



# Call for Papers

24 October 2017

## Strategic Communication

**Problem statement:** The Development, Concepts and Doctrine Centre (DCDC), the Ministry of Defence's think tank, is updating its doctrine in relation to strategic communication. DCDC currently understands strategic communication as advancing national interests by using all Defence means of communication to influence the attitudes and behaviours of people, where the 'means' are 'all words, images and actions (nonlethal and lethal)'. The UK military has recognised the importance of soft power, influence and strategic communication as part of the transformation needed to meet the challenges of using force in the digital information age and in the context of hybrid warfare. This research project will take this thinking forward and better integrate strategic communication into policy, planning and execution.

**Central research question:** If strategic communication is the manoeuvrist approach of the 21<sup>st</sup> century how can military strategic communication, including its targeting processes, be developed to ensure that operations are audience focussed?

### Subsidiary research questions:

- What is military strategic communication and how does it cohere with a full spectrum approach?
- How do the UK's allies and NATO understand and conduct strategic communication and should the UK's approach be the same?
- In what ways and with what implications can it be argued that in an era of hybrid warfare strategic communication has increased in importance in policy making, operational planning and execution?
- Is it true to say that strategic communication is the manoeuvrist approach of the 21<sup>st</sup> century?
- What is the audience for military strategic communication and why is a focus on the adversary too limited?
- How is target audience analysis conducted by the military and what are the strengths and weaknesses of the current approach?
- What is the current UK approach to strategic communication targeting and are nonlethal and lethal activities coordinated optimally to achieve desired effects?

Authors are invited to submit a one page outline of the paper they wish to write. Submissions must be original and should not have been published previously. DCDC will review submissions and notify authors if they wish to commission the paper.

In addition to financial reimbursement by DCDC, commissioned papers may also contribute towards evidence of impact in line with Research Council UK's 'Pathways to Impact' guidance.

**Key dates:** Submission deadline: **27/11/17**  
Final manuscript due: 20/03/18

Author notified: 11/12/17