

## MEDIA MONITORING AND MEDIA ANALYSIS IN SUPPORT OF FUTURE NATO OPERATIONS

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### PROJECT OVERVIEW

Media monitoring (MM) and media analysis (MA) are important for effective communication and information activities during operations. During Operation UNIFIED PROTECTOR, existing MM and MA capabilities were increased with outsourced services to meet the needs of the operation.



French Minister of Foreign Affairs Laurent Fabius speaks at a press conference.

SHAPE requested the JALLC to analyse the suitability of existing MM and MA capabilities to support future operations. The Analysis Requirement was "What are the current MM and MA capabilities within NATO and to what extent are the services they provide suitable to meet the possible requirements of future operations?"

The conceptual model for the study compared current MM and MA capabilities with possible requirements of future operations, allowing the project team to identify where an appropriate balance or imbalance (representing a weakness or surplus strength) existed. MM and MA capability and requirement data was gathered by collecting survey data from a sample of NATO HQs. The survey results were analysed to identify statistical evidence of MM and MA strengths and weaknesses. Additional data was also collected which provided an understanding of possible causes of those identified strengths and weaknesses. The JALLC also analysed a two-week sample of MM products to validate the survey results and determine the extent of duplication in MM efforts.

### MAIN FINDINGS AND RECOMMENDATIONS

The JALLC found that MM was widely conducted within Allied Command Operations. No surplus strengths were identified suggesting that limited resources are not being applied to low priority requirements. Areas of MM strength were in monitoring English-language media, accessing the media using the internet and daily verbal MM reporting. Weaknesses in MM were in monitoring non-English languages (particularly those in the operations area), broadcast media (TV and radio) and the lack of more structured ways of producing and accessing MM products.

Although MA was evident within NATO, current capabilities appeared reliant on the judgment of a limited number of key individuals rather than on any systematic approach. While effective for short-term needs, this reliance on a small number of individuals is unlikely to be sufficiently robust or sustainable to support the demands of future operations. A number of reasons possibly explain the absence of systematic MA, including: there is little MA related training, MA software tools have less functionality than MM tools, and the value of systematic MA is not recognized by users.



NATO Secretary General Anders Fogh Rasmussen (center) with ISAF Regional Commander North Major General Erich Pfeffer (left) during a visit to Afghanistan.



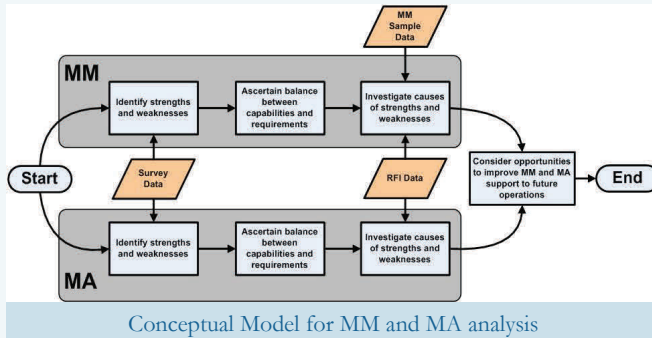


NATO  
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## PROJECT EXECUTION

Initial background research and interviews took place in May and June 2012. JFC Lisbon's Public Affairs Office then helped the JALLC to develop MM and MA attributes which could be used as the basis for identifying related strengths and weaknesses. An online survey was conducted in June 2012 assessing the strengths of these MM and MA attributes and the relevant users requirements for both MM and MA. Simultaneously, sample HQs were asked to provide information about existing MM and MA capabilities to help understand the possible causes of strengths and weaknesses.



Conceptual Model for MM and MA analysis

Statistical analysis of the survey results was completed in September 2012 and the report was published in November 2012 after consultation with the customer and stakeholders.

During the project, the JALLC was also asked to investigate the extent of duplication in MM products. A two-week sample survey—containing 1750 unique media items—was analysed, which revealed that duplication was not excessive.

## PROJECT TEAM

### LIEUTENANT COLONEL ÖMER EMRE KASAL, TURKISH ARMY

LTC Kasal was posted to the JALLC as a military analyst in 2010 and has been a team member on two previous projects: "Shortfalls in Crisis Response Operations Urgent Requirements Process" and "Operation ALTHEA - Analysis of EUFOR C2 Architecture". He has served in the Turkish Army as an artillery officer since 1993, including serving as battery commander. He holds a Master's Degree in Acquisition and Contract Management from the US Naval Postgraduate School. He was the project officer for the Turkish Land Forces' Fire Support Automation Programme and in 2006 he was deployed to KFOR.

### LIEUTENANT COMMANDER DAVID NOON, BRITISH ROYAL NAVY

LCDR Noon served as an analyst officer at the JALLC between 2009 and 2012. He has been a team member on two previous projects: "ISAF C2" and "Military Support to Stabilization and Reconstruction Efforts", and was appointed Project Manager for the "Operation ALTHEA - Analysis of EUFOR C2 Architecture" project. While at the JALLC, he also served as a staff officer in the Lessons Learned Analysis Branch. His previous appointments span the logistics disciplines and he has experience of operations in Afghanistan and Iraq. On leaving the JALLC he was deployed on operations in the Arabian Gulf.

### MRS JACQUELINE EATON, SENIOR OPERATIONAL RESEARCH ANALYST

Mrs Eaton provides analytical support to project teams working on the full spectrum of NATO issues ranging from ISAF civil-military medical cooperation, to NATO Response Force C2, to NATO Outreach. Prior to joining JALLC, Mrs Eaton spent three years as a strategic analyst at the Defence Science and Technology Laboratory working for the UK Ministry of Defence. She has over nine years of defence analysis experience.

### MR ROBERT MEEHAN, CIVILIAN ANALYST

Mr Meehan has worked at the JALLC as an analyst since 2006 and has been involved in numerous projects and deployments in support of ISAF and KFOR. From 1994–2004 he was a cavalry officer in the British Army and he has held various positions including brigade planning officer, battle group warfare officer, UN observer, and brigade surveillance officer. He has been deployed on operations in Bosnia, Iraq/Kuwait, Northern Ireland, Kosovo and Afghanistan.



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<http://www.jallc.nato.int>

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