were trying to gain information about their illness after their first doctor's visit, using the internet as the primary means of doing this, a fact which would affect their choice of treatment and physician. Further, the study showed that reputable websites are a viable source of public information about cancer, as they include "patient-friendly language, quality design, and recommendations by physicians" (Castleton et al., 2011, p.1189). Shim (2008, p.448) also found that people at the highest risk of cancer were more likely to seek information online, and that the knowledge gained from this related to cancer detection and prevention. In a study on college-aged females, Kratzke et al. (2014, p.291) determined that 44% had sought out breast cancer prevention and education information via online sources, and a cross-sectional survey by Schwartz et al. (2006) in October 2002 to March 2003 revealed that of the 1289 adult patients included, most used the internet to obtain information about diseases or health conditions, medications, nutrition and exercise, illness prevention, and alternative therapies. Although many of these patients admitted a lack of trust in online information, they went on to discuss what they had learned with healthcare professionals. In the same vein, Diaz et al. (2002, p.183) surveyed 100 patients between December 1999 and March 2000 and found that most used the internet to access medical information (Diaz et al., 2002, p.183). It is therefore possible that PR practitioners and others who work for Saudi cancer charities can take advantage of online platforms to provide accessible health information to their target audiences. Aside from the importance of searching for health-related information via the internet, sufferers of a life-threatening chronic disease such as cancer are also highly likely to require social support, and this is another function that can be fulfilled by the internet.

There are many studies focusing on the impact of social support messaging, such as cancer survivors' use of social media platforms to provide support for those currently suffering with cancer. This social element can be an effective communication strategy to reduce the serious psychological burden of a breast cancer diagnosis (Kreps and Sivaram, 2008, p.2333). Namkoong et al. (2017, p.1422) explored how the social support and family relationships of breast cancer patients affected use of social networking sites, employing an analysis through the



tracker of the Council of Medical Specialty Societies (CMSS) group. The data was drawn from 237 individuals who participated in one of two National Cancer Institute-funded randomised clinical trials. Over the two months of the study, two types of social networking were identified: open and targeted. The open communications network reflects collective communication behaviours from one person to another without the choice of target audience, whereas the targeted communications network refers to the link between people in which the message's audience is selected. The results showed that breast cancer patients with lower perceived offline social support had the largest number of users in open communication networks, and participants with lower family cohesion employed the targeted communication network with the CMSS group for developing direct interpersonal communication. This indicates that if cancer patients lack social support, they are likely to participate in directed communication with CMSS groups where the exchange provides specified social support.

Social support can be critical for the well-being of cancer sufferers. A phenomenological study by Adam and Koranteng (2020, p.12) assessed the availability of social support for female sufferers of breast cancer through interviews with women between 51 and 60 receiving breast cancer treatment at the Komfo Anokye Teaching Hospital in Ghana. The study revealed that social support positively impacts people suffering from a threatening disease, even when the women were receiving other forms of support (informational, financial, emotional, and tangible). Lapointe et al. (2014, p.14) confirmed that support received from social media (Facebook) activities enable collaboration to promote cancer awareness, so governments as well as healthcare and non-profit organisations should promote awareness and understanding around cancer, and stakeholders should provide communication channels between supporting bodies (healthcare organisations and doctors) and the public to raise awareness (Lapointe et al. 2014, p.14). Lapointe et al. (2014, p.14) pointed out that five main social media (Facebook) activities that enable collaboration are important in encouraging cancer awareness: supporting, educating/informing, raising funds, sharing testimonies, and advocating. They further found that some social media activities play an essential role in constructing and shaping the community. When users comment and express opinions on the posts of others without adding extra information, the life of the community is maintained. When communities post and share new information such as coping strategies, this can increase screening uptake or improve the patient experience.

On National Cancer Survivorship Day in early June 2018, Cherian et al. (2020, p.1) examined 1172 manually-collected Twitter and Instagram posts relating to cancer survivorship and

identified nine relevant hashtags. The findings showed that most social media posts focus on cancers that predominantly affect women, and that Twitter posts are significantly different from Instagram posts in tone and thematic content (Cherian et al., 2020, p.11). Twitter posts were more factual, leaning toward advocacy, awareness and fundraising, while Instagram posts focused on narrative forms that represented the experiences of survivors and their stories, including through cancer treatment and subsequent survivorship (Cherian et al., 2020, p.11).

Studies like this illustrate that cancer survivors who post on social media displaying body positivity or promoting appearance and physical transformations due to cancer might mitigate the trauma and fear associated with cancer, particularly hair and weight loss. Sharing posts and images can be cathartic and have a positive psychosocial effect on consumers (Cherian et al., 2020, p.12). Bender et al. (2011) employed content analysis on data from Facebook groups related to breast cancer to determine the purpose of each group. It was shown that many of the groups compared to online communities on other specific diseases, with accounts for raising awareness, fundraising, and support, with a majority devoted to the former two, as awareness groups included the largest number of users (n = 957,289). The study discovered that adolescents and young adults may create supportive care groups to meet breast cancer survivors' informational and emotional needs: none of them appeared to be run by healthcare professionals or those working in healthcare organisations (Bender et al., 2011). In contrast, Wallner et al (2016) found that 41.2% of women preferred to use online communication in treatment decision-making, particularly email or text messaging. Web based social support groups were less common, which may be due to demographic characteristics such as age, race, and education. Kugbey et al. (2019, p.1360) found that the main source of health information depended upon by women with breast cancer were healthcare workers. 89.8% were satisfied with the amount of information received from healthcare workers and 91.7% were comfortable with the quality of healthcare information, followed by television, radio and newspapers. This reinforces the observation that younger women might use social media as sources of information whereas older women use mass media (Kugbey et al., 2019, p.1360).

### **3.7 Cases of Breast Cancer Campaigns**

Nkanunye and Obiechina (2017, p.2) maintain that communication strategies are used to disseminate health-related information, protect the community from the dangers of disease, and monitor the practice of a healthy lifestyle. It is therefore clear that when conveying health information campaign designers should pay attention to the content, language, style, and tone

employed. Anastasi and Lusher (2019, p.117) explored the influence of awareness campaigns, educational interventions and health campaigns between 1998 and 2013 on promoting screening mammography among women in the United Kingdom. The study identified 867 articles and 14 meta criteria for review, and found all methods of raising awareness and promoting self-examination and screening to be beneficial and effective (Anastasi & Lusher, 2019, p.117). The procedures involved sources of written information, promotional material such as posters and beer mats, workshops, group and one-on-one interventions, and healthcare professional involvement from Global Positioning System (GPS) to radiographers, along with GP-based, screening-based, and school-based intervention settings (Anastasi & Lusher, 2019, p.117).

Brochures and pamphlets can be distributed to disseminate information to patients, although personal doctors, oncologists, and family and friends tend to be their major sources of health information (Zaid et al., 2016, pp.180-182). Springston and Champion (2004) designed a brochure focused on family history as a factor of breast cancer, as 75% of women believe that family history is a cause of breast cancer and feel that breast cancer equates to a death sentence. The brochure's content was designed in the light of these cultural factors, asserting that early diagnosis increases the likelihood of recovery, and included statistical information focusing on diagnosed women with no family history of the disease, as well as information about personal control, emphasising women's sense of responsibility to their loved ones. The brochure also provided information designed to overcome the barriers of cost, transportation and lack of trust in medical personnel. The study found the importance of providing appropriate print materials with content reflecting the audiences' culture, as these are more likely to be effective. For younger women, Asuquo and Olajide (2015, p.151) proposed embracing health awareness and self-examination of breast cancer as fundamental subjects in school curriculums, which could be organised through seminars and health awareness lectures.

Most effective awareness raising campaigns are designed around particular health risks, such as the Wear Red Day symbol created to increase awareness of and reduce heart disease (Long et al., 2008, p.11). However, the "Moustache" campaign designed to raise awareness of prostate cancer largely driven by social media saw mixed results, as users' tweets were rarely linked to their philanthropic efforts with prostate cancers, but portrayed the moustache rather as a symbol of the Movember campaign, rendering its meaning vague even though it was originally conceived as a symbol of action (Bravo & Hoffman-Goetz, 2016, p.565). Jacobsen and Jacobsen (2011, p.60) argue that a focus on specific events can increase breast cancer screening among women, but an important source of support for women with breast cancer remains associated

with raising annual funds for research and the relationships developed during fundraising events. They further emphasise the importance of research to evaluate campaigns that lead to increases in public awareness and behavioural changes, identifying which types of awareness campaigns are most successful in achieving their goals, and examining which segments of the population are most responsive to different types of awareness campaigns.

### **3.8 Summary**

This chapter has introduced the current status of breast cancer as the most common health problem among women in the KSA, the high incidence and mortality of which represents the overarching importance of this study. The risk factors contributing to breast cancer include modifiable and non-modifiable factors, as well as personal, cultural and socioeconomic barriers. A number of these factors specifically influence Saudi women as a result of the culture of the KSA and perceptions surrounding breast cancer screening and diagnoses. There are still few awareness campaigns focusing on breast cancer contexts in the KSA, but lessons can be learned from examining those strategies which have been implemented surrounding education and awareness. With the widespread growth of the internet and social media, breast cancer prevention promotion on social media including Twitter and Facebook has become a critical area for study. Insights into the importance of using social media to disseminate information during breast cancer awareness campaigns can be used to improve future efforts in line with effective strategies and methods to spread health awareness messaging.

The review of the existing literature on breast cancer risk factors among Saudi women and studies on breast cancer awareness campaigns in the KSA have been used as a basis for understanding PR and health communication strategies for Saudi charities delivering breast cancer campaigns. The current absence of cancer awareness programmes, significant barriers to breast cancer health-related behaviours and a general lack of knowledge about the subject are key drivers of the high rates of the disease among Saudi women. Understanding social media communication functions and strategies for awareness campaigns in Saudi cancer charities is therefore important to address this problem. The next chapter in this thesis discusses the methodology and the research design used in this study.

## **CHAPTER FOUR: RESEARCH METHODOLOGY AND DESIGN**

The previous chapters provided an overview of the literature on combining three approaches: public communication, public relations and health communication as well as outlining Everett Rogers' Diffusion of Innovations theoretical framework (DOI). This chapter describes the methodology of the qualitative research carried out, with considerations related to the philosophical paradigm, the research design and the procedures. The chapter first explains the critical realism philosophical assumption paradigm before discussing the nature of qualitative research and providing justification for the approach selected. A detailed rationale is provided for the choice of qualitative methods, semi-structured interviews and Twitter content analysis, along with a description of the participant sampling process employed and the locations of data collection. The chapter concludes with an explanation of the data collection process for each research design.

### **4.1 Research Background and Research Questions**

The literature review for this study revealed an absence of existing studies addressing the lack of breast cancer awareness programmes and overall knowledge about cancer in the Kingdom of Saudi Arabia (KSA). It also identified a general unwillingness among Saudi women to undergo breast cancer screening. This is a significant problem as breast cancer is the most common cause of female mortality in the KSA (Al-Diab et al., 2013, p.532), a country where breast cancer is typically only detected in the advanced stages, at which point it is more serious and difficult to treat (Saudi Ministry of Health, 2020). Arab women develop breast cancer earlier than Western women (Saggu et al., 2015, para.1), often between the ages of 30 and 44 (Alghamdi et al., 2013). The lack of research studies on the low level of breast cancer awareness in the KSA (Madkhali et al., 2017, p.24) means there is much yet to study in this area. This highlights the importance of the current study as it seeks to fill this research gap by determining the reasons for the low levels of breast cancer awareness among Saudi women and exploring effective public relations (PR) communication tools and strategies for disseminating information regarding breast cancer campaigns to them.

A systematic literature review of 12 articles on breast cancer awareness published in the KSA and written in English from 2006 to 2017 (Appendix A) was conducted to obtain clear and comprehensive knowledge of the findings of selected previous studies. The vast majority of

research on this topic in the KSA has employed a quantitative cross-sectional survey with Saudi women to investigate the perceived barriers towards breast cancer screening, awareness levels, knowledge and attitudes surrounding breast cancer and screening methods. The 12 studies chosen describe a number of awareness programmes but indicate a low level of awareness, suggesting that there are barriers preventing the success of the programmes. Some studies identified reasons for the KSA having the small number of cancer awareness programmes that it does (Madkhali et al., 2017, p.24). The risk factors which contribute to the escalating burden of breast cancer among the Saudi community include non-modifiable factors, such as age and genetics, as well as modifiable factors, such as changing lifestyles, lack of awareness, socioeconomic-demographics, education, class, occupational level and personal and cultural factors (Alqahtani et al., 2020, p.692).

This illustrates the critical role of breast cancer awareness programmes and highlights the importance of inspiring healthcare professionals in Saudi non-profit health organisations to employ effective strategies for such programmes in order to promote prevention. These might include information on prevention strategies, breast cancer screening methods, awareness raising, appropriate treatment and effective palliative care. This raises the need for a comprehensive study to examine breast cancer awareness programmes to improve performance and thus raise awareness. The critical realism (CR) theoretical framework of this case study of breast cancer campaigns in Saudi charities draws from public communication, PR and health communication, combining these three approaches to presents an appropriate framework for exploring Breast Cancer Awareness Month campaigns in charities in the KSA. This study is therefore directed towards officials and those interested in breast cancer awareness, such as PR and communication employees at Saudi cancer charities since these individuals are responsible for providing awareness information to the public. This study investigates the role of PR in charitable organisations through semi-structured interviews, addressing the strategies used for breast cancer awareness campaigns and examining the communication functions of tweets from six selected charities focused on educating their target audience about breast cancer. This approach affords a comprehensive understanding of the research problem, leading to optimal recommendations. It is also hoped that the results will improve Saudi charities' PR strategies and assist them in developing awareness and practical performance.

The following research questions were devised:

RQ1: What is the role of the PR department in raising breast cancer awareness in the KSA?

RQ.2: What is the process a PR department goes through to create a campaign in relation to breast cancer to ensure that the campaign is successful?

2.a: What strategic PR communication methods are used in media campaigns to raise awareness about breast cancer in Saudi Arabia?

2.b: How does a PR practitioner design and plan strategic communication campaigns in relation to breast cancer in order that the message is delivered successfully?

RQ.3: What messages are provided to Saudi women in relation to breast cancer?

RQ.4: How do public relations practitioners engage in breast cancer campaigns using social media platforms during breast cancer awareness month (BCAM)?

4.a: How do Saudi cancer charities build a successful strategy for communication through Twitter?

RQ.5: To what extent do Saudi charities apply Lovejoy and Saxton communication functions on Twitter?

The following section discusses the major assumptions associated with the interpretive constructivist paradigm adopted in this study as a philosophical approach.

## **4.2 Research Paradigm**

An investigation into PR communications can be shaped through an understanding of the nature of the world and by examining how communication should be studied; this is referred to as a research philosophy (Daymon & Holloway, 2011, p.99). This is often correlated with an appropriate research paradigm, or a way of thinking, which entails significant assumptions concerning “what communication is and how best to research it”, and so research studies can be classified according to differing paradigms with regard to communication and social existence, concurrent with versions of understanding the world through various kinds of study (Daymon & Holloway, 2011, p.99). The term “paradigm” is used by Guba and Lincoln (1994, p.107) to refer to:

*Basic belief systems based on ontological, epistemological, and methodological assumptions... It represents a worldview that defines, for its holder, the nature of the world, the individual's place in it, and the range of possible relationships to that world and its parts.*

The paradigms most commonly used in qualitative methodologies are positivism and interpretivism (Tracy, 2013, p.39). However, in this thesis, the research questions and the rationale set out in the introduction require the study to adopt a critical realist (CR, also denoting critical realism) approach, with a CR case study paradigm specifically identified as the most relevant philosophical approach (developed by Bhaskar, 1975). The research is focused on the researcher's interpretations of the interview data and Twitter data based on their own experience, understanding and knowledge. This data was comprised of the real-life experiences of Saudi practitioners with differing perceptions of reality regarding raising awareness of breast cancer through the use of public health campaign techniques and some charities' tweets, which were selected for analysis in relation to comprehension of communication functions. CR was employed for this study as represents a means of gaining knowledge of what happens in the world while recognising that data gathering/analysis methods may not have direct and unmediated access to reality. Ontology (what is/is not real) in CR is separate from what can be known (epistemology) (Fletcher, 2017, p.182), and so CR assumes that the world exists independently of any knowledge of it. Ideas are therefore only real insofar as they have an effect on the real (Fletcher, 2017, p.182). CR thus combines realist ontology with relativistic epistemology in the sense that there is something real to be discovered by different people who will recognise different things in different ways (Stutchbury, 2022, p.1).

The critical realist approach was developed as a scientific alternative to both the positivist and interpretivist paradigms (Fletcher, 2017). Interpretivism in CR recognises the importance of sharing ideas and experiences in order to understand social phenomenon and explore causal explanations (McEvoy & Richards, 2006). On the other hand, positivism in CR recognises that there are objective realities, but positivists argue that when using the positivist method to understand the world, we cannot rely on causal explanations that have to be based not on empirical regularities but instead on references to unobservable structures (Cruickshank, 2012, p. 71). Research methods relevant to CR can be used to explain findings and events related to questions about how and why events or phenomena occur. CR, with its assumption that reality is stratified into three relatively autonomous levels, the empirical level, the actual level and the 'real' level (Bhaskar 1975, 1986, 1998; Fletcher, 2017, p.183), clarifies that "intransitive objects are the real things and structures, mechanisms and processes, events and possibilities of the world" (Bhaskar, 2008a, p.22). In other words, the researcher adopting a CR approach does not deal with the phenomenon of a lack of Saudi women's knowledge about breast cancer by asking questions that can be answered by accessing statistics about the rates of lack of knowledge,



perceived barriers towards breast cancer screening, awareness levels and attitudes surrounding breast cancer and screening methods, considering these statistics real in themselves. By asking such questions, the researcher will not determine the real causes of this issue. As mentioned earlier, this is what previous Saudi studies have done, the majority of which conducted a quantitative cross-sectional survey among Saudi women to explore the perceived barriers to breast cancer (Appendix A). This means the researcher does not consider that what is empirical represents in itself the absolute truth. Consequently, the researcher in this thesis seeks to “go beyond” the empirical and the actual level, looking for mechanisms capable of explaining and understanding the real-world complexities of Saudi charities’ efforts to raise awareness of breast cancer by utilising public health campaign techniques. This can only be achieved through epistemological relativism.

As Bhaskar (1979) highlighted, social structures which encompass individuals and groups are activity-dependent. In other words, causal mechanisms “exist only in virtue of the activities they govern and cannot be empirically identified independently of them” (p. 48). Therefore, this study seeks to understand the mechanisms underlying the phenomenon. The researcher’s assumptions are therefore clear for the purpose of gaining insight into the lived experience of the participants and exploring what certain actions mean to those performing them (PR practitioners in Saudi cancer charities). Twelve PR practitioners in cancer charities were personally interviewed. The interviews were considered appropriate as they provided insights into the participants’ use of language, their honesty and what they may prefer not to say. To understand the PR communication strategy tools used by the charities, multiple perceptions were sought, placing the researcher in the position of discovering ‘how things really work’ (Guba & Lincoln, 1994, p.108). This is contrary to epistemological assumptions in the positivist paradigm, in which the investigator and research topics are separated objectively and research is undertaken without affecting or being affected by the investigator (Guba & Lincoln, 1994, p.110). Thus, this present study seeks to apply and adapt such perspectives in order to explain the capacity to create a campaign strategy for breast cancer awareness. The capacity to engage in reflection on creating campaign strategies for breast cancer remains an important area for education on breast cancer prevention as well as increasing breast cancer knowledge and screening uptake among Saudi communities, given the challenges evident in maintaining and developing the best campaign practices and strategy in the presence of shifting social and cultural conditions. Thus, the observable outcomes, the strengths and weaknesses of creating PR strategy through the use of data extracted from practitioners’ commentary are a result of generative mechanisms, such as all

employees of Saudi cancer charities. PR administrators and communicators and media staff, who occupy different roles and positions in relationship to each other, are the fundamental generative mechanism that creates all outcomes.

In order to understand the real-world complexities of the subject explored in this study, the researcher asks questions to progressively deepen and re-formulate their understanding of how a PR practitioner designs strategic communication campaigns in relation to breast cancer. Each question concerning PR in this study was developed to comprehend the complicated and various realities of PR practitioners who work in cancer charities in a way that has not been done in previous studies. Some examples of these questions are: What experience do PR practitioners possess and do they consider it relevant to their work? Do PR practitioners rely on their knowledge or experience to create a successful breast cancer campaign strategy? What are the realities constructed by PR practitioners in their interactions? Questions like this could yield fruitful responses which augment understanding of the current debates surrounding the views and initial beliefs of PR employees on planning and designing communication campaign strategies. They could also offer insight into the type of media and messaging strategies used by Saudi charities in breast cancer campaigns to raise awareness among Saudi women. CR can be used to inform how methods are applied. Thus, the interview data reflects the participant's perspective (which is also impacted by demand characteristics linked to interviews), and the data analysis provides an explanation constructed by the researcher, who creates the findings based on their own experience, understanding and knowledge. Hence, the analysis is constructed via a lens through which the data is viewed to help generate rich causal explanations for observed social phenomena, in this case, how and why Saudi charities use Twitter to communicate about breast cancer.

Regarding Twitter data, in this study, such an approach enabled the juxtaposition of raw data derived from tracking how Saudi charities used Twitter tools to build relationships with their audience and stakeholders and identifying the Twitter strategy in these organisations. This aims to answer the question regarding the various communication functions Saudi charities employ on Twitter. Primary data for Twitter analyses were derived from extracts of tweets from the six Saudi cancer charities' accounts. These are included throughout the following analyses. The methodological approach of this study employed multiple qualitative case studies, including Twitter content analysis and semi-structured interviews. Semi-structured interviews can enhance our understanding of the subject by allowing interpretation of the perceptions and experiences of PR practitioners within Saudi cancer charities, incorporating at the same time a granular analysis

of the differing individual perspectives of the phenomenon being studied, which could provide novel information about the research problem and lead to recommendations for Saudi charities to improve their PR strategies and practical performance in developing awareness. While these viewpoints provide information about the processes of raising awareness used by breast cancer charities in the KSA, Twitter content analysis affords the opportunity to identify communication functions and Twitter strategies used by these charities.

### **4.3 Research Strategy, Research Design and Methodology**

The methodology for this study was a qualitative research approach. According to Marshall (1996, p.522), the choice of research methods, quantitative or qualitative, should be defined by the research questions rather than any personal preference. The objective of the quantitative method, as opposed to the qualitative, is to test pre-determined hypotheses and generate generalisable results. It is useful for answering research questions beginning with “what” as it analyses facts and numerical data rather than descriptive forms (Daymon & Holloway, 2011, p.106). The qualitative approach, however, aims to explain and understand complex human issues and can answer questions beginning “why” and “how” (Marshall, 1996, p.522) because it investigates sentiments, experiences and perspectives. As the present study does not require the examination of facts and numerical data, a qualitative case study approach was deemed most appropriate for exploring effective breast cancer campaign strategies and techniques to raise awareness.

Qualitative methods were also considered most effective for interpreting Twitter content to determine the communication functions that Saudi cancer charities employ during Breast Cancer Awareness Month (BCAM). Qualitative data-based quantitative coding was adopted in this study. The use of an inductive approach with this allowed the analysis to develop a coding scheme to identify the informational and dialogic forms that each charity applied to Twitter. Qualitative approaches can develop concepts, themes, theories and hypotheses through observation, interviews and interpretation of conversations and texts (Cowan, 2009, p.119). Both semi-structured interviews and Twitter content analysis were employed in this study to answer the research questions (Table 2, below).

Table 2: Summary of research strategy, design and methodology

Qualitative Research	Semi-structured in-depth interviews	Twitter content analysis
Research Strategy	Multiple case studies research of six Saudi cancer charities: Semi-structured in-depth interviews	Multiple case studies research of the Twitter accounts of six Saudi cancer charities: Twitter content analysis
Research Design	<ol style="list-style-type: none"> <li>1- Defined target population and sampling (structured).</li> <li>2- Designed a set of structured interview questions.</li> <li>3- Carried out a series of in-person interviews with Saudi PR personnel.</li> </ol>	<ol style="list-style-type: none"> <li>1- Defined Twitter data of six cases study from October 1<sup>st</sup> - 31<sup>st</sup>, 2018 during BCAM (structured).</li> <li>2- Conducted a manual content analysis of tweets.</li> </ol>
Population	PR, communication officers, campaign designers, and health educators of six Saudi cancer charities.	Twitter accounts of six Saudi cancer organisations.
Type of Sampling Design	Purposive sampling	
Location	Cancer charities in four regions of the KSA: Riyadh, Al-Madinah, Dammam and Al-Qasim.	
Theoretical Issue	Determining reasons for the lack of breast cancer awareness among Saudi women.	
Data Analysis	<ol style="list-style-type: none"> <li>1- Manually transcribed the data into Microsoft Word from digital voice records.</li> <li>2- Created a thematic analysis coding sheet (Braun and Clarke, 2006).</li> <li>3- Interview data outputs presented.</li> </ol>	<ol style="list-style-type: none"> <li>1-Coding categories were firstly deductively developed based on the frequency of the tweets.</li> <li>2-Coding scheme was developed inductively based on the classification scheme model of Lovejoy and Saxton's (2012) framework.</li> <li>3-Twitter data outputs presented.</li> </ol>

The majority of qualitative research in PR involves case studies of campaigns, events, specific individuals or organisations (Heath, 2013, p.99). Following this, the current study incorporates a multiple-case design comprising six cases to explore perceptions of Saudi PR practitioners

regarding communication strategies for breast cancer campaigns and to determine the forms of communication Saudi cancer charities use on Twitter. Compared with a single case, the multiple case study can identify characteristic features by exploring the similarities and differences between cases (Daymon & Holloway, 2011, p.119). Daymon and Holloway (2011, p.108) note that a case study approach is appropriate when the aim is deep investigation of particular cases, and this can be identified as a bounded system. The multiple case study design allows this study to explore the intricacies of the social phenomenon in question when context usually gathered from multiple sources, such as interviews, observations and documents (Daymon & Holloway, 2011, p.108). Therefore, it is anticipated that the current research will achieve the following, as identified by Daymon and Holloway (2011, p.118): “1) Focus on a deep, narrow exploration of the interaction between the cases, describing the reality with multiple sources of information and viewpoints bounded in place and time; 2) Increase knowledge of contemporary events; and 3) Answer questions of “how”, “what” and “why”.

The following section discusses the sampling method chosen for this study and defines the target population determined through the sampling frame.

#### **4.4 Sampling Design and Process**

Marshall (1996, p.523) classified three categories of qualitative sampling that can be used in research: convenience, purposive or (judgement) and theoretical. Sampling techniques can be further divided into probability and non-probability, with the former most often used in quantitative studies while the latter tends to be more appropriate for qualitative research (Neuman, 2014, p.248). Non-probability sampling is defined broadly by Babbie (2012, p.128) as ‘any technique in which samples are selected in some way not suggested by probability theory’.

Purposive (also known as judgment [Patton, 2002, p.230]) sampling is the most common non-probability sampling technique employed in qualitative research (Gentles et al., 2015, p.1178). A purposive strategy was deemed most appropriate for this study as Bryman (2012, p.416) notes that units such as individuals, visual material, site departments, organisations and documents are selected purposefully in qualitative research. To determine the charities to be used in the sample for this study, the population had to be narrowed down. First, interviews were originally to be conducted only with charitable organisations dealing with breast cancer. However, of 11 cancer charities in the KSA, only one was particularly focused on breast cancer. Therefore, as more than one case was required to meet the research objectives, other charities which carry out work involving breast cancer were included. Two selection criteria were employed for this. The first

was regarding specialisation, meaning that breast cancer is a focus of the charity and its work involves health promotion. The second was based on the foundation date of the charity, with preference given to longer established organisations since they would be more likely to have experience of PR practices in the field of awareness raising, a concern of this study, than newly-established charities. Six charities from four regions of the KSA, Riyadh, Al-Madinah, Dammam and Al-Qasim, ultimately formed the sample.

The choice of a non-probability sampling technique (purposive sampling) rather than selecting one requiring statistical inferences was made because this strategy can capture a wide range of data and the different cultural experiences of participants, in this case Saudi PR practitioners with differing communication tactics, Twitter strategies and breast cancer campaign plans with regard to raising awareness during Breast Cancer Awareness Month. For small samples, Patton (2002, p.235) recommends incorporating as much variance as possible to ensure a wide range of results. Creswell (1998, p.118) recognises that purposeful selection of participants represents a key decision in a qualitative study.

#### **4.4.1 Selected Cases**

The six Saudi cancer charities included in the sample were: the Zahra Breast Cancer Association (Riyadh), the Balsam Association (Al-Qassim), the Tahoor Association in Al-Onaizah (Al-Qassim), the Ahayah Society (Al-Madinah), the Saudi Cancer Foundation (Dammam) and the Saudi Cancer Society (Riyadh). Data was collected using a semi-structured interview method with 12 participants (six female, six male) between 17<sup>th</sup> January 2019 and 24<sup>th</sup> March 2019. As this study is the first employing cases of this nature in the KSA, the evidence gleaned from these can reveal unique insights, particularly when cases are compared. The six selected cancer charities are presented below.

#### **Case 1: Zahra Breast Cancer Association**

The Zahra Breast Cancer Association, also known as the Zahra Association, was the first charitable association in the KSA specialising in fighting breast cancer. It is an educational organisation that aims to spread awareness of breast cancer and support sufferers and those who have recovered. Founded in 2007, it is chaired by Her Royal Highness Princess Haifa bint Faisal bin Abdulazi and states its mission to be eradicating and preventing breast cancer by disseminating knowledge and raising awareness, especially in relation to prevention strategies, empowering the community and supporting health sectors across the country to limit the spread of breast cancer and achieve a breast cancer-free society. The Zahra Association maintains

several branches across the regions of the KSA, including the central region in the city of Riyadh (the association's main office, a coordinating office in the National Guard Hospital and King Faisal Specialist Hospital), the western region (Jeddah and Al-Madinah), the southern region (in the city of Abha) and the eastern region (in Al-Ahsa Governorate).

### **Case 2: Balsam Association**

The Balsam Association, founded in 2010 by Her Highness Princess Noura bint Muhammad Al-Saud, specialises in rehabilitating and supporting cancer sufferers and their families in the Al-Qassim region. Their vision is to achieve psychological and social safety for cancer patients through distinguished support programmes, effective partnerships and a qualified work environment. The Balsam Association aims to develop financial resources, technical programmes and administrative systems, raise awareness and run education programmes for different segments of society. They are also involved in media and marketing campaigns, establishing effective community partnerships and achieving beneficiaries' psychological and social safety.

### **Case 3: Tahoor Association**

The Tahoor Association for cancer patient support was founded in 2012 in Al-Onaizah. Their objective is to contribute to the fight against cancer and provide integrated services for cancer patients. This involves empowering, rehabilitating and assisting cancer patients socially and psychologically as well as raising awareness of tumour control and methods of early detection. The Tahoor Association provides support services for cancer patients to mitigate the effects of the disease on them and their families in all social, financial and administrative fields, enables volunteers and philanthropists to work in the service of cancer patients, raises community awareness about cancer in terms of symptoms, prevention and available treatment methods, communicates with related associations in appropriate fields and provides an empowered database on cancer patients.

### **Case 4: Ahyaha Charitable Society**

The Ahyaha Charitable Society, also known as the Ahyaha Society, was founded in Al-Madinah in 2012 to support cancer patients. It was built through the work of volunteers providing emotional and social support and healthcare for cancer patients. Their mission is to operate to the public benefit by establishing and running medical centres that provide integrated care by adopting the highest international standards in partnership with institutions. Their services

include giving cancer patients financial assistance and social, media and emotional support, contributing to treatment, supporting education and awareness programmes and offering free early detection of four types of cancer (breast, colon, cervical, prostate). The Society also provides training programmes and workshops aimed at developing workers' performance in the field of cancer. They have contributed to the establishment of hospitals, medical centres and private clinics, and they founded the Tiba Center for Early Detection, which is the second charitable centre in the country that provides free services for the early detection of cancer, particularly breast cancer due to its high incidence in the KSA.

#### **Case 5: Saudi Cancer Foundation**

The Saudi Cancer Foundation was founded in 2001 in Dammam in the Eastern Province. The charity's aims are awareness raising about cancers and their causes and providing care for cancer patients while developing medical staff and psychological care. Its stated mission is to combat cancer by all possible means, direct and indirect. To achieve this, the charity relies on supporters, volunteers, the community, medical staff, patients and workers. It provides many services, including assisting cancer patients with financial, social, media and emotional support and contributing to treatment. The Foundation established the May Al-Jabr centre for the early detection of cancer in 2016, the first such integrated centre in the Eastern Province.

#### **Case 6: Saudi Cancer Society**

The Saudi Cancer Society was founded in Riyadh in 2004. It provides philanthropic services throughout the KSA in relation to cancer to minimise the number of sufferers and provide support to those suffering. The charity's main services include social services, scientific research, supporting health awareness and early detection programmes, an information centre and supporting programmes involving palliative care, quality and diagnostics and treatment. Further, the Saudi Cancer Society collaborates with other cancer charities in the KSA. It has founded several centres for early detection, including the Abdul Latif Centre, named after its benefactor, which was the first of its type in the country. It provides services free of charge and is particularly concerned with the early detection of breast cancer.

With the details of purposive sampling discussed, it is important to review the ethical considerations pertinent to this study.



## **4.5 Ethical Considerations**

This study was conducted with individuals working in non-profit organisations (NPOs). Therefore, the participants' rights, safety, anonymity and confidentiality had to be considered. These considerations were the priority throughout the research, which adhered to all applicable conventions and laws, including the Data Protection Act (2018). Participants were fully informed of the study's purpose, procedures, benefits and potential risks, and they were assured that their participation was voluntary and they could withdraw at any time.

### **4.5.1 Ethics Procedures**

When collecting qualitative data through human interaction, all the participants' consent must be obtained before commencing the research in line with ethical principles. This requires trust-based relationships and interaction with participants in a humane, non-exploitative way (Daymon & Holloway, 2011, p.55). Therefore, participants were given an information sheet (Appendix B) and were asked to sign an informed consent form (Appendix C). After gaining Swansea University ethical approval to undertake this qualitative research, approval was obtained in the form of permission letters from the six Saudi charities. These were sent to the Saudi embassy to gain permission to undertake a research trip in the KSA to interview PR practitioners in cancer charities. The collected data was stored on an encrypted, password-protected hard drive accessible only to the researcher and study supervisor. Any paper documents were stored in a locked cabinet in a private room. No third party was able to gain access to the data, and it was used only for the stated purposes of this research. At the end of the research period, all data was securely destroyed. The next section highlighted the thesis data collection methods.

### **4.6 Data Collection Methods**

This qualitative study employed two data collection methods to gain a higher degree of validity than would be possible using a single method. The first method was Twitter content analysis to answer research question 5. The primary second method was semi-structured in-depth interviews to provide a rich explanation of breast cancer communication techniques, answering research questions 1, 2, 3 and 4. Table 3 (below) provides an overview of data collection in this study and how each method relates to each research question.

Table 3: Methods associated with each research question

Research Question	Method
RQ1: What is the role of the PR department in raising breast cancer awareness in the KSA?	Semi-structured in-depth interviews
RQ2: What is the process a PR department goes through to create a campaign in relation to breast cancer to ensure that the campaign is successful?	Semi-structured in-depth interviews
RQ3: What messages are provided to Saudi women in relation to breast cancer?	Semi-structured in-depth interviews
RQ4: How do public relations practitioners engage in breast cancer campaigns using social media platforms during breast cancer awareness month (BCAM)?	Semi-structured in-depth interviews
RQ5: To what extent do Saudi charities apply Lovejoy and Saxton (2012) communication functions on Twitter?	Twitter content analysis

#### 4.6.1 Twitter Content Analysis

Wright (1986, p.125) defined content analysis as a method of systematic classification of communication content which can be used in research to ascribe apparent and explicit content based on predetermined data into categories. Roller and Lavrakas (2015, p.232) defined content analysis as ‘the systematic reduction of content, analysed with special attention to the context in which it was created, to identify themes and extract meaningful interpretations of the data’. These communications can be analysed at a number of levels (image, word, roles, etc.), thereby creating a range of research opportunities. In this study, the Twitter platform was a precious source of data. The interview data supported the Twitter data, and it allowed the researcher to observe how the Saudi charities’ employees used Twitter for communicating and engaging in awareness raising breast cancer campaigns. The Twitter content analysis posts allowed the exploration of matters that could not be examined during the interviews. Qualitative data-based quantitative coding was employed to analyse the tweets of the selected Saudi charities to explore how

communication forms were used on Twitter by these organisations and to examine which communication categories were utilised and most prevalent. Therefore, a quantitative content analysis was conducted initially to measure the frequency of the charities' tweets, followed by qualitative inductive analysis to determine the communication categories not previously identified. This qualitative content analysis drew meaning from the quantitative aspect and helped identify themes that emerged from the tweets.

Content analysis is a method used to assess the symbolic content of and infer meaning from text by following a systematic classification method. Twitter was selected for this because it is one of the most prominent communication platforms used in PR campaigns. Content analysis is appropriate for this study as 'the researcher does not "intrude" on what is being studied and thus does not affect the outcome of the research' (Berger, 2014, p. 239). The qualitative analysis aims to reveal the deep meanings of the target texts by classifying the data into topics or categories. The qualitative content analysis in this study was concerned with the value of the content (the tweets of the selected charities) as it helps in identifying the most relevant common topics that emerged through data analysis. In the context of the scope of this study, the sampling frame for the Twitter content analysis consisted of breast cancer-related tweets drawn from the Twitter accounts of the six selected Saudi cancer charities during Breast Cancer Awareness Month (BCAM) from 1<sup>st</sup> to 31<sup>st</sup> October 2018.

#### **4.6.2 Semi-Structured In-Depth Interviews**

Interviews are a key research tool for collecting data from individuals and groups. They can be divided into three types: structured, unstructured and semi-structured, with the two most common in qualitative studies being unstructured and semi-structured (Daymon & Holloway, 2011, p.237). Semi-structured interviews are defined as 'interviews to obtain descriptions of the world view of the interviewee to interpret the meaning of the described phenomena' (Kvale & Brinkmann, 2009, p.3). They therefore present the most effective method of data collection for this study, the qualitative approach of which enables the 'study [of] selected issues in depth and detail' (Patton, 1990, p.13). Semi-structured interviews facilitate the investigation of opinions and views as they allow participants to expand on their answers (Gray, 2004, p.2017). This is desirable in order to meet the aim of this research: gathering the personal experience, viewpoints and impressions of PR practitioners, and so semi-structured interviews were conducted with PR practitioners from the selected Saudi cancer organisations. The interview comprised a list of questions and an interview guide, not necessarily to be followed exactly (Bryman, 2004, p.321;

Bryman, 2012, p.471) as the sequence of questions in a semi-structured interview differs from one participant to another due to the flow of each interview and the answers given by the participant (Daymon & Holloway, 2011, p.225). However, an interview guide ensures that relevant data is gathered from all participants (Daymon & Holloway, 2011, p.225). Giorgi (1997, p.245) indicates that interview questions are generally broad and open-ended to give the participant the opportunity to present their personal point of view. The semi-structured interview protocol employed in this study managed the flow of each interview through specific questions with associated follow-up questions. All questions were based on the findings of the literature review in three major areas: public communication, PR and health communication (Appendix D). In line with the objectives of this study, the semi-structured interview was considered an effective tool to examine participants' perceptions and experiences of PR campaign strategy on breast cancer and to investigate perspectives on planning Twitter strategies for Breast Cancer Awareness Month. Due to the sampling strategy, each participant was deemed to have sufficient knowledge about at least one campaign to describe their lived experience.

In this study, 12 PR practitioners in cancer charities were personally interviewed. Purposive sampling was employed in this study. The target population for interview was those working in relevant roles in the selected charities: Director and the Public Awareness Officer and social activities Media Officer of the Saudi Cancer Foundation (Dammam), the Director of Development Department from the Tahoor Association in Al-Onaizah (Al-Qassim), the Public Relations Unit Officer from the Balsam Association (Al-Qassim), the Public Relations Manager of the Saudi Cancer Society (Riyadh), the Public Relations Information Officer and Public Awareness Officer of the Ahyaha Society (Al-Madinah) and the Program Management and Awareness Officer, Financial Resources Manager, Information Technology and Training and Education Officer from the Zahra Association. This purposive, non-probability sampling method ensured the appropriate individuals would be interviewed in order to best address the research objectives and questions (Creswell, 2014, p.189) and provide an insightful contribution to the literature.

#### **4.6.2.1 Interview Schedule and Trip Process**

In order to conduct the interviews, field trips were made to cities across four regions in the KSA between 20<sup>th</sup> December 2018 and 20<sup>th</sup> March 2019: Al-Madinah, Dammam, Al-Qassim and Riyadh. This allowed six sets of data to be collected from the cancer charities. In total, three participants were interviewed face-to-face and three were interviewed via email. In these latter

cases, it was not possible to set up face-to-face meetings. In the first month, the charities were contacted to schedule interviews. The Zahra Association chose 07/01/2019, the Saudi Cancer Foundation selected 18/02/2019 and the Ahahya Society in Al-Madinah scheduled interviews for 26/02/2019. The Tahoor Association in Al-Qassim set the date for the meeting at the beginning of March. The Saudi Cancer Society in Riyadh and the Balsam Association in Al-Qassim were contacted but required task facilitation letters from King Saud University to permit interviews. These were applied for and received on 7<sup>th</sup> February 2019. The charities were contacted again to arrange interviews, but both requested email interviews rather than face-to-face. The emails with the questions were sent; the Saudi Cancer Society replied on 28/02/2019 and the Balsam Association on 07/03/2019.

The first interview took place on 7<sup>th</sup> January 2019 with four members of staff from the Zahra Association. After the interview data was collected, the audio recording was listened to and transcribed manually into Microsoft Word to facilitate analysis. Twitter data for the Zahra Association was collected on 20<sup>th</sup> February 2019. The second trip on 18/02/2019 to Dammam resulted in interviews with Saudi Cancer Foundation staff. Unfortunately, due to a lack of coordination, not all employees were available to complete interviews in full as many of them were signing new agreements with sponsors. One member of staff from the media department apologised and offered to answer the rest of the questions on 24/03/2019. The third location visited to collect interview data was the Ahyaha Society in Al-Madinah on 26/02/2019. Three employees were interviewed, and the data was transcribed directly into Microsoft Word. At the beginning of March, the Tahoor Association in Al-Qassim was contacted to arrange an appropriate time for the interviews, but the PR employee was on official leave. The manager apologised and requested that the questions be sent by email. The answers were received on 17/03/2019. Despite a number of difficulties, the data collection process received responses from all six selected charities.

Prior to conducting the interviews, the researcher introduced herself and provided information about the research problem, importance and objectives of the study. The participant information sheet (Appendix B) containing the objectives and purpose of the study was carefully read by all to ensure comprehension. Participants then signed a written consent form to indicate their informed agreement to participate (Appendix C). It was also stated that if participants felt uncomfortable at any point, they could refuse to answer any question or terminate their participation. Instead of taking extensive notes, the interviewer recorded the interviews using an iPhone with the participants' consent. After each interview, the collected data was transcribed

manually into Microsoft Word to document, record, transcribe, code and analyse the data to draw out recurring themes. Having discussed the data collection methods, moving now to explained the data analysis process.

#### **4.7 Data Analysis Process**

This study is divided into two stages in order to answer RQ5: To what extent do Saudi charities apply Lovejoy and Saxton communication functions on Twitter? The first phase was to analyse the six Twitter accounts to identify how the charities use Twitter to deliver messaging and encourage women to undertake screening practices. This offered a background into which strategies these charities choose to use on Twitter. In-depth semi-structured interviews were undertaken in the second stage of the research to answer RQ1, RQ2, RQ3 and RQ4 after the Twitter analysis, thus addressing the remaining research questions related to PR practitioners:

RQ1: What is the role of the PR department in general and specifically in raising breast cancer awareness in Saudi Arabia?

RQ2: What process will a PR department go through to create a campaign in relation to breast cancer to ensure that the campaign is successful?

RQ3: What messages are provided and designed to Saudi women in relation to breast cancer?

RQ4: How do PR practitioners in different breast cancer charities communicate about breast cancer campaigns on Twitter during Breast Cancer Awareness Month (BCAM)?

##### **4.7.1 Phase One: Qualitative Thematic Analysis**

Qualitative analysis in any research needs to be consistent with the epistemological position adopted (Willig, 2013). Braun and Clark's (2006, p.79) thematic analysis as a qualitative method was employed for this study for "identifying, analysing and reporting patterns (themes) within the data". It has been described as one of the important methods used for analysing qualitative data (Bryman 2008, p.554) and as a "foundational method for qualitative analysis" (Braun & Clarke 2006, p.78). Thematic analysis is beneficial in that it allows investigation of individual perspectives, generates unexpected insights and accentuates similarities and differences (Braun & Clarke, 2006). The researcher is thus able to interpret participants' experiences.

Braun and Clarke (2006, p.87) developed a six-step framework for carrying out thematic analysis, which was utilised in the data analysis for the present study. Thematic analysis is based

on determining themes or patterns via a procedure of familiarisation with the data, generating initial codes and searching, revising and refining themes until a satisfactory thematic map of the collected data is devised (Braun & Clarke, 2006). The flexibility of thematic analysis emerges from the fact that it can be carried out in several different ways, and it is this accessibility and flexibility which make it most appropriate for use in this research (Braun & Clark, 2012, p.58). The conceptual framework of the thematic analysis used in this study is essentially based on the theoretical positions of Braun and Clark (2006).

Phase	Description of the process
1. Familiarizing yourself with your data:	Transcribing data (if necessary), reading and re-reading the data, noting down initial ideas.
2. Generating initial codes:	Coding interesting features of the data in a systematic fashion across the entire data set, collating data relevant to each code.
3. Searching for themes:	Collating codes into potential themes, gathering all data relevant to each potential theme.
4. Reviewing themes:	Checking if the themes work in relation to the coded extracts (Level 1) and the entire data set (Level 2), generating a thematic 'map' of the analysis.
5. Defining and naming themes:	Ongoing analysis to refine the specifics of each theme, and the overall story the analysis tells, generating clear definitions and names for each theme.
6. Producing the report:	The final opportunity for analysis. Selection of vivid, compelling extract examples, final analysis of selected extracts, relating back of the analysis to the research question and literature, producing a scholarly report of the analysis.

Figure 1: Thematic Analysis Process (Braun & Clarke, 2006)

Figure 1 (above) defines the six distinct and separable phases of thematic analysis proposed by Braun and Clarke (2006). However, not all of these steps are possible or desirable in practice, a feature confirmed and acknowledged by Braun and Clarke (2006, p. 86) not only as a characteristic of the process but a prerequisite for analysis. They even suggest that ‘Writing should begin in phase one, with the jotting down of ideas and potential coding schemes, and continue right through the entire coding/analysis process’ (Braun and Clarke, 2006, p.86). This flexibility is possible because analysis of the qualitative data process is not linear but rather a cross-staggered process which continues until the final moment of writing the research report. In other words, it is a process that requires moving through the steps multiple times throughout the dataset, particularly through stages of coding and searching for key themes, and also during the writing stage, constantly questioning what is felt and understood concerning the participants in the study (Braun & Clarke, 2006, p.86).

#### **4.7.1.1 Thematic Analysis Process of the Interviews**

This study focused on a rich, phenomenological description of the personal experiences of the employees of charitable societies. The research questions aim to produce knowledge about the human experience rather than knowledge related to their feelings and thoughts, seeking to gain an understanding of the participants' opinions and views in relation breast cancer awareness campaign strategies. Thus, following Braun and Clark's (2006, p.79) thematic analysis, six phases are employed to interpret the participants' experiences, which focused mainly on patterns of meaning. The researcher did not consider using the qualitative data analysis software (CAQDAS), namely NVivo, to code the data for multiple reasons. Manual analysis was preferred because this enabled the researcher to interact personally with the data, adding a tangible element that led to capturing nuanced thematic clues during the analysis. NVivo would not have helped as it is imperfect in terms of data interpretation.

In the first phase, all interview data linked to the research questions was identified, specifically in the area of public communications, PR and health communication. The data was manually entered into a Microsoft Word document under corresponding headings. This was done in Arabic to avoid losing meaning at the transcription stage (see Appendix E for full interview transcripts in Arabic).

This became the initial data set, which was read and listened to numerous times. During the second phase, this data was read to identify initial codes, and coding was carried out separately for each transcription, first in Arabic and then translated into English to ensure the reliability of the coding; this means that some of the language is not identical to the original spoken language. This data was again reread to identify codes, a process that was carried out separately for each transcription, before a table was created with six columns: question number, interviewee name, interviewee answer, initially generated codes (first cycle codes and second cycle codes), themes and notes (Figure 2, below), such as the PR roles of Saudi charities, representing a theme related to RQ1. This study used descriptive coding, which "summarises in a word or short phrase—most often a noun—the basic topic of a passage of qualitative data" (Saldaña, 2016, p.102). During this phase, two coding cycles were employed. In the first, through careful reading of the transcriptions, every word relevant to the overall research area was highlighted. The actual data extracts were coded, even those that did not appear to be immediately relevant to the research questions, as these may have proved essential later. The researcher was surprised by the large number of codes that could be summarised with one word or a short phrase (Table 4, below), for



example, during rereading and backtracking through the first initial codes (Figure 2, below), it was discovered that engagement with external communication was the most repeated code among the participants. The second cycle of coding involved reviewing the first level of codes from all the interview data. After the first level of codes was discovered, the transcriptions were reread, then the second level of codes was found by noting correlations, repetition and differences between the codes from all the interview data (Tables 5 and 6, below). Following this, the data items were reread to identify themes related to each research question. During this process, two phases of thematic analysis, searching for and reviewing the themes, were combined and the extracts from each code were read again to ensure correct coding. At this stage, connections between the codes were sought, causing some codes to be renamed, similar groups of codes to be merged and certain codes linked to others through the creation of code families if they shared characteristics, which could comprise themes and sub-themes, or even sub-sub-themes. Codes that appeared unrelated to the research questions were discarded but saved in a folder marked 'For future studies' as they may be appropriate for future research.

Figure 3 (below) shows a mind map illustrating the final themes and sub-themes of this study, presented and discussed in Chapter 5. The latter stages of the process required considering each code along with how it related to each of the other codes, and how they might be combined under potential themes. Even during the writing stage, the themes were searched and reviewed; some were given new names, others were combined and still others were broken down. According to Saldaña (2016), the second level of coding is often difficult for researchers because categorising and developing themes requires a highly developed analytical ability.

Figure 2: Example of inductive coding table in Microsoft Word

No	Interviewees	RQ1 Interview What role does PR play within the organizational?	Codes		Themes	Notes
			First Cycle Codes	Second Cycle Codes		
1-Zahrah	Zahrah/R	I am in contact with the concerned relations with different awareness parties, for example, <b>doctors</b> , to serve us in the programs of <b>cancer survivors</b> , contact with psychologists and also trained doctors additionally, communicate with external parties to coordinate events (Jan. 7, 2019). These are some examples of the <b>companies and bodies</b> we cooperate with: <b>the Entertainment Authority</b> , the Food and Drug Authority, the <b>Trade Authority</b> , restaurants, the UAE and the Sudanese Embassy (Jan. 7, 2019). In order to conduct a successful campaign, cooperation with <b>government agencies</b> is important: many agencies are demanding that we educate women about cancer and this indicates that the campaign is successful (Jan. 7, 2019).	Communicating with doctors, cancer survivors and psychologists.  Communicating with companies, bodies, and authority.		Communication Technician role of PR	Technical roles more than managerial roles
2-Saudi Cancer Society	SCS/P	There <b>is cooperation with the Ministry of Health</b> in all events, and this encourages the Society to spread awareness among the public about the necessity of periodic examinations and health education (Feb. 28, 2019).	Communicating with government agencies	Engagement with external communication and communicating with people and entities outside the organization		
3- Saudi Cancer Foundation	SCF/S	My role in the charity is to <b>communicate with government and private agencies</b> , build relationships with partners and communicate with supporters and sponsors such as <b>government agencies</b> , which form the basis for awareness and education. We are dependent on the <b>health affairs agencies</b> and other associations like the <b>Ministry of Labor and Social Development</b> , as well as supporters. We rely on private support from companies, mainly pharmaceutical companies, and sometimes large companies such as Aramco (Feb. 18, 2019).	Communicating with government agencies as sponsors and financial supports			

Table 4: Additional first cycle codes of PR technician roles

RQ	Initial Codes of First Cycle Codes
RQ1	<p>Communicating with doctors</p> <p>Publicity</p> <p>Arranging events in commercial centres and schools</p> <p>Holding seminars</p> <p>Awareness workshops</p> <p>Preparing brochures</p> <p>Handling media</p> <p>Relationship between journalists</p> <p>Press releases</p> <p>Educational programmes in schools and government universities</p> <p>Holding lectures</p> <p>Writing and editing</p> <p>Publishing pamphlets</p> <p>Improving campaign image</p> <p>Public information</p> <p>Posting information</p> <p>Create a beneficial programme for foreign audiences</p> <p>Connections with experts</p> <p>External organizations support campaigns</p> <p>Using communicative tools to different groups</p>

	<p>Using Communication methods for different partners</p> <p>Everyone carries out their duties</p> <p>I am the only person responsible for public relations, and I make those decisions.</p> <p>Preparing annual report</p> <p>Organise a social media contest</p> <p>Text messages</p> <p>Preparing publications</p> <p>Good social networks with various partners</p> <p>Communicating with social supports</p> <p>Communicating with government agencies</p> <p>Select social media</p> <p>Phone calls</p> <p>Face-to-face communication</p> <p>Working with the media</p> <p>Producing materials for the press</p> <p>Contact with journalists in October</p> <p>Deal with both print and electronic media</p> <p>Interaction on social media</p> <p>Agreements with more than one local, international and electronic newspaper</p> <p>Writing the news</p> <p>Invite people or representatives of electronic newspapers</p> <p>Provide list of journalists from various newspapers</p> <p>Provide journalists with media or materials</p>
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Table 5: Additional second cycle codes of PR technician roles

<b>RQ</b>	<b>Initial Codes of Second Cycle Codes</b>
RQ1	<p>Engagement with external communication</p> <p>Arranging events and activities</p> <p>Preparing and writing print materials</p> <p>Media relations</p> <p>Conducts health research</p> <p>Employees engagements</p>

Table 6: Additional First and Second Cycle Codes of PR Technician Roles

First cycle codes	Second cycle codes
<p>Communicating with doctors and psychologists</p> <p>Relationships with journalists</p> <p>Create a beneficial programme for foreign audiences</p> <p>Connections with experts</p> <p>External organisations support campaigns</p> <p>Using communicative tools with different groups</p> <p>Using communication methods for different partners</p> <p>Communicating with government agencies</p> <p>Communicating with social support</p> <p>Creation of partnerships</p>	<p>Engagement with external communication</p>
<p>Arranging events in commercial centres</p> <p>Arranging events in schools</p> <p>Holding lectures</p> <p>Holding seminars</p> <p>Educational programmes in schools and government universities</p> <p>Awareness workshops</p>	<p>Arranging events and activities</p>
<p>Preparing annual report</p> <p>Preparing publications</p> <p>Publicity</p> <p>Writing and editing</p> <p>Publishing pamphlets</p> <p>Public information</p>	<p>Preparing and writing print materials</p>
<p>Select social media</p> <p>Organising a social media contest</p> <p>Posting information</p> <p>Phone calls</p> <p>Text messages</p>	<p>Media tactics</p>

Face-to-face communication	
<p>Working with the media</p> <p>Producing materials for the press</p> <p>Contact with journalists in October</p> <p>Dealing with both print and electronic media</p> <p>Interaction on social media</p> <p>Agreements with more than one local, international and electronic newspaper</p> <p>Writing the news</p> <p>Inviting people or representatives of electronic newspapers</p> <p>Providing a list of journalists from various newspapers</p> <p>Providing journalists with media or materials</p>	<p>Cooperative activities and liaising with journalists</p>

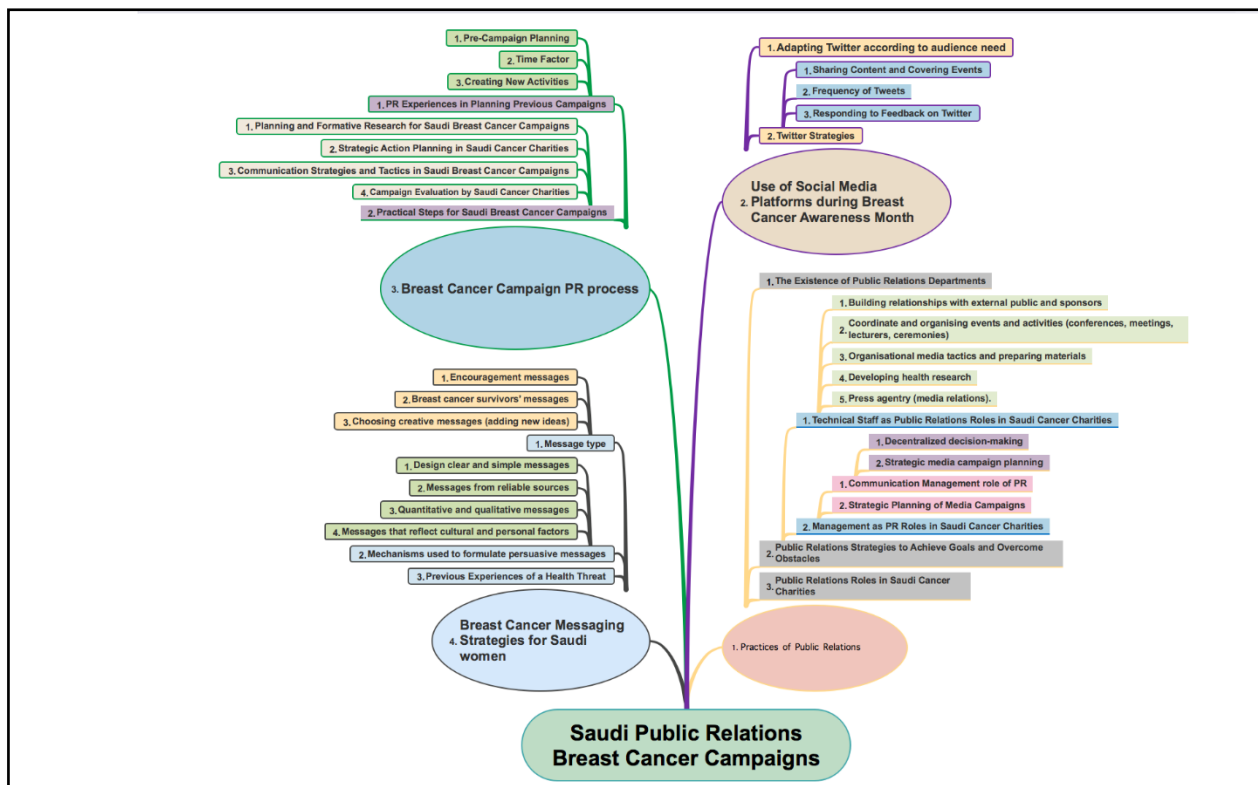


Figure 2: Mind map of final themes and sub-themes of PR breast cancer campaigns

#### 4.7.2 Phase Two: Twitter Content Analysis Process

Thematic analysis was employed in this study as an inductive approach dependent on analysing quantitative data. The analysis began by using the deductive approach to measure the frequency of the individual tweet type within the communication categories utilised by the selected charities, but moved to create codes through an inductive process based on a review of the charities' tweets during Breast Cancer Awareness Month (1<sup>st</sup> to 31<sup>st</sup> October, 2018). This inductive analysis contributed to a deep description of the themes across the entire dataset.

The sampling frame for the Twitter content analysis consisted of tweets, replies and retweets published on the six charities' accounts during the sampling period. The data was collected manually by copying as well as taking a screen capture of text tweets and replies related to any aspect of breast cancer every day from the relevant accounts. Once transcribed into Word, all the tweets were translated from Arabic into English, making it possible that some of the language may not be exactly as it was in the original. The sampling procedure resulted in a total number of 578 tweets from the six charities.

For the purpose of the analysis, all text data, including tweets and retweets from other sources and replies related to breast cancer month, were included. Any tweets and retweets not related to Breast Cancer Awareness Month were excluded. Photographs or videos in tweets were not included in the analysis. After retrieving all tweets, qualitative content analysis was used to analyse and generate initial codes and classify the tweets.

#### **4.7.2.1 Coding Scheme**

In the first stage of the Twitter analysis, coding categories were deductively developed based on the frequency of tweets and the specific content of each tweet to identify informational and dialogic forms that each charity applied to Twitter. The final coding scheme was developed inductively based on Lovejoy and Saxton's (2012) framework. In cases where a tweet seemed to serve a dual purpose, the coding category was assigned based on what was considered the tweet's primary purpose. Therefore, each tweet was assigned one category from this coding scheme. The content of the Twitter posts was examined to determine their communicative functions in accordance with the classification scheme of Lovejoy and Saxton (2012), which includes "Information", "Community" and "Action". Content containing one-way communication of information from the charity to its audience was coded as "Information"; posts promoting dialogue with the public, partnerships or the development of an online community and tweets posted from the charities or retweeted from other users promoting themselves or expressing their opinions were coded as "Community"; and "Action" was operationalised for posts intending to influence the public to engage in a specific activity, such as attending an event or workshop, encouraging women to undergo screening practices, fundraising or calling for donations or volunteers. The classification of the main themes and sub-themes is explained in detail in Chapter Seven: Twitter Findings.

#### **4.8 Research Limitations**

The limitations of this study must be acknowledged and discussed, particularly those concerning its location and participants. The first limitation which caused difficulties during the research process was the lack of information about health charities as NPOs in the KSA. This meant that the PR employees of only six charities specialising in breast cancer formed the basis for examination, so the perceptions and experiences of these individuals with regard to raising awareness of breast cancer and designing promotional campaigns for screening practices constitutes the dataset based on which any recommendations are made.

The participants' perspectives were shaped by their being employed by a charitable organisation. This increases the likelihood of bias in their responses to favour their work and organisation. This bias was confirmed through analysis of the content of each charity's tweets. For example, when one PR practitioner was asked how the charity builds a successful strategy for communication through Twitter, he responded: "through the dissemination of medical information and raising awareness, through getting information from reliable scientific sources, education, answering questions and inquiries, and arranging awareness raising campaigns and activating programmes, activities, events and global days". This contrasts with what was observed in tweet analysis, as only seven tweets about awareness were posted from the relevant account during the study period (Breast Cancer Awareness Month). This reflects the bias that interviewing employees of an organisation about their workplace has on interview responses; they are highly likely to feel that they are speaking as representatives of the organisation and therefore must portray it (and themselves) in a positive way. However, the interview questions focused on the practitioners' experiences and perceptions, and the participants were familiar with the research process, so it is hoped that the impact of the setting on data gathering was minor.

Another limitation emerged from the need to arrange interview appointments with each participant. These frequently had to be postponed and rescheduled requiring significant flexibility. When the interviews took place, time constraints meant that each participant could only be interviewed once, which may have impacted on the reliability of the interview data. In addition, the interviewees did not have the opportunity to add to or modify their answers after the interviews finished. Attempts were made to mitigate this by returning to the research setting in October, 2019, summarising initial findings and presenting them for participants' feedback, and some participants were emailed follow-up questions for more information. Furthermore, the relatively small sample size and exploratory nature of the study may lead to some bias in the results, reflecting only the performance of the six selected cancer charities in the KSA which participated in the research, leaving little opportunity for generalisation to other contexts and populations.

Finally, the nature of some of the data collection raises a limitation. Theoretically, interviews should be conducted with a sufficient number of employees to reach data saturation. In this study, 12 people were interviewed, but only 9 of these interviews took place in the face-to-face manner planned in the research design. The other respondents returned their answers by email as they were too busy to arrange a face-to-face interview. This means that the response conditions were not kept uniform for all participants. Furthermore, a significant amount of qualitative data may



have been missed in the interviews that took place only through email. While arranging interviews with a greater number of participants may have mitigated this, time constraints rendered this impossible. However, the data from the 9 face-to-face interviews was sufficient to provide insight into the major broad themes through thematic analysis of the charities' communication strategies.

#### **4.9 Summary**

This chapter has detailed the research methods employed in this study to investigate six Saudi cancer charities' efforts to raise awareness of breast cancer during Breast Cancer Awareness Month by utilising communication campaign techniques. Justification of the study design and methodological approach and an in-depth explanation of the research process has been presented here. An understanding of the philosophical inquiry paradigm is considered a fundamental requirement for carrying out research. This research derives its philosophical assumptions from the phenomenological approach.

The philosophical paradigm deemed relevant for this research is "critical realism" (CR) as it enables a search for meanings and socially constructed knowledge from the participants (Saudi PR practitioners). This orientates the research around understanding the interpretations generated from participants' commentary (real-life experiences among Saudi practitioners with different perceptions of reality) on breast cancer campaign planning and comprehension of communication functions using extracted Twitter data, leading to gaining an understanding of the causal mechanisms that exist only by virtue of routines and practices of social activities in Saudi cancer charities.

The study employed a multiple qualitative case study approach as this does not test a specific theory but follows the inductive route usually adopted in qualitative research. The two research activities in this study are Twitter content analysis and semi-structured interviews. The Twitter content analysis is designed to answer RQ5: To what extent do Saudi charities apply Lovejoy and Saxton (2012) communication functions on Twitter? This intends to investigate how Saudi charities used Twitter tools to build relationships with their audience and stakeholders and to identify Twitter strategy in these organisations between 1<sup>st</sup> October 2018 and 30<sup>th</sup> October 2018. The coding scheme for this was developed following Lovejoy and Saxton's (2012) framework, with modifications applied during the coding process to ensure a better fit for the purposes of this study.

The second research activity involved in-depth interviews to answer research questions 1, 2, 3 and 4. These were carried out in 2019 with strategic PR practitioners and planners at the six charities, and investigated the PR practitioners' perspectives of using strategic communications tools to change women's health-related behaviours. The semi-structured nature of these interviews allowed the researcher and the participants to enter into the research frame and collaborate in sharing the information and notions, affording the opportunity to gain a deep understanding based on multiple views and experiences. In order to identify themes within the data, this study followed the framework of Braun and Clarke (2006), which led to an exploration of the perspectives of PR practitioners' roles and functions in planning effective public health communication campaign strategies using communication tools, tactics and strategies.

The next chapter outlines the findings of this study gleaned from analysis of interviews with participants from Saudi cancer charities.

## **CHAPTER FIVE: QUALITATIVE DATA ANALYSIS - INTERVIEW FINDINGS**

The primary objective of this study is to explore how public relations (PR) practitioners in breast cancer charities in the Kingdom of Saudi Arabia (KSA) design campaigns to raise awareness of the disease and the health-related behaviours which can prevent or mitigate it, such as self-examination and screening. The previous chapter explained the research methods employed to address the research questions formulated around this objective in this study. This chapter presents the findings of the interviews conducted with Saudi PR practitioners in order to answer RQ1, which focuses on the role of PR in raising awareness, and RQ2, RQ3, and RQ4, which relate to strategy design and campaign planning. The demographics and work experience of the 12 participants from six charities are provided first before details of the participant's perceptions of their roles within the charity in planning, implementing and evaluating breast cancer campaigns are explored. The participants' views on the design and formulation of messaging in campaigns are elucidated. Finally, the use of social media platforms during breast cancer awareness month has been examined. To ensure data protection, participants were anonymised, with no individual names used; participants are referred to by the name of the charity and the first letter of their name (participants who did not disclose their name or prefer to have their initial anonymised are designated with the letter "P"). The thematic qualitative analysis coding procedure of Braun and Clarke (2006) was employed to analyse interviews in this study. This can facilitate understanding of the participants' experiences and perspectives. Prior to analysis at each stage, a preliminary review of the available data was conducted. The analysis process helped identify meaningful patterns and themes, defined the scope of each theme and determined how they link to each other and to the problem formulation and research questions. During the process, the interview data was coded to provide initial identifiable themes and these themes were developed further to provide a more detailed and nuanced understanding of PR processes.

### **5.1 Participant Demographics and Work Experience**

Through the interview period, data was collected from six female and six male participants. The majority of the practitioners primarily held Bachelor's Degrees from various specialisations including Political Science, Arabic Language, Anaesthesia Technician, Computer Technician, Psychology, Biology and Business Administration. Only one, a male, held a Bachelor's Degree in Public Relations, and another confirmed that he had a Master's Degree in Information

Technology. The length of experience in PR and communications at the respective organisations ranged 3-13 years (Table 5, below).

Table 7: Participant details

Cancer Charity	Gender and Reference Name	Education Level	Specialisation	Job Title	Experience (Public Relations and Communications)	Type of Interview
Tahoor Association	Male Tahoor/P	Bachelor's Degree	Political Science	Director of Development Department	5 years of experience indirectly or outside the public relations department	Email
Balsam Association	Female Balsam/P	High Diploma	Computer Technician - Technical Support	Public Relations Unit Officer	5 years	
Saudi Cancer Society	Male SCS/P	Bachelor's Degree	Public Relations (PR)	Public Relations (PR) Manager	3 years	
Zahra Association	Female Zahra/R	Bachelor's Degree	Psychology	Programme Management and Awareness officer	4 years	Face-to-face
	Female Zahra/M	Bachelor's Degree	Business Administration	Financial Resources Manager	4 years	
	Female Zahra/R2	Bachelor's Degree	Computer Technician - Technical Support	Information Technology	7 years	
	Female Zahra/H	Bachelor's Degree	Pharmacology	Training & Education Officer	4 years	
Ahyaha Society	Male Ahyaha/A	Bachelor's and Master's Degree	Information Technology	Computer Technician	7 years	Face-to-face and email
	Male Ahyaha/A2	Bachelor's Degree	Anaesthesia Technician	Public Relations and Information Officer and Public Awareness Officer	10 years in public relations	
Saudi Cancer Foundation	Female SCF/S	Bachelor's Degree	Biology	Public Awareness Officer and social activities	10 years in the charity	Face-to-face and email
	Male SCF/S2	Bachelor's Degree	Arabic Language	Volunteer Media Officer	Total 13 years, 9 years with Saudi Cancer Foundation	
	Male SCF/A	Unknown	Unknown	Director	Unknown	

## 5.2 Practices in Public Relations

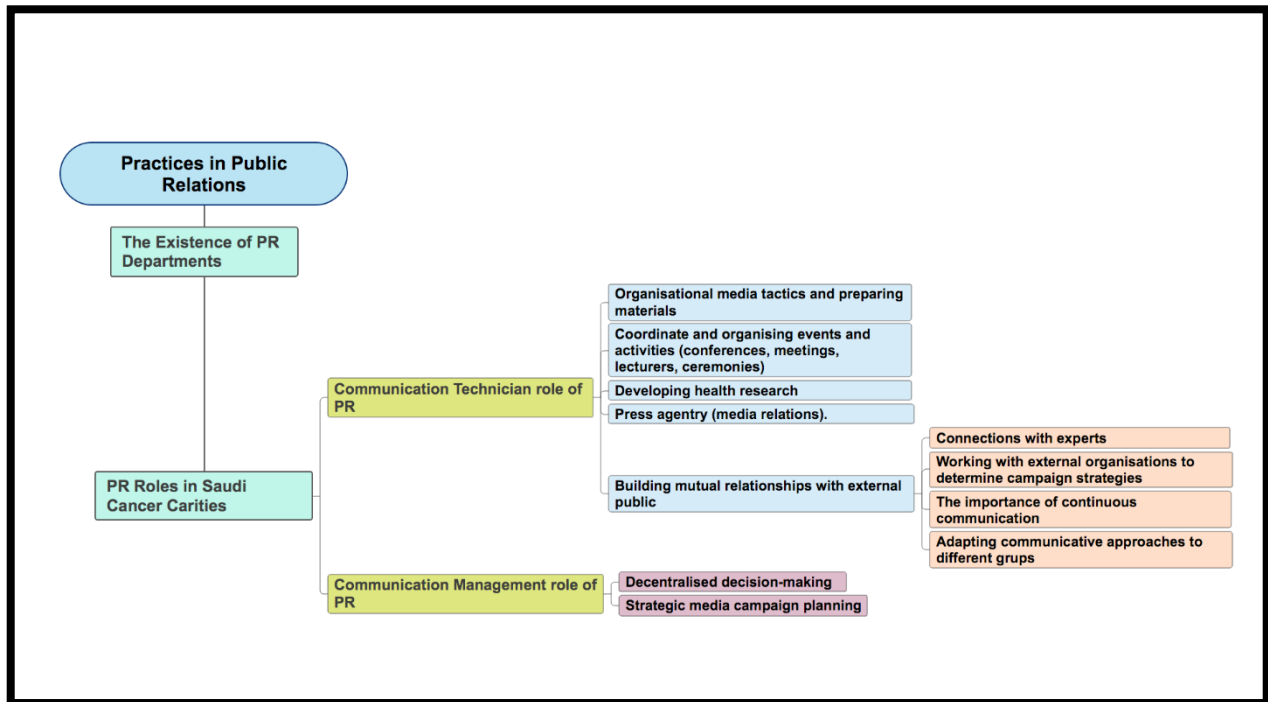


Figure 3:Practices in Public Relations

Understanding how each charity practiced the roles of PR is a fundamental element of this study. Practices varied between charities, with two main themes emerging from the results: the existence of PR departments and PR roles.

### 5.2.1 The Existence of Public Relations Departments

The first theme considers the presence or absence in each charity of a PR department, with a view to identifying which individuals or departments were responsible for PR roles and functions. The results of the interview data analysis showed that two of the six charities, the Balsam Association and the Saudi Cancer Society, had dedicated departments for PR and Communications. In this case, the participant from the Saudi Cancer Society was the manager of this department. None of the other charities were shown to have PR officers or specific departments for PR. Tahoor/P stated:

*Currently, there is no public relations department, but the reason behind that is restrictions on space in the current workplace. Within a year we will move to our new headquarters, God willing, and we will be able to build the public*

*relations department and strengthen the roles. The Department of Development and the Executive Management of the association currently do this role (March 17, 2019).*

Participants from the Zahra Association (Zahra/H), the Ahyaha Society (Ahyaha/A), and the Saudi Cancer Foundation (SCF/S) indicated that other departments performed PR roles and activities. Ahyaha/A commented that the Ahyaha Society does not have a PR department, remarking that he was almost solely responsible for PR with the help of one other employee; SCF/S was responsible for dealing with the media; and Zahra/H reported:

*There are four departments which undertake PR roles: Programme Management, Awareness, Financial Resources and Information Technology (Jan. 7, 2019).*

Participants from the Zahra Association confirmed that they did not have a PR department, but indicated awareness of the importance of PR. Zahra/M and Zahra/H stated that the charity previously had a PR department and at the time of interview were actively recruiting for staff experienced in PR management.

Those charities without PR departments delegated other departments to carry out PR tasks. This suggests that the charities perceived PR work not to be a primary concern, and the fact that any employee could be assigned to it regardless of background and experience further indicates they considered it a merely technical role requiring no specialised skill. These high-level misconceptions about PR are common to many Saudi industries, so PR is rarely afforded much importance. It is noteworthy that the staff responsible for PR in the charities tended to be unqualified except for one charity, which affects proper practice of PR roles, so employing staff with PR qualifications and a long record of experience in roles influential to the organisation's decision-making process may enhance their PR efforts and open up opportunities for career development in PR for junior staff. Staff concerns such as this must also be related to a limited budget and the size of the organisations, which do not allow for a large workforce, and the fact that Saudi cancer charities are relatively new, with the majority of them established between 2001 and 2012.

Respondents stated that they employed a variety of job titles and common terms for communication staff, such as Computer Technician, Public Awareness Officer, and Social Activities and Media Officer, all with roles relating to publicity or events management. The

Balsam Association, the Saudi Cancer Society and the Ahyaha Society used the term ‘public relations’ for job titles in this field, including ‘Public Relations Unit Officer’ and ‘Public Relations Manager’, implying that these participants performed all roles related to PR including media relations, producing information, writing speeches and developing promotional campaigns, but it was clear that some lacked experience in a number of these areas. This again shows that while some charities were aware of the importance of PR, they were unable to employ qualified staff to carry out PR roles.

Having explored the existence of PR departments in the selected charities, the roles played by the PR staff will be discussed in the following section.

### **5.2.2 Public Relations Roles in Saudi Cancer Charities**

This question relating to RQ1 refers to the role those responsible for PR within their charities feel they play within the organisation and in awareness raising campaigns, along with the communication strategy used in dealing with media relations. Two main themes emerged from interviews in relation to this question are outlined below. The primary role across all six charities was communications technician, but a minority of participants reported that they were involved in communication management roles, with practices differing widely based on the size of the organisation.

#### **5.2.2.1 Communication Technician role of PR**

The interviews carried out in this study provided insight into the tasks executed in relation to PR in Saudi cancer charities. Some understood the importance of several specific PR tasks even though they lacked PR specialists. The technical roles which emerged in the charities included preparing and editing educational materials such as brochures, images, and pamphlets, employing a variety of organisational media tactics, and arranging awareness messages to encourage health-related behaviour change.

The organisational media tactics employed by the charities incorporated communication channels such as social media, phone calls, text messages, and face-to-face communication in the form of lectures, conferences and seminars. Organising activities and events was noted as a prominent technical role of PR practitioners, with the majority of participants educating the public about



breast cancer through these along with educational programmes that urged community members to conduct early breast cancer screening. Campaigns included awareness activities, providing interactive and educational lectures in schools and government universities, and recreational events in commercial centres. The charities also ran awareness workshops on cancer to discuss steps to prevent it and the importance of self-examination. The importance of PR as a facilitator of technical communication was emphasised by two charities. Zahra/H and Balsam/P considered the PR department to be significant in highlighting the organisation's efforts, helping it reach a broader segment of society and overcoming challenges facing the organisation. Zahra/H said:

*PR plays a great role in terms of dissemination of information in an orderly way that is far from random (Jan. 7, 2019).*

SCF/S meanwhile focused on the elements of PR surrounding media relations, because in her view all matters related to the media contribute to organisational goal achievement. This emphasis on the technical role of PR as a way to achieve goals and overcome obstacles is carried out by informing the public of the charity's policies, services, or products, promoting events, documenting activities and facilitating constructive cooperation, whether through social media or otherwise. The perception of PR in the KSA is that it is a form of persuasion at best and propaganda at worst, and this is the prevailing attitude found here, with the PR practitioners showing great interest in publicity and media coverage (with the media considered a reliable source) as a means to display their organisation's activities to the public.

Zahra/H, for example, viewed the PR function as primarily publicity, with its main purpose being to inform and raise awareness among various audiences. This technical conception of PR is the channel through which institutional events are promoted and the charity's work brought to the attention of the general public, such as the launch of a cancer awareness campaign or a press conference discussing the charity's expansion. It is through this PR-managed public image that the charity can attract the attention of potential investment partners by showcasing the organisation's successes with favourable news articles, public or media appearances, and broadcasting presentations.

This view of PR a technical and communication protocol rather than an administrative one means PR roles are overwhelmingly on the technical rather than managerial side. This has been confirmed by previous studies which found that Arab PR activities focus on technical practices such as guest

relations, receptions, media liaisons, pamphlets, and publications (Kirat, 2005, p.328). These secondary activities are carried out at the expense of the essential and fundamental tasks that the PR department should carry out (Kirat 1998, 2004; Basyouni, 1999).

One technical role of PR in the charities was developing and supporting cancer research, demonstrated by only two of the charities. SCF/A described research competitions:

*This Foundation conducts research and was one of the first organisations to hold research competitions between doctors. The Foundation hosts a research competition with international doctors and scientists. Saudi research on women under the age of forty with breast cancer came in third place in the first year but has since moved up to first place.*

He explained the Saudi Cancer Foundation's contribution to medical research in the KSA:

*One of the most important activities in the Foundation's work is the development of medical personnel through holding seminars and medical conferences at a high level by bringing in consultants and professors specialised in oncology to receive the latest developments in cancer sciences in the KSA. Doctors pay thousands of dollars to attend a conference in America, but this Foundation provides free copies of the lectures given in America delivered to doctors here in the KSA (Feb. 18, 2019).*

While, SCS/P pointed out that the other charity interested in research, the Saudi Cancer Society, had been:

*Participating in research on early detection of cancer and the establishment of a database showing the prevalence of cancer in the KSA (Feb. 28, 2019).*

Unlike other Saudi charities, these two operated within the health sector and so their major goal was developing health research. One of the stated aims of the Saudi Cancer Society was to support and encourage scientific research to identify the causes of cancer and prevent it, while the Saudi Cancer Foundation sought to raise the level of health knowledge in the field of cancer and support the latest medical developments by attracting international and local expertise through seminars, conferences and workshops. Both organisations also aimed to provide medical services, with most of their members consisting of medical staff, and cooperate closely with the Ministry of Health (MOH).

The participants repeatedly referred to their role in media relations, which classifies as press agency. Most discussed the importance of contacting and creating relationships with journalists, and their tasks included directly producing news for journalists or associating with them indirectly

through partner outlets. Balsam/P, SCS/P and Ahyaha/A explained the nature of their cooperation with journalists and how they dealt with both print and electronic media through writing and sending news stories. Balsam/P described writing output for newspapers and sending it to partners, but unlike the other respondents, noted a preference for electronic posting:

*Social media posts are written on the official website of the organisation. There is interaction on social media sites before and after the event. For example, in the 'Annual Cancer Patients Forum', we uploaded pictures of the occasion on social media sites in order to share the moment with the public (March 7, 2019).*

Participants from three of the charities routinely invited journalists or news media directly to cover breast cancer campaign events. As a matter of course, PR practitioners should be familiar with digital information and communication technologies to develop and maintain beneficial relationships with journalists (Waters et al., 2010, p.244). With a greater focus on visual media, Ahyaha/A reported that the Ahyaha Society often invites journalists or representatives of electronic newspapers (Sabaq) and the Saudi Press Agency (WAS) to attend events involving a VIP in order to ensure it is recorded and broadcast, with the journalist also often in attendance. SCF/S further noted how the Saudi Cancer Foundation operates a broad strategy of communicating with different kinds of media; the following response highlight the health relationships with media:

*We have a large list of journalists from various newspapers and contact them on all occasions and sometimes when there is no occasion. We hold periodic meetings not only for journalists but for the media in general, from traditional media, journalism, television, radio and social media activists (Feb. 18, 2019).*

Zahra/M stated that the Zahra Association is always in contact with journalists for event reporting but emphasised that the future plan focuses more specifically on continuous communication with the press throughout the year and covering all services, rather than only in October (Breast Cancer Awareness Month), a month during which it was stated that the Association is often actively contacted by journalists. On the other hand, the Tahoor Association stood distinct from the general pattern, as Tahoor/P1 explained that the charity lacks strong connections with journalists, although there was significant interaction with social media sites such as Snapchat and YouTube. Noting that he believed the charity's media communication strategy to be inadequate, he stated:

*Usually, we provide journalists with media or materials about our activities and some photos. Then, they edit and publish these materials. We are not satisfied with*

*our strategy of communicating with the media in general for several reasons, including the lack of an effective public relations department, and space limitations in the current workplace. (March 17, 2019).*

The utility of creating successful relationships with journalists was recognised by most of the participants, who were inclined to engage in communication with them or produce materials for the press, with many maintaining a media list. The presence of PR is a crucial factor in this process as it greatly facilitates the work of journalists: PR-created content allows the journalist to report on a charity's activities without being physically present at the events reported.

It is notable from the interviews conducted in this study that there was insufficient interest in the field of PR in the selected Saudi charities, and a distinct lack of qualified PR employees, even though its importance was widely recognised. The strategic technical role (communication) was emphasised far more in the responses than the strategic managerial role, especially evident in the participants' perspectives on the communication activities carried out when planning breast cancer awareness campaigns. The charities therefore faced issues concerning the managerial functions when implementing campaign strategies due to poor staff experience, low numbers of staff, and small organisation size. PR practitioners in Saudi cancer charities must be responsible not only for performing the technical role with tasks like media relations, content creation, events management and publicity, working with different media, and producing presentations, press releases and social media posts, but also for strategic management functions, particularly around planning.

PR exists to shape public opinion to influence the target audience and create and maintain an organisation's image. The sub-theme of building mutual relationships with the external public was prominent in the analysis, representing the role most frequently discussed. Most of the participants considered it essential, repeatedly stating phrases such as "communicating with the employees" or "building mutual relationships with publics", indicating that the charities were concerned with strengthening and maintaining long-term healthy relationships with these groups. However, the respondents held differing views about building relationships with the external public as a PR role in their charities, which can be divided into four categories: connections with experts, working with external organisations to determine campaign strategies, the importance of continuous communication, and adapting communicative approaches for different groups.

The first of these, connections with experts, represented the main sub-theme to emerge from building relationships with the external public. In terms of the Diffusion of Innovations (DOI)

theory (Rogers, 2003), the charities demonstrated effective social networks with various partners, but it was indicated that more support should be offered with knowledge and experience sharing with regard to the practical steps of planning strategies. Four participants (Zahra/R, SCS/P, SCF/S and Ahyaha/A) mentioned connections with experts who are their main partners. These included health practitioners such as community hospitals, the MoH, awareness and health education agencies, and psychologists, with whom the charities co-operated to provide information to the public about breast cancer. Zahra/R responded that her responsibility was primarily to hold conversations with awareness parties like doctors and psychologists to take part in cancer survivor programmes, while SCF/S hosted doctors to deliver awareness lectures to foreign audiences:

*Before launching the breast cancer campaign, the charity sends letters to other parties, such as hospitals, to create a beneficial programme for foreign audiences like the Egyptian and Sudanese communities as the programme hosted doctors who gave awareness lectures on ways to prevent cancer and the importance of mammograms (Feb. 18, 2019).*

Other participants, such as Ahyaha/A, emphasised the critical partnership role played by the MoH:

*The Society prepares everything in coordination with the Ministry of Health. We can do nothing without the Ministry of Health because they are the official sector. Our mission prepares for all the needs of events in terms of designing publications, flyers, and street advertisements. The Ministry of Health can provide workforce support, especially scientific and medical staff and volunteer teams from some of the people who work in the health directorate (Feb. 26, 2019).*

Echoing these remarks about government partnerships, SCS/P from the Saudi Cancer Society stated:

*There is cooperation with the Ministry of Health in all events, and this encourages the Society to spread awareness among the public about the necessity of periodic examinations and health education (Feb. 28, 2019).*

The goal of a partnership with the MOH and other health practitioners as a network is to contribute to supporting breast cancer campaigns in a wide variety of practical ways focusing on dissemination of awareness-raising messages. However, the benefits of partnership also seem to include the opportunity to generate and share expertise and knowledge, which accelerates the charity's achievement of goals, improves health care, and increases financial support. Participants from all of the charities recognised the value of partnership and sponsorship and gaining cooperation from supporters. Dearing and Kreuter (2010, p.108) pointed out that when the health

of society is the focus of health communication campaigns, building relationships between stakeholders and incorporating cooperative decision-making boosts the reach and effectiveness of this communication and can be extremely successful.

The support of external organisations in campaign strategies was considered important by most of the participants. It was noted that working with government agencies and managing sponsorship opportunities provide positive and tangible benefits to the community, including official liaisons with the Ministry of Labor and Social Development, the Ministry of Transport, the Entertainment Authority, the Food and Drug Authority, and the Trade Authority, and private businesses in the health sector and the community, including those as large as oil giant Aramco and pharmaceutical companies, and those as local as individual restaurants. Zahra/M from the Zahra Association emphasised the role of the Ministry of Transport as a main partner in their campaign success:

*Last year the campaign was successful because the timing was right and honestly the sponsors played an important role in that success. One of our partners, the Ministry of Transport, was very pleased to collaborate with us, and we were very thankful for their wonderful service (Jan. 7, 2019).*

Inter-charity cooperation was also considered valuable, as described by Ahyaha/A from the Ahyaha Society:

*We collaborate with external teams from other cooperating charities. [...] There was a collaboration between us and the Zahra Association. Zahra presented the 3D-simulation system with a person speaking and explaining the examination stages of cancer (Feb. 26, 2019).*

Continuous communication with these partners was widely considered to be of great importance. Participants from five of the six charities (the Zahra Association, the Saudi Cancer Foundation, the Ahyaha Society, the Tahoor Association and the Balsam Association) noted that it was required to invite partners to participate (Tahoor/P), make cooperation agreements and offer breast cancer campaign proposals via email, telephone or meetings. Although the Tahoor Association and the Balsam Association stated the least on this, Balsam/P mentioned that supporting organisations benefit by having their logo displayed:

*We communicate with supporters who are interested in cancer after the preparation of the practical plan for the campaign, clarifying that the supporter's logo will be in all of the campaign posters (March 7, 2019).*

This represents one of the strategies used by the Balsam Association to show commitment to and their support of their sponsors, with the aim of ensuring their satisfaction. SCF/S stated that the Saudi Cancer Foundation, prior to launching a breast cancer campaign, sent letters to private companies and health centres to create a beneficial programme. Zahra/M similarly clarified that the Zahra Association always remained in contact with financially-supportive parties:

*Communicating with companies or financers in this role is part of my department and daily work. My role revolves around checking projects and programmes that sponsors need and discussing them with employees, then we schedule and create an estimated budget and provide a simple proposal around the breast cancer campaign. We present this proposal for Association projects and communicate with partners in whatever way they prefer, such as email, a meeting, or a phone call (Jan. 7, 2019).*

The success of partnerships was perceived to rely on shared decision-making and the commitment of those involved to enhance awareness of breast cancer issues, in line with Rositch et al. (2020, p.2398), who emphasised the importance of building relationships with external publics at all campaign stages to increase the chance of a mutually beneficial outcome. The participants widely acknowledged that the charity's communication approach ought to be adapted depending on the target group (such as different age communities, students, women, etc.). Methods of communication were found to include interpersonal communication, media tools, and social support systems like family and community networks, volunteers and donors. The participants recognised that target audiences and segments differ in how they should be most effectively approached; young women, for example, respond well to communication via the internet and technological applications, while the elderly, by contrast, prefer more traditional media such as newspapers and television. There was also a belief that communicating with students was most appropriately carried out face-to-face through educational lectures delivered by volunteers or doctors.

The participants generally agreed cooperation in the form of partnerships and sponsorship with external organisations including government institutions, stakeholders, target audiences, private companies, donors, and sponsors was critical to the success of public awareness and education campaigns. Some worked with government agencies and managed sponsorship opportunities for the benefit of the community, including liaisons with government departments and the MoH in particular, while partnerships with private companies tended to revolve around those in the health

sector. These arrangements benefitted both the charity and the sponsor and supported a wide range of activities such as family support initiatives, community benefit programmes, events, and improved fundraising campaigns. Further gains could be made partnering with influencers, as recommended by Salmon and Atkin (2003, p.453), as this can enormously extend a charity's reach to target audiences.

Having discussed the technical roles of PR in this analysis, the following section examines communication management PR roles in Saudi cancer charities.

#### **5.2.2.2 Communication Management of PR Roles in Saudi Cancer Charities**

The communications management role of PR in Saudi cancer charities produced the sub-themes of decentralised decision-making and strategic media campaigns, as shown in Figure 2 (above).

The results of interview analysis in this study reveal that decision-making in the selected Saudi cancer charities was largely decentralised. Four of the charities (the Ahyaha Society, the Saudi Cancer Society, the Saudi Cancer Foundation and the Tahoor Association) sought to build mutual relations between management and staff by working as a team to improve social ties through periodic meetings or weekly/monthly reports explaining the role of the organisation and its accomplishments around breast cancer campaigns. Decentralised decision-making in these organisations was based on distribution of powers among employees in taking decisions, with the teamwork structure distributing administrative functions between senior management staff and giving those responsible for PR the freedom to plan programmes and make autonomous decisions regarding activities, within limits.

This type of team-oriented communication, in which senior management recognises and shares its views with PR staff, is distinguished by the fact that the PR department is dominant in its ideas, in issuing decisions, and in the participation of individuals in planning. This reduces the burden on both senior management and PR because each is responsible for its own decisions, allowing management to prioritise key tasks without devoting time to continuous oversight of PR.

The Zahra Association stood apart from this trend, demonstrating centralised decision-making by senior management whereby PR and other departments rigorously adhered to management regulations when planning breast cancer awareness campaigns and strategies. The PR staff were only permitted to modify plans with the approval of senior management, who imposed control on



administrative units and made the final decision (Zahra/R). The structure of the organisation required departments to carry out tasks based on senior management directives, as explained by Zahra/M:

*We divide our job among the other departments. Each department performs its duties, for example, the Volunteer Department deals with all the volunteer things that we need. The Education section develops educational materials that will be shown that month. The Financial Resources Development Department thanks the sponsors and cooperates with financiers, as well as the Sales Department, the department responsible for coordinating events and activities that are to be announced. After the schedule is full, the person responsible for managing social media accounts receives and posts it on a daily basis (Jan. 7, 2019).*

The Zahra Association is the largest of the charities included in this study, with the greatest number of employees and branches across the Kingdom of Saudi Arabia (KSA), affording it the ability to centralise planning and decision-making. The overarching reason for the predominance of decentralisation among the charities is the small size of the organisations and low number of employees; with a small workforce, tasks must be distributed between senior management and other departments. From a much smaller charity, the Ahyaha Society, Ahyaha/A stated:

*The number of employees is small and everyone carries out their duties, but there is coordination between the administrative departments [...] I am the only person responsible for public relations and I make those decisions. A designer from the communications department works with me and we prepare everything the campaign needs, such as events, publications, advertisements, and brochures. The resource development department contributes to coordination with external party sponsorships from permanent companies or institutions (Feb. 26, 2019).*

It may be the case that a combination of centralised and decentralised decision-making is most effective, but each organisation has limitations on the extent to which it can realise this. As only the Zahra Association was capable of centralised decision-making by management, the DOI theory (Rogers, 2003) is supported, as it is the manager who has enough experience and knowledge to make informed, evidence-based decisions in strategic planning for breast cancer awareness campaigns, with regard to the stages of campaign strategy and how to best use the media and technology, as well as methods on how to share these decisions with employees, peers and colleagues in order to reduce uncertainty about innovation outcomes.

Strategic planning of media campaigns (proactive strategy planning) and effective preparation represented the second sub-theme emerging from the communications management role of PR, on the topic of identifying methods to achieve the organisation's goals. From the responses of some of the interviewees, it was clear that most of the charities in this study created a proactive strategy plan when launching behaviour promotion programmes on breast cancer awareness to increase women's quality of life and reduce the risk of breast cancer. Participants from the Saudi Cancer Society, the Saudi Cancer Foundation, the Balsam Association, the Zahra Association and the Tahoor Association (SCS/P, SCF/S2, Balsam/P, Zahra/H and Tahoor/P) discussed the importance of practical steps when designing, planning, and implementing a breast cancer awareness campaign, with a focus on strategic goals before, during, and after the campaign. The PR employees of Saudi cancer charities were therefore aware of the role of planning in achieving the long-term goal of educating the community, especially women, about breast cancer. The practical steps of proactive strategy planning employed in campaigns by the charities in this study are detailed in the following section.

Tahoor/P and SCS/P stressed the role of PR strategies as key elements in achieving the organisation's goals and overcoming challenges. For example, SCS/P argued that there is no doubt that using certain strategies and planning are the most important elements for successful PR management, explicitly linking the success of PR with proper planning as it can significantly help achieve the goals of the organisation. The distinction between this and what was highlighted by Tahoor/P was the caveat that strategies often failed due to problems with regard to responsible individuals:

*We can say that public relations practices and strategies contribute to achieving the goals of the organisation with a percentage between 50% and 60%. We have faced many problems in attracting people to manage the Public Relations department, and our attempts were unsuccessful because of the inefficiency of the people we chose, or because they chose to quit (March 17, 2019).*

These participants emphasised the strategic management function of PR but felt that due to a lack of experience among employees, there existed a practical deficit in the use of strategic management in awareness campaigns. It is therefore possible that the employees of Saudi cancer charities understand the importance of administrative strategies for PR but do not have the means to employ

them. The practical steps of proactive strategy planning employed in campaigns by the charities in this study are detailed in the following section.

### 5.3. Practical Steps for Saudi Breast Cancer Campaigns

The participants were asked what practical steps they thought should be taken to ensure the success of an awareness campaign. Previously, the analysis found that the charities had some knowledge of the importance of strategic planning for awareness campaigns, but some considered this to not be clear enough or not at the required level. The participants were unanimous in the view that pre-planning is an essential step for the success of campaigns. Some of the participants conducted formative research before programme implementation by meeting together as a focus group, gathering primary information to identify stakeholders, considering the possible impacts, gaining a deeper understanding of the issues and devising a strategy which includes a response, and considering messaging and target groups. Most of the participants identified the steps between programme planning and implementation to be communication, especially interpersonal communication, media tactics, and designing and formulating messaging.

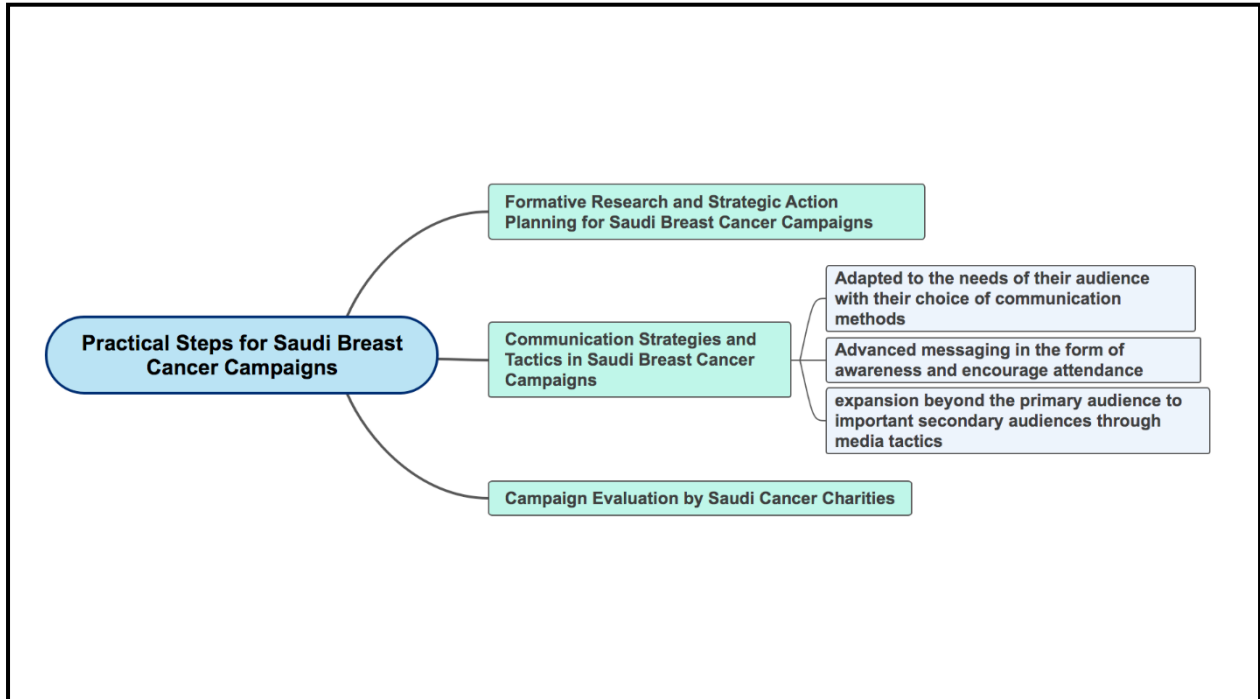


Figure 4: Practical Steps for Saudi Breast Cancer Campaigns

### **5.3.1 Formative Research and Strategic Action Planning for Saudi Breast Cancer Campaigns**

The first theme to emerge from the interviews with regard to the practical steps of a breast cancer campaign was the process of conducting formative research. The majority of Saudi charities were unable to clarify exactly the processes and techniques they employed in the collection of data to define a community and determine how to access that community through primary or secondary research. Only two of the charities, the Zahra Association and the Saudi Cancer Foundation, mentioned undertaking primary research for situational analysis. As a result of public dissatisfaction with messages in a previous campaign called “Ice Cream Campaign”, the Zahra Association began conducting audience analysis to locate target audiences and understand their primary needs. The charity also ran campaigns for men, as the number of women who undertake screening practices is low as a result of fear, explained by Zahra/R2:

*In one of our previous campaigns to spread awareness and early screening for breast cancer, we directed awareness messages to men, asking them to support their mothers, wives, sisters, and daughters by informing them of the importance of screening and early detection and how this can affect and change our society’s culture (Jan. 7, 2019).*

Audience analysis is ideally accompanied by situation analysis to form the main stage of formative research, but only a participant from the Saudi Cancer Foundation (SCF/A) stated that they identified opportunities and challenges through analysis of the situation (breast cancer issues), in this case by holding international medical conferences to discuss the issue of breast cancer with medical staff:

*The Saudi Cancer Foundation is the only association that holds international medical conferences and a symposium every year. It brings consultants and specialists in oncology to discuss developments in cancer sciences to the KSA and provides free copies of lectures, because one of the goals of the Foundation is to educate the community about the importance of early cancer screening in general and providing services to patients (Feb. 18, 2019).*

It is possible that the insufficient formative research in the form of audience and situation analysis at the Saudi charities in this study could represent part of the reason behind the general lack of breast cancer knowledge and awareness among women in the KSA. The success of an awareness campaign depends on understanding the characteristics of the target audience (level of knowledge, behaviours and beliefs, cultural and social conditions) and selecting the appropriate means of

communication with that audience. The process of defining this requires primary and secondary studies, opinion polls, and interviews, to determine how often the audience consumes media and what media they consume, and how to formulate educational messages that best reach the audience consistent with their values, customs and traditions. The implementation of a formative innovation design stage in planning to pre-test messages so as to determine messaging suitability for the target audience, as recommended by Rogers' (2003) DOI theory, was conducted by participants from only Zahra Association and the Saudi Cancer Foundation. This process is also confirmed by Dearing and Kreuter (2010, p.105), who discuss the importance of listening, gathering sociological data about the social system, invention, implementation, and formative evaluation that can be undertaken during communication campaign design. These two charities therefore stand out from the sample as they understood the benefits of formative research in PR strategic campaigns (as represented by Smith, 2013). A further explanation for this data is that other charities were unable to be interviewed face-to-face and instead responded by email, which means much interaction was lost with these particular interviewees.

There were greater similarities between the charities with regard to identifying key publics than with the prevalence of situation analysis. The main audience for all of the breast cancer charities in this study incorporated women of all ages, with some variations based on the likelihood of each group developing breast cancer. The Ahyaha Society, for example, targeted all age groups in their awareness-raising efforts with general information about health risks, but had a primary focus on women over 40 because statistics for the KSA show that women of this age and above are at greatest risk. As Ahyaha/A described, the aim is health checking and knowledge transference:

*It is important for every woman over 40 to go to hospital every two years to undertake early detection screening. After that, they should conduct a full check of their vital signs. Although women over 40 are most vulnerable, awareness among women under 40 is also crucial, as if they know the importance of screening practices, they may transfer them to women over 40 (Feb. 26, 2019).*

The Zahra Association, the Saudi Cancer Society, the Saudi Cancer Foundation, and the Tahoor Association did not segment their audiences in this way, instead noting a broader audience of all women. SCS/P said:

*The campaign objectives for breast cancer awareness target groups (women and society in general) ... We take into account all categories when*

*communicating with audiences in any awareness-raising or media campaign, considering age, gender, education, etc. (Feb. 28, 2019).*

The Saudi Cancer Foundation did not primarily focus on younger age groups, but made sure to involve them, as SCF/S, explained:

*The campaign aims to raise awareness and educate the community, provide support to patients and integrate with agencies to limit the spread of cancer. We do not specifically target the community from adolescence and childhood, but we offer educational awareness activities for children. Our primary target is from the age of 18 and over (March 24, 2019).*

However, the Balsam Association targeted younger age groups and specific areas, as explained by Balsam/P:

*We focus on schools where there are the largest possible number of young women, for they are the next generation. We also communicate with female teachers who are at the age of detection... As an example, last year, we focused on raising awareness in villages due to the lack of intensive campaigns and the low level of awareness there. This experience was very successful (March 7, 2019).*

These differences in target audience focus could depend on the type of charitable organisation, as most of the charities in this study did not only specialise in breast cancer. Defining the target audience as the whole of society, which some of them seemed to do by focusing on no specific age group, may be due to the principle that raising awareness of breast cancer from a young age is important to reduce its incidence among Saudi women as most fail to receive a diagnosis until the disease is in its third stage. Inculcating awareness by educating young women therefore can prevent breast cancer mortality by increasing earlier diagnoses, so this rationale for audience identification, although broad, can still contribute to awareness campaign success.

The extent to which the participants in this study identified the secondary public was found earlier in the section on building relationships with the external public and sponsors, as practitioners from most of the charities established cooperative agreements with partners who could help the organisation achieve its goals. This relates to DOI theory (Rogers, 2003), which entails diverse partnerships and coordination with the private sector, the media, and government agencies, although in some cases this relationship may not facilitate collaborative decisions and may be based on the offer of financial support, it can lead to developing ideas and exchanging knowledge. Partners can share extensive information and ideas, experiences and continuous participation and

commitment in all campaign-related areas, advise on formative research and help with gathering information about audiences and organisations, whether this is through primary or secondary methods. As collaboration is necessary to prepare consistent messages with the goal of making them mainstream knowledge, the leadership of Saudi cancer charities should engage with multiple stakeholders from different parties and authorities at the early stages of breast cancer campaigns to build the trust and understanding necessary for partners to contribute to the success of campaign goals.

Participants from all of the charities in this study discussed the importance of strategic planning when designing, planning, and implementing breast cancer awareness campaigns as an important aspect of achieving organisational goals. The creation of a proactive strategy plan for behaviour promotion to increase women's quality of life and reduce the risk of breast cancer was commonly cited; most participants stated that they focused on campaign objectives. These should be clear and linked to a particular audience, but without them it is difficult to measure the success of a campaign as they determine what must be done in the next steps, and define behaviours that the campaign seeks to change within a certain period of time. Two of the charities which did not state their campaign objectives did, however, include an objective as a primary step in the written plan. For example, in its committee meetings, the Zahra Association focused on the importance of planning awareness campaigns, discussing their objectives and researching the audience in order to develop strategies and select appropriate communication channels. The Tahoor Association also took time to discuss objectives, as mentioned by Tahoor/P:

*We usually hold an internal meeting to discuss the campaign, address what we should do for its success, then we plan for an appropriate time, choose the name and objectives of the campaign and define the relationship between the campaign and the goals of the organisation (March 17, 2019).*

Only two charities, the Saudi Cancer Society and the Saudi Cancer Foundation, stated their goal as raising awareness in a manner linked to the interests and needs of the target audience (women). SCF/S said:

*The campaign aims to raise awareness and educate the community, provide support to patients and integrate with agencies to limit the spread of cancer...Our primary target is from the age of 18 and over (March 24, 2019).*

Some consensus was found between the charities regarding action planning for campaign strategy, with all six employing both action and communication strategies. These use tools to reduce the risks of breast cancer and prevent its occurrence, with action strategies including special events, sponsorships and activism. Most of the participants arranged educational events to gain the attention of key audiences in both private venues such as shopping malls, and a further proactive step identified was the gaining of sponsorships from government departments (MoH, Ministry of Transport) or private companies, which can improve community relations and provide financial support. Activism activities related to events and lectures included presenting survivors' stories of overcoming breast cancer to motivate the target audience to engage in early detection behaviours.

The communication strategies employed by all of the charities used the three communication approaches of "information, persuasion and dialogue" proposed by Smith (2002), although they differed in specific methods. Persuasion was carried out by encouraging the public to undertake breast cancer screening by providing screening units in certain locations, and dialogue largely took the form of interpersonal communication, including two-way dialogue on the social media platform Twitter, which represents the symmetrical model of PR whereby the charity adapts to their audience. Breast cancer messaging followed five themes: message types, mechanisms used to formulate persuasive messages, audience response to awareness messages, features that enhance or discourage women's experiences, and previous experiences of health threats. In most cases, the participants relied heavily on information from reliable sources such as doctors and other medical professionals when creating specific materials and messaging for campaigns.

The analysis revealed, however, that campaign planning was often unclear and did not include all stages of PR strategic planning. The results obtained from the interview questions relating to the factors which impacted on previous campaign planning reveal uncertainty around the campaigns' success, resulting in pre-campaign planning forming a prominent theme from this element of the study relating to RQ2. Participants from three of the charities highlighted the importance of advance campaign planning. The Zahra Association had the October Committee, described by Zahra/H as involving all departments and taking opinions and suggestions about breast cancer campaigns from the public. She explained how this Committee came about:

*One year, the Association launched a campaign called the Ice Cream Campaign. One of the women involved came to us and told us she was upset with the campaign, so after this complaint, before launching any new*



*campaigns, we formed a Committee with all departments to plan campaigns with groups of women of different ages to take their opinions and suggestions (Jan. 7, 2019).*

The fact that a previous campaign had caused distress in the community may be explained by poor planning. As this may have meant that the Zahra Association failed to achieve its goals, the organisation implemented a new pre-planning system to avoid these issues in future campaigns. A similarly structured approach was taken by the Tahoor Association and the Saudi Cancer Foundation, as Tahoor/P and SCF/S confirmed the importance of pre-planning campaigns because these charities had also faced problems with poor planning in previous campaigns. The recognition of the role of pre-planning supports Smith's (2013) framework of PR strategic campaigns, which involves formative research, strategy, tactics and evaluative research, as the charities took pre-planning into consideration as the main factor of campaign success. Following all of Smith's steps for awareness campaigns before launch, from first to last, would clarify what PR in a Saudi charity needs to do to maximise effectiveness and to reduce resource wastage. The second most frequently-mentioned factor was that of time and timing, which is a fundamental element of consideration when learning from previous experiences designing and creating an awareness campaign. Four of the participants (SCS/P, Tahoor/P, Zahra/M and Ahyaha/A) were emphatic about this. For instance, Tahoor/P discussed the dangers of failing to implement a plan without paying attention to timing:

*Sometimes we set a plan, sometimes we start the implementation of a programme without a plan, and usually we find unexpected problems as we've ignored some steps, but generally the proportion of campaigns implemented under the plan amounts to about 60% of the total (March 17, 2019).*

SCS/P meanwhile stated the importance of paying attention to the timing of a campaign based on previous experience:

*When we conduct media campaigns the right time should be taken into consideration and taking into account all circumstances such as the social, economic and political aspects of the country. When we carry out a campaign at a bad time it usually fails because the target audiences are busy and interested in other things (Feb. 28, 2019).*

Ahyaha/A from the Ahyaha Society and Zahra/M from the Zahra Association also noted the utility of paying attention to time factors. As Zahra/M stated:

*Last year the campaign was successful because the timing was right (Jan. 7, 2019).*

The participants' emphasis on time factors again stems from the failure of previous campaigns, in which opportunities were missed to take advantage of breast cancer events or most effective timing for specific audiences. Consequently, these Saudi cancer charities were aware of advance planning and the time factor as important elements for the success of campaigns, but they followed a random approach as a result of a lack of specialist qualifications.

Those charities which did focus on planning awareness campaigns included the Zahra Association, who discussed their objectives and researched the audience to develop strategies and select communication channels, and the Tahoor Association, in which the PR employees conceived a full and clear plan for carrying out a campaign, containing a time element for each event up to the end, whereupon an evaluation report was produced. Tahoor/P detailed this process:

*The plan includes one or two months of procedures that must be carried out before starting the campaign, including obtaining official approvals and permits, which means that the plan must be written no later than two months before the start date. The plan must include all the stages to be implemented before the launch of the campaign [...] and a list of the tools and means that should be provided during the campaign. Following this is supervision and follow-up by executive management on the course of the plan and its conformity with reality [...] After implementation of the campaign, it is necessary to conduct a comprehensive evaluation of all stages of preparation and inception, and there should be a phased evaluation to make improvements when there is any deficiency or malfunction that may affect the campaign (March 17, 2019).*

This is the closest any of the charities came to the proactive strategy framework RACE (Research, Action, Communication, Evaluation), but the others tended to neglect the research and evaluation elements. This could explain the poor level of breast cancer awareness among women in the KSA, but represents a learning point for Saudi cancer charities to implement, plan and execute proactive strategies as listing out each step of RACE in detail can provide clear direction and yield effective results. Procedures that must be carried out before the campaign begins are gathering information, defining the target audiences, setting campaign goals, creating a team for the campaign, determining success parameters, and providing content and communication tools such as media and communication channels. The strategy is then implemented and all stages are measured and

evaluated. Such a model would benefit the charities in this study as their methods were found to be incompatible with the DOI theory to adopt and improve campaign planning strategies, although it may be that Saudi charities will only adopt an effective innovation campaign strategy after a large number of other organisations have already done so. It seems possible that these results are due to participants' fears that adopting new innovations will end in failure and waste money, but if research is carried out in line with planned innovation adoption, the innovation is more likely to succeed.

To sum up, the Saudi charities on the whole failed to conduct formative research and described weak planning processes for breast cancer campaigns. The next section outlines the communication strategies and tactics employed in these campaigns.

### **5.3.2. Communication Strategies and Tactics in Saudi Breast Cancer Campaigns**

The results of the interview analysis show that the majority of the charities adapted to the needs of their audience with their choice of communication methods. These varied, and included print materials such as brochures, pamphlets, posters, and billboard advertisements, visual materials, interpersonal communication, preparing invitations, and activating and arranging activities (unit vehicle) and lectures, as well as social media platforms like Twitter and Instagram along with YouTube for educational videos. The participants stressed that these tools were chosen with the target audience in mind and according to the characteristics of the media itself with regard to its ability to attract the audience's interest and effectively convey the message. The charities therefore seemed to be aware of the communication requirements of the target audience, which indicates positive strategic planning. The Zahra Association participants described actively shifting their focus to incorporate more use of social networking as part of a tailored approach, as explained by Zahra/M:

*Our audiences for events differ from our audiences for awareness lectures, which differ from the audiences for projects. We always choose dialects which are closest to the people involved. Because we used to use different techniques, there is an important point that must be clarified: we did not use social media as much as we do now, but we started to employ it at the end of 2015 and have progressed in this (Jan. 7, 2019).*

In contrast, for the general public the Tahoor Association and the Ahyaha Society used more traditional methods like billboards, letters, brochures, advertisements and personal event invitation

cards sent to individuals, but used online messaging (SMS, WhatsApp) for direct clients. The Saudi Cancer Foundation meanwhile set up events in government and private locations, such as shopping centres, and announced these on Twitter to encourage the public to attend.

A common focus between some of the charities was on education. Participants from the Zahra Association and the Ahyaha Society opted to do this through presenting materials and projecting messages in a manner commensurate with each learning group's understanding of cancer awareness. Zahra/R confirmed that although the Zahra Association conducted visits to schools twice a week to educate intermediate and primary age young people about breast cancer, they planned to extend this educational remit in the future to raise awareness across all age categories, including those unable to read and write by producing videos and publishing them on social media. The Ahyaha Society also provided awareness videos in schools which used simplified language and concepts to explain behaviours such as self-examination. These videos were often made in collaboration with famous people or other charities, as noted by Ahyaha/A:

*Last year we launched in our campaign a minute-long video with Sheikh Saleh Al-Maghamsi, an influencer, to encourage women to undertake screening practices for breast cancer, which is considered an important duty for women to look after themselves [...] This was a collaboration between us and the Zahra Association. Zahra presented the 3D-simulation system, which looked as though a person was speaking and explaining the examination stages of cancer (Feb. 26, 2019).*

These two charities believed that using videos can educate young adults and help spread this knowledge to their parents, which benefits the community and reduces fear of breast cancer through familiarity.

Print media was used by all six charities to communicate with various audiences. This is a more traditional form of media which might reach a broad spread of audiences, but the target audience for this is increasingly the older generations, as they are the least likely group to use new media and technical applications. Conversely, social media is more likely to reach a younger audience, but not necessarily only the young, as online media is increasingly used by people of all age groups, and has the added benefit of being widely used by women (the main target audience). Ahyaha/A indicated the importance of gaining the interest of different age groups by adopting new ideas and technology, especially children as novel technology is of interest to younger age groups and attracting younger members of a family also attracts the older ones. The charity had previously

worked on a programme named “A Journey of Hope” in which they released a cartoon called “Basma Amal” on their website to raise awareness of cancer among children, and hosted 50 famous personalities to boost the profile of the campaign. This may represent a preferred method for the Ahyaha Society more than for some other charities because it does not specialise in breast cancer, but all types of cancer, including those occurring in childhood.

It was indicated that strategic plans often focused on social media, with Balsam/P from the Balsam Association stating that the frequency and trivial cost of these platforms were invaluable. Social media is easy to use and messages can be shared between users, and it allows resources and links regarding the campaign to be attached and accessed at any time, including those relating to the MoH, government agencies, or private companies. The low or zero cost of social media use is a significant advantage, in contrast to traditional media, which can be expensive. The adoption of new technologies is the cornerstone of Rogers’ (2003) DOI theory. Participants noting that they viewed this as one of the main objectives of running a successful campaign shows that there was a willingness to update methods to be more in line with modern communications, which can lead to the development of positive relationships between charities and their audiences. Tailoring appropriate activities and technologies for each target audience also represents a major stage of campaign planning, so it was also indicated in the responses that overall planning is improving over time.

The charities carried out advanced messaging in the form of awareness and encouraging attendance at lectures, seminars, conferences and school visits to build awareness, especially intensively in October and usually in collaboration with government agencies (Health, Education and Transport) or private industry, with events aiming to engage individuals in high traffic areas like malls. This was an expected result, as it was anticipated that Saudi charities primarily used face-to-face communication tools and community events for fundraising and to benefit the local community. A possible explanation is that most charities may prefer to use traditional PR rather than the media due to the belief that interpersonal communication is the most effective way to raise public awareness. An example of an event arranged to encourage community attendance and raise the profile of the charities involved was the setting up a mobile unit for breast cancer screening, as described by Balsam/P:

*The organisation set an advanced mobile van for early detection of breast cancer in the malls. It was a great success as 700 women applied for early*

*detection, eight of whom were subsequently diagnosed with cancer (March 7, 2019).*

A similar initiative was mentioned by Ahyaha/A:

*We cooperated with the Ministry of Transport to develop road signs in the streets explaining an early detection of 40 days a month and that we will be in public places, saying, for example, “the early detection unit vehicle will be in King Fahad Park” (Feb. 26, 2019).*

Markets and shopping centres tend to attract large numbers of people, and therefore the use of mobile units in these places can ensure that the charity's, and therefore the issue's, visibility is maximised. Women may use the service and then go on to persuade their peers to do so, which increases the detection rate and save lives through earlier diagnosis.

The Ahyaha Society and the Zahra Association were also involved in organising lectures and running competitions and activities for children such as face painting, incentivising women to bring their children to enjoy the event, while the Saudi Cancer Foundation's events targeted immigrant communities, delivering educational lectures on screening and health practices for the Egyptian and Sudanese communities by hosting specialist doctors and nutritionists. General health was also emphasised by the Zahra Association, which held events such as the “Bikimotion Event” to encourage women to do sports and take care of their general fitness. All of these public events and activities share information and experiences which can increase knowledge of breast cancer and help achieve campaign goals, and represent the charities' focus on two-way communication approaches.

The results revealed expansion beyond the primary audience to important secondary audiences through media tactics. The common use of interpersonal communication strategies incorporates support groups of volunteer cancer survivors, which were cited by participants from four of the charities as an important method of influencing and gaining support from the public. Ahyaha/A, Balsam/P, Zahra/R and SCF/S pointed out that in order to support women with breast cancer to live happier lives, they should be able to access psychological support and lectures from breast cancer survivors. Ahyaha/A said:

*The last activity was ten days ago in the residence of the students of the University of Taiba. The activity was on International Cancer Day, February 4, presented by cancer survivors (Feb. 26, 2019).*

The Ahyaha Society raised the profile of such events by inviting the participation of influential personalities such as Sheikh Saleh Al-Maghamsi. Ahyaha/A noted that cancer survivors have a stronger impact on women's emotions than other forms of messaging, which led to the Ahyaha Society's "Amal Unit" programme, in which individuals could arrange to speak to someone with whom they have no personal relationship about the disease. The Balsam Association's similar use of breast cancer survivors to educate women in programmes was called "Amal-Balsam", which Balsam/P stated:

*...consists of women survivors of cancer as well as social and psychological specialists. They discuss their experiences with the disease so as to encourage other women not to fear the early screening process and to give them reassurance (March 7, 2019).*

As a larger organisation, the Zahra Association maintained an office at the King Faisal Specialist Hospital and the National Guard Hospital to educate women and patients about cancer.

Five participants (Tahoor/P1, Ahyaha/A, Balsam/P, Zahra/R and SCF/S) focused on informational and emotional support from physicians as the main source of interpersonal communication, which plays an essential role in breast cancer survivorship. This type of face-to-face communication (physician lectures and consulting) was the significant type of interpersonal communication. Two-way interaction within this was indicated by the Tahoor Association, which provides education and counselling, as Tahoor/P stated that one of the charity's most successful activities was medical consultation and advice with doctors. The Saudi Cancer Foundation's events with the Egyptian and Sudanese communities hosted doctors and nutritionists, with a mobile breast cancer screening unit situated in a popular mall staffed by medical professionals.

These secondary audiences may be the most important segments targeted by the charities, as they expand social networks and increase social support for breast cancer, convey specialist knowledge about breast cancer, and promote physical and psychological health.

The analysis shows that the Saudi charities considered communication strategies and tactics in Saudi breast cancer campaigns to be important as the participants provided detailed answers which reflected their ability to handle this phase, particularly in areas associated with their heavy dependence on interpersonal communication. The evaluation of campaigns by the charities is addressed in the next section.

### 5.3.3 Campaign Evaluation by Saudi Cancer Charities

Campaign evaluation was found to be carried out by only two of the charities (the Tahoor Association and the Zahra Association), but the others provided ways in which they tried to improve their understanding of the successfulness of a campaign. Tahoor/P emphasised the importance of a structured evaluative process:

*After the implementation of the campaign, it is necessary to conduct a comprehensive evaluation of all stages of preparation and inception, and there should be a phased evaluation to make improvements when there is any deficiency or problem that may affect the campaign. We evaluate the campaign and write a final report that includes the details of its implementation, strengths and weaknesses (March 17, 2019).*

Zahra/M commented on the consensus-driven process at the Zahra Association:

*We take into account our mistakes that occurred at the time of the campaign in order not to make mistakes in the coming years. We hold a meeting in which every department talks about their mistakes and writes a report so that they do not happen again next year. Even though we may have missed planning steps due to time restrictions, the campaign is often still successful (Jan 7, 2019).*

This organised approach to evaluation, whereby campaigns are evaluated during implementation and all steps monitored, represents an understanding within the Tahoor Association and the Zahra Association of the role of this process, which allows innovation and development of the campaign path without affecting the planning steps. However, participants from the other charities held a less formal conception of evaluation, with some stating that they felt a campaign had succeeded if an increased number of women were observed to undertake breast cancer screening based on counting the number of visitors to the campaign. The Ahyaha Society used this method, but devised target figures in advance. Ahyaha/A said:

*The campaign was successful because the required number was 35,000 and we achieved 160,000, while the mammogram exam required 1000 and we achieved more than 2000 women getting a mammogram [...] In 2017 we targeted 7000 women, in 2018 we targeted 12,000 women and now this year, 2019, we hope to target 18,000 or 20,000 women (Feb. 26, 2019).*

These figures may show increased participation in campaigns, but this approach does not allow for specific modifications to be made to the plan through identification of the strengths of the



campaign and areas for improvement, particularly in line with specific variables or emerging circumstances that might change its course. Therefore, a campaign plan should be flexible enough to accommodate unanticipated change. For example, the fact that Saudi women have insufficient knowledge about breast cancer and might fear screening practices should be factored in to the stages of the campaign, as this influences how the target audience responds. Monitoring and evaluating campaigns is an integral part of the strategic planning process and must be based on specific, detailed steps, as the success of any campaign is directly related to how it is planned. This begins by selecting the subject of the campaign and ends with tracking its development and monitoring the extent of its success. Applying the DOI theory (Rogers, 2003) suggests that, in terms of the rate of adoption of new innovations (a formal evaluation process), the Saudi cancer charities in this study are 'laggards', which may be a result of their decentralised decision-making structures, as without a central decision-making authority, the five stages of the innovation-decision process cannot easily be adopted. In addition, the participants tended to emphasise technical rather than administrative PR roles, and strategic planning falls into the latter, requiring qualified personnel and considerable material capabilities. Methods through which evaluative campaign research can be conducted include questionnaires or interviews, and these entail a specific set of trained skills, but the small size of most of the charities in the sample means they may not be able to afford to hire practitioners with the full set of skills needed to carry out all PR roles. It may also be the case that, due to the data collection for this study resulting in multiple participants submitting answers by e-mail rather than in a face-to-face interview, detailed responses about awareness campaigns may be missing.

This section has indicated that the Saudi charities neglected to perform campaign evaluation due to reliance on the technical roles of PR and very little emphasis on administrative roles.

#### **5.4 Breast Cancer Messaging Strategies for Saudi women**

This section reports the results for RQ3 of this study, which relates to the messaging that Saudi cancer charities emphasised when developing and designing breast cancer campaigns. During the interviews, the PR practitioners were asked how they tailored their breast cancer messaging around awareness, prevention, detection, treatment, and screening in order to investigate the effectiveness of breast cancer messaging strategies to improve them in the future and determine how the public

understands the messaging, with the aim of increasing women’s awareness and cancer screening rates. Three themes emerged from this section of the interviews: message types, mechanisms used to formulate persuasive messages, and previous experiences of health threats. Figure 4 (below) summarises these themes and their sub-themes.

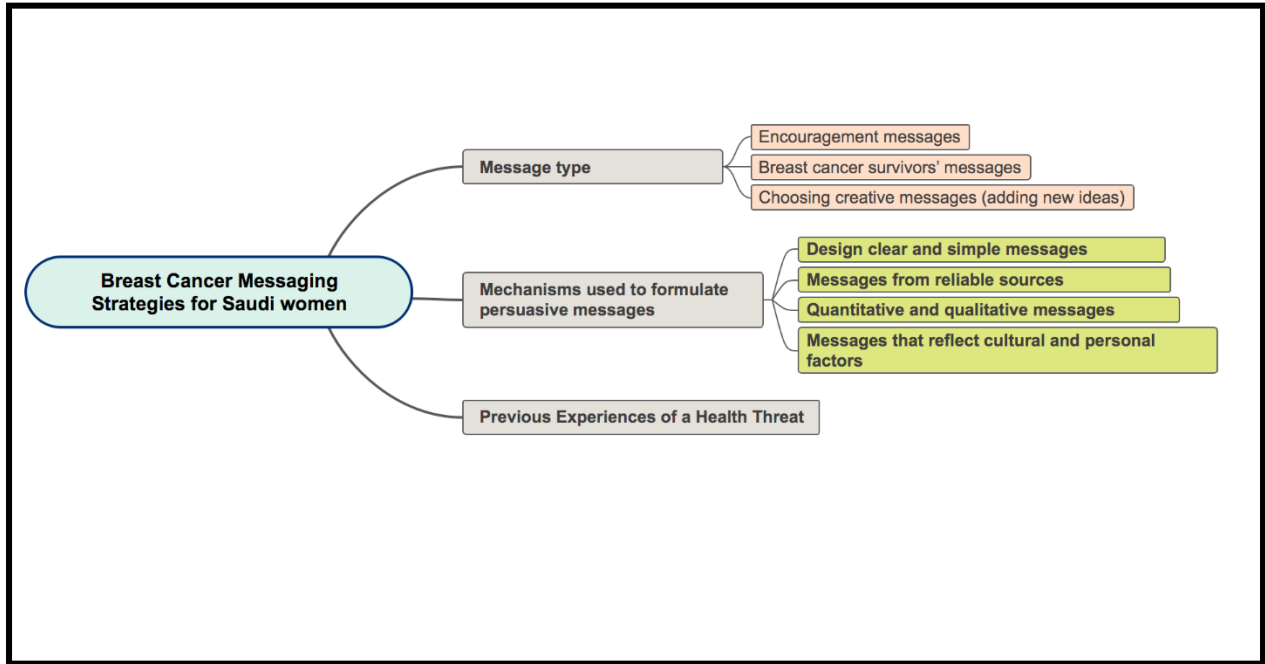


Figure 5:Breast Cancer Messaging Strategies for Saudi women

### 5.4.1 Message Types

The first prominent theme which emerged from the interviews on RQ3 was message types, which is divided into three subthemes: encouragement messages, breast cancer survivors’ messages, and choosing creative messages (adding new ideas). When asked “What messages are you seeking to publish about breast cancer?”, the PR practitioners most often expressed the view that cancer charities should publish messages related to encouraging women to carry out early detection practices, rather than threatening messages which evoke fear. Zahra/M from the Zahra Association stated that messaging should focus on the stages of self-examination, and participants from the Ahyaha Society explained their view that messages encouraging women to undergo annual examinations and carry out self-examination should not employ threatening language. The Saudi Cancer Foundation and the Tahoor Association prioritised early detection, with Tahoor/P noting

that charity messaging should be concerned with prevention, awareness messages showing that cancer can be cured, and suggesting that doctors pay more attention to the warning signs. This type of message is important, but cancer charity messaging should include modifiable (physical inactivity, being overweight or obese, high blood cholesterol, unhealthy diet) and non-modifiable (family history, genetic factors, personal history) risk factor-related content. Only the Ahyaha Society provided any indication that these things were taken into account, with Ahyaha/A giving an example of each kind of factor-related message (respectively):

*Heredity plays an important role. If a woman is diagnosed, she should inform her daughters, sisters and other relatives to seek early detection measures because they are necessary ... genetics play an important role. If a woman has a family history of breast cancer, family members may be at risk. The use of harmful creams or the quality of clothing material play a role in the disease, and it is necessary for women to be aware of the impact of what they use (Feb. 26, 2019).*

The specialist health knowledge background of employees at the Ahyaha Society, such as in anaesthesia, played a major role in their inclusion of non-modifiable and modifiable breast cancer factors, and benefitted them when providing solutions to reduce the impact of the fear factors that limit early screening. This suggests that a high level of knowledge in PR personnel enhances the quality and creativity of the ideas they generate and the likelihood of innovation adoption.

The second subtheme of message types, breast cancer survivors' messages, was described by four of the participants as a crucial interpersonal communication approach to persuade and assist the public. Ahyaha/A, Balsam/P, Zahra/R and SCF/S focused on effective messages from support groups and survivors to bring real-life experiences and stories to support women with breast cancer. This employs the two-way symmetrical model by providing information to influence women to undertake screening practices or change their behaviours surrounding breast cancer as these types of messages provide opportunities for personal involvement and interaction, along with information exchange. More detail on this can be found in the communications strategy section (above).

Choosing creative messages (adding new ideas) was the third and final subtheme highlighted by the participants, with two offering the view that messaging should be creative, innovative, and up-to-date. Zahra/M suggested that the latter was particularly important and appreciated the importance of new, current ideas in campaigns. One of their successful campaigns was linked to

women being allowed to drive in the KSA, encouraging them not to ignore warning signs in the breast just as they would not ignore a warning sign on the road. Zahra/R said:

*This year, 2018, was the first time in the history of the KSA that women were allowed to drive cars, and because of that we called our campaign “Don’t Miss the Signs” (Jan. 7, 2019).*

Another previous breast cancer campaign by the Zahra Association targeted men: Zahra/R said:

*The poster for one of our October campaigns, called “Because You’re Important”, was designed for men rather than women, and it aimed to show the importance of wives, mothers, and daughters in men’s lives (Jan. 7, 2019).*

These campaign ideas represent conceptual novelty and reveal the desire for creative ways to reach the target audience, taking into account their cultural characteristics. Similarly, Ahyaha/A described a campaign by the Ahyaha Society called “Don’t be the Eighth”, linked to an academic study showing that one in every eight women develops breast cancer. These two charities (the Ahyaha Society and the Zahra Association) were clearly ahead of the others in terms of campaign originality, as the others in this study tended to prefer traditional, repeated slogans. The Saudi Cancer Foundation campaign in 2018, for example, was entitled “Pink Fingerprints”, with the logo comprising pink fingerprints. The Saudi Cancer Foundation opted for the campaign name “Sharqiyah-Wardia 10 Breast Cancer Awareness Campaign”, indicating no interest in creative ideas. Such uninspiring campaigning is unlikely to have a significant impact in a modern society crowded with advertising in all areas of life. The creation of educational messaging should employ the most up-to-date techniques and concepts and present novel ideas in a culturally appropriate way, as meaningless, repetitive messages will not impact the community.

With these message types understood as the first breast cancer messaging strategy, the mechanisms used to formulate these messages are examined in the next section.

#### **5.4.2 Mechanisms Used to Formulate Messages**

The mechanisms used to formulate messages represent the second most prominent theme related to breast cancer messaging strategy. The first of these, given considerable prominence by the participants, was that messaging design should be simple and clear as it must deliver the intended meaning rather than distracting or confusing the audience. The majority of the participants agreed that persuasive breast cancer messages must be in clear, simple language which is easy to

understand and familiar, not ambiguous or complex, so women from different backgrounds can understand them, and they should not be designed to evoke feelings of fear but encourage self-examination and early screening. SCS/P from the Saudi Cancer Society agreed that the charity should design breast cancer messages in clear language to suit everyone, and added that it should employ interesting colours and designs, inform the audience with relevant facts and statistics, and provide details about the charity and its services. The participants' belief that campaign messages should be simple and easily understood is consistent with the DOI theory (Rogers, 2003), which states that relative advantage and complexity are two characteristics of adoption that campaign messaging may stress to maximise uptake.

The second subtheme to emerge from this theme related to the reliability of the source of messaging. The Tahoor association and the Saudi Cancer Foundation formulated and designed their own awareness messages, and three of the participants (Zahra/R2, Balsam/P and Ahyaha/A2) indicated that they employed medical breast cancer information sources, such as doctors. Most of the participants identified misinformation and inadequate information as factors discouraging women from seeking knowledge about breast cancer. Ahyaha/A explained how the Ahyaha Society worked against the prevalence of misinformation:

*Some individuals convey inaccurate information about biopsies, as there is a common belief among the public that when doctors perform a biopsy of a malignancy to help diagnose a medical condition, this contributes to the spread of the disease in the body. This belief is of course wrong... Our problem is that most people look for cancer information on unreliable and unscientific sites. However, in the KSA we have the King Faisal Specialist Research Centers in Riyadh. They have a site that teaches everything about self-examination, videos, a simplified explanation of cancers in general... these are the websites that people should look to for information related to cancer (Feb. 26, 2019).*

This refers to the shift in recent years away from traditional or official sources of information and news and toward online information from websites or social media. The knowledge gained from online sources is far less likely to be accurate or well-researched, which contributes to the spread of misinformation. However, it does allow charities to reach audiences more easily themselves by utilising internet services and social media to provide useful and up-to-date breast cancer information and share links to sources of reliable information such as the MoH. It may be the case that several of the charities in this study preferred to use medical professionals as their sources of

information because they are considered among the bodies responsible for raising awareness, and therefore wish to ensure their information is accurate and sufficient so the women who comprise their audience do not seek alternative information from less authoritative sources.

The type of information conveyed emerged as another factor. Several respondents stated that they utilised both quantitative and qualitative information, again stressing that this should be simple and easy to understand. Ahyaha/A provided an example about the logo of their campaign which contained both of these kinds of information from reliable sources to appeal to the female audience:

*Our messages always include both quantity and quality information. For example, the logo of our campaign this year (“Don’t be the Eighth”) illustrates that one out of eight women develops breast cancer. This information came from a global statistic, not from us, but there are households with a large number of women, none of whom have cancer, and households with few women, but several of them have cancer (Feb. 26, 2019).*

This sensitivity to information type reflects the PR practitioners’ awareness of the impact of ratios and statistics on public perception of the extent to which harm can be prevented with behavioural change such as making alternative food and health choices to reduce the chances of developing breast cancer.

The final subtheme related to the design of messages to reflect cultural and personal factors. PR practitioners need to fully understand and account for the audiences’ culture and traditions when developing messaging, as its content is most effectively received when it is tailored to reflect the personal realities of the target audience. Without this, the message loses credibility and is unlikely to effect behavioural change, particularly if the target audience does not understand it. Educational messaging must therefore be linked to the characteristics of the target group and account for factors such as age, knowledge, attitudes, level of education, and lifestyle. The participants expressed a range of views on message design, with most speaking specifically about culture and language. Oral communication (with survivors, for example) was a common feature, as this is the most personal and accessible way of reaching women of all groups. Collaboration with survivors who share their experiences and stories with women could be augmented with the involvement of influencers and celebrities from local cultural and religious backgrounds, and this was only done by the Ahyaha Society, which employed Sheikh Saleh Al-Maghamsi for a campaign. These give a trustworthy and authoritative face to campaign messaging, especially, in the case of social media,

for the young, as what these individuals say may help overrule misconceptions or encourage them to adopt screening behaviours.

It was widely agreed by the participants that any language used in messaging which generates a sense of threat or fear should be avoided, as fear of screening is already a feature of many women's lives in the KSA. Although the rate of early detection has recently shown an increase, many women remain affected by a significant degree of fear, which should be considered in campaign messaging to dispel rather than add to these fears. To address this, the Ahayha Society used the vernacular rather than Standard Arabic in their messaging, as colloquial language is used more commonly among the audience and so may put them at ease with its more familiar tone. The Tahoor Association also considered cultural, linguistic and personal factors when conducting their brainstorming sessions, going so far as to have the awareness messages generated checked by Arabic culture specialists. The participants from these charities were interested in designing message content to be proportionate with the level of the target audience, to increase the likelihood that the information was understood and lead to a change in attitudes. Ahayha/A discussed messaging focused on the young:

*The Society's messages cultivate the idea from a young age by educating girls to self-examine without fear because there may not be any changes indicating that there is a problem. This is due to physiological changes in the body (Feb. 26, 2019).*

Similarly, Zahra/R from the Zahra Association noted how messages designed for the young can percolate up to the older generations. This may result in diagnosis taking place at earlier stages, as personal obstacles like shyness toward breast self-examination or screening can be reduced with greater knowledge and support. This kind of tailoring can be enhanced with the application of pre-tests on the campaign message with interviews, focus groups and surveys to discover the cultural compatibility of innovation characteristics (the messaging) and how they are received by the target audience before launch. The charities in this study did not apply participatory approaches to test cultural messages, as Saudi women still lack knowledge and are deeply impacted by personal and cultural factors.

### **5.4.3 Previous Experience of Health Threats**

Previous experience of health threats was the final theme which emerged from RQ3. The participants agreed that experiences of health threats are negative; this is exacerbated by low or superficial levels of knowledge about breast cancer, often fuelled by fear and misinformation; and these factors threaten audiences' health. Participants from the Saudi Cancer Society and the Zahra Association stressed that there they had observed improvements in women's behaviour due to the activities of breast cancer campaigns. Zahra/R believed that much of women's experience depends on culture, as she had seen the effect of lectures on the audience and noticed a considerable change in subsequent behaviour. This reinforces the necessity for strategic planning in Saudi health awareness campaigns to include the four basic phases of the RACE model, each of which must be comprehensive, to increase the chance of success.

The DOI theory also relates to cultural compatibility, and in this regard it cannot be said that the majority of the charities designed culturally-appropriate messages related to breast cancer (such as a campaign logo). This may indicate that the participants are afraid to deploy ideas that may seem too novel, or that they were already satisfied with their level of innovation as most of the interviewees considered their campaigns to have succeeded and so may have felt no impetus to create new messages based on cultural compatibility features despite recognising the importance of culturally-aware messaging (inconsistent with the feature of adoption innovation in DOI theory). Like a number of other issues with the Saudi charities' PR management and planning, this could be explained by a lack of experienced employees and a small workforce in which staff are required to perform tasks across the organisation, leaving little time for PR focus and generating innovative ideas. The campaign messages of the charities in this study were inconsistent with trialability and observability. This is due to the weak strategic role and the absence of campaign formative research and evaluation stages that would confirm or refute the effectiveness of previous breast cancer campaigns, in addition to the lack of formative research and evaluation of current awareness campaigns.



## 5.5 Use of Social Media Platforms during Breast Cancer Awareness Month

This section describes the findings of the interviews with PR practitioners in reference to RQ4.

From the results, the two main themes which emerged were that adapting Twitter according to audience need, and that there are specific strategies for using Twitter.

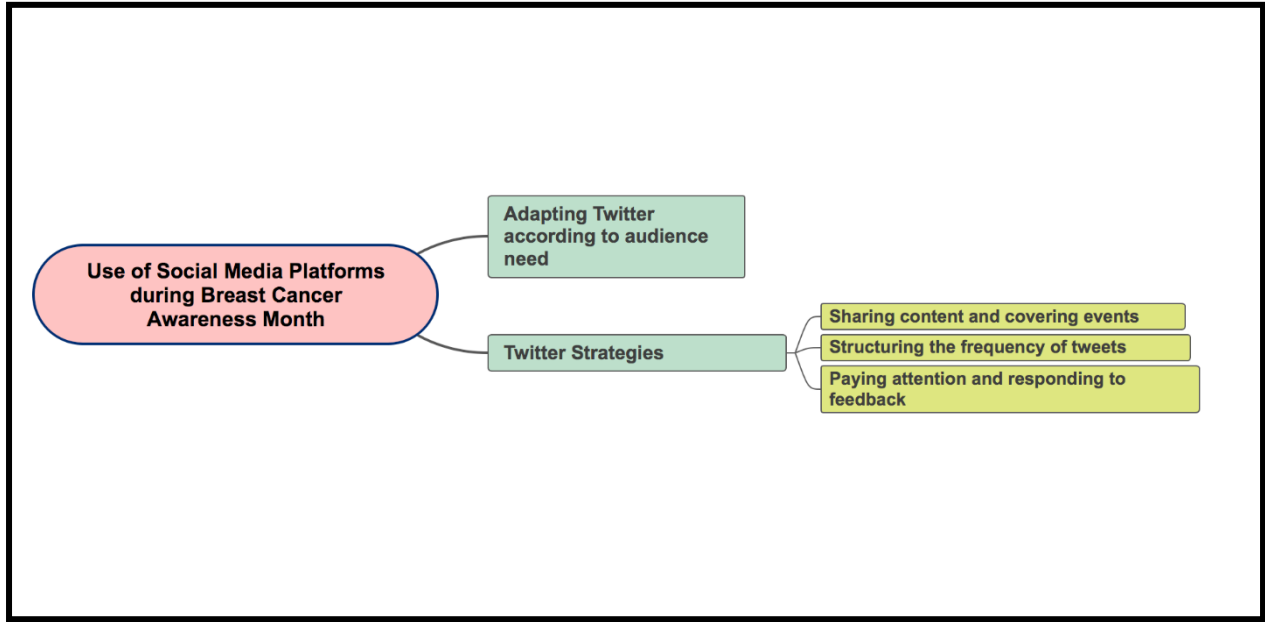


Figure 6:Charities’ use of social media platforms during Breast Cancer Awareness Month

### 5.5.1 Adapting Twitter according to audience need

Three of the participants (Zahra/H, SCF/S2 and Tahoor/P) indicated that they utilised multiple social media platforms including Facebook, Snapchat, YouTube, Instagram and WhatsApp, depending on the target audience. SCF/S2 from the Saudi Cancer Foundation stated that their organisation now depended more on social media than traditional media, which reflects an effort to adapt to a changing audience in line with Lovejoy et al. (2012, p.337), who stated that Twitter provides the possibility for non-profit organisations (NPOs) to communicate with audiences.

The majority of participants (SCF/S2, SCS/P, Balsam/P, Ahyaha/A2, Tahoor/P) described a specific focus on Twitter to communicate with the public about breast cancer, noting that it is easy and free to access. Twitter allows the audience to reply to and communicate with the charity, making it easier to understand what can be done to adapt to that audience’s needs, and has the advantage of being the most widely-used social media platform by Saudis, with 18.33 million

people in the KSA over the age of 15 (68.7%) using Twitter at least once a month (GMI Blogger, 2023). This makes it likely to reach the greatest audience in the KSA.

The Zahra Association stood apart from the other charities in that, although they used Twitter to cover events and connect with companies to gain support, they considered Instagram to be the most appropriate tool to communicate and educate their public and stakeholders, disseminate stories about survivors, share photos and videos, and cover activities and events, as it is primarily a visual platform (heavily prioritising videos and images over text) and more popular among their target audience of women. As Instagram is the preferred platform for women and the Zahra Association is run and staffed entirely by women, this is a natural and effective choice which provides the added bonuses of being able to host images and videos and being able to convey more detailed educational information than Twitter, which has a character limit of 280.

These results are consistent with the DOI theory in the context of the relative advantage of Twitter adoption. The relative advantages of Twitter are that it facilitates communication with Saudi women, provides access to information, demonstrates high compatibility with sociocultural values and beliefs, and is the most commonly-used platform among the Saudi community,. Therefore, apart from the preference of the Zahra Association for Instagram, most of charities in this study used Twitter.

### **5.5.2 Twitter Strategies**

Twitter strategies employed to communicate with audiences varied between charities. There were, however, significant commonalities: all structured their Twitter use by sharing content and covering events, structuring the frequency of tweets, and paying attention and responding to feedback. Twitter strategies represent the second theme which emerged from the interview analysis.

The first subtheme, sharing content and covering events, involved the majority of the participants using Twitter to disseminate and share information about breast cancer education and awareness of their services, and to arrange activities and events to educate the target audience. One-way communication was predominant from the descriptions of Twitter strategies given by the participants, with some differences in posting strategy. Some, such as Balsam/P from the Balsam Association, indicated that they prefer to post short and simple but high-quality and understandable

tweets. The responses also showed that the participants tended to share practical information, such as Ahyaha/A2, who reported that they tweeted to announce the location of mobile breast cancer screening units. The Saudi Cancer Society and the Saudi Cancer Foundation used the platform almost entirely to post educational content and announcements, representing a dedicated focus on one-way communication. Tahoor/P from the Tahoor Association echoed this, but went on to blame their “weak strategy” on what they termed the “lack of effectiveness” of the PR department. Tweets made by the Zahra Association also fit into the category of one-way communication but were more comprehensive in terms of strategy than those of the other charities. They employed a social media content calendar including a plan and a schedule for the release of social media content from all departments, with automatic posting of information on Twitter throughout the year, as Zahra/M described:

*We have a schedule for each month, dividing the important things that we want to present on social media. Every department presents their ideas for all the voluntary things we need [...] After the schedule is filled, those responsible for managing the social media accounts place items daily on Twitter [...] On normal days, the charity posts tweets related to health awareness and education, our charity services, thanks and gratitude to each volunteer, stories of survivors, and important things like event announcements (Jan. 7, 2019).*

This made the Zahra Association the only charity in the sample to employ strategic planning for the use of social media platforms. This may be because the Zahra employees possessed qualifications relevant to the field of PR, such as business administration and technology, which enabled them to leverage and apply their knowledge. The participants from the other charities tended to specialise in subjects with little relation with management, PR or marketing.

With the general use of Twitter to inform and share information about breast cancer awareness, and announce and cover activities, events, and charity services, the charities predominantly employed Twitter as a medium of one-way communication to speak to their target audience. This is beneficial in that it provides women with reliable, tailored information which they can share within their own social networks, but ignores the significant potential of Twitter to enable two-way communication between the charity and its audience.

Another Twitter strategy which emerged related to Frequency of Tweets, with differences found around the tweet frequency of each charity. The Zahra Association posted one-to-three tweets per

day, increasing in October, as well as retweeting supporters. The Saudi Cancer Foundation participants saw no need to post tweets every day, unless they related to ongoing events, and Ahyaha/A2 from the Ahyaha Society defended their low frequency of tweets by citing their narrow focus only on breast cancer and a desire to ensure all tweets are “scientific and useful”. However, despite this assertion, the charity was ostensibly involved in the entire field of cancer, so another reason could be the fact that few tweets are made due to the small size of the charity and its workforce. There may be a belief in some of the charities that fewer tweets generate greater positive communication engagement. Lovejoy et al. (2012, p.6) pointed out that too many tweets may clutter followers’ feeds and lead to users unfollowing the organisation’s account.

Participants from four of the charities (the Zahra Association, the Balsam Association, the Tahoor Association, and the Saudi Cancer Foundation) confirmed that they increased their Twitter activity in the month of October, which is Breast Cancer Awareness Month. Balsam/P noted that they continually post short tweets throughout the month, while Tahoor/P said they post news about their activities close to the time they take place. SCF/S from the Saudi Cancer Foundation described how they also activate their social media accounts to inform their audience of events and activities throughout the year, but particularly in October. The audiences’ degree of engagement was measured mainly by monitoring interaction with these tweets throughout the month.

Responding to audience feedback as an important Twitter engagement strategy. Most of the participants indicated that they were comfortable receiving feedback and engaged in conversations with their audience by responding to questions and comments. The Zahra Association did this daily and made an effort to respond to all questions, even if the question was posed several days before or if the response was the responsibility of the staff of other branches. For example, Zahra/M said:

*There was a tweet inquiry about the “lamsat Zahra”. The department branch in Jeddah was responsible for responding to this question, but our volunteer at our Zahra branch in Riyadh responded to the follower and communicated with her on mobile phone before the Jeddah employee did (Jan. 7, 2019).*

Two other charities, the Ahyaha Society and the Saudi Cancer Society, also prioritised responses to questions about screening locations and the charity’s contact details and working hours, but passed questions related to medical issues on to medical staff. Ahyaha/A2 further added:

*If there are any questions that need scientific intervention, I contact them through mobile, e-mail or landline" (Feb 26, 2019).*

The Tahoor Association was more discerning with its responses, prioritising breast cancer-related queries, but still responding whenever possible, as Tahoor/P explained:

*We respond up to about 80% of the time. We transmit our messages to the public and receive their suggestions, either by comments on tweets or by private messages (with regard to social media platforms). We try as much as possible to respond to requests or provide any explanation needed. However, most of the respondents' questions are about job availability, criticism or praise (March 17, 2019).*

This kind of response system is the closest that the charities came to enacting the two-way communication feature of mutual dialogue. Avidar (2011) and James (2007, p.138) noted how social media and new technology have changed the communications of PR due to the opening up of enormous opportunities for two-way communication directly with the audience. This is evident even in the description of the function that Saudi PR are involved in Twitter strategies, as they used Twitter to communicate with the public and stakeholders and address public feedback. As charities seek to establish a deep relationship with their audience, Tweets are a way to enhance engagement, and online interactions may influence users to change their behaviours and attitudes toward breast cancer. This direct involvement with the community gives the audience the chance to voice opinions about Breast Cancer Awareness Month, although many of the participants employed the platform for one-way communication due to preferences for traditional PR and a desire to spread positive messaging from reliable sources. Employing Twitter as digital PR through the framework of the DOI theory (Rogers, 2003) is most likely to influence younger members of the public, who make up the majority of the Twitter user base, and creates the chance to hold two-way conversations.

Overall, two prominent themes emerged regarding how Saudi cancer charities used Twitter. First, Twitter use was adapted according to audience needs, and second, all charities employed Twitter strategies, using the platform to inform, spread awareness messages and cover events. The frequency and number of tweets ranged from multiple tweets per day to very few per month. The majority of participants indicated that they engaged in conversations with the public by replying to enquiries on Twitter, but some preferred different communication methods, particularly for medical or specialist enquiries. This demonstrates that Saudi cancer charities follow two trends in

their efforts to enhance engagement: the first is the one-way symmetrical model of sharing content, and the second is the two-way communication model of answering questions from the public.

## **5.6 Summary**

This chapter has presented the results of thematic analysis of the interview data from 12 PR practitioners at six Saudi cancer charities in order to determine their perceptions about awareness campaigns. The analysis was conducted by reference to four research questions of this study:

RQ1: What is the role of the PR department in raising breast cancer awareness in the KSA?

RQ2: What is the process a PR department goes through to create a campaign in relation to breast cancer to ensure that the campaign is successful?

RQ3: What messages are provided to Saudi women in relation to breast cancer?

RQ4: How do public relations practitioners engage in breast cancer campaigns using social media platforms during Breast Cancer Awareness Month?

For RQ1, the results showed that the majority of Saudi cancer charities did not have an active PR department and officers. The employees dealing with this element of the organisations were not PR specialists, but some of the participants understood the importance of PR and carried out related tasks and functions. The two main roles which emerged from this were communications technician role and managerial role, with the former representing the majority. This technical role involved coordinating and organising events and activities, executing organisational media tactics, and preparing materials, with a strong focus on press agency (media relations). The participants offered a broad range of responses about building relationships with the external public, which is one of the most significant PR roles. Most used the words “communicating with the public” or “building mutual relationships”, which indicates an interest in strengthening and maintaining long-term relationships with the target publics. However, due to decentralised design-making processes, only a minority of the charities planned campaign strategy.

The findings for RQ2, dealing with the practical steps taken for breast cancer awareness campaigns, were that Saudi cancer charities had some knowledge of the importance of strategic planning for awareness campaigns, but it was not always clear and did not meet the required level. The majority of participants were of the view that pre-planning is essential for the success of a campaign. For formative research, few conducted situational analysis to gather prior information

or arrange focus group meetings to analyse the audience to gain an understanding of their needs and test their messaging. Most the charities had long-term relationships with a number of supporters and had established cooperative agreements with the media, who could help them achieve their goals. In campaign planning, the findings showed that most of the participants employed a variety of communication methods, particularly interpersonal communication and media tactics to communicate with the public. For the evaluation of campaigns, the majority of participants felt that success could be judged by the increasing number of women who undergo breast cancer screening and attend campaign events, but participants from only two of the charities discussed their use of full, structured evaluation frameworks for campaigns.

For RQ3, which specifically related to the design of awareness messaging, the themes were message types, mechanisms used to formulate persuasive messages and women's previous experiences with a health threat. The participants all stated that messages should be clear, simple, and concise, and written in understandable language, with information from reliable sources and include quantitative and qualitative content that reflects cultural, linguistic and personal factors. It was also widely agreed that public awareness had improved over time, but many participants believed that the fear factor was a strong negative influence in relation to undergoing screening practices. The majority of the participants commented that the general public's previous experience of health threats was negative due to a low, superficial level of knowledge about breast cancer, high levels of fear, and widespread beliefs in misinformation and myths about cancer, all of which threaten the audiences' health.

The findings for RQ4 related to how the participants engaged in breast cancer awareness campaigns using social media platforms. All participants agreed that Twitter was the main platform for this, especially during Breast Cancer Awareness Month (October). Each of the charities had their own strategies for engaging with target audiences, based on their own philosophies, but all structured their Twitter use by sharing content and covering events, structuring the frequency of tweets, and reading and responding to feedback on Twitter.

The following chapter discusses the results in relation to the Twitter investigation carried out for this study.

## CHAPTER SIX: TWITTER FINDINGS

The previous chapter reported the views of the public relations (PR) personnel from the six Saudi cancer charities selected for this study during interviews on the strategic planning process for the development and implementation of breast cancer campaigns. This chapter presents the results of the analyses of the Twitter output of the charities during Breast Cancer Awareness Month (BCAM, 1<sup>st</sup> to 31<sup>st</sup> October, 2018) in order to answer RQ5 “To what extent do Saudi charities apply Lovejoy and Saxton (2012) communication functions on Twitter?” This is achieved by examining various communication tools including tweets, retweets and replies using qualitative data-based quantitative coding. The categorisation scheme for this thesis identified these findings using the Lovejoy and Saxton (2012) classification model, which employs the following criteria: information sources, community building and calls for action.

### **6.1 Results - Qualitative Analysis of Prominent Functions of Saudi Cancer Charities**

Twitter data collection took place during BCAM (October) 2018 as this is when all Saudi breast cancer charities were likely to be at peak levels of communicating with the public and running events and awareness-raising campaigns and activities, so it was determined that this represented the best time gather a rich set of data. The analysis focused on the content of the messages sent (original tweet), replies from other accounts and retweets. Analysis of Twitter communication tools consists of two components. Firstly, coding categories were deductively developed based on the 578 tweets posted by the charities during the time period in order to identify the communication forms that each charity applied to Twitter. Secondly, the codes were further developed via an inductive process based on a review of these same tweets in order to analyse and classify communicative functions adapted from the information-action-community model proposed by Lovejoy and Saxton (2012).

As shown in Table 8 (below), during the period of October 2018 there were a total of 578 original tweets and retweets from other sources by the six Saudi cancer charities. There was found to be a significant difference in the number of tweets produced by each charity as well as in the overall Twitter strategies adopted, with some relying heavily on retweets. The highest number of tweets (n=174, almost 30%) was posted by the Saudi Cancer Foundation: n=116 original tweets and n=58 retweets. This was followed by the Zahra Association with n=152 tweets made (26.3%) up of n=50



original tweets and n=102 retweets. The Balsam Association tweeted only n=79 (13.7%) in total, n= 68 of which were original and n=11 were retweets. The Zahra Association relied on retweeted material from external sources (46% of the total), while the Saudi Cancer Foundation mainly posted original tweets (almost a third of the total), with only some retweets. Both the Balsam and Tahoor Associations generated a greater number of original tweets than retweets, although both were low proportions of the total. Finally, there was no major imbalance between original tweets and retweets from the Ahyaha Society.

Table 8: Tweets and retweets from Saudi cancer charities

Charity	Number and % of total tweets		Number and % of total retweets		Total number and %	
	Number	%	Number	%	Number	%
Balsam Association	68	19.1%	11	5%	79	13.7%
Zahra Association	50	14%	102	46%	152	26.3%
Tahoor Association	49	13.8%	9	4%	58	10%
Ahyaha Charitable Society	23	6.5%	26	11.8%	49	8.5%
Saudi Cancer Foundation	116	32.6%	58	26%	174	29.6%
Saudi Cancer Society	50	14%	16	7.2%	66	11.4%
<b>Total</b>	<b>578</b>					

The next section presents each communication function which emerged from the Twitter analysis of these charities, offering further insight into their choices of Twitter strategies. Three prominent communicative functions categories emerged from the analysis and were developed from the model proposed by Lovejoy and Saxton (2012), listed in table 9 (below).

#### Theme A: **Breast Cancer Information**

Tweets discussing information related to breast cancer awareness, early detection, prevention and facts, media coverage; information regarding events including workshops, lectures, meetings and activities; and organisational information and news updates.

#### Theme B: **Calls for Action**

Tweets calling for followers to participate in specific actions such as mobilising volunteer participation, donations, promoting events such as workshops and lectures and encouraging women to attend screening.

#### Theme C: **Community**

Tweets referring to messages that build relationships and promote dialogue between stakeholders, usually by thanking organisations for their support and participation in community events and campaigns. These also served as a means of answering questions from the public and soliciting conversational responses from the other party as well as offering endorsements from celebrities and members of the public.

**Table 9: Themes and sub-themes from Twitter analysis**

	<b>Themes</b>	<b>Sub- themes</b>
<b>Saudi cancer charities</b>	<b>A. Sharing Information</b>	A.1 Information about breast cancer awareness, early detection, and prevention. A.2 News A.3 Media relations A.4 Highlighting information regarding events, workshops, lectures, meeting and activities A.5 Organisational information
	<b>B. Calls for Action</b>	B.1 Joining events such as workshops and lectures B.2 Encourage women to attend screening B.3 Calls for volunteers B.4 Calls for donations
	<b>C. Community Builders</b>	C.1 Offering thanks and recognition to supporters C.2 Partnership building C.3 External promotion C.4 Acknowledgement of noteworthy events including support of community events C.5 Organisational responses to users' messages (reply) and quote tweets. C.6 Response solicitation

The majority of the communication functions that emerged from the Twitter analysis for the selected charities demonstrate a focus on one-way rather than two-way communication. The section below describes the communication functions for Saudi cancer charities' tweets that include one-way communication.

## **6.2 Theme A: Sharing Information**

Sharing information was the most prominent feature of the communication function category in the tweets posted by all six Saudi cancer charities (n=251). This involved one-way communication for the purpose of sharing information from the organisation to the audience. Thematic analysis showed that tweets and retweets posted by the charities during BCAM mainly related to the provision of information. The five sub-themes which emerged from this are shown in Table 10 (below).

### **6.2.1 Sub-theme A1: Information about Breast Cancer Awareness**

Most of the information delivered in the tweets was on the topic of breast cancer. The charities informed the public by sharing information related to early detection, screening practices, statistical information, healthy habits, how to prevent breast cancer and how to undertake self-examination, breast cancer diagnosis, tips for women afraid of treatment, the benefits of early screening, and general facts about breast cancer (Table 10, below). Although the period of data collection was BCAM, only a small number of tweets related to awareness. The Zahra Association shared the largest number of tweets about breast cancer awareness (n=34, 39.5% of the total), although more than half of these were retweets (n=18). The Balsam Association produced a total of n=27 tweets, almost a third of all tweets in this category, of which n=24 contained essential information about breast cancer, including facts and tips on self-examination and early detection. This represents a significantly higher number than were produced on this topic by the Zahra Association, as they relied more on retweeting information from external sources such as other charities, the Saudi Food and Drug Authority and various companies and partners. While, the Saudi Cancer Foundation, Saudi Cancer Society and Tahoor Association shared the lowest number of tweets about breast cancer awareness. Similarly, the number of breast cancer awareness retweets by the Ahyaha Society was only n=6, representing all of their tweets in this category, and these relied solely on information from the Saudi Ministry of Health (MOH) (Figure7, below). Overall, the tweets did not reflect any fear appeals, as the information was confined to raising awareness, giving advice, and providing information about the causes, risks and symptoms of breast cancer. This reveals a focus on information and awareness of the dangers of breast cancer rather than fear appeals, ensuring that the content is delivered in a positive way that stimulates early detection of breast cancer as this type of message conveys reassurance and hope for recovery rather than

instilling fear, which may discourage women from treatment because they believe there is no chance of recovery.

Examples of tweets and retweets on this theme are provided below.



Figure 7:Ahyaha Society retweeting the Ministry of Health

Retweets by the Zahra Association:

Zahra Association [RT@RofaidaOrg]. (2018, October 7).

*A breast cancer patient is particularly nauseous after chemotherapy. Therefore, it is better to avoid food that is full of fat as well as citrus fruits, eat more times a day but in small quantities, eat slices of ice, rice, mashed potatoes.*

Zahra Association [RT@AppMrsool]. (2018, October 24).

*#When detected early the recovery rate for breast cancer is 95%, but only 20% when there is a delay in detection.*

Tweets posted by the Balsam Association:

Balsam Association [@BalsamOrg]. (2018, October 4).

*#As a relative of someone with breast cancer, you must understand that it is perfectly natural for them to be anxious. Her family can support with relieving that anxiety, not by hiding their true feelings, but by encouraging her to remain in contact with her community and to take part in her favourite activities.*

Table 10:Theme A - Sharing Information

Charity	A1: Information about breast cancer			A2: News			A3: Media Relations			A4: Highlighting information regarding events, and activities			A5: Organisational information	
	Tweets N and %	Retweets From others N and %	Total and %	Tweets N and %	Retweets From others N and %	Total and %	Tweets N and %	Retweets From others N and %	Total and %	Tweets N and %	Retweets From others N and %	Total and %	Tweets N and %	Total and %
<b>Balsam Association</b>	24 (28%)	3 (3.5%)	27 (31%)	6 (7%)	0	6 (7%)	0	0	0	0	0	0	0	0
<b>Zahra Association</b>	16 (18.6%)	18 (21%)	34 (39.5%)	4 (4.7%)	9 (10.6%)	13 (15.3%)	0	6 (16.2%)	6 (16.2%)	0	4 (10.8%)	0	1 (16.6%)	1 (16.6%)
<b>Tahoor Association</b>	4 (4.7%)	0	4 (4.7%)	9 (10.6%)	3 (3.5%)	12 (14.1%)	3 (8.1%)	2 (5.4%)	5 (13.5%)	3 (8.1%)	0	3 (8.1%)	0	0
<b>Ahyaha Charitable Society</b>	0	6 (7%)	6 (7%)	14 (16.5%)	3 (3.5%)	17 (20%)	0	3 (8.1%)	3 (8.1%)	1 (2.7%)	7 (18.9%)	8 (21.6%)	3 (50%)	3 (50%)
<b>Saudi Cancer Foundation</b>	5 (5.8%)	3 (3.5%)	8 (9.3%)	11 (12.9%)	3 (3.5%)	14 (16.5%)	8 (21.6%)	3 (8.1%)	11 (29.7%)	14 (37.8%)	3 (8.1%)	17 (46%)	0	0
<b>Saudi Cancer Society</b>	7 (8.1%)	0	7 (8.1%)	22 (25.9%)	1 (1.2%)	23 (27.1%)	1 (2.7%)	11 (29.7%)	12 (32.4%)	8 (21.6%)	1 (2.7%)	9 (24.3%)	2 (33.3%)	2 (33.3%)
<b>Total (and %) (n=251)</b>	<b>86 (34.3%)</b>			<b>85 (33.9%)</b>			<b>37 (14.7%)</b>			<b>37 (14.7%)</b>			<b>6 (2.4%)</b>	

### 6.2.2 Sub-theme A2: News

The provision of news was the second most common type of information posted by the Saudi charities, with 85 tweets and retweets devoted to this (Table 10, above). The charities used Twitter as a platform for updates and announcements about launching campaigns, including when they started and ended and who may have been involved in promoting them. The Saudi Cancer Society shared the largest number of tweets related to news (n=23, 27.1% of the total in this category), followed by the Ahyaha Society (n=17, 20%), the Saudi Cancer Foundation (n=14, 16.5%), the Zahra Association (n=13, 15.3%) and the Tahoor Association (n=12, 14.1%). The Balsam Association posted the fewest news-related (updates or announcements) tweets. Disseminating news was the second-most common use of Twitter (n=85), indicating that this represented a priority use of the platform.

Examples of how Saudi charities shared updates and announcements about breast cancer campaigns include:

Saudi Cancer Foundation [@SaudiCancerF]. (2018, October 26).

*Al-Sharqiya pink 10 campaign continues its awareness and educational activities at the university health center in Dammam.*

Tahoor Association [@onaizahCancer].(2018, October 8).

*#A team from the women's department evaluates its activities in the Riyadh General Experts Hospital and the College of Arts and Sciences in Riyadh Al-Khobar.*

Saudi Cancer Society [@saudi\_cancer].(2018, October 31).

*His Excellency the Chairman of the Board of Directors Dr. Mohammed bin Ahmed Kanhal concluded the #بصمات\_ورديّة event held at the Kingdom Center, where he considered the achievements of this particular campaign, finding that the level of community awareness about the importance of early detection of breast cancer had increased from previous years.*

### 6.2.3 Sub-theme A3: Media Relations

The sub-theme of media coverage was the third most prominent topic emerging from the Twitter analysis (Table 10, above), with the results including tweets incorporating comments from doctors or specialists about breast cancer awareness. Media relations refers to sharing

information about media and events coverage on traditional and new media, such as television and influencers respectively. The latter includes increases in coverage through well-known individuals, such as doctors and new media figures who have the power to impact upon audiences. For example, the tweets include a doctor's comments on television about the importance of breast cancer screening or other important topics. The Saudi Cancer Foundation (n=11, 29.7% of the total in this category) and the Saudi Cancer Society (n=12, 32.4%) stood out as the most focused on media relations, with just under a third of the tweets in this category each. These tweets perhaps reflect the relationships between the charities' PR employees and journalists, radio broadcasters or TV producers, and can provide a context which can increase audiences' awareness and knowledge about breast cancer.

Examples of media relations tweets are:

Tahoor Association [@onaizahCancer].(2018, October 25).

*Some of the coverage of school visits in Unaizahand Sector.*

Tahoor Association [@onaizahCancer].(2018, October 2).

*Media coverage of shamariqe to Tahoor Association exhibition for Breast Cancer Awareness at Unaizah*

Zahra Association [RT@alresalahnet].(2018, October 21).

*#Today's\_alresalahnet #Open\_Studio Interview with Ms.  
#Shada\_alDahash about Zahra Association for Breast Cancer  
Treatment.*

Saudi Cancer Society [@sayyidayat].(2018, October 2).

*Dr. Khalid Al-Hajri, Consultant Laparoscopic Surgery and Breast  
Cancer: Early screening for breast cancer does not prevent the  
disease from occurring, but means that it can be detected at an early  
age and treated quickly. This disease almost always affects women,  
with only 1% of those affected being men.*

Saudi Cancer Foundation [@SaudiCancerF].(2018, October 3).

*Follow the Pink Sharqiya 10 today in the program (Helou Kalam via  
Radio mbc\_fm).*

#### **6.2.4 Sub-theme A4: Highlighting Information about Events, Services, and Activities**

The highlighting of information about events or activities was the fourth sub-theme under sources of information. Tweeting about this has the major benefit of encouraging public participation by



making people aware of upcoming activities the audience may be interested in. This includes tweets or retweets providing detailed information about educational activities, courses and events organised by the charities or others (Table 10, above). The charities did not provide a great deal of information about their events or activities, with only 37 (14.7% of the total) tweets produced throughout the month. Although this sub-theme was found to be important for drawing attention to important information, only a small number of tweets specifically included information about events and activities. The Saudi Cancer Foundation and the Saudi Cancer Society posted the most detailed information about their events or activities, with the former representing almost half of the tweets in this category, and the latter representing a quarter. By contrast, the Balsam Association posted none.

Examples of tweets made by the Saudi Cancer Foundation highlighting detailed information regarding a seminar are:

Saudi Cancer Foundation [@SaudiCancerF].(2018, October 3).

*Today the charity arranged a seminar on stomach disease, presented by the lecturer Dr. Mouin Abdel Rahim, who is a consultant oncologist at the Houston Methodist Hospital in the USA. This seminar was attended by a number of current patients and those in recovery.*

Saudi Cancer Foundation [@SaudiCancerF].(2018, October 6).

*The start of the conference about breast cancer in the Meridian Hotel in Al-Khobar. Present were a number of consultant speakers and many medical and nursing staff.*

### **6.2.5 Sub-theme A5: Organisational information**

This sub-theme includes content such as the organisation's mission, statistics, performance, financial reporting, and information on services provided during the breast cancer awareness campaign. This sub-theme represents the lowest number of tweets, with a total of 6 posted through the month, just 2.4% of the total. It therefore seems clear that the charities were not interested in providing the public with information about their organisation, its history, vision or objectives. One reason for this could be that they had already built strong relationships with stakeholders and partners. However, if the charities were to provide organisational information on Twitter during Breast Cancer Awareness Month, they could continue to build relationships with a broader range of individuals and organisations to enable them to achieve their goals and promote accountability and public trust.

An example of a report posted by the Ahyaha Society relating to their activities during 2018 can be seen in Figure 8, below.

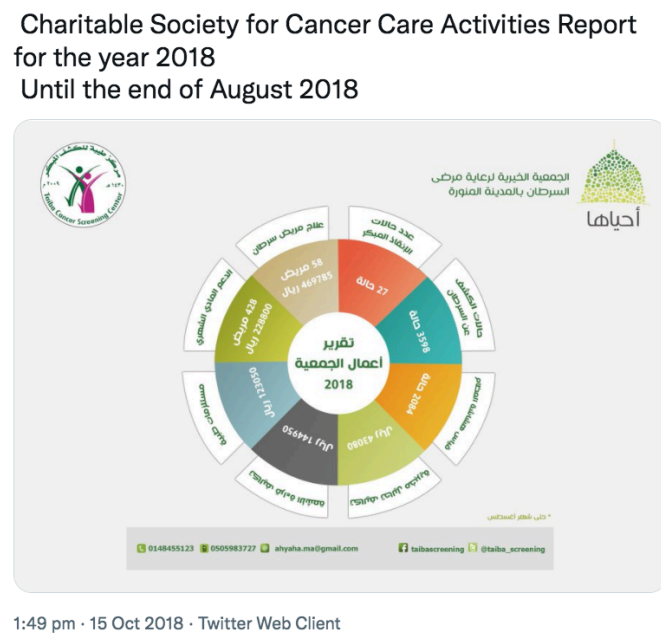


Figure 8: Organisational information Tweet from the Ahyaha Society

To conclude, the Saudi charities in this study most often used Twitter to send and share information. However, the sources of that information differed between charities. The most common sub-themes reflected in the tweets were breast cancer awareness information (n=86) and news updates (n=85) with slightly over a third of the total tweets each, meaning two-thirds of the total tweets included fell within these two categories. Information about events (n=37) and media relations (n=37) both represented 14.7% of the total tweets, while only 2.4% of the tweets included organisational information (n=6). These figures reveal a clear focus on breast cancer information and news, and little interest in posting organisational information. The Zahra Association shared the largest number of retweets related to breast cancer awareness from other sources, with their retweets slightly exceeding their original tweets in this category, while the Balsam Association produced more original tweets about breast cancer awareness, including facts and tips on self-examination and the early detection of breast cancer, than the Zahra Association. The Balsam Association’s original tweets in this category in fact represented 28% of the category’s total, showing an interest from this charity in generating unique content. In contrast, all tweets in this category by the Ahyaha Society (n=6) were retweets from the Saudi MOH. In the news category, relating to updates and announcements regarding campaigns, over a quarter of the tweets were posted by the Saudi Cancer Society, all but one of which were

original. The charities with the greatest number of media relations tweets were the Saudi Cancer Society (32.4% of the total in this category) and the Saudi Cancer Foundation (29.7%).

The second theme identified in this analysis, Calls for Action, is described in the following section.

### **6.3 Theme B: Calls for Action**

A “call for action” refers to a direct request for the audience to do something, representing a form of one-way communication. This is less about building conversations and more about promoting the charity and mobilising women or the public to take action, and includes the promotion of events or activities with specific information including prices, dates and times, and encouraging women to attend these events and to undergo screening. Calls for action might also ask followers for donations or to become a volunteer, as well as indirect requests for support. From the tweets which comprised this theme (n=123), four sub-themes emerged: (B1) Joining events, workshops, and lectures; (B2) Encouraging women to attend screening; (B3) Calls for volunteers (B4) Calls for donations (Table 11, below).

#### **6.3.1 Sub- theme B1: Joining events, workshops, lectures**

This sub-theme represented the large majority of tweets for theme B, at 65% of the total. Promoting events was the main objective of many of the charities’ tweets (Table 11, below) in this category, particularly for the Zahra Association (n=31, 38.8% of the total tweets in this category) and the Saudi Cancer Foundation (n=26, 32.5%), with the former posting more retweets (n=20, 25%) and the latter producing more original tweets (n=18, 22.5%). These charities may have used Twitter to promote events in order to engage face-to-face with their already loyal audiences, or to reach new audiences. However, the Tahoor Association (n=3), the Saudi Cancer Society (n=3) and the Balsam Association (n=7) produced very few tweets of this nature, between them posting only 16.4% of the tweets in this category. It is possible that these charities used other platforms to encourage audiences to attend events.

Table 11: Overview of theme B - Calls for Action

Charity	B1: Joining events, workshops and lectures			B2: Encouraging women to attend screening			B3: Calls for volunteers			B4: Calls for donations		
	Tweets N and %	Retweets From others N and %	Total and %	Tweets N and %	Retweets From others N and %	Total and %	Tweets N and %	Retweets From others N and %	Total and %	Tweets N and %	Retweets From others N and %	Total and %
Balsam Association	6 (7.5%)	1 (1.3%)	7 (8.8%)	1 (3.4%)	0	1 (3.4%)	0	2 (25%)	2 (25%)	0	0	0
Zahra Association	12 (15%)	20 (25%)	31 (38.8%)	2 (6.9%)	12 (41.4%)	14 (48.3%)	1 (12.5%)	1 (12.5%)	2 (25%)	1 (16.7%)	3 (50%)	4 (66.7%)
Tahoor Association	1 (1.3%)	2 (2.5%)	3 (3.8%)	1 (3.4%)	0	1 (3.4%)	3 (37.5%)	0	3 (37.5%)	1 (16.7%)	0	1 (16.7%)
Ahyaha Charitable Society	3 (3.8%)	7 (8.8%)	10 (12.5%)	1 (3.4%)	1 (3.4%)	2 (6.9%)	0	0	0	0	0	0
Saudi Cancer Foundation	18 (22.5%)	8 (10%)	26 (32.5%)	8 (27.6%)	2 (6.9%)	10 (34.5%)	1 (12.5%)	0	1 (12.5%)	0	1 (16.7%)	1 (16.7%)
Saudi Cancer Society	2 (2.5%)	1 (1.3%)	3 (3.8%)	1 (3.4%)	0	1 (3.4%)	0	0	0	0	0	0
<b>Total (and %)</b> (n=123)	<b>80 (65%)</b>			<b>29 (23.6%)</b>			<b>8 (6.5%)</b>			<b>6 (4.9%)</b>		

Examples of tweets in this sub-theme are:

Zahra Association [RT@OthaimEhsa].(2018, October 3).

*Early screening for #Breast Cancer improves the prognosis of most cases of the disease. join us at #OthaimMall #AlAhsa to learn more through the awareness campaign that lasts throughout October in cooperation with #Zahra\_Association #Othaim\_worth\_it @Malothaim @OthaimMalls.*

Saudi Cancer Foundation [@SaudiCancerF].(2018, October 8).

*Your morning is pink! Awareness activities, valuable prizes and special gifts for those taking part, waiting for you to share your kindness and generosity today at Alrashed mall.*

### **6.3.2 Sub-theme B2: Encourage Women to Attend Screening**

Encouraging women to attend screening was the second most common message emerging from the “Calls for Action” theme (Table 11, above) (n=29), making up slightly less than a quarter of the total for theme B. The largest proportion of these were retweets asking followers to check themselves and attend screening for breast cancer, with (n=12) 41.4% of these from the Zahra Association. Therefore, although the charities encouraged women to undergo screening practices, this was not their main priority, particularly for their original content, which was sparse in this category. The Saudi Cancer Foundation produced the greatest number of original tweets (n=8), but this was still only 27.6% of the total.

Examples of tweets and retweets encouraging women to attend screening are:

Saudi Cancer Foundation [@SaudiCancerF](2018, October 7).

*The May Al-Jaber Center for Cancer Detection in al Dammam offers a free check-up for breast cancer to all citizens and residents. End doubt with an examination and visit us for your safety. Center Number: 0138141108*

Saudi Cancer Society [@saudi\_cancer](2018, October 14).

*The Abdul Latif Center for Early Detection invites residents of Sudair and neighboring governorates to visit the mobile clinic to undertake the necessary tests. #بصمات\_وردية*

### **6.3.3 Sub- theme B3: Calls for Volunteers**

Requests for volunteers represented the second-least common type of tweet in the “Calls for Action” category (Table 11, above), with only (n=8) 6.5% of the total for theme B. The lack of focus on this does not reflect the fact the charities rely largely on volunteer support.

An example of a tweet highlighting a request for volunteers is:

Tahoor Association [@onaizahCancer].(2018, October 16).

*If you have the desire to volunteer, and you have enough time to serve the community, you can now apply to volunteer at #Tahoor\_ association. To care and support cancer patients in Unaizah, by*

*filling out the form in the following link:*  
<http://fasleh.net/estebyan/176>

#### **6.3.4 Sub-theme B4: Calls for Donations**

This sub-theme involved tweets asking the public to either directly or indirectly support the charity. As shown in Table 11 (above), only (n=6) 4.9% of theme B tweets focused on donations, making it clear that the charities did not tend to use Twitter to ask followers for donations.

An example of a tweet requesting donations:

Tahoor Association [[@onaizahCancer](#)].(2018, October 16).

*#Beneficiary Name: #Tahoor Association for the care and support of cancer patients in Unaizah. Your donation to the endowment is #Ihsan\_in\_dunya\_andhasanat\_in\_the\_afterlife Please notify us if you donate through the National Bank or Riyadh Bank to allocate the donation in favour of the endowment.*

Overall, the charities rarely used Twitter for calls for action. Most unusually, during BCAM, they chose not to take advantage of the opportunity to promote World Breast Cancer Day events in public places. Some of the tweets made by the Zahra Association and the Saudi Cancer Foundation advertised public events and encouraged women to attend screening practices, but far fewer than may have been expected. In addition, the Balsam Association, the Ahyaha Society and the Saudi Cancer Society did not use Twitter for this purpose at all.

The third theme identified in this analysis, Community Builders, is described in the following section.

#### **6.4 Theme C: Community Builders**

Community building was the third theme identified within the tweets posted by the Saudi cancer charities (Tables 12 and 13, below). This theme relies on two-way communication, so retweeting others indicates that the charity was interested in building dialogue and sharing information with the online community. This theme produced six sub-themes: (C1) Thanking and recognising members of the public or sponsors; (C2) Partnership building; (C3) External promotion; (C4) Acknowledgement of noteworthy events; (C5) Organisational responses to users; and (C6) Soliciting a conversational response from stakeholders. It is important to note that the replies contained in C5 are not classed as independent tweets for the purposes of the analysis, and instead are simply counted as “replies”. They are not therefore included in the numbers provided.

Table 12: Overview of theme C - Community builders

Charity	C1: Thanking and recognizing members of the public or sponsors			C2: Partnership building			C3: External promotion		
	Tweets N and %	Retweets From others N and %	Total and %	Tweets N and %	Retweets From others N and %	Total and %	Tweets N and %	Retweets From others N and %	Total and %
Balsam Association	1 (1.6%)	0	1 (1.6%)	23 (35.9%)	0	23 (35.9%)	0	0	0
Zahra Association	16 (25%)	0	16 (25%)	1 (1.6%)	17 (26.6%)	18 (28.1%)	0	3 (9.7%)	3 (9.7%)
Tahoor Association	3 (4.7%)	0	3 (4.7%)	14 (21.9%)	1 (1.6%)	15 (23.4%)	0	0	0
Ahyaha Charitable Society	2 (3.1%)	0	2 (3.1%)	0	0	0	0	0	0
Saudi Cancer Foundation	35 (54.7%)	0	35 (54.7%)	3 (4.7%)	5 (7.8%)	8 (12.55%)	0	28 (90.3%)	28 (90.3%)
Saudi Cancer Society	7 (10.9%)	0	7 (10.9%)	0	0	0	0	0	0
<b>Total (and %) (n=183)</b>	<b>64 (34.9%)</b>			<b>64 (34.9%)</b>			<b>31 (16.9%)</b>		

Table 13: Overview of theme C - Community builders

Charity	C4: Acknowledgement of noteworthy events			C5: Organisational responses to users (reply) and quote tweets	C6: Soliciting a conversational response from stakeholders		
	Tweets N and %	Retweets From others N and %	Total and %	Reply and %	Tweets N and %	Retweets From others N and %	Total and %
Balsam Association	4 (23.5%)	5 (29.4%)	9 (52.9%)	4 (4.7%)	1 (14.3%)	0	1 (14.3%)
Zahra Association	0	0	0	55 (63.9%)	2 (28.6%)	0	2 (28.6%)
Tahoor Association	6 (35.3%)	0	6 (35.3%)	1 (1.2%)	1 (14.3%)	0	1 (14.3%)
Ahyaha Charitable Society	0	0	0	5 (5.8%)	0	0	0
Saudi Cancer Foundation	2 (11.8%)	0	2 (11.8%)	21 (24.4%)	0	1 (14.3%)	1 (14.3%)
Saudi Cancer Society	0	0	0	0	1 (14.3%)	1 (14.3%)	2 (28.6%)
<b>Total (and %) (n=183)</b>	<b>17 (9.3%)</b>			<b>86</b>	<b>7 (3.8%)</b>		

#### 6.4.1 Sub-theme C1: Thanking and Giving Recognition

These tweets included messages thanking partners and the public who supported the campaigns. 64 of the 183 tweets in this sub-theme focused on this, representing slightly over a third of the total (Table 12, above). The Saudi Cancer Foundation expressed gratitude in tweets significantly more than the other charities (n=35, 54.7%), with just over half of the tweets in this category



being posted by this charity. Similar tweets from the Zahra Association (n=16, 25%) formed a quarter of the tweets. The other charities posted far fewer tweets of thanks, demonstrating that they did not prioritise Twitter for this function to build strong relationships with partners and stakeholders. It is possible that these charities employed alternative communication methods to give recognition and thanks.

Examples of tweets giving thanks and recognition are:

Saudi Cancer Foundation in Figure 9, below.



Figure 9: Tweet of thanks from the Saudi Cancer Foundation

Zahra Association [@zahra\_ksa.] (2018, October 21).

*Thank you Spectrum for the Spin for life activity for women  
@spectrum4women #don't\_mis\_a\_signal #breast\_cancer  
#Zahra\_Association*

#### 6.4.2 Sub-theme C2: Partnership Building

Partnership building was the third sub-theme under “Community Building”, and this included hospitals, restaurants and other local collaborators. Shown in Table 12 (above), the Balsam Association posted the largest number of tweets focusing on building collaborative partnerships (n=23, 35.9% of the tweets in this category) followed by the Tahoor Association (n=14, 21.9%). The Saudi Cancer Foundation recognised their partners with tweets giving thanks, as mentioned previously, thereby showing their interest in creating positive, strong relationships with stakeholders. As with other sub-themes in this analysis, the Zahra Association depended almost exclusively on retweets (n=17) to engage with and cultivate bonds between their organisation and their stakeholders. Expressing collaboration with partners by retweeting is an essential way to reach audiences and strengthen ties to followers without the expectation of direct dialogue. Therefore, four of the six charities focused on healthy collaboration with partners, perhaps so that their public could easily find reliable information from their Twitter account. As well as

building healthy relationships, effective communication with partners enables charities to convey their vision and mission, and promote co-productive working by ensuring that the partner feels part of the organisation.

An example of a tweet posted by the Balsam Association which builds on a partnership is:

Balsam Association [@BalsamOrg]. (2018, October 22).

*Venor Restaurant supports the campaign #don't be the eighth to raise awareness about #breast cancer.*

#### **6.4.3 Sub-theme C3: External Promotion**

Expressing opinions was not a major focus for some of the charities in this analysis, but followers tended to express and share their personal opinions explicitly on the efforts and results of the breast cancer campaigns. Only 31 of the 183 (16.9%) tweets in theme C related to charities' external promotion (Table 12, above). The Saudi Cancer Foundation was the most active in retweeting others' opinions about its efforts, generating over 90% of the tweets in this category, thereby increasing its own credibility and building community. These tweets from both individuals and organisations thanked the charity for the success of the campaign and congratulated their volunteers on supporting and educating the community about breast cancer. However, other than a small number (9.7%) of retweets from the Zahra Association, the other charities did not take advantage of this opportunity to motivate people to attend upcoming breast cancer events or campaigns, or change their attitude toward screening.

Examples of tweets from the Saudi Cancer Foundation highlighting public opinions:

Saudi Cancer Foundation [RT @alshaikh\_mohad] (2018, October 28).

*Thank you to this wonderful organisation for your efforts for the Al-Sharqiya pink 10 campaign every year. It is unique and the level of awareness among women about the importance of early screening has risen markedly.*

Saudi Cancer Foundation [RT @ noufa04] (2018, October 14).

*Today I was honoured see the Cancer Society at work @SaudiCancerF, I was fascinated by the positive energy of the volunteers, especially those recovering from the disease. Thank you for your efforts in raising awareness and actively contributing to prevention to achieve a 98% early detection rate.*

#### **6.4.4 Sub-theme C4: Acknowledgement of Noteworthy Events**

Acknowledgement of noteworthy events was the least common sub-theme to emerge from the theme of “Community Building”. It relates to the organisation being a part of the community by marking national holidays with tweets and messages that support community events. Table 13 (above) shows that only 17 of the 183 (9.3%) tweets and retweets covered this area of engagement. This may reflect the charities’ lack of interest in being a part of their local community, as this represents an easy way to promote healthy relationships within the community and begin conversations.

The themes discussed above represent one-way communication, but there was evidence of two-way communication from the analysis of the charities’ tweets. The majority of the Saudi cancer charities in this study posted only a few tweets which represented an engagement in dialogue with followers. Sub-theme C5 directly relates to this, taking account of the replies and quote tweets posted by the charities during the period. These are not incorporated into the wider analysis, and form an analytical segment of their own.

#### **6.4.5 Sub-theme C5: Organisational Responses to Users (reply) and Quote Tweets**

Responding to comments and messages from the audience and engaging in two-way communication is beneficial for charities as it helps them build meaningful long-term relationships with stakeholders. As shown in Table 13 (above), the total number of replies to the audience was 86. The Zahra Association produced the greatest number of tweets in response to their followers’ comments (n=55, 63.9% of the total), followed by the Saudi Cancer Foundation (n=21, 24.4%), which included thanking their followers. Three enquiries made of the Saudi Cancer Society went unanswered, raising the possibility that they were not interested in engaging in conversation with their public.

It was found that the charities did not take advantage of Quote Tweet function, which enables users to re-post another user’s tweet and add their own comments. During BCAM, very few tweets included direct engagement in conversation with the public, indicating that they predominantly used Twitter for one-way communication. Examples of responses given by the charities are:

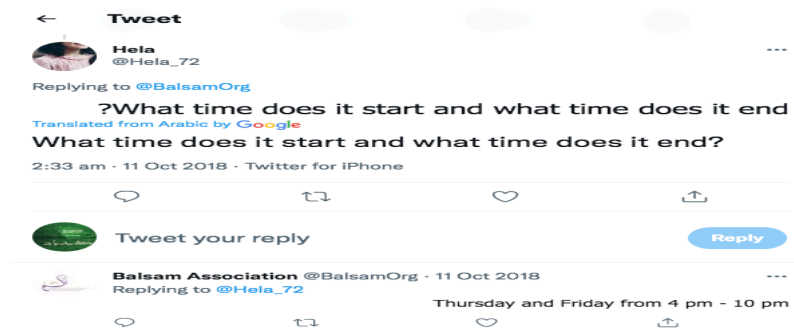


Figure 10: Balsam Association response to public question



Figure 11: Follower question to Saudi Cancer Society with no reply

#### 6.4.6 Sub-theme C6: Response Solicitation

The sub-theme showing the fewest tweets in theme C was that of the charities seeking a response from their audiences, either through polls, surveys or direct questions, comprising only 7 of the 183 (3.8%) tweets and retweets in this theme (Table 13, above). Similarly to the findings noted in sub-theme C5, this indicates that the charities were not enthusiastic in engaging with their followers in this way, resulting in no interactive two-way communication from this avenue.

Overall, it was found that although four of the charities sought to build connections with their stakeholders and partners, this did not involve two-way communication with their public. Although there were 86 responses to audience questions, with 55 from the Zahra Association, only two charities showed any evidence of trying to engage in dialogue with their audience. This reveals that the charities did not encourage dialogue, nor did they seek responses from their audiences through opinion polls, surveys or direct questions.

With the analysis of the charities' Twitter output completed, it was decided that an examination of their multi-modal audio-visual content on other platforms would be beneficial to learn the extent to which they depend on alternative platforms for awareness-raising.

### **6.5 Multi-modal Audio-Visual Analysis of Saudi Cancer Charities' Social Media (Non-Twitter)**

Through the Twitter analysis, it was found that Saudi charities did not use Twitter in a strategic way to raise awareness of breast cancer. However, during the interviews, several participants mentioned the use of other social media platforms and audio-visual modalities to raise breast cancer awareness about breast cancer. The study therefore turned to examine these, and found that most of the charities made little or no use of the main alternative platforms (Instagram, YouTube, Facebook, etc.) to publish awareness videos and images, with few differences between those that did.

Only the Zahra Association prioritised and made extensive use of platforms other than Twitter to raise awareness about breast cancer. They used YouTube, for example, to post a series of educational videos about cancer (what it is, factors that cause breast cancer, healthy nutrition and the best cancer-fighting foods, methods of treating breast cancer, self-examination methods for breast cancer, chemotherapy, etc.), annual reports on the results and the outcomes of their October campaigns, introductory videos about the charity, and videos announcing the slogan of its annual breast cancer awareness campaigns. The Zahra Association has launched these campaigns every year since 2008 with the aim of spreading awareness of the importance of early breast cancer screening by posting awareness messages to its audience. The charity also published videos on the experiences of breast cancer survivors and awareness lectures delivered by consultants and doctors specialising in the field. Alone among the charities in the sample, the Zahra Association posted links on its website to educational videos and other resources, such as an online PDF library containing series and guides on topics related to breast cancer. More recently, it has prioritised the use of Instagram to post educational messages and encourage women to take positive action for their health by attending workshops and lectures, and take up screening behaviours. These posts include photographs and often thank the charity's campaign partners and sponsors.

The Saudi Cancer Foundation was found to use the same platforms as the Zahra Association in the same way. Media coverage of events was posted in pictorial form on Instagram and video form on YouTube, along with videos about the charity's participation in international and local medical conferences on breast cancer. Likewise, the Ahyaha Association used YouTube to present lectures, medical conferences on breast cancer and mammograms, and video reports on coverage of events. During the interviews, participants from the Tahoor Association stated that

their strategy is weak because they lack PR staff and are a small organisation, but that this would improve as they planned to move to a new headquarters. Analysis of this charity's YouTube output bore this out, as a number of introductory videos were found about these new headquarters and explaining the charity's services, as well as videos of signing agreements and memorandums of understanding on new projects, and educational lectures.

Those charities which used no other form of social media than Twitter were the Saudi Cancer Society and the Balsam Association, as indicated in the interviews. Although it was stated by many of the participants that one of their main aims was to raise awareness about cancer, much of the social media content analysed outside of Twitter was not educational. One reason for this is that those charities which focus on all types of cancer, rather than only breast cancer as the Zahra Association does, may not have enough time to spread awareness information on multiple social media platforms. Another reason for the insufficient use of social media could be a lack of funds to recruit qualified and trained employees. It may also be the case that the smaller charities do not have employees qualified or confident in using the new media. This was stated in the interviews, as a participant from Saudi Cancer Foundation noted that he was a volunteer for 9 years with Saudi Cancer Foundation as a media officer and had an Arabic Language Bachelor's Degree. This means the participants were not qualified to use the new media may be why he and others in the same or similar position in charitable organisations fail to understand the difference between awareness and media coverage, as all published posts on non-Twitter social media included only media coverage of events or promoting the organisation's image rather than educating or raising awareness. It has also been found to be the case that employees in Saudi charities prefer to practice traditional PR roles which focus on face-to-face communication, mass and print media, with no knowledge or focus around social media. They may even consider social media use to be outside of their field, requiring other staff or departments to run effectively. Some recognition of these shortfalls by the Saudi government formed part of the reason for the incorporation in the Saudi Vision 2030 plan of development of the health system and related charitable associations.

## **6.6 Summary**

This chapter has discussed the major communication functions and sub-themes that emerged from qualitative data-based quantitative coding analysis of the Twitter feeds of the six selected Saudi charities during Breast Cancer Awareness Month (October) 2018. The categorisation scheme is based on that of Lovejoy and Saxton (2012). Each tweet was placed under one of the categories in this scheme, and fifteen sub-themes were identified from three broad themes (“Information”, “Calls for Action” and “Community Building”).

It was found that the charities did not use Twitter strategically, as all tweets depended on one-way communication. The majority of posts shared information but were not focused on public awareness about breast cancer, as the tweets studied included little about awareness, prevention and early detection of breast cancer. Although the charities shared some information during breast cancer month, more must be disseminated about breast cancer itself, as this represents one of the charities’ main goals. A small fraction of the tweets fell under the “Calls for Action” function, encouraging donations and volunteer support and calling on women to attend events and undergo screening. Finally, the findings revealed that while four of the charities made some attempt to build relationships with the community, no efforts were made to strengthen these relationships as they did not foster dialogue by responding to direct questions, making use of the Quote Tweet function, or offering followers the chance to vote on issues and take part in surveys. Some of the charities did, however, focus on retweeting, indicating a desire to engage in communication with stakeholders. Analysis of alternative audio-visual social media modalities found that only the Zahra Association used Instagram and YouTube for educational and promotional purposes, while all of the other charities either used these platforms only for promotion and coverage of events, or did not use them at all.

The following chapter outlines the discussion concerning the results carried out for this study.

## CHAPTER SEVEN: DISCUSSION

### PART ONE

This thesis studies the use of strategic public relations (PR) communication techniques in campaigns to raise awareness of breast cancer in the Kingdom of Saudi Arabia (KSA) by undertaking a case study of campaigns run by breast cancer charities in the country. This chapter discusses the significant findings in relation to the research questions. These findings were obtained through analysis of semi-structured in-depth interviews conducted with PR practitioners working in the selected charities and the Twitter content produced by the charities during Breast Cancer Awareness Month 2018. The results are discussed with reference to previous studies for comparison and contextualisation.

The first section of this chapter examines the key roles of PR professionals in Saudi cancer charities, and the second explores the Saudi participants' perspectives on strategically planning, implementing and evaluating breast cancer communication campaigns. In addition, this section discusses how Saudi PR professionals and related staff design messaging strategies to educate women concerning breast cancer during campaigns.

The study explains practitioners' perceptions of using a successful strategy for communicating via Twitter. Two sub-themes emerged from the participants' views about Twitter communication strategy: adapting Twitter according to audience need and strategies for using Twitter. In addition, this section discusses the communication functions of Saudi charities on Twitter that reflect the findings in relation to the framework of Lovejoy and Saxton (2012). Four broad categories of Twitter classification emerged: Information, Call for Action and Community. To this end, this chapter examines the relationship between the Diffusion of Innovations theory developed by Rogers (2003), the creation and design of campaign strategy and the use of the Twitter platform. The following sections discuss the key findings outlined in Chapters 5 and 6, beginning with the relevant PR roles found in Saudi cancer charities.

#### **7.1: Public Relations Department Roles in Raising Breast Cancer Awareness in the KSA**

The primary function of the PR practitioners in this study across all six selected cancer charities is that of communication technicians, with only a few involved in communication manager roles. The participants proved to be useful in terms of gathering data on practitioners' use of public health communication strategies, which form the cancer charities' primary focus. The data reveals the practitioners' roles in the public health non-profit sector. Most of the participants



perform PR and health communication responsibilities within the field of public health, carrying out technical tasks far more frequently than managerial tasks and duties. The communication technician role includes building relationships with the external public and sponsors, coordinating and organising events and activities (conferences, meeting, lectures, ceremonies), media tactics, preparing materials, developing health research and press agency (media relations). This result supports Gregory (2001, p.35), who explains that ‘in reality, many public relations practitioners’ functions at a “tactical” level, implementing communications tasks defined by other people’.

The qualitative findings demonstrate that Saudi cancer charities coordinate communications activity with the external public as this was discussed by all of the participants. The main role played by PR practitioners in the Saudi charities in this study is establishing and fostering relationships with experts, collaborating with external organisations to develop campaign strategies, ensuring continuous communication and adapting communicative approaches to different groups. The majority of Saudi charities communicate with experts, who are their main partners, to build strong and healthy relationships in order to develop organisational campaigns. These external health practitioners include community hospitals, the Ministry of Health, awareness and health education agencies and psychologists. Breast cancer charities collaborate with various health professionals to share information about the disease and the Ministry of Health on breast cancer campaigns in terms of event preparation (designing publications, flyers and street advertisements), message dissemination, awareness-raising activities and giving awareness lectures.

The majority of Saudi charities also work with various external organisations to help develop campaign strategies. Some work with government institutions and agencies, stakeholders, local communities and mass media, engaging private companies, donors, volunteers, sponsors and other external actors to manage sponsorship opportunities that benefit the community in a positive and tangible way. The six Saudi cancer charities are interested in continuous communication with various partners to form cooperation agreements and come up with simple proposals for breast cancer campaigns that involve different methods of communication, for example, emails, phone calls and meetings. This includes inviting partners to participate and referring to friendly organisations with whom they collaborate. Although the Tahoor and Balsam associations provided less information about ongoing communication with various partners, they stated that they were in contact with supporters prior to launching the campaign. This aligns with

Kreps and Sivaram (2008, p.2334), Gregory (2010, p.59), Hosking (2020) and Springston and Lariscy (2005, p.227) and supports Smith (2009, p.31), who states that strategic partnerships have been found to be essential to achieving campaign goals as they focus the community's emphasis on particular campaign issues at an early stage. As a result, it appears that the success of the partnerships is dependent on shared decision-making and the participants' commitment to improving breast cancer issues.

In terms of adapting communicative approaches to different groups, the majority of respondents in all the selected Saudi cancer charities use interpersonal communication and media tools to target audiences of various ages, students and women. Additionally, they mobilise social support systems, such as family and community networks, volunteers and donors. It appears that the Saudi charitable organisations use various resources to target different audiences. Young women, for example, are better reached via the Internet and various technical applications, whereas the elderly prefer to use various traditional means, such as newspapers and television. Furthermore, face-to-face communication is used with students. This agrees with Rositch et al. (2020, p.2398), who highlight the importance of healthy relationship-building with multiple publics across all stages of campaigns. The participants appeared to be especially interested in working strategically with multiple external publics and partners who have a mission or value which can advantage their charity. As the majority of the charities are small, partnerships with larger organisations could benefit both parties by supporting a wide range of community benefit programmes, family support initiatives, event sponsorships and fundraising activities, as the sponsor provides funding in exchange for their involvement. Sustainable, long-term partnerships therefore represent a major goal of external communication, particularly so that charities can bolster their fundraising efforts and increase their profile in order to raise breast cancer awareness among the wider community. This accords with Salmon and Atkin (2003, p.453), who stress that influencers are the most primary relevant audiences to form partnerships with as this can enormously extend reach to the target audiences.

Another prominent role for the practitioners in this study is in media relations, particularly with journalists. The majority of the participants were interested in working with the media, creating relationships with journalists and producing materials for the press. This concurs with the findings of (Gilaninia ,2013, p.50; Park & Reber ,2010, p.40). Three participants (Ahyaha/A, Zahra/M and

SCF/S) expressed an interest in having direct personal contact with journalists from various outlets as partners and collaborators to ensure press coverage on the issue of breast cancer. PR practitioners in cancer charities generally send information in writing and via press releases to targeted media or journalists or by inviting the press or news media to cover breast cancer campaign events and furnishing them with photographs to print. This study confirms that the charities in the sample were interested in creating successful relationships with journalists and asking them to publish positive press coverage of their charity, as Broom and Sha (2013, p.536) recommend. The Zahra Association reported that they had been proactively contacted by journalists during Breast Cancer Awareness Month (October) to obtain events coverage. Zahra/M said: “Some media professionals and journalists begin to communicate with us during awareness month without our request” (Jan 7, 2019). This reflects the strength of personal relationships with journalists and the advantage of their being committed to working together, a finding which aligns with previous research on the importance of personal contact with reporters (Avery & Lariscy, 2007, p.17; Duke, 2001, p.20; Tanner, 2004).

This indicates that the PR practitioners in Saudi cancer charities communicate information to the target audience using appropriate channels, whether directly by producing news to send to a journalist or indirectly by inviting them to media events. Avery and Lariscy (2007, p.17) emphasise that it is recommended for PR practitioners to make personal contact with reporters in order to pitch health stories, to communicate with them frequently and to maintain healthy relationships, representing worthwhile advice for Saudi cancer charities. The participants stressed the importance of having good journalistic skills, such as drafting press releases, giving interviews, editing articles and presenting relevant news stories. They write and produce news releases according to journalistic editing criteria and send them to journalists, who create a news story in mass and electronic media, and also secure media coverage of breast cancer events for journalists. Hence, the content of the news published in the media is shaped by PR practitioners. This supports assertions by Len-Rios (2009, p.315) and Waters et al. (2010, p.242) that journalists rely on information created by PR when reporting health news. This is also consistent with Grunig (1990, p.18), who suggests that PR professionals affect the performance and behaviour of the media by being “interactive” rather than “manipulative”.

The results of this thesis reveal that PR professionals in Saudi charities maintain a media list from different newspapers, suggesting that they and the journalists aim to ensure that their audience receives timely health information. This was also found by (Benelli 2003; Brodie et al.,

2003; Dixon et al., 2014, p.173; Dorfman & Krasnow 2014; Okorie 2013; Stryker, 2003). News coverage on health issues has an important influence on public health, and therefore Saudi cancer charities would do well to intensify news coverage in traditional mass media and social media. However, in this study the Tahoor Association was found to have limited relationships with journalists, and their presence at events and activities was usually restricted.

Tahoor/P stated:

Usually, we provide journalists with media or materials about our activities and some photos. Then, they edit and publish these materials. We are not satisfied with our strategy of communicating with the media in general for several reasons, including the lack of an effective public relations department, and space limitations in the current workplace. We are expecting to move to a new headquarters within the year, God willing, where we will be able to strengthen the role of public relations and build an ideal public relations and media department. (March 17, 2019)

Nevertheless, Tahoor Association employees are able to attempt to communicate with journalists to obtain event coverage to achieve campaign goals even without a PR department. Although the charities are aware of the importance of PR in terms of facilitating communication and attracting different audiences, this does not manifest in a willingness to engage employees in PR activities. This may be due to insufficient funds as charities have a limited income and may not be able to afford experienced PR practitioners with a background in writing stories or reports and sending them to the local newspaper or official channel for publication or broadcast. A limited income means that these dedicated PR tasks may be left to those without the qualifications to do them. PR has been described as a primary news source and gatekeeper (Lloyd and Toogood, 2015, p.30). Media relations helps to build rapport with the target audience, and without such relations, the opportunity for a charity to reach target audiences is restricted. In the modern age of digital technology and social media, influencers are now considered a significant element of the media. Contacting and building relationships with these individuals may therefore help achieve campaign goals as they are able to influence the target audience on behalf of the charities.

It could be argued that PR represent the client or source and the media (journalists) represent the reader. Thus, it is advantageous when PR and the media cooperate, forming a professional chain, to deliver news in the required form that feeds information to target audiences. PR is critical in this chain and does not replace the journalist, who must ask questions that are consistent with the concepts he would like to present to the reader. PR-generated content allows

journalists to report on charities' events without being physically present at those events, which is not always possible. This symbiotic nature of the PR-media relationship is why the majority of the Saudi practitioners in this study employ it to raise awareness about breast cancer.

Generally, the results of this study indicate that the practitioners play a limited management role, for example, setting up meetings to facilitate decentralised decision-making with employees and strategic media campaigns planning, and play more of a technical role, though there is some overlap was found between employees' positions in terms of their management and technical duties. This is consistent with Dozier et al., (2013) and Gregory (2010, p.12), who highlight that the PR practitioner is known as a "technical" practitioner if he performs technical activities more frequently than management tasks and as a "managerial" practitioner if he practices management activities more often than technical ones. The study found that centralised decision-making is performed by senior management at the Zahra Association. Although the Zahra Association does not have a PR department, it does have a team capable of carrying out tasks as directed by senior management. Zahra/R stated: "decision-making is undertaken by communicating internally with senior management (the general manager), who make the final decisions of the organisation" (Jan. 7, 2019). All departments of the Zahra Association are involved directly with higher management in the strategic decision-making process and participate in making suggestions in meetings, but the general manager is considered to be the decision maker. These findings coincide with (Geçikli,2014, p.56) and support (Gregory, 2010, p.15; Grunig, 2011, p.13 ;McCown,2007, p.63). It seems that in planning breast cancer awareness campaigns, all departments strictly adhere to senior management's regulations. Staff can only make changes to plans with the approval of senior management, who exercise control over administrative units.

In contrast, the majority of the participants, such as Ahyaha, Saudi Cancer Society, Saudi Cancer Foundation and Tahoor Association, sought to foster relationships with the internal public by working in a team to improve community ties and are interested in coordinating internal meetings and allocating tasks to different departments according to speciality. It appears that the majority of these charities use decentralised decision-making based on the distribution of decision-making powers among the charities' employees. This means that teamwork revolves around distributing administrative functions among senior management and giving the PR department more freedom to plan programmes and make its own decisions in order to carry out its activities within the limits of its powers. The employees were aware of the charities' goals and worked within this framework to ensure team harmony and effectiveness, which agrees with

the results obtained by Welch and Jackson (2007, p. 184), confirming that working as a team enhances mutual trust between employees and is the most crucial factor in a non-profit organisation's success. PR and employees exchange opinions, information and facts to strengthen their relationship by discussing different points of view and trying to reach a mutually beneficial consensus. Although senior management share their thoughts with the PR department, PR professionals take the lead in terms of ideas and plan development, which allows senior management to focus on other important tasks. Furthermore, each branch is responsible for its own decisions, which further relieves the burden on senior management.

It can thus be suggested that effective internal communication between departments and employees is essential and fundamental to success. Organisations that communicate more effectively with their employees and care about their opinions achieve greater satisfaction and enhance trust and understanding in the work environment. Kang and Sung (2017, p.95) and Lee (2022, p.12) assert that when organisations depend on the symmetrical model of internal communication, engaging in dialogue with employees and working within a team, this fosters useful relationships, trust and commitment. This is consistent with Geçikli (2014, p.58), who states that it may be challenging for an organisation to communicate externally without effectively managing its internal communication. Overall, the Saudi charities in this study have built healthy relationships with the external public, and some participants showed an interest in engaging in internal communication with employees and working with team members and upper management to achieve the organisations' goals. In fact, it seems that the combination of centralised and decentralised decision making is the best, but sometimes the balance depends on the organisation's goals.

The interview results provide evidence of participation in strategic campaign planning, with most participants being aware of the importance of strategic planning for breast cancer awareness campaigns, such as SCS/P and Tahoor /P. SCF/S2 was also aware of the importance of strategic planning. However, the implementation of strategic planning for campaigns was found to be unclear and vague. This may be explained by the fact that the majority of the respondents did not understand the core role of strategic management as they were not trained specialists and many had no experience with management functions. These individuals instead relied on their own experience due to inadequate management practices, which resulted in few specialist employees and poor engagement with training programmes. This was confirmed by one unanticipated finding from the Tahoor Association indicating a significant weakness in PR professionals'

participation in strategic decision-making. Tahoor/P said that the lack of a PR department led to this weakness:

We can say that public relations practices and strategies contribute to achieving the goals of the organisation with a percentage between 50% and 60%. We have faced many problems in attracting people to manage the Public Relations Department, and our attempts were unsuccessful because of the inefficiency of the people we chose, or because they chose to quit. (March 17, 2019)

Lack of strategic planning is one of the most important challenges facing PR in Saudi charities. Strategic planning has conditions, principles and foundations; It needs a qualified cadre, significant material capabilities and a culture that understands the need for information and data for decision-making. These results support the conclusions of Kirat (2005), who stresses that PR in the Arab world faces problems with malpractice, misconceptions, poor management and a lack of planning, research, qualifications and professionalism. PR functions are not restricted by anything but capability and opportunity. Although many of the participants stressed the importance of PR to their charities, they had not obtained the necessary academic qualifications or attended training courses, with most of them holding Bachelor's Degrees in unrelated disciplines. In fact, only the Saudi Cancer Society had an employee with a Bachelor's Degree in Public Relations, representing the only participant actually academically trained as a PR practitioner. The duration of their experience in PR and communications ranged between 3 and 13 years.

Each charity in this study gave its own reasons for not establishing a PR department, but the lack of independent PR in the charities was partly a function of the small size of the charities, which were found to have small administrative departments. Only the Zahra Association ran coordination offices in different regions of the KSA, allowing them greater regional support and to receive requests for awareness activities, which can be carried out with the help of local female doctors and specialists. Across the six charities, non-specialists were tasked with managing PR roles. In the Ahyaha Society, for example, three employees planned campaign strategy, with only one person making decisions surrounding strategic planning. Such a small number of employees means that designated roles are not performed as required. PR employees are responsible for technical and managerial roles, as determined by (Barham and Alwehabie ,2013, pp.454-458; Mohamed,2018, p.42). This study supports the ideas of Mohamed because the charities were shown to have poor management practice, which is the main reason for weak strategic planning by management.

This study confirms that most of the Saudi charity PR practitioners are called communicators and practice traditional communication but do not understand the importance of communication professionals nor realise the essential role they play in terms of research and analysis of the target audience, participating in making decisions related to the “tactical” level and implementing communications tasks. This finding broadly supports (Falkheimer et al., 2017, p.100). Most Saudi charity PR practitioners appear to play a technical role and emphasise the importance of technical roles in PR to ensure organisations achieve their goals and overcome obstacles. This is accomplished by informing the public about the institution's policy, services and products or by using social media to promote various events so that the public is constantly informed. For example, Zahra/H sees public relations as primarily propaganda, with the main goal being to inform and educate various audiences. This encompasses all communication and technical roles, but not strategic or consultative tasks. This finding broadly supports studies which have found that decisions are made by PR professionals when performing technical tasks (Broom & Sha, 2013, pp.101-109; Hosking, 2020, p.216; Toth et al., 1998, p.157). Furthermore, this thesis supports Dozier et al. (2013) and Gregory (2010, p.12), who emphasise that communicators are those who practice and implement traditional communication, but those in communications technician roles do not help with strategic planning or decision-making. It can thus be suggested that the charities should engage employees with strategic planning and implement training programmes to this end (Mohamed, 2018, p.42), adopting the strategic management model that focuses on two-way, symmetrical communication as part of the decision-making processes.

It seems that the exclusion of PR professionals from the decision-making circle marginalises them and prevents them performing strategic tasks within the organisation, which are primarily conducting essential formative research and strategic planning. On the other hand, when PR professionals are involved in decision-making and there is communication between PR and senior management, who have an understanding as to what the PR department or apparatus can offer the organisation as a whole, both internally and externally, it is both healthy and positive. Another possible cause of PR employees of the charities’ inability to work effectively could be the lack of an adequate budget to carry out all PR roles. PR professionals are frequently unable to perform their tasks effectively and must focus on technical, routine and executive functions at the expense of managerial tasks and strategic planning functions because the Saudi charities do



not have a sufficient budget to train staff or employ professional employees. Saudi charities face a problem with strategic planning for breast cancer campaigns as the non-specialised staff responsible for PR tend to engage in technical roles rather than managerial ones. Technical roles are important for awareness campaigns, but a lack of managerial roles and administrative functions leads to inadequate strategic planning and decision-making. This increases the likelihood that a campaign's objectives will not be achieved. However, undertaking the roles of PR, whether technical or management, brings greater recognition of its importance, even if this is superficial.

Although the practitioners attend meetings with other departments and have built working teams, the preponderance of technical roles emerges from a widespread misconception that the task of PR is limited to the external public, causing them to marginalise the internal public because they do not fully understand the department's objectives and functions. This reflects the results of Cardwell et al. (2017, pp.1-9), who found that 'even though PR scholarship recognises the separate roles and responsibilities of PR technicians and managers, PR practitioners still struggle to elevate their status in the organisation'. It is therefore recommended that Saudi cancer charities provide quality training in order to ensure all technical and management PR roles are fulfilled to maximise outputs. Many of the practitioners interviewed may view their organisation as interdependent with PR and incorporated within it, depending on the nature of the organisation. Often, the participants reported undertaking multiple functions. These results lend credence to the ideas of Grunig et al. (2002, p. 280), who argues that the PR team can work with other departments, such as human resource management and financial management as their functions can overlap as integral elements of communication and marketing.

This appears to be an extension of the Saudi cancer charities interviewees' perception that public relations work is secondary, and thus they assign it to ordinary people because they see it as a mere technical role played by any employee. This belief stems from the fact that most Saudi charitable organisations specialising in cancer were founded between 2001 and 2012.

Overall, this section of the study found that PR technician roles are considerably more prevalent in Saudi cancer charities than PR managerial roles and that media relations and building strong relationships with external audiences is the most prominent role played by the PR practitioners. In line with the previous findings, they tend to neglect the managerial roles of

strategic planning while focusing on the technical roles. Therefore, PR in Saudi charities should involve both technician and manager roles and include strategic and consultative tasks as well as decision-making, which is vital in relationship building and problem solving. A further recommendation is for Saudi cancer charities to employ qualified, experienced PR practitioners able to produce communication materials and press releases, plan events, edit materials, engage in media relations and outreach, manage social media platforms and implement new programmes. The following section discusses Saudi participants' perspectives on the breast cancer campaign framework.

## **7.2 Saudi Participants' Perception of the Breast Cancer Campaigns Framework**

The PR strategic planning of the six Saudi cancer charities was carried out in this study using the stages of campaign planning devised by Smith (2013). The participants in the interviews stated that they understood the importance of pre-campaign planning, time factors and creating new activities when designing and creating awareness campaigns, and these formed the three themes for this element of the study. However, it was found that the majority of the charities lacked a clear, written strategic plan to implement campaigns.

### **7.2.1 Formative Research and Strategic Action Planning for Saudi Breast Cancer Campaigns**

The lack of a written strategic plan to implement campaigns emerged when the participants were asked about the steps they take when running this process and provided answers that were unclear and poorly considered. Their methods for campaign planning do not include all of the steps developed by Smith (2002, 2013), such as setting a timetable and calculating the duration and timing of campaign broadcasts or publications. Only the Tahoor Association described a strategic plan that included a timetable for each event, but the rest of their strategy is weak. As mentioned earlier, the charities have no dedicated PR department, and creating a written strategic plan for campaign implementation is considered one of the main contributions of PR to campaign success, converting all stages into executive programmes. Four of the charities (SCS, Tahoor Association, Zahra Association and Ahyaha Society) focused on the time factor, stating that selecting an inappropriate time negatively affects campaign outcomes, which indicates that they are aware of the importance of time in this arena. Saudi charities seem to continue making the same timing errors. This is due to campaign mismanagement or ignorance on the part of those in charge and organisers. Alternatively, it could be because the organisation of awareness campaigns is being outsourced to commercial companies which aim only for financial profit.

Thus, many of these awareness campaigns lack a clear strategy, goals and message. As a result, the public may lose confidence in these campaigns because they are convinced that they do not seek to raise awareness and educate the public. However, the majority of Saudi cancer charities rely on developing a proactive strategy plan when launching breast cancer awareness behaviour promotion programmes to improve women's quality of life and lower their risk of breast cancer, as recommended by (Smith, 2002, p.94). This is the closest any of the charities comes to the proactive strategy framework RACE (Research, Action, Communication, Evaluation), but the others tend to neglect the research and evaluation elements. These charities employ tools to reduce the risks of breast cancer and prevent its occurrence, with action strategies such as special events, sponsorships and activism.

Although the campaigns run by the charities in this study have been successful and achieved their goals, the participants did not precisely describe the early phases of formative research, which is an essential aspect of the designing, planning, management and implementation of breast cancer campaigns (Smith, 2002, p.10; 2013, p.15). For example, the most promising finding with regard to strategic campaign planning was that the Zahra Association employees confirmed that they are aware of the importance of discussing issues with management before making a final decision. They conducted an environmental survey and formed a committee to consider the problems they may face. Zahra/R2 stated that: due to the women's dissatisfaction with messages in a previous campaign called the "Ice Cream Campaign" from the previous year. As a result, the Association no longer launches campaigns until it has conducted audience analysis to identify the target audience and understand their primary needs, or until there has been a behaviour change.

Therefore, allowing the audience to express their views (satisfaction/dissatisfaction) will enable management to understand the strengths and weaknesses of a campaign and avoid public complaints, corroborating Noar (2006, p.32) and Zhao (2020, p.12), who emphasise that campaign evaluators need targeted research before campaign strategy is developed to ensure the health campaign is effective. This also leads to a sense of public participation in the organisation's decision-making, increasing support for the charity, as noted by (Austin & Pinkleton 2015, p.25; Atkin & Rice, 2013, p.13). This result is consistent with Bowman (2020), Quesenberry (2020, p.89) and Smith (2009, p.53). Smith (2013, p.16) argues that identifying the opinion of each audience in terms of their tendencies, geography, cultural needs, demographics and psychographics may affect how they respond to the awareness campaign.

The director of the Saudi Cancer Foundation, SCF/A, explained that his charity held awareness conferences in collaboration with medical staff. The Saudi Cancer Foundation is the only one of the charities to hold international medical conferences and symposiums every year, gathering experts (consultants and specialists) in the field of oncology to discuss developments in cancer science in the KSA, providing free copies of lectures due to the charity's focus on education around breast cancer awareness as women's primary health concern. Such conferences could help the organisation create a successful strategy to raise awareness about breast cancer and promote community health through securing relationships with competent medical staff and discussing with them how to reach a common position regarding how to address the issue to society's benefit, share points of view and opinions and provide mutual support and learning opportunities. It could also allow the charity's employees to discuss successful mechanisms and strategies that raise breast cancer awareness and develop appropriate solutions to improve awareness. The reasons for this strategy may come from analysing the situation to understand it from an expert point of view in order to benefit from the experiences of those who have carried out research (secondary sources). This agrees with previous studies which found that environmental scanning is an essential part of identifying issues and is required in the planning process (Austin & Pinkleton, 2015, p.25; Gregory, 2010, p.58; Regester & Larkin, 2005; Walker, 1994, p.149). It seems that SCF/S and the Zahra Association are therefore aware of the importance of conducting some formative research stages in breast cancer campaigns.

It is possible that inadequate formative research in the form of audience and situation analysis at Saudi charities in this study may be part of the reason for the general lack of breast cancer knowledge and awareness among women in the KSA. Understanding the characteristics of the target audience (level of knowledge, behaviours and beliefs, cultural and social conditions) and selecting the appropriate means of communication with that audience is critical to the success of an awareness campaign. Conducting extensive formative research in the early stages of campaign planning to monitor and analyse the situation before launch could represent the difference between the success and failure of the campaign. Charities should train their staff to carry out environmental scanning to collect ideas and gather information needed for the effective design of breast cancer campaigns, including attending conferences and researching the target audience using multiple strategies, such as focus groups, in-depth interviews and surveys to test messages and understand what is already known about cancer screening in order to develop appropriate messages. The interview data in this study indicates that the Saudi charities had identified their public and objectives. Most participants stated that they focused on campaign objectives and

targeted women of all age groups, with most focus on women over 40 and young adults. Their messaging incorporated encouragement for the former group to seek out breast screening and for the latter group to conduct self-examination, a strategy which concurs with Smith (2002, pp.72-73) and Zhao (2020, p.12). Ahyaha/A said:

It is important for every woman over 40 to go to hospital every two years to undertake early detection screening. After that, she should conduct a full check of vital signs. Although women over 40 are most vulnerable, awareness among women under 40 is also crucial, as if they know the importance of screening practices, they may transfer them to women over 40 (Feb. 26, 2019).

This reflects the results of Salmon and Atkin (2003, p.453), who confirm that campaign programme designers can target primary audiences in media campaigns, collaborating with focal target segments and influencers. Balsam/P noted their Association's emphasis on the younger generation: "We focus on schools where there are the largest possible number of young women, for they are the next generation. We also communicate with female teachers who are at the age of detection" (March 7, 2019). It is of course possible for Saudi cancer charities to target both women over 40 and young women in their awareness programmes. Women over 40 have a higher risk of developing breast cancer, and there is a general lack of knowledge about the subject among women of all ages in the KSA. Raising awareness amongst younger women inculcates knowledge about the basics of self-examination and the mechanics of breast cancer so as to help them in later life, and it also sets an example to their older relatives. Educating young women from childhood about breast self-examination is especially important in regions of the KSA where mammography might not be accepted due to socio-cultural factors.

All six of the charities in this study emphasised the importance of coordination and cooperation with partnerships concerned with women's health before preparing and implementing awareness campaigns, with participants expressing an interest in identifying influential persons and partners as part of external communication. Partnerships are a major element of executive planning for breast cancer programmes as they aim to promote women's health and provide comprehensive and integrated health services, as determined by Austin and Pinkleton (2015, p.27) and Smith (2009, p.31), and reflect the work of Kreps and Sivaram (2008), who found that planners can build collaborative strategies with partnerships to enhance breast health campaigning. A number of the charities in this study conducted formative research at the early stage to collaborate with partners and supporters to achieve campaign goals by holding meetings with the team and influential individuals to agree about issues, identify the key partners

and determine how the campaign will be presented in line with a developed strategy. Most of the participants indicated an interest in engaging with distinguished long-term sponsors, both governmental and non-governmental, such as the Ministry of Health, the Ministry of Education, the Ministry of Social Affairs, local and international companies, charities, universities, hospitals and pharmaceutical companies. The campaign teams attempted to build relationships with corporate, media, community, government authorities and partner groups, consistent with the ideas of (Regeester &Larkin,2005, p.125; Smith,2002, p.12; Smith, 2013, p.15).

Smith (2009, p.31) argues that at an early stage the organisation should examine its external environment to determine who its supporters, those helping the organisation achieve its goal, might be, as well as the competition, opposition and external impediment. The charities should therefore take advantage of partnerships with universities, colleges and hospitals to train their employees on health education and awareness and build a successful strategic plan. They should also use the medical staff working in hospitals to train and educate the charity's staff on the importance of breast cancer examination and education.

For this section of the research, it was found that the Saudi charities understand the importance of strategic planning and form cooperative agreements with different partnerships. However, few of them take the step of researching the situation or analysing their target audience by building unique interactions through appropriate messaging.

### **7.2.2 Communication Strategies for Different Audiences**

This section aims to answer RQ2 on programme implementation. Steps six and seven of the programme framework of Smith (2013) emphasise effective communication channels and message development in breast cancer campaign planning, which is most relevant to this thesis because one of its main premises is that despite breast cancer communication campaigns in the KSA, there is still a noticeable lack of breast cancer knowledge among Saudi women. The Saudi cancer charities in this study focused on effective communication channels and message development, partially reflecting the technical PR nature of the workforce discussed in previous sections.

All six of the charities have adapted their communication methods to meet the needs of their target audience, including mass communication through brochures, street advertisements, billboards, leaflets and newsletters, electronic means, such as email, telephone and the internet, and collective interpersonal communication, such as lectures, events and conferences. This

finding aligns with those of previous studies (L'Etang, 2008, p.18; Smith, 2002, p.155). However, Gregory (2010, p.121) and Smith (2002, p.167) confirm that communication tactics should be carefully chosen and be appropriate for target audiences while balancing complementary activities to provide a powerful raft of communication functions. Zahra Association and the Ahyaha Society emphasised the importance of educating students by presenting materials and projecting messages that correspond to their level of understanding of cancer. The Ahyaha Society provides awareness videos in schools which use simplified language and concepts to explain behaviours such as self-examination. The Zahra Association visits schools twice a week to educate intermediate and primary age children about breast cancer. These charities expressed an interest in lectures to promote students' self-examination, consistent with Anastasi and Lusher's (2019, p.117) finding that all methods that raise awareness of breast cancer and promote breast self-examination are beneficial, whether they be in the form of written information, promotional material, such as posters, workshops or, most importantly, one-on-one interventions. Asuquo and Olajide (2015, p.151) suggest adopting health education and awareness of breast cancer and self-examination as essential subjects in school curriculums, which could be organised through seminars and health awareness talks. It is important to educate young women, especially if their personal or family history increases their risk of cancer, as this can improve the awareness of their families who may have no experience of breast cancer.

The cancer charities in this study did not use traditional media, such as radio or television, to disseminate breast cancer news or educate the public. However, several studies on these media have shown them to be the most commonly used by older adults (Brodie et al., 1999, p.147-155; Corbett & Mori, 1999a, 1999b; Hertog et al., 1994; Lyttle & Stadelman, 2006; Okorie, 2013; Schwartz & Woloshin, 2002; Wang & Gantz, 2007, p.213). Cancer charities must therefore consider age categories when choosing the appropriate communication tools and determine which media platforms are preferred by their target audiences, as the elderly often prefer to watch television while adolescents prefer to use social media. However, Iannacone and Green (2014, p.97) argue that due to the emergence of the internet, most print media, television advertisements and radio announcements are delivered via websites. Therefore, social media campaigns can be effective in reaching adolescents and young adult groups for whom traditional media campaigns might be less influential.

The Saudi charities were found to focus on print material, such as brochures, pamphlets and booklets, to educate the community, in agreement with Springston and Champion (2004), who emphasise that these are important tools to disseminate information to patients and increase

knowledge about breast cancer and mammography, particularly if designed in line with the culture of the women in the audience. For more modern technology, the charities use social media, mainly Twitter and Instagram, to educate the public and intensify awareness. It is important to determine which social media platforms are preferred by the target audiences and balance the activities chosen. As shown in several studies, the public generally use websites and the internet for information related to health issues (Castleton et al., 2011, p.448; Diaz et al., 2002, p.183; Glynn et al. 2011; Gough et al., 2017, p.11; Green and Hope, 2010; Kratzke et al., 2014, p.291; Lapointe et al., 2014, p.448; Plackett et al., 2020; Schwartz et al., 2006; Shim, 2008; Thackeray et al., 2013). However, the finding does not support Zaid et al. (2016, p.182), who found that participants did not use the internet as a source of health information.

Furthermore, the majority of Saudi charities use advanced messaging in the form of educational conferences, lectures, special events, seminars, conferences and school visits to raise awareness, usually in collaboration with government agencies (Health, Education and Transportation) or private industry, with events aimed at engaging individuals in high-traffic areas, such as malls. This was a foregone conclusion, as it was assumed that Saudi charities would primarily use face-to-face communication tools and community events for fundraising and community benefit. This finding is consistent with Bowman (2020), Chichirez and Purcărea (2018) and Yanovitzky and Blitz (2000, p.118), who believe that face-to-face communication is the most effective and efficient tool to influence audiences to adopt health behaviours surrounding breast cancer as the sources are considered more accurate and reliable. The majority of Saudi charities expanding beyond their primary audience to important secondary audiences emphasise informational support from physicians as the primary source of interpersonal communication, which is critical in breast cancer survivorship, and conduct educational lectures, providing teams comprising volunteer breast cancer survivors to exchange information with audiences and participate in special events, in alignment with Jiang (2017, p.387). Zaid et al. (2016, p.182) similarly shows that interpersonal communication with personal doctors, oncologists and family and friends of cancer victims is a key source of health information for the public. Namkoong et al. (2017, p.1422) claim that social support is important for interpersonal communication to have a significant impact. For example, the Ahyaha Society and Balsam Association offer more options, such as organised initiatives which consist of breast cancer survivors to educate women. The Ahyaha Society has an initiative entitled the “Amal Unit” programme, and the Balsam Association has an initiative entitled “Amal-Balsam”. Similarly, the Zahra Association has an office at the King Faisal Specialist Hospital and the National Guard Hospital to educate women



and patients about cancer. Partners include employees of the Ministry of Health, cancer survivors, psychologists, leaders, medical consultants and doctors, consistent with (Kreps and Sivaram, 2008; Smith,2002, p.156). Secondary audiences may be the most important segment that charities target because they broaden social networks and increase social support for breast cancer, have specialised knowledge to advise women about breast cancer and promote physical and psychological health. The charities use events and interpersonal communication as key forms of direct engagement and two-way communication. This is effective, but they could be replicating this on social media and using survivors to provide content and contribute to encouraging dialogue.

For this section of this research, interpersonal communication tools were found to be the most frequently adopted by the Saudi charity PR participants to educate women about breast cancer.

### **7.2.3 Evaluation in the Formative Process of Saudi Cancer Campaigns**

After an awareness campaign has been implemented, there are a number of methods that can be employed to evaluate its effectiveness. The results of this study provide evidence that the PR practitioners in the selected Saudi cancer charities do not conduct ongoing formative evaluation processes before, during or after their campaigns to determine the extent to which they have met the intended objectives. However, some of the participants reported conducting comprehensive evaluation of the campaign after it finishes based on their own measures. These measures were found to be largely informal, such as the number of visitors to the campaign and any increase in breast cancer screening practices. The reason for this could be that all Saudi charitable association employees have technical roles and evaluating awareness campaigns is one of the administrative roles of strategic planning as it needs qualified staff and considerable material capabilities. Most Saudi charities are small and might not have sufficient budgets to employ professional practitioners. This supports the ideas of Walker (1994, p.150), who found that some PR practitioners encounter problems in measuring outputs due to not understanding the situation that led to changes in the target audience's behaviour, and so 'did not ask people whether they heard about the programme through an advertisement or a publicity story', reflecting the ideas of (L'Etang 2008, p.18). This finding stands in contrast to research which has suggested that evaluation is necessary for improving the effectiveness of communication strategies for health campaigns, not least for defining target audiences and determining the suitability of the health

messaging and communication channels used (Kim & Ni, 2013; Kreps, 2014, p.1452; Regester & Larkin, 2005; Atkin & Rice, 2013, p.13; Smith, 2002; 2013).

Most of the charities in this study do not conduct surveys or interviews with target audiences to gather information regarding the campaign or the issue. Only two of the six, the Tahoor Association and the Zahra Association, have conducted some of formative or summative evaluation. For example, Tahoor/P emphasised the importance of a structured evaluative process:

After the implementation of the campaign, it is necessary to conduct a comprehensive evaluation of all stages of preparation and inception, and there should be a phased evaluation to make improvements when there is any deficiency or malfunction that may affect the campaign. Evaluate the campaign and write a final report that includes the details of its implementation, strengths and weaknesses (March 17, 2019).

The Zahra Association participants asserted that before launching a campaign, interviews or focus groups should be conducted with the target audiences to learn about public tendencies and opinions, which can contribute to evaluation in terms of measuring understanding of breast cancer issues. Regarding summative evaluation, Zahra/M commented on the consensus-driven process at her charity:

We take into account our mistakes that occurred at the time of the campaign in order not to make mistakes in the coming years. We hold a meeting in which every department talks about their mistakes and writes a report so that they do not happen again next year. Even though we may have missed planning steps due to time restrictions, the campaign is often still successful. (Jan 7, 2019)

This indicates the presence of formative and summative evaluation to determine whether the campaign objectives have been achieved. This concurs with the ideas of Atkin and Freimuth (2001, p. 139) and is consistent with previous research Kim and Ni (2013, p.12); Kreps, (2014, p.1455), which found that designing an effective campaign requires extensive formative and summative evaluation research using several techniques to collect information, such as personal interviews and focus groups.

Kreps and Sivaram (2008) argue that health communication interventions are more effective if designed and planned carefully based on research evidence and strategically, relying on formative and summative evaluation. Thus, formative research should be carried out for campaigns during the implementation period to ensure smooth running and determine the problems that might hinder the continuation and success of the campaign. These problems can

then be eliminated by finding appropriate solutions. Moreover, the importance of interim evaluations is not limited to specific programmes but can extend and apply across the charity's entire plan, the stages of which must be periodically evaluated in order to confirm that its results justify the time and money spent on it, follow up on what may not have been achieved of the objectives and determine the obstacles to its implementation. Regester and Larkin (2005, p.64) stress that planners should build relationships with influential individuals to gain clear ideas about the issues. Insufficient information and lack of awareness about breast cancer screening among the population may be partly a result of the charities' failure to conduct formative and summative evaluation, implement subsequent modifications in awareness programme and measure outcomes by communicating with key audiences to determine their response to the messages. The participants in this study did not indicate that understanding target audiences was a priority when planning a campaign, nor did they identify it as a significant element for campaign success. To understand audiences, Saudi cancer charities could use formal and informal methods. Conducting formative research to investigate audiences' needs may involve formal research, such as surveys, interviews, news information or assessing data from other organisations, or informal research, such as observing audiences' cultural habits and lifestyles. Therefore, the final phases of the campaign could incorporate formal and informal research approaches to assess the campaign's level of success and the value of the relationships with stakeholders, the public and partners. In this study, the majority of the participants stated that their charities did not conduct campaign evaluation but assessed their breast cancer campaigns based on the number of visitors and the rate of breast cancer screening.

Overall, it is possible that the weakness in planning breast cancer awareness campaigns is due to the Saudi charities not being specialised in breast cancer and employees being busy with other tasks as one of their goals is cancer education. Furthermore, the researcher also may have been unable to obtain all of the research question answers related to the awareness campaign because not all the participants were interviewed face to face but rather by email due to unforeseen circumstances faced by some of the charities. The next section explains the breast cancer message designed by Saudi charities to educate women.

### **7.3 Breast Cancer Message Design for Saudi Women**

Messaging plays a significant role in the success or failure of public awareness campaigns. From the research question related to message design, three themes emerged: types of messages, mechanisms used to formulate persuasive messages and previous experience of a health threat.

Only two of the cancer charities in this study had an editor to design messages related to awareness and early detection of breast cancer, with the other four taking information from reliable medical sources and consulting medical personnel. This finding is consistent with those of Kugbey et al. (2019, p. 1360), who discovered that women with breast cancer relied on healthcare professionals as their primary source of health information, followed by television, radio and newspapers. As a result, the majority of participants identified misinformation and insufficient information as elements discouraging women from seeking information about breast cancer. For example, Ahyaha/A explained:

Some individuals convey inaccurate information about biopsies, as there is a common belief among the public that when doctors perform a biopsy of a malignancy to help diagnose a medical condition...Our problem is that most people look for cancer information on unreliable and unscientific sites. However, in the KSA we have the King Faisal Specialist Research Centers in Riyadh. They have a site that teaches everything about self-examination, videos, a simplified explanation of cancers in general... these are the websites that people should look to for information related to cancer. (Feb. 26, 2019)

It is interesting that these charities recognise the importance of providing reliable information, but they fail to capitalise on the opportunities available to them, such as by spreading awareness through their website, which is devoid of information and educational content. They also avoid using free communication channels to raise awareness. Castleton et al. (2011, p.1189) show that reputable websites are a viable source of public information about cancer as they include “patient-friendly language, quality design, and recommendations by physicians”. In addition, all of the participants recognised the importance of designing message content to suit the target audience’s habits, needs, level of knowledge and culture. Some of them developed messages after careful identification of the audience as each respond better to a particular style of message presentation. The messaging for breast cancer awareness should reach all categories of society, but especially women. The participants in this study were particularly concerned about ensuring messages were designed to be scientifically correct, free from repetition and complexity, and written in clear, simple language that was easy to understand, in agreement with (Doak et al., 1998, p.154). Most of the participants crafted messages involving quantitative and qualitative content about cancer, supporting (Reyna, 2008; Mazor et al., 2010, p.140).

Regarding messaging types, all six of the charities emphasised posting content encouraging women to undergo early detection and self-examination rather than threatening or frightening messages, in agreement with (Anghelcev & Sar, 2011, p.483). Most of the participants stated that

they did not design and distribute messages which might provoke fear. This differs from the findings presented by Emery et al. (2014), Njoroge and Mberia (2014, p.549), Rogers and Deckner (1975), Roskos-Ewoldsen et al. (2004), Tannenbaum et al. (2015) and Witte et al. (2001), but agrees with the conclusions of Kessels et al. (2010) and van Riet and Ruiter (2013), who found that fear messages are often ineffective when aiming to change the target audience's behaviour. Therefore, campaigns may be unlikely to succeed if they rely on fear messaging: intense fear about breast cancer is likely to be counterproductive in that it may discourage women from seeking screening as they are terrified of a positive diagnosis. Such negative emotional reactions may also affect non-target audiences, such as adolescent girls (Emery et al., 2014, p.281). The Saudi charities in this study preferred to avoid this kind of messaging, relying instead on positivity because fear is already a significant inhibiting factor preventing Saudi women seeking screening. Using humorous messages on social media is more likely to change behaviour as this technique can lead to the audience engaging in conversation with the charity, which may lead to improved knowledge and attitudes. Gough et al. (2017, p.11) argue that humorous messages achieve the highest engagement rates on social media. Moreover, most of the Saudi charities' tweets rarely associate their philanthropic efforts with breast cancer, choosing the Pink Ribbon as a campaign symbol in 2018. This is seen as an international symbol of breast cancer campaigning but represents a general call to action rather than any affiliation with a specific organisation (Bravo & Hoffman-Goetz, 2016, p.565). This may reflect the development of breast cancer awareness campaigning in the KSA.

Analysis of the interviews revealed that two of the charities who had successful breast cancer campaigns linked their slogans to important events. The Zahra Association and the Ahyaha Society mentioned that messaging should encourage women to self-examine and keep up-to-date with breast cancer news. The Zahra Association's breast cancer campaign explicitly engaged women in its 'pink' support activities. Zahra/R stated: "This year, 2018, was the first time in the history of the KSA that women were allowed to drive cars, and because of that we called our campaign "Don't Miss the Signs"" (Jan. 7, 2019). The campaign was linked with women in the KSA being allowed to drive, encouraging them not to ignore warnings signals in the breast just as they would not ignore a warning signal on the road. Similarly, Ahyaha/A said: the campaign this year, "Don't be the Eighth", was inspired by a scientific study that revealed that one out of every eight women develops breast cancer. This is another example of the use of positive awareness messaging which is up-to-date with the latest statistical research and forming campaign slogans which women can remember. These results support Moriarty and Stryker

(2007, p.487) and Smith et al. (2010), who found that effective messaging can relate to important current social or cultural events. One of the reasons for women's lack of knowledge about breast cancer may be a failure to create innovative messages. Unlike other Saudi charities, the Ahyaha Society and Zahra Association try to create new messages for breast cancer awareness campaigns (slogans) to encourage women and society to change their behaviour around breast cancer. They seem to understand that repeated messages and conventional, sterile ideas may not have an impact on society. When creating the educational message, outdated techniques and concepts must be discarded, and new ideas must be presented in messages that are compatible with societal culture.

Participants from all six charities were pleased to report that the number of women who undergo early detection procedures is constantly increasing, but they noted that many women are still fearful as well as lacking knowledge about breast cancer. This is consistent with evidence from studies which have indicated that Saudi women have insufficient levels of knowledge regarding risk factors, awareness and methods used to screen for breast cancer (Al-Ayadhi et al. 2020, p.151; Al-Otaibi et al., 2017; Alshahrani et al. 2019a, p.5; Amin et al., 2009, p.133; Dandash & Al-Mohaimed, 2007). Although the Twitter content analysis revealed that tweets from the charities focused on disseminating information about events, announcements, news and thanking supporters, several of them were aimed at raising women's morale and contributing to a better understanding of screening practices. Therefore, it could be argued that the lack of knowledge about cancer may in part be due to charities failing to post positive messages about cultural and social norms concerning awareness of risk factors and screening practices. For example, Ahyaha/A described how most women hesitate to undergo biopsy and breast cancer testing because they believe that these can cause cancer. This supports the studies showing the influence of prevailing cultural and social beliefs. This is exacerbated by the cultural modesty of women in the KSA, which is considered a moral and ethical norm in Islam Donnelly et al. (2013, p.14); Latif, (2014, p.332), fear of breast cancer screening practices (Abdel-Aziz et al., 2017; Abolfotouh et al., 2015; Al-Wassia et al., 2017; Bener et al., 2001, p.217; Demirkiran et al., 2007), fear of social stigma (Latif, 2014, p.332), high levels of fatalism (Baron-Epel et al., 2009, p.353; Soskolne et al., 2006, p.673), social norms of gender segregation in the KSA (Latif, 2014, p.332), objections of the husband (Donnelly et al., 2013, p.14), feelings of shyness (Abdel-Aziz et al., 2017; El-Bcheraoui et al., 2015, p.6) and moral conceptions that examining the breast is taboo and unacceptable (Abdel-Aziz et al., 2017).

Therefore, it can be suggested that the charities run their Twitter platforms with a view to raising morale, searching for information related to cultural and social norms and increasing awareness to improve prevention. Some studies have shown that social media best represents a platform to search for breast cancer information, and this is borne out by the increasing rate of searches for breast cancer information during awareness month (Castleton et al., 2011; Diazet et al., 2002, p.183; Glynn et al. 2011; Kratzke et al., 2014, p.291; Schwartz et al., 2006; Shim, 2008 & Thackeray et al., 2013).

It was also found that most of the charities were not publishing information about non-modifiable breast cancer factors, such as family history, genetic risk and age. Two of the charities, however, did occasionally focus on such factors. The Zahra Association and the Ahyaha Society emphasised that women over 40 should undergo screening practices and self-examination, but they also stressed that any woman over 20 has some level of risk. They therefore believe in educating younger women about self-examination through school visits or events. Only the Ahyaha Society was found to focus on family history messages. Ahyaha/A confirmed: “genetics play an important role. If any woman has a family history of breast cancer, family members may be at risk” (Feb. 26, 2019). This supports research by (Al-Otaibi ,2017a, p.2973; Babiker et al.,2020, p.1628; Elkum et al.,2014, p.5; Farsi et al.,2020). This contrasted with the other charities, which were not interested in posting tweets about the importance of self-examination or clinical examination for women between 25 and 40 with a family history of breast cancer.

The charities also tended to avoid messaging about modifiable breast cancer factors, such as obesity, diet and exercise, and physiological factors, like exposure to stress and trauma. It is recommended, however, that they post intense gain-framed messages to encourage preventative activities which carry little risk, such as increased physical activity or eating healthy food. However, loss-framed messages may be more effective for women who view breast cancer screening as risky (Abood et al., 2002; Hevey & Dolan, 2014, p.1003; Okuhara et al., 2014; Rothman et al., 2003, pp. 282-283; Wansink & Pope, 2014, p.5).

The majority of participants discussed the importance of targeted messaging from cancer survivors as it provides moral and psychological support. Almost all of them agreed that cultural messages, such as those sourced from word-of-mouth, are effective. For example, several of the charities preferred to use word-of-mouth messages to educate Saudi women based on the cultural context, such as Ahyaha/A, who said: “In order to support women with breast cancer to have a better life and take preventative measures, it is better to encourage them using

stories from surviving women who can provide psychological support and lectures” (Feb. 26, 2019). Most of the charities in the sample had initiatives consisting of female survivors of cancer and social and psychological specialists, whereby the survivors tell their stories and pass on their experiences to others as a positive cultural example in order to raise women’s spirits and encourage them to undergo breast cancer screening. This reflects the results of Adam and Koranteng (2020), who found that social support has a major positive impact on women suffering from diseases such as breast cancer and is important for behavioural change and encouraging women to undergo screening practices. It also broadly supports Plackett et al. (2020), who argue that behavioural change techniques used in social media interventions, such as social support and emphasising the consequences of cancer, enhance user engagement. However, it differs from the findings of the Twitter content analysis in this study as the charities’ tweets were found to lack positive messages, such as sharing cancer survivors’ stories to contribute to educating society. There was instead an emphasis on educating audiences by arranging face-to-face talks with volunteer survivors. It is possible therefore that developing social relationships and engaging in communication with the public, whether online or face-to-face, plays a crucial role in positively impacting lives.

The Saudi charities in this study should take advantage of volunteerism to educate women about breast cancer by posting a large number of cancer survivors’ experiences and stories or by tweeting motivational phrases, emotive information and images which could raise awareness and affect women’s behaviour. Studies by Bender et al. (2011) and Cherian et al. (2020) have discovered that online support through social media has a positive psychosocial impact on the public. Namkoong et al. (2017, p.1422) assert that women with breast cancer lacking social support tend to have larger social networks in an open communication network to participate in the CMSS group (reading more messages in the CMSS group).

A strong social support network is therefore crucial to raise awareness of breast cancer. As the charities have several types of target audiences, they should encourage both interpersonal (face-to-face) support and online social support groups, including healthcare providers and cancer survivors who have experience and knowledge of the health issues, to raise awareness among women facing health problems. All forms of social support could be employed, whether they be informational, financial, tangible, or emotional, to reach the broadest audience. Support initiatives should be launched on social networking sites to encourage women and give them the confidence to detect cancer early.



The results obtained through this research show that the audience's response to awareness messages has improved in recent times. However, this is coloured by previous experiences of the specific health threat, and so many people still refuse to undergo screening practices due to cultural factors, including fear, embarrassment, religious barriers, incorrect or superficial information and a lack of knowledge about breast cancer. The Zahra Association was particularly concerned about this as they conducted a situation analysis in the early stages of cancer awareness programmes, taking into consideration audience categories (demographics, geographic, cultural and socioeconomic factors, attitudes and behavioural change) and modified their approach based on this. For example, a previous breast cancer campaign by the Zahra Association targeted men as they had found that most women were too fearful to undergo breast cancer screening. Zahra/R said: "The poster for one of our October campaigns, called 'Because You're Important', was designed for men rather than women, and it aimed to show the importance of wives, mothers, and daughters in men's lives" (Jan. 7, 2019). This supports the ideas of Smith (2009, pp.48-51) and Pleasant et al. (2020), who call for more culturally informed strategies for improving health communications programmes, and coheres with the findings of (Alden et al.,2014; Betsch et al.,2016, p. 813). The Zahra Association was prepared to consider creative, culturally effective messaging, targeting men because they found that women did not realise the importance of breast cancer screening. They developed the campaign from the ground up, including a logo, taking into account the target audience's cultural characteristics. Thus, it can be suggested that Saudi charities should organise extensive group discussions, where audiences discuss their health concerns with health educators or breast cancer survivors and share experiences face-to-face or online. Sharing the stories of survivors on social media could improve the quality of health awareness discussions because the audience would have a human focus to whom they could present their ideas and direct their questions, therefore growing their understanding of breast cancer.

The results of the current study show that the majority of the charities in the sample use the communication process of Smith (2013) in seeking to persuade the public and influence their behaviour around breast cancer screening practices and early detection. They share information through brochures, lectures and special events, but focus their two-way dialogue efforts on interpersonal communication, neglecting the possibilities of the digital environment. Expanding Smith's concept of dialogue to include both interpersonal and digital could lead to more effective participation. In instances where an individual believes a harmful myth or harbours a misconception, group discussions with social support can encourage a change of mind. Effective

motivational communication and the sharing of positive emotional messages can promote cancer prevention through awareness campaigns (Kim & Himelboim, 2016, p.481). The participants stressed that positive emotional tweets help women reduce their health problems and promote early detection. It could be suggested that the Saudi cancer charities follow Broom and Sha (2013, p.682) and Lang, (2006, p.S62) when developing and formulating messaging strategies for breast cancer campaigns as well as conducting environmental scanning and campaign evaluation. This can help planners understand how to design culturally appropriate messaging for target audiences and through formative research and monitoring, refine and improve on messages used by competing organisations to more effectively reach the public (Austin & Pinkleton, 2015, p.27). The following section addresses strategies for social media used by Saudi public relations practitioners.

#### **7.4 Saudi Public Relations Practitioners' Use of Social Media Platforms**

The interview data provides evidence of differing views about building a successful strategy for communication through Twitter, and the Twitter thematic analysis supports this. Two primary themes emerged: Twitter as the most common platform used by Saudi cancer charities, and strategies for using the Twitter platform.

##### **7.4.1 Adapting Twitter according to audience need**

The majority of the participants agreed that Twitter was the most popular social media platform for raising awareness about breast cancer in the KSA. However, they stated that the use of Twitter by Saudi cancer charities varied depending on the social media strategy adopted. It was argued that Twitter is the leading social media platform among the Saudi community and is straightforward to use. This concurs with the findings of Thackeray et al. (2013, p.2); Andoh-Quainoo and Annor-Antwi (2015, p.37); Park et al. (2016, p.189); Varga et al. (2018, p.187), who discovered that Twitter generates a substantially more active community than Instagram for National Breast Cancer Awareness Month (NBCAM) in October and Movember in November. However, one unanticipated finding was that the Zahra Association primarily use Instagram for education and awareness raising, setting it apart from the other charities, which use Twitter as the primary social media platform. The majority of Zahra Association's followers may prefer to use Instagram because Instagram's almost entirely image-based universe naturally attracts more female users. This means that images are extremely effective at attracting the attention of women.

These results reflect those of Lunsford et al. (2018, p.6), who claims that age and gender can influence social media usage and contribute to differences in attention to cancer campaigns.

#### **7.4.2 Twitter strategies used to communicate with the public**

The Saudi cancer charities were found to use different strategies, but all structure their Twitter use by sharing content and covering events, monitoring how often they tweet and paying attention and responding to feedback on Twitter. Five of the charities (SCF/S2, SCS/P, Balsam/P, Ahyaha/A2, Tahoor/P) were found to use Twitter to share content, educate and cover events to raise awareness about breast cancer. This finding was consistent with that of Wigley and Zhang (2011, p.1), who argue that PR practitioners use social media, especially Twitter, as part of their crisis management strategy and that it is an essential part of communication that helps charities stay in contact with the public. Furthermore, Allagui and Breslow (2016, p.21), Paek et al. (2013, p.532) and Valentini and Kruckeberg (2012, p.8) suggest that social media helps PR practitioners effectively engage with the public, similar to Gilaninia (2013, p.50), who notes that the PR-media relationship is useful in terms of the dissemination and free flow of information and reliable news to gain public trust and improve the reputation of the organisation.

As mentioned above, the social media strategy employed by the Zahra Association for sharing content differs from the other charities, as they mainly use Instagram rather than Twitter for education and raising awareness about breast cancer. This decision came about in order to maximise fundraising and engage with donors. The Zahra Association uses Instagram to communicate with all segments of their audience about breast cancer. While the Twitter account of the Zahra Association helps them get supporters. It seems that the Zahra Association prefers to engage with its followers by using Instagram because it has a more visual platform (heavily prioritising videos and images over text) and is more popular with their target audience. This finding is consistent with Varga et al. (p.188), who found that the high engagement rate on Instagram was due to its visual components, and Cherian et al. (2020, p.11), who found that using Instagram for storytelling about breast cancer treatment and following cancer survivors' information was useful, whereas using Twitter for sharing information leading to advocacy and appealing for funds was best. The Zahra Association was also unique in its creation of a content-posting timetable for each month, which highlighted the important topics that they wanted to display on social media. This represented the appropriate means of public communication for them, just as the strategies of the other charities were more suited to their specific needs.

The second Twitter strategy is related to the frequency of tweeting. Some of the charities saw no need to aim for a specific number of tweets during Breast Cancer Awareness Month. Nevertheless, the Twitter analysis shows that the charities were most active during this month (October). The number of breast cancer-related tweets (original posts) and retweets during Breast Cancer Awareness Month was 174 for the Saudi Cancer Foundation, 152 for the Zahra Association, 79 for the Balsam Association, 66 for the Saudi Cancer Society in Riyadh, 58 for the Tahoor Association and 49 for the Ahyaha Charitable Society. However, the interview analysis found that the charities posted a limited number of tweets per day during Awareness Month (two to three). This tweet limitation exists as tweeting too often may decrease follower engagement rates and lead to a loss of followers as the charity's tweets may become a nuisance if too frequent, in accordance with the findings of Lovejoy et al. (2012, p.6) that too many posts can irritate followers and cause them to unfollow. It seems that the low number of tweets from some of the Saudi charities is due to the charities being ostensibly involved in the entire field of cancer and the small size of the charity and its workforce. Publishing a small number of tweets may not be considered a problem though. If the tweets are of a high-quality and with reliable content, including messages with different features, they may attract the attention of the audience and influence participation.

The third sub-theme in this area is related to responding to feedback on Twitter. Four of the participants believed that answering questions on Twitter is the most important strategy for engaging with the public, and the majority of the participants stated that they engaged in this practice. The Twitter analysis, however, found that the charities' actual dedication to responding was low, although few enquiries were found from the audience. This suggests that the charities in the sample were not enthusiastic about building two-way communication with their public, contrary to the suggestions of Lovejoy et al. (2012, p.337); Guidry et al. (2017, p.484), who indicate that replying to audience enquiries is one of the most powerful communication tools that organisations on Twitter can exploit and that Twitter allows non-profit organisations to engage with audiences. In this study, very few of the charities' tweets and posts included responses to followers, similar to the findings of (Uzunoğlu & Kip,2014, p.114). The Saudi Cancer Foundation and the Zahra Association proved to be the most active in responding to public enquiries, whereas the Balsam Association and the Saudi Cancer Society did not respond to the fewer than three enquiries which were found on their accounts. This indicates a lack of interest in responding to the public. Despite the fact that SCS/P said that the public's questions

and enquiries are answered and contact information for the association is provided, the Twitter analysis shows that none of the three questions asked during awareness month were answered. Thus, it was found that most Saudi charities prefer using other communication tools such as mobile phones or e-mail or landline to answer public questions. One possible explanation is that Saudi charities may not like to use social media to engage with their public. According to a Tahoor participant, they respond to public enquiries on Twitter as much as possible. Tahoor/P explained:

...either by comments on tweets or by private messages (with regard to social media platforms). We try as much as possible to respond to requests or provide any explanation needed. However, most of the respondents' questions are about job availability, criticism or praise (March 17, 2019).

This finding is consistent with Avery et al. (2010, p.353), who point out that organisations with larger budgets are more likely to provide resources for social media adoption than those with limited budgets, such as non-profit organisations. It seems that Saudi charities' employees adopt traditional media more than social media. While it is strongly recommended that the Saudi charities reach out to effective influencers to convey messages and spread knowledge about the importance of cancer awareness and changing individual behaviour, their apparent reluctance to engage in a two-way asymmetrical pattern of communication during the campaign period may make this unlikely. Without an appreciation and drive toward two-way asymmetrical communication to achieve their goals, Saudi charities may struggle to leverage the possibilities of new technology and trends. Several studies argue that social media is essential for the practice of PR (Eyrich et al., 2008; James, 2007, p.137; Lipschultz, 2018, p. xiv; Wright & Hinson, 2009, p.2; Wright & Hinson, 2015, p.2), contributing to the organisation's success (Grunig, 1976, cited in Johnson, 1997, p.217).

With regard to the questions on Twitter strategy, sharing content and covering events, monitoring tweet frequency and responding to audience enquiries on Twitter emerged as the most prominent themes. However, the combined data analysis methods of this thesis revealed that despite claiming to understand the importance of two-way audience communication via new media, the charities largely preferred to post information about breast cancer rather than engage in relationship building with audiences. The next section discusses the communication functions of Lovejoy and Saxton (2012) in Saudi charities' Tweets.

### **7.5 Communication Functions of Lovejoy and Saxton (2012) in Saudi Charities' Tweets**

Analysis of the communication functions of Tweets from the six Saudi cancer charities reflected the functions of Information, Call for Action and Community (Lovejoy & Saxton, 2012). It was found that the Saudi charities were not using Twitter strategically but rather for the most part to share information as a basic function, with very few instances of two-way communication. This one-way interaction from the organisation to the public involved tweets aiming to raise awareness, emphasising the importance of screening practices and early detection and sharing tips on breast cancer prevention as well as providing information and updates on the organisation, events, conferences, lectures, workshops, activities and campaign launches along with information on important people participating in campaigns or attending a conference and any media coverage. These findings were echoed in the interview analysis, which revealed that the PR practitioners in the cancer charities are predominantly interested in sharing information on breast cancer, promoting breast cancer events and publishing press releases (or news announcements) on Twitter. This coheres with the findings of (Fitch,2009; Hether, 2014, pp.856-858; Lovejoy et al., 2012; Lapointe et al.,2014, p.14; Uzunoğlu & Kip,2014). The latter found that practitioners showed an interest in creating conversations but that health organisations using Facebook and Twitter often adopt a one-way communication model. This is considered the main issue to emerge from these results.

Organisational information was the least prominent sub-theme to emerge from the analysis. Although there are benefits to engaging with the public via one-way use of social media in terms of sharing information and enhancing relations (Eyrich et al. 2008, p.412; Gálvez-Rodríguez et al., 2016, p.1065; Grunig, 2009, p.1; Himelboim et al., 2014, p.361; Kent & Taylor, 1998), more effort should be made to educate followers about the charity's mission and organisation. Additionally, considering that the analysis time period was Breast Cancer Awareness Month, it is surprising that few tweets were posted about awareness, prevention and early detection. For example, the Zahra Association tweeted with the aim of gaining support and raising funds, which is necessary for its sustainability, but as a breast cancer awareness organisation in Breast Cancer Awareness Month, it is surprising that it focused less on awareness than the Balsam Association. It might be suggested that the charities leverage their fundraising abilities to raise awareness by highlighting this in the community as a funding strategy.

It was discovered that Saudi charities made no efforts to strengthen these relationships by encouraging dialogue or providing followers with the opportunity to post quote tweets. The Saudi Cancer Society, as a small charity, lacks the necessary personnel and time to respond to each enquiry individually. However, in the modern age, it is critical for Saudi charity communicators, PR practitioners and information technology staff to use social media on a daily basis, especially Twitter, and have more than one account to respond to public enquiries. In the absence of specialised employees, volunteers must be able to carry out the necessary tasks. However, the results of this study show that 55 responses to follower enquiries came from the Zahra Association in the period studied. This organisation's Twitter strategy therefore becomes clear; they take the position of listener, answering followers' questions in an attempt to build closer relationships with the audience and donors. This is reinforced by the fact they retweeted 102 external sources that relate to the community. Guidry et al. (2017, p.484) showed that replying to audience questions frequently means the charity is interacting with the public in a positive manner, contributing to strengthening the relationship between its staff and stakeholders. Retweeting from other sources indicates an attempt to build community and two-way communication. The Zahra Association retweeted the most content related to breast cancer awareness while the Ahyaha Society posted few tweets about breast cancer but retweeted tweets from the Ministry of Health and other health organisations. This may be beneficial as some of the charities had no specialised editing and writing staff to produce awareness messages, and so using tweets from reliable sources, such as the Ministry of Health, may represent an efficient way to spread accurate information. The participants in this study considered being able to use such reliable sources of information when tweeting to be important. The Saudi Cancer Society retweeted doctors seen on television, encouraging health-related actions that could be taken with regard to screening. These results corroborate the findings of Veale et al. (2015); Vos et al. (2019, p.5); Xu et al. (2016, p.9), who found that more active profiles (participation of influencers or celebrities) showed higher levels of engagement than less active ones. A related unanticipated finding of the Twitter content analysis was that the audience appears to be uninterested in interacting with the tweets posted by the charities as they do not take advantage of the access to information on Twitter. A possible explanation is that Saudi charities tweets do not encourage interaction as they include no direct questions or polls. This finding is consistent with Hether (2014, p.858), who found that audiences tend not to ask direct questions of non-profit healthcare organisations. It is possible that Saudi charities do not use social media to focus on aspects of messaging (strategy, form, posting type and interactivity) for audience reach and engagement, such as posting messages with different features and examining audience reactions in the form

of likes, comments and shares or posting visual features (photos and videos). Most researchers have confirmed this (Kim et al., 2016; Kim & Yang, 2017; Theiss et al., 2016).

All six of the Saudi cancer charities employed sources of information functions as one-way communication but neglected two-way engagement, as reflected in the Twitter content analysis. When used in these ways only, Twitter has no value as an interactive means of social communication, as stated by Gálvez-Rodríguez et al. (2016, p.1065), who found that non-profit organisations use Twitter for one-way communication but do not seem interested in employing it as a two-way communication strategy. A possible explanation may be the small number of staff in the charities in this study as the engagement required to answer questions and follow up on complaints and enquiries demands significant time and effort, as experienced by the Saudi Cancer Society. As practitioners are required to perform a wide array of tasks in a limited timeframe, managing social media responses may simply consume too much of this time. Given more staff and the inclusion of media professionals, the charities may be more willing to apply two-way communication and engage in dialogue with the public. Esrock and Leichty (1999, pp.456-467) confirm that it is not necessary for PR to manage social media, but marketing and technical support staff can pick up these tasks. Another possible explanation is that practitioners largely view Twitter as a way to inform the public about breast cancer but not as a way to engage in two-way communication as they prefer to use other communication methods, such as interpersonal communication, to build relationships with the public and raise awareness of breast cancer. Finally, the charities tended to think of Twitter mainly as an awareness platform but also a way of sharing news. Several studies argue that social media is essential for the practice of PR (Eyrich et al., 2008; James, 2007, p.137; Lipschultz, 2018, p. xiv; Wright & Hinson, 2009, p.2; Wright & Hinson, 2015, p.2), contributing to the organisation's success (Grunig, 1976, cited in Johnson, 1997, p.217).

The charities rarely encouraged health-related actions on Twitter. Those that did were the Saudi Cancer Foundation and the Zahra Association, who tweeted that women should get screened more often than the other charities and promoted events and activities to inform potential target audiences about their time, location and nature. This reflects the results of Hardy and Water (2012, p.898); Vraga et al. (2018, pp.187-188), who showed that using Twitter in cancer campaigns generates substantially more awareness than encouraging users to take specific actions. The Twitter analysis also found that the charities did not promote fundraising and donating as a function, encouraging people to interact and get involved to strengthen social ties in the community. This stands in contrast to the findings of Plackett et al. (2020), who showed



that social media messaging during cancer awareness months involves fundraising rather than health messages. However, the overall findings of this study show that four of the charities were motivated to engage with partnerships and build participation communities, using Twitter dialogically and interactively. The majority of the charities did not retweet for the purposes of two-way communication and community building by sharing information with the online community. Only the Zahra Association and the Saudi Cancer Foundation did this, in the form of expressions of gratitude for the efforts of various parties. Considering the overwhelming preference for the technician roles of PR in the charities in this study, it is unsurprising that a large number of messages were one-way information shared as a way of communicating with the public, as the practitioners viewed their jobs as involving media relations, working with communication channels and writing and formulating text.

It was found that the Saudi charities in this study do not use Twitter strategically to raise awareness of breast cancer. Thus, the study examined the audio and visual materials of other social media platforms that the charities use to communicate with the public to assess how much they use them to reach and engage with their public to raise awareness about breast cancer. It was discovered that most of the charities use little or no alternative platforms (Instagram, YouTube, Facebook and so on) to publish awareness videos and images, with little difference between those that do and those that do not. This finding contradicts a previous study by Kim and Yang (2017, p.446), which found that using messages with various social media features, such as message strategy, form, posting type and interactivity, increased engagement. This finding is consistent with those of Kim and Yang (2017, p.446); Theiss et al. (2016); Varga et al. (2018, p. 188), who found that breast cancer visual content and photos contribute to a higher engagement rate in media campaigns. Only the Zahra Association, however, prioritise and extensively use platforms other than Twitter (YouTube, website, and Instagram) to raise breast cancer awareness, for example, to post various videos, including a series of educational videos about cancer, videos announcing the slogan of its annual breast cancer awareness campaign and videos of breast cancer survivors. They also post awareness lectures delivered by consultants and doctors to encourage women to take positive action and to attend events and lectures as well as photographs offering thanks and recognition to supporters.

Saudi charities face a variety of challenges that may be the cause of their insufficient use of social media. Most Saudi charities focus on all types of cancer, and they may lack the time to spread awareness information across multiple social media platforms on all the types of cancer they deal with. It is possible that a lack of funding to hire and train suitable staff members contributes to

the poor use of social media, for example, at the time of the interviews, the Saudi Cancer Foundation was employing a person whose degree was in Arabic as a media officer.

They could make considerable improvements by implementing the suggestions of this and previous research. Primary among these is that the organisation should interact and respond to the audience immediately, even if only with a simple “thanks”. Additionally, followers could be asked for their views on tweets or to share the tweet with their own followers, tagging other people who might be interested.

Social media engagement has been recognised as a significant barometer of the success of organisational PR efforts and practices (Jiang et al., 2016, pp.688-689). Brubaker and Wilson (2018) found that audience interaction via social media necessitates creating high-quality content to enhance dialogic relationships with organisations. Gough et al. (2017, p.11) suggest that when employees use influential users to diffuse information on Twitter, this increases the impact of the messages in terms of both impressions and engagement. Furthermore, to improve social media strategy, the charities could replace some of their informational tweets with interactive Twitter polls to build a relationship with the public. Twitter polls can present an opportunity to reach higher levels of audience engagement and collect feedback while also giving the community the chance to consider questions and participate in the discussion. Twitter polls can gauge public opinion on a topic and add an interactive element to engage users and increase the likelihood that they will support an idea or use certain content for retweets. For example, followers could be asked about breast cancer screening practices or ideas regarding self-examination, allowing them to help shape content strategy and provide feedback on what they want more or less of. Finally, Saudi charities should consider the time of day when using Twitter as user activity varies throughout the day, and working with this provides greater engagement potential and boosts views on the charity’s feeds.

Overall, the six Saudi charities in this study appear to prefer performing traditional PR duties that emphasise face-to-face communication, mass media and print media, paying little attention to or concentrating on social media. When they do use social media, they share mostly informational tweets and demonstrate little evidence of motivation to engage in responsive two-way communication with the public. As discussed above, this may be to their detriment and would be best addressed in the ways suggested. The following section explains Rogers’ (2003) Diffusion of Innovations (DOI) theory with Saudi planning, development and implementation breast cancer campaigns strategies.

## **PART TWO**

### **7.6 Diffusion of Innovations Theory, Campaign Strategies and Use of Twitter by Saudi Cancer Charities**

This thesis employs Rogers' (2003) Diffusion of Innovations (DOI) theory as a framework to evaluate the planning, development and implementation strategies of the breast cancer campaigns of six selected Saudi charities. The goal of breast cancer awareness campaigns is to encourage behavioural change within target audiences. As explained in Chapter Two, Rogers' (1983, p.164; 1995, p.164) theory is based on the five stages of the innovation-decision process. However, the Saudi practitioners at the six charities in this study indicated in the interviews that they did not build all five stages into their campaigns and indeed followed no particular PR principles when designing breast cancer campaign strategies. As previously discussed, in relation to RQ2 the participants reported no strategy or plan, and the methods of used by each charity differed. As the first stage of the innovation-decision process is knowledge, which is essential for innovation adoption, the participants could not identify potential adopters as they lacked knowledge of effective strategies.

This proactive strategy framework of Smith (2003) is the model most closely used by any of the Saudi charities, but some tended to neglect the research and evaluation phases. Such a model would benefit the charities in this study in terms of adapting and improving their campaign planning strategies as their current methods were found to be incompatible with the DOI theory. This would be beneficial in relation to the stages of a campaign strategy and how to best use media and technology as well as sharing decisions with staff, peers and colleagues in order to reduce uncertainty about innovation outcomes. However, the Saudi cancer charities in this study fall into the "laggards" category, and so they may not adopt an effective innovation campaign strategy until many other organisations have already adopted it. This may be a result of their largely decentralised decision-making structures as without a central decision-making authority, the five stages of the innovation-decision process cannot easily be adopted. As only the Zahra Association was capable of centralised decision-making by management, the DOI theory (Rogers, 2003) is supported, as it is the manager who has enough experience and knowledge to make informed, evidence-based decisions in strategic planning for breast cancer awareness campaigns. Breast cancer campaigning occurs between the phases of initiation and implementation. The initial stage frequently entails identifying the problem of a woman's lack of

knowledge about breast cancer and analysing the community and situation. However, through the results, it was found that the Saudi charities did not adopt innovation development to adapt and improve awareness campaign planning strategies. The adoption of the strategy by Saudi charities was based on a haphazard, ambiguous plan that did not include target audience analysis nor conducting formative research and evaluation. Consequently, the innovation of the strategic plan for the awareness campaign was not implemented and presented as a potential solution, and therefore the implementation process was not completed and shared with individuals and the association's employees. Based on the factors for adopting innovation, it was discovered that Saudi charities have difficulty adopting a new idea due to some obstacles, such as cadre weakness and opinion leader weakness.

The results of this thesis indicate that some Saudi cancer charities have a level of involvement and coordination with members of the private and public sectors, local communities, the media, government agencies, stakeholders, shareholders/investors, suppliers, health providers and journalists, which can lead to developing ideas and exchanging knowledge, although in some cases this relationship may not facilitate collaborative decisions and may be based on an offer of financial support. This is consistent with Alden et al. (2014, p.6); Betsch et al. (2016, p.813), Dearing (2009, 2014, p.36); Dearing and Kreuter (2010, p.15); Kiwanuka-Tondo et al. (2017, p.14), who emphasise the importance of social systems and the value of building intense social networks that lead to strong ties. These networks facilitate collaborative decisions and often lead to developing ideas, exchanging knowledge and improving experiences, thus playing a major role in promoting innovation in health campaigns. An example of this revealed in the interviews is the Saudi Cancer Foundation developing cancer research using interpersonal communication to increase breast cancer awareness. This supports the ideas of Dearing and Kreuter (2010, p.16); Kreps and Sivaram (2008, p.2334); Rogers (2003, p.18); Yanovitzky and Blitz (2000, p.118), who note that when designing breast cancer campaigns, it is important to identify cultural values and beliefs associated with participation in cancer screening. Before implementing a campaign, the majority did not hold meetings to discuss cultural issues, as is advised by (Dearing and Kreuter,2010, p.15). Hingle et al. (2014, p.617-622) note the importance of formative research by applying participatory approaches to evaluate health messages, which the Zahra Association employs by conducting focus groups with target audiences. This approach is supported by (Dearing ,2008, p.100; Dearing and Kreuter,2010, p.101; Kiwanuka-Tondo et al.,2017, p.14). The participants' belief that campaign messages should be simple and easily understood is

consistent with the DOI theory (Rogers, 2003), which states that relative advantage and complexity are two characteristics of adoption that campaign messaging may stress to maximise uptake. The DOI theory also relates to cultural compatibility, and in this regard it cannot be said that the majority of the charities designed culturally-appropriate messages related to breast cancer (such as campaign slogans). This may indicate that the participants are afraid to deploy ideas that may seem too novel or that they were already satisfied with their level of innovation as most of the interviewees considered their campaigns to have succeeded and so may have felt no impetus to create new messages based on cultural compatibility features despite recognising the importance of culturally-aware messaging (consistent with the feature of adoption innovation in DOI theory). Similar to a number of other issues with the Saudi charities' PR management and planning, this could be explained by a lack of experienced employees and a small workforce in which staff are required to perform tasks across the organisation, leaving little time for PR focus and generating innovative ideas. The campaign messages of the charities in this study were inconsistent with trialability and observability.

Saudi charities should implement a formative innovation design stage in their planning to test messages and determine if audiences understand them. Understanding the target segment of society facilitates adopting an appropriate approach to developing cancer communication tools incorporating mass media and social media. Diffusion happens when a charity carries out interpersonal (peer-to-peer) or group communication using data collection methods among networks, including PR practitioners, charity staff, leaders, communicators, target audiences and media or journalists. To address cultural compatibility, charities need to consider the two key aspects suggested by Kiwanuka-Tondo et al. (2017). Based on the first aspect, most Saudi women are reluctant to undergo screening for breast cancer and lack knowledge about it. Overcoming these barriers is a requirement for a successful breast cancer campaign. The designer should therefore understand the local culture to ensure appropriate messages compatible with the culture, values, norms and lifestyles of Saudi women because if the innovation is consistent with these things, it is more likely to be disseminated (Alden et al., 2014, p.6; Betsch et al., 2016, p.813; Bennett et al., 2009, p.183; Dearing & Kreuter, 2010, p.16; Rogers, 2003, p.15). Based on the second aspect of cultural compatibility, the charities' leaders should build social networks using local culture to create an environment where the government, health sector, stakeholders and religious officials can talk openly about cancer issues. However, more community cooperation and participation with different sectors (public and private) is required first to repeat

and reinforce the messages as well as increased involvement in decision-making when using communication channels, including social media. This may result in the PR practitioners in these charities becoming confident enough to compare their level of understanding of innovation with their social system, increasing breast cancer communication innovation, developing effective strategies for breast cancer communication and promoting information sharing. The charities do not use Twitter in a manner compatible with existing values and attitudes in the Saudi community. They disseminate information on news, events and breast cancer awareness but fail to account for the existing values and cultural factors around breast cancer screening among Saudi women.

It is essential for opinion leaders and representatives of Saudi cancer charities to establish ties with other charities in the same field in order to develop and exchange knowledge and build social networks to solve problems and effect behaviour change in Saudi women who lack knowledge of the importance of early screening practices. Therefore, it would benefit the charities to adopt these dissemination approaches and embrace diffusion paradigms that may achieve communication results, such as Dearing and Kreuter's (2010, p.15) 12-point guide. Furthermore, it is important to consider the development and design of messages which aim to change traditional and community practices around cancer and disseminate new ideas and practices which align with society and local culture and therefore fit into it. PR practitioners in Saudi charities require experience on how to design culturally-appropriate messages related to breast cancer as they face challenges in implementing and disseminating new ideas: although they use all platforms and communication methods to educate their audience, they must select the most appropriate one for their audience.

Regarding the attributes of the DOI theory in this thesis in the context of the relative advantage of Twitter adoption, Twitter is the most widely-used platform among the Saudi community and the most popular social media platform for communication between employees and the public. Therefore, the PR practitioners in this study used Twitter to post messages during Breast Cancer Awareness Month. However, the Zahra Association preferred Instagram because it better matched the adoption rates of its audience while simultaneously using Twitter for fundraising and recruiting supporters, as suggested by (Avery et al.,2010, p.352). It could be argued that Roger's S-shaped curve might increase when social media is adopted by practitioners and matched by their publics' adoption rates Avery et al. (2010, p.352) as tweeting and posting are a recent idea, with the Zahra Association stating that it began using Twitter in 2015 as a result of the spread of innovations. The charities' preference for Twitter along with other means of

communication indicates high usability, reliant on posting breast cancer content where the Saudi community are located. This type of social media may provide a PR advantage in terms of communication among audiences and facilitate quick, easy and free access to information. This explains why the charities mainly used Twitter as a conveyor of information rather than other social media platforms. Understanding the use of Twitter reveals why the platform is in the early adoption phase, whereas other platforms could be considered late. While it was clear that the charities adopted social media for awareness purposes, their use was considered insufficient. Thus, the Saudi cancer charities in this study fall into the category of “laggards”. Through the results, it was found that charities do not use Twitter in a strategic way nor in a way that benefits their campaign properly, only using it because all segments of society use it. This may be a consequence of highly decentralised decision-making structures because without a centralised decision-making authority, the five stages of the innovation decision process cannot be easily adopted and any new innovation (Twitter strategy) is not adopted. This may be due to the differences between organisations’ in terms of size and structure depending on budgets as corporations with large budgets are more likely to provide sufficient resources to adopt social media than non-profit organisations (Avery et al., 2010, p.352). One of the main causes of the absence of breast cancer strategies in Saudi cancer charities was the size and structure of the organisations. They have no independent PR and only small administration departments, but these are staffed by experienced (more than three years work experience within the organisation), educated (all held a minimum of a Bachelor’s Degree, which means they received this level of education for several years) individuals who, given training, could capably deal with digital media to the benefit of their charities through their natural flexibility and skills. This confirms that the DOI theory focuses on adopting ideas and technology based on demographic factors, including age, gender, education and socio-economic factors (Rogers, 1983, p.250).

The elements of adoption and use of social media could be more idiosyncratic than other platforms because, unlike other technologies, social media applications do not require large sums of money to be spent on infrastructure. Saudi charities need to begin training PR or communication employees to use social media to effectively engage with the external audience and build partnerships with other institutions. Andoh-Quainoo and Annor-Antwi (2015, p.37) point out that the high number of social media users provides new potentialities for organisations that might positively affect the efforts of PR due to increased reach, interaction and communication with audiences. However, the charities must be willing to adopt new ideas and content to change the views of Saudi women and society about breast cancer. The employees must be aware of how

Twitter can be most effectively leveraged. Rogers (1983, p.168; 1995, p.166) stresses that the reluctance to employ innovation in the workplace often results from a lack of knowledge of how to best use it. Training and development with new technology begins with the conviction of senior management through their exposure to training courses and the development of skills to deal with new media as a means of PR. There is no doubt that new media facilitates the activities and roles of PR in charities.

### **7.7 Summary**

This chapter has provided an overview of the concept of the PR planning framework for breast cancer campaign strategies used by Saudi charities, drawing on three combined approaches (public communication, PR and health communication). The main research findings were discussed in two parts according to the two methodologies employed in this study. In relation to RQ1, PR practitioners in Saudi charities practice technician roles more than manager roles, carrying out activities around planning awareness campaigns, writing texts, holding events and seminars and preparing brochures. Media relations and building strong relationships with partners were the most commonly identified roles of the PR practitioners. The lack of a successful implementation process may be attributed to limited manpower to complete tasks as a result of inadequate funding and to a lack of experienced staff.

The findings relating to RQ2 revealed that the participants were aware of the importance of strategic planning for awareness campaigns, but the analysis showed that campaign planning was often not adequately clear or effective. The charities had no clear, written strategic plan to implement campaigns despite their stated awareness of the importance of pre-campaign planning, time factors and creating new activities when designing and creating awareness campaigns. The participants did not conduct formative research to analyse the situation and the audience, which represents an essential early stage of the strategic planning process but rather implemented different communication methods and various media tactics to communicate with their target audience, with interpersonal (peer-to-peer) communication emerging as the most important method. Media relations formed the most prominent role of PR in the charities, and this focused on contacting and developing relationships with journalists about content conveyed via news material. Most of the participants were not aware of the importance of formal campaign evaluation, but many informally evaluated the success of campaigns based on the number of visitors and the rising rate of breast cancer screening practices.



For RQ3, most of the participants reported that medical sources of breast cancer information are a primary reference and the most reliable information sources. Although the rate of early detection is steadily increasing, the level of Saudi audiences' knowledge about breast cancer remains poor due to cultural and personal factors. Participants from all six charities agreed that message content was designed to be culturally appropriate, with positive, non-threatening messaging, and ideally employing the perspectives of breast cancer survivors to encourage women to undertake early detection practices and self-examination. Emphasis was placed on the value of relevant, scientifically correct messaging free from repetition and expressed in clear, simple language. For RQ4, Twitter was the most common platform used by the Saudi cancer charities, and each demonstrated differing Twitter strategies. Nevertheless, three commonalities emerged: all of the charities used Twitter to share content and cover events, all considered how often to post, and all stated the importance of responding to feedback. The most prominent use of Twitter was sharing breast cancer content and covering related events.

RQ5 required the results of the Twitter analysis of 578 tweets and retweets posted by the charities during Breast Cancer Awareness Month 2018. The findings reflect the typology of functions of social media communication of Lovejoy and Saxton (2012) (Information, Call for Action, Community). The tweets focused on sharing information but not on public awareness about breast cancer, promoting action, calling for donations and volunteers or encouraging attendance at events and screening. Some evidence emerged of relationship-building with target audiences in terms of partnership building and thanking and giving recognition, but very few engaged in conversation with the public. The tweets failed to foster dialogue or offer followers the opportunity to vote in polls, complete surveys or ask direct questions. Therefore, it can be stated that the charities used Twitter predominantly for one-way communication.

The development and implementation strategies of the Saudi charities' breast cancer campaigns were found to be incompatible with the DOI theory to adopt and improve campaign planning strategies. The Saudi cancer charities in this study fall into the "laggards" category. The participants did not adopt the five stages of the innovation-decision process in their campaigns and failed to carry out formative research before and after campaigns. As knowledge is the first stage of the innovation-decision process, the participants could not determine potential adopters as they lacked knowledge of effective strategies. However, the majority of the charities demonstrated a level of building social systems and social networks which lead to strong ties as they coordinate with multiple audiences in the private and public sectors and government agencies, although in some cases this relationship may not facilitate collaborative decisions and

may be based on the offer of financial support. While it was clear that the charities adopted social media for awareness purposes, their use was considered insufficient. The relative advantage attributes are more influential on the staff of the charities, as PR employees tend to use Twitter most often to communicate with their audiences, posting breast cancer content where the Saudi community are located. However, it was found that they failed to account for the existing values and cultural factors around breast cancer screening among Saudi women and did not employ such factors sufficiently to derive the full benefit, in large part due to the size and structure of their organisations. The next chapter in this thesis presents the conclusion of this study.

## CHAPTER EIGHT: CONCLUSION

This thesis aimed to investigate and understand charities' efforts in the Kingdom of Saudi Arabia (KSA) to raise awareness of breast cancer through public health communication campaign techniques. This was designed to address the research problem, related to the high and increasing rates of breast cancer in the Arab world. Arab women develop breast cancer at an earlier age (Saggu et al., 2015, para.1), with the highest incidences in women aged 30–44 (Alghamdi et al., 2013), and the greatest number of diagnoses coming between the ages of 41 and 50 (Babiker et al., 2020, p.1628). The theoretical framework was built around combining public communication, public relations (PR), and health communication approaches, which were adopted to explain the breast cancer campaign planning and strategies of six Saudi cancer charities, focused through five research questions (RQ1-5). The lack of previous research into the role of PR in Saudi charities from a campaign design and planning perspective and into the communicative functions employed in charities' PR Twitter strategies to educate Saudi women about breast cancer made this research the first of its kind, and so it intended to fill this gap. To gain a comprehensive and clear knowledge of the existing research, an analysis of 12 journal articles on breast cancer awareness published in the KSA in English between 2006 and 2017 was undertaken, concluding that despite some awareness campaigns, the level of awareness of breast cancer among Saudi women was low, and the rate of the disease was continually increasing.

Two methods of primary data collection were employed in this thesis. The first comprised semi-structured interviews with PR staff in six Saudi breast cancer charities to understand their experience of designing and planning health communication strategies to change women's health-related behaviour, interpreted through inductive thematic analysis to highlight the key themes and sub-themes discussed by the participants. The second was qualitative data-based quantitative coding analysis of tweets from six Saudi cancer charities during Breast Cancer Awareness Month (October) 2018 to determine the communication functions used. These functions were drawn from the model proposed by Lovejoy and Saxton (2012). The next section summarises the main findings relating to this thesis.

### 8.1 Summary of Key Findings

The findings relating to RQ1 (Chapter Five) emerged from the semi-structured interviews. They showed that PR practitioners in Saudi cancer charities performed some PR practices and tasks within the area of public health, primarily those related to the communications technician role,

although with some evidence of the manager role in a minority. The most commonly identified roles involved media relations and building strong relationships with partners. Through the study, it became clear that the technical roles and duties of PR were carried out in Saudi charities, with PR considered a primary task of communications professionals. The staff interviewed conducted numerous activities around planning awareness campaigns, including preparing and formulating texts, organising celebrations, receiving audience groups, holding events and seminars, and preparing brochures and campaign literature. The media relations tasks required writing and submitting press releases, whether this involvement with press figures was direct through interviews, news messages, and publishing content on Twitter, or indirect by inviting them to media events. The majority of the charities proved to employ decentralised decision-making structures with few opportunities for PR practitioners to be involved in management roles. Most of the participants appreciated the importance of strategic planning, but the majority failed to correctly implement the full range of its steps in their breast cancer campaigns, largely due to the overemphasis on technical roles during implementation.

The findings relating to RQ2 (Chapter Five), on breast cancer programme planning, implementation and evaluation, revealed that the participants were aware of the importance of strategic planning for awareness campaigns, but the analysis showed that campaign planning was often not adequately clear or effective. Most of the charities had no clear, written strategic plan to implement campaigns. The participants were unanimous in the view that pre-planning and time factors are critical for the success of campaigns. Formative research to analyse the situation and audience, an essential early stage of the strategic planning process for designing programmes, was found not to be conducted, although some held meetings with their teams to understand and identify their situation, determine relationships with influential individuals and groups, define campaign goals, choose a logo, source scientific health material, undertake partnership recruitment, and discuss tactics and communication channels. The participants recognised the importance of managing relationships with strategic publics, including breast cancer campaign partners, distinguished long-term sponsors, and local and international companies through formative research and environmental scanning, but did not employ qualitative or quantitative research methods (e.g. surveys, focus groups, interviews, and observation) for information gathering on the situation, organisations, or the public.

The cancer campaigns run by the charities implemented a range of communication methods and media tactics with their target audience, with interpersonal communication such as workshops, lectures, and events emerging as the most important. Media relations was the most prominent

role of PR in the charities to contact and develop relationships with journalists about content conveyed via news material. The charities used print materials including brochures, pamphlets, posters, billboards, leaflets, and newsletters, as well as organisational media tactics and awareness videos on social media platforms like Twitter and Instagram. However, none of the participants used radio or TV in their awareness raising activities. With regard to the extent to which Saudi cancer charities evaluated their breast cancer campaigns, most of the participants were not aware of the importance of evaluation as they had no ongoing evaluation process before, during or after campaign implementation. However, many of them informally evaluated the success of campaigns based on the number of visitors and the rising rate of breast cancer screening practices. The lack of formative and summative evaluation to measure the impact of breast cancer campaigns and programme outcomes stands in contrast to recommendations from the literature, which provides many instances of the importance of such evaluation. In this study, the Saudi breast cancer charities neither designed campaigns strategically nor implemented them carefully, nor did they employ formative and summative evaluation. These may represent some of the reasons for the low level of breast cancer knowledge among Saudi women despite the presence of campaigning.

The results in relation to RQ3, The participants focused on effective messages from support groups and survivors to bring stories of real-life experiences to support women with breast cancer. The charities focused on message content and promoting messages that present an appropriate cultural fit from the perspective of the public and private sectors, the community, religious officials, and the media, which is vital during the media message development process. They also focused on obtaining breast cancer information from reliable medical sources and through medical personnel. Participants from all six charities agreed about the importance of positive, non-threatening messaging, especially from breast cancer survivors, to encourage women to undertake early detection practices and self-examination. However, the level of Saudi audiences' knowledge about breast cancer remains poor due to cultural and personal factors, although the rate of response to awareness messages has increased in recent years. The participants stressed the value of relevant, scientifically correct messaging free of repetition and written in clear, simple language. Such messaging can contain both quantitative and qualitative information after careful identification of the audience, and some of the charities tried to incorporate both.

The findings for RQ4 (Chapter Five) produced two primary themes. The first was that adapting Twitter according to audience need, and the second related to strategies used on Twitter. The

participants all noted that Twitter was the most popular social media platform among their audiences, but each charitable organisation employed different strategies for using it. Despite this, commonalities emerged: all used Twitter to share content and cover events, all structured the frequency of tweets, and all paid attention and responded to feedback on Twitter. Sharing breast cancer content and covering related events formed the most prominent use of Twitter among the charities. The methods employed by each charity to build a successful communication strategy differed, particularly in terms of content dissemination through frequency and number of tweets and types of content. Some charities considered there to be no ideal number of tweets to post during Breast Cancer Awareness Month, while others posted tweets daily or during particular events, and others created a timetable for important topics to tweet each month, with daily targets. However, participants from all six of the charities agreed that their activities increased significantly during October, the official month for breast cancer awareness. Few of the participants claimed to respond to all of the audience's questions and enquiries, but most described methods of public engagement. However, the Twitter analysis conducted for this study found that only a small number of tweets and posts from these organisations included responses to followers, suggesting that although the charities seem to understand the importance of engaging with the public via social media, they were in practice failing to build effective two-way communication by doing so.

The clearest finding for RQ5 (Chapter Six) emerged from the Twitter analysis, which examined communicative functions of 578 tweets and retweets posted during Breast Cancer Awareness Month 2018 utilising Lovejoy and Saxton's (2012) framework to determine how Saudi organisations used Twitter to build relationships with the public. The three broad sub-themes for this research question were Information, Call for Action, and Community, similar to Lovejoy and Saxton's (2012) characteristics. The Saudi charities in this study did not use Twitter strategically to raise awareness of breast cancer, and most did not use any alternative platform (such as Instagram, YouTube, and Facebook) either, which could have been done to publish audio-visual awareness materials. Most of the charities used Twitter as a form of one-way communication to disseminate information, which is the most prominent communicative function that can help reduce the incidence of breast cancer. The Twitter analysis provided insights into relationship strategies, but few of the charities retweeted others to build partnerships or attempt to engage in two-way communication and community building by sharing information with the online community. The PR relationship strategies employed by the cancer charities in this study may therefore be insufficient, as there was little evidence of relationship-building with

audiences in terms of the “Community” and “Call for Action” characteristics. Further, the charities’ online relationship strategies often appeared to be promotional, appearing purely as action functions promoting events and activities and encouraging women to undertake screening practices rather than calling for volunteers and donations. Finally, few of the charities focused on building community by offering thanks to supporters.

The research questions for this study were also examined within the theoretical framework of the Diffusion of Innovations (DOI) theory, particularly those relating to the strategies and planning of breast cancer campaigns, as a guide for constructing social and behavioural change programmes in line with the ways in which individuals adopt new ideas and technologies based on the five stages of the innovation-decision process (Rogers, 1983, p.164; 1995, p.164). Research studies on promoting innovation in health practices have measured these principles in the context of health campaigns (Dearing, 2009; Dearing and Kreuter 2010, p.3; Kiwanuka-Tondo et al., 2017, p.14; Kreps and Sivaram, 2008, p.2334; Rogers, 1983; 1995; 2003; Yanovitzky and Blitz, 2000, p.118). The Twitter strategies and campaign planning with regard to Twitter of the charities in this study were found to be ineffective when referenced with DOI theory, with most of them falling into the “laggards” category as they failed to adopt effective innovation campaign strategies until other organisations had already done so. The practitioners did not build the five stages of the innovation-decision process into their campaigns and did not conduct formative research into their audience and environment. This could be due to their largely decentralised decision-making structures, as the five stages of the innovation-decision process are difficult to implement without a central decision-making authority.

The Saudi charities may have difficulty adopting innovations due to cadre weakness and opinion leader weakness. It was found that they failed to account for the existing values and cultural factors around breast cancer screening among Saudi women and did not create opportunities from knowledge of how to work within these strictures, mainly due to the size and structure of their organisations. This outcome is contrary to that of Kiwanuka-Tondo et al. (2017, p.17), who suggested that Social Systems, Time and Cultural Compatibility are the three major DOI concepts that emerged as most relevant to the effectiveness of health campaigns. Saudi cancer charities face challenges implementing and disseminating new ideas, as although they use all platforms and communication methods to educate their audience, they must employ the method most appropriate for their audience. Through the analysis, this study found relative advantage attributes to be more influential on the participants than other attributes. The PR employees of

the charities in this study tended to use Twitter most often to communicate with the public, and so usability is highly reliant on posting breast cancer content where the Saudi communities are located. Moreover, it was clear that they adopted social media for awareness purposes, but did not use it frequently enough to derive the full benefit. This may be explained by the same cause as that of the absence of breast cancer strategies in the charities: the size and structure of the organisations. The PR and administration departments in the charities were small, with no independent PR departments. The following section provides research implications and contributions for this study.

## **8.2 Research Implications and Contributions**

This section presents the research implications and contributions of this study, which is especially applicable in the context of health issues related to risk and prevention campaigning. One notable implication is that the Saudi charities implemented some PR strategies but did so randomly rather than strategically, which caused the failure of breast cancer campaign strategic plan steps. It is recommended to follow all of the phases of the process listed by Smith (2013) and DOI theory (Rogers, 2003) when constructing the strategic PR plan for campaigns, but the charities did not do this. This study therefore suggests that charity PR practitioners should consider implementing strategy design and campaign planning to achieve their organisation's goals.

Combining Rogers' DOI theory with Smith's theory was essential as the former can assist PR in developing a clear outline to follow when crafting strategic plans and guidelines for breast cancer campaigns based on rates of innovation adoption, providing insight into what can be done at each stage of the campaign through the five stages of the decision-making process.

This thesis promotes the value of the four phases of the PR strategic programme planning framework: formative research, strategy, tactics, and evaluative research. However, designing specific strategies for campaign planning was found to present difficulties for Saudi cancer charities. The PR managers did not have clear communication strategies and written plans compatible with the objectives of top management and working with the media. The employees interviewed revealed weak planning efforts for awareness campaigns as a consequence of poor implementation of strategic planning processes and inadequate management functions. This indicates that efforts to address the significant rates of breast cancer in the KSA are ineffective.



This study supports the idea that most PR employees in Saudi cancer charities focus on communication tactics and media or messaging means which characterise the technical role of PR. This involves message production and distribution, securing media coverage, devising interpersonal communication methods, preparing press releases about events and other campaign activities, social media messaging and designing print media. However, the majority of the charities neglect the managerial role of PR, but this element is essential as strategic management practices impact all traditional PR activities and inform the use of a variety of communication methods, enabling the creation of an effective programme framework including formative research, environmental scanning, listening to the community and professional administrative functioning (Grunig & Kim, 2017, p.8): precisely what the charities in this study lacked. Therefore, while the technical role is essential, there must be a balance between this and the managerial role as this is essential in building relationships and solving the problems identified. PR practitioners with experience not only in the communication technician role, but in the managerial role, are therefore required in order to gain the full benefit of PR in breast cancer awareness campaigns in the KSA.

Compounding the problem for campaigns caused by the lack of formative planning research and managerial PR roles, the charities in this study also failed to engage in formative and summative evaluative research. Most of the participants focused on outputs rather than outcomes and impacts when assessing the success of their cancer campaigns, but research suggests that stratified measurement of the effectiveness of communication strategies demands extensive formative evaluation research to determine the achievement of campaign goals and make improvements to future campaigns. This concurs with L'Etang (2008, p.18) and Walker (1994, p.150), who found that measurement practices were one of the major difficulties faced by PR across different organisations. Before implementing an awareness campaign, charities should construct a complete plan that begins with environmental scanning and ends with evaluation, including an understanding of the target audience, the methods to be used, and tests to determine the effectiveness of the messaging. Studies have shown how PR practitioners can identify the strengths and weaknesses of a communications strategy, and the benefits of investigating breast cancer through ongoing research, studies and opinion polls throughout the year to track changes in perceptions of and behaviours around the disease in society over time (Kreps, 2014; Kim & Ni, 2013; Atkin & Rice, 2013; Smith, 2013; Walker, 1994).

Charities in the KSA should hold workshops to train employees and practitioners about how to measure the outcomes and impacts of campaigns and awareness programmes in order to drive

best practice before implementing further campaigns. Collaborative partnerships with academic institutions and university researchers may be useful for PR to acknowledge how to undertake formative and evaluative research of its programmes and how to study and segment the community to understand the nature of the target audience and subsequently determine the extent to which messaging reaches each segment. This finding has important implications for developing and improving cancer campaign strategy, particularly with regard to repeatedly measuring awareness goals during a campaign to help later evaluation. Charities should gather audience feedback using a combination of data collection strategies, such as reviewing each event in relation to the campaign goals and identifying common trends throughout the campaign.

The findings of this study provide a new understanding of how PR employees in Saudi charities or health institutions can design culturally sensitive health messages to raise awareness of breast cancer using mass and new media, as they were not disseminating information about cultural and social norms and appropriate prevention and awareness messages in the context of breast cancer campaigns. It is recommended that they follow Smith's strategic steps, which start with an environmental survey and formative research, as this will enable them to determine the needs of the community in terms of awareness content. The concept of cultural fit (Kiwanuka-Tondo et al., 2017) presented a significant difficulty in breast cancer awareness campaigns in the KSA due to the low level of knowledge and lack of motivation to conducting screening practices among Saudi women, partly as the result of cultural factors including fear of examination, shyness about being examined by a doctor, and misconceptions about breast cancer. There was no evidence of this being accounted for in campaign planning. Awareness of why women may be reluctant to adopt screening behaviours is important but must be gathered through situation analysis and audience research to determine how to design campaigns which persuasively alleviate fears and cultural obstacles for Saudi women, or addresses misconceptions.

The first step of formative PR research is to analyse the audience by conducting focus groups, questionnaires, and interviews with individuals in the Saudi community of all ages, as well as influential individuals and groups such as opinion leaders, doctors, nurses, and psychiatrists. Following the three steps of Smith's formative research, Saudi charities would be able to determine the basis on which they base their goals and objectives and how they could persuade women of the importance of early screening. They should address cultural fit by designing messages appropriate to the target culture, and allow messaging review in meetings with members of all social systems to determine if they are culturally compatible and effective (Kiwanuka-Tondo et al., 2017, p.17). Dearing and Kreuter (2010, p.105) identified the activities

that should apply to the design of formative innovation (“Social data about social order, control, invention, implementation, and formative evaluations of innovation”), but this differs from the results of the current study in that most charities did not undertake a formative innovation design phase in breast cancer campaigns, so this must be applied by mixing and matching those concepts that are meaningful and appropriate to the innovations associated with the campaign or programme. Dearing and Kreuter (2010, p.108) also emphasised the importance of partnerships with communities with a new shared understanding and the replication and strengthening of messages using multiple methods and channels of communication. Therefore, Saudi cancer charities need to engage and collaborate with partnerships including healthcare providers, agents, journalists, and other regulatory entities to influence and disseminate coordinated innovation activities. They should also use data collection methods such as polls, surveys, questionnaires, and online interviews to ask sociometric questions across social sectors and use opinion-based intervention to encourage discussion of innovation with their peers.

The results of this study show that the majority of charities in the sample used Smith’s communication process (2013) to influence the public’s behaviour regarding early detection practices for breast cancer. The charities shared information through a variety of channels, but the results demonstrated that their main method of focus was on interpersonal communication. This is important, but to remain up-to-date with modern methods, greater effort must be made to engage with the public in the digital environment, as Smith’s dialogue concept could be expanded to include both the interpersonal and the digital. The participants in this study shared information through brochures, lectures, and special events, but focused their efforts on two-way dialogue in interpersonal communication, ignoring the possibilities of the digital environment. However, the digital world is ideal for spreading awareness through the Saudi community due to the high level of internet and social media use in the KSA. Twitter may be considered a source of easily accessible information, so the Saudi community can use the search feature to find educational content and share it with their peers through communication features such as retweeting and sharing on other platforms. Therefore, although the charities already used proactive strategies such as sponsorships and special events, they failed to enhance audience engagement through feedback generation. The Smith framework can be a useful tool for Saudi charities to ensure more successful breast cancer campaign strategies, but only if all steps of the framework are followed.

Finally, with regard to campaign evaluation, all six of the Saudi charities failed to properly evaluate their campaigns, and relied on informal measures of public presence. Through their

events, the charities did not conduct questionnaires to determine their audiences' level of benefit from the campaign's awareness content and what information they might need to know in the future. Through Twitter, however, it would be simple for the charities to gather followers' opinions about campaigns through surveys or polls. It is also possible to verify the success of a strategy through the proportion of women undergoing early detection, as this is the clearest evidence of campaign success and the achievement of Smith's PR Programme Planning Frameworks. The next section offers research suggestions and recommendations for this study.

### **8.3 Suggestions and Recommendations**

1. Cancer charities in the KSA need to expand their use of social media tools during Breast Cancer Awareness Month to enhance communication with target audiences and stakeholders without neglecting other means of communication. They should appoint and recruit qualified PR practitioners and communicators to adopt a successful social media communication strategy to ensure that the content reaches its target audiences. Content should attract public attention to engage in social media and charities should respond to all comments and questions raised through Twitter, as more audiences now rely on Twitter as a source of information. This is likely to increase public trust in charitable organisations concerning cancer content. Furthermore, when several individuals attend to the organisation's Twitter accounts, stakeholders feel as though special attention is paid to them, increasing loyalty.
2. With regard to their practices and communications, Saudi PR practitioners must be supported from the highest levels and counsel top management about everything "relating to the process of designing and planning breast cancer campaigns to increase public understanding and achieve the organisation's aims.
3. PR practitioners in Saudi cancer charities should learn social media strategies as they increasingly have to rely on their own expertise. This is achievable through regular seminars and workshops organised by academic staff in universities or other organisations in order to learn about new social media developments and how to engage in effective two-way dialogue, which leads to building healthy relationships with the public.
4. Before implementing an awareness campaign, rumours and misinformation about and cultural obstacles to breast cancer screening must be understood in order to respond to the public in an appropriate, fact-based way, facilitating the emergence of more accurate information in society. Saudi charities should further should account for the fact that combatting breast cancer is the responsibility of all public and private sectors, including institutions and stakeholders. These can

be worked with in partnerships to increase the spread and value of true and accurate information, which should help address the lack of knowledge about cancer and its methods of detection.

5. To increase the likelihood that their audience becomes more educated and understands the charity's messaging, Saudi cancer charities need to ensure that the correct communication methods are used and appropriately tailor their messages to the audience.
6. Charities should employ people with experience in communications who can perform both the technical and managerial roles of PR.
7. PR practitioners should be aware of all key steps to create a successful breast cancer campaign plan and implementation strategy that may achieve the desired outcomes. For example, this can include collaboration between different social systems and building strong social networks to exchange and share perceptions and views related to concepts and topics.

This study highlights the weaknesses found in the PR functions of Saudi cancer charities so that they can be mitigated and addressed to improve breast cancer awareness campaigns in the KSA. The findings can help charities work toward best practice for raising awareness and meeting goals. The fundamental weakness is the absence of any conceptual or theoretical framework to drive the development and implementation of health communication campaigns, which affect their success in delivering awareness messaging. If these charities used theoretical principles and planning strategies, they would not face difficulties designing campaigns. In other words, there is a need to consider a framework for planning PR programmes for effective health communication in the KSA. This implies that PR practitioners, programme designers and health professionals require the practical skills to deliver campaigns and conduct research and evaluation. A campaign strategy which follows the process steps recommended by Smith (2013) can help establish clear goals and objectives, formulate action and response strategies, use effective communication and tactics and conduct a preliminary evaluation of the research to inform and educate the target audience about breast cancer and leave a positive impact on them with a view to improving their health.

This thesis can serve as a pattern for PR or health professionals in charities to consider how strategic communication efforts can support achieving their objectives of enhancing public health. Those in other fields must recognise that PR is a bridge that links an organisation with its community, every one of which provides a specific service or information to members of that community. Therefore, there must be public relationships with these individuals to inform and persuade them to make a positive social impact, as the key messages can reach more people.

Furthermore, this study contributes to DOI research, particularly concerning strategy evaluation in the planning of breast cancer campaigns and using social media (Twitter) to study practitioners' opinions on breast cancer as a social problem. The campaign planning practices of PR employees in Saudi cancer charities did not correspond to the DOI stages, so it could be suggested that they target the five adopter groups identified by the theory to act as influencers for adopting the new idea. For example, a charity's leadership can affect the opinion of others in the organisation with regard to adopting behaviours which can improve campaign outcomes and ultimately reduce the incidence and mortality rate of breast cancer in the KSA.

#### **8.4 Future Research**

From the analyses conducted in this study, it can be suggested that future research explores visual content such as videos, images and infographics on the Twitter accounts of Saudi cancer charities to investigate the extent to which these increasingly popular kinds of content include breast cancer awareness messaging. Comparative studies of health awareness campaigns in Western countries could also be carried out in order to benefit from the strategic methods these countries use in preparing awareness campaigns. There is a need for further research to determine the most effective ways that cancer charities could engage with their audiences by understanding their perceptions of breast cancer communications, and related research could take the recommendations of this thesis and analyse the implementation of strategic planning and management health strategies in charities in the KSA since the changes made in the health sector by the Ministry of Health as a result of the sweeping Saudi Vision 2030 reforms. Many of these health reforms require strategic planning and management to provide a framework to achieve their objectives (Jimenez and Jacob, 2020, pp.5198-5202).

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**Appendix A: Systematic review of 12 articles on breast cancer awareness published in English in the KSA between 2006 and 2017**

Titles	Authors/ years	Methods	Focus	Findings from study
General Breast Cancer Awareness among women in Riyadh City.	Alotaibi et.al., 2017	Cross-sectional survey. The sample comprised 137 females aged 18 and older. Data were collected using face-to-face interviews with a modified Arabic version of a validated questionnaire and analysed using SPSS.	To assess the current knowledge and practices of women regarding breast self-examination and mammography screening in Riyadh, Saudi Arabia.	Far fewer were aware of mammography screening (38%). When asked about the source of breast cancer information, most of the women answered awareness campaigns (39%) while information received from school/university and television was 22% each. This highlights the importance and urgent need for campaigns that continue awareness. Moreover, special awareness sessions need to be conducted in institutions like colleges, universities, and hospitals where the proportion of females is higher.
Knowledge, Attitudes, and Practices Surrounding Breast Cancer and Screening in Female Teachers of Buraidah, Saudi Arabia	Dandash and Al-Mohaimeed, 2007	Cross-sectional survey of teachers working in female schools in Buraidah, Saudi Arabia using a self-administered questionnaire to investigate participants' knowledge about the risk factors of breast cancer, their attitudes and screening behaviors.  A sample of 376 female teachers was randomly selected.	Assessing breast cancer knowledge and attitudes and factors associated with the practice of breast self-examination (BSE) among female teachers in Saudi Arabia.	More than half of the women showed a limited level of knowledge. Among participants, the most frequently reported risk factors were non-breast feeding and the use of female sex hormones. The printed media was the most common source of knowledge. Logistic regression analysis revealed that high income was the most significant predictor of better knowledge levels. Knowing a non-relative case with breast cancer and having a high knowledge level were identified as the significant predictors for practicing BSE.  <b>Recommendation</b>  The study points to the insufficient knowledge of female teachers about breast cancer and identified the negative influence of a lack of knowledge on the practice of BSE. Accordingly, relevant educational programmes to improve the knowledge women regarding breast cancer are needed.

**Appendix A: Systematic review of 12 articles on breast cancer awareness published in English in the KSA between 2006 and 2017**

Titles	Authors/ years	Methods	Focus	Findings from study
Breast cancers. Knowledge, attitudes and practices of breast self-examination among women in Qassim region of Saudi Arabia.	Jahan et al., 2006.	<p>Cross-sectional survey during the period from May to June 2005 among Saudi female patients attending the Primary Health Care Centres of Qassim region.</p> <p>A total of 300 females, 20-70 years of age, were interviewed in 10 randomly selected primary health care centres.</p>	<p>The aim of the study was to determine the knowledge, attitudes and practices of women in the Qassim region regarding breast self-examination (BSE), and also to explore their level of knowledge regarding breast cancer.</p>	<p>The study concludes that the level of awareness of the females of the Qassim region regarding breast cancer and BSE is not adequate.</p> <p><b>Recommendation</b></p> <p>A health education programme for breast cancer and BSE should be introduced in the region.</p>
Knowledge of breast cancer and its risk and protective factors among women in Riyadh.	Alam, 2006	<p>Women interested in participating in the community-based descriptive study provided data by completing a pre-tested structured questionnaire.</p>	<p>To assess knowledge of breast cancer and sources of information about breast cancer among women in Riyadh.</p> <p>Analysed whether associations existed between demographic variables, knowledge of breast cancer and the practice of breast self-examination and use of mammography screening.</p>	<ul style="list-style-type: none"> <li>• Though it had limitations, the study revealed an imbalance between the knowledge and practice of BSE among women.</li> <li>• It also showed that there is only moderate knowledge of risk and protective factors for breast cancer and that knowledge and practice of BSE and mammograms vary according to marital and educational status.</li> </ul> <p><b>Recommendation</b></p> <p>Frequent community-based awareness programmes are needed so all women can know and practice BSE, which in turn helps to prevent breast cancer.</p>

**Appendix A: Systematic review of 12 articles on breast cancer awareness published in English in the KSA between 2006 and 2017**

Titles	Authors/ years	Methods	Focus	Findings from study
Breast Cancer Knowledge and Related Behaviors among Women in Abha City, Southwestern Saudi Arabia	Mahfouz, 2013	A cross-sectional study conducted on 1092 women attending urban primary health care centres in Abha City, southwestern Saudi Arabia, about breast cancer knowledge, attitudes, and related practices.	To determine the basic background knowledge, attitudes, and related practice among women in Abha City.	<ul style="list-style-type: none"> <li>• Only 22% of respondents had heard about mammography, and 41.5% about breast self-examination (BSE).</li> <li>• More than half of the women in the study identified changes occurring in case of breast cancer and identified risk factors.</li> <li>• Only 8.3% were examined by clinical breast examination (CBE), 6.2% were examined by mammography, and 29.7% performed BSE.</li> </ul> <p><b>Recommendation:</b> The study points to the insufficient knowledge of women and the low practice of BSE, CBE, and mammography. Public awareness should be enhanced by all available means including mass media, schools, social gatherings, and waiting areas in primary health care centres. There is an urgent need for continuing medical education programmes for healthcare workers in the region concerning breast cancer</p>
Understanding Breast Health Awareness in the Kingdom of Saudi Arabia: A Systematic Review of the Literature	Madkhali, et al., 2017	Electronic data databases: MEDLINE, PubMed, CINAHL and the Web of Science searched from inception (1946) to February 2017 using breast cancer or breast health headings and index terms. Papers included on Saudi women and healthcare providers, breast cancer and breast health awareness. Guided by PRISMA guidelines and all relevant studies were individually assessed by the researcher using Critical Appraisal Skills Programme and Milton Keynes Primary Care Trust checklists. Thematic synthesis of data was used to present the results. 56 studies informed this systematic review.	To explore healthcare providers' and women's experiences and perspectives of breast health awareness in the KSA.	<ul style="list-style-type: none"> <li>• There are no national breast cancer education programmes or screening programs in the KSA. The findings demonstrated a very limited evidence base related to breast health awareness. This limited evidence suggests that the combination of inadequate awareness among women and a reluctance to conduct breast screening and provide education to healthcare providers has attributed to the absence of screening programmes.</li> </ul> <p><b>Recommendation</b> Breast education and screening programs need to be embedded in the KSA. Empirical studies required to rigorously assess women and HCPs knowledge and awareness towards BC in order to help inform policy and breast cancer education and screening programmes. Findings likely to resonate with countries in the Eastern world where breast education and screening services are underdeveloped.</p>



## Appendix A: Systematic review of 12 articles on breast cancer awareness published in English in the KSA between 2006 and 2017

Titles	Authors/ years	Methods	Focus	Findings from study
Breast cancer awareness among Saudi females in Taif, Saudi Arabia	Mohammed et al., 2014	Cross-sectional study conducted among 300 women in Taif city. Data were collected using a self-administrated questionnaire which included questions on socio-demographic data, knowledge of risk factors of breast cancer, breast self-examination, clinical breast examination and awareness of mammogram.	To assess the levels of breast cancer awareness among Saudi females, and to compare between housewives and employees regarding knowledge and practice of breast cancer.	<ul style="list-style-type: none"> <li>• Age of respondents was 16 to 45 years, employee (51%), educated (90%) and married (71%).</li> <li>• The majority had good knowledge about risk factors of breast cancer and breast self-examination (93.3%, 87% respectively) and indicated TV, magazines and breast cancer campaigns as their source of information (33.7%, 29% respectively).</li> <li>• No significant difference between employees, housewives and students, regarding breast cancer knowledge. 73.3% of women were unaware of clinical breast exam and 80.3% of mammogram.</li> </ul> <p><b>Recommendation:</b> Most women were aware of risk factors of breast cancer. However, knowledge about clinical breast examination and awareness of mammogram were inadequate. Recommended that the level of knowledge should be raised among women, especially breast cancer screen procedure CBE, and mammogram.</p>
Breast Cancer Awareness among Saudi Females in Jeddah	Radi, 2013	Exploratory correlational analysis. The sample comprised 200 Saudi females aged 20 and older living in Jeddah. Data were collected using face-to face interviews. Breast cancer awareness was measured using a modified Arabic version of the Breast Cancer Awareness Measure.  2. Descriptive statistical analysis, Pearson's Product Moment correlation coefficients and ANOVA test were used to answer study questions.	To investigate the level of breast cancer awareness among Saudi females in Jeddah, focusing on knowledge of breast cancer warning signs, risk factors, screening programmes and breast self-examination (BSE).	<ul style="list-style-type: none"> <li>• Findings indicated that Saudi females' level of awareness of breast cancer is very inadequate.</li> </ul> <p><b>Recommendation</b> Public awareness interventions are needed in order to overcome an ever-increasing burden of this disease among Saudi females.</p>

**Appendix A: Systematic review of 12 articles on breast cancer awareness published in English in the KSA between 2006 and 2017**

Titles	Authors/ years	Methods	Focus	Findings from study
Assessment of Breast Cancer Awareness Level among Saudi Medical Students.	Ahmed et al., 2017	Cross sectional survey conducted in three medical colleges at university of Hail, KSA. Approx. 254 medical students participated in the survey about their existing level of knowledge regarding breast cancer.	To assess the levels of breast cancer-related knowledge among Saudi medical students.	<ul style="list-style-type: none"> <li>• Saudi medical students' level of awareness of breast cancer is very low based on several variables, which may be a predictor for this being worse among the general population.</li> </ul>
Breast cancer awareness and breast self-examination in Northern Saudi Arabia	Hussein et al., 2013	<p>Cross-sectional survey carried out at the Department of Pathology, Medical College, University Articles of Hail, Hail, KSA for local occupants from Hail city and its rural neighbourhood between September 2010 and February 2012.</p> <p>A personal interview-administered descriptive questionnaire and both descriptive and inferential statistics were used.</p>	To elicit knowledge of breast cancer, perception of occurrence, and behavior in relation to breast self-examination (BSE).	<ul style="list-style-type: none"> <li>• A total of 1000 participants agreed to be involved, out of which 87.7% were females, 7.2% were males and 5.1% had undisclosed gender.</li> <li>• The age range for participants was 12-66 years. Out of all participants, 44% did not know that breast cancer is an abnormal growth and 78% failed to recognise its multi-factorial nature, with "Increased age" being the least recognised single risk factor (4.8%).</li> <li>• Scores showed that 61.5% had a low level of breast cancer related knowledge. Out of the participants who knew of someone who had breast cancer (73%), 50.1% said the disease was discovered at a "late stage" mainly by "chance".</li> </ul>

**Appendix A: A systematic review of 12 articles on breast cancer awareness published in English in the KSA between 2006 and 2017**

Titles	Authors/ years	Methods	Focus	Findings from study
Knowledge and attitude of Saudi female students towards breast cancer: A cross-sectional study	Latif, 2014	150 females from a university in Saudi Arabia completed a questionnaire intended to elicit their sociodemographic information and knowledge, attitudes and practices towards breast cancer. Data analysis was carried out using Statistical Package for the Social Sciences (SPSS) Version 19.	A cross-sectional study to assess the knowledge, attitude and practices of university students towards breast cancer.	<ul style="list-style-type: none"> <li>•Female university students have mild knowledge of breast cancer symptoms and management. They are also not clear about etiology and risk factors associated with breast cancer. Practice of clinical breast examination and mammography was rare in the participants.</li> </ul> <p><b>Recommendation</b></p> <ul style="list-style-type: none"> <li>•There is a need to enhance their knowledge regarding breast cancer and emphasise the need for breast cancer screening programmes.</li> </ul>
Factors Influencing Delayed Presentation of Breast Cancer among Saudi Women.	Altwalbeh et al., 2013	Structured interviews to collect data from 56 Saudi women diagnosed with breast cancer.  A descriptive cross-sectional design was applied.	To measure the length of patient delay time and identify its influencing factors rather than system delay.	<ul style="list-style-type: none"> <li>•39.3% of women presented to physician within 12 weeks while 60.7% delayed more than 12 weeks. The mean of delay time was 15.1-week <math>\pm</math>6.57 (range 0.14-27.14 weeks).</li> </ul> <p><b>Recommendation</b></p> <p>The study revealed several reasons and barriers behind patient delay, and clarified the effect of several variables on longer delay time. The study had some implications for research and practice. There is an urgent need for constructing a national programme to overcome the difficulties and barriers faced by breast cancer patients.</p>

## Results of existing literature

Breast cancer as a disease has become widespread in the KSA, making researchers seek solutions to this phenomenon by conducting academic studies on awareness and its role in reducing breast cancer.

- Alam (2006) found that there is inequality between the level of knowledge and practice of breast self-examination among Saudi women in Riyadh. Additionally, Alam (2006) stated that there is average knowledge of breast cancer prevention and risk factors and differing knowledge around breast self-examination and mammography practice.
- Jahan et al. (2006) revealed that females in the Qassim region have insufficient levels of awareness toward breast cancer.
- Dandash and Al-Mohaimed (2007) concluded that the majority of women in the Buraidah region have a limited level of breast cancer knowledge.
- Amin et al. (2009, p.136) found that traditions of protecting the female body from others due to shyness or embarrassment are the main personal obstacles surrounding Saudi women, which results in a large number of women prevented from being examined and treated by male doctors to aid detection.
- Mahfouz (2013) indicated that women's knowledge in Abha City is inadequate regarding breast cancer and they have a low rate of breast self-examination and mammography practices.
- Altwalbeh et al. (2013) conducted a study to identify the factors that cause delays for patients in early detection rather than delaying the system. He found that 39.3% of Saudi women visited the doctor in no more than 12 weeks while the majority of them delayed more than 12 weeks.

The reasons were:

- 1- Lack of breast cancer knowledge (57.1%)
- 2- The belief that the disease will disappear by itself (55.4%).
- 3- Thoughts that symptoms a normal part of life (53.6%).
- 4- Lack of pain (46.4%).
- 5- Embarrassment and shyness (44.6%).

- Radhi (2013) showed that the awareness level of breast cancer among Saudi females in Jeddah is insufficient.
- Hussein et al. (2013) found that 44% of participants did not know that breast cancer is abnormal growth. 78% fail to recognise multiple risk factors. 61.5% have a low level of knowledge regarding breast cancer.
- Latif (2014) found that female Saudi university students had insufficient knowledge about breast cancer symptoms and management despite the fact that most women are aware of breast cancer risk factors. Moreover, Latif (2014, p.332) stated that the diagnosis of breast cancer in the KSA is often considered a stigma.
- Mohammed et al. (2014) found that the level of knowledge about breast screening practices and mammography was inadequate.
- Al-Otaibi et al. (2017) found that 38% of women in Riyadh were aware of mammography. The source of their information on breast cancer was awareness campaigns (39%) while information from school/university and television was 22% each. Awareness campaigns should therefore continue and expand to include institutions such as colleges, universities and hospitals, where the proportion of females is higher.
- Ahmed et al. (2017) found that the level of awareness in Saudi medical students at Hail University regarding breast cancer is very low based on several variables, which may be an indicator of worse levels among the general population.
- Abdel-Aziz et al. (2017) found that fear is a major barrier that affects Saudi women participating in breast cancer screening, particularly fear of outcomes and hospitals / healthcare facilities. Most women do not let foreign people touch or examine their breasts because it is considered taboo and unacceptable. Additionally, women are embarrassed to tell their community or relatives about their illness.
- Madkhali et al. (2017) found through an analysis of the Saudi literature on breast cancer:
  1. There are no national breast cancer education programmes or screening programmes in the KSA.
  2. Limited studies on insufficient awareness among women and frequency of breast examination.

## Appendix B: Information sheets



### Participant Consent Form

**Project:** The Use Of Public Relations Communication Techniques In Raising Awareness About Breast Cancer In Saudi Arabia.

**The researcher contact details:**

**Dalal Aldakhil** (student of Postgraduate Programmes in Media and Communication at the Swansea University, PhD in Media and Public Relations).

**Email:** redacted

**Supervisors contact details**

Supervisor: Dr Joanna Rydzewska  
Email: [j.rydzewska@swansea.ac.uk](mailto:j.rydzewska@swansea.ac.uk)  
Telephone: redacted

Supervisor: Dr Sian Rees  
Email: [s.f.rees@swansea.ac.uk](mailto:s.f.rees@swansea.ac.uk)  
Telephone: redacted



**Dear participants,**

The reason you are invited to participate in this research study is that you are a communication professional engaged in health promotion in Saud Arabia Breast Cancer Charities. The researcher is a postgraduate student Dalal Aldakhil completing a thesis in the Department of Media and Communication at Swansea University.

**BACKGROUND INFORMATION**

The purpose of this study is to discover how Saudi and British public relations practitioners use strategic communication tools to disseminate information and raise awareness breast cancer prevention amongst women aged between 20 and over.

The principal investigator of this project is Dalal Aldakhil, a student at the Swansea University Department of Media and Communication. In cooperation with my supervisors Dr Joanna Rydzewski and Dr Sian Rees lecturers at the Swansea University Media and Communication Department, I am collecting data through interviews Saudi and British Public relations who use strategic communication tools by media platforms in cancer charities.

**PROCEDURES AND PROTECTION**

The research involves face-to-face or telephone semi-structured interviews with PR practitioners. An open-ended questionnaire is created to measure the use of public relations strategic communication techniques to change women behaviour about breast cancer early detection and screening practices. The session should take around one hour.

Your participation in the project/ interview is entirely voluntary and you are free to withdraw from the project at any point. If you are uncertain or uncomfortable about any aspect of your participation please contact the Principal Investigators listed at the top of this letter to discuss your concerns or request clarification on any aspect of the study. Your interview will be recorded by iPhone to help the researcher remember your comments and to analyse the data more accurately. The content of the discussion will be used only for this research study and will not be shared with others, except in summary form in the final thesis and in any publication that might result from it.

Any information you supply to use will be treated confidentially in accordance with the 1998 Data Protection Act: your name and identifying affiliations will be anonymized in any resulting publications, unless you give us your explicit consent to identify you as a subject.

If you have any questions about the ethical conduct of this research please contact the Departmental Ethics Officer, using the contact details at [cosethics@swansea.ac.uk](mailto:cosethics@swansea.ac.uk).

Thank you very much for participating,

Participant's signature: \_\_\_\_\_

Participant's name (please print): \_\_\_\_\_



## Appendix C: Participant consent forms



### CONSENT STATEMENT

Thank you for agreeing to participate in this study. Before we carry out the research, we would like you to read the following statements and confirm your agreement to take part in this study.

**Please tick to confirm:**

I confirm that I have read and understand the Participant Consent form. All the questions that I have about the research have been satisfactorily

answered.

I understand that my participation is voluntary and that I am free to

withdraw from the study at any time, without giving reason.

I understand that I am free to withdraw from the research at any time,

without giving reasons and without prejudice.

**I agree to participate.**

**Participant's signature:** \_\_\_\_\_

**Participant's name (please print):** \_\_\_\_\_

Tick this box if you would like to receive a summary of the results of this study (no personal results) by e-mail

E-mail: \_\_\_\_\_ Date: \_\_\_\_\_

## **Appendix D: Interview Questions in English**

### **Interview Questions**

**Gender: Male/Female**

**Education Level:**

**Specialization:**

**Job Title:**

**Years of experience in public relations and communication:**

1. What is role that public relations practitioners play in the organization?
2. Do you have a special department for public relations? If not, what section does that role?
3. How can public relations practices and strategies be used to achieve the organization's goals and to overcome any challenges?
- 4- What is the role of public relations in awareness raising campaigns?

#### **Second: Social communication**

1. Is there a diversity in the use of social media platforms? What are the most platforms that you depend on? And why?
2. How do associations build a successful strategy for communication through Twitter?
3. Are these awareness raising activities held only on October or they are constant throughout the year? Please explain.
4. Are social media platforms seen as two-way platforms? And why?
- 5- Are you answer the questions of the followers on Twitter regularly? Please explain?
- 6 - What is the communication strategy used in dealing with media relations, for example, the press?

#### **Third: Awareness-raising Campaigns**

1. Describe your previous experiences in planning for awareness raising campaigns?
2. In your opinion, what practical steps should be taken to ensure the success of awareness-raising campaigns?
- 3 What are the steps of preparation and implementation of the awareness-raising campaigns?  
(Campaign objectives, target audience, supporters)

- 4- What are the communicative strategies used by the organization to communicate with the target audience?
5. Are there various methods used for different target audiences? And why?
6. What are the communication strategies used in different campaigns? And why?
- 7- Do you think that the campaign entitled “ ” was generally successful and achieved all the intended objectives? Please explain.

#### **Fourth: Awareness-raising**

1. What messages are you seeking to spread about breast cancer? Why?
2. What are the mechanisms used to formulate and synthesize persuasive messages?
3. Did the message contain appropriate quantitative and qualitative information?
4. Do you consider the cultural and linguistic factors when designing these awareness messages? Please explain how.
5. What kinds of educational activities are intended to educate women about breast cancer? For example, posting an invitation and a brochure designed culturally and linguistically, phone calls, etc.
6. What is the target audience's response to these awareness messages?
7. What features enhance or discourage women's experiences when seeking access to information about breast cancer?
- 8- How is your audience familiar with this topic? Does the public have previous experience in the specific health threat?

## Appendix E: full interview transcripts in Arabic

### جمعية زهرة لسرطان الثدي (interview transcript one)

#### العلاقات العامة:

#### ١- ما الدور الذي يلعبه ممارسو العلاقات العامة داخل المنشأة؟

**R1:** كل قسم يتواصل مع الأشخاص ذوي الصلة بقسمه؛ أنا دوري التواصل مع الجهات المعنية بالتوعية، كالأطباء للاستعانة بهم في برامج المريضات المتعافيات، وكذلك عليّ التواصل المستمر مع الأخصائيين النفسيين والدكاترة المدربين، وأيضاً التواصل مع الجهات الخارجية لتنسيق الفعاليات، وكل شخص أو مؤسسة تخدم المرضى مثل الرعاية والجهات الخارجية. كما أتواصل داخلياً مع المدير العام.

**M:** في قسم التسويق، نتعاون خاصةً في حملات أكتوبر من خلال تقسيم جهودنا إلى مسارات (الإنارة، الجامعات، المدارس، المستشفيات، المولات، شؤون صحية) وكل فريق يتواصل مع الأشخاص التابعين للقطاع. أما التواصل مع الشركات أو الممولين فهذا الدور تابع لقسمي، وهو من صميم عملي اليومي والأساسي.

#### 2- من المسؤول عن الاتصالات مع الداعمين وشركاء النجاح؟

**M:** دوري في الجمعية هو النظر في البرامج المطروحة هذا العام، ومناقشتها مع **H and R**، وتحديد البرامج التي يحتاج إليها الرعاية (sponsors) ونقوم بجدولتها مبكراً، ووضع ميزانية تقديرية لها، وبعد الميزانية نُقدم عرضاً بسيطاً عن البرنامج، وكلّ عام نقدم عرضاً توضيحياً شاملاً عن الجمعية ومشاريعها، ونخاطب الشركات، كلٌّ حسب طبيعتها وطريقة التواصل المعتمدة لديها (خطاب رسمي- اتصال- بريد إلكتروني- اجتماع مباشر). وحتى الأقسام التي تعمل معي تُسوق أيضاً عندنا، فغير هذه المشاريع هناك برنامج جزء من ربيع أو كما أطلقنا عليه (برنامج ثانوي) ويعني: أن تتبرع بعض الجهات الصغيرة أو الشركات التي لا تدعم بمبلغ نقديّ كرعاة، بجزء من ربيعها للجمعية، فمنها من يتبرع بدخل شهر أكتوبر مثلاً، أو بنسبة ١٠٪ أو ٢٠٪ من ربيع من مبيعاتها، وهناك أشخاص تسهم بربيع ثلاثة أشهر، وآخرون يتبرعون بربيع سنة.

#### ٢- هل لديكم قسم علاقات عامة في مؤسستك؟ إن لم يكن الأمر كذلك، فما الإدارة التي تقوم بوظائف العلاقات العامة؟

**H:** ذكرت أستاذة هادية أنه كان لديهم قسم للعلاقات العامة، ولظروف معينة لم يُعدّ كذلك.

**R1:** كل قسم يتواصل مع الأشخاص ذوي الصلة بقسمه؛ أنا دوري التواصل مع الجهات المعنية بالتنوع، كالأطباء للاستعانة بهم في برامج المريضات المتعافيات، وكذلك عليّ التواصل المستمر مع الأخصائيين النفسيين والدكاترة المدربين، وأيضاً التواصل مع الجهات الخارجية لتنسيق الفعاليات، وكلّ شخص أو مؤسسة تخدم المرضى مثل الرعاية والجهات الخارجية. ماذا عن التواصل الداخلي؟

**R1:** التواصل داخلياً يكون مع الإدارة العليا (المدير العام) وهو الذي يتخذ القرار النهائي للجمعية.  
**M:** في قسم التسويق، نتعاون خاصةً في حملات أكتوبر من خلال تقسيم جهودنا إلى مسارات (الإدارة، الجامعات، المدارس، المستشفيات، المولات، شؤون صحية) وكل فريق يتواصل مع الأشخاص التابعين للقطاع. أما التواصل مع الشركات أو الممولين فهذا الدور تابع لقسمي، وهو من صميم عملي اليومي والأساسي.  
**M:** نحن بحاجة إلى قسم للعلاقات العامة لكي يبرز مهامنا وتصير أسهل في الوصول للناس؛ وعندما نتكلم زميلتي رحاب مثلاً عن مشاريعها والخدمات التي تقدمها يكون عند الناس خلفية عنها، فتصل أكثر وتعم الاستفادة، فالعلاقات العامة تساعد على الانتشار والتوسع.

٣- إلى أي مدى تستخدم ممارسات واستراتيجيات العلاقات العامة في تحقيق أهداف المؤسسة والتغلب على التحديات؟

لا يوجد قسم علاقات عامة في الجمعية، أرجو أن يتوافر قريباً.  
**M:** العلاقات العامة تفيد في التعريف بالمرض، وإزالة الخوف من نفوس الناس، ولها دور كبير في نشر المعلومة المنظمة ومحاربة الشائعات والتصرفات العشوائية.  
**R1:** مثلاً كان التنقيف قاصراً على المرحلتين الثانوية والجامعة، لكن خطتنا نهاية ٢٠١٨ و ٢٠١٩ أن يشمل التنقيف أيضاً المرحلة المتوسطة والابتدائي.  
**M:** أعتقد أن قسم العلاقات العامة لديه القدرة على التواصل مع الجمهور وتعريفهم بجهود الجمعية ونشاطاتها؛ على نحو أفضل من الشخص الذي ينحصر عمله داخل الجمعية ولا تتاح له شبكة تواصل واسعة مع المجتمع.

٤- ما دور العلاقات العامة في الحملات التوعوية؟

**M:** هو دور أساسي بلا شك، فمثلاً: الشاشات الإلكترونية الرقمية عن الفحص والكشف المبكر لسرطان الثدي التي قامت بوضعها وزارة النقل في إطار حملة (لا تهملني إشارة)، كان أغلب الأشخاص الذين رأوها من الرجال وهي فئة جديدة، وجاءت متزامنة مع قيادة المرأة للسيارة وأيضاً المثوية. دور العلاقات العامة أساسي ومهم عندنا ويبرز دوره في حملة أكتوبر، وبصراحة اعتماده الأكثر في شهر التوعية.

التواصل الاجتماعي:

1- هل هناك تنوع في استخدام الوسائل التواصل الاجتماعي؟

**R1:** نعم نستخدم انستقرام، تويتر، سناب شات، يوتيوب

## ما أكثر الوسائل المعتمدة من قبلكم؟ ولماذا؟

**H:** الانستقرام أكثر استخداماً من تويتر؛ لأنَّ الفئة التي نستهدفها هي المرأة، كما أنَّ خاصية Story الموجودة فيه ساعدتنا على تغطية فعالياتنا. ثم يأتي Twitter حيث نجد فيه أيضاً فئة مستهدفة من المجتمع، ولدينا فيه عدد جيد من المتابعين تقريباً 40 ألف.

**M:** تويتر للتواصل مع شركات

الانستقرام التواصل فيه أكثر وكذلك الفعاليات

**R1:** أما التواصل مع المريضات فيكون عن طريق الواتس اب، والمكالمات الهاتفية.

**R1:** أعتقد أنَّ Instagram ثاني منصة تواصل؛ فمن خلاله أستطيع الوصول لشريحة كبيرة من النساء، كما يتيح لي فرصة لطرح صور وفيديوهات، وفيه مساحة كبيرة للكتابة يمكنني من خلالها سرد قصص عن المريضات المتعافيات.

نعلن عن الأحداث والفعاليات وأنشطتنا في كلِّ من: Instagram و Twitter.

**M:** لو نتكلم بصراحة أكثر فإنَّ Instagram يخدمنا في كل الفئات، أما Twitter فيخدم عملنا من ناحية الحصول على داعمين.

## ٢- كيف تبني الجمعيات استراتيجية ناجحة للتواصل عبر تويتر؟

لا يمر يوم دون نشر ٣ تغريدات توعوية تعريفية بالجمعية، وإذا كان هناك فعاليات أو محاضرات تقدمها الجمعية يتم الإعلان عنها.

**R1:** نعم، لأننا جمعية تعتمد على نشر التوعية والتثقيف.

**R2:** في أكتوبر أطلقنا حملة (لك يا غالية) وكان كل البوستر الإعلاني رجالاً وليس فيه نساء؛ فكان من أقوى الحملات التي أطلقناها، لأنَّ الرجل كان يتكلم من منطلق أهمية المرأة عنده وخوفه عليها؛ فهي أمه أو زوجته أو ابنته. دائماً نحاول الاستعانة بالمختصين المسؤولين عن رعاية المريضات؛ ليتواصلوا مع عائلتهنَّ حتى نوصل لهم أهمية الموضوع.

## الباحثة: ما استراتيجيتكم في التواصل عبر تويتر؟

**R1:** لدينا جدول نطرح فيه الموضوعات الأساسية التي ننظرها بشكل يومي، وهناك موضوعات طارئة كالإعلان عن فعالية أو دورة، وهناك أساسيات في التثقيف والإعلان عن هذه البرامج حيث تُنشر ٣ تغريدات عنها في اليوم.

**H:** كل يوم يجب نشر post واحد على الأقل، ولكن في شهر أكتوبر يزداد عدد التغريدات، بالإضافة إلى إعادة تغريد المنشورات المفيدة، وتواصل مع الجهات التي تدعم زهرة ففوق بإعادة نشر تغريداتهم التي تتحدث عنا.

**R1:** بالأيام العادية نغرد عن خدماتنا وللتعريف بالجمعية وأهدافها، والتثقيف والإعلان عن الفعاليات، ولشكر الداعمين والمتطوعين، وسرد قصص المتعافيات وغيرها.

**M:** نضع جدولاً لكل شهر، نُقسم فيه الموضوعات التي نرغب بعرضها في مواقع التواصل الاجتماعي، يعني كل قسم منا يعلن عن نشاطه ومتطلباته؛ ففيما يخص التطوع نذكر كل الأشياء التطوعية التي نحتاجها، وقسم التثقيف يذكر المواد التثقيفية التي سنعرض هذا الشهر، وقسم تنمية المواد المالية نشكر فيه الرعاة، وكذلك الإعلان عن المبيعات، بالإضافة إلى طلب التبرعات فنحن لا نعتمد على جهة واحدة، بل نحاول باستمرار استقطاب متبرعين جدد، القسم المسؤول عن التنسيق للفعاليات يذكر الأنشطة

والأحداث التي يرغب في الإعلان عنها قبل وقتها بمدة مناسبة. بعدما يكتمل الجدول تستلمه الأستاذة (شهد) المسؤولة عن إدارة حسابات التواصل الاجتماعي، وتنزله بشكل يومي.

٣- هل يقتصر نشاط الجمعية على شهر أكتوبر، أم يستمر طوال السنة؟ لماذا؟  
طوال السنة.

**R1:** لأننا – كما أخبرتك من قبل- نلتزم بالاتفاقيات المعقودة بين جمعية زهرة ووزارة التعليم، نطلع يومين بالأسبوع نتقف المدرسات أو الأمهات أو الطالبات، وإذا كانت المدرسة متعاونة معنا نجتمع كل الفئات العمرية فيها للتوعية والتنقيف، وكذلك نزور أماكن عامة نعمل ورش تثقيفية مرة بالشهر مستمرة للمرأة بشكل عام، لا نخصص فيها فئة معينة أو نحدد كونها مريضة سرطان أو متعافية. فالتوعية عندنا طوال السنة. نقوم بإلقاء محاضرات وعمل ورش عمل، كما أن برنامجنا مع وزارة التعليم مستمر طوال السنة. ومن الشركات والهيئات التي تشارك في أنشطتنا: هيئة الترفيه، هيئة الغذاء والدواء، هيئة التجارة، المطاعم، السفارة الإماراتية والسفارة السودانية، وجميع هذه الأنشطة نعلن عنها بواسطة وسائل التواصل الاجتماعي مثل: السناوب وتويتر والانستغرام.

: ما الهدف الذي تتمنين تحقيقه، وإلى الآن لم تستطيعي ذلك؟

رحاب الرشيد: هو يعتبر هدفاً صغيراً بالنسبة لما نقدمه، لكنه مهم بالنسبة لي، مثلاً: السجون النسائية، ومراكز ذوي الاحتياجات الخاصة لم ندخلها إلى الآن، وأرجو أن يتم هذا قريباً.

٤- هل يُنظر إلى منصات التواصل الاجتماعي على أنها ثنائية الاتجاه؟ لماذا؟  
لم تتم الإجابة

٥- هل يتم الرد على أسئلة المتابعين عبر تويتر بشكل دائم؟ نرجو التوضيح؟  
**R2:** طبعاً، أيّ تعليق يأتينا نتكلم عنه في اجتماعاتنا.  
**R2:** يتم الرد على المتابعين في نفس اليوم.

**الباحثة** كما قلتم، كلّ يوم زهرة تغرد ثلاث تغريدات، فهل ترد زهرة على كل هذه التغريدات؟  
نعم.

**الباحثة** هل يتم الرد في نفس اليوم، وبالنظر إلى أنّ هناك متابعين يسألون بعد يومين أو ثلاثة من التغريدة فهل عندكم متابعة؟  
**R2** نعم، نحن مستمرين في التواصل بشكل دائم.

**الباحثة** التغريدات التي على العام ألاحظ ردودكم فيها، لكن التغريدات التي على الخاص هل يتم الرد عليها أيضاً بشكل دائم؟  
**R1** أحياناً المتواصل أو الشخص يضع رقمه أو عنوانه؛ فتقوم الموظفة بإرساله إلى الإدارة المسؤولة للرد على السؤال.

**M** مثال: كان فيه تغريدة عن لمسة زهراء المفروض قسم جدة يرد عليها، ولكن وصلني ووصل للقسم والبنات تصرفن ورددن عليها.

**R1** في بعض الأحيان لا نرد عليها على وسائل التواصل، بل نتواصل معها على الجوال.

**M** إننا نرد على التغطية على جميع وسائل التواصل، وتواصل معها على الجوال؛ فالموظفة المسؤولة عن التطوع ووسائل التواصل (شهد متطوعة) ردت على المتابعة ودقت عليها، عملنا مُقسَّم ونحاول أن نغطي عدم وجود أوقات عمل.

#### ٦- ما استراتيجية التواصل المتبعة في التعامل مع العلاقات الإعلامية، على سبيل المثال: الصحافة؟

**M** والله أنا أرى أن هناك أشخاصاً تسعى للتواصل معنا لكنهم لا يستمرون، وهناك أشخاص لا نتخاطب معهم ونجدهم محتاجين أحداً ونطلب منهم ولا يمانعون، وأغلبهم مستمرين معنا وهم موجودون قبلنا ونحن كملنا معهم، والصراحة وهذا رقم واحد يكثر وجودهم في شهر أكتوبر، خطتنا مستقبلاً ألا يقتصر وجود الإعلاميين والصحفيين على شهر أكتوبر لأن هذا الشهر اكتفى بنشاطه، شهر أكتوبر فعلياً يزداد شهرة كل عام.

**R1**: إننا محتاجون إلى الإعلان أكثر عن خدماتنا؛ فخدماتنا خفية إلى حد ما، أما أكتوبر فالناس تعرفنا من الفعاليات التي نقوم بها، لكنها تجهل الكثير من الخدمات التي نقدمها.

**M**: بدأنا نعلن عن أنشطتنا عامة، وليس فقط في شهر أكتوبر.

الأهداف المستقبلية: زيادة الإعلان عن الخدمات مع الفعاليات، وجدولتها أيضاً لكي نسير في خطين متوازيين.

### الحملات التوعوية:

#### ١- صف تجاربكم السابقة في التخطيط للحملات التوعوية؟

لا يوجد قسم معين يخطط للحملات التوعوية، ولكن هناك لجنة مختصة.

**H**: يتم التخطيط عن طريق لجنة تسمى "الجنة أكتوبر" التي ترسم كل شيء مع مراعاة الأهداف.

الباحثة أستاذة ريم، سبق أن تكلمت عن حملة الأيس كريم، عندما أخبركم المستهدفون أنهم تضايقوا منها وقتمت بالغائها.

في حملة الأيس كريم جاءت إحدى النساء وأعربت عن استيائها الشديد، ولفقت انتباهنا للأمر، فصرنا نأخذ بعين الاعتبار أن هناك أشخاصاً قد تتأذى. فلا يُعقل أن نبذل كل هذا الجهد لتوعية الناس وتشجيعهم على الكشف في حين أن المريضة تتأذى نفسياً! فصرنا قبل إطلاق أي حملة نشكل لجنة ونجتمع مع مجموعة من السيدات اللاتي ينتمين إلى فئات عمرية مختلفة، ونأخذ آرائهن ومقترحاتهن كي تصل التوعية للجميع.

- لقد أطلقتم ١٢ حملة قبل حملة (لا تهملني إشارة) فما الخطة التي تتبعونها لكي تكون حملة (لا تهملني إشارة) أفضل

من الحملات السابقة؟

**M** صراحة، حملة (لا تهملني إشارة) فكرنا فيها لمواكبة قيادة المرأة للسيارة، فكل سنة نبحت عن هدفنا الذي ننطلق في اتجاهه.

**H** وبالإضافة إلى مواكبة العصر

**M**: كما أن من ضمن خططنا زيادة عدد السيدات المستفيدات.

**R1**: هذه السنة كي نزيد عدد النساء، استثمرنا انتشار فكرة سواقة المرأة للسيارة، فقررنا أن يكون اسم الحملة (لا تهملني إشارة)

وقد انتشر هذا الاسم بين الناس بسرعة.



**R2** لا بدّ أن نعمل إضافة ونقدم شيئاً جديداً.

**M** وكذلك نأخذ في عين الاعتبار أخطاءنا في الماضي، فنعدّد اجتماعاً، يعرض كل قسم فيه إيجابياته وسلبياته والأخطاء التي وقعت كي لا تتكرر في المستقبل، فأحياناً التوقيت يضطرنا لخسارة أشياء مهمة والحملة تكون ناجحة.

**٢- من وجهة نظركم، ما الخطوات التي ينبغي اتباعها لضمان نجاح الحملات التوعوية؟**

**M** حملة (لا تهمل إشارة) ممتدة على مدار السنة، وعلى فكرة لقد أثرت الحملة على كثير من المتبرعين حتى صاروا يطلبون الاشتراك فيها.

**R1** كثير من الجهات أيضاً يطلبون الاشتراك، وهذا يدل على نجاح الحملة؛ لأنها وصلت الرسالة لأكثر عدد ممكن.

**M** كانت ناجحة بالتوقيت الصحيح، وبالمجهود الكبير، وبصراحة الداعمون هم الأساس وهم شركاء النجاح فلهم الفضل، أشكر وزارة النقل التي أسهمت بأكثر دور، وهم متعاونون معنا ورائعون جداً. وثمة جهات أبرزت نشاطنا، فظهر الجهد الذي بذلناه على الوجه الأكمل.

**٣- ما خطوات إعداد الحملات التوعوية لسرطان الثدي وتنفيذها؟**

محاضر الاجتماع

**٤- ما الاستراتيجيات الاتصالية التي تستخدمها الجمعية للتواصل مع الجمهور المستهدف؟**

لا يمر يوم دون نشر ثلاث تغريدات

**M:** إننا ننشر معلومات تثقيفية معتمدة، ونخبر المريضات بأن لدينا قروب يدخل غرف الكيماوي والتنويم والانتظار، ولدينا حالياً مكتبان بالحرس والتخصصي، ونأمل -إن شاء الله- أن نفتح بالجامعي والعسكري وقوى الأمن.

**R1** في الغالب نتكلم عبر الهاتف، أو وجهاً لوجه مع المريضة بغرف الكيماوي، وبعد أن تعرفنا المريضة ممكن نتواصل معنا على السوشل ميديا لتصلها المعلومات. كما نلقي محاضرات توعوية طوال العام، وبشهر أكتوبر تكون مكثفة بجهات كثيرة مثل المدارس فنحن نتعاون مع وزارة التعليم ونطلع مرتين بالأسبوع للتوعية والتثقيف، ونحكي عن زهرة بشكل عام.

**M** أعتقد بيت زهرة استطاع تعريف المريضات بتوافر كل الخدمات التي تحتاجها المرأة، في المستشفى إذا احتاجت أي شيء عندهم بيت زهرة موقعه في مستشفى بالتخصصي، وحالياً نسعى -إن شاء الله- لفتح مكاتب لنا بمستشفيات أخرى. كما أنّ عندي إضافة بخصوص المحاضرات التي ذكرتها رحاب، اقترحنا هذه السنة لما يكون عندنا برنامج تثقيفي ننتدب منا من يتكلم عن الجمعية؛ لأنّ عدد الحضور عادة يكون كبيراً؛ وعليه رتبنا جدولاً لكي يتولى كل مرة أحد أفراد الجمعية مهمة التعريف بها. نرسل رسائل إلكترونية شهرياً للشركات والجهات الداعمة ليكونوا على اطلاع على كافة برامجنا ونتائجها؛ لضمان استمرار دعمهم لنا (تقارير السنوية، تقرير شهر أكتوبر، نرسل قوائمنا المالية أيضاً).

**٥- هناك أساليب متنوعة تُستخدم لمختلف الجماهير؟ لماذا؟**

**الباحثة:** بمعنى كيف طريقة تواصلك مع كل فئة؟

**R1** هي تقريباً المحاضرة واحدة، وهذا قد يكون فيه بعض الخلل، ولكن في الخطة القادمة سوف نعمل فيديوهات لكل مرحلة عمرية. ولأننا بدأنا منذ فترة وجيزة تثقيف المرحلة المتوسطة والابتدائي، وكانت الخطة الموجودة فقط للبالغين. ولذلك سوف يتوافر فيديوهات لكل فئة، ولكل مرحلة عمرية لكي نصل لأكبر عدد حتى وإن كانت غير متعلمة. طريقتنا مع الفئة صغيرة العمر أن يكون الشرح بسيطاً وبلا تعقيدات، ولا يُذكر فيه الماموغرام؛ فقط نكتفي بطرق الفحص الذاتي، ونحاول أن نبسط الموضوع بقدر الإمكان.

**R1:** وأيضاً سوف ننشر هذه الفيديوهات على وسائل التواصل، وإذا طلبت منا أيّ جهة هذه الفيديوهات فسوف نقدمها لها لتعرضه على الجمهور دون الحاجة لخروج المثقفة من جمعية زهرة.

**٦- ما استراتيجيات التواصل المستخدمة في مختلف الحملات؟ لماذا**

**الاستراتيجيات لكل حملة مختلفة؟**

**M** يعني جمهورنا للإيفنت، غير جمهورنا للمحاضرة التوعوية، ويختلف عن جمهورنا لمشروع. حتى أننا نختار اللهجات العامية لتكون الأقرب للناس يعني عامية أكثر. لأنّ التقنيات التي كنا نستخدمها ليست هي نفسها حالياً، وأساساً ما كنا في الماضي على وسائل التواصل الاجتماعي بالقوة التي نحن عليها الآن، فقد بدأنا في نهايات ٢٠١٥ ولم نطلق على السوشال ميديا إلا عام ٢٠١٧.

**٧- هل تعتقد أن حملة (لا تهملني إشارة) كانت ناجحة بشكل عام؟ وهل حققت كافة الأهداف المنشودة؟ أرجو التوضيح.**

حققت جميع الأهداف، ليس فقط الصدى.

**دلال:** نتائج الحملة كانت مُشجعة، وتوجّه عدد كبير من النساء لإجراء فحص للسرطان الثدي.

**M:** العدد كبير لكن لا يمكن تحديد الرقم بدقة؛ لأنّ عندنا مشكلة واضحة في قياس الأثر، فالجمعية لها دور، والمستشفيات لها دور.

**ما دور جمعية زهرة في موضوع التوعية؟**

**الباحثة:** أغلب الأبحاث والدراسات السعودية التي قمت بتحليلها أسفرت نتائجها عن عدم وجود توعية.

**R2** ربما كان هذا في السابق، ولكن في السنتين الأخيرتين انتشرت الحملات التوعوية في الرياض كلها لتصير ودية.

**M** عملنا بكيوشن إيفنت، والأغلب يسأل: ما هدفكم من هذا الإيفنت وأنتم جمعية توعوية؟ إنّ هدفنا أن نكون مع الجمهور ويكون الإيفنت رياضياً وحماسياً أكثر كي لا يكون تقليدياً، حتى يرتفع الوعي لدى الناس ونحن بوسط الجمهور وحتى البوئات ولقد ألغينا عناصر توعوية لا تجد تفاعلاً من الناس؛ لأنها أشياء لم تُعد نافعة أو مقبولة بالنسبة لهم.

**R2:** لنكون صادقين، يؤخذ علينا أحياناً عدم وجود مادة علمية، تذكري الفيديوات التوعوية التي عملناها في سلسلة العام.

**H:** عملنا سلسلة توعوية عن ماهية سرطان الثدي، وبكل الجوانب والأسئلة التي قد تشغل بال المرأة.

**الباحثة:** من الضروري أن تُجروا إحصائية عن أعداد اللاتي يستفسرن؛ للرد على مَنْ يدعون عدم وجود توعية، فهدفنا أن نغطي الفراغ.

**M:** الصراحة الأغلبية لا يقرأ، إننا نسعي لهذا الهدف. ودائماً نسمع هذا الادعاء، والدليل أن هناك نساء ترفض إجراء أشعة الماموغرام، وأخريات يقررن عدم الفحص إلا في عمر ٤٠، وأنا أحس أن الخوف لديهن أكثر من الوعي.

**R2 / H:** لا تنسي هذه ثقافة المجتمع، فيه تطورات تحدث لكنها تأخذ وقتاً، ولكننا نبذل ما في وسعنا.

### التوعية:

١- ما أهم المحتويات أو الرسائل التي تسعى إلى نشرها للتعريف بسرطان الثدي؟ لماذا؟

**R1:** هناك رسالة كل سنة نركز عليها، وهي تعليم المرأة كيفية الكشف الذاتي، ومراقبة التغيرات التي تطرأ على جسدها.

٢- ما الآليات التي يتم استخدامها في صياغة الرسائل الإقناعية وتكوينها؟

**الباحثة:** يعني التغيرات مثلاً؛ هل الصياغة تؤخذ في عين الاعتبار لمختلف الجماهير؟

**R2:** نقدر نقول إنه محض اجتهاد، فلا يوجد عندنا محرر نص.

**R1:** فقط نأخذ معلومة طبية، نستشير فيها أحد الدكاترة المتعاونين معنا؛ فإذا كانت صحيحة ننشرها.

**الباحثة:** يعني مثل كلمة (ماموغرام) هذي الكلمة الناس ماتعرفها؛ هل تبسطونها لهم على أنها جهاز الكشف؟

**R1:** نعم، ولو كنت متابعتنا الانستقرام، ستجدين بوسنات لنا ذكرنا فيه شرحاً له وأنه غير مؤلم.

٣- هل تضمنت الرسالة معلومات مناسبة من الناحيتين الكمية والنوعية؟

**R1:** نحاول أن تكون المعلومات بسيطة ومختصرة ومفهومة.

٤- هل تؤخذ بعين الاعتبار العوامل الثقافية واللغوية عند تصميم الرسائل التوعوية؟ كيف؟

**R1:** طبعا نحاول بقدر الإمكان أن نستهدف البنت أكثر من الكبار في العمر؛ لأن البنت هي التي ستفهم أمها وتوعيتها، كما قلت لك من قبل هناك خطة في المستقبل أن تُلقي محاضرات على المستوى التعليمي في المرحلتين المتوسطة والابتدائية، وكل المراحل التعليمية، وسوف تُطبق الخطة هذه السنة في شهر أكتوبر ولا تزال جهودنا مستمرة في هذا الصدد.

٥- هل يمكن أن تخبرني ما أنواع الأنشطة التثقيفية الهادفة لتوعية النساء حول سرطان الثدي؟ مثل إرسال رسالة دعوة/ نشرة

مصممة ثقافياً ولغوياً، ومكالمات هاتفية.. الخ؟

**R1:** جميع أنواع الأنشطة ايفينئات، بروشورات، رسائل، ولا أستطيع أن أحدد ما هو الأفضل؛ لأنه يكون على حسب المكان؛ فقد يكون مكان المحاضرة مناسباً ويستقطب عدداً كبيراً، وأحياناً لا نعقد محاضرة بسبب أن الحضور يكون قليلاً جداً، من خبرتي

إنَّ المحاضرة التي نعلن عنها وتكون في مكان خارجي يأتي الحاضرون إليها برغبة صادقة منهم في المعرفة والتعلم؛ بعكس المحاضرات في جامعة فلا تحضرها الطالبات لأنه ليس إجبارياً.

٦- ما مدى استجابة الجمهور المستهدف للرسائل التوعوية؟

**R1:** هناك استجابة واضحة، لكن للأسف لا تُجري قياس أثر.

٧- من وجهة نظرك، ما السمات التي تعزز أو تثبط تجارب المرأة التي تسعى إلى الحصول على معلومات عن سرطان الثدي؟

**R1:** طريقة العرض وطريقة توصيل الفكرة لها دور كبير، كلما كانت الفكرة مختصرة وبسيطة وفيها أمل وتفاؤل وصلت أسرع وإلى مدى أوسع، وإذا صارت مخيفة وثقيلة ينفرون منها، وهذا ما نحاول أن نصل إليه بطريقتنا من خلال حملاتنا والصور التي نعرضها.

٨ ما مدى إمام جمهورك بالموضوع؟ هل لدى الجمهور خبرة سابقة في التهديد الصحي المحدد؟

**R1** نعم

**الباحثة:** هل تحسّن أنهم مُدركون للتهديدات؟

**R1:** الأمر يتوقف على ثقافة الشخص، لكن بعد المحاضرة تحسّن أنهم فعلاً استفادوا من المعلومات وأنَّ هناك تغييراً. أغلب الحاضرات يتفاعلن ويسألن.

## العلاقات العامة: (interview transcript two) جمعية "أحيائها" في المدينة المنورة

### العلاقات العامة:

#### ١- ما الدور الذي يلعبه ممارسي العلاقات العامة داخل المنشأة؟

A2: مسؤوليتنا هي تنسيق الفعاليات بين كل الجهات المعنية، التنسيق مع وزارة الصحة، سواء كانت الفعالية في الأسواق، أو الجامعات، أو المراكز بين جميع الأطراف من خلال المشاركة مع أكثر من جهة. ومهمتنا هي تحضير المطبوعات، المطويات، المنشورات وتجهيز الأركان مع التصاميم.

#### ٢- هل لديكم قسم علاقات عامة في مؤسستك؟ إذا لم يكن الأمر كذلك، ما القسم الذي يقوم بهذا الدور؟

A2 عدد الموظفين قليل، هناك مسؤول عن العلاقات العامة و مصمم أفكار، وأنا أصيغ جميع المنشورات والمطويات وجميع الأخبار، أنا صاحب القرار لكن الأمور العلمية تكون بالتنسيق مع مسؤولة البرنامج الوطني بالشؤون الصحية بالمدينة. الأطباء هم المسؤولون عن المحتوى الطبي، أنا فقط أقوم بصياغة الأخبار، واتفاقيات التعاون، وأقوم بتقديم الاقتراحات المتعلقة بالمشروعات، بعض الجهات يحتاجون كتابة المشروع بطريقة معينة بعضهم يقومون بعمل المشروع عن طريق، برنامج أو نظام إحصائي، وينصب دوري على اقتراح الفكرة، والتفكير في الأهداف، والنتائج والمعوقات، كل هذه الأشياء تكون من صميم عملي.

#### ٣- ما مدى استخدام ممارسات واستراتيجيات العلاقات العامة في تحقيق أهداف المؤسسة والتغلب على التحديات؟

A2: ينصب دورنا على التنسيق، وتوفير البيانات والاحتياجات مثل الصور ومقاطع الفيديو والأفكار التي تلزمهم حتى يستطيعون العمل، إما مقاطع الفيديوهات أو غيرها. الموارد البشرية هي التي تأتي بالتمويل، أما عن وظيفتي بالجمعية، فأنا أقوم بطرح الفكرة فقط مثل فكرة المستشفى، فقد كانت في البداية فكرة طرحتها، وكان تأسيس الجمعية الهدف منه هو إنشاء المستشفى، مستشفى خيرية. أما الفكرة البديلة، فهي إنشاء مركز في المدينة المنورة للعلاج الإشعاعي.

#### ٤- ما الدور الذي تلعبه العلاقات العامة في حملات التوعية؟

A2: نحن نقوم بعمل كل شيء، في بعض الأحيان تتولى تنمية الموارد توفير بعض البيانات في حالة وجود رعاية من شركات أو مؤسسات دائمة، نحن نجهز كل شيء بالتنسيق مع وزارة الصحة لأن أي فعالية من الفعاليات لا نستطيع أن نقوم بها وحدنا بدون وزارة الصحة فهي تمثل القطاع الرسمي وهذا المشروع يخصهم. تهدف وزارة الصحة إلى تطبيق الطب الوقائي، بمعنى ألا ننتظر المرض حتى يسيطر على جسم المريض، وبعدها نبدأ في العلاج، بل ينبغي علينا أن نعمل على مكافحة المرض من البداية.

لدينا خطة ثابتة طول السنة حول الأيام العالمية لكل أنواع السرطان بالتنسيق مع وزارة الصحة، وهم بنفس الوقت يرتبون للفعالية، ومهمتنا هي التنسيق والتحضير لكل ما تحتاجه الفعالية، ولعل من أركان الاحتياجات توفير بعض الموارد مثل الطاولة، والمطبوعات، والإعلانات، وإعلانات الشوارع، فالجمعية تقوم بتجهيز كل شيء، والوزارة تدخل معنا ككادر بشري فقط، أي داعم بشري، وكوادر علمية باعتبار أن لديهم أطقم طبية وفرق تطوعية من مديرية الصحة، وبعض الموظفين في الصحة، كما أن هناك فرق خارجية من جمعيات أخرى تقوم بالتعاون معنا عندما يكون عمل خيرى، مثل جامعة طيبة فدائما لديهم أنشطه تقوم بها الطلاب.

ينصب دوري في الحملات على التنسيق مع وزارة الصحة، فانا أقوم بتنظيم الفعالية نفسها، ونصمم المطبوعات، والمنشورات والإعلانات، ونأخذ المعلومات الطبية من الكادر البشري.

## التواصل الاجتماعي:

١- هل هناك تنوع في استخدام الوسائل التواصل الاجتماعي؟ ما أكثر المنصات اعتمادا من قبلكم؟ ولماذا؟

A: يوجد لدينا حسابين على تويتر: حساب باسم مركز طيبة، وحساب باسم جمعية "أحباها" في منصة تويتر وفيسبوك، ولعل أكثر المنصات التي نعتمد عليها هي تويتر لأنه أكثر انتشار وأغلب المتابعين في السعودية بصفة عامة على منصة تويتر، كما نستخدم "سناب شات" أثناء نشر الفعاليات فقط، لكن لا نستخدم منصة "إنستجرام".

٢- كيف تبني الجمعيات استراتيجية ناجحة للتواصل عبر تويتر؟

A: أتواصل مع الجمهور عبر تويتر وإذا كان هناك أسئلة تحتاج تدخل علمي يتم التواصل عن طريق الجوال، أو الإيميل، أو الهاتف الثابت.

أنا أقصد في الاستراتيجية هل عندك عدد معين للتغريدة؟

A: لا يوجد عدد معين للتغريدات عندنا، فهي تكون وفقا للأحداث العالمية، أو اليوم العالمي لفئة السرطان

A2: ننشر تغريدات عن العربية، مثلا ننشر أن العربية اليوم ستكون متواجدة في مركز صحي معين، في منطقة معينة، فنقوم بتوعية الناس عن تواجد العربية للشخص الذي يريد أن يفحص

إن عدد التغريدات لديكم ليس عالي، هل ما يهمكم كم التغريدات؟

A2: إن نطاقنا محدد في مجال السرطان، ولعل أكثر نوع هو سرطان الثدي، على عكس الجمعيات الأخرى التي يكون لها عدة أنشطة، فنشاطنا محدود، وهذا هو ما يحكمنا، لهذا ننشر تغريدات في هذا المجال فقط، حتى تكون التغريدات علمية، وفعالة.

٣- هل يقتصر نشاط الجمعية التوعوي على شهر أكتوبر، أم يستمر طوال السنة؟

A2: يستمر نشاط الجمعية التوعوي بالنسبة لسرطان الثدي على مدار السنة، في بداية الشهر تكون التغريدات شبه يومية، لكن على مدار العام، ليس بالضرورة أن تكون يومية، فهي تقتصر على سرطان الثدي فحسب، بل على أنواع السرطان الأخرى، مقسمة لأن الجمعية ليست فقط مقتصرة على سرطان الثدي.

٤- هل يُنظر الى منصات التواصل الاجتماعي على أنها ثنائية الاتجاه؟ ولماذا؟

٥- هل يتم الرد على أسئلة المتابعين عبر تويتر بشكل دائم؟ نرجو التوضيح؟

A2: في حالة لو كان السؤال عاماً مثل السؤال عن أوقات الدوام، أو عن الموقع، أو مكان المركز أو شروط الكشف، كل الأسئلة العامة يكون الرد عليها في نفس الوقت، لكن الأسئلة الطبية يتم تحويلها إلى الكوادر الطبية، فيتم توجيهها إلى الطبية المختصة، أو يتم الاتصال بها وتحويلها الى أخصائي.

٦- ما استراتيجية التواصل المتبعة في التعامل مع العلاقات الإعلامية والصحفيين؟

A2: في مجال الصحافة، وفي الفعاليات غالباً ما ندعو الأشخاص أو مندوبي الصحف الإلكترونية في أغلب القنوات الرسمية الإذاعة والتلفزيون السعودي للحضور لتسجيل الفعالية، أو نقوم بتسجيل الخبر ونرسله لهم لبثه عبر وسائل الإعلام، فهم يبتون الخبر بحسب الشخص الذي يتم التواصل معه. نحن نوفر المحتوى ووظيفتهم هي نشره، وفي بعض الأحيان، خاصة إذا كان هناك شخصية هامة، يحضر الصحفي لكي يسجل معه لقاء ويبثه. ولعل أكثر المواقع المتعاونة موقع صحيفة سبق الإلكترونية ووكالة الأنباء السعودية "واس"، فهم متعاونين معنا جدا نعطيهم الخبر قبل الموعد بيومين أو ثلاثة، وهم يقومون بنشره في وكالات الأنباء، وهذا غالباً ما يحدث في الفعاليات والأيام العالمية، لكن الأيام العالمية قليلة مقارنة بما يحدث في مركز طبية، تعتقد بعض الناس أن مركز طبية ينشر الفعاليات في شهر أكتوبر فقط، لكن بالنسبة لنا نحن ننشر على مدار السنة، ويوجد لدينا أيضاً مبادرات التنقيف والتوعية حتى المراكز الصحية التابعة للحكومة، نرسل أخصائية فنية من المركز للتنقيف والتوعية. بالإضافة إلى ذلك، هناك تعاون مستمر بيننا وبين كل الجهات الحكومية، ولعل أوضحها وأبرزها يحدث في شهر أكتوبر، فهي الفترة المخصصة لحملة التوعية، وفي كل مكان تتردد جملة الكشف المبكر عن سرطان الثدي، فنحن أول مدينة يُنشأ فيها مركز للكشف المبكر عن السرطان مخصص للسيدات قبل انتشاره في المملكة. تتجول العربية المتنقلة للكشف على السيدات وإذا احتجن الى تصوير إضافي يمكنهم الذهاب الى المركز. منذ عامين، قام طالبات جامعة طيبة بعمل الشريط الوردي حيث أنه

يوجد بيننا وبين جامعة طيبة اتفاقية مشتركة في المدينة، قام الطالبات بعمل أكبر شريط وردي "فيونكة" على مستوى المملكة، ومستوى الخليج، وحصلوا بسببها على جائزة. وأيضاً برج المياه يتعاونون معنا في المدينة، فقد وفروا الإنارة باللون الوردية وتظهر واضحة في شهر أكتوبر، وبعض الأسواق تتعاون معنا، حيث يقوموا بتركيب لوحات لتغيير ألوان الإنارة الخارجية لديهم، مثل سوق النور الذي قام بالفعل بإضاءة ألوان الإنارة باللون الوردية مرتين، بالإضافة إلى بعض الشركات في المدينة الصناعية في ينبع، وبعض الشركات طلبت العربية المتنقلة للذهاب لهم لإطلاق فعالية لمدة أسبوع أو عشرة أيام، وهذا بسبب الإعلام، لأن في شهر أكتوبر تنتشر الكثير من المعلومات عن الكشف المبكر وانتشار مرض السرطان، نحن نستقبل الكثير من الرسائل من داخل المملكة وخارجها، يتواصل الناس معنا عن طريق وسائل التواصل الاجتماعي مثل صفحات الفيسبوك، ننشر الكثير من الإعلانات، وهناك تكثيف إعلامي حول هذا الموضوع، حتى الإعلاميين الذين يرغبون في كتابة المحتوى، أو إثراء المتابعين، أو إمداد الصحف بالمقالات حول هذا الموضوع، حيث يلفت نظرهم هذه الضجة، فيسألوننا ويستغلون الفرصة للتواصل معنا للحصول على معلومات حول هذا المجال.

## الحملات التوعوية:

### ١- صف تجاربكم السابقة في التخطيط للحملات التوعوية؟

A2: في السنوات الماضية بدأنا بخطوات بسيطة مثل الإعلانات أو الحملات الإعلانية، كانت المشكلة تكمن في توفير أماكن تجمع الناس، في الأرض وبعدها بدأنا نتطور أكثر بدأنا نعمل أركان أو أكشاك، قمنا بتخصيص ركن كامل، ومنذ 3 سنوات كانت فكرة البيت الوردية على شكل عربية كبيرة مستطيلة، بغرفة مصغرة وجهاز ماموغرام كمنظر فقط، وكان ذلك بناء على تعاون بيننا وبين جمعية زهرة، فقد قاموا بتوفير نظام محاكاة ثلاثي الأبعاد، حيث يظهر على الشاشة شخص يتكلم ويشرح مراحل الفحص. كل عام نأتي بأفكار جديدة، فعندما نفكر في تنظيم الفعالية في السوق، كل ما يهمنا هو جذب الجمهور، ففعل كل ما يجذب الناس، ولا بد أن تراعي الجمعية كبار السن أو الأشخاص فوق ٤٠ سنة، فلن يمكنك تقديم التوعية المناسبة لأعداد كبيرة من الناس في أماكن ضيقة، أو مفتوحة أكثر من اللازم، فسوف يكون من الصعب التحدث معهم، نوفر الكثير من العناصر التي تجذب الأطفال لأنه إذا جذبت الطفل، فقد جذبت الأسرة كلها، جذبت الأم والبنات حتى لو كانوا ليس السن المستهدف، فنحن نقوم بفحص السيدات فوق ٤٠ سنة فقط، فإقل ما يحدث في هذه الحالة هو أن يعرفوا المعلومة، ثم يقوموا بتوصيلها لكبار السن وهذه من الأشياء الضرورية. لذلك، كل عام نحاول أن نبحث عن وسائل جديدة للجذب، أو تقنيات جديدة أو أفكار جديدة مثل الهدايا التي نوزعها على الأطفال لجذبهم ولفت انتباههم، وأيضاً نحاول تغيير مكان الفعالية كل عام، كما نحاول تغيير الأشكال وتعديل المطبوعات وتغيير الألوان لأن الألوان تلعب دور كبير، كما نحاول تجنب العبارات التي تسبب الشعور بالانقباض لدى المتلقي، كالعبارات التهديدية التي تثير الخوف، فنحاول تبسيط الأمر بقدر الإمكان، نحاول توضيح أنه إجراء بسيط جداً، هو عبارة عن فحص لا يتجاوز عشرين دقيقة بين تسجيل البيانات والكشف السريري إذا لزم الأمر وإجراء الفحص. نتمنى أن يكون لدينا تقنية جديدة كل عام ونضيف شيء جديد، معلومة جديدة، نتمنى أن نوصلها بطريقة أبسط وأسهل لتجذب أكبر عدد من الناس، مع أن هذا العدد الكبير قد يكون عبء على الجمعية، فمثلاً في عام ٢٠١٧، وصل عدد السيدات إلى ٧٠٠٠ سيدة وفي ٢٠١٨ كان عددهن ١٢٠٠٠ سيدة، وفي عامنا الحالي قد يصل العدد إلى ١٨٠٠٠ أو ٢٠٠٠٠ سيدة، وبطبيعة الحال، نحن نستهدف المواسم، فمثلاً في رمضان، أغلب الناس بعد صلاة التراويح تذهب للأسواق في هذه الفترة، ولذلك نتوقف العربية داخل



الأسواق، ونعلق عملنا في الجمعية لكي نستفيد أكثر من العدد ونركز على حملات العربة، كما نحاول أيضاً جذب زوار المدينة، فليس شرطاً أن يكون المتقدم مواطن أو مقيم، فحتى لو كان زائراً نجري له فحص، كما أوقفنا العربة في المطار عدة أيام، وتعاوننا مع الإخوان في الرئاسة العامة للحرم النبوي وألقينا محاضرات تثقيف وتوعية، ونأمل أن تتطور الأمور لأنهم يريدون إقامة شراكة بيننا، ومن الممكن أن تتوقف العربة بالقرب من الحرم النبوي ليفحصوا السيدات والزوار من منطلق أن المدينة منبع لكل عمل خيري، وتحث علي العلم والحفاظ على النفس من أهم الأمور. وهناك أيضاً تكامل مع كل الجمعيات الخيرية في المدينة، نسعى أن نربط أنفسنا بهم، أن نعقد معهم شراكة. أقصد جمعية البر، والتي ترضى الأسر المحتاجة أو المعوزين وغالباً يكون منهم كبار السن أو تكون المسؤولة عن الأسرة مريضة وغير قادرة على تحمل تكاليف الفحص فتندهور حالتها. فوظيفة الجمعية أن تحاول رفع الوعي، وأن تزيد من حملات التوعية والتثقيف للمقبلين علي خدمة الكشف المبكر. علاوة على ذلك، من الأشياء اللي ما ذكرناها أيضاً وجود فريق متعافي، وهو فريق متعاون مع الجمعية يقوم بزيارة المرضى بهدف المواسة وتقديم الدعم النفسي. وفي وقت سابق، قامت الجمعية بإخراج برنامج واستضافت ٥٠ شخصية، وكان اسمه "رحلة أمل"، وقاموا بتوزيع البرنامج على كل المستشفيات التي يوجد بها أقسام لأمراض السرطان على مستوى الخليج العربي، وهذا البرنامج متاح على الموقع، التقينا بوزراء وشخصيات دينية وعامة، وأشخاص أصيبوا بالمرض، كان البرنامج عبارة عن ١٥ حلقة، وفيها يتحدث الضيوف عن المرض ومراحله، وكما قمنا أيضاً بإنتاج فيلم رسوم متحركة للأطفال يتحدث عن مراحل المرض من الإصابة الى الشفاء، واسمه "بسمة أمل"، وهو متاح أيضاً علي موقع الجمعية.

## ٢- من وجهة نظركم ما الخطوات العملية التي ينبغي إتباعها لضمان نجاح الحملات التوعوية؟

A2: يلعب المكان دوراً كبيراً، وأيضاً الوقت و الوسائل المستخدمة لجذب الجمهور في الحملات العامة، بالإضافة إلى التنسيق مع الجهات مثل إدارة الجوازات، إدارة الأحوال المدنية، الضمان الاجتماعي وأيضاً المدارس. يوجد شراكة وتعاون مع إدارة التعليم (حسب طلب المدارس وأيضاً الكليات الخاصة والعامة، يوجد لدينا مثقفين لتثقيف الطالبات) وشراكة مع الشؤون الصحية والمستشفيات الخاصة.

## لقد ذكرت أن الكشف يبدأ من سن ٤٠ فما فوق، فما هي فائدة التوعية في المدارس؟

A2: لأنه في المدارس، تحاول الجمعية توصيل المعلومة لتوعية الفتاة، مثل الفحص الذاتي، حيث أنه من الأفضل إجراء الفتاة للفحص الذاتي بعد نهاية الدورة الشهرية، وتحديدًا في اليوم الخامس من بلوغها. تبدأ رحلة اكتشاف المرض بالفحص الذاتي، وبعدها الفحص السريري ثم الماموغرام، ومن ثم الكشف بجهاز الموجات فوق الصوتية، وأخيراً الخزعة، وإذا تأكدت الإصابة، هناك ثلاث خطوات هامة، لا ينبغي أن يتشاور أي مريض مع مريض آخر، فهناك مريض يحتاج لعلاج إشعاعي، ومريض آخر يحتاج لعلاج كيميائي، وآخر يحتاج الى جراحة، كل مريض يختلف عن الآخر، هذه ثلاث مراحل يمر بها المريض، وعلى كل فتاة أن تكون حريصة إذا فحصت نفسها ذاتياً ولاحظت أي تغيرات، فلا بد أن تتوجه لطبيب فوراً. تقوم الجمعية بتوزيع بطاقة تشرح فيها خطوات الفحص الذاتي، وتتكون من عشر خطوات، عليها اتباعها كل شهر، وإذا لاحظت أي تغيرات لابد أن

تتوجه الى الطبيب مباشرة، حتى وإن أنت الى المركز، يتم توجيهها إلى المستشفى، إذا كانت تحت سن الأربعين تتوجه إلى عيادة الثدي في المستشفى الحكومي، وإذا كانت فوق الأربعين نستقبلها في المركز، نقول أنها لاحظت تغير وتفحصها الطبية بجهاز الماموغرام، وإذا كان هناك شك بعدها نقوم بالكشف عليها بجهاز الموجات فوق الصوتية للتأكيد، وإذا ظهر بالجهاز أن هناك كتلة، نتحول إلى الخزعة، بالتنسيق مع المريضة مباشرة نبلغها أن النتيجة سليمة أو أن هناك اشتباه في الإصابة، فننصحها بالقدوم مرة أخرى حتى تقوم الطبيبة بفحصها ثانية للتأكيد، ويتم فحصها بجهاز الموجات فوق الصوتية، وبعدها إذا ظهرت إصابة، نتجه إلى الخزعة، نرسل رسالة إلى المريضة لتحديد موعد، وتستلم الرسالة، ثم تذهب بها للمستشفى في الموعد المحدد لعمل الخزعة، ولا يحدث تأخير.

### ٣ ما خطوات إعداد وتنفيذ حملات توعية سرطان الثدي؟ (أهداف الحملة، المستهدفون، الداعمون)

A2: الكل عندنا مستهدف، حيث أنها لا بد أن تكون ممارسة صحية، فالنمط الصحي بالمعيشة يبدأ بكل شيء يخصها، فمثلاً إذا قلت لا بد للمريض أن يتجنب مرض لسكر، فلا بد أن يمشي نصف ساعة يومياً، وبالمثل، من الأشياء الصحية لكي نتجنب سرطان الثدي، فلا بد أن تقوم السيدة بالفحص الذاتي بعد انقضاء الدورة الشهرية بخمس أيام. تحتوي البطاقات التي قمنا بتوزيعها على علاقة، لكي تعلقه الفتاة على باب الغرفة أو الدولاب لكي يذكرها بأنها لا بد أن تقوم بالفحص الذاتي في اليوم المحدد بالبطاقة، هناك تغيير في نمط الحياة، نمط صحي كامل، فإذا كان عندي ممارسة صحية ثابتة شهرياً، فلن أحتاج للتوعية، أساس حملة التوعية هو أن تعي كل سيدة أنها إذا تخطت سن الأربعين، فلا بد أن تقوم بالكشف، وتداوم كل عام أو عامين على الكشف المبكر بعد سن الأربعين، ينصح الطبيب بالفحص الشامل على العلامات الحيوية، وعلى الدم والكوليسترول، ومستوى الفيتامينات، إلى آخره، وبعد سن الـ ٤٥ يتم فحص القولون، وبعد سن الـ ٥٠ نقوم بفحص البروستات، كل هذه الأشياء وفقاً للنظام المعمول به.

بالنسبة للحملات، ما هي الجهة التي تقدم الدعم، فقد ذكرتم أن الجمعية مسؤولة عن توفير المكان، والإعلانات وغيرها؟ نسوق لنشاط الجمعية من خلال إدارة تنمية الموارد البشرية مع الشركات، والمانحين، وفي بعض الأحيان تتبنى بعض الشركات الحملة، وأحياناً أخرى تتلقى الجمعية الدعم من خلال التبرعات التي يتم جمعها، وهي مخصصة في حساب خاص للكشف المبكر، وهناك شركات تطلب أن تكون داعمة لنا، يعرضون المشاركة معنا في حملات الكشف المبكر حتى يكون لهم دور في المشاركة المجتمعية، قد يعرضوا توفير المطويات، والمنشورات، والمطبوعات. وفي بعض الأحيان يطلب البرنامج الوطني العام أن ينسق الحملة أو يخاطب شركات للأدوية، أو يوفر مبالغ للفعاليات. لكن الجمعية هي المسؤول الأساسي على مدار العام، يشرف على الحساب الخاص للكشف المبكر الذي نجتمع من خلاله التبرعات.

### ٤- ما الاستراتيجيات الاتصالية التي تستخدمها الجمعية للتواصل مع الجمهور المستهدف؟

A: من خلال إقامة الحملات التوعوية، بعض التابعين لنا يقومون بالاتصال بأرقام بعض السيدات وذويهم وصديقاتهم، وبعدها نرسل رسالة توعوية.

A2: بالإضافة إلى ذلك، نتعاون مع وزارة النقل لتصميم ووضع لوحات إرشادية في الشوارع، ونحدد فيها معلومات عن الكشف المبكر لمدة ٤٠ يوم، وبأننا سنكون متواجدين في الأماكن العامة، مثلاً حديقة الملك فهد، فقد اطلقنا فيها عدة حملات بعيداً عن الأسواق، نتوقف العربة داخل الحديقة، ثم نبدأ في استهداف الفتيات الجالسات في الحديقة في مجموعات، ونطرح عليهم الفكرة ونبدأ في التثقيف والتوعية.

A: بالإضافة إلى ذلك، نتواصل عن طريق وسائل التواصل الاجتماعي، كما نرسل رسائل نصية قصيرة.

#### ٥- هل هناك أساليب مختلفة تستخدم لمختلف الجماهير؟ ولماذا؟

A: حتى نجذب الأسرة، أول شيء يكون عن طريق الطفل، في هذه الفعاليات يتم تخصيص وقت محدد لفرحة الطفل، فالطفل يأتي تلقائياً ومعه أسرته، وبذلك نكون قد جذبنا الأسرة بأكملها، فهناك ممثلاً مع الفعالية، حيث يوجد رسامين للأطفال يرسمون على وجه الطفل، أما الأم، فندعوها لتسمع المحاضرة لتوعيتها لتعرف ما هو الكشف المبكر، ونقول لها: "إذا رغبتني في الكشف، فيمكنك التوجه إلى العربة"، تكون العربة موجودة وقريبة عند الأركان. نقول لها "لا تقلقي على طفلك، نحن نتولى تسليته حتى تنتهي من مراحل الكشف.

A2: في المدارس، تكون التوعية عن طريق عرض حقيبة تعريفية عن أنواع السرطانات، وهي عبارة عن مطويات، بالإضافة الي بطاقة الفحص الذاتي، فيحضر المندوبين إلى المدرسة لمقابلة الطلاب بحضور المدرسات، وغالباً التنسيق يتم بناء على طلب من المدرسة وليس من الجمعية.

#### ٦- ما استراتيجيات التواصل المستخدمة في مختلف الحملات؟ ولماذا؟

الإجابة في السؤال الرابع في جزء الحملات التوعوية

٧- هل تعتقد أن حملة "حتى لا تكوني الثامنة" كانت ناجحة بشكل عام، وهل حققت كافة الأهداف المنشودة؟ أرجو التوضيح؟

A2: هذه الحملة معناها أن من بين كل ٧ سيدات تكون الثامنة مصابة بالسرطان، العدد المطلوب كان ٣٥٠٠٠، وقد حققنا ١٦٠٠٠٠، وأيضاً في كشف الماموغرام مطلوب تحقيق الف وحققنا هذا العدد واصبح ٢٠٠٠ وأكثر

التوعية:

#### ١- ما الرسائل التي تسعى إلى نشرها للتعريف بسرطان الثدي؟ ولماذا؟

A2: أهم نقطة هي التركيز على الفحص الذاتي وعدم إثارة الخوف، فالفحص عامل أساسي. وبعدها لا بد من الإقبال على الفحص بشكل دوري للسيدات سنوياً حسب التوصيات الطبية، لأن هناك عمر محدد للكشف السنوي، وعمر للكشف كل عامين،

فالأعمار تتفاوت، وهناك أعمار كبيرة تكون غير مستهدفة، وهي بعد سن الـ ٧٠، لكن أكثر عمر مستهدف يكون بين سن الـ ٤٠ و ٦٠ سنة.

A2: التركيز على المعرفة، مثل معرفة مخاطر استخدام المستحضرات مجهولة المصدر أو غير المطابقة للمواصفات، ونوعية المواد التي تصنع منها الملابس، كل هذه العوامل لها دور بالإصابة بالمرض، لا بد للمرأة أن تكون واعية في كل المواد التي تستخدمها، حتى لا يؤدي ذلك إلى حدوث تأثيرات ضارة، هذه كلها دراسات موثقة. مازال عامل الوراثة عامل شبه مؤكد للإصابة، فالوراثة أيضا تلعب دوراً كبيراً، فدائماً إذا كان هناك سيدة مصابة بالسرطان، يُطلب منها أن تتصح بناتها وأخواتها، وجميع المقربين من الدرجة الأولى، والثانية، والثالثة، بأن يفحصن للكشف المبكر، فهو أمر ضروري لأن هناك مؤشرات للوراثة، وهي التي تلعب دور كبير في هذا الموضوع.

## ٢- ما الآليات التي يتم استخدامها في صياغة وتكوين الرسائل الإقناعية؟

A2 دائماً ما نستخدم المتعافين وممن لديهم تجربة لإقناع السيدات لأنهم يكونون مقنعين أكثر من الشخص العادي، فالشخص العادي يكون لديه المعلومة ويحاول إقناع الشخص المقابل، لكن المريضة قد تشعر ببعض الملل، أما في حالة إذا كان هناك مريضة قد أصيبت بنفس المرض ولديها تجربة، وإذا كانت إصابتها تم اكتشافها من خلال الكشف المبكر، فسيكون الأمر مقنع جداً للسيدات أو الشخص الذي سيستقبل المعلومة. A2: كما أن الجمعية لا تقدم على إقامة أي فعالية إلا عندما يكون هناك مريضات متعافيات حتى يتسنى لهن التحدث مع السيدات ليخففن من وطأة الأمر عليهن. علاوة على ذلك، تحاول الجمعية تجنب أي كلمات تثير الشعور بالخوف لدى السيدات، أو تثير الشخص المريض أو تجعله يشعر بأن هناك مشكلة كبيرة، حتى عندما طُرحت فكرة البرنامج أطلق عليه "البرنامج الوطني للكشف عن صحة المرأة" وليس سرطان الثدي، ولكن في الواقع الأساس هو سرطان الثدي.

## ٣- هل تضمنت الرسالة معلومات مناسبة من الناحية الكمية والنوعية؟

A2: مثلاً كان شعار حملتنا هذا العام هو: "حتى لا تكوني الثامنة" فهل يوضح المعلومة؟ فما معنى الثامنة؟ إن عنوان الشعار يثير الفضول لدى المتلقي، والمقصود أن من كل سبع سيدات، تكون السيدة الثامنة مصابة بالسرطان، وهي من الإحصائيات العالمية، وعندما تأتي السيدة للاستفسار عن معنى الشعار، نوضح لها المعنى، وهي معلومات موثقة، أن من كل سبع نساء في أي بيت، تكون الثامنة مصابة، أي لو أن هناك أسرة بها ١٠ سيدات، فهذا يعني أن سيدة منهن مصابة، وليس شرطاً أن كل عدد من السيدات توجد لديهن إصابة، لكن قد يكون هناك عدد قليل ولكن توجد أكثر من إصابة، فالأرقام تتحدث عن الإجمالي، وليس بوجه خاص، دائماً ما تتضمن رسائلنا كلا النوعين من المعلومات، الكمية والنوعية. وقد تم طرح هذا الاقتراح ليثير شعارنا الفضول لدى السيدات ويكون أكثر جذباً لهن.

٤- هل تأخذ بعين الاعتبار العوامل الثقافية واللغوية عند تصميم الرسائل التوعوية؟ كيف؟

A: كانت الرسائل التوعوية في الأعوام الماضية بصيغة باللغة الفصحى، لكن في هذا العام أطلقنا رسائل توعوية بالصيغة العامية لان اللهجة العامية أكثر إقبالاً.  
كما أنها ينبغي أن تشتمل على عبارات بسيطة.

٥- ما أنواع الأنشطة التثقيفية الهادفة لتوعية النساء حول سرطان الثدي؟ على سبيل المثال إرسال رسالة دعوة ونشرة مصممة ثقافياً ولغوياً، ومكالمات هاتفية إلخ؟

المنشورات، المطويات، الرسائل والفعاليات بشكل عام، واللقاءات.

A2: في أغلب الأحيان يتولى هذه الأنشطة داخل المركز فريق من المتعافين، حيث يقومون بالتعاون مع الجهات الأخرى حتى يكون هناك تواصل.

A2: آخر فعالية كانت منذ عشر أيام، وقد أقيمت في سكن طالبات جامعة طيبة في اليوم العالمي لسرطان 4 فبراير، فقد نظموا فعالية خاصة وكان التوعية من المتعافيات من مرض السرطان.

٦- ما مدى استجابة الجمهور المستهدف للرسائل التوعوية؟

A: توضح الإحصائية المقدمة من مركز طيبة أنه منذ عام ١٤٣٠، كان إجمالي الحالات في السنة كلها ١١٣٥ حالة، وفي نهاية عام ٢٠١٨ بلغ إجمالي الحالات ٧٢٩٣ حالة، فقد تضاعف العدد إلى سبعة أضعاف.

A2: أما المؤشر الثاني، فقد كان لدينا جهاز وأصبح لدينا جهازين ماموغرام، وعربة، وجهازين إضافيين، وجهاز ماموغرام من المراكز الصحية، الآن لدينا ٥ أجهزة ماموغرام.

A2: نسعى دائماً كجمعية أن نوفر للمرضى مسارين: الأول التثقيف ورفع الوعي، أي التوعية والتثقيف بأهمية الكشف المبكر في مركز طيبة، و المسار الثاني هو دعم ورعاية مرضى السرطان، فمرضى السرطان الذي يتلقى العلاج ندعمه مادياً بمبالغ مقطوعة شهرياً إذا توفرت الإيرادات، كما لدينا خدمة المساهمة بعلاج المرضى غير السعوديين الذين يقدمون للعلاج على حسابهم الخاص، نحن نساعدهم بمبلغ عشر آلاف ريال.

علاوة على ذلك، فالجمعية متعاقدة مع وزارة الصحة من أجل توفير الخزعة مقابل كل الحالات التي تأتي للجمعية سعودي أو غير سعودي على حساب الجمعية بمبلغ رمزي ٢٥٠ لكل خزعة

٧- ما السمات التي تعزز أو تثبط تجارب المرأة التي تسعى للوصول إلى معلومات عن سرطان الثدي؟

: على سبيل المثال، هناك بعض الأشياء التي تثير القلق والخوف لدى السيدة، فمثلما قالت الطبيبة أن الخزعة عندما تؤخذ ينتشر المرض، وهذه من الأشياء التي تهبط من عزيمة المرأة

A2: مثلاً عند إجراء الخزعة لا بد أن تكون بواسطة طبيبة مختصة، لأن الطبيبة التي ستأخذ الخزعة لا نعرف من هي، فقد يتم اخذ الخزعة بطريقة خاطئة، أو أن هناك سيده سمعت عن

أشخاص قاموا بإجراء الخزعة، وكان السرطان غير منتشر لكن عندما اخذوا العينة من المريضة، انتشر المرض أكثر، لكن هذا كلام ليس علمي على الإطلاق، فقد يكون المرض منتشر ولكن ليس ظاهراً، فالكشف عن المرض يأتي على عدة مراحل: المرحلة الأولى نسبة الشفاء منها 90%، والمرحلة الثانية لا تتجاوز النسبة 40%، والمرحلة الثالثة يصبح المرض منتشر داخل الجسم، ويعيش المريض على المسكنات، فقد يكون المريض الذي قام بإجراء الخزعة في المرحلة الثالثة دون أن يدري.

- لماذا لا تحاولون توصيل مثل هذه الرسائل لأنه في أغلب الأحيان، تكون السيدة خائفة أو بعضهم يقول "لقد أصبحت

مسنة وقد أموت في أي وقت، وليس هناك أي داعي للكشف والفحص، كيف تتعاملون مع مثل هذه العينات؟

A2 تقع هذه المسؤولية على عاتق المثقف الصحي، والطبيبة والفريق المرافق، فهؤلاء هم الذين يواجهون الجمهور ويقنعونهم بأن هذه المعلومات غير صحيحة، وأن ليس كل مريض سرطان يموت، فلدينا سيدات أصبن بالسرطان لكن لم يمتن، وقد شفين بالكامل بفضل مركز طبية.

على سبيل المثال، كان هناك طبيبة تدعى "هناء حكيم" هذ الطبيبة قامت بتأليف كتاب بعنوان "رحلتي الوردية"، واستقت

أحداثها من المستشفيات ومن مركز طبية. فعملية الإقناع ليست بسيطة أو سهلة.

وهناك أيضاً طبيبة أخرى تدعى "سامية العامودي"، لديها مركز في جدة، ومستشارة بالأورام، وهي مصابة بسرطان الثدي، وقد استأصلت الثدي أول مرة، ثم استأصلت الثدي الثاني ولا زالت تقاوم وأنشأت مركز خيرى، ودائماً تسعى وتناظر وتتحدث. في النهاية هي تعتبر ثقافة، فبعضهم يقولون كل هذا بسبب الحقنة، أو من العينة، لذلك، نحرص دوماً على توضيح أن الجمعية تبدأ بزرع الفكرة لدى الطفل، لتنمو الفكر معه، وهنا الطفل لن يخاف، وفي عالمنا الحديث انتشر العلم، ومشكلتنا أن أغلب الناس تدخل على متصفح جوجل لتبحث عن المعلومة، ولا تتأكد هل هذه معلومات علمية مؤكدة أم لا، فبعض المعلومات تكون صحيحة، وبعضها خاطئة، وهناك الترهيب، أو التبسيط، فمن أين تأخذ المعلومة، هنا تكمن المشكلة، وحتى على مستوى المعلومات والفتاوى الدينية، فهناك أكثر من 100 فتوى لأي موضوع، لكن هل هو موقع موثق؟ هل تأكدت من مدى صحة المعلومة ودقتها؟ هذه هي المشكلة، فمثلاً هناك عدة مراكز على مستوى المملكة، مراكز موثوقة مثل مراكز أبحاث مستشفى الملك فيصل التخصصي بالرياض، لديهم موقع إلكتروني، ولديهم علم حقيقي، لديهم معلومات عن الفحص الذاتي، وفيديوهات، وشرح مبسط عن أمراض السرطان بشكل عام، فإذا سألت عن نوع معين من السرطان يعرض لك فيديو توضيحي عنه، مثل هذه المواقع لا بد أن تعرفها الناس وتتابعها، لكن هل هي تعرفها؟

: هل فكرتم كجمعية أن تقوموا بتوعية الناس في الحملة القادمة عن هذه المواقع؟

A2: بالطبع، نحن نحاول باستمرار أن ننشر فيديوهات، ونحث على ذلك، فمثلاً في العام الماضي عرضنا في حملتنا لقاء مع الشيخ صالح المغامسي، وهو من الشخصيات التي لها أثر كبير، وقد قام بتوجيه رسالة مدتها 60 ثانية للسيدات يحثهم على هذا الأمر، وأنه من الواجب الشرعي للحفاظ على النفس، فالجمعية دائماً تسعى ولا تتوقف عن هذه الأشياء أبداً.

: أغلب الدراسات السعودية اللي قمت بتحليلها أجمعت على أن الخوف، والحياء والثقافة هي السبب الرئيسي لعدم وجود رسائل توعوية تحث المرأة على الكشف المبكر.

A2 : في العام الماضي، قام مركز الأبحاث بإطلاق الأسبوع الخليجي للسرطان، وزاروا المدينة المنورة، والسنة الماضية اعتمدوا سرطان القولون، وحالياً، بدأت مراكز الرعاية الصحية في فتح أقسام لفحوصات سرطان القولون وتحث على أن يكون الفحص إجباري للمريض، وقد ذكروا أنه في خلال عام ٢٠١٩ سيكون لديهم ٢٠ مركز لتقديم الخدمة، وحالياً يوجد في 4 مراكز وأضافوا جهاز الهشاشة في كل مراكز الرعاية الصحية الأولية والمطورة والجديدة، وذلك لأن مصروفات علاج ما بعد الإصابة بالهشاشة تكون قيمتها مكلفة أكثر من قيمة العلاج، فالعلاج مكلف جداً، لكن تكلفة علاج المريض في مراحل متأخرة تكون أعلى من تكلفة العلاج في مراحل مبكرة.

A2: في وزارة الصحة الكويتية بدولة الكويت، يقولون بدأنا عام ١٩٨٠، وكانت مثل السعودية الآن، حيث كانت نسبة الاكتشاف المبكر لا تتجاوز ٢٨٪.

وتبلغ نسبة الاكتشاف المبكر في الولايات المتحدة الأمريكية ٧٨٪، وعلى العكس، فهم ينتظرون إصابات في المرحلة الثالثة تأتي من الشرق الأوسط لإجراء الدراسات حيث أن اكتشافنا دائماً متأخر وحالياً، فإن دولة الكويت أصبحت مثل الولايات المتحدة من حيث نسبة الاكتشاف المبكر التي بلغت ٧٨٪، لديهم اكتشاف مبكر لكنهم بدأوا في عام ١٩٨٠، أي استغرقوا 39 عاماً من التعب حتى وصلوا لهذه المرحلة وخلال الخمس سنوات الماضية، ارتفعت نسبة الكشف المبكر في المملكة العربية السعودية، لكن حتى نصل إلى النسب العالمية، فسيستغرق الأمر بعض الوقت والجهد، لكن الجيل القادم مثقف وواعي، وبالتأكيد سيهتم بهذا الأمر. مثلما ذكرت من قبل، لابد أن يُزرع الأساس من الصغر، الكشف الذاتي هو أول خطوة، الفكرة هي الكشف الذاتي لكن كشف ذاتي بدون خوف، فليس كل تغيير يعني أن هناك مشكلة لأن هذه مشكلة أخرى، ففي العام الحالي، نصح البرنامج الوطني بعدم التحدث عن الكشف الذاتي حتى نتأكد أن معظم الناس لديها وعي أولاً، فبعض الفتيات تخاف إذا أحست بأي تغييرات جسدية حتى وإن كانت صحتها ممتازة، مثل التعرض للنحافة أو ظهور بعض التجعدات، فنجدها تُصاب بالذعر وتظن أنها مصابة بالسرطان فأبي مشكلة في الثدي تظن أنها سرطان، وقد تكون سليمة ولا تعاني من أي أمراض، لكنها قد تكون بعض التغيرات الفسيولوجية فقط لا غير، فهذا كله ثقافة، ووعي، فعندما تبدأ الفتاة في القراءة عن السرطان والتثقيف والتوعية بشكل صحيح، تتضح كل الأمور، وأيضا لابد أن يكون الشخص الذي يوصل المعلومة متمكن علمياً حتى يتسنى له تقديم الدعم بشكل صحيح، مثل المتعافين فهم أكثر الناس قدرة على توصيل المعلومة ببساطة وسهولة.

٨ - ما مدى إمام جمهوركم بالموضوع؟ هل لدى الجمهور خبرة سابقة في التهديد الصحي المحدد؟

A2 : في ثقافتنا العربية، يظن الكثير من الناس أن كلمة سرطان معناه الموت فقط، لدرجة أن بعضهم يقولون: "أريد أن أعيش في راحة، وأعيش حياتي بدون إزعاج، لا أريد أن أدخل في متأهة"، فكثيراً ما نسمع عن مريض السرطان أن ملامحه تتغير أو

نرى شعره يتساقط بسبب العلاج الكيميائي، وأنه مثل النار، لا يستطيع أحد تحمله، وأنه أثناء جلسات العلاج الكيميائي، قد يتعرض المريض لفشل كلوي، أو هبوط في قلب، أو نقص المناعة، وهذا ما يفعله مرض السرطان أثناء أخذ الجرعات، فإذا كانت المريضة لديها استعداد عالي للخوف، تمكن منها الخوف، حيث تكون كالموجهة، تسأل عن كل الأشياء التي تثير الخوف، لذلك، من المستحيل أن تفتنع بغير ذلك، فيكون لديها قناعة أنها إذا قامت بالفحص الذاتي، لن تنجو.

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### جمعية السرطان بالمنطقة الشرقية (interview transcript three)

A: يوجد لجنة اسمها "لجنة الأمل" تدعم المرضى نفسياً، فمثلاً: المريضة التي عندها مواعيد الكيماوي ومتخوفة تذهب إليها مجموعة من الفتيات ليدعمنها نفسياً. بطاقات إركاب ٥٠٪ تصدرها الجمعية بالتعاون مع الخطوط السعودية وسابنكو والقطار للمريض والمرافق، عمرة مجانية لكل مريض ومرافقه، غير الأجهزة التعويضية والمعنوية التي تقدمها الجمعية للمصابين والمتعافين والأطفال، عندنا -إن شاء الله- اليوم اجتماع مع جامعة الإمام حتى نقيم الطفل المصاب السنوي، اتفقنا أنه في الخدمة المجتمعية في جامعة الإمام نأخذ الأطفال وذويهم ونعمل لهم يوماً مفتوحاً في ساعات معينة ووقت معين، لتحسين حالتهم النفسية سواء أطفال من داخل المستشفى أو خارجها. من الأنشطة المهمة جداً في أعمال الجمعية تطوير الكوادر الطبية، من خلال الاشتراك في الندوات والمؤتمرات الطبية والاستفادة من علم المستشارين والطبيبات المتخصصات في علم الأورام؛ حتى يتلقوا منهم مستجدات علوم السرطان في المملكة. فكثير من الدكاترة والأطباء يدفعون آلاف الدولارات لكي يحضروا مؤتمراً علمياً في أمريكا. ولكن الجمعية تقدم هذه الخدمة الجليلية، بتوفير نسخ من المحاضرات التي تُلقى في أمريكا مجاناً لتُلقى على الدكاترة هنا في المملكة العربية السعودية. ورغم كل ما تقدمه الجمعية من خدمات فإنها تفتقر إلى الدعم المادي من رجال الأعمال. والدعم المادي الذي تقدمه الدولة لا يوفي نشاطات الجمعية للأسف وأقولها بكل تجرد: الجمعية بحاجة لمن يدعمها مادياً كي تستطيع أن تؤدي رسالتها على أكمل وجه. أعضاء مجلس الإدارة بقيادة الشيخ تركي لم يُقصروا، ولكننا بحاجة لكل إنسان ميسر أن يمد يد العون للأعمال الخيرية، هذا طبعاً في كل ما يخص أعمال الجمعية.

الباحثة: تسجل المنطقة الشرقية أعلى نسبة إصابة مقارنةً ببعض مناطق المملكة العربية السعودية، لماذا؟

أشكرك على هذا السؤال، لكنه سؤال طبي يجب أن يوجّه لطبيب مختص، ويسعدني أن أجيبك عن كل ما يتعلق بالأمر الإداري التنظيمية.

ولكن، أستطيع القول بأن هناك أطباء وأشخاصاً يرون أن هناك أسباباً كثيرة لارتفاع نسبة الإصابة بالأورام، منها العامل الوراثي، والعامل النفسي، وربما الآثار الناتجة عن حرب الخليج التي بدأت تظهر لاحقاً. في الواقع لم تُجر الجمعية أبحاثاً عن أسباب تلك النسبة المرتفعة، ولكنها مهتمة بالأبحاث اهتماماً كبيراً وهي أول جمعية تتبنى مسابقات الأبحاث بين الأطباء؛ فالبحث الأول أُجري تحت سن الأربعين وعلى مستوى الدول العربية، وحصل على المركز الثالث طبيب سعودي، واستمرنا على هذا الحال حتى الدورة الرابعة كل المراكز الأولى احتلتها السعودية. وحاز المركز الأول في الدورة الثالثة دكتورة سعودية في المركز التخصصي، وهذا شيء يتلج الصدر.

## العلاقات العامة:

### ١- ما الدور الذي يؤديه ممارسو العلاقات العامة داخل المنشأة؟

S2: عمل إعلامي، فلا يوجد في الجمعية قسم علاقات عامة، نحن نقوم بمهام العلاقات.

S: لا يوجد قسم للعلاقات العامة، أنا فقط شغلي في الأنشطة اجتماعية كنتقيف ووعي. ليس عندنا قسم خاص للعلاقات العامة، وأي موظف لديه طلب أو مشكلة فإننا نتعاون جميعاً في حلها. أنا مسؤولة أنشطة اجتماعية داخلية أو خارجية. دوري في المؤسسة هو التثقيف التوعوي، والاتصال مع الجهات التي سنذهب لها مثل الشركات وغيرها.

### ٢- هل لديكم قسم علاقات عامة في مؤسستك؟ إذا لم يكن الأمر كذلك، فما القسم الذي يقوم بهذا الدور؟

S2: لا يوجد، ولكن قسم الإعلام يقوم بمهام قسم العلاقات العامة، دوري هو التواصل مع الجهات الحكومية والخاصة، وبناء علاقات مع شركاء الجمعية، والتواصل مع الداعمين والرعاة، والقنوات، والتنسيق، والاستقبال والعلاقات، وأحياناً إعداد الخطط الإعلامية للفعاليات.

### ٣- ما مدى استخدام ممارسات واستراتيجيات العلاقات العامة في تحقيق أهداف المؤسسة والتغلب على التحديات؟

S2: الجمعية حريصة على الاستفادة من كل ما يتعلق بالإعلام في تحقيق أهدافها؛ من ناحية تفعيل وسائل الإعلام ومواقع التواصل الاجتماعي كافة، وكذلك الإعلام التقليدي في تحقيق التوعية والتثقيف لجمعية السرطان؛ سواء في فعاليتها الداخلية أو الخارجية في المجمعات والمواقع الحيوية وغيرها من الأماكن.

### ٤- ما دور العلاقات العامة في الحملات التوعوية؟

S2: يؤدي الإعلام دوراً رئيساً وأساسياً في هذه الحملات، خاصة قبل إطلاقها من ناحية النشر في وسائل الإعلام، في إيصال المعلومة لإفراد المجتمع؛ ومن ثمّ مشاركتهم لنا في هذه الحملات خلال إقامتها، وكذلك تسليط الضوء عليها بعد انتهاء الحملات؛ أي أنّ دور الإعلام لا يتوقف عند انتهاء الحملة.

## التواصل الاجتماعي:

### ١- هل هناك تنوع في استخدام الوسائل التواصل الاجتماعي؟ ما أكثر المنصات اعتماداً من قبلكم؟ ولماذا؟

S2: الإعلام التقليدي لا يزال موجوداً، لكن التركيز حالياً على مواقع التواصل الاجتماعي باعتبارها الأكثر وصولاً للمجتمع؛ فالتركيز عليها بشكل أكبر وأكثر من الصحافة والتلفزيون والإذاعة. "تويتر" هو الأهم، لا بُدّ من تحديثه يومياً هو وغيره من حسابات التواصل الاجتماعي إذا كان هناك فعاليات، أما في الأيام العادية فنقوم بنشر ما يتعلق بالتوعية والتثقيف عن المرض، لكن التغريد ليس بالضرورة أن يكون يومياً.

## ٢- كيف تبني الجمعيات استراتيجية ناجحة للتواصل عبر تويتر؟

**S2:** من خلال الشراكات مع الحسابات الأكثر تواصلاً ومتابعة في المنطقة، وأيضاً من خلال تنشيط الرسائل التوعوية والتنشيطية التي تلامس أهداف الجمعية.

## ٣- هل يقتصر نشاط الجمعية التوعوي على شهر أكتوبر، أم يستمر طوال السنة؟ مع التوضيح.

**S2:** لا يقتصر عمل الجمعية على شهر أكتوبر فقط؛ فشهر أكتوبر هو فقط خاص بالتوعية عن سرطان الثدي لأنه هو الشهر العالمي لهذا المرض، ولكن عمل الجمعية مستمر على مدار السنة بفاعليات متنوعة تشمل التوعية والتنشيط بشكل عام.

## ٤- هل يُنظر إلى منصات التواصل الاجتماعي على أنها ثنائية الاتجاه؟ نعم ولماذا؟

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## ٥- هل يتم الرد على أسئلة المتابعين عبر تويتر بشكل دائم؟ نرجو التوضيح.

**S2:** نعم، على مدار الساعة وبشكل دائم نجيب عن كافة الأسئلة، فإذا كانت الأسئلة عامة ومعروفة لدى العلاقات والإعلام يتم الرد مباشرة، وفي حالة وجود أسئلة طبية يتم تحويلها إلى اللجنة العلمية والإجابة عنها ثم إرسالها للسائل.

## ٦- ما استراتيجية التواصل المتبعة في التعامل مع العلاقات الإعلامية؛ على سبيل المثال الصحافة؟

**S2:** لدينا في الجمعية قائمة كبيرة من الصحفيين في مختلف الصحف، ويتم التواصل معهم في كل المناسبات، وحتى بدون مناسبات لنا اجتماعات دورية ليست فقط للصحفيين ولكن للإعلام بشكل عام من إعلام تقليدي (صحافة، تلفزيون، إذاعة) وكذلك نشطاء التواصل الاجتماعي؛ فتُعقد الاجتماعات دورياً للمساعدة في خدمة الجمعية. اللجنة الإعلامية تقوم بالتنسيق معهم

## الحملات التوعوية:

### - صف تجاربكم السابقة في التخطيط للحملات التوعوية؟

**S2:** كل حملة عندنا يكون لها خطة إعلامية مسبقة تتعلق بالعلاقات والإعلام والتسويق.

### ٢- من وجهة نظركم، ما الخطوات العملية التي ينبغي اتباعها لضمان نجاح الحملات التوعوية؟

**S2:** التخطيط، بناء فريق عمل قادر على تنفيذ المهام، اختيار الشركات المناسبة للحملة، الحملة الإعلامية بشكل عام واستخدام وسائل التواصل الاجتماعي (الإذاعة، التسويق، الصحافة) وكل ما يتعلق بالحملة الإعلامية.

### ٣ ما خطوات إعداد حملات توعية سرطان الثدي وتنفيذها؟ (أهداف الحملة، المستهدفون، الداعمون)؟

**S2:** أهداف الحملة: التوعية وتثقيف المجتمع، تقديم الدعم للمرضى، والتكامل مع الجهات للحدّ من انتشار السرطان.

الجمهور المستهدف: المجتمع من المراهقة والطفولة، لكن هذه الفئة لا نستهدفهم بشكل خاص، بل نقدم لهم فعاليات توعية تثقيفية للأطفال. وإنّ عمر ١٨ سنة فما فوقها هو المستهدف الأساسي. الداعمون: الجهات الحكومية هي الأساس في التوعية والتثقيف، نحن معتمدون عليهم مثل: الشؤون الصحية والجمعيات الأخرى ووزارة العمل والتنمية الاجتماعية، وكذلك نعتد على الدعم الخاص من شركات أغلبها شركات أدوية، وأحيانا الشركات الكبيرة مثل أرامكو.

### ٤- ما الاستراتيجيات الاتصالية التي تستخدمها الجمعية للتواصل مع الجمهور المستهدف؟

**S2:** إعداد الفعاليات في الإدارات الحكومية والجهات الخاصة ومجمعات تجارية، حملات، مجسمات.

### ٥- هل هناك أساليب متنوعة تُستخدم لمختلف الجماهير؟ ولماذا؟

**S:** هناك الحملات التي نطلقها، ونرسل أيضاً خطابات استضافة للمستشفيات؛ فمثلاً، خلال هذين الأسبوعين تهتم الجمعية بالجاليتين (المصرية والسودانية) وجمعية أسر التراحم، وفي الشهر القادم تستضيف (جمعية وُدّ) لحضور برنامج حيث تُلقي دكتورة استشارية محاضرة عن السرطان، وبعدها دكتور أخصائي تغذية يعطي محاضرة عن المواد الغذائية المفيدة، وما الأكل الذي يجب أن نتجنبه، وأيضاً سبل الوقاية من السرطان، وبعد ذلك يقومون بعمل فحص ماموغرام للجاليات وعقد مسابقات لهم، وتقديم جوائز للجاليات، فكل هذا البرنامج هو من عمل الجمعية. لو عقدنا مقارنة بين هذه السنة وبين سنة ٢٠٠٨ أو ٢٠٠٩ لاتضح الفرق الكبير الحاصل في معدل الإقبال على الفحص؛ نظراً لعدم وجود توعية في الماضي كما هي الآن، وعماماً بعد عام يزيد الوعي والإقبال على الفحص؛ فالناس صارت هي التي تتصل، والمدارس يتصلون لكي نقوم بعمل حملة توعية للطالبات. فكلما زادت التوعية تم اكتشاف المرض مبكراً وزادت فرصة الشفاء منه، وهناك سيدات كثيرات يأتين إلى المركز للفحص.

**S2:** نحن نركز على القنوات الإعلامية، ووسائل التواصل الاجتماعي بشكل كبير، وكذلك الإذاعة، والصحافة لتوعية المرضى أو أفراد المجتمع، الذين نستهدفهم من ناحية الفعاليات والحملات والجهات الخاصة، وذلك عندما نريد أن نتواصل معهم بشكل مباشر.

### ٦- ما استراتيجيات التواصل المستخدمة في مختلف الحملات؟ ولماذا؟

**S2:** الكتيبات، النشرات التوعوية، المحاضرات التوعوية. ونشرات توعية عبر وسائل التواصل الاجتماعي.

٧- هل تعتقد أنّ حملة "الشرقية وردية" كانت ناجحة بشكل عام، وهل حققت الأهداف المنشودة كافة؟ أرجو التوضيح.

S: آخر حملة أطلقناها هي: "الشرقية وردية" وكان الإقبال شديداً على الفحص، وعدد الناس كبيراً جداً، وضعنا عربات الفحص في مجمع الراشد، أيّ سيدة أو فتاة موجودة في المجمع نوعياً ونسأل عن عمرها؛ فإذا استوفت الشروط نجعلها تذهب مع إحدى المتطوعات لسيارة الماموغرام لتُجري الفحص، كما وضعنا غرفة صغيرة شكلها مثل مركز مي الجبر داخل المجمع، مجسم يشرح كيفية الفحص الذاتي، كانت هناك طبيبتان تشرحان كيفية الفحص، وكان الإقبال كبيراً، ومع الأسف نسبة المرض كانت كبيرة جداً، قد يكون بسبب حرب الخليج، والأكل غير الصحي مثل الوجبات السريعة، فكلما زادت الحضارة تطوراً زاد انتشار المرض.

S نعم، كلما زدنا التوعية زاد عدد المنتفعين، فكانت الحملة موجودة في أغلب المراكز في الراشد وفي الستي مول والقطيف والقريات وحفر الباطن، فكنا نوعي الناس أنّ الفحص مجاناً، وليس هناك أيّ مبلغ يُدفع للفحص.

استراتيجية الحملة: نختار دكاترة معينين يكونون موجودين، متطوعين، ونحدد لهم دورهم في الحملة، كما أنّ الإعلام يقوم بإرسال رسائل للجمهور قبل الحملة من خلال تويتر وغيرها من المنصات؛ وذلك لتحقيق أكثر من فائدة؛ منها تشجيع الناس للفحص والاطمئنان على الصحة، ومنها دعوة المقتردين للتبرع والدعم، ومنها تنشيط المجتمع من خلال عقد مسابقات وأنشطة للأطفال مثل الرسم على الوجه؛ لكي نجعل المرأة تأتي وتضع ابنها في قسم الأطفال وتتجه هي للفحص. أحياناً يأتي شباب يسألون فنقوم بتوزيع كتيبات عليهم ونشرح لهم.

S2: الحملة كانت ناجحة بكل المقاييس، لمسنا ذلك من خلال ما شاهدنا وسمعناه من إشادة وتفاعل من المجتمع على أرض الواقع، من ناحية الحضور لم تقتصر على أفراد المجتمع، فبشكل عام كان هناك حضور من جهات حكومية وجهات خاصة كبيرة في المنطقة الشرقية من وفود مختلفة، وأيضاً كان هناك تمثيل من جهات صحية من مختلف دول الخليج في هذه الحملة، وحققتنا أثراً واضحاً، والدليل تحقّق الهدف بفحص عدد كبير من السيدات خلال هذه الحملة.

### التوعية:

1 - ما الرسائل التي تسعى إلى نشرها للتعريف بسرطان الثدي؟ ولماذا؟

S2: اللجنة العلمية مسؤولة عن إعداد التغريدات على تويتر، ويتمّ نشرها عن طريق اللجنة الإعلامية، وحتى الخبر الصحفي يُعتمد من اللجنة العلمية، وبعد ذلك يتمّ نشره إعلامياً. هي الرسائل التي تتعلق بالتنوع والتثقيف والمطالبة بالكشف المبكر عن هذا المرض، وهذا أهم هدف في الحملات التوعوية لسرطان الثدي نتيجة الإصابات المرتفعة لهذا المرض، فالكشف المبكر يحمي من تطور المرض.

## ٢- ما الآليات التي يتم استخدامها في صياغة الرسائل الإقناعية وتكوينها؟

**S2** : نحن نركز على كل ما يلامس المجتمع ويكون مؤثراً في المتلقي، نركز على الرسائل البسيطة المفهومة لمختلف المستويات والأفراد حتى تكون أكثر إقناعاً، ونبعد عن التخويف في هذه الرسائل، ونعتمد على الجانب الإيجابي.

## ٣- هل تضمنت الرسالة معلومات مناسبة من الناحيتين الكمية والنوعية؟

**S2**: الرسائل تضمنت معلومات مناسبة من ناحية الكم والنوع، لا نحرص على الإكثار في عدد الرسائل في مثل هذه الحملات، ولكن تكون رسائل مختصرة وهادفة وموجهة، وتكون لكل الفئات والأجناس، ليست فقط للنساء بل للرجال أيضاً.

## ٤- هل تأخذ بعين الاعتبار العوامل الثقافية واللغوية عند تصميم الرسائل التوعوية؟ كيف؟

**S2**: يتم نشر الرسالة للجمهور بشكل مبسط وسهل ومفهوم للكل، حتى المصطلحات الطبية المعقدة نحاول أن نبعد عنها. بالنسبة للعوامل الثقافية، نحرص على أن تكون الرسائل متنوعة وشاملة، ومن الناحية اللغوية بالتأكيد لا بد أن تكون اللغة سليمة، وأيضاً ينبغي الالتزام بالعوامل الثقافية ومراعاتها، ولكن ننزل إلى محتوى بسيط لبعض المتلقين بحيث تكون الرسائل بسيطة ومفهومة وبعيدة عن التعقيدات أو المسائل الطبية والمصطلحات المتخصصة، ولكن بالنهاية تكون الرسائل مصممة حسب كل المعايير السليمة للنشر.

**٥- ما أنواع الأنشطة التثقيفية الهادفة لتوعية النساء بسرطان الثدي؟ على سبيل المثال: إرسال رسالة دعوة ونشرة مصممة ثقافياً ولغوياً، ومكالمات هاتفية.....الخ؟**

**S2** : عندنا محاضرات تثقيفية ومعارض في المجمعات والجهات الحكومية والخاصة، يعني في كل مواقع المجتمع، أيضاً يتم عمل زيارات لهذه الجهات واستضافتهم في الجمعية وتقديم محاضرات وندوات تثقيفية تتحدث عن مرض سرطان الثدي.

## ٦- ما مدى استجابة الجمهور المستهدف للرسائل التوعوية؟

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## ٧- ما السمات التي تعزز أو تثبط تجارب المرأة التي تسعى للوصول إلى معلومات عن سرطان الثدي؟

**S2** : نحرص على إيجاد الرسالة التي ترفع المعنويات، والتي تُسهم في توجيهها للكشف المبكر، ونستدل بحالات كثيرة تم اكتشاف إصابتها في مراحل مبكرة أو متوسطة أو حتى في مراحل متأخرة، والحمد لله تحقق الشفاء نتيجة اكتشاف هذا المرض، ونستدل كذلك بوجود العديد من المصابات اللاتي تعافين وأصبحن مؤثرات في المجتمع، وعضوات في الجمعية ويقدمن خدمات للجمعية.

٨- ما مدى إلمام جمهوركم بالموضوع؟ وهل لدى الجمهور خبرة سابقة في التهديد الصحي المحدد؟

**S2 :** كثير من زوار هذه الحملات التوعوية نكتشف افتقارهم إلى الثقافة والوعي بالمرض، وخاصة النساء، لدرجة الجهل بأبسط أعراض الإصابة بالمرض؛ لذلك نحرص على إيصال المعلومة الكاملة لهم بحيث تشمل الأعراض وطرق الوقاية والكشف المبكر، والحمد لله نصل لهم عن طريق جميع الوسائل الإعلامية في مواقع التواصل الاجتماعي أو الصحافة أو التلفزيون أو الإذاعة، وكذلك الجهود الميدانية في مثل هذه الحملات.

**S:** نعم، الآن ألاحظ نسبة كبيرة من الناس تقوم بعمل فحص، وهناك إقبال كبير جداً ومنتزاعاً.

## جمعية بلسم (interview transcript four)

أولاً : العلاقات العامة

١- ما الدور الذي يلعبه ممارسي العلاقات العامة داخل المنشأة؟  
Balsam/P الجهاز الذي يربط المؤسسة بجمهورها الداخلي والخارجي  
لبحث أنسب طرق التعامل الناجحة المتبادلة بين المنظمة وجمهورها الداخلي والخارجي لتحقيق أهدافها مع  
مراعاة القيم والمعايير الاجتماعية والقوانين والأخلاق العامة بالمجتمع

٢- هل لديكم قسم مختص بالعلاقات العامة ؟ إذا لم يكن الأمر كذلك ، ما القسم الذي يقوم بهذا الدور؟  
نعم يوجد

٣- ما مدى استخدام ممارسات واستراتيجيات العلاقات العامة في تحقيق أهداف المؤسسة والتغلب على التحديات؟  
يمثل قسم العلاقات أحد الأسس الضرورية لإبراز جهود المؤسسة وتمكينهم من مواجهة التحديات التي تحيط بهم  
ولأجل الوصول الى شريحة واسعة من المجتمع يجب على ممارس العلاقات العامة ان يكون ملم بشكل تام عن المنشئه التي  
يمثلها .

٤- ما دور العلاقات العامة في الحملات التوعوية؟  
دور مهم جداً ومؤثر بشكل كبير في منشئتنا

ثانياً: التواصل الاجتماعي

١- هل هناك تنوع في استخدام منصات التواصل الاجتماعي ؟ ما أكثر المنصات اعتماداً من قبلكم ؟ ولماذا؟  
تحرص الجمعية على النشر في مواقع التواصل من اهمها منصة تويتر نظراً لأنها المنصة الاله في المملكة العربية السعودية

٢- كيف تبني الجمعيات استراتيجيات

ناجحة للتواصل عبر تويتر؟

التغريد بشكل مستمر ان لا تكون المقالات طويلة ومملة -اختيار تصاميم بجوده عالية -معرفة استخراج المادة الأساسية للعامة  
بأسلوب بسيط

٣- هل يقتصر نشاط الجمعية التوعوي على شهر اكتوبر أم يستمر طوال السنة؟ نرجو التوضيح ؟



لا يقتصر، يوجد لدى الجمعية خطه سنوية تتجدد وتعتمد كل بداية سنة ميلاديه علماً بأن منشئتنا تعمل على الجانب الخيري والتزفيهي لمرضى السرطان وتفعيل جميع الشهور والايام العالمية للسرطان مع التركيز على التوعية عن اكثر السرطانات المنتشرة في الخليج

٤- هل يُنظر الى منصات التواصل الاجتماعي على أنها ثنائية الاتجاه؟ ولماذا؟  
سؤال غير واضح

٥- هل يتم الرد على أسئلة المتابعين عبر تويتر بشكل دائم؟ نرجو التوضيح؟  
يتم الرد بشكل مستمر على جميع الاستفسارات بعض النظر عن الانتقادات لا يتم الرد عليها بشكل علني ابدأ للحفاظ على صورة المنشئة الاعتبارية

٦- ما استراتيجية التواصل المتبعة في التعامل مع العلاقات الاعلامية على سبيل المثال الصحافة؟

يتم صياغة الاخبار للصحف وارسالها للمتعاونين بجانب النشر في موقع المنشئة الرسمي التفاعل في وسائل التواصل الاجتماعي قبل وبنفس وبعد الحدث مثلاً: ملتقى مرضى السرطان السنوي نشر صور المناسبة في مواقع التواصل الاجتماعي لمشاركه العامة اللحظة

ثالثاً: الحملات التوعوية

1 - صف تجاربكم السابقة في التخطيط للحملات التوعوية؟

تجارب جيده ولكن مع مرور السنوات اصبحت افضل نظراً لتركيز على مواقع التواصل الاجتماعي لوصول الرسائل بشكل اسرع واقل تكلفه

2 - من وجهة نظركم ما الخطوات العملية التي ينبغي إتباعها لضمان نجاح الحملات التوعوية؟

التخطيط المسبق بالتأكد لضمان توصيل الرسالة بالشكل المطلوب

٣ ما خطوات إعداد وتنفيذ حملات توعوية سرطان الثدي؟ ( أهداف الحملة ، المستهدفون ، الداعمون )؟  
سرطان الثدي منشور في دول الخليج بشكل كبير التجهيزات تكون له مسبقه ويتم التركيز على المدارس نظراً لوجود اكبر عدد ممكن من الشباب لانهم الجيل القادم والمعلمات الذين اعمارهم عمر الكشف الداعمين يتم التواصل مع الداعمين المهتمين بمرض السرطان بعد اعداد الخطة العملية للحملة وتوضيح ان شعار الداعم سيكون موجود في جميع بوسترات الحملة .

٤- ما الاستراتيجيات الاتصالية التي تستخدمها الجمعية للتواصل مع الجمهور المستهدف؟  
الخطابات للجهات والاعلان في اللوحات الطرقية والجسور ووسائل التواصل الاجتماعي

٥- هل هناك أساليب متنوعة تستخدم لمختلف الجماهير؟ ولماذا؟

نعم ومهم نظراً ان ليس كافة افراد المجتمع مثقفين النساء الغير متعلمات لا يتم الشرح لهم عن طريق البروجكتر وعرض المواد والدراسات الطبية يتم التحدث بشكل شفهي والتركيز على ان السرطان اصبح مرض غير مميت وعرض تجارب نجاه لسيدات سابقات

٦- ما استراتيجيات التواصل المستخدمة في مختلف الحملات ؟ ولماذا؟  
٧ هل تعتقد أن حملة "لا تهملني إشارة " كانت ناجحة بشكل عام وهل حققت كافة الأهداف المنشودة؟ أرجو التوضيح؟  
لم تعمل منشئتنا عليها من منظور شخصي حملة ناجحة نظراً لتفعيل الجانب الطبي والاعلامي والاجتماعي معاً

#### رابعاً: التوعية

1- ما الرسائل التي تسعى إلى نشرها للتعريف بسرطان الثدي ؟ لماذا ؟

اختيار رسائل طبيه قصيره وسهلت الفهم-التشجيع على الفحص المبكر عن سرطان الثدي وتوضيح ان جهاز الماموغرام يستطيع اكتشاف الورم قبل نموه ب3سنوات وتكون فرصة النجاة اكيدة بإذن الله بدلاً من وصف السرطان على انه مرض مميت بث روح الامل بالشفاء منه نظراً ان سرطان الثدي اكثر الاورام نسبة شفاء تصل ل98%

٢- ما الآليات التي يتم استخدامها في صياغة وتكوين الرسائل الإقناعية؟

اخذ جميع المعلومات من مصدر موثوق وعدم الاعتماد على صفحات الانترنت على سبيل المثال منشئتنا جميع مصادرها المركز الخليجي لمكافحة السرطان-الاتحاد الخليجي لمكافحة السرطان-المجلس الصحي الوطني

٣- هل تضمنت الرسالة معلومات مناسبة من الناحية الكمية والنوعية؟

في العام السابق ركزت الجمعية على التوعية في القرى نظراً لعدم وجود حملات مكثفه ونسبة الوعي قليلة جداً وكانت تجربته ناجحة جداً

3- هل تأخذ بعين الاعتبار العوامل الثقافية واللغوية عند تصميم الرسائل التوعوية ؟ كيف؟

نعم ومهم نظراً ان ليس كافة افراد المجتمع مثقفين النساء الغير متعلقات لا يتم الشرح لهم عن طريق البروجكتر وعرض المواد والدراسات الطبية يتم التحدث بشكل شفهي والتركيز على ان السرطان اصبح مرض غير مميت وعرض تجارب نجاه لسيدات سابقات

٥- ما أنواع الأنشطة التثقيفية الهادفة لتوعية النساء بسرطان الثدي؟ على سبيل المثال إرسال رسالة دعوة ونشرة مصممة ثقافياً ولغوياً ، ومكالمات هاتفية ..... إلخ؟

التنوع وتم التوضيح فالسابق ان التحدث بشكل طبي اصبح ممل في مجتمعنا على سبيل المثال لدى الجمعية لجنة امل بلسم مكونه من سيدات ناجيات من مرض السرطان والأخصائية الاجتماعية والنفسية يعرضون تجربتهم مع المرض بحيث تشجيع النساء على عدم التخوف من اجراء الفحوصات والاطمئنان  
وضع سيارة الكشف المبكر في المولات ولاقت نجاح كبير حيث تم اكتشاف8مصابات من اصل 700سيده اقبلت على الكشف

٦- ما مدى استجابة الجمهور المستهدف للرسائل التوعوية ؟

ال3 سنوات الأخيرة نسبة الكشف المبكر عالية ولكن لايزال المجتمع النسائي يرفض التقبل والتخوف من الكشف

٧- ما السمات التي تعزز أو تثبط تجارب المرأة التي تسعى للوصول إلى معلومات عن سرطان الثدي؟

تسعى مملكتنا العزيزة على توفير جميع سبل الكشف وعيادات الأشعة تحتوى على افضل الأجهزة الطبية بجانب ان حسابات وزارة الصحة والمجلس الصحي الوطني يقدم المعلومات بشكل سلس وغير مخيف

٨- ما مدى إلمام جمهوركم بالموضوع ؟ وهل لدى الجمهور خبرة سابقة في التهديد الصحي المحدد ؟

تكمّن خطورة مرض السرطان في عدم إلمام والتخوف من الكشف حسب زيارتنا المتكررة على المدارس لدى المعلمات  
معلومات خاطئه كثير عن سرطان الثدي اهمها ان جهاز الكشف يسبب السرطان وان الحمالة الصدرية ومزيل التعرق سبب  
وهذا غير صحيح بناتاً تسعى الجمعية دائماً مع تشجيع النساء على الفحص على تصحيح جميع المعلومات الخاطئة لكي لا تكبر  
الفجوة اكثر

## جمعية ظهور (interview transcript five)

اولاً : العلاقات العامة

1- ما الدور الذي يلعبه ممارسو العلاقات العامة داخل المنشأة؟

Tahoor/P: استضافة زوار الجمعية

2- إعداد التقارير الدورية عن أنشطة وأعمال وبرامج الجمعية.

3- تجهيز النشرات والمطبوعات ذات العلاقة بأنشطة وبرامج الجمعية.

٢- هل لديكم قسم مختص بالعلاقات العامة ؟ (حاليا.. لا يوجد قسم مختص بالعلاقات العامة) إذا لم يكن الأمر كذلك، ما القسم الذي يقوم بهذا الدور؟ تقوم إدارة التطوير والإدارة التنفيذية للجمعية بأعمال القسم.

٣- ما مدى استخدام ممارسات واستراتيجيات العلاقات العامة في تحقيق أهداف المؤسسة والتغلب على التحديات؟ نستطيع القول أن ممارسات واستراتيجيات العلاقات العامة تساهم بتحقيق أهداف الجمعية بنسبة تتراوح ما بين (50 – 60%)، واجهنا العديد من المشكلات في استقطاب أشخاص لإدارة قسم العلاقات العامة، لكن محاولتنا كانت تنتهي بالفشل بسبب عدم كفاءة الأشخاص الذين يتم استقطابهم، أو بسبب تركهم العمل.

٤- ما دور العلاقات العامة في الحملات التوعوية؟ يركز دور العلاقات العامة في الحملات التوعوية في عدة جوانب أهمها:

(أ) تجهيز المواد والرسائل المراد إيصالها إلى الفئات المستهدفة.

(ب) التواصل مع المتطوعين للقيام بأداء بعض الفرص التطوعية.

(ج) استقطاب الشركاء والمشاركين والداعمين لبرامج التوعية.

(د) التصوير بأنواعه المختلفة.

(هـ) دعوة الصحفيين وتجهيز المادة الإعلامية لهم.

(و) تنظيم عملية تكريم المشاركين بحملات التوعية من حيث تجهيز الدروع والشهادات وغير ذلك.

ثانياً: التواصل الاجتماعي

١- هل هناك تنوع في استخدام منصات التواصل الاجتماعي؟ نستخدم منصات التواصل الاجتماعي التالية: فيسبوك، تويتر، إنستجرام، يوتيوب إضافة إلى موقعنا الإلكتروني. ما أكثر المنصات اعتماداً من قبلكم؟ ونعتمد بالدرجة الأولى على منصة تويتر. ولماذا؟ لأنها أسهل وأوسع انتشاراً ويطلبها معظم عملاء الجمعية.

٢- كيف تبني الجمعيات استراتيجية ناجحة للتواصل عبر تويتر؟ من المؤسف أن استراتيجيتنا ضعيفة إلى حد ما في هذا المجال بسبب غياب فعالية قسم العلاقات العامة، إلا أنها استراتيجيتنا قائمة على:

- (أ) نشر أخبار الجمعية وأنشطتها في مدة لا تتجاوز 24 ساعة من تاريخ حدوث النشاط أو الفعالية.  
(ب) أداء دور التوعية في بعض المناسبات من خلال بث رسائل متعلقة بمكافحة الأمراض السرطانية.

٣- هل يقتصر نشاط الجمعية التوعوي على شهر أكتوبر أم يستمر طوال السنة؟ (لا) نرجو التوضيح؟ يستمر نشاط الجمعية طيلة شهور السنة، لكن هنا تركيز على شهر أكتوبر الذي يتزامن مع شهر التوعية بسرطان الثدي، وكذلك شهر فبراير، الذي يتزامن مع اليوم العالمي للسرطان 4 فبراير واليوم العالمي لسرطان الأطفال 15 فبراير، فتمتد فعاليات التوعية طيلة الشهر، كما أن الجمعية تطلق حملات التوعية في جميع المناسبات العالمية الصحية ذات العلاقة بالأمراض السرطان مثل (سرطان القولون، الأنسجة الرخوة، الرئة، الغدد اللمفاوية وغيرها).

٤- هل يُنظر الى منصات التواصل الاجتماعي على أنها ثنائية الاتجاه؟ نعم ولماذا؟ فحن نرسل رسائلنا إلى المجتمع، ونستقبل اقتراحاتهم سواء بالتعليقات على التغريدات أو على الرسائل الخاصة (طبعا هذا فيما يتعلق بمنصات التواصل الاجتماعي) ونحاول قدر الإمكان الإجابة على طلباتهم أو تقديم أية إيضاحات تراوهم.

٥- هل يتم الرد على أسئلة المتابعين عبر تويتر بشكل دائم؟ نعم بنسبة تصل إلى نحو 80%، نرجو التوضيح؟ معظم أسئلة المتفاعلين تكون حول طلب الوظائف أو بعض الانتقادات أو المديح.

٦- ما استراتيجية التواصل المتبعة في التعامل مع العلاقات الإعلامية على سبيل المثال الصحافة؟ من المؤسف أن علاقتنا مع الصحافة أدنى من المستوى المقبول، لكننا نوجه لهم الدعوات عند كل فعاليات أو نشاط تقوم به الجمعية، وعادة ما يكون حضورهم محدودا، ومقابل ذلك هناك حضور من مشاهير منصات التواصل الاجتماعي الأخرى مثل سناب شات وبعض قنوات يوتيوب التي يقوم عليها أشخاص مهتمون بأخبار محافظة عنيزة التي تقع فيها الجمعية، ونحن بالعادة نقدم للصحفيين مادة إعلامية أو تعريف بالنشاط وبعض الصور، ويتولى الصحفيون بعد ذلك التعديل والنشر، نحن غير راضين عن استراتيجيةنا في التواصل الإعلام بشكل عام وذلك لعدة أسباب، من بينها عدم وجود قسم علاقات عامة فعال لدينا، إضافة إلى محدودية مكان العمل الذي نعمل فيه، ونقصد بيئة العمل الحالية، ونحن ننتظر انتقالنا إلى مقرنا الجديد خلال عام، وبإذن الله سيكون متاحا لنا تعزيز دور العلاقات العامة وبناء قسم نموذجي للعلاقات العامة والإعلام.

ثالثا: الحملات التوعوية

١ - صف تجاربكم السابقة في التخطيط للحملات التوعوية؟ لدينا خطة نموذجية لتنفيذ أي برنامج تتضمن جميع الخطوات التي يجب القيام بها ابتداء من الخطوة الأولى وانتهاء بتقييم المواقف وكتابة التقرير، وتتضمن الخطة برنامجاً زمنياً لكل حدث، ونطبق هذه الخطة عادة وتكون النتائج إيجابية وتكون خالية من المفاجآت، ولكن في بعض الأحيان يتم تحييد هذه الخطة والبدء بتنفيذ البرنامج بدون خطة، وهنا عادة تقع في كثير من المفاجآت ونتجاهل بعض الخطوات في أحيان أخرى، إلا أن نسبة الحملات التي يتم تنفيذها بموجب الخطة تصل إلى نحو 60% من إجمالي الحملات.

٢ - من وجهة نظركم ما الخطوات العملية التي ينبغي إتباعها لضمان نجاح الحملات التوعوية؟ نعمل عادة على عقد اجتماع داخلي لمناقشة الحملة، وما الذي يجب علينا فعله من أجل نجاحها، ثم نبأ بعمل خطة قبل وقت كاف من الفعالية تتضمن اسم الحملة وأهدافها وعلاقة الحملة بأهداف الجمعية، كما تتضمن الخطة بعض الإجراءات التي يجب البدء بها قبل موعد الحملة بنحو شهر أو شهرين لنتمكن من الحصول على الموافقات والتصاريح الرسمية، وهذا يعني أن الخطة يجب أن تكون مكتوبة قبل موعد الانطلاق بما لا يقل عن شهرين، على أن تتضمن الخطة جميع المراحل التي يجب عملها قبل إطلاق الحملة، مثل المطبوعات والنشرات والإعلانات ودعوة المتطوعين والحصول على التراخيص والتصاريح وتأمين الدعم المالي اللازم ودعوة المشاركين بالحملات وكذلك دعوة الشركاء للمشاركة في الحملة وهنا نقصد المنشآت الصديقة التي تتحالف معها، كما تتضمن الخطة قائمة بالأدوات والوسائل التي ينبغي توفرها خلال الحملة أو أثناء الاستعداد لها... وبعد تنفيذ الحملة، لا بد من إجراء عملية تقييم شاملة لكافة مراحل الاستعداد للحملة ومراحل انطلاقتها، وهنا ينبغي أيضاً أن يكون هناك تقييم مرحلي لإجراء التحسينات عند وجود أي نقص أو خلل قد يؤثر على الحملة.

٣ ما خطوات إعداد وتنفيذ حملات توعوية سرطان الثدي؟ ( أهداف الحملة ، المستهدفون ، الداعمون) نتبع عادة الخطوات التالية:

- أ) اجتماع داخلي.
- ب) عمل خطة لحملة التوعية بسرطان الثدي
- ج) العمل على توفير مواد التوعية المختلفة من كتيبات ونشرات وأفلام ونحو ذلك.
- د) توفير المواد والتجهيزات المساعدة كالكراسي والطاولات.
- هـ) تكليف فريق العمل بالتجهيز للحملة بما في ذلك دعوة المتطوعين والشركاء.
- و) الإشراف والمتابعة من قبل الإدارة التنفيذية على مجريات الخطة ومطابقتها مع الواقع
- ز) دعوة شخصية عامة لتدشين الحملة
- ح) دعوة الصحفيين والإعلاميين
- ط) توجيه دعوات لبعض الأشخاص والجهات المعنية
- ي) تكليف أحد الموظفين أو أكثر للتغطية الإعلامية والنشر على منصات التواصل الاجتماعي
- ك) تنفيذ الحملة
- ل) تقييم الحملة وكتابة تقرير ختامي يتضمن تفاصيل تنفيذ الحملة ونقاط القوة والضعف التي واجهت الفريق.

٤- ما الاستراتيجيات الاتصالية التي تستخدمها الجمعية للتواصل مع الجمهور المستهدف؟

- (1) إعلانات الشوارع.
- (2) بطاقات الدعوة الخاصة للجهات الرسمية والأهلية لدعوة منسوبيها.
- (3) استخدام الرسائل القصيرة مع المستفيدين.

٥- هل هناك أساليب متنوعة تستخدم لمختلف الجماهير؟ ولماذا؟ نستخدم عادة إعلانات الشوارع من أجل التواصل مع الجماهير بشكل عام، أما المؤسسات الرسمية والأهلية فنقدم لهم بطاقات دعوة أو خطابات لهم شخصياً وحث منسوبيهم على الحضور، وما يتعلق بعملاء الجمعية المباشرين، فيتم التواصل معهم عبر الرسائل القصيرة أو الواتس أب للتأكد من أن رسائلنا تصلهم بشكل صحيح.

٦- ما استراتيجيات التواصل المستخدمة في مختلف الحملات؟ ولماذا؟

- (1) إعلانات الشوارع.
  - (2) بطاقات الدعوة الخاصة للجهات الرسمية والأهلية لدعوة منسوبيها.
  - (3) استخدام الرسائل القصيرة ورسائل الواتس أب مع المستفيدين.
- لأن هذه الوسائل هي أقل تكلفة بالنسبة للجمعية

٧ هل تعتقد أن حملة "لا تهملني إشارة" كانت ناجحة بشكل عام وهل حققت كافة الأهداف المنشودة؟ أرجو التوضيح؟  
نعم، أعتقد أنها كانت ناجحة، رغم أنها انطلقت في مدينة الرياض من قبل جمعية زهرة، إلا أننا في جمعية طهور شعرنا بها ووصلتنا بعض أدوات الحملة مثل الكتيبات والنشرات وغيرها، وكان هناك تقويم جميل ورائع يتضمن نحواً من أربعة وعشرين صفحة، صفحة تقويم شهرية، ثم صفحة توعية، كانت الفكرة جميلة والمحتوى رائع والإخراج مبدع، أعتقد أنهم استطاعوا الوصول إلى عدد كبير من النساء ولفت انتباههم إلى ضرورة أخذ أي تغيير أو إشارة بالاعتبار واللجوء إلى الكشف المبكر.

رابعاً: التوعية

١- ما الرسائل التي تسعى إلى نشرها للتعريف بسرطان الثدي؟ لماذا؟

- (أ) أن الكشف المبكر هو السبيل الآمن لمكافحة السرطان.
- (ب) التدخل المبكر يعني شفاء تاماً بإذن الله.
- (ت) التدخل المبكر شفاء وحماية للثدي ومحافظة على شكله.
- (ث) ليست كل إشارة متصلة بالثدي تعني أن هناك ورماً خبيثاً.
- (ج) يمكن الشفاء من سرطان الثدي بسهولة، لكن الغفلة عنه وتجاهل إشارات قاتلة.

ح) رسالة خاصة إلى الأطباء بأن يعطوا الموضوع أهمية أكبر، وعدم الانتظار إلى حين ظهور علامات أقوى.

٢- ما الآليات التي يتم استخدامها في صياغة وتكوين الرسائل الإقناعية؟

نقوم عادة بعمل جلسات عصف ذهني لصياغة الرسائل بشكل عام، ونختار الرسالة كلمة كلمة وحرفا حرفا بجهود الزملاء والزميلات، ونختار أفضل العبارات البسيطة المفهوم والفعالة والجزيلة.

٣- هل تضمنت الرسالة معلومات مناسبة من الناحية الكمية والنوعية؟

نعم، في بعض الأحيان نشير إلى نسبة الشفاء والأعداد ونسبة المرض إلى الأمراض الأخرى، ونسبة انتشاره بين الناس وغير ذلك من إحصائيات نعتقد أنها مهمة وضرورية.

٤- هل تأخذ بعين الاعتبار العوامل الثقافية واللغوية عند تصميم الرسائل التوعوية؟ كيف؟

بكل تأكيد، بعد جلسات العصف الذهني واختيار أفضل العبارات، يتم عرض ما يتم اختياره على مختصين باللغة العربية متمرسين بالبيئة الثقافية السعودية لاعتماد الرسالة أو التعديل عليها.

٥- ما أنواع الأنشطة التثقيفية الهادفة لتوعية النساء بسرطان الثدي؟ على سبيل المثال إرسال رسالة دعوة ونشرة مصممة

ثقافيا ولغويا، ومكالمات هاتفية..... إلخ؟ تعتبر النشرات والكتيبات والفيديوهات القصيرة أدوات مهمة في الأنشطة التثقيفية، ونلجأ أحيانا إلى إقامة جلسات أو لقاءات مع طبيبة أو أكثر مختصة بالأورام، ورغم أن الإقبال ضعيف في بعض الجوانب إلا أنها أسلوب جيد، لكن عدد المستفيدات منه قليل، نطمح إلى تفعيل هذا النوع من الأنشطة في القريب العاجل بإذن الله، وهناك نشاط استطعنا النجاح فيه وهو أركان الاستشارات الطبية، حيث أننا نستضيف إحدى الطبيبات لاستقبال المراجعات وتقديم الاستشارات الطبية لهن والإجابة على أسئلتهن واستفساراتهن، وتبقى الوسائل الورقية من كتيبات ونشرات هي السائدة حتى الآن، وقد أصدرت الجمعية كتيبين اثنين حول سرطان الثدي، إضافة إلى العديد من النشرات وتم إعادة إصدار بعضها.

٦- ما مدى استجابة الجمهور المستهدف للرسائل التوعوية؟ لا شك أن هناك درجة من الخوف، وربما الخجل، لكن هنا

بعض العزوف، لكننا وجدنا هناك إقبالا وكسرا لحاجز الخوف في مجال أركان الاستشارات الطبية المجانية، إننا نقيم هذه الأركان في كل المناسبات الصحية ذات الصلة بسرطان عموما، وإقبال السيدات يتزايد باستمرار، وهنا أود أن أشير إلى أننا جربنا الغرفة المغلقة لتقديم الاستشارات الطبية، وكان هناك عزوف عنها، وبعد ذلك قمنا بإلغاء الغرفة المغلقة والاكتفاء بمكتب مفتوح للطبيبة، وكان هناك إقبال من المراجعات أكبر بكثير، وكانت خطوة ناجحة، لكننا نرسل هذه الرسائل بأشكال مختلفة، ونعود إلى استجابة الجمهور المستهدف، لنقول إن الاستجابة ما زالت أقل بكثير من المستوى المأمول..

٧- ما السمات التي تعزز أو تثبط تجارب المرأة التي تسعى للوصول إلى معلومات عن سرطان الثدي؟ أعتقد أن العلاقات

الشخصية عموما (بين المرأة ومقدمي المعلومات) تعزز تجارب المرأة، كما أن انفتاح المرأة على المعرفة والعلم تعزز



تجاربها، أما السمات المثبطة، فربما تعود إلى تدني المستوى العلمي والثقافي للمرأة، وعدم جدارة مقدمي المعلومات عن السرطان في جلب انتباه المرأة وحثها على الاهتمام بالحصول على المعلومات الصحيحة عن سرطان الثدي أن القضايا الصحية بشكل عام. ونستطيع القول أن العوامل التالية تعزز أو تثبط تجارب المرأة التي تسعى للوصول إلى معلومات عن سرطان الثدي:

- 1- البيئة الأسرية والاجتماعية للمرأة والانفتاح على المجتمع
- 2- المستوى الثقافي والعلمي للمرأة، والانفتاح على المعرفة.
- 3- دور جهات التوعية وجدارة مقدمي المعلومات والعلاقة الودية أو غير الودية مع المرأة السائلة.
- 4- توفر المعلومة الصحيحة المقنعة التي يتم إخراجها بطريقة ممتعة.
- 5- تكامل المعلومات المقدمة وإجابتها على الأسئلة المتوقعة التي تدور في ذهن المرأة.
- 6- توفر مراكز توعية قريبة من مكان إقامة المرأة.
- 7- اهتمام المواقع الإلكترونية للجهات المعنية بالتوعية بتقديم المعلومات التي تحتاجها المرأة
- 8- المعلومات الموضوعية غير الصادمة وغير الباعثة على اليأس.

٨- ما مدى إلمام جمهوركم بالموضوع ؟ وهل لدى الجمهور خبرة سابقة في التهديد الصحي المحدد؟  
من المؤسف أن الخبرة السابقة المتوفرة لدى الجمهور هي خبرات سلبية في معظمها، وبعضهم لا يستسيغ فتح موضوع يتطرق إلى السرطان، أعتقد أن إلمام الجمهور هو إلمام سطحي لا يرقى إلى المعرفة الشاملة، وهذا ما يجعل الأفراد في حيرة وخوف عند الحديث عن السرطان أو أسبابه أو طرق الوقاية منه، ولا حتى طرق العلاج المتاحة.  
فيما عدا المستفيدين من خدمات الجمعية، فإن الخبرات السابقة للجمهور الذي تتوجه له الجمعية ببرامج وحملات التوعية هي خبرات قليلة فيما عدا الأسر التي أصيب أحد أفرادها بالسرطان..

## (interview transcript six)الجمعية السعودية لمكافحة السرطان

### أولاً : العلاقات العامة

١- ما الدور الذي يلعبه ممارسي العلاقات العامة داخل المنشأة؟

SCS/P : إقامة الحملات الإعلامية، وعمل التغطيات، وصياغة الأخبار ونشرها في الصحف والمجلات والمواقع الإلكترونية، وتوثيق العلاقات مع الجهات المختلفة، وتكوين قاعدة من العلاقات التي تساعد المنظمة في تحقيق أهدافها، وتحسين صورة الجمعية الذهنية لدى جمهورها الخارجي وأيضاً توثيق العلاقة مع جمهورها الداخلي، وتنسيق الاجتماعات وادارة المراسم، وإعداد الدعوات وتفعيل الأنشطة والبرامج والأيام العالمية

٢- هل لديكم قسم مختص بالعلاقات العامة ؟ إذا لم يكن الأمر كذلك ، ما القسم الذي يقوم بهذا الدور؟

نعم قسم العلاقات العامة والإعلام

٣- ما مدى استخدام ممارسات واستراتيجيات العلاقات العامة في تحقيق أهداف المؤسسة والتغلب على التحديات؟

لاشك بأن استخدام الإستراتيجيات والتخطيط من أهم عناصر إدارة العلاقات العامة الناجحة، ولذلك يربط دائماً نجاح العلاقات العامة بنجاح التخطيط. وذلك لما له من دور كبير في تحقيق أهداف المؤسسة وتوزيع مهام خطة العمل على مدار السنة مما يسهل على قسم العلاقات العامة إنجازها بالوقت المناسب والتغلب على التحديات.

٤- ما دور العلاقات العامة في الحملات التوعوية؟

للعلاقات العامة دور وركن اساسي في مجال التوعية والتثقيف، عبر عدد من قنوات الاتصال، حسب الجمهور المستهدف حيث حرصت الجمعية على التواجد عبر الكثير من الوسائل الاتصالية مع الجمهور الخارجي، وذلك لنشر الوعي والوصول لأكبر شريحة في المجتمع. ولا شك بأن من الوسائل المستخدمة لدى قسم العلاقات العامة هي التواجد في المحافل والأماكن العامة. بالإضافة إلى تجهيز الكتيبات والبروشورات والرسائل التوعوية لمنسوبي وزائري الركن الذي تقيمه الجمعية.

### ثانياً: التواصل الاجتماعي

١- هل هناك تنوع في استخدام منصات التواصل الاجتماعي ؟ ما أكثر المنصات اعتماداً من قبلكم ؟ ولماذا؟

نعم، وأكثر المنصات هي منصة تويتر، وذلك لأنه الأكثر رواجاً في المجتمع السعودي وسهولة الوصول والإيصال للمعلومة.

٢- كيف تبني الجمعيات استراتيجية ناجحة للتواصل عبر تويتر؟

عبر نشر المعلومات الطبية والتوعوية واخذ من المصدر العلمية الموثوقة، والتثقيف والرد على الاسئلة والاستفسارات وعمل الحملات التوعوية وتفعيل البرامج والأنشطة والفعاليات والأيام العالمية.

٣- هل يقتصر نشاط الجمعية التوعوي على شهر أكتوبر أم يستمر طوال السنة؟ نرجو التوضيح ؟

لا يقتصر على شهر واحد فقط، وإنما الجمعية تعمل جاهده طوال العام، حيث لديها عدد من البرامج التي تقيمها بشكل مستمر بأماكن مختلفة والتواجد في الأماكن العامة ، حيث لا تعمل لأجل مناسبة أو يوم فقط وإنما طوال العام وذلك لأجل تحقيق هدفها السامي ألا وهو نشر الوعي الصحي لأكبر شريحة من المجتمع، ومن ضمن المناسبات العالمية شهر أكتوبر وهو شهر التوعية عن سرطان الثدي، ويتم من خلاله الوصول إلى أكبر شريحة من المجتمع عن طريق توعية سيدات المجتمع وارباب الأسر بضرورة عمل الفحص الدوري، ومضيفاً إلى ذلك مشاركة وزارة الصحة في جميع مناسبتها وتشد على يد الجمعية في نشر الوعي بين افراد المجتمع بضرورة الفحص والتنظيف الصحي ، وأيضا الجمعية ( والأُن للمرة العاشرة على Cancer Survivors Dayتقيم وتنظم فعالية اليوم العالمي للمتعافين من السرطان ) التوالي بالمملكة العربية السعودية ، واليوم العالمي للمتعافين أول من أطلقه هي الجمعية، ونظراً للنجاحات التي تحققت في السنوات الماضية بالشراكة مع أقسام الأورام في المستشفيات الحكومية والجمعيات العاملة في مجال السرطان والجهات ذات العلاقة يتم تفعيل هذا اليوم بالشراكة مع المستشفيات الحكومية في منطقة الرياض والجمعيات المختصة بمرض السرطان في المملكة العربية السعودية ويتم من خلاله تكريم متعافين من مرض السرطان ووضع فقرات حفل يتم من عرض تجارب متعافين من المرض، ويكون دائماً برعاية كريمة من الحكومة المملكة العربية السعودية.

٤- هل يُنظر الى منصات التواصل الاجتماعي على أنها ثنائية الاتجاه؟ ولماذا؟  
نعم، وذلك لسهولة وصول المعلومة على اوسع نطاق من المجتمع.

٥- هل يتم الرد على أسئلة المتابعين عبر تويتر بشكل دائم؟ نرجو التوضيح؟  
نعم ، يتم الرد على الاستفسارات وتزويدهم بأرقام التواصل الخاصة بالجمعية وأي سؤال يخص الجمعية.

٦- ما استراتيجية التواصل المتبعة في التعامل مع العلاقات الاعلامية على سبيل المثال الصحافة؟  
ولله الحمد يوجد تعاون و اتفاقيات مع أكثر من صحيفة محلية وعالمية والكترونية بهدف نشر الوعي والتنظيف الصحي ودعم مرضى السرطان، وذلك من خلال كتابة الخبر وارساله عن طريق الإيميل والمتابعة مع الصحافة للنشر، وتكوين علاقات مع عدد الكتاب والصحفيين.

### ثالثاً: الحملات التوعوية

١- صف تجاربكم السابقة في التخطيط للحملات التوعوية؟

من أجل عمل تخطيط لحملة توعوية ناجحة فمن الضروري عدم إهمال جانب التوقيت المناسب للحملة، وفقاً لتجاربنا السابقة في الحملات، كنا نهتم بعامل التوقيت المناسب للحملة، فنعمل الحملات الإعلامية عندما يكون الوقت مناسب لعملها ولها أطرف كثيرة نحسبها، وهي: الجوانب الاجتماعية والاقتصادية والسياسية التي تمر بها البلاد، فعندما نعمل على حملة في توقيت سيء، نفشل، لأن الناس منشغلة في أمور أخرى، والعكس صحيح.

٢- من وجهة نظركم ما الخطوات العملية التي ينبغي إتباعها لضمان نجاح الحملات التوعوية؟

كما ذكرنا في السؤال السابق عن مدى استخدام ممارسات واستراتيجيات العلاقات العامة في تحقيق أهداف المؤسسة والتغلب على التحديات في أن التخطيط المسبق يعتبر أهم عنصر لضمان نجاح الحملات مع توزيع المهام بين فريق العمل وذلك وفقاً لكل مهمة يوضع له الشخص وفقاً تخصصه .

٣ ما خطوات إعداد وتنفيذ حملات توعية سرطان الثدي؟ ( أهداف الحملة ، المستهدفون ، الداعمون )

نحدد ما يلي:

- ا. أهداف الحملة (التوعية عن سرطان الثدي).
- ب. الفئة المستهدفة (العنصر النسائي والمجتمع بشكل عام).
- ج. المكان (نختار المكان الذي يمكن من خلاله تحقيق أكبر قدر ممكن من تواجد المجتمع على سبيل المثال المراكز التجارية أو المولات).

٤- ما الاستراتيجيات الاتصالية التي تستخدمها الجمعية للتواصل مع الجمهور المستهدف؟

الأخذ بعين الاعتبار الفئات (العمرية ، والجنس، والتعليم...الخ) جميعها تؤخذ بعين الاعتبار عند عمل أي حملة توعية أو إعلامية.

٥- هل هناك أساليب متنوعة تستخدم لمختلف الجماهير؟ ولماذا؟

نعم، فعندما نوجه حديثنا، نركز على عمر وتعليم وجنس المتحدث.

٦- ما استراتيجيات التواصل المستخدمة في مختلف الحملات؟ ولماذا؟

تختلف غالباً حسب الحملات هناك ضخمة يجب الاستعداد ما قبل الحملة في تحديد الجمهور المستهدف واختيار الوسيلة الأساسية في هذه الحملة بالإضافة إلى نشرها قبل الحملة لجذب الجمهور المستهدف والتنوع في الوسائل للوصول لأكبر شريحة، مضافاً إلى ذلك تواجد أركان الجمعية التي تقيمها في المحافل والحرص على مواجهة الجمهور والتوعية والاتصال المباشر، ويوجد لدى الجمعية كتيبات تثقيفية مترجمة من أبحاث ويتم توزيعها في المجتمع بهدف التثقيف والوعي الصحي.

٧ هل تعتقد أن حملة "لا تهمل إشارة" كانت ناجحة بشكل عام وهل حققت كافة الأهداف المنشودة؟ أرجو التوضيح؟

حملة لا تهمل إشارة ليس لنا علاقة بها وإنما حملتنا لعام 2018م كانت بعنوان بصمات وردية، وأقيمت فعالية كثيرة منها الفعالية الأساسية في مركز المملكة التجاري، فكانت حملة ناجحة بكل المقاييس عطفاً على عدد زوار الحملة وارتفاع مؤشر فحص سرطان الثدي لدى المركز التابع لنا مركز عبداللطيف للكشف المبكر.

رابعاً: التوعية

1 ما الرسائل التي تسعى إلى نشرها للتعريف بسرطان الثدي؟ لماذا؟

هي عدم التردد في عملية الفحص المبكر والخوف أو الحياء وان الكشف المبكر له دور كبير جداً في تفادي المرض في حال حدوثه، لأن سرطان الثدي من أكثر أنواع السرطان شيوعاً في المملكة.

2 ما الآليات التي يتم استخدامها في صياغة وتكوين الرسائل الإقناعية؟

اللغة البيضاء، الاعتماد على التنوع واستخدام الألوان والتصاميم ذكر الإحصائيات بموضوعية والحقائق حول مرض السرطان وخدمات الجمعية.

### 3 هل تضمنت الرسالة معلومات مناسبة من الناحية الكمية والنوعية؟

نعم، غالباً تحرص الجمعية على النسب والإحصائيات لما لها من سهولة في الفهم بالإضافة إلى معلومات الانفوجرافيك

### 4 هل تأخذ بعين الاعتبار العوامل الثقافية واللغوية عند تصميم الرسائل التوعوية؟ كيف؟

نعم، لأن لها دور كبير في وصول الرسالة التوعوية وذكر الحقائق والنسب والإحصائيات. دائماً تحاول الجمعية عبر رسائلها مراعاة العوامل الثقافية واللغوية عبر جميع وسائلها عن طريق اللغة السهلة البسيطة والتصاميم والانفوجرافيك.

### 5 ما أنواع الأنشطة التثقيفية الهادفة لتوعية النساء بسرطان الثدي؟ على سبيل المثال إرسال رسالة دعوة ونشرة مصممة ثقافياً ولغوياً، ومكالمات هاتفية..... إلخ؟

يوجد لدى الجمعية مركز كشف مبكر عن سرطان الثدي وهو " مركز عبداللطيف للكشف المبكر " ومن أهداف المركز:

- الكشف المبكر عن سرطان الثدي.
- نشر الوعي في المجتمع عن أمراض السرطان.
- إقامة المحاضرات والندوات عن أمراض السرطان
- التثقيف الصحي عن أمراض السرطان.
- المساهمة في الكشف المبكر عن أمراض السرطان
- الارتباط مع الجهات ذات الاختصاص مثل المستشفيات.
- المشاركة في أبحاث الكشف المبكر عن السرطان.
- إنشاء قاعدة بياناتية توضح مدى انتشار السرطان في المملكة.

ويسعى المركز إلى الوصول إلى أكبر عدد ممكن من سيدات المجتمع وتقديم الكشف المبكر بالمجان وذلك لتوعية وتثقيف المجتمع السعودي بضرورة الكشف الدوري لتفادي المخاطر التي قد تتراكم أثناء كشف المرض في وقت متأخر.

### 6 ما مدى استجابة الجمهور المستهدف للرسائل التوعوية؟

بالنسبة لاستجابة الجمهور هي جداً جيدة نسبياً إلى المجال التثقيفي يوجد إقبال واهتمام في مجال التوعية والمعرفة.

### 7 ما السمات التي تعزز أو تثبط تجارب المرأة التي تسعى للوصول إلى معلومات عن سرطان الثدي؟

في عدم توفر المعلومة الطبية أو التوعوية أو معرفة مراكز الكشف عن سرطان الثدي.

### 8 ما مدى إلمام جمهوركم بالموضوع؟ وهل لدى الجمهور خبرة سابقة في التهديد الصحي المحدد؟

ولله الحمد تم خلال السنوات الأخيرة زيادة ملحوظة من جانب التوعية وفهم المجتمع بضرورة الفحص وزيادة التثقيف لدى المجتمع السعودي، وزارة الصحة ووزارة العمل والتنمية الاجتماعية من أهم الداعمين للجمعية بجميع أهدافها، والجمعية تسعى

دائماً إلى المشاركة في جميع المحافل التي تقيمها الوزارتين بالإضافة إلى أي جهة ترغب في المشاركة في برامج التوعية والتثقيف.