BUSINESS COACHING REPORT
DEVELOPING A COMMUNICATION AND PUBLIC ENGAGEMENT SERVICE FOR LAKE RESTORATION PROJECTS

1. Coaching context

The participant works in advertising, branding, and visual communication and is exploring a specialised communication and public engagement service for lake protection and restoration projects. The opportunity responds to a recurring implementation gap: technically sound environmental projects often struggle to explain their purpose, involve affected communities, maintain stakeholder support, and communicate results in a form that funders and public authorities can verify.

The proposed service could combine communication strategy, visual identity, public information campaigns, social media content, educational materials, stakeholder-engagement tools, event materials, on-site signage, and impact storytelling based on verified project data. Its commercial value would not lie only in producing attractive materials, but in helping project owners achieve participation, coordination, compliance, visibility, and credible dissemination outcomes.

The main business challenge is to convert a broad list of creative activities into a clearly differentiated and repeatable professional service. The participant requested support in selecting paying customer segments, defining standard service packages, choosing a pricing model, designing a limited pilot, and establishing practical indicators that demonstrate the value created by communication.

2. Coaching objectives

The overall objective was to define a commercially viable service model that translates environmental and technical information into clear, credible, and participatory communication for lake restoration projects.

Four specific objectives were identified: to prioritise organisations with both a strong communication need and an available budget; to structure modular service packages with clear scope and deliverables; to select pricing mechanisms that protect quality and profitability; and to design a pilot with evidence-based criteria for assessing public participation, stakeholder cooperation, project visibility, and dissemination quality.

3. Coaching methodology

The coaching process combined customer segmentation, stakeholder mapping, value-proposition design, service packaging, pricing analysis, Business Model Canvas development, pilot design, and performance measurement. The concept was assessed as a business-to-business and business-to-government professional service rather than a general advertising offer.

The analysis distinguished the economic buyer from the audiences served. A municipality, lake authority, project consortium, NGO, research institution, or engineering company may purchase the service, while local residents, landowners, tourism operators, schools, volunteers, journalists, and the wider public are communication audiences or

engagement participants. This distinction is essential because the buyer's procurement criteria differ from the public's information needs.

The methodology also separated communication outputs from outcomes. A visual identity, campaign, event, website, or video is an output. Increased understanding, attendance, consultation responses, stakeholder cooperation, partner enquiries, or improved acceptance of an intervention are outcomes. The proposed business must report both without claiming that communication alone caused ecological improvement.

4. Priority customer segments

Customer segment	Primary need	Budget route	Priority
EU and nationally funded project consortia	Mandatory communication, dissemination and stakeholder engagement	Approved project work package	Very high
Municipalities and lake authorities	Public information, consultation and accountability	Public procurement or service contract	High
Environmental NGOs and foundations	Community mobilisation, fundraising and impact communication	Project budgets, grants or unrestricted funds	High
Engineering and environmental consultancies	Specialist communication support within technical contracts	Subcontract or consortium budget	High
Research institutions and universities	Dissemination, citizen science and research uptake	Research project communication budget	Medium
Utilities, developers and tourism operators	Stakeholder acceptance and environmental responsibility	Corporate communication or project budget	Selective

The recommended entry segment is funded project consortia, followed by municipalities or lake authorities and technical consultancies that need a communication partner. These customers are more likely to have defined deliverables, deadlines, procurement routes, and budgets. Small NGOs can remain important clients, but packages should be scaled to their resources and should not become the sole basis of the business model.

5. Value proposition and differentiation

The recommended value proposition is a specialised service that converts complex lake restoration information into accurate, accessible, and actionable communication, while creating structured opportunities for stakeholders to participate and for project owners to demonstrate results. The service should be positioned at the intersection of environmental communication, stakeholder engagement, visual design, and evidence-based impact reporting.

Differentiation should come from sector understanding and disciplined verification. Every public claim should be traceable to approved project information or validated monitoring data. Scientific and technical partners should review substantive claims before publication. The

agency should maintain a claim register identifying the source, reviewer, approval date, communication channel, and any limitation attached to each environmental statement.

This approach reduces reputational and greenwashing risks and offers more value than a conventional advertising package. It also enables the participant to work productively with ecologists, engineers, public authorities, and funders without presenting herself as the source of technical conclusions.

6. Recommended service packages

Package	Purpose	Core deliverables	Typical duration	Pricing basis
Communication foundation	Create a credible project communication base	Audience map, key messages, identity toolkit, channel plan and claim protocol	4 to 6 weeks	Fixed project fee
Community engagement	Inform and involve local stakeholders	Engagement plan, consultation materials, meeting toolkit, feedback capture and summary	6 to 12 weeks	Fixed fee plus event costs
Campaign and visibility	Maintain public visibility and partner interest	Content calendar, social content, press materials, educational assets and signage	3 to 6 months	Monthly retainer
Impact communication	Communicate verified progress and results	Data translation, case stories, infographics, dashboard content and dissemination report	Periodic or annual	Milestone or report fee

A combined pilot package should not include every possible deliverable. It should select one strategic objective, one or two priority audiences, a limited number of channels, and a defined reporting period. Additional photography, video production, media buying, printing, translation, travel, event logistics, and specialist research should be priced separately or through approved subcontractors.

7. Pricing and revenue model

The recommended commercial model is hybrid. Strategy, identity, campaign design, and defined engagement assignments should use fixed project fees based on scope, complexity, senior input, and number of approval rounds. Ongoing content, partner coordination, and reporting should use a monthly retainer with specified hours, deliverables, response times, and review meetings. Events, production, printing, advertising spend, travel, translation, and external specialists should be charged separately.

A day rate can support internal cost calculation and out-of-scope work, but it should not be the main customer-facing value proposition. Performance bonuses may be tested only for outcomes that the service can reasonably influence and that both parties define in advance. Payment should not depend on ecological results, funding awards, or public approval that is controlled by many external factors.

Before quoting, the participant should calculate direct labour, subcontracting, production costs, project management, revision allowance, overhead, contingency, and target margin. Contracts should state content ownership, data responsibilities, technical approval procedures, accessibility requirements, cancellation terms, and the number of included revisions.

8. Recommended Business Model Canvas

<table>
<tr>
<td rowspan="2">KEY PARTNERSHIPS
• Lake and public authorities
• Environmental and technical experts
• Project consortia and NGOs
• Researchers and data providers
• Media, production and event suppliers</td>
<td>KEY ACTIVITIES
• Communication diagnosis
• Strategy and message design
• Content and visual production
• Stakeholder engagement
• Monitoring and reporting</td>
<td rowspan="2">VALUE PROPOSITIONS
• Clear translation of technical information
• Credible environmental claims
• Stronger public participation
• Consistent project identity
• Better partner and funder communication
• Measurable dissemination results</td>
<td>CUSTOMER RELATIONSHIPS
• Consultative co-design
• Named account lead
• Editorial approval workflow
• Regular performance reviews
• Retainer-based continuity</td>
<td rowspan="2">CUSTOMER SEGMENTS
• Funded project consortia
• Municipalities and lake authorities
• Environmental NGOs
• Engineering consultancies
• Research institutions
• Utilities and responsible tourism operators</td>
</tr>
<tr>
<td>KEY RESOURCES
• Advertising and branding expertise
• Environmental communication methods
• Creative team and supplier network
• Verification and approval workflow
• Portfolio and reusable templates</td>
<td>CHANNELS
• Direct institutional outreach
• Project consortium partnerships
• Public procurement platforms
• Environmental networks and events
• Portfolio and professional referrals</td>
</tr>
<tr>
<td colspan="3">COST STRUCTURE
• Specialist labour and project management
• Creative production, software and suppliers
• Travel, events, research, quality control and business development</td>
<td colspan="2">REVENUE STREAMS
• Fixed strategy and campaign fees
• Monthly communication retainers
• Event and engagement assignments
• Impact reports and content packages
• Production and specialist coordination fees</td>
</tr>
</table>

Figure 1 - Business Model Canvas for the specialised communication service
Source: developed by the business coach using Business Model Canvas logic

9. Recommended pilot project

The recommended pilot is a paid, limited communication and engagement assignment for one lake restoration initiative over approximately eight to twelve weeks. It should involve one contracting organisation, one technical contact, one local stakeholder group, and one clearly defined communication challenge, such as explaining a proposed intervention or increasing participation in a consultation event.

The pilot should begin with a communication diagnosis and baseline review. The participant should identify priority audiences, current levels of understanding, existing channels, sensitive issues, data available for claims, and the decision or behaviour the project seeks to influence. The minimum delivery package could include a message framework, a compact visual system, one information page or brochure, a set of digital content, one stakeholder event toolkit, and a results summary.

The customer must approve the baseline, target audiences, deliverables, responsibilities, evidence sources, schedule, and success measures before production begins. The pilot should include at least two review points: a pre-launch comprehension test with representative users and a final assessment with the customer and technical team.

10. Pilot validation criteria

Dimension	Indicator	Initial criterion	Evidence
Customer commitment	Client provides budget, data and approvals	Paid pilot and named decision maker	Contract, brief and approval record
Audience understanding	Priority audience correctly understands the project	Improvement against baseline or at least 75 percent correct understanding	Short pre and post test
Participation	Target stakeholders engage with the selected activity	Agreed attendance or response target based on baseline	Registrations, attendance and responses
Stakeholder cooperation	Partners contribute information or actions	At least three relevant stakeholders actively involved	Meeting records and agreed actions
Visibility quality	Relevant audiences are reached through suitable channels	Reach and engagement targets agreed by channel	Analytics and media record
Credibility	Technical claims are accurate and approved	All substantive claims have a recorded source and reviewer	Claim register and approvals
Commercial signal	Customer sees sufficient value to continue	Testimonial, referral, retainer discussion or paid extension	Written follow-up commitment

The pilot should be considered successful only when it combines communication performance with a commercial signal. High reach alone is insufficient. The stronger evidence is that audiences understand the intervention, relevant stakeholders participate, technical claims

remain accurate, and the customer is willing to commission further work or recommend the service.

11. Recommended action plan

During the first month, the participant should interview five to eight potential buyers from project consortia, public authorities, NGOs, and technical consultancies. The interviews should test current communication problems, procurement routes, typical budgets, internal approval processes, preferred deliverables, and dissatisfaction with existing providers. The participant should then select one entry segment and prepare three concise service descriptions with scope, exclusions, timetable, and indicative price logic.

During the second month, she should secure a pilot customer, agree the baseline and success measures, prepare the message and verification workflow, and develop only the minimum required assets. Time spent, revisions, supplier costs, stakeholder responses, and approval delays should be recorded to improve future pricing and delivery planning.

After the pilot, the participant should review profitability, customer satisfaction, audience results, technical accuracy, and repeat-purchase interest. The offer should then be standardised into reusable briefs, checklists, templates, approval protocols, and reporting formats while preserving enough flexibility for each lake and community context.

12. Conclusion

A specialised communication and public engagement service for lake restoration projects is a credible extension of the participant's advertising, branding, and visual communication expertise. The strongest commercial opportunity is not a generic creative agency offer, but a focused service that helps funded projects and public institutions communicate technical interventions accurately, involve stakeholders, and document dissemination results.

The recommended entry model combines fixed-fee strategy and campaign packages with retainers for ongoing communication and reporting. A paid eight-to-twelve-week pilot should test one communication challenge for one lake project. Further investment is justified when the pilot demonstrates improved understanding or participation, verified claims, workable delivery margins, customer satisfaction, and concrete interest in continued paid collaboration.

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