

# OVATION Winning Entries Booklet 2005

The *OVATION Awards Winning Entries* booklet is not only a permanent record of the achievements of the chapter's 2005 OVATION Awards, but a testament to the innovation and creativity accomplished in the field of communications.

The *OVATION Awards Winning Entries* booklet is truly the most up-to-date Canadian "best practice" manual available. It's a great tool to use to develop future award submissions as well as to learn from some of the best communicators in the GTA.

The 10 categories represented this year include:

- Community relations
  - Audiovisual
  - Publications
- Other Graphic Design
  - Media Relations
- Marketing Communications
  - Special Events
  - Issues Management
- Employee Communications
- Economic, Social, Environmental/Third World Development

## Division 1 Communications Management

### Community Relations

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### Media Relations

Award of Excellence	<i>Think Fast: Uncovering Nike's Need for Speed</i>	10
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### Economic, Social and Environmental/Third World Development

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## Division 2 Communications Skills

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### Publications

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### Other Graphic Design

Award of Merit	<i>COMRIF Brand Identity Campaign</i>	97
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<b>Entrant's Name</b>	Janet Eagleson
<b>Organization's Name</b>	Regional Municipality of Peel – Peel Health
<b>Division/Category</b>	Communication Management, Category One: Community Relations
<b>Time Period of Project</b>	September 2002 to Current
<b>Entry Title</b>	Childhood Obesity

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Peel Health utilized extensive qualitative and quantitative data to develop a strategic framework that reframed its physical activity, nutrition and body image programs into a combined approach for the prevention of childhood obesity. This opportunistic realignment allowed Peel Health to capitalize on the growing debate about obesity in society and the media. The framework includes four core components: research/evaluation; social marketing; nodal events; and community interventions. As part of the framework, a multi-phased social marketing campaign was designed to raise awareness of and then change behaviours on issues related to childhood obesity. Evaluation of the project's first three years has shown that while overall awareness has increased, the target audience has not initiated any significant efforts to improve their children's eating habits and physical activity levels. Based on this feedback, Peel Health has extended the behaviour change phase of the project to allow the audience to build the confidence and skills to effect real change.

### **BUSINESS NEED/OPPORTUNITY**

Canadian children are becoming overweight and obese at an alarming rate. *'Stop supersizing our kids!'* has become a national – and international – refrain over the last few years due in large part to society's media machine. The issue has drama and tension, and makes perfect fodder for reporters and newscasters everywhere.

At every turn, we see and hear alarming messages about the volumes our children eat, the food choices they make (and the food we give them), the physical activity they don't do and the hours of screen time – TV, computers and video games – they watch. Is the issue real or is it a construct created by the media? The truth is sometimes hard to hear.

Between 1981 and 1996 – a span of only 15 years – the prevalence of overweight<sup>1</sup> children aged seven to 13 more than doubled while the prevalence of obesity<sup>2</sup> in the same age group tripled. Physical activity in youth is in serious decline. While more three-quarters of Grade six girls exercised two or more times outside of school in 1990, only a shade more than half reported they did the same just eight years later. In those same eight short years, the number of Grade six boys eating fruits and vegetables dropped from just over three-quarters to barely two-thirds. The problem is real and it is expanding... very quickly.

Our fast-paced lives mean less time for sit-down meals. We've fallen in love with sweetened beverages, super-sized portions and drive-thrus. We drive everywhere, even to the corner store, and our passion for Web surfing, TV and PS2 seems to grow exponentially with each passing moment. And on a parallel course, we've grown more and more obsessed with how we look, with how big our backsides are and how thin we can become.

So what can be done? Parents, guardians and concerned citizens have begun to recognize the sheer scope of the issue but were paralyzed by their lack of knowledge about what to do to stop this runaway train. Enter Peel Health, the local public health organization in Brampton, Caledon and Mississauga.

Peel Health decided to seize the market opportunity to both raise awareness of and activate parents and guardians on childhood obesity. It recognized the issue was a complex web of food choices, physical activity levels, role modelling and the oft-forgotten but all-important self-esteem and body image issues. It needed a thought-provoking, targeted media/education campaign combined with an integrated program framework that would facilitate dialogue with and among parents and guardians without causing defensiveness, erecting barriers and provoking anger and rejection. After all, society is quick to point fingers of blame toward someone or something, and for many, parents and guardians would be easy and convenient targets.

### **INTENDED AUDIENCE**

**Primary** – Parents/guardians of school-age children<sup>3</sup>

### **GOALS/OBJECTIVES**

1. Develop a strategic framework that integrates primary and secondary research; education and social marketing; nodal events; and community interventions to raise awareness of and change attitudes toward childhood obesity and its causes.

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<sup>1</sup> A child is overweight if their Body Mass Index (BMI) is greater than the 85<sup>th</sup> percentile for their age.

<sup>2</sup> A child is obese if their BMI is greater than the 95<sup>th</sup> percentile for their age.

<sup>3</sup> Approximately 250,000 of Peel's more than one million population are school-age children.

2. Develop a three-phase social marketing/communications campaign, including audience segmentation, creative development (and execution), and formal evaluation, on childhood obesity. Within this objective, there were several quantifiable sub-objectives:
  - i. Increase parent/guardian awareness of obesity, nutrition and exercise by 10 per cent (over pre-campaign values)
  - ii. Increase the percentage of Peel parents/guardians who have made deliberate efforts to improve their child's eating habits and physical activity levels by 10 per cent
  - iii. Increase the level of awareness of the Region of Peel as a key provider of community-based expertise on health issues such as childhood obesity.
3. Develop and conduct quantitative baseline research on parental attitudes toward obesity, physical fitness, nutrition and body image to provide pre-campaign benchmarks for sub-objectives identified in objective two (above).
4. Develop and launch a peer-evaluated Web site that is audience-centric. Monitor effectiveness of site's content by evaluating both the number of page views on the site and the duration of time users spent on each page. Be prepared to make immediate adjustments to the site and its content based on this assessment.

## **SOLUTION OVERVIEW**

In 2002, Peel Health realigned its program direction in its Healthy Eating and Physical Activity portfolio to capitalize on the emerging trend of childhood obesity. All of the specific risk factors associated with childhood obesity already had programs attached to them; however, Peel Health recognized the opportunity was ripe to realign, repackage and position itself under the framework of the more media-trendy umbrella of childhood obesity. Peel's Medical Officer of Health seized the occasion and identified childhood obesity – specifically that of school-age children – as a key priority for the department and specific monies were allocated in the budget for a long-term solution on the issue. A strategic framework for the prevention of childhood obesity was created to help direct all future activity on the issue.

Soon thereafter, additional secondary research on the trends and issues was conducted by internal staff. Work on a Request for Proposal (RFP) for a three-year communications strategy/social marketing approach on childhood obesity was immediately undertaken. By mid 2003, the RFP was awarded to Fingerprint Communications of Toronto, and work toward a Spring 2004 launch began. The social marketing campaign was one element of the overall strategic framework.

A three-phase social marketing approach was quickly endorsed by the Medical Officer of Health and key staff in support of the overall strategic framework for the prevention of childhood obesity. The three-year campaign was designed to move the target audience from awareness (phase one) to knowledge building/behaviour change (phase two) and then to advocacy (phase three). Creative materials were developed for phases one and two only, as Peel Health recognized that evaluation of the success of phases one and two would dictate the exact launch date of the third phase. In addition, Peel Health determined it would make immediate alterations to Phase II based on the evaluation results from Phase I.

True behaviour change is measured in years rather than months. Peel Health decided to postpone phase three until repeated evaluations demonstrated that: 1) at least 75 per cent of the target audience self-identified they had made deliberate efforts to improve their child's eating habits and physical activity level, and 2) independent testing of the children's height and weight, along with their self-reported eating habits and physical activity trends, showed a significant improvement from established benchmarks. Benchmarks for the latter objective will be determined during the School Health Assessment Survey, scheduled for release in mid-2005.

Fingerprint Communications subcontracted Informa Research to conduct preliminary qualitative research to inform the social marketing strategy and creative. Peel Health contracted Ipsos Reid Public Affairs to execute quantitative research both pre- and post-campaign. The quantitative research was conducted after both phase one and phase two of the campaign. All other elements of the strategic framework, including primary and secondary research, local interventions, the Web site and events, were developed and directed by Region of Peel staff.

## **Key Messages**

1. Childhood obesity is a serious health issue affecting a significant number of children.
2. Eating healthy and being active can reduce the risk of obesity.
3. Parents are role models for their children and play an important role in shaping their children's habits related to eating and activity patterns.
4. Peel Health is a credible source of information about preventing childhood obesity.
5. Children who eat healthy and are active do better in school and have fewer behaviour problems.

## **Creative Executions (Social Marketing Strategy)**

1. Phase One creative was designed to introduce childhood obesity as a serious and growing health issue for our children and educate those parents who are least aware of the prevalence and seriousness of the issue. There

were three executions; each focused on a compelling fact about childhood obesity and was direct with minimal copy.

- Burgers = “Childhood obesity has tripled in Canada since 1981.”
  - Pie = “One third of Canadian children are overweight.”
  - Belt = “The number of kids who exercise regularly decreased 15% between 1990 and 1998.”
2. Phase Two creative was designed to illustrate simple behaviours that can have a real and positive impact on reducing childhood obesity. The executions link increased physical activity and consumption of more fruits and vegetables to not only the prevention of illness and disease but also to more immediate benefits, including academic performance. The executions rely on creating these unexpected links for the target audience.
- Soccer ball = “Used regularly, it can help fight cancer.”
  - Porridge = “Child dose: take once daily for improved performance in school.”
  - Bicycle = “Used regularly, it can help diabetes.”

## **IMPLEMENTATION AND CHALLENGES**

### **Component**

Strategic and creative development

Phase one media buy, including production

Ipsos Reid baseline quantitative research

Ipsos Reid post-phase one quantitative research

Phase two media buy, including production

Ipsos Reid post-phase two quantitative research

Displays and postcards (phase two)

Phase two photo shoot and ownership of images

### **Total Costs**

#### Budget

\$40,000

\$92,800

\$27,250

\$13,550

\$92,800

\$13,550

\$3,000

\$12,000

**\$188,600**

This budget exceeds the initial amounts allocated for media for each phase. Additional monies were redirected to the campaigns after it became evident the original \$40,000 per campaign would not make a dent in the marketplace.

Staff time on the project was considerable as childhood obesity was one of the top-three priority issues for Peel Health over the time span of the project. Staff time directly attributed to the project has been approximated, as follows:

- One, full-time equivalent staff position (incl. benefits) for three years = \$180,000
- Two, full-time equivalent staff positions (incl. benefits) for six months = \$65,000
- One, full-time supervisor position (incl. benefits) for 40 per cent of their time for three years = \$92,000
- Billable hours (internal) for creation of Web site = \$40,000<sup>4</sup>
- Billable hours (internal) for other Communication Services staff = \$8,000

Total staff time allocated to date has been approximately \$385,000; this amount is considered to be an operational charge that would have been incurred regardless of the type of project undertaken. As such, these charges are not counted toward the overall cost of execution of the childhood obesity strategic framework. And since the project is a long-term initiative, similar internal staff allocations and internal charges (except Web development) will continue year to year as other elements of the strategic framework are executed.

### **Major Challenges**

1. Peel’s initial media budget was only \$40,000 per phase of the social marketing strategy. The organization knew the amount was insufficient to mount a mass-media campaign but could not alter the amount without measured success.
2. Peel-specific media opportunities were limited due to the close proximity of the city of Toronto (*Peel residents rely on Toronto media for their information and messages*).

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<sup>4</sup> This large amount is a one-time charge attributable to the accelerated development of the Web site; smaller amounts will be spent for ongoing maintenance of the Web site from year to year.

3. The project has crossed several fiscal years, which has created purchasing and accounting nightmares. Learnings from these issues have now been introduced across the Health department and in other departments to eliminate future problems.

## MEASURING/EVALUATION

Evaluation of the social marketing portion of the childhood obesity project was mixed; the remainder of the strategic framework will be evaluated in 2005. Peel Health discovered its efforts on the social marketing component resulted in increased awareness of the issue of childhood obesity among the target audience but did not effect the desired behaviour change or action. However, Ipsos Reid (evaluation vendor) indicated it felt the social marketing campaign achieved the expected market penetration and recognition for a campaign of its type and size. As a result, Peel Health determined it should continue its efforts in the knowledge building/behaviour change phase and that the strategy would indeed require measurement in years rather than in months.

- **Develop a strategic framework that integrates primary and secondary research; education and social marketing; nodal events; and community interventions to raise awareness of and change attitudes toward childhood obesity and its causes.**
  - Accomplished (see Appendices B and C)
- **Increase parent/guardian awareness of obesity, nutrition and exercise by 10 per cent (over pre-campaign values).**
  - There was a 15 per cent (pre to post) increase in the proportion of parents/guardians who said nutrition was among the most important health issues among children
  - There was a 20 per cent (pre to post) increase in the proportion of parents/guardians who said physical activity was among the most important health issues among children
  - There was a 15 per cent (pre to post) increase in the proportion of parents/guardians who said overweight/obesity was among the most important health issues among children.
- **Increase the percentage of Peel parents/guardians who have made deliberate efforts to improve their child's eating habits and physical activity levels by 10 per cent**
  - 64 per cent of parents have made attempts to make their child's diet healthier while 53 per cent have made attempts to increase their child's level of physical activity; while this amount remains unchanged from the baseline quantitative measures taken before the social marketing campaign was initiated, the campaign still achieved the expected market penetration and recognition (as per feedback from Ipsos Reid)
- **Increase the level of awareness of the Region of Peel as a key provider of community-based expertise on health issues such as childhood obesity.**
  - Three quarters (74 per cent) of respondents had not heard any community based messaging on childhood obesity; while this amount remains unchanged from the baseline quantitative measures taken before the social marketing campaign was initiated, the campaign still achieved the expected market penetration and recognition (as per feedback from Ipsos Reid)
- **Develop and conduct quantitative baseline research on parental attitudes toward obesity, physical fitness, nutrition and body image to provide pre-campaign benchmarks for sub-objectives identified in objective two.**
  - Ipsos Reid surveys were conducted pre-execution (2003) as well as post- both phases of the campaign (2004).
  - The Youth Food Behaviour Survey and two other internal surveys – key informants to the overall framework – were completed in 2002, 2003 and 2004.
  - The School Health Assessment Survey, a survey of the attitudes and behaviours of Peel students in grades seven to 12, was completed in late 2004, and results are pending.
- **Develop and launch a Web site that is both peer-reviewed (evidence-based) and audience-centric.**
  - Focus testing of the Web site name was conducted to test audience acceptance of the use of the word obesity in the title of the site (*Stop Childhood Obesity Now!*); 94 per cent of the target audience indicated they liked the title of the Web site.
  - A peer review survey of the Web site was conducted immediately upon launch of the site and the results were overwhelmingly positive.
  - More than 5,000 visits and close to 20,000 page views occurred within the first two<sup>5</sup> months of launch.
  - The average time spent on each Web page over this same period was 12:32, some 7:00 longer than the average spent on other pages outside of the obesity Web site.

The integrated approach to childhood obesity is unique to the Public Health field in Ontario and Canada. Historically, public health organizations have been cautious and conservative in their development of such broad-reaching nutrition programs. Since its development, the project has attracted considerable positive attention from the public and has pushed the proverbial envelope within the public health field. The project has spurred two important developments: 1. Peel Health

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<sup>5</sup> The campaign was launched at the end of the first week of April and data on Web traffic was collected until June 15, 2004. At least one week of tracking data was lost due to a server failure. Additional traffic data between July and October, 2004 was also lost due to a major corporate server failure.

has decided to expand the mandate of the framework to also include parents and guardians of children zero to age six, and 2. Peel Health and the City of Toronto Public Health have initiated a partnership to co-develop, share and co-execute a joint project for the zero to six group. This collaboration is significant as such cross- municipal alliances are usually too complex and cumbersome to undertake.

<b>Entrants' Names</b>	Tatiana Golovanova, Public Affairs Associate and Jill Nurse, Public Affairs Co-ordinator
<b>Organization's Name</b>	Region of Peel
<b>Division/Category</b>	Communication Management: Community Relations
<b>Title of Entry</b>	2004 West Nile Virus Public Education Campaign
<b>Time Period of Project</b>	January to December 2004

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## **BUSINESS NEED/OPPORTUNITY**

West Nile Virus (WNV) has been present in Canada since 1999. It is an infection spread by mosquitoes that can cause a variety of symptoms and in serious cases can lead to inflammation of the brain and possibly death. In 2002, the first human death in Canada from WNV occurred in the Region of Peel.

Implementing a WNV prevention plan has become an annual responsibility for Peel Public Health. The Region of Peel Medical Officer of Health (MOH) has designated the education of Peel residents about WNV as a top priority to ensure that the residents are informed in a timely manner about the risks of WNV infection and how to avoid it. Communication Services were enlisted to develop and implement a comprehensive WNV public education campaign to educate the public about the virus and to emphasize protection tips. Additionally, we needed to educate the public about the plan to use pesticides that would kill mosquitoes as larvae (larviciding) and about the potential of spraying pesticides to kill adult mosquitoes (adulticiding).

In 2003, the WNV activity in Peel was lower than in previous years. There were ten cases of WNV infection compared to 57 in 2002. There were no deaths. As a result, we anticipated the public to be complacent about WNV and not seriously concerned about its potential risk to their health and well-being. As a result, we had an opportunity to develop creative ideas and vehicles to remind the public about WNV.

## **ENTRANTS' ROLE IN PROJECT**

As a Public Affairs team, Tatiana Golovanova and Jill Nurse:

- Developed and implemented a WNV Public Education Campaign in collaboration with Peel Public Health
- Managed media relations including writing and distributing news releases, setting up media interviews and responding to media calls
- Wrote updates for the Web site
- Co-ordinated production of educational materials.
- Developed and co-ordinated distribution of the mailer to Peel residents
- Developed advertisements and co-ordinated placements
- Coordinated and managed research performed by an outside consultant, PMG Consulting, who assessed Peel residents' level of WNV knowledge and WNV personal protection behaviour.

## **INTENDED AUDIENCE**

The WNV Public Education Campaign was targeted to all residents of Peel. Within this audience, several specific groups were identified. They included: Regional employees, Health Line Peel (Peel Public Health's call centre), the Environmental Duty Desk, local physicians and infection control specialists, neighbouring health departments, multicultural groups, local municipalities – the Cities of Brampton and Mississauga and the Town of Caledon, school boards, child care centres, children's camps, Regional Mosquito Task Force, Ontario Ministry of the Environment, Ontario Ministry of Health and Long-Term Care (MOHLTC), Toronto and Region Conservation Authority and Health Canada.

Other important segments of this audience were the Regional Councilors, Executive Management Team (EMT) and media in Peel and the GTA.

## **GOALS/OBJECTIVES**

- To educate target audiences about how to protect themselves and their families from WNV by disseminating educational materials via several communication vehicles.
- To encourage public participation in efforts to combat the virus by reporting dead crows, reducing mosquito breeding areas on their property, and using personal mosquito reduction and protection measures on a regular basis.
- To generate local and GTA media coverage with key messages about WNV.
- To inform target audiences about public measures being undertaken by the Region of Peel to protect them from WNV, including the use of pesticides as part of a mosquito control program.
- To inform the target audiences about WNV and its activity in Peel in a timely manner throughout the mosquito season.



## SOLUTION OVERVIEW

We implemented the following communication activities:

- Developed and distributed a mailer to all Peel residents at the beginning of the WNV season. The mailer included a message from the Medical Officer of Health (MOH) and a WNV InfoCard with a magnet attached to the back. The WNV InfoCard was a creative way to provide concise information about recognizing and reducing the risk of WNV. It included information about dead crow reporting, personal mosquito protection and mosquito reduction measures. Residents were encouraged to post it on their fridges as a constant reminder. In addition, the mailers to residents included the statement “This is an important document. Please get it translated.” in Urdu, Punjabi, Chinese, Hindi, Vietnamese and French.
- Developed and placed ads in the local media – *The Brampton Guardian*, *The Mississauga News*, *Mississauga This Week*, *The Caledon Enterprise* and *Caledon Citizen* – beginning in early spring and continuing on a regular basis throughout the campaign. The ads contained information about WNV, activity of the virus in Peel, dead bird collection and reporting, personal protection and mosquito reduction measures.
- Placed larviciding application notices in local media as per Ministry of the Environment requirements.
- Revised the content of the WNV Web site ([www.peel-bugbite.ca](http://www.peel-bugbite.ca)) to include the most up-to-date information about WNV, its activity in Peel and Peel’s prevention measures. A variety of resources and useful links to several credible sites (Health Canada, Centre for Disease Control) were also included. At the peak of the campaign (June – September) the site was updated on an almost daily basis particularly to publicize the areas and dates of larviciding. A new feature of the Web site in 2004 was an on-line form that the public could use to report stagnant water.
- Wrote and distributed a Weekly WNV Update on the status of WNV activity in Peel from the MOH. The report went to Regional Councillors, EMT, local media, local hospitals, physicians and infection control specialists, surrounding municipalities, conservation authorities, community emergency management co-ordinators, long-term care facilities and the MOHLTC. It was also posted on the WNV Web site.
- Produced and distributed regular Health Professionals Updates for local physicians – key players in educating their patients about the virus. The updates provided physicians with information regarding the virus: what to look for, what to do, how to work with Peel Public Health and hospitals.
- Generated media coverage through five news releases which were issued at strategic times during the campaign. The Region of Peel’s MOH and the Associate MOH (AMOH) were interviewed by local and national media.
- Communicated with Region of Peel employees via WNV information meetings on request with various departments, a pay cheque insert with key WNV messages and regular updates to Pathways, the Region’s intranet.
- Two WNV displays, a floor and a table-top display, were taken to various events and locations such as the Peel Children’s Water Festival, the Honey Festival, local malls, and Access Peel at the Region of Peel headquarters. Peel Public Health employees staffed some of the displays, answering questions and handing out educational resources.
- Revised eight Q & A style fact sheets on WNV topics such as personal protection and prevention, information for children attending camp, larviciding, adulticiding and others. They were distributed to Regional facilities, the Peel District School Board, public libraries, fire and emergency services, local municipalities. The fact sheets were also available on the Web site.
- Distributed WNV educational materials such as tear-off pads and posters to parks and recreation centres in the Region of Peel, Regional facilities, Health Line Peel, Access Peel, long-term care facilities, child care centres, physicians’ offices, libraries, community events and local municipalities.
- Wrote and recorded a script with WNV information for Health Line Peel. The message was played while callers were on hold. In addition, the centre’s employees were provided with appropriate training and resources to inform callers about surveillance for and reporting of dead birds and protection tips.
- Distributed a translated general WNV fact sheet to Urdu, Punjabi, Chinese and Hindi speaking communities. Sent WNV information packages containing the translated fact sheet and other educational materials to multicultural agencies, community leaders, hospitals and physicians. Recipients were encouraged to share this information with their communities.
- Sent letters and WNV information packages (posters and fact sheets) to segments of the audience that included workplaces (with over 100 employees), commercial property owners, physicians, long-term care facilities, child care centres and others. Recipients were encouraged to share this information with employees.
- Participated in an adulticiding table-top exercise simulating a heightened risk of WNV infection in the Region of Peel that necessitated pesticide spraying. After the exercise, the adulticiding communication plan was revised and enhanced.
- Worked with PMG Consulting to conduct research to evaluate Peel residents’ knowledge about WNV and their behaviour around specific WNV prevention and protection measures.

## IMPLEMENTATION AND CHALLENGES

### Implementation

#### January – April 2004

- Initial discussions and research took place
- Campaign's strategy was developed
- Promotional materials were revised and printed; Web site was revised
- News release summarizing the upcoming 2004 Peel WNV Prevention Plan was issued

#### May – October 2004

- WNV campaign *Put Mosquitoes Out of Touch* was launched with a news release
- WNV mailer including the MOH letter and WNV InfoCard was sent to all residents in Peel
- Notices of larviciding were placed as per Ministry of the Environment requirements
- Letters and WNV information packages were sent to commercial property owners, physicians, long-term care facilities, child care centres, and others
- Letters and WNV information packages were sent to multicultural groups
- WNV Web site was regularly updated
- WNV in Peel Weekly Updates were distributed
- Health Professionals Updates were distributed
- Adulticiding communication table-top exercise took place. Existing adulticiding plan was revised
- PMG Consulting performed research to determine Peel residents' knowledge about WNV and their behaviour around specific WNV prevention and protection measures
- News releases were issued on an ongoing basis

#### October – December 2004

- Campaign's communication activities were evaluated
- Campaign summaries were prepared for a report to Regional Council

### Challenges

We have experienced and dealt with the following challenges:

- Competing with other sources of WNV information. Peel residents felt overwhelmed with WNV information available from a variety of both credible and not credible sources. Our challenge was to ensure we use the right vehicles to inform them about general WNV information and about Peel-specific WNV messages.
- Reaching local media on a timely basis, due to the fact that the newspapers publish only three times a week (Monday, Wednesday, Saturday)
- Participating in an adulticiding table-top exercise during the busiest time of the campaign.
- Ensuring that all segments of the target audience were identified and addressed. We had to determine specific WNV-related messages for groups such as camps, long-term care facilities, and commercial property owners.
- The MOH left the Peel Public Health for another opportunity during the campaign. Our challenge was to update the Acting MOH and adjust to his style.
- The residential mailer was not delivered to Caledon residents due to an oversight by the mailing services company. We had to work quickly to organize an additional mail-out and notify Caledon Mayor and Councillors.

### Budget

Posters (1,000)	\$365.70
WNV Overview flyers	\$4,163.00
Mailers to Peel residents (332,000)	\$80,468.80
Advertising in local papers	\$23,361.10
Larviciding notices in local papers	\$4,096.52
Paycheque inserts (3,000)	\$13.50
Public Affairs services (in-house)	\$51,827.00
Design services (in-house)	\$2,880.00
Web services (in-house)	\$1,110.00
PMG Consulting Behaviour Study	\$25,000.00

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**Total** **\$193,285.62**

## MEASURING/EVALUATION

Overall, the 2004 Public Education Campaign was successful. Our objectives were achieved. The following are the evaluation results:

- In 2004 Peel had no human cases of WNV, compared to 10 in 2003 and 57 in 2002. This continuous decrease could be partially attributed to Peel's comprehensive Public Education Campaign.
- PMG Consulting, who assessed Peel residents' level of WNV knowledge and WNV personal protection behaviour, found that overall Peel residents feel well informed and are knowledgeable about WNV. They found;
  - Two thirds of people surveyed recalled seeing or receiving information regarding WNV in the past year
  - Over 60 per cent feel well-informed about WNV and people aged 50 or more are most likely to be extremely knowledgeable
  - Almost two thirds are satisfied with the WNV communication from the Region of Peel
  - Over half are concerned about WNV
  - Twenty-seven per cent of residents over 50 report always using repellent
  - Half of those surveyed felt that the application of DEET/insect repellent would help reduce the risk of WNV and one third was aware that they should stay indoors at certain times or wear protective clothing when outdoors.
- Over 400,000 copies of educational materials were distributed across the Region of Peel, including residents, local municipalities, commercial property owners, long-term care facilities, child care centres, physicians and others.
- One mailer was sent to each of 320,000 households in Peel.
- Health Line Peel received 5,197 WNV-related calls from residents reporting dead crows (2,103 calls), reporting stagnant water (804 calls) and asking for information on other WNV issues (2,849 calls).
- Between March and October, over 45,000 individual visitors came to the WNV Web site, an average of 152 per day.
- Over 60 people submitted a stagnant water report on-line.
- Five news releases were issued during the campaign.
- Media coverage on WNV related to Peel included 28 print stories by provincial and local media. The MOH and AMOH were interviewed by major TV and radio stations including CBC, The Toronto Star and City TV during the campaign. All coverage contained our key messages and accurate information. The tone of the stories was serious, credible and informative.
- Two larviciding notices were placed as per Ministry of the Environment requirements in five local newspapers between May and September.
- Four WNV information ads were placed in five local newspapers from May to August.

<b>Entrants' Names</b>	Carolyn Abbass, Tracey Bochner, Erin Farrell, Kate McCloskey, Karen McCullough, Sylvia Sicuso APEX Public Relations; Derek Kent, Nike Canada
<b>Organizations' Names</b>	APEX Public Relations / Nike Canada
<b>Division/Category</b>	Communication Management: Media Relations (Category 3)
<b>Title of Entry:</b>	Think Fast: Uncovering Nike's Need for Speed
<b>Time Period of Project:</b>	February – August 2004

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## **BUSINESS NEED/OPPORTUNITY**

In an Olympic year, how hard can it be to secure media coverage for a company like Nike? After all, Nike sponsored many of the top Canadian Olympians and outfitted the rowing and track and field teams. The problem was that Nike traditionally received media coverage limited to the sports pages. APEX Public Relations was challenged to expand Nike's media coverage from only the sports arena to the lifestyle arena – specifically to secure feature stories in fashion and youth publications.

Nike Speed, a collection of performance and street athletic apparel and footwear was set to launch in the months leading up to the 2004 Summer Olympics. APEX was hired by Nike to create awareness for the collection and the technological innovation behind the clothing, as well as communicate the message that Nike is synonymous with "Speed." At a time when media focus and interest would almost entirely be on the athletes, APEX was challenged to develop a plan that would compel media to write stories about products, and to give a voice to a brand that was not an official Olympic sponsor.

## **ENTRANTS' ROLE IN PROJECT**

APEX was responsible for Nike's Speed media relations campaign. Nike worked with several agencies for the Speed program. APEX had to make sure that media relations was on strategy with Nike's other agencies campaigns (advertising, event planning, guerilla and interactive). The APEX team was responsible for developing a public relations strategy, in collaboration with Nike Canada, and executing a media relations program. Tracey Bochner provided client counsel and strategic planning. Erin Farrell provided strategic direction and budget management. Carolyn Abbass was the senior consultant responsible for the various events and media relations. Kate McCloskey was the consultant responsible for media relations and managing the event logistics. Karen McCullough helped with event logistics and was responsible for all media coverage reports and media monitoring. Derek Kent was the project manager for Nike Canada.

## **INTENDED AUDIENCE**

Nike Canada's core target audience for the Speed program was:

- Teenagers aged 13 – 19, boys and girls, and their parents
- Young athletes
- Teen / Lifestyle / Sports media as influencers
- Toronto, Montreal and Vancouver were key target markets

## **GOALS/OBJECTIVES**

### **Business Goal**

Nike Canada's objective was to bring sports technology innovation to the forefront of the minds of youth and adults, and communicate the message that Nike equals Speed with the tag line "You are Faster Than You Think." Nike wanted consumers to believe that owning a piece of the Nike Speed collection connected them to the Olympics and Canada's Olympic athletes.

### **Communications Objectives**

Nike set the following communications objectives for this campaign:

- Communicate Nike's obsession with Speed
- Build sustainable media coverage about the Nike brand and the Speed collection throughout the months leading up to the Athens Games. Specifically, Nike asked APEX to build "deep and voluminous coverage" (feature stories)
- Encourage stories about Nike's technological innovation and about Nike athletes
- Secure coverage in all of Canada's major teen publications
- Secure one feature story on Nike's athletes in a major Canadian magazine
- Generate 50 million media impressions
- Achieve 80% on the APEX Impact Score, a system which rates each news story out of a ten based on a set criteria. Criteria included a 5 point rating score (Nike mention, product description, Speed messaging, story visual, athlete mention) and a 5 point tone score (positive, neutral, negative)

## **SOLUTION OVERVIEW**

### **Research**

(Please note that Nike Canada considers research proprietary and therefore we can only share the following top line results):

When developing a media relations strategy for Nike Canada, APEX consulted various studies on teen behaviour such as Trendscan Wave III, Cassandra Report April 2003 and FCB Media Habits 2003 to ensure that media relations activities would resonate with the target market. The research helped APEX determine the media relations strategy.

### **Strategy**

APEX developed a multi-tiered media relations strategy designed to sustain lifestyle media interest in Nike's sports technology innovations and Nike's Speed collection over the summer months. APEX was challenged to obtain media coverage beyond Nike's traditional sports stories and instead target the fashion, youth and lifestyle publications. In order to do this, APEX focused its media relations efforts on several media events throughout the summer to sustain interest in Nike and its new Speed collection building up to the Olympics. APEX was able to leverage Nike's relationships with various Canadian Olympic athletes to pique media and consumer interest and generate awareness for the Speed collection.

## **IMPLEMENTATION AND CHALLENGES**

### **Implementation**

#### Media summit:

In order to give select Canadian journalists a preview of the Nike equipment and apparel for the Olympics, APEX coordinated a trip in April for several media outlets to visit the Nike Sport Research Lab at Nike Headquarters in Beaverton, Oregon. Journalists were given embargoed information on the new Speed collection including, the latest footwear, apparel and equipment designed to make Nike's Olympic athletes as fast as possible. The media summit was tied to Nike's objective to relate everything to "Speed." Journalists from Flare Magazine, Faze Magazine, Verve Magazine, The Score and MusiquePlus attended the summit.

#### Media briefings:

*To launch the Nike Speed footwear and apparel collection to key journalists in Toronto and Montreal, APEX recommended one-on-one media briefings in both cities as the best way to give journalists an intimate and interactive experience with the collection. Journalists representing more than 20 magazines learned about the inspiration, research and design behind the Speed apparel and footwear collection.*

#### Rowing and track uniform launches:

APEX and Nike believed that the best way to demonstrate "Speed" was with the help of fast Olympic athletes. As the official uniform designer of the Canadian National Rowing and Track teams, Nike asked APEX to generate awareness of the Olympic uniforms.

APEX coordinated the Canadian National Rowing Team uniform launch in June at the Argonaut Rowing Club in Toronto. Every major news and sports media outlet in Toronto attended the launch event. The uniform designer from Nike headquarters explained the research and design behind the uniforms to the media and the Canadian rowing team members modeled the uniforms. In order to demonstrate the pure strength and Speed of the team, Nike staged a photo opportunity with the rowing team pulling a waterskiier behind their boat. Following the formal part of the event, APEX coordinated one-on-one media interviews with the designer and rowing team members.

The track team uniform launch was held in July in Victoria at the Canadian National Track and Field Championships. The uniform launch was run in a similar format to the rowing uniform launch. The event was well attended by media outlets across Canada who had sent journalists to the championships.

#### NikeRunDown:

In order to keep Speed top-of-mind with the Nike teenage consumer, Nike developed a program called NikeRunDown – a national competition to find the fastest male and female high school student in Canada. Qualifying events were held in five cities across Canada throughout the summer, and national finals were held in Toronto on Labour Day. APEX's role was to support the events with media relations. APEX secured media coverage from coast to coast for the regional events and the national finals.

#### Ongoing media relations:

APEX was in constant contact with lifestyle and sports journalists across Canada in order to encourage them to write stories about Nike Speed products and Nike athletes. Resulting media coverage included a Via Destinations cover story

with Perdita Felicien in her Nike Swift Suit, product placement in Time Magazine and Maclean's and feature stories in several teen and fashion publications.

### **Challenges**

Athlete availability: Derek Kent initially thought that public relations would have a greater amount of access to Nike athletes, than was the case. The original media relations proposal included a variety of activities that relied on athlete participation, such as athlete interviews on Much Music and top-40 radio stations. In reality, APEX was given approximately 1-2 media appearances with Nike's athletes. The media relations plan was adjusted accordingly to involve activities that did not rely on athletes.

Crowded market: In an Olympic year, it seemed like every corporation was trying to get in the media spotlight. It was sometimes difficult to get the attention of media outlets because they were constantly flooded with stories. Nike-sponsored athletes worked with a variety of corporations and conducted media interviews on behalf of all their sponsors. As well, since Nike was not an official Olympic sponsor, there were limitations to what the company could say in terms of the Athens Games.

### **Budget**

APEX was given a budget of approximately \$210,000 from Nike to develop and execute the media relations program. This budget included all fees and expenses. Expenses included: media travel to Beaverton, Oregon; flying Nike representatives from Beaverton to Toronto and Victoria for uniform launch events; all expenses related to launch events and media briefings; Canada Newswire and media monitoring; couriers; long distance and a variety of other expenses.

Budget breakdown:

Media summit: \$19,000

Media briefings: \$44,000

Rowing and track uniform launches: \$50,000

NikeRunDown: \$43,000

Ongoing media relations and media kit mailing: \$28,000

Program management: \$30,000

### **MEASURING/EVALUATION**

#### **Media Coverage Highlights:**

APEX far exceeded Nike's expectations in terms of reach for the Speed program.

Media coverage highlights included:

- The campaign public relations generated more than **64 million media impressions** across Canada
- Total impressions exceeded Nike's goal of 50 million impressions by **23 per cent**
- Cost per contact for Nike was **\$0.003**
- Media coverage scored an average of **86 per cent** on the APEX Impact Score (**goal was 80 per cent**)

**Business Goal:** Highlight Nike's technological innovation and communicate the message that Nike is Speed.

**Success:** Flare Magazine reported on Nike's technological innovation saying "Through hours of design, testing and assembling, the (Nike) suit's goal is to enable the athlete to move faster – and when the difference between victory and last place can be a tenth of a second, Speed counts."

The Toronto Star said "Seaming is located in the back of the suit for aerodynamics, although rowers, who sit backwards, have suits seamed in the front. Nike researchers estimate the Swift suit could allow a gain of 2.5 metres in a 2,000 metre rowing event or as much as a hand-length in sprinting."

The Globe and Mail said "Because the rowers work in a backwards position, the seaming in the suit is pushed to the front of the uniform to create the best possible aerodynamic garment. It is also constructed with a Dri-FIT fabric that wicks away moisture and also reduces drag."

**Communications Goal:** Ensure Nike's story does not get lost in the plethora of Olympic stories over the summer months.

**Success:** From June 2004 to September 2004 Nike's media reach was 64,702,145.

**Communications Goal:** Secure coverage in Canada's major teen publications and secure a feature story in Flare Magazine about Nike's athletes.

**Success:** Nike coverage appeared in Verve, vervegirl.com, YTV, Fashion 18, ACCESS Magazine, M.Net (MusiquePlus), Famous Magazine, Faze magazine and Faze online. In addition to coverage in Canada's teen publications, the August 2004 issue of Flare Magazine featured a five-page spread on Nike athletes (all wearing Nike clothing) and an article about Nike's sports technology innovation.

<b>Entrants' Names</b>	Adrienne Simic (overall project leader), Media Profile Bettina Allsworth (media relations logistics and operations), Media Profile Alison Maier (coordination and support), Media Profile Beth McClinton (client manager: overall project leader), Twentieth Century Fox Home Entertainment
<b>Organizations' Names</b>	Media Profile / Twentieth Century Fox Home Entertainment
<b>Division/Category</b>	Communications Management: Media Relations (Category 3)
<b>Title of Entry</b>	<i>Master and Commander: The Far Side of the World</i> – Harbour Battle and DVD Launch
<b>Time Period of Project</b>	January 2004 – May 2004

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## **BUSINESS NEED/OPPORTUNITY**

Twentieth Century Fox Home Entertainment (TCFHE) strategically implements creative media relations campaigns to raise awareness and drive sales for new DVD video releases. *Master and Commander: The Far Side of the World* starring Russell Crowe was a box office hit and a key TCFHE release. Media Profile was asked to develop a multi-tiered media relations campaign that would build public awareness for the home entertainment release of this title.

## **ENTRANTS' ROLE IN PROJECT**

Media Profile worked closely with TCFHE in Los Angeles to develop a media relations plan that would resonate with Canadian media. Activities included managing the overall project; researching, identifying and locating Canadian hooks and story angles and establishing the project concept. Once the project structure was formalized, Media Profile managed the entire media relations campaign including:

- **Concept development** (idea generation, researching Canadian story angles, planning)
- **Project management** (counsel, budget, staffing, sourcing of spokesperson, event partner recruitment and management)
- **Operations and logistics** (sourcing and securing necessary event supplies, themed items for media, visual support, B-roll development)
- **Media relations** (media release for long lead publications, media release for short lead DVD reviewers, media invitations and teasers, media advisory, wire photo, B-roll and electronic press kit)
- **Campaign messaging** (key message development for Canadian marine expert and brigantine ship association)
- **Event management** (event execution)

## **INTENDED AUDIENCES**

TCFHE's target audiences for this DVD and video release included

- DVD and VHS movie buying/renting public
- Key TCFHE retailers
- News and entertainment media and DVD review media as a conduit to the above

## **GOALS/OBJECTIVES**

TCFHE's goals for the home entertainment release of *Master and Commander: The Far Side of the World* included:

- To generate widespread awareness for the DVD release through broadcast, print and online editorial coverage and promotions
- To stimulate first-week Canadian sales of 20 per cent of retail product
- To sell at least 75 per cent of retail units in the first eight weeks of sale

## **SOLUTION OVERVIEW**

A multi-phased national media relations plan was developed for the DVD release of *Master and Commander: The Far Side of the World* including long lead and short lead media relations, promotions, and a media event designed to provide media with compelling photo and story opportunities on the day of the DVD release.

### **Research**

Media Profile began exploring the availability of Canadian marine historians who could provide perspective into the film's battle scenes and historical accuracy. The research helped identify the Ontario-based naval historian and lead technical advisor to the film.

Additional research uncovered the following organization:

- Toronto Brigantine Inc., a Toronto-based organization with two 19<sup>th</sup> Century brigantines and a youth sailing program to provide ships and youth crews
- The H.M.S. Royal George Boat's Crew and Landing Party, a historical reenactment group dedicated to keeping the history and traditions of the Royal Navy and Provincial Marine alive

### **Long-lead DVD reviews**

Media Profile worked with TCFHE in developing a Canadian media release announcing the DVD release of *Master and Commander: The Far Side of the World* and a breakdown of special disc features of distribution. The release was distributed to DVD reviewers at long-lead publications three months prior to the DVD release.

### **Short-lead DVD reviews**

Media Profile worked with TCFHE's production department to produce a compelling B-roll compilation incorporating film clips and DVD highlight, including bonus footage and deleted scenes, for Canadian broadcast outlets. The B-roll and a short lead media release (packages as a message in a bottle) accompanied by screener copies of the DVD were distributed the month prior to the release date to targeted national media with extensive follow up.

### **Promotions**

Media Profile negotiated national print, radio television and online DVD promotions to support the DVD release and generate supplemental public awareness. The promotions reached an audience of more than 3,545,400 with an approximate promotional value of \$433,162.

### **Strategy**

Media Profile recommended creating a media event and photo opportunity that allowed media interaction with key participants as well as highly personalized interview and television segments, designed to generate significant coverage.

Since primary talent was not available, Media Profile leveraged Ontario native Gordon Laco, the lead technical advisor in the production of *Master and Commander: The Far Side of the World* to offer perspective on the film's production at the media event. Laco provided one-on-one interviews on the film's historical accuracy and an account of working with director Peter Weir and film star Russell Crowe.

### **Execution**

The *Master and Commander: The Far Side of the World* DVD launch was explosive – literally and figuratively – with a brigantine ship battle in the Toronto harbour featuring live cannon and gunfire. The brigantines carried 40 media into the Toronto harbour where they executed a choreographed battle involving live cannon and gun fire. Notifications were provided to the Harbourfront Association and the Toronto Port Authority in advance to ensure that activities were in accordance with local regulations.

Media invitations accompanied by knot-tying kits were distributed to targeted media in Toronto two weeks prior to the launch event. A media advisory was distributed electronically to targeted media who had not already responded one week before the event. Media response was so overwhelming that the advisory was not placed on Canada Newswire because the ships could only accommodate 40 reporters and photographers.

Media materials were prepared and included in Gordon Laco's biography compiled from a curriculum vitae and a fact sheet comparing the brigantines used in the media event and the type of ship that would have been used in the period depicted in the film. The short-lead DVD media release was also included in the media kit.

### **Media Relations**

Two brigantine ships and youth crews began preparing early on the day of the event. *Canada AM* arrived at 5:30 a.m. to test satellite connections to the studio for a three-hour live-remote. Jeff Hutcherson, *Canada AM*'s sports and weather host wore a period naval captain's jacket and hat, conducted six live remote weather and sport reports from the ships and interviewed Laco twice. He climbed the ships' rigging, did an interview segment with one ship's captain and learned how to handle a piece of antique naval artillery. The DVD release of *Master and Commander: The Far Side of the World* was mentioned numerous times in *Canada AM* segments.

A schedule of one-on-one media interviews was developed to ensure that outlets would have dedicated time to interview Laco about his work on the film prior to and following the brigantine battle. Television crews were scheduled for interview prior to the ship battle to ensure that they had sufficient footage after the brigantines docked to edit their stories for the evening news. Laco also conducted interviews on board one of the brigantines as it sailed to the harbour battle site.

The gunners on both ships wore Napoleonic-era naval uniforms and instructed television media in battle etiquette, how to hold buns, climb masts and sail the ships prior to and following the battle. More than 40 members of the media were on the decks of the two brigantines to get video/audio footage and photographs of the battle.

During the battle, CFTO News sent a helicopter to cover the Toronto harbour battle from the air. Television cameras and still photographers secured significant footage and images of the cannons and gunfire between the two brigantines. After the battle, print media were escorted to a trailer to conduct their interview privately with Laco.



### *Canadian Press Photo*

Media Profile hired a photographer to take digital images of the battle in the Toronto harbour. A cut line was prepared in advance and immediately following the battle, a photo and cut line was posted to the Canada Press Images photo distribution service. The image was picked up and carried in a number of regional newspapers to illustrate a Canadian Press story that was also carried regionally.

### **IMPLEMENTATION AND CHALLENGES**

Media Profile encountered the following challenges:

- There was no primary talent available for the Canadian DVD release of *Master and Commander: The Far Side of the World* despite the fact that Russell Crowe was in Toronto at the time for another film production
- The film's theatrical release generated significant media coverage. Media relations for the DVD launch had to provide new information to media while relating to the film
- There were significant logistical details to work through including securing police clearance for use of live fire in the Toronto Harbour and launching the brigantines several weeks ahead of schedule for the media event

### **Budget**

The overall budget was \$33,000 and was broken down as follows: The Media Profile budget for professional fees of \$20,000 and expenses of \$2,000 for catering, photography and B-roll duplication and event props. Fees and expenses for the naval historian, the historical reenactment group and the use of the brigantine ships and crews was \$11,000.

### **Timelines**

The timelines required from concept development, approvals and implementation spanned four months beginning January 2004. Event execution required significant involvement from team members and multiple meetings with all involved parties.

### **MEASURING/EVALUATION**

- *Master and Commander: The Far Side of the World* was one of TCFHE's top selling 2004 titles
- First week sales of *Master and Commander: The Far Side of the World* in Canada exceeded expectations with more than 30 per cent of available product sold. Within the first two months of sales more than 90 per cent of all retail product was sold placing Canadian sales above North American targets
- In total, the home entertainment release of *Master and Commander: The Far Side of the World* received national media coverage in more than 60 print, broadcast and online outlets with an audience reach exceeding 23,156,666 million
- Coverage generated by the media event was carried in media outlets in eight cities outside of Toronto, including, Halifax, Montreal, Winnipeg, Saskatoon, Regina, Calgary, Edmonton and Vancouver
- Coverage of the Toronto Harbour Battle and DVD release of the film was seen nationwide on Canada AM, The Discovery Channel and CTV's *The Daily Planet*, CTV's *E-talk*, and Global TV's *Inside Entertainment*
- A compilation of Canadian TV and print coverage was sent to TCFHE in Los Angeles and featured in a company-wide presentation

<b>Entrants' Names</b>	Shelley Pringle: overall strategy, concept development, counsel and project management Kathryn Boothby: concept development and media relations (Central/Eastern Canada) Holly Roy: concept development, hockey advisor and media relations (Western Canada) Aaron Murzyn: hockey advisor and media relations (Western Canada)
<b>Organization'S Name</b>	Polaris Public Relations Inc., One Yonge St., S-1801, Toronto, ON, M5E 1W7
<b>Division/Category</b>	Communications Management, Category 3, Media Relations
<b>Title of Entry</b>	Hallmark 'Puckers Up' for Valentine's Day
<b>Time Period of Project</b>	Nov. 2003 to Feb. 2004

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## BUSINESS NEED/OPPORTUNITY

Hallmark Canada is the largest full-line manufacturer and distributor of greeting cards in Canada. Its personal expression products are found in approximately 3,200 retail outlets, including mass merchandisers (such as Wall-Mart Canada), department stores, pharmaceutical and food stores, and 300 Hallmark Gold Crown locations across the country. Although Hallmark sells cards and other gift items all year round, four key occasions are critical sales periods for the company. Valentine's Day is one of these important sales periods since it is the second largest card-giving occasion of the year—only Christmas is larger.

While proprietary research indicates Hallmark's primary consumer audience is women, Valentine's Day presents an unusual challenge. It's the only time when men purchase greeting cards in a significant way. Multiple communications programs designed to meet the needs of different target audiences are not feasible due to budget limitations. Hallmark therefore needed to support Valentine's Day with one program that would reach both women and men in a meaningful manner.

Hallmark relies on media relations as its primary communications tool to build awareness at Valentine's Day (other seasons typically rely on a combination of TV advertising, free standing inserts and contests). The theme of the Valentine's Day media relations effort is also extended into in-store material that typically includes posters and a consumer give-away. No other marketing activity is planned.

Hallmark challenged Polaris Public Relations to develop a media relations effort that would drive awareness during the critical Valentine's Day sales season, appeal to both women and men (without alienating either), and possess the creative teeth to allow for extension into an in-store point-of-purchase program.

In response to this challenge, Polaris Public Relations and Hallmark developed a unique hockey-related Valentine's Day program in 2004 themed around 'Pucker Up.'

## ENTRANT'S ROLE IN THE PROJECT

The Polaris team was responsible for the following activities:

- Overall campaign strategy and concept development: including Pucker Up theme, developing story angles, designing survey questions, key message development
- Media relations: including drafting news release, developing media hooks, all media liaison, interview scheduling, media monitoring and analysis
- Budget management

## INTENDED AUDIENCES

Based on proprietary research Hallmark defined its Valentine's Day audiences as:

- **Primary: Women and men aged 18+.** Specific to Valentine's Day, the focus here is on people involved in romantic relationships who seek card/gift solutions for their sweetie at Valentine's Day. These individuals include people in newly established relationships, serious relationships (perhaps ready to get engaged at Valentine's Day), the newly married and couples who have been together for many years. Generally speaking, women are more likely to remember Valentine's Day and have a good understanding of the type of card/gift they should give. Men are typically 'reluctant' Valentine's Day shoppers and are often unsure of what to give in terms of cards or gifts.
- **Secondary: Women with children aged 4 to 10.** This group represents Hallmark's primary audience for all other seasons. At Valentine's Day they seek card/gift solutions for their husband, children and other family members.
- **Tertiary: Older consumers with grandchildren aged 4 to 10.** This group of consumers is Hallmark's secondary audience for all other seasons. At Valentine's Day they seek card/gift solutions for their spouse, grandchildren and other family members.
- **Lifestyle and sports media.** Print and broadcast media in major English speaking markets were the conduit to reach the above audiences.

The program was designed to specifically reach women and men in romantic relationships. It was critical that the program also appealed to 'Moms.' Since grandparents were a tertiary audience, it was not as critical to appeal to them at Valentine's Day, although it was important that this group was not alienated.

## GOALS AND OBJECTIVES

Since Hallmark already has over 90 per cent awareness, the overall goal of the program was to maintain awareness of Hallmark Canada as the company that helps people communicate, celebrate and connect at Valentine's Day. The following objectives were established for the program:

- Improve on 2003 media coverage results by increasing audience impressions by ten per cent to a minimum of 4.6 million, secure at least 13 per cent feature coverage in print media and reduce the cost per thousand to \$5.31
- Maintain consumer attitudes to the Hallmark brand including top-of-mind awareness, brand insistence and brand preferences scores versus the same period a year ago as measured by Hallmark tracking study<sup>6</sup>

## SOLUTION OVERVIEW

In Canada, over 4.5 million people are involved in hockey. Research shows it's the activity of choice for 2.5 million Canadians, appealing to both men and women (participation of women in hockey is up dramatically over the last ten years). Our Hallmark Valentine's Day theme played off the popularity of hockey and its appeal to a wide audience. Plus, it linked back to romance with a double entendre: Pucker Up for Valentine's Day with Hallmark Canada.

This theme met all of our challenges. It appealed to both men and women, it had the potential to be effectively incorporated into in-store material and we were confident that the media coverage generated would be able to support the critical Valentine's Day sales season effectively for Hallmark.

## The Focus

The topic of hockey, combined with love, could be a broad one. In order to ground our program, we focused on the fact that Valentine's Day fell on a Saturday in 2004, the same night as Hockey Night in Canada. Canadians, both men and women, would be faced with a unique scheduling conflict—or 'Dating Dilemma'—do they plan a romantic night out without hockey, celebrate early on Feb. 13<sup>th</sup> or incorporate their love of hockey with romance on the 14<sup>th</sup>? This potential "dating dilemma" became the focus of our media materials and pitches, as well as the in-store material developed by Hallmark.

## Research

One of the first steps in developing the tactical details of our program was a *Pucker Up Survey* to determine what Canadians were planning for Valentine's Day. We also added some tongue-in-cheek questions to add some levity to the program.

We discovered a number of interesting attitudes, including the fact that 40 per cent of couples would choose to watch the game, rather than celebrating in a more traditional, romantic way. We also discovered that ten per cent of Canadians were not sure if they had made love while the game was on. The results of the survey, along with some Pucker Up pointers that played off the theme of hockey, were incorporated into our media package and became the basis of our media relations effort.

## Valentine's Day Face Off

Our Pucker Up theme was extended into Hallmark Gold Crown stores. The Valentine's Day Face Off 'puck' was created that couples could toss to help them decide between hockey night and a night out. The Face Off also included a number of Pucker Up Pointers that couples could use to add romance to the evening (regardless of what they decided to do). The Face Off puck was included in our media packages. Plus, an actual puck was sent to key media, including broadcast that could be used as a visual. This puck replicated the Face Off—on one side "Dinner Out" was printed while on the other it said "Hockey Night." This puck linked back to the survey premise of having to decide what to do on Valentine's Day.

## Key Messages

The following key messages were developed for the program:

- With the prospect of many Canadians finding themselves in a dilemma on Valentine's Day, Hallmark's romance experts are coming to the rescue with a fun way to face off
- Hallmark has created the *Valentine's Day Face Off*—a 'puck' couples can toss to help them decide between hockey night or a night out
- Hallmark also has tips and ideas to add romance into your game plan no matter what the coin decides

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<sup>6</sup> Top-of-mind awareness is "when thinking about greeting card companies, which ones come to mind?"; brand insistence is "out of ten typical individual greeting cards you buy, how many times do you make a point to buy the Hallmark brand?"; and brand preference is "what brand or company of greeting card, if any, do you prefer to buy?"

## Media Packages

Media packages were developed for key sports and lifestyle media (about 100 in total). All 100 media received our Pucker Up materials, Valentine's Day Face Off and hockey puck. Plus 50 lifestyle media received a sampling of Hallmark Valentine's Day cards and gifts, including the Blushing Bears product.

The Blushing Bears are magnetically attracted to one another so when they kiss the girl bear's cheeks glow. This plush gift was available for \$7.95 with the purchase of three cards in Hallmark Gold Crown stores. While Pucker Up and the dating dilemma were the focus of our campaign, the Bears were also a key ingredient in order to draw traffic to Hallmark Gold Crown stores. Hallmark wanted to ensure Valentine's Day cards were part of our program. Since we did not have any news on cards, our strategy was to focus on the promotional item linked to card purchase as a way to drive card sales.

## Media Relations

In order to secure as much coverage across the country as possible, we identified two key media 'outlets' to approach first with our follow up—Canadian Press/Broadcast News and the Can West Global Network. Given the cutbacks in regional papers, we felt these two groups would be critical in ensuring the success of our program. CP was offered information on Pucker Up and an interview with our national spokesperson. In the case of the CanWest Global Network, we pitched a story to a sports reporter at the Edmonton Journal on Pucker Up and the dating dilemma.

## Regional Coverage

Regional coverage was also secured with the use of local spokespeople who were Hallmark Gold Crown store owners/managers, known in their community and knowledgeable about Hallmark products.

## IMPLEMENTATION AND CHALLENGES

In planning and implementing our Valentine's Day program, we faced five key challenges:

1. **Reach both men and women with a single campaign:** We needed to reach both men and women of all ages with a single campaign (a unique requirement for this season) and our list of target media reflected this important program goal. Our media relations effort focused on lifestyle and sports media. Since we already had relationships with lifestyle media, this group expected to receive Valentine's Day information from us and Hallmark. Sports media did not usually write about Valentine's Day, nor did they typically receive information from Hallmark. When approaching this group, we needed to make our pitch relevant and meaningful for their particular beat.
2. **Valentine's Day clutter:** Each Valentine's Day, Hallmark must break through the clutter as it competes with a plethora of other seasonal products for media attention. The Pucker Up theme, survey results and dating dilemma provided media with something unique to talk about at Valentine's Day. Media across the country welcomed the opportunity to go beyond the typical Valentine's Day story ideas on chocolate and roses that are typically generated during this season.
3. **Timing:** Media are interested in covering Valentine's Day the week prior to Feb. 14<sup>th</sup>. While our news release was distributed a little earlier in January, we needed to time our efforts to the media's needs and manage requests for interviews and materials within a short timeframe.
4. **No 'hard' news:** The company did not have any Valentine's Day news on either cards or gifts in 2004 that could be leveraged with media. Creativity was required to secure coverage as our media program could not be seen as a purely commercial pitch for Hallmark Valentine's Day products. Our entry point was hockey and the Pucker Up Survey. From there we could bridge to messages about cards and romance.
5. **Budget:** The budget for media relations was less than \$25,000. Although this budget was consistent with previous year's programs, our dollars needed to stretch further by reaching a variety of target audiences.

## MEASURING/EVALUATION

The "Pucker Up" program generated extensive media coverage that had a positive impact on brand awareness. Achievements included:

### Improve on 2003 media coverage

- Audience impressions of Pucker Up were over 11 million, **substantially surpassing our target of 4.6 million** including coverage on Pucker Up (5,149,102) and Blushing Bears (1.9 million) and a variety of general coverage (4.2 million)
- Thirty-two per cent of the total print coverage were feature articles, **well above our target of 13 per cent** - 4 -
- Cost per thousand was **\$1.98 versus our target of \$5.31**
- All of the Pucker Up/Blushing Bears coverage was positive and key messages were effectively delivered
- The hockey related coverage was substantial—close to 50 per cent of the coverage focused on these messages, **allowing us to reach the male audience in a major way**

- A total of 76 print or web-based articles were secured, including 37 articles in major dailies (circulation of 20,000+), two web-based outlets and three magazines
- Twelve television segments were secured on either Pucker Up or Blushing Bears (Breakfast TV in Toronto turned out the lights to clearly demonstrate the Blushing Bears cheeks)
- The Edmonton Journal ran a feature on Pucker Up on the front page of its sports section on Valentine's Day that was picked up by the sports sections of other papers in the CanWest Network (National Post, Calgary Herald, Saskatoon Star Phoenix)
- CKNW Radio in Vancouver (this station carries Vancouver Canucks game coverage so has a strong male and female audience) did a half-hour live interview on Pucker Up with our national spokesperson
- Canadian Press/Broadcast News did a feature on Pucker Up that was picked up across the country

#### **Attitudes to the Hallmark Brand**

The program also improved on key consumer attitudes to the Hallmark brand:

- **Hallmark top-of-mind awareness hit a new high**, reaching 74 per cent up from 69 per cent in the same period a year ago
- Consumer preference for Hallmark Card Shops **gained 4.6 per cent versus Q1 2003**
- **Hallmark brand insistence was also up** both in terms of the per cent of consumers insisting (59 per cent) and the average level of insistence (34 per cent) against Q1 2003

**Hallmark Valentine's Day 2004  
Media Coverage Summary**

Media Outlet	Location	Date	Audience
<b><u>PUCKER UP COVERAGE</u></b>			
<b><u>Radio</u></b>			
CHFI	Toronto	2-Feb	150,600
JACK FM	Toronto	6-Feb	
CKNW	Vancouver	9-Feb	80,700
CJME	Regina	12-Feb	19,000
CJME	Regina	12-Feb	19,000
CKKQ	Victoria	12-Feb	24,100
650 NTR News	Saskatoon	12-Feb	10,300
<i>Sub-total radio</i>			<i>303,700</i>
<b><u>Television</u></b>			
CH News at Noon	SW Ontario	2-Feb	570,000
CKEM News at 6:00	Edmonton	2-Feb	155,000
CITV Noon News	Edmonton	4-Feb	236,000
TVA, Salut Bonjour	Montreal	5-Feb	685,000
CH Morning Live	SW Ontario	9-Feb	570,000
Global Calgary	Calgary	12-Feb	157,000
BCTV	BC	14-Feb	467,000
Shaw TV, Community News	Edmonton		
<i>Sub-total TV</i>			<i>2,840,000</i>
<b><u>Newspaper</u></b>			
Southwest Booster	Swift Current, SK	Feb. 7	19,400
The Edmonton Sun	Edmonton	Feb. 8	107,965
Ottawa Sun	Ottawa	Feb. 10	50,755
Miramichi Leader		Feb. 10	7,600
The Toronto Sun		Feb. 12	249,000
The Daily Bulletin *		Feb. 12	2,900
Times-Journal *		Feb. 12	7,900
The Penticton-Herald *		Feb. 12	8,900
Calgary Sun *		Feb. 12	78,000
Toronto 24 Hours		Feb. 13	15,370
Sudbury Star *		Feb. 13	20,320
The Sun Times *		Feb. 13	17,000
Fort McMurray Today *		Feb. 13	5,200
Brandon Sun *		Feb. 13	17,500
The Nugget *	North Bay	Feb. 13	18,300
Prince George Citizen *		Feb. 13	19,100
Red Deer Advocate *		Feb. 13	18,795
Edmonton Journal		Feb. 14	177,000
National Post		Feb. 14	287,838
Calgary Herald		Feb. 14	128,410
The Guelph Mercury		Feb. 14	14,050
The Western Star *	Corner Brook, NFLD	Feb. 14	10,680
The Sault Star *		Feb. 14	23,000

Journal-Pioneer		Feb. 14	10,000
Star Phoenix *		Feb. 14	70,000
Star Phoenix		Feb. 14	70,000
London Free Press *		Feb. 14	124,925
Kitchener-Waterloo Record		Feb. 14	79,460
The Beacon Herald *	Stratford	Feb. 14	11,800

\* CP article

*Sub-total newspaper* 1,671,168

*Sub-total (1.2x)* 2,005,402

**Online**

canoe.com Feb. 13

*Sub-total Pucker Up Coverage* 5,149,102

**BLUSHING BEARS**

**Newspaper**

Vancouver Sun (Bears)		Feb. 10	202,000
Metro Toronto (Bears)		Feb. 10	182,000
Toronto Sun (Bears)		Feb. 14	249,000

*Sub-total newspaper* 633,000

*Sub Total (1.2x)* 759,600

**Television**

Breakfast TV	Toronto	w/o Feb. 2	585,000
Breakfast TV	Toronto	w/o Feb. 9	585,000

*Sub-total TV* 1,170,000

*Sub-total Blushing Bear Coverage* 1,929,600

**BEARS + HOCKEY COMBINED**

Barrie Examiner		Feb. 14	12,100
Cadillac Fairview newsletter			100,000

*Sub-total Bears/Hockey combined* 112,100

*Sub Total (1.2x)* 134,520

**CONTESTS**

Calgary Sun		Feb. 11	78,000
Edmonton Journal (What I did for love)			177,000

*Sub-total contests* 255,000

*Sub Total (1.2x)* 306,000

**TOTAL HOCKEY/BEAR COVERAGE** 7,519,222

**OTHER VALENTINE'S DAY COVERAGE**

**Newspaper**

Temiskaming Speaker	New Liskeard, ON	Feb. 4	7,130
The Lance	Winnipeg	Feb. 4	49,590
Saint City News	St. Albert, AB	Feb. 6	23,145
Courier Laval	Laval-des-Rapides	Feb. 8	108,980
The Orangeville Banner		Feb. 10	18,000
The Edmonton Journal		Feb. 10	138,700
The Calgary Herald		Feb. 10	112,125
The Record	Sherbrooke, QC	Feb. 10	5,800
The Burlington Post		Feb. 11	46,170
The Valley Echo		Feb. 11	3,400
Cochrane Eagle	Cochrane, AB	Feb. 11	11,000
The Globe and Mail		Feb. 11	337,285
Times-Herald	Moose Jaw, SK	Feb. 12	10,250
Ontarian	Guelph, ON	Feb. 12	10,000
The Gazette	London, ON	Feb. 12	10,000
Daily Bulletin	Fort Frances, ON	Feb. 13	2,900
The Edmonton Journal		Feb. 13	138,700
The Standard	St. Catherines	Feb. 13	36,000
Shelburne Free Press & Economist	Shelburne, ON	Feb. 13	2,200
The Daily Gleaner	Fredericton	Feb. 13	27,000
Orangeville Citizen		Feb. 13	12,900
Kitchener-Waterloo Record		Feb. 14	79,455
Hamilton Spectator		Feb. 14	115,000
Telegraph Journal	Saint John, NB	Feb. 14	48,000
L'Acadie Nouvelle	Caraquet, NB	Feb. 14	20,000
Nouvell Parc Extension News	Laval, QC	Feb. 14	9,000
The National Post		Feb. 14	287,840
The Globe and Mail		Feb. 14	403,630
The Sudbury Star		Feb. 14	24,375
Ottawa Sun		Feb. 14	45,820
The Vancouver Sun		Feb. 14	246,720
The Ottawa Citizen		Feb. 14	177,555
Cranbrook Daily Townsman		Feb. 16	3,775
The Daily Bulletin		Feb. 16	2,000
<i>Other Dailies Total</i>			2,574,445
<i>Sub Total (1.2x)</i>			3,089,334

### **Magazines**

Flare		Feb.	150,655
Western Grocer		Feb. 1	16,170
Business Edge	Edmonton	Feb. 19	22,000
Business Edge	Calgary	Feb. 19	25,000
Business Edge	B.C	Feb. 19	25,000

<i>Non Dailies Total</i>			238,825
<i>Sub Total (2x)</i>			477,650

### **TV**

CKEM News at 6:00	Edmonton	4-Feb	155,000
CFRN Noon News	Edmonton	5-Feb	163,000
VR Land	SW Ontario	13-Feb	266,000
CHRO-TV	Nepean	14-Feb	86,000



<i>Other TV total</i>	670,000
<i>Sub-total other Valentine's Day coverage</i>	4,236,984
<b>TOTAL VALENTINE'S DAY COVERAGE</b>	<b>11,756,206</b>

<b>Entrant's Name</b>	Cathy-Anne O'Brien, Consultant, Xposure PR Inc.
<b>Organization's Name</b>	Xposure PR Inc. was hired by Spencer Francey Peters (SFP)
<b>Division/Category</b>	Communication Management – Category 3: Media Relations
<b>Title of Entry</b>	SFP and <i>Canadian Business Magazine</i> : The Branding Survey
<b>Time Period of Project</b>	January 2004 – August 31, 2004

## BUSINESS NEED/OPPORTUNITY

SFP's business objective was to grow its business nationally and attract Fortune 100 companies as clients.

## ENTRANT'S ROLE IN PROJECT

As the account director for SFP, Cathy-Anne O'Brien developed the media relations strategy to drive this business objective; identified and brokered the partnership with the media outlet; worked closely with SFP to finalize the media relations plan and tactical approach; developed measurable communications objectives; and managed the Xposure team during project rollout.

## INTENDED AUDIENCES

### Primary Audiences

- Business professionals including executives and marketing managers in Corporate Canada

### Secondary Audiences

- Current SFP clients
- Employees and prospective employees

To reach these target audiences through a media relations campaign, the following media outlets were identified:

- Primary: Mainstream media (newspapers, radio talk shows, television talk shows, business magazines, community newspapers)
- Secondary: Advertising and broadcast trade media

## GOALS/OBJECTIVES

### Program Objectives

- Position SFP as the leading Canadian authority on corporate branding
- Create an opportunity for SFP to contact companies the best- and worst-managed brands in Canada
- Develop a program that could be repeated and ideally, implemented on an annual basis

### Communications Objectives

- Develop a compelling media relations campaign that targets specific media in major Canadian markets (specific targets below).

MEDIA	GOALS
Daily newspapers	1-2 articles
TV	1-2 interviews/mentions
Radio	1-2 radio interviews
Advertising media	2-3 stories in each
<b>Total:</b>	5-9 media hits

- Create a media campaign that would have longevity and produce newsworthy stories that would last for months

## SOLUTION OVERVIEW

To position SFP as Canada's leading branding and design firm, we recommended implementing a national survey to identify Canada's best-managed brands. This approach would allow SFP to develop the criteria of what makes a well-managed brand in Canada and build up its profile as an expert on the subject. Also, survey results usually receive significant media coverage, so the results would form the basis of a solid media relations campaign. For example, many story angles could be developed around why a certain company's brand works and why another does not, or whether a well-known brand automatically translates into a thriving company. While the results would certainly trigger interest from the mainstream media, the vertical industry trade press would also be compelled to cover the "who's who" in their industries of high- or low-ranking companies – a key target market for SFP.

The strategy involved a survey of business professionals and marketing managers in corporate Canada to name Canada's Best-Managed Brands. Xposure worked with SFP to identify an appropriate media partner and research firm. The media partner needed to be a well-respected, well-known business publication in Canada that had access to a comprehensive list of survey recipients who fit the profile. The ideal research firm who would conduct the survey itself needed to have high credibility with Canadian media. As a result, *Canadian Business Magazine* was identified and they

accepted the proposal, and The Strategic Counsel, a leading firm with a strong presence in the media, became SFP's partners on the initiative.

**IMPLEMENTATION AND CHALLENGES**

Initial meetings between the three companies, SFP (with Xposure PR), The Strategic Counsel and *Canadian Business Magazine*, resulted in establishing a game plan, a critical path and defined roles and responsibilities. Canadian Business determined the timing of the survey, based on their editorial schedule, and would manage the survey distribution and responses. SFP and The Strategic Counsel would work closely together to define the criteria of what makes a well-managed brand and draft the questionnaire. The development and implementation of the survey and the three parties working together was quite smooth. The challenge lay with the media relations preparation.

First of all, the SFP survey would be co-branded with *Canadian Business Magazine* and this could have limited the level of interest in the story from competing media. There was a possibility that only media owned by Rogers Communications would run the story – a benefit considering the number of media falling under this umbrella company – but attaining national and diverse media was the goal.

Another limitation to the media relations planning process lay in the fact that some story concepts could not be developed until the survey results were known because the top and bottom companies on the list would determine the story ideas. We overcame this challenge by receiving the survey results prior to publication, allowing us to synchronize our press release and media pitching when *Canadian Business* hit the newsstands.

Once the survey results were published, Xposure PR launched the beginning of a very successful media relations campaign that saw media coverage in all targeted media beginning June 7 and lasting until late September.

Xposure's first step, once the survey results were in, was to draft a press release and story pitches tailored to the various media. For example, Air Canada topped the list as the worst-managed brand and WestJet topped the list as one of the best-managed brands. Business media were pitched the story: "What were the factors that sent WestJet soaring and grounded Air Canada in the minds of business people?"

**Budget**  
\$12,000

**MEASURING/EVALUATION**

The most compelling indicator to measure the success of the media campaign was to evaluate the overall coverage achieved. All targets were exceeded:

<b>MEDIA</b>	<b>GOALS</b>	<b>RESULTS</b>
Daily newspapers	1-2 articles	5 articles
TV	1-2 interviews/mentions	4 clips
Radio	1-2 radio interviews	1 interview – syndicated to 9 radio stations
Advertising media	2-3 stories in each	8 articles
<b>Total:</b>	5-9 media hits	<b>18 hits</b>

Other measures included whether SFP would be contacted by any of the companies that were on the list. Two potential clients approached SFP.

Another goal was to ensure the story had longevity: *Canadian Business* will be running this survey annually.

<b>Entrants' Names</b>	Erin Farrell, Sylvia Sicuso, Melanie Thompson, APEX Public Relations; Greg Crisp, Lee-Ann Silver, Kao Brands Inc.
<b>Organizations' Names</b>	APEX Public Relations / Kao Brands Canada Inc.
<b>Division/Category</b>	Communication Management: Media Relations (Category 3)
<b>Title of Entry</b>	<i>Be Brilliant: John Frieda Launches Brilliant Brunette</i>
<b>Time Period of Project</b>	October 2003 – December 2004

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## **BUSINESS NEED/OPPORTUNITY**

Hair care brand John Frieda was launching a new premium collection called Brilliant Brunette – the first hair care collection formulated for brunettes. John Frieda was the industry leader in premium-priced prescriptive hair care collections like Frizz-Ease, Sheer Blonde and Beach Blonde, but in the enormously crowded hair care industry, it was facing increased pressure from competitors that were developing copycat products at cheaper prices for the mass market.

Parent company Kao Brands Canada Inc., approached APEX Public Relations to execute a media relations program that would communicate John Frieda's premium messaging to its target audience and generate interest in and sales of the Brilliant Brunette hair care collection. The goal was to launch the products through media relations and follow seven weeks later with an advertising campaign.

## **ENTRANTS' ROLE IN PROJECT**

APEX was responsible for John Frieda's Canadian public relations. The APEX team was responsible for developing a public relations strategy, in collaboration with Kao Brands Canada and Kao Brands in the U.S., and executing a media relations program. Erin Farrell was the account director who provided client counsel and strategic planning. Sylvia Sicuso was the senior consultant responsible for the strategic direction, budget management, various events and media relations. Melanie Thompson was the coordinator who helped with event logistics and was responsible for all media coverage reports and media monitoring. Greg Crisp was the brand manager for John Frieda for Kao Brands Canada and Lee-Ann Silver was the public relations manager for Kao Brands in the U.S.

## **INTENDED AUDIENCES**

- John Frieda identified its primary target audience as brunette women 18-49, with a bulls-eye target of early 30s
- John Frieda research showed that 60 per cent of North American adult women are born brunettes, 48 per cent are currently brunettes

## **GOALS/OBJECTIVES**

### **Business Goal**

Kao Brands Canada's business objective was to positively impact sales during launch phase and to sustain sales. Kao Brands set the sales target for the launch (March-June) at \$2 million.

### **Communications Objectives**

Kao Brands and APEX set the following communications objectives for the Brilliant Brunette launch:

- Communicate that John Frieda's Brilliant Brunette collection was formulated specifically to bring out and enhance the varied tones of natural, colour-treated or highlighted brunettes without adding colour
- Generate awareness for the launch of the collection prior to the start of the advertising campaign on April 5 and sustain interest in the collection throughout the year
- Secure coverage in all of Canada's major women's long lead publications and key dailies across Canada
- Create awareness for Brilliant Brunette through third-party media endorsement

## **SOLUTION OVERVIEW**

### **Research**

The John Frieda team provided APEX with data on the Canadian hair care industry.

APEX reviewed the market research materials, which showed that the premium hair care category represents only 19 per cent of the total market share of the hair care category. The research also showed that 48 per cent of the North American population were brunettes and that they had one main complaint: dull, mousy hair. The Brilliant Brunette collection was formulated specifically to address this issue.

The research showed that earning market share for such a niche, premium-priced collection and differentiating it from the other products available in the category would be challenging.

The research also showed that another key challenge would be to convince brunettes that they needed these products. For years they had been using shampoos, conditioners and stylers that were meant to treat a specific hair problem, not formulated for a specific hair colour.

A retroactive editorial media search demonstrated that beauty journalists acknowledged that the prescriptive hair care approach was the best way to care for hair.

The research helped APEX develop a strategic media relations campaign.

<b>Entrants' Names</b>	Cara Epp, Jacqueline Mazereeuw, Diane Bellissimo, Sylvia Sicuso, APEX Public Relations; Clive More, ConAgra Foods Canada Inc.
<b>Organizations' Names</b>	APEX Public Relations / ConAgra Foods Canada Inc.
<b>Division/Category</b>	Communications Management: Media Relations (Category 3)
<b>Title of Entry</b>	Turkey Timing: Making Butterball Stand Out In A Crowd
<b>Time Period of Project</b>	September 2004 – December 2004

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## **BUSINESS NEED/OPPORTUNITY**

Under increasing competition from private label brands, ConAgra Foods Canada Inc. and P&H Foods Limited wanted to boost awareness and increase Butterball sales during two primary sales seasons: Thanksgiving and, then just eight weeks later, Christmas.

Butterball wanted to communicate to Canadians that it offered a range of products, including premium fresh turkeys and a pre-stuffed turkey that can be cooked from frozen, as well as resources (a hotline and Web site) to ease stress during holiday meal preparation.

## **ENTRANTS' ROLE IN PROJECT**

APEX was responsible for developing and executing Butterball Canada's holiday media relations campaign along side Clive More and his marketing team at ConAgra Canada Inc and the sales and distribution team at P&H Foods Ltd. Gabriella Skubincan provided client counsel and strategic planning. Cara Epp provided strategic direction and budget management. Jacqueline Mazereeuw and Diane Bellissimo crafted all media materials and conducted media relations. Sylvia Sicuso provided media relations support for Quebec.

## **INTENDED AUDIENCE**

Butterball's core target audience for the holiday program was:

- Women/moms as the principal grocery shopper and household chef
- At home cooks - Butterball wanted to appeal to a range of people from first-time to experienced cooks
- Print, broadcast and online media, as a vehicle for reaching consumers (targets were food media, as well as lifestyle and consumer media)

## **GOALS/OBJECTIVES**

### **Business Goal**

ConAgra Canada's ultimate goal was to increase product sales. They wanted to achieve this by convincing Canadians that the quality and convenience of a Butterball turkey was worthy of their dinner table at both Thanksgiving and Christmas. ConAgra wanted consumers to choose turkey over another dish during the holidays, and then to select only the turkey that was most closely aligned to a premium lifestyle – Butterball. Its 'perfect every time' positioning makes Butterball the ideal choice for the experienced cook to the first-timer.

### **Communications Objectives**

ConAgra Canada and APEX set the following communications objectives for this campaign:

- Generate national awareness and media coverage for Butterball as a premium, 'must have,' convenient choice for holiday cooking
- Ensure Butterball messaging stands out in the clutter of food/recipe stories leading up to the holiday(s)
- Drive consumers to 1-800-BUTTERBALL and [www.butterball.ca](http://www.butterball.ca) for turkey recipes and preparation assistance
- Exceed the return on investment achieved through last year's holiday communications campaign

## **SOLUTION OVERVIEW**

**Research:** When developing the media relations strategy for Butterball, APEX consulted experts in the food industry including home economists, dietitians and journalists to ensure media relations efforts offered useful material that met Butterball's objectives. The research helped APEX determine which food and lifestyle trends would be most appropriate and relevant to align with the brand.

**Strategy:** The APEX team developed and executed a public relations strategy designed to increase awareness and sales of Butterball turkey at Thanksgiving and Christmas – the two primary sales periods only eight weeks apart. The strategy was to develop two distinct media relations campaigns, incorporating a mix of editorial opportunities, to ensure maximum media exposure. At Thanksgiving, APEX focused on relevant current lifestyle trends, encouraging consumers to try something new and "stylize" their Thanksgiving dinner. In December, coinciding with Butterball's 50<sup>th</sup> anniversary, the focus was holiday traditions, including a Canadian favourite – turkey leftovers – with an ethnic twist.

## **IMPLEMENTATION AND CHALLENGES**

### **Thanksgiving Media Relations Tactics**

*Stylize Your Thanksgiving Butterball:* To reach the broad target audience, APEX developed an action plan designed to reach cooks with different tastes at every level of experience. Leveraging the lifestyle trend toward home entertaining and decorating, APEX designed a campaign that allowed savvy hosts/hostesses to serve a premium meal without stress and focus on presentation and taste.

*Spokesperson:* APEX secured Karl Lohnes, a well-known designer, TV personality and style editor for *Style At Home* magazine, to deliver Butterball's premium, stress-free messaging.

*"What's Your Style?" Media Relations Campaign:* With Karl Lohnes, APEX created three trendy tabletop designs: Modern Tradition, Asian Fusion and Spanish Fiesta. Home economists developed recipes that reflected each motif: a modern spin on pumpkin pie, a bok choy side dish recipes and a Spanish-inspired dressing with green olives and walnuts. An information package, including a quiz to help recipients determine the style best suited to their personality, was distributed to food and lifestyle journalists across Canada. The quiz made for a perfect ice-breaker while conducting media follow-up.

*News Canada Style Advice:* APEX crafted three stories distributed to English News Canada subscribers featuring tips for creating a stylish Thanksgiving for any size party, tablescape ideas, and recipes/photography for each motif.

*Thanksgiving Style Hits The Road:* APEX booked Karl Lohnes on an Ontario media tour during the week of October 4; he appeared on nine talk shows. Each segment offered a demonstration of how easy and inexpensive it is to create a unique Thanksgiving dinner experience that looks and tastes great.

*Thanksgiving Style Online Contest:* APEX created a "Style Your Thanksgiving Butterball" contest in partnership with MochaSofa.com, featuring a Spanish Fiesta tablescape, including a Butterball turkey, styled by Karl Lohnes, as the grand prize. The contest was promoted via banners and electronic newsletters distributed by MochaSofa.com.

### **Christmas Media Relations Tactics**

*A Butterball Tradition:* To differentiate December's campaign, APEX focused on Canadian holiday traditions that have stood the test of time. This angle allowed APEX to leverage the fact that 2004 marked Butterball's 50<sup>th</sup> anniversary and to reinforce that turkey at Christmas is a much-loved Canadian tradition, especially leftovers. We provided two unique recipes that, like Thanksgiving, had an ethnic, on-trend twist, which were very popular with the media.

*Spokespeople:* APEX secured well-known and respected spokespeople, Mairlyn Smith, home economist and cookbook author, for English Canada, and Marie Breton, dietitian, for Quebec.

*Holiday Traditions Survey:* APEX commissioned a national survey through Leger Marketing, asking Canadians about their most-loved Christmas traditions. The results were used to develop the media materials for the Butterball holiday mailing.

*Holiday Traditions Media Mailing:* Using the survey results, APEX developed a media kit focusing on turkey as the most-loved holiday tradition and Butterball as Canada's turkey of choice. To commemorate Butterball's 50<sup>th</sup> anniversary, the kit was wrapped like a Christmas gift in gold and included a release, fact sheets on the survey and 1-800 line, and recipes.

*National Media Tour:* During the week of December 6, APEX booked Mairlyn Smith on a media tour across English Canada and Marie Breton in Quebec, Mairlyn and Marie appeared on 16 broadcast segments talking about how easy it is to prepare a turkey and how to make the most of leftovers.

*Butterball Radio News Story:* To generate additional awareness, APEX coordinated an on-message Radio News Canada segment focusing on the Butterball talk-line and consumer friendly Canadian Web site.

### **Challenges**

Making turkey sound new eight weeks after Thanksgiving, and getting media to notice your recipes in a stack of many: APEX overcame these challenges by ensuring the campaigns offered very different story angles and spokespeople. APEX created unique, ethnic-inspired recipes for both the Thanksgiving and holiday mailings, giving media a modern twist for turkey dinners.

Getting lifestyle/consumer media to write about turkey: APEX overcame this challenge by focusing on stylish entertaining, with Butterball as the focal point of the tabletop. By broadening the scope to decorating, APEX was able to reach lifestyle media.

## Quebec

1. Turkey versus ham in La Belle Province at Christmas. *In Quebec, turkey is the meat of choice at Thanksgiving and ham is the meat of choice at Christmas. The thrust of the Quebec campaign focused on Christmas media relations. To overcome this challenge, APEX secured Marie Breton, Montreal based dietitian to talk turkey reinforcing turkey as the more nutritious choice.*
2. Absence of resources available in Quebec. *The Butterball Radio News Story was not translated into French and French-speaking dietitian did not staff the 1-800-BUTTERBALL hotline. Therefore, the Quebec media relations campaign was missing two essential and valuable resources.*

## Budget

APEX had a \$210,000 budget, including fees and expenses, from ConAgra Foods Canada Inc. and P&H Foods Ltd. to develop and execute the Butterball holiday public relations program. Expenses included: spokesperson fees, travel and accommodation, contest fees, News Canada submissions, Survey costs, media monitoring, couriers, long distance etc.

### Budget breakdown:

Thanksgiving activities: \$100,000

Christmas activities: \$90,000

Program management: \$20,000

## MEASURING/EVALUATION

**Media Coverage Highlights:** APEX exceeded client expectations in terms of audience reach and key messaging.

Media coverage highlights included:

- More than **25 million media impressions** across Canada
- Cost per contact for Butterball was **less than \$0.01**
- Growth of approximately **11 per cent** in sales to trade over last year
- Total of **25 broadcast interviews** with spokespeople across the country
- Approximately **99 print articles** in newspapers all over Canada between September 15<sup>th</sup> and December 31<sup>st</sup>, 2004

**Communications Goal:** Promote Butterball turkey's superior quality and convenience for holiday meals.

**Success:** The broadcast segments featured Butterball as a 'must-have' at every holiday meal. The segments highlighted how easy the turkey is to prepare and a third party endorsement of how great the turkey tastes, specifically during a taste test hosted by Canada AM. Culinary students from the George Brown Chef School selected Butterball as their top pick for holiday dinner.

**Communications Goal:** Ensure Butterball messaging stands out in the plethora of holiday cooking stories in October and December.

**Success:** Butterball's unique recipes and distinct photography complemented current cuisine trends and were featured in the majority of the media coverage. The Thanksgiving recipe for frozen pumpkin cheesecake was very popular, as well as the Moroccan turkey stew at Christmas.

**Communications Goal:** Drive consumers to the Butterball 1-800-BUTTERBALL hotline and [www.butterball.ca](http://www.butterball.ca) for recipes, advice and general support through holiday meal preparations.

**Success:** Mentions of the Butterball hotline and Web site were featured in articles from the Canadian Press, Toronto Star, Toronto Sun, Vancouver Sun, Halifax Chronicle Herald and many more.

**Communication Goal:** Exceed last year's ROI for the holiday sales season

**Success:** With an increase of only \$30,000 over last year's budget, APEX more than doubled the audience reach and achieved a cost per 1,000 of \$88 vs. last year's \$138.



<b>Entrants' Names</b>	Irene Knight, CN Tower Ellen Flowers, Tourism Toronto Helen Lovekin, Ontario Tourism Marketing Partnership Corporation (OTMPC)
<b>Organizations' Names</b>	CN Tower Tourism Toronto Ontario Tourism Marketing Partnership Corporation (OTMPC)
<i>Client Organizations</i>	Academy of Motion Picture Arts and Sciences Architectural Digest
<b>Division/Category</b>	Communication Management: Media Relations (Category 3)
<b>Title of Entry</b>	The Secret Life of Sets: Set Decorators at Work Exhibition at the CN Tower Event Launch and Sustained Media Relations Program
<b>Time Period of Project</b>	September 8 2004 – January 2 2005

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## **BUSINESS NEED/OPPORTUNITY**

Reputedly a city of movie lovers and host to one of the world's greatest annual Film Festivals, in August 2004, the Academy of Motion Picture Arts and Sciences designated Toronto as the only Canadian city and the CN Tower as the host venue for its exhibition *The Secret Life of Sets: Set Decorators at Work*. Celebrating the art of contemporary set decoration *The Secret Life of Sets* featured interactive movie sets from seven blockbuster releases including *Harry Potter and the Prisoner of Azkaban*, *Spider-Man 2*, *Van Helsing*, *Down With Love*, *The Cat in the Hat*, *Charlie's Angels: Full Throttle* and *Haunted Mansion*. Behind the scenes displays featured film clips, artwork and photos as well as interview footage with the Set Decorators themselves. Following a successful showing in Beverly Hills, CA, the exhibit would spend four months in Toronto before moving on to New York City and Chicago.

With Toronto continuing to rebuild tourism after the challenges of 2003, tourism attendance was expected to be soft. Therefore, our challenge and strategy was to present a Canadian icon in a fresh and relevant way to local and Canadian audiences. The CN Tower, Tourism Toronto and OTMPC had an extremely limited amount of time to generate awareness and promote attendance to this fascinating exhibit. Secondary messages would promote Toronto, Ontario as an exciting cultural destination and the CN Tower as a premier event venue. All objectives would need to be met with sensitivity to key sponsor profiles and approvals.

## **ENTRANT'S ROLE IN PROJECT**

The Exhibition was organized by the Academy of Motion Picture Arts and Sciences with the generous support of Architectural Digest in cooperation with Tourism Toronto, Ontario Tourism Marketing Partnership Corporation and CN Tower. The CN Tower, Tourism Toronto and OTMPC collaborated on the media relations strategy and execution which included preparation of all media materials, media relations management locally, nationally and internationally, a media preview, a launch event and sustained media coverage throughout the exhibition.

## **INTENDED AUDIENCE**

Due to its broad appeal, the target audiences for the exhibition included all ages, women and men as well as families.

Specific Audiences were further identified:

- Film enthusiasts, Set Decorator Union Members, Construction industry, Home Decorating enthusiasts, Science Fiction enthusiasts, Toronto International Film Festival Attendees, Tourists / Tour Groups, Elementary and High School Groups, College and University Theatre and Film programs, Tourism Industry (Tourism Toronto, OTMPC, Canadian Tourism Commission members), Tour Operators, Hotel Concierges
- Specific audiences from each organization including: key internal and external stakeholders, employees,
- CN Tower specific audiences included: Employees, Event Clients and Prospective Clients, Suppliers and Tenants

Geographically, media relations efforts reached out to:

- Local (Greater Toronto Area), Ontario, National, International (tourists, tour groups), Bordering States (motivate drive-to traffic).

Targeted Media included:

- Print Media: city, entertainment, listings, travel and leisure editors, travel trade, Toronto International Film Festival reporters
- Broadcast Media: news, local and national morning shows, entertainment reporters, "event" reporters, Toronto International Film Festival reporters and shows, plus Specialty shows and themes for sustained coverage
- Radio: morning shows, entertainment reporters

## GOALS/OBJECTIVES

1. Generate local and provincial awareness of the Exhibition and also promote Nationally and Internationally to ensure awareness among tourists and travel industry
  2. Ensure sustained awareness of the exhibition through media relations
  3. Generate measured increase in visitors to CN Tower, Toronto, Ontario
  4. Generate measured increase in website hits for CN Tower, Toronto, Ontario
- Achieve positive coverage about the Exhibition, Ontario and Toronto as a tourist destination, the CN Tower as an event venue.

## SOLUTION OVERVIEW

*A three phase media relations strategy was created:*

1. Pre-Launch awareness to generate interest
2. An exclusive Academy of Motion Picture Arts and Sciences sanctioned Launch event with spokespeople in attendance to provide in depth story development opportunities
3. Post-Launch media relations to sustain ongoing coverage for the duration of the Exhibition

*Key Messages:*

- *The Exhibition sets the mood for Toronto's arts and cultural events which make the city a must-see destination.*
- Ontario Tourism continues to strengthen tourism by supporting unique and innovative attractions.
- The CN Tower is a world-class attraction and event venue providing a unique and memorable experience and continuously seeks ways to enhance this experience to provide added value to visitors.
- The Exhibition was organized by the Academy of Motion Picture Arts and Sciences with the generous support of Architectural Digest in cooperation with Tourism Toronto, OTMPC and CN Tower.

## Implementation

### 1. Pre-Launch Awareness

- **All CN Tower internal and external communications** included information about the Exhibition: website for public, website press kit with press release and downloadable images for media use, customized email signatures, on-site signage, front-line staff messaging
- **Media Kit and Images:** A comprehensive CD media kit was created including information in English and French with press release, Set Decorator bios and downloadable high definition images. The CD cover was round, brushed silver with clear top, resembling a canister which would hold a feature film reel. The thicker size allowed for the kit to also contain CD kits and images from all participating organizations: Tourism Toronto, OTMPC and the CN Tower as well as business cards. Kits were provided in advance to interested media or media could be directed to the website to download all information and images.
- **Press Release and Event Listings:** issued to all media (local, national and international) via: wire service, targeted media lists, individual contacts, and professional media associations.
- **Personal follow-up and pitches** to promote attendance at Launch event and pitch story ideas including: a fascinating behind the scenes look at the feature film industry, history and process of Set Decoration, Unique Jobs, Decorating Tips and others.
- **Information Sheets/Flyers** were produced for distribution to Toronto International Film Festival Media Office as well as all Hotel Concierges, Tour Operators, School Groups.
- **Media Briefings** were scheduled the morning of the Exhibition Launch and one hour prior to the Launch Event to provide media with an opportunity to visit in advance of public and meet with the Curator and attending Set Decorators for interviews.

### 2. Launch Event

- Special invitations created and mailed in "Academy" envelopes to key list of industry and media attendees
- Set Decorators were positioned at their respective sets for media interviews
- Media Registration was handled separately from other attendees and included gift bag with press kit and exhibit booklet, plus personalized exhibition tour to interview each attending Set Decorator
- To prevent damage to exhibit areas, food and beverage restrictions were in place. Therefore, the launch event took place in two parts: it began with a tour of the Exhibition where "clear" beverages were served, brief welcome speeches took place and the second part of the Launch continued to the top of the CN Tower for a lavish cocktail reception among the celestial stars.
- Talk show media were scheduled prior to and the morning of the Launch utilizing attending spokespeople
- Other Broadcast media interviews with individual spokespeople were scheduled during the Launch

### 3. Sustained Media Coverage and Interest

- Leverage ongoing opportunities with Print, Broadcast and Radio media

- Leverage special opportunities as a “location” and consider occasions/themes: Haunted Mansion Set as backdrop for Halloween story, interviews with Set Decorators about Decorating Tips
- Leverage stories in long lead and specialty publications
- Leverage Toronto International Film Festival stories

#### Overall Budget\*

Press Kit CDs (\$1,000), exhibition catalogues for Launch Event (\$5,000), promotional flyers (\$2,000), press release and advisory distribution (\$2,000)	\$ 10,000
Exhibition Launch Event, hospitality expenses sponsored by Architectural Digest (invitations, mailing, food, beverage, audiovisual)	\$ 16,000

\*Media relations materials only. Does not include advertising and marketing promotions activities.

#### IMPLEMENTATION AND CHALLENGES

**Timing:** There was a one month time frame from the moment the exhibition was confirmed to its Launch to develop materials (in both French and English) and strategies and to begin implementation to ensure success. This would limit our coverage in long lead publications.

**Teamwork:** This plan was implemented with the successful collaboration of the media relations specialists at three organizations. In a high-pressure situation with three separate agendas, there ensued a great deal of teamwork, camaraderie and mutual respect and support.

**Meeting the Needs of Key Sponsors:** Given that key sponsors, The Academy of Motion Picture Arts and Sciences and Architectural Digest were both located in Beverly Hills, California and New York City respectively, plan implementation required and involved a great deal of attention to communication, obtaining approvals in a timely manner to quickly ensure that all communications goals were met.

#### MEASURING/EVALUATION

In spite of having one month to create, prepare and initially execute the strategy, the overall media relations efforts are estimated to have reached an audience of over 23.5 Million audience impressions across Canada and over \$745,000 measured PR value (\$2,236,000 measured ad value), increase attendance to the CN Tower by 9.4% and thus were successful in providing creative solutions to tourism challenges by demonstrably increasing awareness and attendance levels. It is important to note that sustained media coverage was achieved throughout up to and including the final week of the Exhibition. Moreover, positive coverage is achieved about the Exhibition, Ontario and Toronto as a tourist destination and the CN Tower as an event venue. Local awareness of the Launch is generated and supported by National and International coverage ensures awareness among tourists and travel industry.

Prelaunch and Launch Event media highlights included feature story and interviews on:

- Coinciding with the Launch Event, National coverage on **CFTO’s Canada AM** with Weatherman Jeff Hutcheson reporting live from the CN Tower. With six hits totaling over 15 minutes reaches over 6 Million viewers across Canada throughout the morning. Advertising value for this segment is measured at over \$400,000.
- The **Canadian Press** issued story about the Exhibition is picked up Nationally by daily and community newspapers generating awareness among 1.1 Million readers across Canada.
- Local coverage on **CITY TV’s Breakfast Television** with host Jennifer Valentine live remote at the CN Tower. With six hits totaling over 15 minutes reaches over 570,000 Greater Toronto Area viewers throughout the morning. Advertising value for the segment is measured at over \$44,500.
- Full page feature in Toronto daily **National Post** with headline “Making A Scene”, reaches 249,000 readers and a measured advertising value of \$42,878
- **Famous**, the movie theatre monthly magazine, includes \_ page feature about the Exhibition in their October issue to an audience of 500,000 distributed in Canadian Famous Players theatres
- **News4Kids** reporter attends Launch resulting in 2 page spread in issue read by 30,000 Toronto area children
- In December, **Construction News**, monthly newspaper for the construction industry includes feature article
- Feature story in Ontario Secondary School Teachers’ Federation Publication, **In Focus**.
- **Rogers RUSHES**, Toronto International Film Festival exclusive coverage includes feature story about the Exhibition, that repeats throughout the week of the Film Festival, reaching an audience of estimated 50,000
- **Rogers’ Day Time Toronto**, a daily talk show airs a featured story about the Exhibition to estimated 50,000 Greater Toronto Area viewers
- Interview featured on **CBC Radio One** Canada’s National Radio Station with reporter Marichka Melnyk

Sustained awareness of the exhibition was ensured through media relations. Highlights included:

- CFTO's entertainment newscast **ETalk Daily**, film three feature stories which air across Canada on three separate occasions: Launch event, Halloween, Decorating Tips. Each viewing reaches 1 Million+ viewers across Canada.
- CITY TV's popular daytime show **CityLine** features the exhibition in October reaching viewers across Canada
- Around Halloween, **CFTO Newsbrief**, lunch time weatherman Tom Brown uses the exhibition as a backdrop for his newscasts reaching 39,000 Greater Toronto Area viewers
- **City TV's Much Music** uses the Exhibition as a backdrop to their Top Ten music countdown, airs throughout North America and some parts of the United States
- **City TV's Space TV** features the Exhibition with its science fiction themed programming
- **OMNI Television** features the Exhibition on **Noi Oggi** reaching 800,000 Italian viewers in Ontario
- **OMNI Television** features the Exhibition on **Canada Contacto** reaching 800,000 Portuguese viewers in Ontario.
- **YTV's Girlz TV** airs a feature about interesting careers, reaching approximately 25,000 "tween" girls in Ontario
- Live Buffalo Radio station interviews to promote the Exhibition with **KissFM** and **Star 102.5**
- Travel website listings include: **Frommer's.com**, **National Geographic Traveller.com**, **Harry Potter Fan Site**, **Madelyn Miller – The Travel Lady**, **Toronto4Kids**, **Postcards for you.com**.

Generated measured increase in visitors to CN Tower, Toronto and Ontario

- Since the exhibit was positioned as included with admission, it was CN Tower's objective to drive overall attendance during this time period. As such, overall paid attendance was up by 9.4%. In excess of 40,000 people specifically visited the exhibition.
- Demographic research conducted within the time period of the Exhibition, indicated a significant increase of Ontario visitors (in excess of over 50%) over the same time period last year. Of these visitors, the percentage of Greater Toronto Area visitation specifically during this research period was shown to have doubled.

Generated measured increase in website hits for CN Tower

- CN Tower website showed an average increase of 25,000 hits per month from September – December 2004 over the same time period in 2003.
- There were a total of almost 10,000 specific Secret Life of Sets page hits from September to December throughout the event for an average of 2,500 per month. By comparison, the WHERE magazine link on the CN Tower website receives approximately 800 page links per month.

<b>Entrant's Name</b>	Diana Robinson
<b>Title of Entry</b>	It's a Family Reunion: Come Celebrate 75 Years of Strub's Family Tradition!
<b>Division/Category</b>	Communication Management, Category 3, Media Relations
<b>Organization's Name</b>	Diana Robinson & Associates
<i>Client Organization</i>	Strub Brothers Limited
<b>Time Period of Project</b>	January – December 2004

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## **BUSINESS NEED/OPPORTUNITY**

Strub Brothers Limited is a Canadian, family-owned manufacturer of pickles that celebrated its 75<sup>th</sup> anniversary in 2004. There are two kinds of pickles in grocery stores — shelf stable and refrigerated. Approximately 93 per cent of Canadians purchase shelf stable pickles, the kind you find on the grocery store shelf section. While Strub's makes both kinds of pickles, they specialize in making refrigerated pickles. The first product they produced—Full Sour Dill Pickles in Original Brine, a refrigerated pickle based on a family recipe — remains its best selling product.

Strub's refrigerated products have a loyal base of customers, however, Strub's recognizes that to continue to grow, they need to increase awareness of refrigerated pickles by introducing new customers to the taste of refrigerated products. One way that Strub's reaches new customers is through the sampling and selling of their products at a Toronto, Ontario consumer food show called The Good Food Festival. Many food companies participate in the show and the competition to stand out from the crowd is intense. Strub's is one of the lead sponsors and we identified that we needed to create a program that would attract the attention of both the consumers coming to the show and the media covering the show. In addition, I identified that a media relations plan was needed for 2004 that would capitalize on the company's 75<sup>th</sup> anniversary to generate awareness of Strub's and its refrigerated products even though there were no new products being launched in 2004.

## **ENTRANT'S ROLE IN PROJECT**

As the marketing partner that has worked with Strub's for five years, I developed the original program plan, reviewed it with the client, and then executed all facets of the programs.

## **INTENDED AUDIENCE**

Strub's consumers are generally 30-65, with slightly more women purchasing than men as they continue to be the main grocery shoppers. Strub's research has shown that consumers tend to purchase Strub's products when they are entertaining, considering them "for good." Strub's has focused primarily on Ontario consumers as most of their sales have been concentrated in their home province, however, a business goal in 2004 was to grow their Western Canada business. We identified our target audience for the program as: so we targeted all Canadians looking for tasty pickled deli products.

- Men and women, 30-65 who could be future Strub's purchasers, especially the 93 per cent of Canadians not purchasing refrigerated products currently, but who are looking for tasty pickled deli products;
- Loyal users of Strub's refrigerated products;
- Consumer media including print, radio, and television news, lifestyle and food journalists;
- Grocery trade media.

## **GOALS/OBJECTIVES**

The objectives of the campaign were to:

- increase awareness of Strub's refrigerated products across Canada, with an emphasis on Ontario and Western Canada, by reaching 20 million Canadians through positive media coverage that builds awareness of the Strub's family, their family heritage, their 75<sup>th</sup> anniversary and the various uses of their products;
- create a program that generates positive media coverage while at the Good Food Festival and breaks through the clutter;
- generate positive coverage in at least three major daily newspapers, one major television station, and one food trade publication;
- create an interactive program that rewards loyal users of Strub's pickles for their ongoing support while introducing new consumers to the products;
- create an exciting, innovative program within the \$142,380 budget.

## **SOLUTION OVERVIEW**

My strategy for developing the 2004 program was to create a fun, exciting program that built on the 75<sup>th</sup> anniversary of Strub's pickles, focusing on the one that started it all, the refrigerated Kosher Dill. I wanted to build a program that would communicate the qualities inherent in the Strub's business: family; quality; recipes handed down through the years; great taste; sharing; the way a pickle can always make you smile; and the fact that a Strub's pickle really is "The Cooler Pickle" because it's refrigerated. To encompass all of these qualities, I created the strategic theme of: "It's a Family Reunion: Come Celebrate 75 Years of Strub's Family Tradition."

I chose the family reunion theme as Strub's products have the family quality built right into them—from the recipe that the product was originally and continues to be made from, to how consumers buy Strub's when they are entertaining family and friends, to how the company is run. A family reunion is the act of reuniting or having a social gathering with friends and family. It provides the opportunity to see people you haven't seen in a long time, gives you a chance to introduce the newest family members and lets you get to know those people you don't know too well. These are all components of Strub's pickles and the communications objectives we try to achieve.

As there were no new products to introduce and the only other "news" to share was the celebration of Strub's 75<sup>th</sup> anniversary, I hired Decima Research to conduct a survey of Canadians' attitudes about family reunions. In addition, I hired a nutritionist to create seven new recipes that could be made with Strub's products, in particular, the refrigerated Kosher Dill, giving both loyal users and new users different ways to enjoy and experience the product. All questions for the survey were discussed and debated with the Strub's family and all the recipes were taste-tested and approved by them as well.

Additional tactics included:

- The Strub's 75<sup>th</sup> Anniversary Family Reunion Consumer Contest
- Struby the Pickle Mascot
- Good Food Festival Sponsorship and The Strub's Celebrity Pickle-Off
- The Strub's Family Reunion Survival Kit and Campaign
- Radio Drops
- The Strub's Family Reunion Survival Kit Media Co-promotion

Key messages for the program included:

- The Strub's family has been making Strub's Full Sour Kosher Dill Pickles for 75 years.
- Food plays an important part in family reunions.
- Canadians have embraced family reunions.

## **IMPLEMENTATION AND CHALLENGES**

### **• *The Strub's Family Reunion Survey***

To build on the theme of family reunions and position the Strub's family as an expert on family reunions, I hired Decima Research to conduct a survey of 2,000 Canadians, 18 years and older, in February 2004 to gain insight into how Canadians felt about family reunions—did they attend them, what did they do at them, how far would they travel to attend one. The facts gained from this survey were used in all media materials. In addition, I researched family reunions in Canada and the United States through more than 100 web sites and planners.

### **• *The Strub's 75<sup>th</sup> Anniversary Family Reunion Consumer Contest***

The concept for the contest was "Show us how you've made Strub's refrigerated Kosher Dills a part of your family and you could win a family reunion worth \$5,000. We know that you know how great Strub's refrigerated pickles are...now we want to know if you've shared that secret with your friends and family. Send us a photo of your family sharing Strub's Original Kosher Dill Pickles, the one that started our family business, and tell us why your family thinks Strub's are The Cooler Pickle."

Consumers were invited to send a picture via mail or to the custom-created contest web site, [www.strubspicklescontests.ca](http://www.strubspicklescontests.ca). All entrants received a \$0.50 cent off coupon for Strub's pickles. The photos were then posted to the web site where browsers could view the photos. Each month, browsers could vote for the photo they thought was best, for example, the most creative, funniest, most original, and each monthly winner won a Strub's Family Reunion Survival Kit that included 75<sup>th</sup> anniversary baseball caps, t-shirts, notepads, stickers, three jars of Strub's Mini Snackers pickles, a coupon for free Strub's product and \$0.50 off coupons. The contest was launched on May 1, 2004 and ran through August 30, 2004. The contest was open to all Canadians except for residents in Quebec as Strub's is not as evenly distributed there. To start the web site off, I worked with a photographer to shoot photos of the three generations of the Strub's family members with jars of the Kosher Dills and loaded these on as the first examples.

- ***Struby the Pickle Mascot***

To celebrate the Strub's 75<sup>th</sup> anniversary, I recommended that we bring the Strub's mascot, Struby, to life. For their 70<sup>th</sup> anniversary, we held a contest to name the pickle guy. Now I recommended that we create a seven foot version of Struby that we could take to public events to generate goodwill and foster brand and company name recognition. I worked with a company in Toronto that specializes in creating mascots to develop Struby, just in time for the Good Food Festival.

- ***Good Food Festival Sponsorship and The Strub's Celebrity Pickle-Off***

As a leading sponsor of the Good Food Festival, Strub's has a booth, sells products at a discounted price and samples all of their products to the 28,000 people that attend the show. The show's demographics are key Strub's consumers. However, the show is booth after booth of food manufacturers and distributors all trying to have their message heard by consumers and the media visiting the show. To leverage the publicity value inherent in participating, we needed to create an innovative event. I created The Strub's Celebrity Pickle-Off.

Canadian celebrities including media personalities, politicians and other well-known Canadians were approached to participate. Each of the celebrities would create jars of pickles right on location at the Strub's booth at the Good Food Festival with the members of the Strub's family teaching them. These jars would be judged by three food editors, and then be auctioned off online on the custom-created Strub's web site, [www.strubspicklescontests.ca](http://www.strubspicklescontests.ca). Strub's would match all funds and the money raised would be donated to the celebrity's charity of choice.

One of the challenges of the program was the late approval I received from the client to begin working on the program. I had two months to line up three celebrities and three food editors as judges. The local NHL and NBA team both made the playoffs and players that were interested in participating weren't allowed to due to team rules. Several politicians were scheduled to participate and had to back out at the last minute. Many people had conflicts with their schedules. In the end, I lined up two local media personalities — CTV/CFTO's weather man, Tom Brown and Global TV's morning news anchor Christine Crosby and a Canadian Olympic athlete, Rob Rusnov — to participate. I created an Event Production Guide that included details on how the event would proceed, contact information for everyone involved, answers to all questions and speaking notes for the event.

On April 16, 2004, the celebrities donned event-logoed aprons and chef's hats and created six jars of pickles each. The Strub family members acted as MCs and outlined what each step of the pickle-making process was and advised the celebrities on how best to create pickles. The celebrities then selected the spices and other ingredients that they wanted to make their pickles and started slicing and stuffing jars. In addition, each of them came up with a name for their pickles: Tom Brown's Strub's Summer Sizzlers, Christine Crosbie's Dill of a Lifetime and Rob Rusnov's Ravishing Olympic Pickles. Tom Brown broadcast live from the event and interviewed the Strub's family members about their 75 years in business. I hired a videographer to shoot the event for posterity and I shot digital photographs. The original plan had been to use the show's facilities to process the pickles, however, the area was so busy the day of the show that I took all of the pickles to my home and processed them there overnight. In addition, I worked with my designer to create custom labels for each of the jars with the celebrities' hand-selected ingredients and photos on them. This information was then uploaded immediately to the web site so that less than 6 hours later, the web site had live event photos, and full information about the jars up for auction.

As we had a challenge finding food editors that could act as judges, we decided that we would not judge the pickles but would instead award each of the celebrities a first place ribbon. Three days later, I personally delivered to each celebrity a jar of their pickles with a certificate that declared them a Pickle-Maker Extraordinaire.

The auction raised \$1,000 for each of the three charities: the See You in Athens Fund, the Juvenile Diabetes Research Foundation and the Canadian Cancer Society. Official cheque presentation ceremonies were made to each of the three charities.

- ***The Strub's Family Reunion Survival Kit and Campaign***

May is International Pickle Month as well as the kick off to most summer family entertaining. My research also identified that it is the month that family reunion "season" kicks off. I saw an opportunity to celebrate Pickle Month, and the Strub's 75 years of great pickle making by creating an interesting, informative and innovative media kit that would highlight family entertaining, pickle-making and the Strub's connection. The concept was "From our family to your family, celebrating family reunions in Strub's style." The Strub's family, with 75 years of experience of running a business as a family and creating a product that is a staple of family reunions and family get-togethers of all sizes, was positioned as an expert in getting the family together to celebrate.

The statistical data that was gathered in the survey was incorporated into several releases:

- Staying Connected with Family is Important to Canadians; New survey finds family reunions a link; contest offers \$5,000 for next family reunion
- Food an Important Aspect to Family Reunions; New survey finds family reunions and food are synonymous
- Pickle Tips for Entertaining Connoisseurs

I worked with my designer to create a new 75<sup>th</sup> anniversary logo, letterhead and media kit cover “Guess who just turned 75...” I also included the seven recipes that had been custom-created using Strub’s products in the media kit. I worked with a photographer and food stylist to shoot photographs of each of the seven recipes and these on a CD-ROM in the kit. Also on the CD was a photograph of the three generations of the Strub’s family holding a birthday cake. These media kits were sent in a Strub’s Family Reunion Survival Kit via courier to major newspaper media across the country in early May. The survival kits included: 75<sup>th</sup> Anniversary baseball caps, t-shirts, notepads and pens, stickers, three jars of Strub’s Mini Snackers pickles, a coupon for free Strub’s product and \$0.50 off coupons. In addition, I utilized the services of News Canada, a national news story distribution company, to send pre-written articles with photographs to community newspapers across Canada. I then adapted the materials to be used for trade media. I subsequently followed up with the media for a two-week period resulting in national coverage.

- **Radio Drops**

To further promote pickle month and Strub’s, I dressed in the Struby mascot costume and accompanied Arnie Strub to radio stations in Toronto to deliver the Strub’s Family Reunion Survival Kits to on-air DJs.

- **The Strub’s Family Reunion Survival Kit Media Co-promotions**

I coordinated 10 radio co-promotions with radio stations across Canada to promote pickle month, Strub’s and the family reunion theme. Each radio station received 50 Strub’s Family Reunion Survival Kits to give away on air. The budget for the entire program was \$142,380 including all fees, sponsorship costs and expenses.

## **MEASURING/EVALUATION**

The program actually came in under budget at \$130,780.00 and succeeded in delivering a national awareness program.

***Increase awareness of Strub’s refrigerated products across Canada, with an emphasis on Ontario and Western Canada by reaching 20 million Canadians through media coverage that builds awareness of the Strub’s family, their family heritage, their 75<sup>th</sup> anniversary and the various uses of their products***

The program reached 60,204,982 Canadians across Canada with 20 per cent of the awareness in the Western provinces and 56 per cent of the audience reached in Ontario. Seventy-nine stories were generated. All of the articles were positive and all but nine of the 79 stories generated were focused exclusively on Strub’s information. The Strub’s name and products were mentioned in 67 per cent of the articles; 44 per cent of the articles mentioned the 75<sup>th</sup> anniversary; 41 per cent included information from the survey; 37 per cent included a quote from Arnie Strub, Vice-President of Marketing; 22 per cent included a supplied photograph of which 41 per cent were colour; 20 per cent of the articles ran exactly as written in the release or supplied article; and 10 per cent included supplied recipes. The cost per impression and the cost per media value dollar both equal \$0.00.

The introduction of the Struby mascot was overwhelming. He was launched at the Good Food Festival and as the Festival doors opened, he greeted people as they entered. People of all ages loved to hug him. CITY-TV asked to have him walk through the festival halls so they could roll the news credits over him. He was so well received that we began to receive requests for him to appear at other places and we worked with a local Hamilton radio station that took him to more than 190 events throughout Southwestern Ontario. He became a favourite at local Santa Claus parades and comments from the radio program promotion directors include: “I was out at the Hamilton Santa Claus Parade as a television host for the event and among the top three greatest commotions caused were by Spiderman (hot off the heels of a multi-billion dollar DVD release,) Santa Claus (supported by 200 years of tradition) and Struby...because he is the biggest and coolest looking mascot anyone has ever seen!!” and “Just this past weekend, we had a motorcycle club behind us with some rather tough looking bikers all who came over to say hi to Struby.”

***Create a program that would generate positive media coverage while at the Good Food Festival and break through the clutter***

The program delivered an innovative, breakthrough event at the Good Food Festival that touched all the 28,000 visitors to the show through the literature they received in their gift bags, and the signage and displays they viewed at the booth. Many visitors to the show commented on the media coverage they had seen of the booth and the Pickle-Off event. Seventeen positive articles were generated by the booth and the Pickle-Off event and it generated more than 10 minutes of television coverage.



***Generate positive coverage in at least three major daily newspapers, one major television station, and one food trade publication.***

The program delivered coverage in 38 daily newspapers across Canada, four major television stations and two food trade publications. The total ad value for the coverage generated is \$218,886 for a total editorial value of \$656,660. The program delivered 28 minutes of radio and television news coverage, and 75 minutes of radio co-promotion coverage. The program resulted in editorial coverage worth five times the cost of the program.

***Create an interactive program that rewards loyal users of Strub's pickles for their ongoing support while introducing new consumers to the products***

The consumer contest delivered a program that rewarded current loyal users by encouraging them to show how they enjoyed the product with their family while they also introduced friends and family to the Strub's products through participation in the contest. Our goal was to get 25 entries and 50,000 hits to the web site. We received 50 entries and had 288,005 hits to the web site. Four articles were generated specifically about the contest and whenever an article about the contest appeared, we had an entry.

Overall, the program helped Strub's to achieve its growth goals in Ontario and Western Canada at a time when the total refrigerated market and the total pickle market experienced negative growth. (The actual numbers are proprietary information and cannot be released.) The program also helped the Strub's sales team to sell in product to new listings in Western Canada and the Atlantic provinces by showing the support Strub's was putting behind their products and the consumer response to the program.

<b>Entrants' Names</b>	Brian Knox -- client Marilyn Short – agency lead
<b>Organizations' Names</b>	Zellers; Harbinger Communications
<b>Division/Category</b>	Division 3: Media Relations
<b>Title of Entry</b>	Hilary Duff: Stuff by Hilary Duff at Zellers Launch
<b>Project Time Period:</b>	Sept 16 <sup>th</sup> 2003 – March 13 <sup>th</sup> 2004

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## **BUSINESS NEED/OPPORTUNITY**

In September 2003, Hudson's Bay Company (Hbc) entered an exclusive agreement with internationally recognized, teen superstar Hilary Duff to offer her new line of merchandise, Stuff by Hilary Duff at Zellers stores across Canada. The collection, which included fashion apparel and accessories, home accessories and cosmetics, was to arrive in stores in spring, 2004. In order to raise awareness about the availability of Stuff by Hilary Duff at Zellers stores across Canada - while ensuring Hilary's celebrity status did not eclipse the news of the line at Zellers - Harbinger developed and implemented a media of the launch of the line with targeted media (WS1). Hbc also wanted Harbinger to reposition Zellers as a cool place for teens and tweens to shop.

## **ENTRANT'S ROLE IN PROJECT**

Led by CEO Marilyn Short, Harbinger developed, managed and executed all aspects of the strategic media relations plan for Hbc for the launch of Stuff by Hilary Duff at Zellers.

## **INTENDED AUDIENCE**

The primary audience for the Zellers Stuff by Hilary Duff launch was tween girls aged 7 to 11. Because these girls are caught between childhood and adolescence, they lean toward teen styles and attitude. They avidly consume pop culture to see what's "in" and obsess about their idols. These girls aspire to be older and watch their role models, like Hilary Duff, to figure out how to act, how to dress, what to say, etc. (WS2). The secondary audience for the Stuff by Duff launch was moms of tween daughters who shop at Zellers or, who hadn't considered Zellers in the past but would be influenced based on their daughter's desire to consume Stuff by Hilary Duff. These moms see Hilary as a better role model for their impressionable tweens because Hilary stands for the same values they want their kids to believe in. In order to launch the new line, Harbinger had to find a way to reach both tweens and moms with the media they follow.

## **GOALS/OBJECTIVES**

The goal of the Stuff by Hilary Duff launch was to secure 15 million audience impressions. This figure was determined by a previous successful campaign for Zellers, the launch of the Mossimo fashion label. Hbc wanted the Stuff by Hilary Duff launch to see an increase in impressions by 50% over the Mossimo launch and wanted to keep the cost per person reached less than the \$0.008. To ensure that the launch of Stuff by Hilary Duff met the primary objective of reaching young girls and tweens, Harbinger categorized media outlets into Tier A and B. Tier A media included outlets that were tween-focused, outlets that had substantial tween audience/readership and outlets that have substantial cumulative audience/readership. In the media relations plan, Harbinger defined Tier A outlets as major daily newspapers, tween-focused publications and live or live-to-tape interview TV/radio shows. Tier B media outlets were defined as secondary interview opportunities including community papers. The objective was to secure coverage from 75 per cent of the Tier A media outlets and 40 per cent from the Tier B media outlets (WS3).

## **SOLUTION OVERVIEW**

In order to meet the objectives and goals, Harbinger developed a media relations plan that included getting all the key messages across in a short time frame to as many of the Tier A and Tier B outlets as possible. In order to do this, it was decided that Hilary Duff would conduct interviews, host a fashion show and run a press conference all in the same day, at the same location (WS4). This would allow for the most number of media outlets to get the story they required as efficiently as possible.

One-on-one interview time with Hilary was negotiated with the priority Tier A media first. The news conference allowed TV news cameras and photo editors (who weren't provided with one-on-one time) to capture quotes and images in a time efficient manner. The majority of print publications that needed more than the information garnered at the news conference were able to speak to Hilary by phone before and after the launch day.

In order to ensure media would reach the target audience, and mention the availability of the new line at Zellers (and not merely mention Hilary's appearance in Toronto), Harbinger decided to bring in 100 tween girls to watch the launch and see Hilary in person. We expected the girls' involvement, and positive reaction to the line, to result in unbiased coverage featuring their comments – comments from the target audience for Stuff by Hilary Duff.

## **IMPLEMENTATION AND CHALLENGES**

In order to get media excited about the new line of clothing and its availability at Zellers, a media kit including samples of the new Stuff by Hilary Duff line, information, photographs of Hilary and comments from her about the new line was sent to Tier A media prior to the Toronto launch date (WS5). Harbinger then followed up with this group of media to book one-on-one interviews with Hilary during the day of the launch. The main challenges of the launch were that Hilary Duff was available to Zellers for only one day and that media could potentially disregard mention of her new line in their coverage and talk about Hilary and her celebrity status instead. As a result, Harbinger only booked one-on-one interviews with Hilary with media that agreed to talk about her new line at Zellers. Harbinger also briefed Hilary ahead of time with the Zellers' key messages to ensure she would speak to reporters about the availability of the new line. Other challenges included the fact that Hilary refused to wear clothing from her new line during the launch event and that her staff cancelled her Montreal appearance for Zellers at the last minute. To ensure media associated Hilary Duff with her new line, Harbinger sent out images of Hilary wearing her clothes to media ahead of time in the press kit. We also staged a fashion show the day of the launch with models wearing Stuff by Hilary Duff. In order to ensure Quebec media had access to Hilary Duff, Harbinger decided to fly in two key Montreal media contacts to Toronto to ensure they received face time with Hilary.

The Stuff by Hilary Duff Launch took place at the Carlu in Toronto on Friday, March 12, 2004 and Harbinger successfully booked 24, ten-minute one-on-one personal interviews (WS6). The logistics for the event were carefully conceived and included three identical interview stations within the Carlu so that Hilary could move from outlet to outlet without waiting for camera crews to set up. The extra stations acted as a preparation buffer and allowed for 4-6 extra interviews to be scheduled throughout the day. The Carlu also provided an environment where the tight schedule could be maintained. Models were hired for a fashion show hosted by Hilary (again to ensure Zellers was mentioned in coverage), live feed of the news conference with Hilary was available to media across Canada and Hilary conducted a question and answer period. B-roll that included the Hilary Duff Zellers commercial was made available to media and over 100 girls from a Toronto school were invited to attend the show to listen to Hilary speak about the new line.

The total budget of the launch was \$200,000. This included the cost to design and set-up an elaborate stage (with large screen TVs) for Hilary's fashion show, sound equipment for her to perform a few songs from her new CD, security, Zellers signage, decorations, catering, staffing for the event, media requirements including feeds and risers, goodie bags for everyone attending the event, preparation and packaging of media materials and follow-up with media post-event to secure coverage.

## **MEASURING/EVALUATION**

The Stuff by Hilary Duff launch was extremely successful and exceeded objectives/goals set out in Harbinger's media relations plan. Although the goal was to secure 15 million consumer impressions, the launch generated over 51 million consumer impressions! This means Harbinger exceeded the goal by over 200 per cent! In the plan, Harbinger's goal was to secure coverage from 75 per cent of the Tier A media it approached. However, Harbinger managed to secure coverage from 100 per cent of the Tier A TV media and 100 per cent of the Tier A print media! Again, Harbinger exceeded its goal by 25 per cent! The program delivered 98 per cent Zellers mention in a campaign that could have easily removed the brand reference. Coverage spanned far beyond the traditional fashion pages, where Zellers and other retail brands normally dominate, and moved into the front and/or news sections of publications – Harbinger managed to secure Hilary Duff on the cover of TV Guide. Hilary and spokespeople from Zellers were interviewed about the line in more than 98 per cent of the coverage and the initiative had a cost per person of \$0.003 (for publicity efforts only), providing Zellers with outstanding value! The national initiative, combined with the public relations campaign and other marketing support, positioned Zellers as “the hot” retail store for teens and tweens to shop. The new line was even mentioned on U.S. show, Entertainment Tonight!. In the four weeks following the launch, Zellers sold 80% of its initial Stuff by Hilary Duff shipments. Today, Zellers continues to support the line and has become known as the exclusive retailer in Canada (WS7).

<b>Entrants' Names</b>	Roanne Argyle, Account Director, strategy development, strategic counsel Aline Nalbandian, Media Relations Specialist Daniel Tisch, Spokesperson training and message development, strategic counsel
<b>Organization's Name</b>	Argyle Rowland Communications
<b>Division/Category</b>	Communications Management: Media Relations
<b>Title of Entry</b>	New mike's light – 1 carb/76 calories Public Relations Launch
<b>Time Period of Project</b>	May – June 2004

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## BUSINESS NEED/OPPORTUNITY

In the spring of 2004, the Marc Anthony Group, the makers of **mike's hard lemonade**, launched a new low-carb, low-calorie ready-to-drink beverage called **mike's light**. At a time when the market was saturated with new low-carb products, the company wanted to position the new product as the best choice for a good-tasting, low calorie and low carb ready-to-drink alcoholic beverage.

To support the launch, they tasked Argyle Rowland Communications with developing and executing a national public relations campaign.

## ENTRANT'S ROLE IN PROJECT

Argyle Rowland Communications developed, managed and executed a multi-pronged national media relations campaign involving a special event, field marketing, national media relations and a consumer tour with a highly-recognized third-party spokesperson.

## INTENDED AUDIENCE

This communications program was aimed at four core audiences:

- Consumers, aged 25-40; female skewed
- General consumer news media: business and retail journalists, influential food and lifestyle media and general assignment news media – the conduit to our key audiences
- Marketing and trade media – to promote the product to key channels
- Retail industry leaders – the sales channel, and allies in promoting trends

## GOALS/OBJECTIVES

Working with the client, we identified the following measurable objectives for this public relations launch campaign:

- **Build awareness of the new product through positive, branded media coverage across Canada.** To do so we needed to reach a minimum audience reach of **7 million** (representing 100 impressions per dollar invested) through a blend of high-impact broadcast interviews, newspaper articles, product reviews in trade publications and spokesperson interviews.
- **Drive product trial through direct comparison of the calorie and carbohydrate content of mike's light and other "ready-to-drink" beverages.** Target: based on consumer surveys following street promotions, achieve 75% interest in trying the new beverage

## SOLUTIONS OVERVIEW

Our first step was to conduct informal research to better understand the competitive landscape and identify the trends, challenges and opportunities that would help shape our campaign. Our research included

- **Media Audit.** The Argyle team conducted an extensive review of mainstream consumer and industry trade publications to identify trends within the beverage category to help shape our campaign and position the brand vis-à-vis its competition. We noted, with concern, the glut of low-carb coverage
- **Industry Analysis.** We studied industry and category sales and consumption data from various sources, including the Brewers' Association of Canada, StatsCan and ACNielsen. Our analysis suggested that the low-carb market had peaked; though Canadians continued to be "carb-conscious," we noted a growing desire to balance low-carb eating and drinking with functional benefits such as good taste and reduced calories. This finding would play a significant role in our message development and positioning of the story to the media and consumers.
- **Client Interviews and Internal Research.** Through client interviews, we learned that light beers and diet soft drinks were strong competitors, along with three new low-carb coolers launched during the same timeframe. We also gained insight into the mike's light advantages: brand awareness, high marks from test audiences on taste, and reduced calories.

Based on our research and analysis we developed the following **core strategies** to meet our objectives:

- **Emphasize functional benefits.** To differentiate mike's light from its competitors – most of whom focused exclusively on the low-carb message – Argyle told a broader story about consumer desire for a more balanced approach: great taste, low in carbs *and* low in calories.
- **Position mike's light as the drink of the summer.** Since low-carb stories were nothing new, Argyle created a new angle – “low-carb, low-cal partying” – for the mike's light campaign. We reinforced this with backyard scenes with Muskoka chairs and tips on creating the perfect backyard party.
- **Launch with a splash with industry influencers.** Argyle executed a laid-back launch event at the LCBO's flagship Summerhill location. We appealed to consumer, trade and business media by offering them (and industry VIPs) the chance to meet Anthony von Mandl, owner of the Vancouver-based Marc Anthony Group and creator of the RTD (ready-to-drink) category. In parallel to this event, the “mike's light cottage crew” hit the streets with promotional materials.
- **Engage an expert.** Argyle promoted a well-known, highly-respected food trends expert to the media for interviews about the keys to low-carb, low-cal summer entertaining. We made samples of mike's light available as examples.
- **Dare to compare.** The foundation of our media and consumer materials was a chart comparing the carb and calorie counts of the major beverages in the category.
- **Build on mike's brand equity.** To enhance interest in the story, Argyle positioned mike's light as a new example of leadership from the company whose original mike's product created the “ready-to-drink” beverage category in 1006. We stressed how the company's product line continued to evolve to serve its original (and now more mature) customers.
- **Different media, different angles.** For consumer print media, we built story angles around taste and low-carb/low-cal drinking. For broadcast media, we promoted our spokesperson's expertise in food/beverage trends. For business media, we positioned von Mandl as an industry leader and innovator.

## IMPLEMENTATION AND CHALLENGES

The mike's light launch campaign involved the following elements:

1. **National trade launch event.** Argyle developed a thematic event to celebrate the arrival of summer and the launch of Canada's most innovative RTD beverage. We conducted aggressive media outreach and worked with LCBO and mike's staff to manage all event logistics – from branded t-shirts for LCBO staff to signage, invitations, props and additional sampling opportunities. The event took place on May 19, 2004 at the LCBO's flagship store. It was attended by industry VIPs and key journalists from the *National Post*, *Flare*, *Ming Pao*, *Food in Canada*, *Foodservice and Hospitality*, *Canadian Packaging* and other outlets. Turnout was strong, especially during a busy news week with competition from several other food-related media events scheduled for the same day.
2. **Consumer field marketing.** On launch day, Argyle deployed “mike's light cottage crews” around the city. They set u backyard barbeque scenes at major intersections to promote mike's light and educate consumers about the carb and calorie content of mike's vs. other popular beverages. Argyle worked closely with the mike's light cottage crews to develop the campaign theme and messages
3. **National media relations.** Argyle used an attention-getting media kit – a small cooler bag emblazoned with our carb/cal comparison chart. Inside was a news release, product information sheets and collateral material, and samples of mike's light for media in all target markets. We conducted aggressive media outreach to encourage product trial and subsequent product review, and secured **17 print stories** for the new product. (e.g., *Globe and Mail*: “Drinks on the dock”). While this phase of the campaign was focused on print media, we also generated prominent broadcast coverage – e.g., a frequently-repeated radio interview for von Mandl on Toronto's top news station 680 News; a product feature on CTV's *Canada AM*; and an interview about low-carb leadership for von Mandl on ROB TV's *Squeeze Play*, one of Canada's top business programs.
4. **Broadcast media tour with Dana McCauley.** Third party endorsement carries a lot of weight with Canadian consumers, and added credibility to our campaign. Argyle worked with Dana McCauley, one of Canada's leading food trends experts, who spoke to media about trends in food and entertaining this summer. We paired this approach with making samples of mike's light available for broadcast opportunities. Through a timely and seasonal storyline – “Keep it light and easy this summer” – this enabled us to broaden media coverage and promote the brand's functional benefits. McCauley did **seven major broadcast interviews** in Toronto, Ottawa, Vancouver and Calgary.

### Budget

The budget for the program was \$70,000 – including fees and all expenses – modest for a national campaign.

### Challenges

We faced three core challenges:

- **Event timing.** The launch event took place during a very busy news week, with a controversial Ontario budget, Air Canada talks and other events that attracted food reporters that day (Breyers launch event, Sleemans AGM) We had to be very proactive in offering follow-up interview.
- **Low-carb fatigue.** Food and marketing reporters had been writing about the low-carb trend for more than a year. While consumer interest in great-tasting low-carb products was still strong, some journalists declined the story because of the glut of low-carb products on the market. We mitigated this by broadening the story beyond carbs, and connecting the brand with summer entertaining.
- **Taste.** A few food journalists did not enjoy the taste of aspartame. We had to be clear that a) mike's light is geared primarily to calorie-conscious drinkers who accept aspartame as a sweetener for light products; and b) demonstrate that these audiences enjoyed the new product.

## MEASURING/EVALUATION

Measured against our objectives, the mike's light launch was a success.

- **Increase brand awareness through media coverage.** We earned 26 branded stories in a wide range of business, consumer, trade and local media, reaching an estimated audience of 10,523,570 Canadians (well in excess of our investment objective).
- **Drive product trial through direct-to-consumer interactions.** The mike's light cottage crew teams were successful in encouraging product trial, as 271 surveys conducted indicated that 81% were interested in trying mike's light as a result of the street promotion in the company's #1 market. Teams were also successful at educating consumers about the benefits of mike's light through the distribution of 20,000 coaster.

<b>Entrants' Names</b>	Don Hogarth, Account Manager, Concept Development Lubor Keliar, Project Leader, Concept Development, Media Relations
<b>Organization's Name</b>	Environics Communications Inc.
<b>Division/Category</b>	Division 1 (Communication Management), Category 3 (Media Relations)
<b>Title of Entry</b>	Puretracks VoteMusic!: Who should run the stereo at 24 Sussex Drive?
<b>Time Period of Project</b>	June 3 – 24, 2004.

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**CAMPAIGN SNAPSHOT** — *In the heat of the 2004 Canadian federal election, Puretracks compelled Canada's major federal party leaders (Prime Minister Paul Martin, Stephen Harper, Jack Layton and Jim Harris) to submit their five favourite songs from the Puretracks catalogue, and invited Canadians to vote on their leaders' favourite picks in an online poll. Entitled VoteMusic!, the campaign became front-page news by leveraging a major news event and providing a light diversion from the weighty election issues, and won valuable mindshare for Puretracks among consumer, media and government audiences.*

### **BUSINESS NEED/OPPORTUNITY**

After launching in October 2003, Puretracks was eager to maintain the buzz it had earned as Canada's first legal digital music download store. An existing business challenge – the popularity of illegal file-sharing sites such as Kazaa – had been joined by a new challenge: competition from new legal music downloading sites. Together, these challenges represented a significant threat to Puretracks' sales. Puretracks needed a brand-building and sales-driving hit - a signature campaign that would break through the clutter and capture the attention of Canada's music-lovers and copyright policy-makers.

### **Research**

An Ipsos-Reid survey in 2003 revealed that 32 percent of Canadian adults with an Internet connection had downloaded at least one song from a file-sharing site such as Kazaa, with total rates of downloading estimated as high as 180 million songs per month. This data, when combined with social values research by Environics Research, indicated an overarching moral malaise, particularly among younger people who are an important consumer audience for music sales. Youth aged 15-24 over-index strongly on attributes that reflect weaker ethical values, under-index on those reflecting stronger ethical inclination, and were less likely in 2003 than they were in 1999 to place value on 'Everyday Ethics.' A correlated finding is that youth are less likely than average to place importance on moral and/or ethical brands (e.g. Puretracks vs. Kazaa). The bottom line for Puretracks was the growing threat of competition from "free" sites and a trend by prime music consumers to have fewer moral qualms about illegal file sharing.

Further fueling the file-sharing phenomenon was a Canadian federal court decision in fall 2004 blocking the music industry from suing people who make music available on the Internet via shared directories like Kazaa, and stating that making files available in these forums does not constitute copyright infringement. Neither the courts nor federal copyright policymakers were seen to be supportive of the music industry and legal music downloading services, and Puretracks was seeking to reverse this.

### **ENTRANTS' ROLE IN PROJECT**

Environics Communications managed the overall project, from conception and development to event management and public relations support. Activities included developing the project concept; recruiting the candidates to participate (and select their five favourite songs); establishing program structure and direction; coordinating activities with the Puretracks web developers for an online poll; identifying target audience members; drafting media materials and related support documents; and conducting media relations.

### **INTENDED AUDIENCE**

Our analysis concluded that effective online music marketing to Canadians aged 15-24 was at best a long-term objective, and recommended targeting an older audience that research shows has stronger ethical inclinations - Canadians aged 25-49 – and are also important music consumers. This target group is highly interested in politics (in 2001, the median age of voters was 37.6, according to StatsCan) and are the largest overall purchasers of music (37 percent of overall sales; *source: IFPI, Recording Industry in Numbers, 2003*). (Please see tab: Research.)

Accordingly, Environics outlined our target audiences for this campaign as follows:

**Primary:** Educated professionals aged 30 – 49, characteristics include: high voter turnout, Internet-savvy, music enthusiasts

**Secondary:** Government-elected officials; potential business-to-business customers across Canada; other music consumers.

**Media:** Music, broadcast, entertainment and key vertical media covering the federal election — as conduits to the audiences above.

## GOALS/OBJECTIVES

*Puretracks' business objectives included increasing sales of downloads and generating awareness among consumer and government audiences. Accordingly, the goal of VoteMusic! was to generate maximum awareness of the Puretracks music downloading service among the consumer, business and government audiences noted above, via the media.*

### Objectives:

- Generate positive media exposure for Puretracks, thereby generating consumer awareness of the service (target: 10 news items and 2 million impressions overall)
- Generate traffic to and sales at Puretracks.com (target: 500 unique page visits)
- Generate awareness for Puretracks among government audiences
- Bring the Puretracks brand to new media and consumer audiences (target: 7 news items in non-business outlets)
- Showcase legal digital music downloads as a one-of-a-kind marketing tool
- Establish Puretracks as "Canada's leading digital music download store" in media coverage (target: "Puretracks" mention in 75 percent of coverage, and "leading/first/largest digital music download store" in three news items)
- Generate impressions-to-budget (dollar) ratio of 10:1 and do all of this within a professional fees budget of \$5,000.

## SOLUTION OVERVIEW

Leveraging the intense media focus on the federal election, Environics developed a solution that would generate measurable buzz among our target audiences. Our concept centred on an online poll -- dubbed VoteMusic! -- that offered Canadians the opportunity to "vote" on a federal party leader based on the five favourite songs they selected from the Puretracks catalogue ([www.puretracks.com/election2004](http://www.puretracks.com/election2004)).

By making an online poll the centerpiece of our solution, VoteMusic! provided two strong media opportunities: announcing the poll, and then the results. Ultimately, VoteMusic! demonstrated that even in today's climate of heightened skepticism and enforced due diligence among media and consumers, an online poll can still be a viable driver for an effective media relations campaign - *as long as the concept is as compelling as the results.*

Recognizing that media coverage of the campaign was intensely focused on the issues and leaders (and is generally very dry), we developed a solution that would break through the noise by offering a fun diversion from the issues while allowing reporters to keep the spotlight where they wanted it -- on the leaders.

VoteMusic! was the answer to Puretracks' identified business needs: to garner attention among Internet-savvy music consumers and government policy-makers by leveraging the federal election to generate on-target media coverage.

Supporting our solution were the following tactics:

**Recruit candidates:** To jumpstart VoteMusic!, Environics first had to broker relationships with the election campaign managers. A pitch letter was issued to each manager outlining the following benefits to the candidates: demonstrate that they are "in tune" with the music scene and the rising phenomenon of digital music; demonstrate support for Canadian musicians and a truly Canadian music service; engage a wider audience; show diversity and creativity; and show voters a "lighter side" (please see tab: Candidate Pitch Letter).

**Charitable Tie-in:** Anticipating that candidates would be disinclined to publicly affiliate themselves with a private marketing initiative, Environics coordinated a donation in each leader's name to Rush The Vote, a youth voting organization.

**Dynamic online poll:** Once the federal party leaders' picks were secured, Puretracks developed an online poll at [www.puretracks.com/election2004](http://www.puretracks.com/election2004) (please see tab: "Online Poll"). This was central to the solution, with the added benefit of drawing potential customers to the Puretracks site, thus cementing awareness and generating sales. We worked closely with the Puretracks web team to develop the poll.

**Launch Press Release:** Environics issued a compelling press release inviting Canadians to vote for the leader with their favourite picks. To generate on-target media coverage, Environics developed key messages that would translate into coverage, such as "Who should run the stereo at 24 Sussex Drive?" (please see tab: Launch Press Release).

**Follow-up Press Release:** Environics issued a follow-up press release announcing the results of the online Puretracks VoteMusic! poll, again leveraging the key message: "Puretracks, Canada's leading digital music download store." (please see tab: Follow-up Press Release). This added a second opportunity for media coverage at a very low marginal cost.

**Media Pitching:** Environics intensively pitched both news releases by email and phone in order to maximize coverage.

### Key Messages

- Who should run the stereo at 24 Sussex Drive?



- Puretracks.com is Canada's first and largest digital music download service
- Now it's time for Canadians to vote on something they're really passionate about – music
- VoteMusic! connects Canadians with the election

## IMPLEMENTATION AND CHALLENGES

**Budget:** The overall project budget, at \$6,000, was extremely small for a project of this magnitude. The budget was broken down thus: Environics professional fees of \$5,000 (including campaign development, writing and media relations), Canada Newswire fees of \$750 for national distribution of the first press release, and Bowdens fees of \$250 for media monitoring.

**Timeline:** Although Environics first proposed this concept in early 2004 (please see tab: VoteMusic! proposal), Puretracks did not green light the project until early June -- in the middle of the election campaign and a mere four weeks before the election date! (Please see tab: Client Email.) Environics moved quickly: by June 11, four candidates had confirmed their participation, and by June 17 the online poll was developed and a launch press release issued.

**Candidate Recruitment:** The leaders' campaign managers were very busy during the campaign. To overcome the challenge of recruiting their participation, we underlined that all of the candidates were invited to submit their picks (i.e. not to be left out!) and pitched it as a fun and appealing way to turn the spotlight on their leader. To add further appeal to politicians, Environics coordinated a donation in each leader's name to Rush The Vote, a youth voting organization.

**Challenging Media Environment:** With media coverage saturated during the election by issues and candidates, there was little media bandwidth for PR initiatives. Environics broke the mould by marrying Puretracks' core offering (digital music) with the top story at the time (the election), and injecting a lighter side that was welcomed by media.

## MEASURING/EVALUATION

Program evaluation was conducted by monitoring web traffic, media impressions and partner feedback. Ultimately, the VoteMusic! online poll exceeded all objectives. Puretracks welcomed thousands of unique visitors, with media successes including full front-page coverage in the Ottawa Citizen and prominent coverage in both of the major national papers, the Globe and Mail and National Post, among others.

- 1. Generate positive media exposure for Puretracks (target: 10 news items and 2 million impressions overall).**  
VoteMusic! generated over **60 news items and 25 million** media impressions, including several high-profile feature stories that made reference to Puretracks as a "leading digital music store" -- an important achievement as Puretracks was still in its first year of operation and striving to build awareness for both its brand and services. Helping drive the quality of coverage was our ability to provide a catchy phrase ("Who should run the stereo at 24 Sussex Drive?") that grabbed the attention of media and gave the story bigger play (please see tabs: Sample Feature Coverage and Full Media Coverage Report). The media coverage in turn generated a significant spike in traffic and sales at Puretracks, as documented below.
- 2. Generate traffic for Puretracks.com (target: 500 unique page visits).**  
In total, the VoteMusic! page generated many thousands of unique page views to the election page. Puretracks sales also rose significantly over the previous month (the company does not disclose traffic or sales figures).
- 3. Generate awareness for Puretracks among government audiences.**  
All party leaders participated (except Bloc Quebecois leader Gilles Duceppe), generating buzz across their campaigns. In addition, VoteMusic! was reported on by reporters and outlets widely monitored by government representatives, including front page coverage in the Ottawa Citizen, and political writer Jane Taber, The Globe and Mail (please see tab: Target Coverage: Government).
- 4. Bring the Puretracks brand to new media and consumer audiences (target: 7 news items in non-business outlets).**  
VoteMusic! moved Puretracks from the business pages and into the front/entertainment sections, providing exposure to its brand and services among consumer and government audiences. In total, 95 percent of coverage -- 57 news items -- appeared in non-business forums as full feature stories. Over and above this, VoteMusic! inspired chatter in a variety of blogs, from Aaron Wherry (National Post music critic) and Andy Riga (political writer for the Montreal Gazette), to countless personal sites and radio chat that is not picked up by media monitoring services.
- 5. Showcase legal digital music downloads as a one-of-a-kind marketing tool**  
VoteMusic! demonstrated the versatility of digital music downloads as a marketing tool, spurring inbound inquiries from companies such as Intel and Fortis Canada (please see tab: B2B Lead Generation). Since VoteMusic!, Puretracks has launched custom digital music download promotions for Coca-Cola, Polaroid, and Johnson & Johnson, among others. Music industry contacts confirmed that VoteMusic! also worked to further enhance Puretracks' mindshare within the industry.
- 6. Establish Puretracks as "Canada's leading digital music download store" in media coverage (target: Puretracks mention in 75 percent of coverage, "leading/first/largest digital music download store" in 3 news items).**

“Puretracks” appeared in 100% of coverage, and “leading/first/largest digital music download store” in 10 news items.

**7. Generate impressions-to-budget (dollar) ratio of 10:1.**

VoteMusic achieved over 25 million media impressions, generating an **impressions-to-budget ratio of over 4000:1**, all within the small \$5,000 professional fees budget.

For the record, Puretracks visitors elected Stephen Harper, who selected AC/DC's *Thunderstruck* for his top pick, as “Canada’s Prime Minister of Music.”

<b>Entrants' Names</b>	Jaye Kornblum-Rea, Jefferson Darrell, Jodi Gibbs, Capital C Public Relations; Sandra Sanderson, Christina Bajakis,
<b>Organizations' Names</b>	Universal Studios Home Entertainment Capital C Public Relations (a division of Capital C Communications)/ Universal Studios Home Entertainment Canada
<b>Division/Category</b>	Communication Management: Media Relations (Category 3)
<b>Title of Entry</b>	The <i>Peter Pan</i> DVD Launch
<b>Time Period of Project</b>	Spring 2004

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## BUSINESS NEED/OPPORTUNITY

In the spring of 2004, Universal Studios Home Entertainment (Universal) dared Canadians to enter a world of flight and fantasy with the DVD/VHS release of *Peter Pan* on May 4<sup>th</sup>, 2004.

Universal worked with Capital C Communications (Capital C) to create a marketing program with the theme "Peter Pan - Come fly with me!"

Capital C Public Relations (Cap C PR) was hired to create a public relations program that integrated with the overall marketing theme and the consumer promotion as well as to counter general public perception as a result of theatrical reviews that described the movie as "dark, scary and not suitable for children."

## ENTRANT'S ROLE IN PROJECT

The Cap C PR team was responsible for developing the media relations strategy (approved by Universal) and media relations execution. Jaye Kornblum-Rea and Jefferson Darrell provided strategic direction and concept development and budget management. Jefferson Darrell and Jodi Gibbs provided client counsel, developed media materials, and modified the U.S. news release for the Canadian market, managed media relations for the launch; negotiated, coordinated and fulfilled editorial contests/DVD giveaways and campaign wrap-up.

Sandra Sanderson, Senior Vice President of Marketing and Christina Bajakis, Marketing Manager were the project managers for Universal.

## INTENDED AUDIENCES

- Media Conduits: DVD reviewers, movie, entertainment and travel journalists
- Consumers: families with children 12 and under, their parents (especially moms) and "kids at heart"

## GOALS AND OBJECTIVES

Help sell through 250,000 units of *Peter Pan* during the first two weeks of street date by:

- Communicating the fact that Universal's version of *Peter Pan* is considered the most accurate portrayal of the J.M. Barrie classic story and would make an excellent edition to a family home entertainment library
- Positioning *Peter Pan* as a family film and a highly desirable addition to a family home entertainment collection by countering theatrical reviews describing the movie as "dark, scary and not suitable for children"
- Generating consumer awareness integrated with the overall marketing campaign and Universal/WestJet consumer promotion

## SOLUTION OVERVIEW

Cap C PR created a public relations program that was fully integrated with the overall marketing campaign. Components of the public relations program included:

- A compelling **media drop** designed as a "family entertainment package" inviting journalists to "enjoy a fun-filled family evening with *Peter Pan*"
- A **celebrity interview with Jason Isaacs (Captain Hook)** to discuss his many on screen villain roles and how Universal's *Peter Pan* was the most accurate portrayal of the J.M. Barrie classic story and that Captain Hook was an accurate portrayal of the character envisioned by J.M. Barrie.
- **Editorial contests with DVD giveaways**, with Flight and Fantasy prize packs to directly reach the target audience
- A **targeted publicity campaign against travel writers** to reinforce the "Kids Fly Free with WestJet and *Peter Pan*" on-pack consumer promotion
- ***Peter Pan* luggage tag giveaways at select WestJet counters** in airports across Canada on street date to directly reach consumers and reinforce the *Peter Pan* / WestJet promotion

## IMPLEMENTATION AND CHALLENGES

The overall marketing campaign positioned *Peter Pan* as a family friendly movie, suitable for children. It was designed to counter theatrical reviews for *Peter Pan* that described the movie as “dark, scary and not suitable for children.” The campaign included an innovative gravity-defying on-pack consumer promotion: “Kids Fly Free with WestJet and *Peter Pan*” that was brokered and secured by Capital C Promotions. Cap C PR created a public relations program that integrated with the overall campaign and leveraged the Universal/WestJet partnership.

To peak media interest, Cap C PR created a compelling media kit that was distributed to DVD/Movie critics and entertainment reporters one week prior to street. Designed as a “family entertainment package,” the media kit included printed media materials, the DVD, the Peter Pan/WestJet luggage tag, a gold organza sack filled with “fairy dust,” electronic press kit (where applicable) and an envelope with microwave popcorn and green drink crystals **inviting journalists to “Come fly away with *Peter Pan* and enjoy a fun-filled evening with your family.”**

Timing was definitely a challenge for this release as DVD screeners were received ten days prior to street date which was acceptable for short lead media outlets (newspaper, online, broadcast) however, most long lead publications required screeners at least two or three months in advance. Cap C PR approached journalists at a number of these key publications (*Inside Entertainment*, *TV Guide*, *Tribute*) to persuade and convince them to save the space and use the VHS screener for their DVD reviews. Cap C PR was successful in securing a *Peter Pan* review in the June issue of *Tribute*.

To directly counter theatrical reviews describing *Peter Pan* as “dark, scary and not suitable for children” and to generate further coverage above and beyond standard DVD wrap-up reviews, Cap C PR recommended, pitched and facilitated an interview with Jason Isaacs (Captain Hook) with *Canadian Press (CP)*. The resulting piece was released nationally on the *CP* wire service a few days post street with the headline: **“Captain Hook not evil and new *Peter Pan* not scary, says actor Jason Isaacs.”** The piece was picked up with a photo in more than ten newspapers across Canada.

Cap C PR approached *What’s Up Kids? Family Magazine* and developed a barter-style **“*Peter Pan* Flight and Fantasy” editorial contest** that ran in the May/June issue to coincide with the launch. The contest had participants counting the number of times *Peter Pan* appeared in the publication to win a grand prize that incorporated themes from the movie including a family trip for four to Toronto, a day pass to soar above the city at the CN Tour, Castle Loma for the dark castle and dinner at Captain John’s for Captain Hook. With a reader demographic matching the target audience for the movie and a reach of more than 800,000 children 12 and under as well as Moms, the publication was an excellent media partner for the barter-style editorial contest.

To reach travel journalists with the “Kids fly free with WestJet” consumer promotion, Cap C PR planned to issue a tailored news release about the offer one week prior to street. The biggest challenge with this tactic was that WestJet was reluctant to formally announce the promotion prior to street date for fear of a competitive strike. After a number of discussions, the agency persuaded WestJet to allow the media package to be sent to travel journalists one day prior to street date. Instead of crafting a tailored travel news release as planned, Cap C PR created a focused pitch letter targeting travel journalists about the Kids Fly Free promotion. **The pitch letter generated a piece by *Canadian Travel Press* with the headline: “Kids Fly Free with WestJet.”**

To raise awareness for the “Kids Fly Free” promotion with consumers and reinforce the Universal/WestJet promotion, Cap C PR created **50,000 “Fly Away with *Peter Pan*” luggage tags** that were distributed at select WestJet counters across Canada (Calgary, Edmonton, Montreal, Ottawa, Toronto and Vancouver) on street date. Initially, WestJet only wanted the luggage tags for their weak Montreal, Ottawa and Toronto hubs; however, word quickly spread among passengers traveling on May 4<sup>th</sup> and luggage tags were also sent to Calgary, Edmonton and Vancouver. Cap C PR approached and coordinated a high-flying segment on Toronto’s most-watched morning show *City-TV’s Breakfast Television (BT)*. The segment featured aerial stunts in the *BT* parking lot by a competitive trampoline team, **“Airborne Trampoline”** and five **“Fly away with *Peter Pan*” prize packs for *BT* viewers** to call in and win.

## Budget

The budget included approximately \$20,000 in fees and \$20,000 in expenses (which included \$10,000 for the luggage tags) equalling a total of \$40,000 for the entire project.

## MEASURING/EVALUATION

The public relations program met objectives as outlined:

- In the first two weeks of street date, Universal sold over **110% of goal**, shipping 278,766 units of *Peter Pan*.
- *Peter Pan* was positioned as a highly desirable addition to family home entertainment with **more than 112 confirmed pieces** that ran in print, television, radio and online **reaching more than 18,000,000 people across**

**Canada.** Media coverage included a *Canadian Press* story that stated: “...**the new film is more realistic, closer to the literary origins...**”

- Theatrical reviews describing the film as “dark, scary and not suitable for children” were successfully countered with headlines across Canada that included: “**Captain Hook not evil and new Peter Pan not scary, says actor Jason Isaacs.**” Barter-style editorial contests with *What’s Up Kids?* and the DVD giveaways with *YTV Girlz* both directly reached the target audience.
- Consumer awareness for the Universal/WestJet promotion and the *Peter Pan* release were generated via the barter-style editorial contest in *What’s Up Kids?*, a *Canadian Travel Press* piece with the headline: “**Kids fly free with WestJet**” and the 50,000 keepsake luggage tags distributed at select WestJet counters on street date.

Using the client’s own criteria, the entire campaign generated a **PR value greater than \$590,973** (Universal calculates PR value as three times the AD value) with a return on investment of **1,377%**.

<b>Entrant's Name</b>	Janet Eagleson
<b>Organization's Name</b>	Regional Municipality of Peel – Peel Health
<b>Division/Category</b>	Communication Management, Marketing Communications (Category 4)
<b>Time Period of Project</b>	November 2002 to June 2004
<b>Title of Entry</b>	Smoke-Free Bars Campaign

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Peel Health developed a bold, socially-relevant and decidedly non-governmental marketing campaign in an effort to change attitudes in the face of the introduction of smoke-free bars in June 2004. The campaign focused on “functional benefits” – second-hand smoke is an irritant that results in stinging eyes and smelly clothes and hair, as well as potential health problems. The campaign went against traditional public health messaging which said change was only possible through messaging that emphasized health risks. Highly-targeted advertising media, including in-bar washroom advertising, mall posters and radio, were utilized for the campaign. The campaign exceeded all established objectives by a wide margin and has set a new standard for Peel Health communication efforts.

### **BUSINESS NEED/OPPORTUNITY**

Smoking – particularly the rights of those who smoke – is a touchy subject. Smokers feel as though their right to ‘take a puff’ whenever and wherever they want has been slowly and systematically removed, piece by piece. First, came the quiet rumblings about negative health effects from some prominent health professionals (*‘But it’s my body and I’ll do with it what I want!’*). Next, came airplanes (*‘Are you crazy? I can’t survive a transatlantic flight without a smoke!’*), government buildings (*‘Big brother, again. I’d quit if they tried to herd me outside to smoke!’*) and some crazy reports about “involuntary smoking” (*‘But, what about MY rights?’*).

Pretty soon, graphic photographs of tar-stained lungs started to appear on cigarette packages, restaurant patrons decided they liked eating food that was spiced, not smoked, and the logos and visual identities of cigarette companies were stripped from arts and sporting events. Smokers hung their heads as they ‘took it outside’. At least their favourite ‘watering holes’ were safe... but were they?

Medical Officers of Health around the province identified second-hand smoke as a major health hazard and set about to make all public places, including bars and restaurants, 100 per cent smoke-free. Local by-laws – some immediate and some phased-in over time – were quickly introduced to protect both smokers and non-smokers from the dangers associated with second-hand smoke. In Peel, smoke-free restaurants were introduced in June 2001.

While smoke-free restaurants had been relatively easy to rationalize, the community found smoke-free bars more difficult to swallow. Even non-smokers seem to be concerned about the removal of an adult’s right to choose, and bar owners reacted swiftly and angrily to what they saw as an impending loss of their livelihood (*‘Smokers drink. Non-smokers don’t. If my bar is smoke-free, I WILL NOT survive... it’s as simple as that!’*).

Public Health departments across Ontario are mandated by legislation to protect health, prevent disease and promote health, including that of those who live and work within their geographic ranges. Peel is a large geographic area (122,506 combined hectares) that forms part of the information centre of Canada (the Greater Toronto Area) and is home to more than one million residents. Peel’s smoke-free by-law was created to fulfill its legislated health protection mandate, so there was no turning back. The by-law making bars smoke-free on June 1, 2004 would move forward for the good of the community, even in the face of a small yet vocal contingent of objectors.

Peel Health needed to educate individuals who frequent the bars and billiard halls affected by the June 2004 date. It needed an aggressive, highly-targeted media/education campaign that would facilitate awareness of and compliance with the by-law without being inflammatory or condescending. It recognized that any campaign would need to be decidedly non-governmental to not only compete in a cluttered media marketplace but to also downplay the public perception the by-law was yet another ‘big-brother’ activity.

### **INTENDED AUDIENCE**

**Primary** – Bar patrons aged 19 to 35 years (smokers and non-smokers).

**Secondary** – Owners and employees of bars in Peel (*this audience was managed through a separate education process [see Section O: Complete Smoke-Free By-law Public Education Campaign] so any benefit gained from the smoke-free bars campaign would be deemed as a bonus*)

**Tertiary** – Patrons of other entertainment establishments in Peel that are affected by the by-law.

## GOALS/OBJECTIVES

The overall project objective was to develop a communication plan – based on market research that included audience segmentation, focus analysis of audience, key messages, creative development and marketing strategy – to promote the June 2004 phase-out of smoking in bars in Peel region. Within the overall plan, several goals and objectives were identified:

1. Achieve an unaided awareness of the campaign/advertising of 10 per cent\*. (\*The contracted market research company on the project identified 15 to 20 per cent unaided recall would be considered a benchmark for success for large-budget, consumer-product marketers using print/outdoor advertising to sell products to this desirable target audience. Despite a comparatively modest budget on the project, Peel Health chose to set the bar just below this range to test its competitiveness and drive innovation. PLEASE NOTE: this measure was established **before** the radio component was added to the media mix; the overall objective was not changed when radio was added because Peel Health had no previous experience with radio advertising to inform benchmarking.)
2. Achieve a 25 per cent audience awareness (primary audience) of the overall campaign message (Smoke-free bars are coming to Peel on June 1, 2004) AND at least one of the “functional benefits” slogans/messages.
3. Have at least 50 per cent of the audience indicate the campaign/advertising made them more understanding of the social and health impact of second-hand smoke/smoking in bars (Peel Health believed that an audience that was more understanding of the impacts of second-hand smoke would be more accepting of the by-law AND more likely to comply with the by-law through empathy for the experiences of those around them.)
4. Have at least 50 per cent\* of the intended audience view the campaign as non-governmental (\*This goal was set at 30 per cent at the beginning of the campaign due to an overall malaise in the marketplace toward government in general. It was raised to a much higher level after initial focus testing suggested 47 per cent of the audience thought the campaign concept reflected positively on Peel Health/Region of Peel.)
5. Develop campaign creative that was relevant to the audience.

Peel Health very deliberately decided against establishing immediate objectives (less than six months from implementation) around health behaviour change (i.e., impact on smoking behaviours or perceived improvements in health):

1. The by-law was implemented at the beginning of the summer. Affected patrons could continue to smoke in relative comfort by simply going outside to either a patio or sidewalk. It was perceived that simply moving outside would not be enough to affect smoking behaviour or perceptions of health over the short term. A full winter season would be needed to fully evaluate the perceived health benefits for both smokers and non-smokers.
2. Peel Health expected a backlash of anger immediately following the implementation of the by-law so there was a significant concern this would negatively skew any early evaluation of quit smoking behaviour. Time was needed to allow this anger to diffuse.
3. The decision to quit smoking is usually the result of a complex set of interconnected influences of which this campaign and the by-law would be but two pieces. A broader evaluation of all quit smoking interventions and programs would need to be completed to understand the relative impacts of each individual element. Early (2004) evaluation would exclude several of these interventions and leave Peel Health with an incomplete data set. A complete evaluation is under consideration for 2005.

## SOLUTION OVERVIEW

The Region of Peel Health department (Peel Health) worked with Fingerprint Communications Inc. and Youthography™ (market research) to develop a bold, socially-relevant, smoke-free bars marketing plan designed to change attitudes by focusing on “functional benefits” – second-hand smoke is an irritant that results in stinging eyes and smelly clothes and hair, as well as potential health problems.

The “functional benefits” theme emerged during one-on-one intercept interviews with bar owners and patrons conducted inside the bars themselves. The message to Peel Health was crystal clear – smelly clothes and hair was a major issue for both smokers and non-smokers, and in fact was a bigger issue than improvements in their own health! And what was the other message that ran out loud-and-clear during these interviews? Most people simply needed to be convinced their bar experience would still be a good one... with many saying the change was just something to which they'd have to adapt. Scare messages were very clearly not the way to go.

A campaign that included a campaign icon and advertising was developed based on insights gained during the intercept interviews. The tone of the creative concept was something dramatically different than that of your “typical” public health campaign – the smoke-free bars campaign was to be provocative, bold and direct, with a touch of irreverence and little-to-no ‘serious’, information-rich health messaging. This last part – the little-to-no serious health messaging – was a complete departure from the approach embraced by federal, provincial and most municipal/local public health agencies. Peel Health knew this campaign would be a significant risk for them with their peers but if the campaign worked, the

benefit to the audience would far outstrip any potential risk. On-line testing suggested the creative would indeed work and work well.

Peel Health chose to focus on corporate branding through the use of the Region’s logo instead of utilizing a campaign icon, and moved forward on a targeted advertising campaign that included miniboard advertising in bar washrooms, fitness centre locker rooms and in campus pubs (deployment date of campus advertising was September/October 2004), campus mega lit posters (also September/October 2004), cinema advertising, mall posters, bar postcards, small posters and radio advertising. Radio advertising was not originally included due to cost and perceived lost coverage on residents of other neighbouring municipalities but was added to the mix as part of a GTA-wide grant provided by Cancer Care Ontario.

**Key Messages**

1. Social change is not always easy. But after the fact, it’s sometimes hard to see what the fuss was about. The pending by-law is a change we will get used to and may even come to appreciate. It’s in everyone’s best interest.
2. Our society is always changing and evolving, particularly as we acquire more knowledge and become more enlightened. Attitudes about smoking and second-hand smoke have changed, too. Change is coming to Peel region in the form of the smoke-free by-law affecting bars in 2004. Change is good.
3. Second-hand smoke is an irritant that results in stinging eyes, smelly clothes and hair, as well as potential health problems. The pending by-law will make going to bars a better experience for many people.

**Positioning**

1. Peel Health is a progressive organization that understands the interests and lifestyles of bar and entertainment establishment patrons, and is not trying to spoil their fun.
2. Peel Health is concerned about the health and well-being of the citizens of Peel. Peel Health supports the introduction of the no-smoking by-law while remaining sensitive to the range of attitudes and perspectives to this issue.
3. Peel Health is working in the best interest of all Peel residents to implement positive social change while minimizing its impact on bar owners.
4. Peel Health’s ultimate goal is to improve the experience of going to bars and entertainment establishments.

**Creative Executions**

Three executions were developed for the campaign and each was customized for the execution:

1. “Soon, making eye contact will be much less painful.” – in-bar/fitness/campus, cinema, malls, small posters, postcard and radio
2. “Soon, that expensive perfume you’re wearing might start working.” – in-bar/fitness/campus and malls
3. “Soon, you’ll be tearing your clothes off for the right reason.” – in-bar/fitness/campus and radio

The imagery and language of each spoke directly to the intended audience without appearing as though Peel Health was overtly trying to ‘speak the language’ on the street. Instead, it was socially-relevant, believable and honest without sounding contrived and slippery, two things a media-savvy and cynical audience certainly wouldn’t ‘buy’.

**IMPLEMENTATION AND CHALLENGES**

<b>Execution Schedule</b>	<b>\$14,025</b>
Strategic development (concept) – Oct./Dec. 2002	\$2,100
Creative development (concept) – Nov./Dec. 2002	\$800
Intercept interviews – Nov. 2002	\$3,800
Focus testing of concepts (incl. on-line) – Dec. 2002	\$14,000
Strategic and creative development (next steps) – Nov. 2003 to Feb. 2004	\$29,322
Execution (cinema) – Dec. 2003 to Jan. 2004	\$3,000
Execution (small posters) – Dec. 2003 to May 2004	\$included in cost of media buy
Production (remaining) – Jan. to Mar. 2004	\$125,000* (incl. talent and creative)
Execution (radio) – end of March to end of April 2004	\$50,000 (incl. production and media buy)
Execution (everything else) – Apr. and May 2004	\$15,000
Evaluation (March to May elements) – early May 2004	<b>Total: \$132, 047 (Peel Health costs) PLUS \$125,000 grant</b>

**Budget**

\* This amount was not from Peel Health’s budget but was a grant provided by Cancer Care Ontario/Health Canada.

\*\* Campus budget for Sheridan College and University of Toronto – Erindale Campus (Autumn 2004) is \$10,000.



The cost of entry to reach this market is extremely high. The audience is extremely media-savvy and cynical, and is accustomed to highly-polished, professional marketing materials and messages. Peel Health needed to compete for the audience's mind-space with the high-budget, high production-value messages of companies such as Molson's, Diesel Jeans, Durex Condoms, Bacardi, Pioneer, Intel and more. Peel Health knew a considerable investment would be necessary to compete in the marketplace but was restricted to an amount significantly less than the budgets of the aforementioned companies.

Peel Health spent \$132,047 on the campaign, exclusive of staff time. An additional \$125,000 was provided to the GTA Health departments (Peel, York, Toronto and Durham) for radio advertising on the "functional benefits" theme. Staff time on the project was considerable as the smoke-free by-law was one of the top-three priority issues for Peel Health over the time span of the project (West Nile virus and SARS were the other priorities). Staff time directly attributed to the execution of the campaign is estimated at \$35,000; additional staff time dedicated to non-campaign by-law activity and education has not been included in this assessment.

### Major Challenges

1. Peel's audience is highly mobile and travels frequently to neighbouring municipalities; these neighbours were also introducing a similar by-law on a similar timeline. A unified execution across the municipalities would have significantly enhanced awareness and understanding of the key messages, but some of these other Health departments said Peel Health's print creatives were too provocative to use in their jurisdictions. This resulted in multiple print creatives for the same, highly-mobile and shared audience. (Solution? A joint, "functional-benefits" radio campaign funded by Cancer Care Ontario in support of all GTA Health departments eliminated the concerns over the visual elements).
2. Peel-specific media opportunities were limited due to the close proximity of the city of Toronto (Peel residents rely on Toronto media for their information and messages).
3. Radio was highly desired but Toronto-based. The perceived wasted coverage (BBM estimates showed only an average of 25 per cent of any station's listeners lived in Peel) and high cost led Peel Health away from this opportunity. (Learning? Radio had the greatest impact of all the executions so the concern about wasted coverage was unfounded. The GTA-wide radio buy was a critical addition that drove success for Peel's campaign; in fact, the initial campaign would not have been as great a success had radio not been part of the effort!)
4. The project crossed three fiscal years, which created purchasing and accounting nightmares. Learnings from these issues have now been introduced across the Health department and in other departments to eliminate future problems.

### MEASURING/EVALUATION

The campaign was a resounding success! The evaluation found that all of the project objectives were significantly surpassed:

- **Achieve an unaided awareness of the campaign/advertising of 10 per cent.**
  - The print/poster campaign achieved an aggregate awareness of 13 per cent, which the market research contractor described as "somewhat of a coup" when juxtaposed against quite limited media placement.
  - 38 per cent (Eye Contact) and 30 per cent (Tear Your Clothes Off) of respondents said they heard/remembered the radio ads.
  - 48 per cent of respondents overall claimed to have seen or heard some kind of ad.
- **Achieve a 25 per cent audience (primary) awareness of the overall campaign message (smoke-free bars are coming to Peel on June 1, 2004) AND at least one of the "functional benefits" slogans/messages.**
  - 44 per cent of respondents who saw the Eye Contact print ad were able recall the smoking restriction message **and** a message related to health (smoke hurts the eyes or overall health) or improved environment (easier to socialize without smoke).
  - 53 per cent of respondents who saw the Cologne/Perfume print ad were able to recall the smoking restriction message **and** an improved environment message ("it's good not to smell like smoke because it helps people meet each other").
  - 30 per cent of respondents who saw the Tear Your Clothes Off print ad were able to recall the smoking restriction message **and** a message related to health (smoking is harmful) or improved environment ("tearing your clothes off for sex, not because you stink").
- **Have at least 50 per cent of the audience indicate the campaign/advertising made them more understanding of the social and health impact of second-hand smoke/smoking in bars.**
  - 56 per cent of respondents who saw the Eye Contact print ad indicated the ad made them more understanding of the impact of smoking in bars.
  - 59 per cent of respondents who heard the Eye Contact radio ad responded in a similar fashion.
  - 46 per cent of respondents who saw the Perfume/Cologne print ad responded in a similar fashion.
  - 67 per cent of respondents who saw the Tear Your Clothes Off print ad responded in a similar fashion.
  - 57 per cent of respondents who heard the Tear Your Clothes Off radio ad responded in a similar fashion.
- **Have at least 50 per cent of the intended audience view the campaign as non-governmental.**

- 73 per cent of respondents who saw the Eye Contact print ad indicated the ad was different than what they expected from governmental or public service messaging.
- 76 per cent of respondents who heard the Eye Contact radio ad responded in a similar fashion.
- 71 per cent of respondents who saw the Perfume/Cologne print ad responded in a similar fashion.
- 71 per cent of respondents who saw the Tear Your Clothes Off print ad the ad responded in a similar fashion.
- **An incredible 81% per cent** of respondents who heard the Tear Your Clothes Off radio ad responded in a similar fashion.
- **Develop campaign creative that was relevant to the audience.**
- The ads contained meaningful information for the audience: 76 per cent (Eye Contact print), 82 per cent (Eye Contact radio), 64 per cent (Perfume/Cologne print), 74 per cent (Tear Your Clothes Off print) and 77 per cent (Tear Your Clothes Off radio) of respondents, respectively.
- The audience liked the ads: 40 per cent (Eye Contact print), 74 per cent (Eye Contact radio), 54 per cent (Perfume/Cologne print), 67 per cent (Tear Your Clothes Off print) and 75 per cent (Tear Your Clothes Off radio) of respondents, respectively.
- The audience wanted to see/hear the ads again: 76 per cent (Eye Contact print), 73 per cent (Eye Contact radio), 54 per cent (Perfume/Cologne print), 67 per cent (Tear Your Clothes Off print) and 75 per cent (Tear Your Clothes Off radio) of respondents, respectively.

These measures were strong, but the ultimate success marker came when Peel Health saw an immediate, 90+ per cent by-law compliance rate in bars across the region. The Smoke-Free Bars campaign followed a decidedly non-governmental path, a factor which contributed greatly to its overall success. The campaign/approach is unique not only in the Public Health field in Ontario but also Canada. The campaign has attracted considerable positive attention and pushed the envelope within the public health field, and other health units and non-governmental organizations across Ontario have started to use it as a benchmark for their projects.

<b>Entrant's Name</b>	Sherri Zielinski
<b>Organization's Name</b>	Courtney Rainey Group
<b>Division/Category</b>	Communication Management / Marketing Communications
<b>Title of Entry</b>	Saving Hill's Absinth in Ontario
<b>Time Period of Project</b>	November 2003 - December 2003

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## **BUSINESS NEED/OPPORTUNITY**

Absinthe makes the heart grow fonder.... or does it?

In late November 2003, Hill's Liquere Inc. received a warning letter from the Liquor Control Board of Ontario (LCBO) threatening to de-list their Hill's Absinth brand if a minimum of 135 cases were not sold by December 31, 2003. This was a serious ultimatum considering how only 65 cases had been sold in the preceding six months since the brand was launched. Faced with a do-or-die situation, Hill's Liquere Inc. contacted Courtney Rainey Group (CRG) just three weeks before Christmas. Their mission: Save Hill's Absinth in Ontario.

## **ENTRANT'S ROLE IN PROJECT**

CRG developed an aggressive strategy and targeted media outreach campaign to drive sales of Hill's Absinth within a competitive three-week period.

## **INTENDED AUDIENCE**

Consumers: Sophisticated, urban professionals ages 25-40 in the Greater Toronto Area with heavy social calendars, who are adventurous, intrigued by new experiences and adopt new trends.

Media: Key print and broadcast media in the Greater Toronto Area who influence consumer social behaviour, have widespread appeal and a significant audience reach; direct focus on consumer and lifestyle, food and drink, and business and marketing journalists.

## **GOALS/OBJECTIVES**

**Goal:** Save Hill's Absinth in Ontario by ensuring 135 cases are sold by December 31, 2003

**Objective:** Rapidly generate consumer interest to drive sales of Hill's Absinth via positive media coverage. (Since Hill's Liquere had no marketing or sales support of any kind, CRG was presented with an extraordinary opportunity to directly link their media relations efforts to sales and metrically prove the impact their campaign had on the bottom line.)

## ***Solution Overview***

This was a campaign where the stakes were high and there was no room for failure. As a result, CRG conducted in-depth research prior to developing a strategy to ensure the most effective and results-oriented approach was implemented. From media audits to informal consumer focus groups, formal tastings and thorough web research, CRG used the detailed results to develop the following strategies designed to drive sales:

- Focus communications around the absinthe category as a whole, leveraging its illegal status in the U.S. and highlighting its colourful association with famous artists and literary greats
- Position Hill's Absinth as an *experience* rather than a taste, featuring the traditional 'absinthe ritual' as a new and unique trend
- Based on the limited time available, target short-lead, high profile, influential lifestyle and consumer journalists with a widespread audience
- Maximize media exposure by developing an angle for business reporters surrounding the potential discontinuation of a legend, and positioning this as a unique marketing case that gives readers a call-to-action
- Considering the season, develop a holiday themed gift-giving angle for select journalists

## **IMPLEMENTATION AND CHALLENGES**

**Budget \$8,000**

**Develop Media Materials:** CRG produced a comprehensive media kit that offered journalists one-stop-shopping. Since Canadians were intrigued by the mystique and allure that surrounded absinthe, media materials supported this perception by comparing the consumption of absinthe to eating the forbidden fruit.

**Source and Train Spokespersons:** To provide media with a well-rounded perspective of the brand, three spokespersons were selected and media-trained to conduct interviews with journalists:

- Vice president of Hill's Absinth, a Czech-Canadian from the original manufacturing family: offered great family background and brand history, but coaching was significant based on his frustration with the LCBO and his willingness to share his difficult experiences
- Local cocktail expert, able to provide a credible third party perspective on the Hill's Absinth brand
- Restaurant and bar owner who performs the traditional absinthe ritual for consumers and provided media with a retail perspective

**Conduct Targeted Media Outreach:** A media list of select journalists was compiled to create the biggest impact in the shortest period of time. Unique media pitches were developed to appeal to business media, spirits journalists and lifestyle columnists. Each journalist was personally pitched and invited to attend an exclusive absinthe tasting and performance of the absinthe ritual.

**Coordinate/Event Manage Tasting Event for Media:** CRG coordinated an exclusive media event enticing journalists to experience the mystique and allure of absinthe, held in a conveniently located French restaurant that regularly performs the absinthe ritual. Key media also had the opportunity to perform the ritual themselves and speak with each of the Hill's Absinth spokespersons.

## Challenges

**Timing:** CRG had roughly three weeks to generate exceptional media coverage during the extremely competitive holiday season. The competition for holiday media coverage is fierce as marketers try to gain editorial exposure and consumers are preoccupied with shopping and holiday parties. As a result, CRG attracted attention with Hill's Absinth's own rites, rituals and folklore, utilizing strong media relationships, creativity and organizational skills.

In addition, CRG concentrated their media outreach in the Greater Toronto Area where the audience demographic was most ideal and the media had the heaviest impact. Only select outlets were targeted since the client was based out of Vancouver and had limited availability for media interviews.

**Budget:** Hill's Liquere is a very small family-run business with limited resources. The \$8,000 budget (all they could afford) needed to sustain a media event, media outreach, media training and the complete development of media materials from scratch. This challenged CRG to find creative solutions to exceed expectations and deliver outstanding results. To control costs, CRG partnered with restaurants and bartenders for spokesperson and venue services at a very low cost. In addition, CRG avoided utilizing the newswire to distribute their media materials, relying upon their own contacts and resources to reach the media. Lastly, telephone interviews were scheduled with the vice president from his office in Vancouver to limit the on-site management of broadcast interviews. As a result, the budget breakdown was as follows:

Task	Fees	Expenses
Media Materials	\$2,100	\$200 (Printing costs, media kits)
Spokesperson	\$1,500	\$500 (Third party spokespersons)
Media Outreach	\$2,500	\$50 (Long distance phone calls - Vancouver)
Media Event	\$1,100	\$50 (Media gifts, taxi vouchers)
<b>Total:</b>	<b>\$7,200</b>	<b>\$800</b>

**Differentiating from Imitators:** Although Hill's Absinth was the only genuine absinthe in Canada, other brands tried to qualify themselves as absinthe. To distinguish Hill's Absinth from these imitators, media were educated on what constituted a genuine absinthe: a minimum of 68 per cent alcohol and the wormwood herb.

## Results and Success

- "Courtney Rainey Group exceeded my expectations and delivered outstanding media and sales results that put Hill's Absinth on the map in Ontario," Dan Hill, vice president, Hill's Absinth.
- "The Hill's Absinth story was everywhere and everyone was talking about it – it was the story for December." Kym Geddes, Chum FM
- "Courtney Rainey Group managed a successful media relations campaign on behalf of Hill's Absinth and provided complete communication materials." Paul Brent, *National Post*
- "The LCBO cannot keep up with consumer demand of Hill's Absinth, and have fielded over 100 requests in the past hour for the product." Frank Lee, Hill's Absinth, Dec17/03

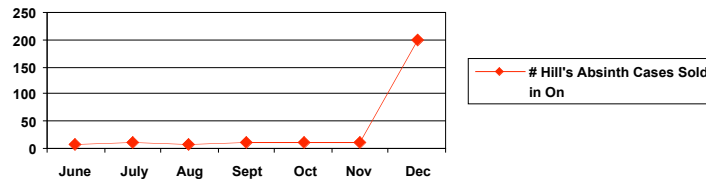
Over 200 cases of Hill's Absinth were sold by December 19<sup>th</sup>, well before the deadline of December 31<sup>st</sup> and well over the target of 135 cases. In fact, the brand sold out completely across the entire province and consumer demand was so high that the LCBO had to order additional stock from other provincial liquor stores. Hill's Liquere estimates that had this

additional stock arrived in time to accommodate the last two busiest sales weekends in December, sales would have doubled and perhaps tripled.

Every major national and Toronto newspaper covered the Hill's Absinth story including a rare three-page feature in *Canadian Business* along with a key article in *Maclean's Magazine*. In addition, Toronto's top two radio stations conducted full-length interviews and performed the absinthe ritual for an audience reach of more than 20 million and total impressions over 35 million.

The client's total return on investment based on sales was \$198,040, (total sales less budget:  $85.85 \times 2,400 - 8,000$ ), which is a remarkable accomplishment for a very small PR investment. The cost per impression resulted in \$0.00023 (total budget divided by total impressions). Essentially for every dollar the client spent on public relations, they received over \$25.00 worth in sales.

Success is very easy to measure with this campaign. CRG set out to save Hill's Absinth in Ontario by driving sales through positive media coverage, and that's exactly what was accomplished. As a result of their media relations campaign, Hill's Absinth is well positioned to remain on LCBO shelves indefinitely. Mission accomplished.



<b>Entrant's Name</b>	Janet Wile, ABC, APR, Director of Communications Rob Niezen, Manager, Product Marketing Communications Robin Jeffrey, Communications Specialist
<b>Organization's Name</b>	Siemens Milltronics Process Instruments Inc.
<b>Division/Category</b>	Communication Management/Category 5: Special Events
<b>Title of Entry</b>	Celebrating 50 Years of Innovation
<b>Time Period of Project</b>	2004
<b>Brief Description</b>	Siemens Milltronics celebrates its 50 <sup>th</sup> anniversary in 2004 with an integrated program of activities for employees, sales partners and the community, achieving big results with a very small budget

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## **BUSINESS NEED/OPPORTUNITY**

Siemens Milltronics Process Instruments Inc. (SMPI) designs and manufactures sophisticated level measurement instruments and weighing equipment used by the water, cement, chemical, milling and other process industries. Products are sold worldwide. Based in Peterborough, Ontario (population 74,000), SMPI is known for innovative technology and strong technical support. It is a subsidiary of Siemens, a global leader (480,000 people in 190 countries) in electronics and engineering. Founded in 1954 as Milltronics Ltd., SMPI celebrated its 50<sup>th</sup> anniversary in 2004. When acquired by Siemens in 2000, SMPI experienced major changes that hurt employee and distributor morale. Integration into new systems sometimes created conflict with other parts of the organization. At the same time, some product launch delays hurt the reputation for innovation, and an economic downturn adversely affected sales. The anniversary provided an opportunity to turn this around – a positive event to renew employee pride, gain positive recognition, and engage other offices and distributors in a focus on strengths and innovation achievements that would help reposition SMPI within the Siemens family.

## **ENTRANT'S ROLE IN PROJECT**

As Project Manager, Janet Wile directed the overall program, led the research, developed the theme, formed the committees, prepared and edited materials, and supervised the implementation of all program elements. She was a member of the Steering Committee and chaired the Promotions Committee. Robin Jeffrey chaired the Employee Events Committee, which planned and executed employee events. Rob Niezen developed the memory book and provided design and support for event displays.

## **INTENDED AUDIENCE**

- 1. Employees and Retirees:** The 300 employees in Peterborough include 180 factory/assembly workers; 65 R&D engineers/technical staff; and marketing, finance, and other staff functions. There is a wide range of educational background, interests, and focus. Culture is informal, with a flat structure, business casual dress, and many activities handled by employee committees. Employees thrive on direct involvement and fun rather than formal ceremony. There are 30 retirees, and the company maintains good contact with them.
- 2. Sales Partners:** This includes regional sales offices around the world and 3<sup>rd</sup> party distributors worldwide. These are not SMPI employees and they sell a wide range of products. SMPI competes with other product lines for their attention and sales focus. Long-term distributors have in-depth knowledge of the company and its products, while many of the Siemens sales offices are relatively new relationships.
- 3. Local Community and Media:** SMPI is a major employer in Peterborough, actively involved in local organizations (Trent University, Fleming College, the Economic Development Corp., Chamber of Commerce, United Way, etc.). Reinforcing good relationships and raising awareness is an important part of our corporate responsibility and recruiting strategies. As a business-to-business company that exports most of its production, news opportunities with the two local newspapers (*Examiner* and *Peterborough This Week*) and the one TV station (CHEX TV) are infrequent.

## **GOALS/OBJECTIVES**

The company wanted to maximize the value of its 50<sup>th</sup> anniversary to enhance the culture of innovation among employees and to enhance the company's reputation with external audiences. Three objectives for the overall program set the basis for more specific objectives established by sub-committees:

- Enhance employee pride, commitment to innovation
- Create awareness of proven track record of quality, innovation and growth among target audiences
- Position the company as innovative for customer benefit

The Employee Committee set objectives for each event focused on high participation rates and high employee satisfaction with events, while remaining consistent with the theme.

## SOLUTION OVERVIEW

**1. Theme and supports:** A key element was the 50<sup>th</sup> anniversary icon -- a golden 50 sitting on the well known "pulse" from our ultrasonic displays, along with the theme "50 Years of Innovation" and the SMPI name (Siemens itself is more than 150 years old, so we needed to indicate the 50 applied to SMPI). The icon appeared on letterhead, post-it notes, signage and printed materials, a flag, plant banners, and the souvenir shirt. During 2004, all SMPI product announcements and news releases referred to the 50<sup>th</sup>.

**2. Employee Celebrations:** June 21 was the official date of incorporation so employee events were focused in the week of June 21, 2004; however, activities spanned the year as we tied other events into the 50<sup>th</sup> theme:

- 50<sup>th</sup> anniversary banners were put up in the plant in January 2004, for visibility all year.
- Reminders: Plans were announced at the all-employee meeting in February, and we gave all employees a souvenir anniversary shirt. Upcoming activities were highlighted at the monthly managers' meetings and quarterly all-employee meetings. Emails and posters were used as reminders for major events.
- National Engineering Week (Feb. 28 – Mar. 7): The company sponsored a series of three guest lectures on innovation during lunch hour, open to all employees. One topic (the story of SMPI's innovations presented by our VP Technology) was so well received it was repeated at the managers' meeting in March and all-employee meeting in October, edited into a print article for distribution, and made into a webinar for sales partners.
- Flyers issued in April, August and November promoted upcoming plans.
- A printed invitation to the big June 21 event (barbeque) was sent to all employees and retirees in May.
- Employee Quilt: With the April paystub, employees received a cloth square to design a quilt patch. The finished quilt was unveiled at the wrap-up event in December. It now hangs in the hallway near the cafeteria.
- Anniversary Week Events:
  - June 21 Barbeque – Employees posed for a group photo in a "Big 50," followed by a barbeque and all-afternoon event under a "big tent." The event included brief remarks by the President and division head from Germany, a ceremonial tree planting, "Fiftieth Idol" talent contest, prize draws, and sports games. Community leaders and media attended. A history display was open for viewing the entire week.
  - June 22 – Ice Cream Day – complimentary ice cream for employees donated by a long-term customer.
  - June 23 – Evening Open House Event at the plant for employees, families and guests.
  - June 24 – Pub Night/Pool Tournament.
  - June 26 – Exider Train visited Peterborough.
- Wrap-up Event and all-employee meeting on Dec. 17: The President reviewed highlights, thanked volunteers, unveiled the quilt, and sealed up the time capsule.
- Time Capsule – contained reports, mementos, Memory Kit, products, banner signed by employees.
- Memory Kit – A folder containing the "Big 50" photo, Memory Book and Video CD. The Memory Book outlined the company's history and highlights of the 50<sup>th</sup> celebrations, with departmental photos of all current employees. The Video CD included 50<sup>th</sup> highlights, comments from employees about innovation, and congratulatory messages from community leaders (Mayor Community leaders, etc).
- The "Big 50" photo was blown up, mounted, and hung in the hallway near the cafeteria.
- Media coverage – local newspaper and TV, plus company newsletters, reinforced the program.
- Employee Events Committee members received a thank you letter and gift certificate from the President.

### 3. Sales Partner Recognition

- Senior executives visited every major sales office during 2004 for face-to-face contact to build relationships.
- Souvenir shirt was sent or presented to 200 key sales, management contacts.
- Senior executive team presented a "Thank You" Webinar on June 14 for sales partners. This recognized long-term partners and chronicled company history, achievements, innovations, and new products. We held three sessions to accommodate different time zones, and posted the presentation to the intranet. *It includes proprietary information and is not included in the work sample.*
- A promotional CD set to music showing our latest product innovations was issued to all sales regions.
- Launch of our "newest innovation" (the exciting new Probe LR and Probe LU products) linked to the 50<sup>th</sup>.
- Letters and engraved plaques were presented to 18 long-term partners.
- The "Big 50" photo was included with all 2004 Christmas cards sent by the executive group.

### 4. Community and Media

- Donation to the Peterborough Lift Lock: We donated level equipment to this local historic site that celebrated its 100<sup>th</sup> anniversary in 2004. We invited their head engineer to speak to employees during Engineering Week. We obtained media coverage, community goodwill, and a sales testimonial from this donation.
- News releases issued June 8, 21, and 25. Information kits were provided to media at June 21 event.
- Media and community leaders attending the June 21 event had a VIP tour from the President.
- We notified government officials and they sent greetings and recognition certificates. We posted these.
- Appeared in our Anniversary Video CD to comment on the company's contributions to the community (Mayor, University and College Presidents, and head of the Economic Development Corp.).
- "50 Years of Innovation" article was included in media kits and provided to visitors through the year.

- A 10-minute feature prepared with CHEX, the local TV station, celebrated the company's history, products, and achievements. It aired in June and again later in the summer.
- Exider Train was open to the public; Mayor performed the ribbon-cutting ceremony.
- Anniversary was recognized in company's sponsorship of the annual "free concert in the park" series, featuring rock band April Wine on September 3. Attendance exceeded 10,000 people.
- Participated in Chamber of Commerce's local trade fair "Prosperity 2004" October 6.
- Provided information to support our bid for the 2004 Chamber of Commerce Business Excellence Award.

## IMPLEMENTATION AND CHALLENGES

Planning began in August 2003 when the President asked Janet Wile to be Project Manager for an employee event in 2004. She proposed to the executive a more strategic approach -- an integrated program with a series of events for employees, internal and external publicity, and expanded scope to include other audiences. Key strategies included:

- Sponsor a series of events throughout the year tied to a theme of on-going change and innovation
- Celebrate technology and business achievements to build employee pride and audience respect
- Bring external audiences into the plant to discover the world-class facility
- Use National Engineering Week to focus on technology, R&D and innovation themes
- Leverage existing or planned activities under the 50<sup>th</sup> anniversary banner to maximize impact

Employee focus groups on Nov. 25 and 28, 2003 generated ideas and identified challenges. Some employees had unrealistic expectations for lavish events. Some had attended the 40<sup>th</sup> anniversary and wanted the same activities. Some saw no role for Communications in this "employee party" (Communications' role had traditionally been only product marketing). In this context, we had to set expectations early and involve people extensively, while forging a new mandate for Communications. We established a Steering Committee that met periodically to ensure plans aligned with company objectives. Chaired by the President, it consisted of senior managers from various departments, a retiree and a union representative. An Employee Events Committee, with members from all major departments, planned and executed employee events, reporting to the Steering Committee. The Promotions Committee, made up of marketing and communications staff, drove activities for other audiences.

The budget was small -- the company allocated \$20,000 for an employee event. We held several events for this amount by careful budgeting; by performing writing, editing, design and most photography in-house; and by obtaining \$10,000 of in-kind donations from suppliers and customers. All additional activities had to be funded from existing budgets, requiring negotiation with several departments. Expenses of \$18,000 for 600 souvenir shirts were absorbed into several annual promotional item/gift budgets. The shirts went to all employees, retirees, 200 key sales contacts, and to plant visitors and guests in 2004. The shirt proved a good investment -- it generated goodwill, created a "team look" for the June 21 event and "Big 50" photo, and we continue to receive requests for more. Marketing absorbed the cost of plaques (\$1,000) for distributors. Printing and other production expenses of approximately \$14,000 were absorbed into Communications department budgets.

On June 4, we learned that Siemens would extend the Canadian tour of its Exider train to visit Peterborough on June 26. Exider is an exhibit train that has traveled the world to promote Siemens products. Exider was a wonderful addition to the program. It broadened employees' view of the parent company, and enhanced the community and media possibilities. It was, however, a challenge to organize this event in only three weeks. With people already stretched, we recruited a new group of volunteers to staff the registration area and entrance, organize refreshments for train staff and volunteers, and set up a children's play area. We ordered wooden train whistles as a giveaway item for visitors. We issued news releases and placed newspaper ads inviting the public. We sent invitations to local customers and community leaders. We invited employees with repeated reminders and posters. We prepared a brochure for visitors. We used existing Canadian tour posters at no cost, adding stickers about the Peterborough event. We placed posters in the plant and around the city. We negotiated site details with city staff and local businesses. We visited the train on exhibit in Montreal to study visitor logistics, and adjusted our plans based on that research. We arranged a ribbon cutting with the Mayor and notified the media. All costs for advertising, food, materials, and rentals were tracked in a separate project account, and the total of \$18,500 was absorbed into a corporate budget. Following the event, photo albums were sent to the Mayor and to management in Germany as a thank you. Volunteers were treated to a special luncheon and certificate of thanks.

## MEASURING/EVALUATION

### Employees

- Participation at each event met or exceeded targets. *See Events and Results Report.*
- 100 employees (30% of the population) actively participated on committees and/or worked on events.
- The lunchtime Engineering Week lectures attracted 103 employees. On written evaluations, 100% said this series was a good way to celebrate innovation. All speakers received very high ratings.
- We conducted a series of written evaluations for specific events or at key points to get feedback.



- A pre-Anniversary Week survey conducted at the June 2 all-employee meeting indicated high advance awareness and intention to participate, helping us project numbers:
  - 96% of respondents said they were aware of the celebrations
  - 88% said they planned to attend the barbeque
  - 55% planned to attend the open house/bring a guest (projected 355 attendees)
  - 43% indicated they had completed/intended to complete a quilt square
- A post-Anniversary Week survey was distributed with pay stubs and achieved a 33% return rate. It indicated high participation and satisfaction rates. The results were posted publicly. Highlights are:
  - 99% recalled attending the barbeque (travel schedules kept some away)
  - 97% rated the barbeque event good/excellent and 97% said they had fun
  - High proportion of employees attended multiple events
  - 89% said events helped them appreciate company's history and achievements
  - 92% said they are proud of company's achievements and 84% described the company as innovative
  - 92% rated 50<sup>th</sup> Anniversary celebrations overall good/excellent
- Sample written comments from employees included:
  - *"Extremely well done."*
  - *"Congratulations to the team's efforts in putting on an incredible time for us."*
  - *"I'm proud to be an employee."*
  - *"There have been a lot of events/activities and they've all been well done."*
  - *I have been an employee for 18 years, I enjoyed the memories."*
- We gathered feedback specific to the Memory Kit in a short survey distributed after the wrap-up event.

### **Sales Partners**

- 70 attended the June 14 webinar with 19 more downloads since then, reaching key sales contacts in 24 countries.
- New product sales ramped up quickly; positive reaction to the new products, restoring reputation for innovation.
- Executive management received positive responses in writing and by email from sales regions and distributors regarding the webinar, plaques, events, our handling of Exider, and the shirt.

### **Community and Media**

- Exider: The train attracted 871 visitors (target was 600), including employees, customers and local residents, one of the highest single-day attendance figures for the train in Canada. Visitor feedback was overwhelmingly positive, and the event received TV and newspaper coverage.
- The 50<sup>th</sup> events generated 14 external newspaper/magazine stories with total circulation of more than 261,930 and ad equivalency of \$23,340. Two TV news items and a 10-minute TV feature (aired twice) for a total TV audience of 215,000 and value of \$28,500. *See samples in attached Events and Results Report.*
- In addition, events generated 10 items in five Siemens newsletters viewed by employees, sales partners and customers worldwide (total circulation of 103,000). *See copies in attached report.*
- SMPI won the 2004 Business Excellence Award from the Chamber of Commerce in recognition of its 50 years of success and commitment to the community, and for bringing the Exider train to the city.
- The President, a member of several major community organization boards, has reported greatly increased awareness and interest in the company among the local business community.

### **Summary**

- The Innovation theme was successfully carried through all components and coverage.
- The numbers and various surveys indicate we achieved our objectives (Enhance employee pride, Create awareness, and Position the company as innovative). The President described the results as "spectacular," far exceeding the original concept for a single employee party. The yearlong series of activities reinforced the innovation theme, renewed employee pride, and enhanced relationships with sales partners, the local community and media.
- An Events and Results presentation was updated with photos, numbers and media as events occurred. The President used this to report to headquarters in Germany in July. It was presented at the local managers' meeting in June and all-employee meeting held Oct. 21 to remind people of the fun events. *The full report is attached.*
- We continue to track employee attitudes with feedback forms at all-employee meetings, and have launched initiatives to maintain momentum gained from the 50<sup>th</sup> celebrations, both with internal and external audiences.

<b>Entrants' Names</b>	Communications Team (Brian Woodland, Sylvia Link, Laura Patel, Carla Pereira, Priya Ramsingh), Peel District School Board
<b>Division/Category</b>	Communication Management Category 6: Issues Management
<b>Title of Entry</b>	Secondary School Crisis Communication
<b>Time Period of Project</b>	December 2004

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## **BUSINESS NEED/OPPORTUNITY**

Peel District School Board is one of Canada's largest public school boards with 140,000 students in 212 schools. The board serves the municipalities of Brampton, Caledon and Mississauga in the Region of Peel, the second largest municipality in Ontario with a population of close to 1 million.

On Friday, Dec. 10, 2004 the Peel board Communications team was notified that gunshots had been fired at a Secondary School in Brampton and a teacher was thought to have been shot. Peel Police had placed the school in lockdown (a formal procedure to ensure the safety of those within the school during any potentially violent incident). At that point, very few facts were known. Immediately, the Communications team went into action, each person responsible for different elements of the crisis communications. What followed were four days during which the team was entirely focused on dealing with the crisis and its aftermath. Once details were released by police, hours after the incident took place, it was announced that a teacher had been shot and killed by her estranged husband, who was taken into custody and charged with the murder.

There was an immediate **need** to respond to the crisis, to keep all audiences informed as soon as new information was available. Since our "business" is teaching students, we **needed** to support students, so they could cope with the crisis and continue to learn effectively. We also know that, without support, teens will "act out" their trauma through aggressive, anti-social and potentially destructive behaviour. This crisis was also an **opportunity** to demonstrate the Peel board's organizational value of caring and the goal from our business plan of "promoting positive relationships between the Peel board and its staff, students and community."

## **ENTRANTS' ROLE IN PROJECT**

The members of the Communications team developed, managed and implemented all aspects of the crisis communications plan, working in consultation with the board's senior administration, the principal of the secondary school and Peel Police. The Communication's team role included:

- media relations to provide timely and effective updates to parents and the community via media
- timely and effective communications to staff, students and parents at the Secondary School
- timely updates for staff at all other Peel board locations
- development of letters to parents, staff, students and other schools/groups in the Peel board system
- development, with the assistance of the social work and critical incident teams, of tips for students, staff and parents about how to deal with shock, trauma and grief as a result of such an incident

## **INTENDED AUDIENCE**

- **parents/guardians** of students at the Secondary School and other neighbouring schools  
For any parent, the safety of their child is the most important consideration. When parents heard news reports about the shooting at the school, we had to make sure we had ways of letting them know their teens were safe. In the days following, they needed information about how to help their child deal with the grief and trauma.
- the Secondary School **staff**  
On the day of the incident, staff needed information about what was going on. The following days, they needed guidelines to help deal with the students' reaction to the tragedy. But they also needed tips and information about how to deal with their own feelings of grief and shock.
- the Secondary School **students**  
After the initial crisis, students needed information to help them understand and cope with their feelings about the tragedy. We used the extensive research and experience we have as a school system to develop tips that would help the students deal with what they were going through. One-quarter of the 1,700 students and their families speak a first language other than English: Punjabi, Hindi and Urdu.
- students and parents of **neighbouring elementary schools**  
Neighbouring schools were indirectly affected, as police placed them in lockdown for a period of time. We needed to inform students and parents about what had happened.
- **other Peel board staff**, particularly those who knew the teacher affected by the shooting  
During the crisis, it was important that all staff had the same information we were giving to media, at the same time.
- **media**  
Media outlets monitor police dispatch frequencies, so they were on-scene at the school within minutes, and we had to deal with their need for immediate information. With 24-hour radio and TV news stations and media websites, the

media constantly needs new updates on an ongoing situation, as well as in-depth background. On the first day, media were also an important conduit to communicate with parents and the community. In the following days, we needed to balance the need of the media to get an "inside view" with a need to protect the privacy of students and staff.

## GOALS/OBJECTIVES

- Provide information to staff, students, parents and media as quickly as it was available.
- Reinforce the message that the Secondary School and all Peel schools are safe places.
- Support the principal of the Secondary School by acting as media spokesperson and providing template communication material.
- Provide parents with tips about how to talk with their teen about the tragedy and alert them to warning signs of serious trauma.
- Give teachers information about how to deal with the tragedy in their classrooms and alert them to signs of serious trauma.
- Support staff at the school and other schools with tips about how to deal with their personal responses to the tragedy.
- Provide students with tips about how to deal with their feelings and ways to help them cope.

## SOLUTION OVERVIEW

**Friday, December 10, 2004**

**Spokesperson identified and dispatched to school** – As soon as we were notified of the shooting, Director of Communications, Brian Woodland, was identified as the board's sole spokesperson. He went immediately to the school, along with a Communications Officer, to deal with all media and other on-site communication needs. Upon arrival, they found that, because the school was in lockdown, the police were not allowing anyone into the school until they could determine the nature of the crime. The board arranged with Emmanuel United Church, located directly across the street from the school, to have its building used as a meeting place for parents and media waiting outside for the lockdown to end. Members of the board's senior administration and trustees, along with members of the Critical Incident Response Team, were available at the church to meet with, talk to and counsel parents.

**Media interviews** – Brian Woodland, the media spokesperson, conducted radio, TV and newspaper interviews with local and national outlets, as the media tried to determine what had taken place at the school. Since it was a police investigation and the situation changed throughout the day, a significant challenge was negotiating with police about what information could be released to media. For example, the board wanted to assure parents that all students were safe and that the shooter was not a student. The spokesperson was onsite at the school the entire day of the shooting (Dec 10). He conducted interviews over the weekend and was back at the school on Monday (Dec. 13).

**Lockdown of all schools** – Urgent e-mails were sent to all schools (principals, vice principals and head secretaries) immediately following the notice that there had been a shooting at a secondary school. In the first e-mail, schools were instructed that they were under lockdown, due to an emergency incident that had taken place at a Peel school. This precaution was taken because in the beginning, the police did not know what had happened and whether this was an isolated incident or not. After a few minutes, the lockdown was lifted for schools except those in the area surrounding the school. Once police determined that the incident was isolated to the particular school involved, the lockdown was lifted at the neighbouring schools. We continued to send updates to all Peel board locations throughout the day.

**Website** – Within minutes of the shooting, we posted a brief announcement on the board website. We kept the homepage updated with information such as the lockdown procedure and all information provided by the police. The messages emphasized the fact that students were safe, and the reason for the lockdown. The website was updated continually throughout the day of the incident (Dec. 10), on the weekend and on Monday (Dec. 13) with any and all new information the board was able to share.

**Voicemail and receptionist scripts** – We drafted scripts for the Peel District School Board's reception and front desk attendees as they would receive calls from the general public and from those looking for more information about what had taken place at the school. Parents were directed to the Executive Office—we provided the staff with a more detailed script to let them know what was happening at the school.

**Letters** – A letter was drafted for parents of the school's students, with tips to help their child deal with shock and trauma. Because we were heading into a weekend, we also provided a list of organizations that could be a resource for teens that needed to speak to someone for support. Since the school was in lockdown and we couldn't get the letter directly to parents, we posted it on the website and sent it to all media outlets over CNW.

**Staff meetings** – After students went home, a staff meeting was held. Staff were told an ESL teacher at the school, had been shot in the school parking lot and was in critical condition. We had prepared a letter for staff, with tips to help them deal with the shock and grief. Members of the board's Critical Incident Response Team were onsite for those that wanted to speak to someone about their feelings. All teachers and staff were briefed on responding to the media (they all media were to be directed to the spokesperson) and that we would be onsite as long as media were around and asking questions.

#### **Saturday, December 11, 2004**

**News release** – The teacher died in hospital late Dec. 10. On Saturday, Dec. 11, we issued a news release recognizing the important contributions she had made during her career with the Peel board. We learned that teacher did not have any family in Canada, other than her husband charged with her death, so the Communications team decided that we would offer tribute to her life through a press release, flags at half mast across the board and with a school memorial. We posted a photo of the teacher on the board's website for media who wanted to include her photo with stories.

#### **Sunday, December 12, 2004**

**Voicemail script** – We prepared a voicemail script for the school, with information about the school's status on Monday. Extensive communication material was prepared for all schools where the teacher had taught. We arranged for each of the schools to hold a staff meeting before school on Monday.

#### **Monday, December 13, 2004**

**Script for Principal** – We prepared an announcement for the secondary school's principal, to read over the P.A. before the start of school. To ensure a consistent message, we also provided scripts for school office staff, the Peel board reception and Director's Office. Flags were at half mast, grief counselors were onsite at the secondary school, plans began for a memorial service and students and parents received tips on how to deal with shock and grief.

**Letters** -- At the beginning of the day on Dec. 13, we provided the following letters:

- to parents outlining tips for helping them cope and signs to watch for in teens dealing with depression
- to staff, reminding them of what to watch for in their own personal reaction to the tragedy, in addition to what to watch for in their students who could be feeling affects of the traumatic event
- to students that outlined some of the things they might be feeling and ways to cope with those feelings. Since the deceased teacher taught English as a second language, the letter for her students was translated into the top three languages spoken by her students -- Punjabi, Hindi and Urdu.
- to parents of neighbouring schools who has been in lockdown for a period of time on Dec. 10, explaining the reason for the lockdown
- to staff and students at all schools where the teacher had previously taught or volunteered. An announcement was also sent to these schools.

**Communications with other schools in board** – Because of the impact of this tragedy on everyone who works in the Peel board, we provided information to all schools about resources available to teachers—tips about how to deal with student questions regarding the tragedy, brochures about domestic violence.

**Memorial in school** -- On Monday morning following the incident, a memorial was set up inside the school for students and staff to pay their respects. Photos of the teacher were placed on tables with open books available for students and staff to write messages. Over the course of the day, the memorial grew in size from one to four tables as people came to pay their respects with flowers, poems, messages, etc. In order to ensure the privacy of staff and students during this difficult time, the media were not permitted inside the school to see the memorial. The Communications team distributed photos of the memorial to the media on the Peel board web site so they could pick up the photos and the outpouring of condolences.

#### **IMPLEMENTATION AND CHALLENGES**

- There were numerous challenges throughout this crisis, starting with the need for the Communications team to emotionally remove themselves from the terrible tragedy that had occurred and instead focus on communicating to the various audiences that required our support.
- Because of the police investigation, we could not initially provide the media, parents and the public with all the information we knew. For example, in the beginning, police did not allow us to state that no student had been involved in the incident, so early media reports assumed the shooter was a student.

- Getting approval to communicate any information took real negotiation skills between police, the board's senior administration and the Communications team.
- The timelines we worked within were also a challenge. We first received the report of shots fired after 11 a.m. During the two-hour police lockdown of the school, we couldn't communicate with any students or staff in the school. Students were sent home at 2 p.m., only a half-hour after police lifted the lockdown.
- Communicating the same information at the same time to media, staff, students and parents was another challenge.
- Intensity/volume of media outlets requiring information combined with our need to take the police lead on what information could be released.

## MEASURING/EVALUATION

Goal/ Objective	Results
Provide information to staff, students, parents and media as quickly as it was available.	<ul style="list-style-type: none"> <li>• Immediately following the lockdown, staff were notified, in an emergency staff meeting, of the tragic events that had taken place. Parents were kept informed through website updates and through the media as soon as new information was able to be released.</li> <li>• With a board spokesperson onsite we were able to update the media frequently with new developments.</li> </ul>
Support the principal by acting as media spokesperson and providing template communication material.	<ul style="list-style-type: none"> <li>• The principal was able to focus on students and staff during this crisis because the onsite spokesperson dealt primarily with the media and the template material enabled messages to be delivered to parents, staff, etc. without his need to develop messages on his own.</li> </ul>
Communicate safety of workplace and tips for dealing with tragedy message to staff	<ul style="list-style-type: none"> <li>• On Dec. 10, 100% of media coverage contained the message of students being safe during the incident. In addition, many media outlets used the tips their reports. Parents, staff and students received the tips through the website and letters home.</li> </ul>
Provide parents with tips about how to talk with their teen about the tragedy and alert them to warning signs of serious trauma.	<ul style="list-style-type: none"> <li>• Many media outlets used the tips in their reports. The tips were posted on the board's website on Friday since timing made it impossible to get a letter home that day. On Monday, a letter was sent to parents with tips. These tips were translated into three other languages.</li> </ul>
Give teachers information about how to deal with the tragedy in their classrooms and alert them to signs of serious trauma.	<ul style="list-style-type: none"> <li>• On Monday morning, teachers at the school involved and all other Peel board schools were provided with information on how to deal with a tragedy in the classroom. These tips were provided because many teachers would not have any experience in this area.</li> </ul>
Support staff at the school involved and other schools with tips about how to deal with their personal responses to the tragedy.	<ul style="list-style-type: none"> <li>• On Monday morning, tips were provided to the school involved and other schools on how to deal with their personal responses. Over the weekend contact numbers had been given on the website for organizations that could help those who needed to talk.</li> </ul>
Provide students with tips about how to deal with their feelings and ways to get help coping.	<ul style="list-style-type: none"> <li>• On Monday, all 1,700 students were provided tips on what they should watch for in themselves when dealing with a trauma. This letter was translated into three other languages for ESL students.</li> </ul>

<b>Entrant's Name</b>	Robin Jeffrey, Communications Specialist Rob Niezen, Manager, Product Marketing Communications Peter Froggatt, Designer/Illustrator
<b>Title of Entry</b>	ART Eh?
<b>Division/Category</b>	Communications Management, Employee Communications
<b>Organization's Name</b>	Siemens Milltronics Process Instruments Inc.
<b>Time Period of Project</b>	November 2003 – April 15, 2004
<b>Brief Description</b>	ART Eh? fine art show and group painting

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## **BUSINESS NEED/OPPORTUNITY**

Siemens Milltronics Process Instruments Inc. designs and manufactures sophisticated measurement instruments used by the water and wastewater, aggregate, cement, mining, chemical, milling, food and other process industries. Principal product lines include level measurement, dry solids flow measurement, and process protection devices. Siemens Milltronics is now a wholly-owned subsidiary of Siemens, a global leader (480 000 people in 190 countries) in electronics and engineering for automation, communications, transportation, health care, energy, lighting and financial services. A manufacturing facility is located in Peterborough.

Morale at the Peterborough facility has declined over the last few years. Siemens purchased Milltronics in 2000 resulting in many changes and a challenging time for some employees. Prior to the sale, employees actively participated in a wide range of activities and programs. The company's employee-based Wellness committee has a mandate to organize and coordinate programs encouraging well-being and a healthy lifestyle. Employees that enjoy being at work and are willing to join in events, have a positive view of the company. We wanted to create a program that aligned with the Wellness committee's mandate, uplift spirits, be enjoyable, boost morale and give a sense of creativity and thinking outside of the box. In addition, the activity needed to be voluntary, and viewed separately from Siemens management. We focused on developing a program centered on art to boost morale and celebrate the creativity of our employees. Several years ago, a successful art show was held and we wanted to revive this event while adding an interactive aspect to it.

## **ENTRANTS' ROLE IN PROJECT**

Robin Jeffrey – project coordination, liaison with Wellness Committee

Rob Niezen – coordinate receipt and set-up works for the art show, one of the "professional artists" helping with mosaic painting, developed communications tools

Pete Froggatt - coordinate receipt and set-up works for the art show, one of the "professional artists" helping with mosaic painting, logo design, creation of signage

The general concept of this program was developed as a team.

## **INTENDED AUDIENCE**

300 employees working in manufacturing, administration, marketing, and research and development within the Peterborough plant representing a wide cross-section of personalities, interests, lifestyles and creativity. All audiences are equal in their importance and critical for the success of the entire program.

1 - experienced artists who would like to showcase their work

2 - all employees attending the art show

3 - non-artists who would like to try art as part of a group painting

## **GOALS AND OBJECTIVES**

The goal was to organize an event and activity that crossed all demographics to promote team spirit and support creativity through innovation. The event needed to be accessible and enjoyed by everyone. There are two levels of participation – active participation for those that are artistically inclined and passive participation for those that appreciate art in all forms. At the same time the activity should foster well-being and improve morale as a byproduct of stress management. The program should align with the corporate principles "We push innovation – to shape the future" and "We empower our people to achieve world-class performance". These principles are key in showcasing the fine art talent of our employees. Presenting the art show in a venue that all employees can enjoy brings the creative mindset to all and will encourage others to look at things more creatively, thus building on these two important principles. We translated these goals into measurable objectives for a 2-part program:

### **ART Eh? Show**

- At least 6 artists submit up to 10 works for display
- Informal accumulation of comments to identify enjoyment

## **Mosaic (group painting)**

- At least 20 people complete a 1-foot square of the mosaic
- Completion of an evaluation form by participating artists determines how relaxing they found the exercise
- Informal accumulation of comments after unveiling the finished painting

## **SOLUTION OVERVIEW**

The 2-part program allowed us to reach everyone in the company and provide an interactive aspect of experiencing art in both the passive and active role. The program proposal was presented to the Wellness committee and we were successful in securing funds to proceed with implementation.

### **Key messages:**

- ART Eh? “Celebrating the Creative Minds of Siemens Milltronics”
  - Casual and playful, ponders the questions “What is art?” “Is this art?”, the stereotypical Canadian “Eh” colloquism helps break down barriers of stiffness and seriousness often associated with fine art
  - “Discovering the Creative Minds of Siemens Milltronics” tagline positions the program as fun
- Everyone has a creative mind that can be explored through creation or appreciation of Fine Art
- Expressing creativity can be relaxing

### **“ART Eh? Celebrating the Creative Minds of Siemens Milltronics” fine art show**

- An exhibit showcasing employee’s fine art (paintings, etchings, drawings, photography, sculpture, jewelry and poetry) displayed in a main corridor during March
- Timing of show selected to combat “winter-blues” and lack of other activities
- Passive participation in the creative process through appreciation of displayed art. For those few minutes viewing a piece of art the mind is re-balancing and experiencing a break from daily stress
- Inspires non-artists to participate in the interactive aspect of the program

## **Mosaic Painting (interactive)**

- Photograph divided into thirty-five “1-foot” squares are independently painted in any medium or style, then reassembled
- 8 optional “Lunch-n-paint” sessions from 11:30 – 1:00 pm in a meeting room guided by 2 experienced artists (employees) help first-time artists complete their paintings
- Selection of image must appeal to a wide audience, be copyright free, meaningful and contain interesting elements throughout the entire image so that every square painted is interesting on its own. The canoe supports Corporate promotion of our Company as “Hi-tech in cottage country”.
- Actively engages employees to participate in the creative process
- Relaxation experienced during painting aids in stress management and aligns with the mandate of the Wellness Committee
- Participation was “first-sign-up-first-to-participate” basis. 2 reserved spots for the 15-person night shift
- Finished painting unveiled at the end of the ART Eh? Show

## **Communications Tactics**

### **Word of Mouth**

- Informally asked known artists within the company if they would exhibit works in the fine art show prior to implementing program
- Encouraged people to visit the fine art show more than once
- Vital in building-up expectations and enthusiasm for the finished Mosaic painting.

### **Series of Posters**

- 2 teaser-posters promoting the fine art show (first with just the logo, then the logo and date, then all the details)
- Mosaic poster explaining what it is, how it will work, how to get involved and what the picture is
- Poster announcing the start of the fine art show

### **Emails**

- Detailed information introducing the fine art show was sent to all employees
- Detailed information about the Mosaic sent to all employees
- Printed out and posted emails on bulletin boards and employee publication boards to reach manufacturing employees who do not have email access
- Regular communication with Mosaic participants to keep them up-to-date
- Email and the Public Address system announced the unveiling of the Mosaic

### **Registration Forms**

- To ensure artists’ commitment in advance and to collect detailed information on each item being displayed

**Logo**

- Bold symbol representing the beginning of the art process – a “paint splatter” conveying playfulness
- Used on all communication materials
- Incorporated into vinyl floor decals as guides through the fine art show

**IMPLEMENTATION AND CHALLENGES**

**Budget**

Every effort was made to make this event look professional with a small budget. When possible, existing material was used.

- Maintenance department provided metal pipes to hang the art
- Sign marking the entrance of the gallery and small title signs with each work were designed and printed in-house reusing existing foamcore
- All design, publicity and promotion was done in-house
- Canvases and brushes were purchased at a local dollar store and the paint was purchased in bulk
- Artists loaned their pieces of art for the duration of the show
- Volunteers donated their time for hanging the art and organizing the program
- Artists guiding Lunch-n-Learn sessions are employees donating their lunch hours

		<b>Budget</b>	<b>Actual</b>
<b>ART Eh? fine art show</b>	Hooks to display art	\$50	\$26.87
	Vinyl Floor markings	\$100	\$85.60
	Posters	\$0	\$0
<b>Mosaic</b>	Canvases/Brushes (30)	\$85	\$58.65
	Paints	\$30	\$56.41
<b>Miscellaneous Expenses</b>		\$110	\$0
<b>Total</b>		<b>\$375</b>	<b>\$227.53</b>

**Time Line**

The time to complete the individual squares for the mosaic was drastically under-estimated. Most artists chose to complete their painting at lunchtime, and the 8 lunch-n-paint sessions expanded into 24 sessions and most artists attended multiple lunch sessions per week. Due to popular demand, the art show stayed up for an extra 2 weeks after the Mosaic was unveiled.

Preliminary plans/met with Wellness Committee	early December
Promotion of ART Eh? show (first wave)	January 5 – 9
Promotion of ART Eh? show (second wave)	January 12 – 16
Detailed Information on art show	January 19 – 23
Advertising of Mosaic	February 17
Creation of Mosaic	March 1 – 31
Collection of works for art show	February 20 – 27
Opening of ART Eh? show	March 1
Unveiling of Mosaic	March 31
Dismantling of show	April 15
Evaluations	April 15-25

**MEASURING/EVALUATION**

Two evaluation forms were distributed. One to all employees, and one to the artists participating in the Mosaic painting.

<b>Objective</b>	<b>Result</b>
<b>ART Eh? show</b>	
6 artists submit work	11 artists submitted a variety of work (painting, sketches, photography, jewelery, poetry)
Informal accumulation of comments	Survey filled in (return rate of 23%) - 80% visited the ART Eh? show more than once. - 94% agreed that the art show was a good initiative from the Wellness Committee - 22 people said if we ran the show again they would submit work - 49 people said they want to participate if another group painting was organized



	<p>"I think this should happen more often"</p> <p>"Excellent job. Thanks"</p> <p>"You did an excellent job and provided a lot of people with something positive and creative"</p> <p>"Opens up a new perspective on colleagues and how people read art. Observers were art."</p>
<b>Mosaic Painting</b>	
At least 20 participants	35 participants
How relaxing was the exercise?	84% found working on their painting relaxing and looked forward to going to lunch-n-paint sessions
Informal accumulation of comments	<p>Survey filled in (return rate of 75%)</p> <ul style="list-style-type: none"> <li>- 73% were proud of their finished painting</li> <li>- 100% would participate in the mosaic painting again</li> <li>- 100% were very excited about seeing the finished mosaic</li> <li>- 84% said they would be interested in attending art sessions even if they had to purchase their supplies</li> </ul> <p>"Great way to improve morale"</p> <p>"I loved it, thought it was a great idea"</p> <p>"Fantastic! Great for employee morale – it was great to see a good mix of manufacturing and office employees work together"</p> <p>"Thank you for bringing out my artistic self."</p>
	Over 100 people attended the unveiling (only 35 participated in painting a square)
	On behalf of the participants, Rob, Pete and Robin were recognized and presented with an "Extra Mile" certificate as part of the company's recognition program for "going the extra mile"
	Many positive verbal comments from non-participants after the event
	It was observed that employees (even non-participants) brought friends and family in the building to look at the final painting.
	Three of the participants pursued art classes outside of work.
	During a company Open House, the Mosaic was a stop on the tour of the building
	On other surveys that were conducted throughout the year not related to this program, the mosaic was commented on as a positive morale booster

### Conclusion

We exceeded the objectives by almost doubling the number of participants for the art show and the Mosaic. Sign up for participating in the Mosaic painting was so popular that within 15 minutes we had 20 participants and decided to add an extra 15 spots to the program. By the end of the day we were turning some people away. Leaving the art show up for an extra two weeks allowed for further enjoyment by employees. Overall, the positive response to this program exceeded expectations. Due to its popularity and positive impact on morale, another art show and a larger mosaic is planned in 2005. The Wellness committee has once again agreed to sponsor it and make this project a yearly activity.

<b>Entrants' Names</b>	Robin Jeffrey, Communications Specialist Janet Wile, ABC, APR, Director of Communications
<b>Title of Entry</b>	Celebrating Anniversary Week
<b>Division/Category</b>	Division 1 (Communication Management) Category 9.1 (Employee Communication – Industrial)
<b>Entrant's Organization</b>	Siemens Milltronics Process Instruments Inc.
<b>Time Period of Project</b>	February 2004 – June 26 2004
<b>Brief Description</b>	Siemens Milltronics employees celebrate the company's 50th anniversary with a series of special events, achieving high participation and satisfaction rates

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## **BUSINESS NEED/OPPORTUNITY**

Siemens Milltronics Process Instruments Inc. (SMPI) designs and manufactures sophisticated level measurement instruments and weighing equipment used by the water, cement, chemical, milling and other process industries. Products are sold worldwide. Based in Peterborough, Ontario (population 74,000), SMPI is known for innovative technology and strong technical support. It is a subsidiary of Siemens, a global leader (480,000 people in 190 countries) in electronics and engineering. Founded in 1954 as Milltronics Ltd., SMPI celebrated its 50<sup>th</sup> anniversary in 2004. When acquired by Siemens in 2000, SMPI experienced major changes that hurt employee morale.

The 50<sup>th</sup> Anniversary provided a unique opportunity to generate positive energy and renew employee pride and morale. Events commemorating this special milestone provided the chance to instill pride and highlight benefits of being part of a large organization. Boosting employee involvement in fun social activities help employees feel positive about the company and be more open-minded about new opportunities.

## **ENTRANTS' ROLE**

Robin Jeffrey: chair of Employee Events Committee, responsible for all employee events related to the 50<sup>th</sup> Anniversary  
Janet Wile: responsible for the Exider train visit, provided support to the events

## **INTENDED AUDIENCE**

The 300 employees in Peterborough include 180 factory/assembly workers; 65 R&D engineers/technical staff; and marketing, finance, and other staff functions. There is a wide range of educational background, interests, and focus. Culture is informal, with a flat structure, business casual dress, and many activities handled by employee committees. Employees thrive on direct involvement and fun rather than formal ceremony. There are 30 retirees, and the company maintains good contact with them.

## **GOALS/OBJECTIVES**

A management Steering Committee oversaw the 50<sup>th</sup> anniversary celebrations focused on the theme of "50 Years of Innovation". One of the goals of the company was to maximize the value of its 50<sup>th</sup> anniversary to enhance the culture of innovation among employees and boost morale. The overall goals were:

- Enhance employee pride, commitment to innovation
- Create awareness of proven track record of quality, innovation and growth among target audiences
- Position the company as innovative for customer benefit

In addition, the Employee Event Committee set the following objectives for organizing events focused on the Anniversary date:

- High participation rates (target 100% participation at the "official" anniversary event)
- High employee satisfaction with planned events
- Stretch budget to appear larger
- Extend celebrations over one week period rather than just one day
- Improve interaction among employees that do not normally work together

## **SOLUTION OVERVIEW**

In tune with the culture of the organization, it was important to involve employees directly in planning. We recruited 10 employee members, with representation from each major department. Each member took responsibility for particular aspects of the program (sound system, entertainment, food and location, decorations, publicity/communications, draw prizes, giveaways, electrical, pub night, open house logistics, and liaison with retirees). Committee members recruited additional volunteers for specific tasks as needed. The committee met monthly from January to April, and weekly during May and June.

In developing the program, the committee reviewed ideas generated by employee focus groups held in the fall. The committee presented a proposal of events to management and received authorization to proceed with implementation with no changes. The committee provided periodic updates to management.

Provided with a limited budget and considering the high expectations expressed at the focus groups, the committee extended anniversary celebrations over a one week period to stretch the budget and to offer a variety of activities to employees. The focus of the week was to mark the Anniversary date of June 21 with the largest event and to provide smaller events over the rest of the week. The weeklong celebration consisted of at least one activity each day. Fridays are short work days in the month of June so nothing was planned for that day.

## **Communication Tactics**

### **Events**

#### **June 21 Afternoon Celebration**

##### Barbeque

- Buffet style barbeque lunch, serving 300 employees, retirees and VIPs
- Large banquet styled tent, allowed all employees to sit together in one location and provided protection against the weather
- Held on company property to lessen costs, for ease of transportation and for insurance purposes

##### "Big 50," photograph

- All employees and retirees in photo wearing the 50<sup>th</sup> Anniversary Shirt distributed earlier in the year
- Photo issued to every employee and retiree at the end of the year as part of a Memory Kit
- Photo enlarged and placed in prominent location at the Open House

##### Address

- *Siemens Milltronics current President expressed thanks for the last 50 years and highlighted innovations over the years and the ones to come. He emphasized the importance of our employees in the success of the company.*
- *President of Siemens Process Automation and Analytics gave a short speech expressing congratulations on a successful 50 years*

##### Ceremonial tree planting

- *Red maple tree donated by the maintenance department*
- *Tree planters were a retiree, an employee in mid-career and a recently hired employee symbolizing the past, present and future growth of the company*
- *Every employee received a seedling as a symbol of growth*

##### "Fiftieth Idol" talent contest

- Inexpensive entertainment, donated sound system, in-house talent (10 participants)
- Emulated the format of the television show "American Idol"
- Showcased musical, humour and bravery of employees
- Reinforced our "family atmosphere" and instilled pride of our talented co-workers

##### Prize draws

- 56 door prizes, all donated, ranging in cost from \$2 to \$500 grand prize
- Prizes for everyone participating in the 50<sup>th</sup> Idol competition

##### Leisure activities

- "Pick-up" style road hockey, badminton, lawn darts and volleyball

##### History display

- Four 4 x 8 foot panels chronicled the company's history

#### **June 22 Ice Cream Day**

- Complimentary ice cream for employees donated by a long-term customer
- Appreciative gesture to employees

#### **June 23 Evening Open House**

- Hosted at plant from 6:00 – 8:00 pm for employees, families and guests
- 24 departments organized their own displays, instilling pride in their work
- Donated refreshments (ice cream, granola bars, deli meats, gum)
- Arrow-shaped "post-it" notes were placed on the floor for a self-guided tour through the building with the assistance of a map
- Families attending the open house received seedlings and food vouchers left over from the barbeque

#### **June 24 Pub Night/Pool Tournament.**

- Pay-your-own-way event, to provide an opportunity for employees to socialize

#### **June 26 Exider Train**

- Siemens exhibit train showcasing the company's vast product offering, including Siemens Milltronics products

Due to the number of events planned throughout the week, several means of communication were required.

### **Printed Material – Flyer, Posters, Agendas, Invitation, Evaluation Form**

- Two mail outs/handouts were sent to retirees/employees – a general newsletter about upcoming activities (April 14) and a personalized invitation to the Barbeque (June 10) including an agenda, times and expectations (we asked everyone to wear their 50<sup>th</sup> Anniversary shirt and jeans or shorts)

- Series of 3 posters used to promote and attract participation for the 50<sup>th</sup> Idol
- Agendas were placed on the tables at the barbeque so that employees knew what to expect over the afternoon
- Posters promoting the Exider train were displayed throughout the building
- A guide for Exider train cars was designed and printed
- Evaluation forms were distributed with pay stubs immediately following the week

**Audio Announcements**

- We made special use of audio announcements to reach employees in manufacturing who do not have access to email
- To encourage participation for the 50<sup>th</sup> Idol, we ran a music loop outside the cafeteria over lunch hours

**Emails**

- Reminders about activities for the duration of the week
- Used to gain participation from individual departments for the Open House
- Emails were posted on bulletin boards for those that don't have access to email

**Signage/Decorations**

- Signage for all events was designed and produced in-house
- Decorations at the barbeque (balloons, black tablecloths)
- Decorations were reused at the Open House

**IMPLEMENTATION AND CHALLENGES**

It was important that we organized the main event to commemorate the Anniversary on June 21 in a celebratory atmosphere regardless of the weather. Our building does not have space indoors that can hold 300 people at one time so our first challenge was finding a place to host the barbeque event. There were no suitable venues in the Peterborough area so we rented a very large tent and hosted the event on the lawn outside of our building. The tent offered a casual and fun atmosphere. Renting of the tent cut substantially into our budget, we negotiated with the catering company to package the rental with the food .

One of the challenges with each part of the program was including employees on both the day and night shifts. To ensure that everyone could attend the Barbeque, we approached the Vice-President of Operations to gain permission to shut down manufacturing for four hours. The entire company closed down for the afternoon of June 21. The other events were incorporated into a normal workday.

With a limited budget of \$20,000 for all of the events we tried to economize as much as possible. We re-used materials from event to event, designed and produced materials in-house, accepted in-kind donations from vendors and internal departments. We were successful in obtaining approximately \$10,000 worth of in-kind donations, including: mocktail bar at the barbeque, sound equipment, in-house talents, door prizes, printing of materials, catered snacks and refreshments for the open house. In the end, we finished the events under budget and were able to provide money towards an employee memory book to be produced later in the year.

On June 4, we learned that Siemens would extend the Canadian tour of its Exider train to visit Peterborough on June 26. Exider is an exhibit train that has toured the world to promote Siemens products. This fit in nicely with plans for celebrating the 50<sup>th</sup> Anniversary. A separate committee was formed to organize and coordinate the train's visit. The train provided an opportunity for employees to witness first hand the possibilities a large company like Siemens has to offer. It also broadened employees' understanding of Siemens products. The public recognition generated by this visit helped instill pride amongst employees.

**MEASURING/EVALUATION**

A pre-Anniversary week survey was conducted at a June 2 all-employee meeting indicated high advance awareness and intention to participate in the events.

A post-celebration survey was distributed with pay-stubs and achieved a 33% return rate.

Objective	Result
High participation rates (especially at featured event)	<ul style="list-style-type: none"> <li>▪ High participation rates at events (see attached Employee Survey Results)</li> <li>▪ 99% attendance at the Barbeque</li> <li>▪ 50% of the retirees attended</li> </ul>
High employee satisfaction with planned events	<ul style="list-style-type: none"> <li>▪ 325 attendees at the Open House</li> <li>▪ 97% rated the barbeque event good/excellent and said they had fun</li> <li>▪ 92% rated 50<sup>th</sup> Anniversary celebrations overall good/excellent</li> <li>▪ Sample written comments from employees included:               <ul style="list-style-type: none"> <li>▪ <i>“Extremely well done.”</i></li> <li>▪ <i>“Congratulations to the team’s efforts in putting on an incredible time for</i></li> </ul> </li> </ul>

	<p><i>us.”</i></p> <ul style="list-style-type: none"> <li>▪ <i>“I’m proud to be an employee.”</i></li> <li>▪ <i>“There have been a lot of events/activities and they’ve all been well done.”</i></li> <li>▪ <i>I have been an employee for 18 years, I enjoyed the memories.”</i></li> </ul>
Stretch budget to appear larger than it was	<ul style="list-style-type: none"> <li>▪ In-kind donations approximating \$10,000</li> <li>▪ Reuse of materials (decorations, giveaways)</li> <li>▪ Multiple events implemented</li> </ul>
Extend celebrations over one week period rather than just one day	<ul style="list-style-type: none"> <li>▪ Events were planned for five days</li> </ul>
Improve interaction among employees that do not normally work together	<ul style="list-style-type: none"> <li>▪ 100 employees (30% of workforce) helped plan and organize events in some way</li> <li>▪ High participation rates in program positioned employees from different areas in the company together</li> </ul>
<p>Overall goals of the 50<sup>th</sup> Anniversary project</p> <ul style="list-style-type: none"> <li>▪ Enhance employee pride, commitment to innovation</li> <li>▪ Create awareness of proven track record of quality, innovation and growth among target audiences</li> <li>▪ Position the company as innovative for customer benefit</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Innovation theme was successfully carried through all components and coverage.</li> <li>▪ 89% said events helped them appreciate company’s history and achievements</li> <li>▪ 92% said they are proud of company’s achievements and 84% described the company as innovative</li> <li>▪ The numbers and various surveys indicate we achieved our objectives (Enhance employee pride, Create awareness, and Position the company as innovative). The President described the results as “spectacular,” far exceeding the original concept for a single employee party.</li> </ul>

### Summary

The Employee Events Committee was successful in fulfilling its objectives and helped improve morale. As one employee said on our company video “the 40<sup>th</sup> Anniversary was wonderful and I never thought we would be able to top it – but the 50<sup>th</sup> was even better. Congratulations on doing a great job”.

<b>Entrant's Name</b>	Marcia Andreychuk
<b>Organization's Name</b>	The Family Channel, Inc.
<b>Division/Category</b>	Communication Management: Economic, Social and Environmental/Third World Development
<b>Title of Entry</b>	Bullying Awareness Week 2004
<b>Time Period of Project</b>	November 15-21, 2004

### BUSINESS NEED/OPPORTUNITY

The Family Channel, Inc. ("Family") is a premium, commercial-free network offering the best in family television entertainment in more than 4.8 million homes across Canada. Family is an Astral Media network.

Family channel wanted to sponsor a cause that would make a positive difference in the lives of kids. The social issue of bullying was chosen and, in March 2003, Family entered into a sponsorship agreement with the non-profit organization Bullying.org Canada, Inc. ("Bullying.org"). Family and Bullying.org launched Bullying Awareness Week ("BAW"), November 17 to 23, 2003, and challenged kids to "Take the Pledge," an empowering statement that encourages kids to take a stand against bullying by reaching out to victims, thereby showing bullies that their actions will not be sanctioned or tolerated. The campaign was supported with on-air, online and media relations strategies, resulting in the pledge being taken over 50,000 times. In addition, 1,000 online submissions were registered, one million print media impressions were made, 20 television news broadcast segments ran and positive feedback was received from numerous organizations including the CRTC. Furthermore, a subsequent tracking study showed that, among children of Family subscribers, 40% were aware of Family's association with Bullying.org and 94% agreed that it makes sense for Family to help kids deal with bullying.

A "post mortem" evaluation of Family's 2003 campaign provided direction to reprise the campaign in 2004. It was agreed that the cause, audience and messaging was on target but that more could be done to extend the reach of the campaign. A key objective of Family's 2004 strategic plan was to differentiate Family's bullying awareness campaign from competitors and extend the reach of the campaign to new audiences. ***To build on the success of the 2003 campaign, a strong Family-branded program for Bullying Awareness Week 2004 was needed.***

### ENTRANT'S ROLE IN PROJECT

The entrant coordinated all aspects of the program planning, budgeting, implementation and evaluation including:

- Liaised with creative services team on production of on-air content
- Provided content and direction for online component
- Executive-produced "The Cool Table" PSA
- Wrote all communication materials
- Arranged production of collateral materials
- Supervised assembly and distribution of all materials
- Managed and presented at internal launch event

### INTENDED AUDIENCE

The primary audience is kids aged 8-12, the demographic that represents Family's core viewers. Secondary audiences include the following:

- Parents and educators of the primary audience
- Print and broadcast media
- Employees/board of directors
- Distribution affiliates
- Canadian television production and broadcast industry organizations

### GOALS/OBJECTIVES

Communication Goals	Measurable Objectives
1. Continue to establish Family as a socially responsible company that cares about its viewers by generating positive awareness of the Bullying.org sponsorship among Family's key stakeholders	- Double the number of pledges taken from 50,000 to 100,000 - Double the number of online submissions from 1,000 to 2,000 - Increase awareness of Family's association with Bullying.org relative to the 2004 tracking result of 40%
2. Generate positive print media coverage for Family's sponsorship of the bullying awareness campaign.	- Obtain media hits in twice as many print outlets as 2003 campaign; goal = 18 articles
3. Engage employees to participate in Family's bullying awareness campaign	- Encourage 10% of employees to act as ambassadors of the campaign on a voluntary basis
4. Enhance Family's corporate reputation/build goodwill	- Generate positive feedback from external stakeholders

## **SOLUTION OVERVIEW**

Research has shown that many bullying incidents are diffused when peer bystanders intervene on behalf of victims of bullying. Family's role as a media partner and broadcaster is to continue raising awareness about what kids can do about bullying by engaging kids in this important social issue both on-air and online. Importantly, we would also communicate our awareness-building activities to other stakeholders to further enhance Family's reputation as a company that cares about its viewers.

### **Messages for Bullying Awareness Week 2004:**

1. Family Channel and Bullying.org Canada are launching the 2<sup>nd</sup> annual Bullying Awareness Week, November 15-21, 2004
2. Family Channel cares about kids and bullying is an issue that kids face
3. Bystanders can make a difference
4. Take the Pledge!

## **IMPLEMENTATION AND CHALLENGES**

### **Implementation**

#### **Strategy 1: Viewer Relations**

***Use Family's broadcast capability to promote BAW and encourage viewers to "Take the Pledge"***

##### **Tactics:**

- New PSA – Develop a new PSA called "The Cool Table" to provide kids with an example of how they have the power to diffuse a bullying incident by being aware of what's happening around them and sticking up for a friend.
- Celebrity Endorsement of "The Pledge" – Capitalize on Family's connection with young television stars by having the stars of *That's So Raven* and *Radio Free Roscoe* recite the pledge and develop this footage into a celebrity version of "The Pledge" PSA
- Other PSAs – Air "Red Head," a PSA that also shows an example of how kids have the power to diffuse a bullying incident, and "The Pledge," a spot showing kids reciting the pledge
- Programming – Present a line-up of bullying-themed programming during Bullying Awareness Week
- Promos - Promote the "Take the Pledge" message with four separate on-air promos

#### **Strategy 2: Develop BAW resources**

***Build a collection of resources to have available for distribution to key stakeholders.***

##### **Tactics:**

- Manage production of "Take the Pledge" posters
- Create VHS copies of the PSAs
- Create magnetic message boards
- Create bi-fold "bullying information" cards

#### **Strategy 3: Children and Educators**

***Encourage kids and educators to participate in BAW 2004 by taking the pledge and developing activities around BAW.***

##### **Tactics:**

- Online - Develop the "Take the Pledge" mini-site on [www.family.ca](http://www.family.ca):
  - Home page – to take the pledge and download "The Pledge" poster
  - Video – to see the PSAs
  - Stand Up – to tell stories about a time an individual took a stand against bullying
  - Test Yourself – to take a quiz about bullying
  - Bullying Bytes – to get information about bullying
  - Contest – for parents/educators to register to receive information in advance of BAW 2005 and be entered into a contest to win a speaking engagement from the president of Bullying.org.
- Distribute an electronic postcard to Family's opt-in e-newsletter list to promote the "Take the Pledge" mini-site
- Provide over 3,000 "The Pledge" posters to Kidsworld Magazine for distribution as an outsert along with a letter of introduction to promote the campaign
- Distribute resources to school contacts along with a letter of introduction to promote the campaign

#### **Strategy 4: Consumer Media Relations**

***Raise awareness and promote BAW 2004 and Family's involvement with this organization using the media as a channel to deliver messages.***

##### **Tactics:**

- Develop media kit (news releases, fact sheet, background information, biographies), key messages, Q&A's, celebrity and corporate spokespeople, media distribution lists (lifestyle, family, education, entertainment, television)
- Support launch event at a school in Springbank, Alberta, with news advisories and CP Photo Services photography
- Develop pitch letters to accompany media kits and follow-up with key contacts

#### **Strategy 5: Industry/Trade Media Relations**

***Raise the profile of Family's Corporate Social Responsibility program among the readers of marketing and industry trade media.***

##### **Tactics:**

- Pitch story to Marketing and Strategy magazines about how a company identifies a cause to support using Family's Bullying.org sponsorship as an example.

#### **Strategy 6: Community Relations**

***Raise awareness, profile and encourage participation in BAW 2004 within the community via dissemination of resources and information kits to key community organizations and community access television.***

##### **Tactics:**

- Distribute resource kits to a list of community organizations (e.g., Toronto Police Community/Youth Services, RCMP, teachers/principals' associations, etc.)
- Develop letter of introduction to accompany kits
- Distribute "The Pledge" and "The Cool Table" PSAs to affiliate community television stations for broadcast

#### **Strategy 7: Affiliate Relations**

***Raise awareness of Family's Corporate Social Responsibility program among affiliates and thus reinforce Family's relationship with its distributors.***

##### **Tactics:**

- Distribute resource kits to all Family affiliates
- Develop letter of introduction to accompany kits
- Create and distribute "Post-It Notes" with Bullying Awareness Week information to affiliate customer service representatives
- Provide additional "The Pledge" posters for affiliate customer service representatives

#### **Strategy 8: Government/Industry Associations**

***Build profile of Family's Corporate Social Responsibility program among regulators and industry associations.***

##### **Tactics:**

- Distribute resource kits to a list of key contacts among government regulators and industry associations
- Develop letter of introduction to accompany kits

#### **Strategy 9: Internal Communications**

***Promote BAW internally and encourage employees to act as ambassadors.***

##### **Tactics:**

- Coordinate internal BAW launch meeting
- Create launch event reminder cookie to leave on each employee's desk the morning of the event along with a resource kit
- Present overview of campaign and encourage employees to get involved, perhaps by distributing their kit to a school in their area, their child's school or event the elementary school they attended themselves

#### **Challenges**

The budget allotted to implement this campaign was \$20,000, which included \$11,000 for producing "The Cool Table." Family's schedule of high-priority network promotions runs non-stop through summer, back-to-school, Halloween and, finally, the bullying campaign, making airtime an extremely tight resource. Nonetheless, with planning and an achievable work-back schedule, the BAW strategies were implemented on time and on budget. A key learning, however, was to advance the critical path delivery of any future PSAs to allow for the development of other strategies based on the completed PSA.

## **MEASURING/EVALUATION**



Expectations for Bullying Awareness Week 2004 were exceeded in terms of the number of pledges taken, the number of online “Stand Up” submissions received, stakeholder feedback, employee participation and media results. Both quantitative and qualitative measures were used in this evaluation as follows:

<b>Objectives Set</b>	<b>Result</b>
Pledges to be taken: goal = 100,000	130,000 as of January 31, 2004
Stand Up submissions to be received: goal = 2000	4,500 as of January 31, 2004
Print media hits to be generated: goal = 18 hits	47 (plus an additional 65 broadcast hits)
Employee participation: goal = 10%	50%
Positive feedback	Positive feedback received from: <ul style="list-style-type: none"> <li>• Teachers</li> <li>• Police Services</li> <li>• Affiliates</li> <li>• Employees</li> <li>• Industry regulator (CRTC)</li> <li>• Astral Media board of directors.</li> </ul>
Tracking Results Measuring Awareness	Survey in field in February. Results not available in time for this application.

#### **Appendix of Work Sample:**

##### A. Resources

- “Take the Pledge” mini-site on www.family.ca (URL is <http://www.family.ca/takethepledge>)
- “The Pledge” poster
- “The Pledge” magnetic message board
- Bi-fold bullying information cards
- VHS copies of the PSAs
- Affiliate “Post-It Notes”

##### B. Letters of Introduction

- Kidsworld Magazine outsert
- Community organizations
- Affiliates (Cable and Satellite distributors)
- Government/Industry organizations

##### C. Internal Communications

- Internal launch invitation
- Internal launch event reminder cookie (photograph)
- Corporate e-newsletter article

##### D. Media Relations

- Programming release
- BAW release
- Other media kit contents
- Sample pitch letter
- Springbank Middle School launch event photography

##### E. Results – Sample “Stand Up” submissions

##### F. Results - Sample feedback

- Government
- Astral Media board of directors (re: Canadian Association of Broadcasting “Gold Ribbon Award” for the bullying awareness campaign)
- Employee
- Educators

##### G. Media coverage (report and clippings)

<b>Entrant's Name</b>	Jim Fitzpatrick, Broadcast Producer
<b>Organization's Name</b>	LCBO (Liquor Control Board of Ontario) 1 Yonge Street, Suite 1502 Toronto, Ontario M5E 1E5
<b>Division/Category</b>	Communication Skills, (10) Audiovisual
<b>Title of Entry</b>	LCBO WHMIS (Workplace Hazardous Materials Information System) Training Program
<b>Time Period of Project</b>	Six months, program launched in October 2004

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### **BUSINESS NEED/OPPORTUNITY**

The LCBO is the world's largest purchase of beverage alcohol, operating approximately six hundred retail liquor stores throughout the province of Ontario. Provincial WHMIS regulations require that all LCBO store employees are trained in the safe use, storage and handling of WHMIS restricted products.

The program was developed for LCBO Corporate Safety Services to familiarize employees with the WHMIS information system and help demonstrate the diligence of LCBO in meeting the requirements of the Occupational Health and Safety Act. Content requirements included WHMIS labelling and regulations, identifying nine classes of restricted products and their symbols, exposure limits and protective measures, and the proper location and storage of restricted products in stores.

### **ENTRANT'S ROLE IN PROJECT**

As broadcast producer, I had responsibility for the overall project, including writing, production and editing and supervised project staff who were directly responsible for delivering the project and measuring success.

### **INTENDED AUDIENCE**

The intended audience for this program were the LCBO's approximately five thousand full-time and part-time customer service representatives, working in six hundred locations across Ontario. Many of these employees work in isolated communities far from regional management offices and training facilities.

This audience is an English speaking, culturally diverse group of women and men, with an average age of thirty-nine. The LCBO has a high rate of retention among retail employees and many staff have ten years or more of service.

### **GOALS/OBJECTIVES**

The primary goal of this program was to communicate the broad principals of WHMIS safety in a way that would be clear, engaging and memorable for the audience. The video was designed to increase the impact of the print package and help to achieve a high level of recall among staff, ensuring that they could pass a quiz required for certification.

### **SOLUTION OVERVIEW**

The LCBO made thirty minutes of training time, per employee, available for WHMIS Safety Training. The training had to be conducted in the employee's store during off-peak business hours and was facilitated by the store manager. Each LCBO store is equipped with VHS playback equipment.

The solution was to develop a video presentation to support the print version of the WHMIS Information Guide that was distributed to each employee.

The creative concept utilized actors and dramatic scenarios to engage the audience of full-time and casual frontline staff. The script was written in a farcical style, using exaggerated characters and plot situations and humour to make the technical content more approachable. The story line, that of a fictional newscast, complete with on-the-scene "live" reports and analysis by a WHMIS "expert," created a narrative framework that facilitated coverage of the various content requirements. The newscast scenario also helped add a sense of urgency and weight to the information being conveyed.

At the conclusion of the training session, all customer service representatives were required to complete and submit a quiz designed to test their knowledge of the content.

Through successful implementation of this training program, the client expects 95 % of LCBO store employees to have successfully completed the WHMIS training program by the end of fiscal 2004-05 ( March 31, 2005).

### **IMPLEMENTATIONS AND CHALLENGES**

The production was completed in three months. This included research and writing, location shooting, post production and graphic special effects. Budget for the program was \$35,000. The program was delivered on time and budget.

The final training packages, including videotape, WHMIS Information Guides and video feedback forms were shipped to individual store managers over a two month period.

A significant challenge for the production team was the fact that LCBO employees have very limited exposure to WHMIS controlled products. Typically these products are limited to common cleaning products, stored in utility rooms. As a result much of the content we were required by law to convey, had very little relevance to the audience. Initial audience research indicated that many staff viewed this training as unnecessary and viewed the initiative as a, "waste of time". This insight led us to use an entertaining approach to a rather dry topic as a way to convey the basic concepts of this safety initiative.

## **MEASURING/EVALUATION**

The primary measure of success was tracking the number of employees who successfully passed the quiz for certification. As of December 2004, more than 3800 employees or 76% have been certified in WHMIS safety by the LCBO Corporate Health and Safety Department.

The secondary evaluation measured employee's reaction to the audio-visual component through a program evaluation form that was distributed with the training kits. Managers were asked to have their staff complete the evaluation forms, post viewing, and to return them to LCBO's Broadcast Production Department.

Approximately 500 completed evaluation forms were received, providing a good sample group. The form contained 11 questions relating to the video, rating the relevance of the information, the effectiveness of the program and the approach used. The one-page questionnaire offered employees both check-box sections to obtain broad reaction and areas where they could offer written feedback and opinions.

A detailed evaluation of the data from these evaluations was prepared and distributed to stakeholders in December 2004. (See attached "WHMIS Training - Audience Evaluation Survey").

Audience post-tracking feedback indicated most employees who screened the video understood and recalled its content. The vast majority of respondents enjoyed the video and its entertaining approach to a dry topic. A very small number of staff saw the humour as unnecessary, preferring a more straightforward, factual approach. However, regardless of their opinion on the merits of the creative approach, there was almost unanimous agreement among respondents that the message was both useful and memorable, and they appreciated the investment by the organization in their personal safety.

<b>Entrant's Name</b>	James Toccacelli, Senior VP
<b>Organization's Name</b>	EDS Canada Inc
<b>Division/Category</b>	Category 10/Audiovisual
<b>Title of Entry</b>	Inside Outsourcing
<b>Time Period of Project</b>	2004

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## **BUSINESS NEED/OPPORTUNITY**

Most business executives would not hear of outsourcing critical business functions to a third party. And EDS found that to be exactly true. The EDS sales force was finding it increasingly difficult to be heard by its key prospects in a pitch that had become a driving force behind the company's 2004 growth objectives: to increase human resource outsourcing contracts in 2004.

EDS had already proven that the idea of human resource outsourcing was not only a realistic proposal; it was a highly compelling business case. In 2001, the Canadian Imperial Bank of Commerce (CIBC), one of Canada's leading financial institutions, selected EDS to assume its entire human resource function. 200 members of CIBC's staff transitioned to EDS, as did responsibility of the delivery of CIBC's HR operations and technology services. 30 HR systems, approximately 100 different interfaces, 330 HR processes and nearly 1,000 HR procedures were transferred to EDS in one of the most unique business agreements in Canada's history.

Despite having the CIBC feather in its cap, the EDS sales force needed to make further inroads in its human resource business process outsourcing (HR BPO) growth plan. According to IDC Canada, the HR BPO market is expected to grow into a \$2.8 billion industry by 2008, as companies recognize the added value and cost savings associated with outsourcing and begin to shift their budgets accordingly. A solution was required to help the sales team capture their share of the growing market.

The sales staff presented the communications challenge to the EDS Canada marketing team in early 2004.

## **ENTRANT'S ROLE IN PROJECT**

James Toccacelli, senior vice president of EDS Canada communications, along with his marketing team was responsible for each aspect of the video's creation, from conception through to evaluation.

## **INTENDED AUDIENCE**

James Toccacelli assembled his marketing team to brainstorm the idea and fact find the industry's challenges. Based on informal discussions with the sales team and further research into the HR BPO industry, a composite sketch of the targeted group and its characteristics was formed. The marketing team recognized that they needed to capture the attention of a very small, targeted group of key human resource professionals who:

- Oversee their human resource department and not only make key budget and strategic decisions within the organization, but act as key influencers to executive management;
- Have been faced with the challenge of 'doing more with less' over the past 10 years as their companies streamline operations;
- Recognize that service benchmarks have not been met internally and feel a better job could be done at managing the human resource function;
- Feel that their primary job functions should be devoted to managing the recruitment and skills development of their workforce as opposed to putting out fires and managing day-to-day issues.

The marketing team knew that once the key sales contact had expressed an interest in EDS' service proposal, the sales team would be faced with convincing a larger executive team of the merits of HR BPO. The communications vehicle would have to speak to a wider group of stakeholders by communicating the benefits and savings associated while still capturing the attention of their primary audience.

## **GOALS/OBJECTIVES**

The EDS senior leadership team had set the company's strategic direction at the beginning of 2004 to capture human resource outsourcing market share. The EDS sales team was more specific in their targets to the marketing team: to increase human resource outsourcing contracts by 50%. In a very competitive, performance-oriented environment, the sales team would only judge the marketing team's solution a success based on its return on investment.

The overarching communications goal for the marketing team was simple – to validate the concept of human resource outsourcing to skeptical human resource professionals. Once this key group of sales targets had been educated on EDS' processes, past successes, and corporate wisdom in the area, the sales team could devote their time and resources to the hard sell.

Additional complementary objectives were formulated that would help evaluate the project's success:

- To create a communications piece for less than \$3000
- To maximize the utility of the piece across EDS' business divisions, industries and geographic regions by creating a scalable/customizable project that could have wider application
- To reduce the number of marketing resources being absorbed by creating one piece of collateral that sales teams in Canada could use to help sell HR services.

## **SOLUTION OVERVIEW**

Based on feedback given by the sales team on the challenges they had been facing in the field, the marketing team realized the chosen vehicle would have to communicate a strong, credible and consistent message that would encourage a shift in perceptions among the target audience. HR sales prospects had to be put in contact with senior EDS executives in a tangible and direct way.

The choice became evidently clear based on the requirements: a video would be the most appropriate and persuasive method to achieve stated objectives. The sales team agreed that the medium was an appropriate choice. Digital video could easily be used on a laptop at client sites and was just the kind of one-on-one message they wanted to project during sales meetings.

The marketing team formulated key messages that would form the basis of the video's script:

- EDS has extensive business process expertise and proven experience in HR outsourcing management.
- EDS can more effectively and efficiently manage human resource processes than internal HR departments can.
- EDS has proven itself as a trusted partner in HR outsourcing.
- EDS has vertical business expertise across all major industries.

## **Solution & Challenges**

The constraints of a \$3000 budget would limit every aspect of the video's production. James Toccacelli wrote the script and acted as producer for the video to be titled *Inside Outsourcing*, using EDS' corporate video services department for post production to limit costs.

To be effective, the marketing team knew the key messages would have to be communicated in a credible voice by senior executives and clients who were located as far away as Plano, Texas. Budget limitations would not allow the videographer to travel to the required locations and capture each interview separately and it would be extremely difficult to get as many of the key players from both EDS and CIBC global offices together at the same location. Furthermore, the team was under the constraints of time, knowing that the sales team needed the video as early as possible to meet the year's sales goals.

Budget constraints trumped the urgency of completing the project; however. Toccacelli had been organizing an EDS-hosted educational symposium that was to be held in March 2004 and realized it would be a perfect opportunity to film senior leaders and key clients together. The video became a fundamental tool in extending the usefulness of the event.

With video captured, external video producer George Wolff and EDS video editor Jimmy Womble of the Plano video services department prioritized the project to help meet the team's deadlines. Having spent time as Assignment Editor for Global Television News and having produced dozens of videos during his career, Toccacelli asked the editor to ensure while compiling stock footage and still images not to use any footage that would be easily dateable; the marketing team wanted to stretch the video's life as long as possible. One of the benefits to using in-house resources was that the marketing team could easily and economically replicate voiceover sound and tailor the script for regional use in client specific sales pursuits.

## **MEASURING/EVALUATION**

Early indications are overwhelmingly positive that *Inside Outsourcing* is a communications tool that will pay dividends over the long term. The final product is a piece of collateral that will maintain relevancy and currency over the long term to maximize its useful life. The total cost of the video came in under budget at \$2500. The EDS Canada marketing team has received over 20 requests to use the video across Canada. A further 30 requests have come from global offices, including the United States, Germany, Spain, Belgium, Hong Kong, and Australia, to tailor the script for their regional sales pursuits. The video has even become useful in ways not initially considered: it was a featured collateral piece on the EDS Global Internet, [www.eds.com](http://www.eds.com), receiving 214 hits between April and June of 2004. As well, it was used by CIBC as a showcase piece on their Intranet to promote their creative solution.

More specifically, the business goal succeeded. The video has received praise from sales managers in the field who have found their task of selling HR outsourcing a more manageable task. Sales targets were met within seven months of the video's creation and exceeded by two contracts by the end of 2004. Probably the most significant return on investment; however, has been its use as a key piece of collateral in a pursuit which resulted in EDS and Towers Perrin creating a new company for HR Outsourcing Services. The new company will launch with \$600 million in global revenues, serving more than 400 organizations and 33 million employees and participants worldwide. As part of this agreement EDS was awarded a \$365 million IT outsourcing contract to support Towers Perrin's global infrastructure.

<b>Entrants' Names</b>	Maggie Fairs, Communications Manager; Judy Noordermeer, Communications Director Margaret Polanyi, Freelance Producer
<b>Organization's Name</b>	National Cancer Institute of Canada, on behalf of the Canadian Cancer Society (National Office)
<b>Division/Category</b>	Division 2: Communication Skills, Category 10, Audiovisual
<b>Title of Entry</b>	Cancer Research: Finding Answers, Giving Hope
<b>Time Period of Project</b>	May 2004 - November 2004.

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## **BUSINESS NEED/OPPORTUNITY**

The Canadian Cancer Society has been making a difference in the lives of Canadians since 1938. Our initial mandate was to educate Canadians about the early signs of cancer. Since 1947, we have also been funding research.

Recent market research with our current and potential donors and volunteers has told us the following:

- Cancer research is the number one reason Canadians give to the Society. It is the source of hope.
- Donors want more information about research, its impact and successes.
- Donors expect research funds to be distributed wisely. The process should be transparent.
- Canadians want research personalized, where possible.
- There is a feeling that little progress is being made.
- There is a feeling that the Society needs to make a “breakthrough”.
- Donors value local impact.

The content of the video reflects this market research. It brings to life the many research initiatives undertaken by the Canadian Cancer Society while at the same time addressing the public's desire for more information about the impact and success of research.

## **ENTRANTS' ROLES IN PROJECT**

The communications manager was involved in the hands-on management of the video production and oversaw the directing and editing, which was carried out by freelance producer Margaret Polanyi. The communications director oversaw the overall production of the research video. We consulted the Society's 10 divisional offices across the country to ensure that the video accurately reflected the Society's key messages and brand promise. (Note: The National Cancer Institute of Canada is the research arm of the Canadian Cancer Society and manages research communications on its behalf.)

## **INTENDED AUDIENCE**

*Cancer Research: Finding Answers, Giving Hope* was produced to show our donors the impact of Canadian Cancer Society research across the country. The video also helps to show that the Canadian Cancer Society is making a difference in the fight against cancer and is, therefore, worth supporting. To this end, its primary audience is Canadian Cancer Society current and potential donors and volunteers. Its secondary audience is the Society's fundraising and marketing teams (at national and divisional levels), giving them a visual tool they can use to illustrate the scope and impact of Society-supported research.

## **GOALS/OBJECTIVES**

*Cancer Research: Finding Answers, Giving Hope* is a national promotional video aimed at generating enthusiasm among current and potential donors and volunteers about research funded by the Canadian Cancer Society. Our objective was to make the case that research is making a difference in the lives of Canadians and is worth supporting. We wanted the content and format to reflect the Society's brand promise:

- The Canadian Cancer Society offers Canadians security in the knowledge that we are the largest collective force in Canada working diligently to safeguard them against cancer;
- The power of one leads to the collective strength of many. Your individual contribution to the Canadian Cancer Society makes a difference because it fuels the largest collective force in Canada committed to defeating cancer.

## **SOLUTION OVERVIEW**

Market research with Canadian Cancer Society supporters showed that funding research was the number one reason they donated. To this end, the Society produced a 24-minute video focused on cutting-edge research and its benefits to Canadians. The video profiles researchers, a family whose two sons are cancer survivors, a breast cancer survivor, and a group of high school students taking part in a five-year research project that had internationally-recognized findings. All elements were chosen to put a personal face on cancer research and show, in real terms, the impact it is making.

The script was segmented into chapters, each profiling a different researcher or area of cancer research. This format was chosen to have maximum impact with its viewers and to clearly identify the many cancer successes supported by the Society. This format also allows each chapter to be used independently as a success story for the Canadian Cancer Society and lends itself to potential media pick up and coverage.

### **IMPLEMENTATION AND CHALLENGES**

The research video had to be representative of not only the many areas of cancer research supported by the Canadian Cancer Society, but also the geographic diversity of the country. One of the main difficulties was in identifying compelling researchers while ensuring we represented the geographic and scientific diversity of the research we fund. To do this, we worked closely with our divisional offices to ensure that a balanced reflection of the Society's work was achieved.

Our next struggle was to identify a cancer survivor or survivors who would represent the human face of the Society's work. To do this, we approached several of our leading clinicians for suggestions. Based on these discussions, we carried out initial interviews and identified the Matheson family as perfect examples to demonstrate the power of Canadian Cancer Society research.

When the areas of research and the researchers themselves were identified, the producer and camera crew traveled to various locations across the country to film researchers, cancer survivors and their families in their natural environment.

In filming, it was very important for us to maintain the visual interest of our audience for the duration of the 24-minute video. We chose to do this by limiting the number of laboratory-only shots and instead, focus attention on other areas. One segment was filmed underwater and showed a Society-funded researcher who is exploring ocean plant life in British Columbia to find cancer treatments. Another featured a group of high school students in Montreal and in another, a family whose two sons have survived cancer are seen enjoying a day of golf. By taking this approach, we are showing the audience the many areas of cancer research and the day-to-day lives of survivors.

The video *Cancer Research: Finding Answers, Giving Hope* cost \$34,000 to produce.

### **MEASURING/EVALUATION**

The video was evaluated based on its ability to effectively convey the Society's key messages, brand promise and its successes in cancer research. A questionnaire was administered to 150 of the Society's senior volunteers and staff. Of those surveyed, 85 per cent thought that the video was successful in achieving this goal, in particular, 42 per cent rated it excellent. The video is now being shown to innumerable audiences – large and small – across Canada to favourable reviews.



<b>Entrant's Name</b>	Marcia Andreychuk
<b>Organization's Name</b>	The Family Channel, Inc.
<b>Division/Category</b>	Communication Skills: Audiovisual, Category 10
<b>Title of Entry</b>	Bullying Awareness Week 2004 PSAs and On-Air Promos
<b>Time Period of Project</b>	January 1, 2004 – December 31, 2005

### BUSINESS NEED/OPPORTUNITY

The Family Channel, Inc. ("Family") is a premium, commercial-free network offering the best in family television entertainment in more than 4.8 million homes across Canada. Family is an Astral Media network.

Family sponsors the non-profit organization Bullying.org Canada, Inc. ("Bullying.org"). Family and Bullying.org first launched Bullying Awareness Week ("BAW"), November 17 to 23, 2003, and challenged kids to "Take the Pledge," an empowering statement that encourages kids to take a stand against bullying by reaching out to victims, thereby demonstrating to bullies that their actions will not be sanctioned or tolerated.

The BAW 2003 campaign was supported with on-air, online and media relations strategies, resulting in the pledge being taken over 50,000 times. The 2003 campaign introduced two public service announcements, "Red Head" and "The Pledge," and various on-air promo spots encouraging kids to "Take the Pledge." "Red Head" showed an example of a bystander making a positive difference in a bullying situation. "The Pledge" was a montage of kids reciting the pledge.

***For BAW 2004 (November 15-21, 2004), a continued strategy was implemented to use Family's broadcast capability to build on the success of the 2003 campaign. To do this, new on-air content was needed.***

### ENTRANT'S ROLE IN PROJECT

The entrant coordinated the implementation of the on-air strategy as follows:

- Liaised with in-house creative services team to produce on-air content in support of the "Take the Pledge" campaign
- Liaised with an independent production company to create and produce a new anti-bullying public service announcement

### INTENDED AUDIENCE

The primary audience is kids aged 8-12, the demographic that represents Family's core viewers.

### GOALS/OBJECTIVES

Communication Goal	Measurable Objective
<p>According to Bill Belsey, President of Bullying.org, bullying is reinforced when kids who witness the act stand by and do nothing about it. Therefore, the goal of Family's on-air strategy was to:</p> <ol style="list-style-type: none"> <li>1. Deliver the message "bystanders can make a difference" by showing kids examples of how they can act differently and diffuse bullying situations by reaching out and befriending victims of bullying; and,</li> <li>2. To encourage kids to "Take the Pledge," i.e., be leaders and not followers, and set an example that bullying is not cool.</li> </ol>	<p>- Double the number of pledges taken from 50,000 (in 2003) to 100,000 (in 2004).</p>

### SOLUTION OVERVIEW

1. Develop a new public service announcement to run on Family throughout BAW 2004 to encourage kids to "Take The Pledge" and not be a bystander. The PSA would show a bystander making a positive difference in a bullying situation.
2. Create a celebrity-endorsement version of "The Pledge"
3. Produce on-air promos to encourage kids to "Take The Pledge"

### Implementation

#### **Audiovisual 1: Develop a new anti-bullying PSA, "The Cool Table"**

- Approach DECODE Entertainment (the producers of the Family Channel series *Radio Free Roscoe*) to help develop and produce a new PSA
- Develop creative idea and script

- Cast PSA
- Shoot PSA
- Obtain final-cut approvals for picture, sound and music

The resulting PSA, “The Cool Table,” is set in a school cafeteria and takes place over two scenes. In the first scene, a girl (the victim) approaches a group of girls sitting at a table and another girl (the bully), shuns the victim. In the second scene, another girl (the bystander) sees the victim sitting all alone and reaches out to her. Meanwhile, the following voice-over message is spoken: “It’s amazing how a simple act can hurt someone. And it’s amazing how another one can set everything right. Rise above the rest. Don’t be a bystander.”

**Audiovisual 2: Create a celebrity-endorsement version of “The Pledge”**

- Coordinate for Raven Simone, star of *That’s So Raven*, to recite the pledge on camera during a promotional trip to Toronto
- Arrange for cast members of *Radio Free Roscoe* to take the pledge on camera as part of promotional activities
- Liaise with in-house creative services department to create a celebrity version of “The Pledge” using footage of Raven and the cast of *Radio Free Roscoe* reciting the pledge
- Obtain final-cut approvals

**Audiovisual 3: Produce on-air promos to encourage kids to “Take The Pledge”**

- Liaise with in-house creative services department to create four on-air promos to encourage kids to “Take the Pledge”
  - “Take the Pledge” teaser
  - “Take the Pledge” special presentation
  - “Take the Pledge” week
  - “Take the Pledge” download

**IMPLEMENTATION AND CHALLENGES**

The budget allotted to create the on-air components of the BAW 2004 campaign was \$15,000. At the outset, this limited the creative direction of a new PSA, however, we were able to partner with DECODE Entertainment, who donated their time, studio and post-production services to produce the PSA. As a result, “The Cool Table” was delivered under budget at \$10,920. The celebrity pledge and the on-air promos were produced in-house.

**MEASURING/EVALUATION**

Expectations for Bullying Awareness Week 2004 were exceeded in terms of the number of pledges taken, the number of online “Stand Up” submissions received, stakeholder feedback, employee participation and media results. Both quantitative and qualitative measures were used in this evaluation as follows:

Objectives Set	Result
Pledges to be taken: goal = 100,000	130,000 as of January 31, 2004

**Work Sample:**

VHS of:

- “The Cool Table”
- “Red Head” (for reference)
- “The Pledge,” non-celebrity version (for reference)
- “The Pledge,” celebrity version (2 versions)
- On-air Promos
  - “Take the Pledge” teaser
  - “Take the Pledge” special presentation
  - “Take the Pledge” download
  - “Take the Pledge” break the record

<b>Entrants' Names</b>	Paul Fraumeni, Editor, <i>Edge</i> magazine Althea Blackburn-Evans, Managing Editor, <i>Edge</i> magazine
<b>Organization's Name</b>	University of Toronto, Office of the Vice-President, Research & Associate Provost
<b>Division/Category</b>	11 – Publications
<b>Title of Entry</b>	<i>Edge – Research, Scholarship &amp; Innovation at the University of Toronto</i>
<b>Publication Frequency</b>	Three times per year

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### **BUSINESS NEED/OPPORTUNITY**

The University of Toronto aims to enhance its status as one of the world's leading research-intensive universities. In response to this goal, *Edge* magazine was designed to raise the profile and enhance the reputation of U of T as a leader among research-intensive universities by:

- highlighting the innovation that characterizes U of T research
- capturing the broad spectrum of the research conducted here
- emphasizing the world-class nature of U of T faculty and their research

### **ENTRANTS' ROLES IN PROJECT**

Paul Fraumeni, Editor

- In partnership with the managing editor, Paul determines the editorial line-up for each issue; writes and edits stories; and has the final word on design, illustration and photography.

Althea Blackburn-Evans, Managing Editor

- In partnership with the editor, Althea helps determine the editorial line-up for each issue; writes and edits stories; and, as the first point of contact for the designer, oversees the production process.

### **INTENDED AUDIENCE**

*Edge* is targeted to key audiences, including government, business and industry, prospective faculty and students, and international partners. These audiences each represent key stakeholders in university research, and their support of and belief in U of T as a world-class research university is crucial in realizing the university's goal.

*Edge* is currently sent to approximately 7,000 contacts in the following categories:

- Federal & Ontario Governments (including the Prime Minister's/Premier's offices, Ministers, Deputy Ministers, Assistant Deputy Ministers, MPs, MPPs, communications staff, federal and provincial research funding agencies)
- Greater Toronto Area Municipal Governments (e.g., mayors, senior bureaucrats and city counsellors in Toronto and Mississauga)
- International contacts (e.g., government, university and agency contacts in 40 countries)
- Selected members of the Association of Universities and Colleges of Canada and the American Association of Universities (e.g., presidents, VPs & Tech Transfer offices)
- Selected domestic and international media (e.g., daily newspapers, major news magazines, major Canadian, American and British television news organizations and specialty programs, and key industry trade publications)
- CEOs, VPs of research and communications staff at businesses in key sectors related to U of T research (e.g., biotechnology, information technology and advanced materials industries in Canada, U.S. and internationally)
- Other private sector companies (e.g., banks, venture capital companies) in Canada, U.S. and internationally
- Key donors to U of T (e.g., corporations, foundations and individuals)
- Prospective new faculty and students

### **GOALS/OBJECTIVES**

Reaching the university's goal of enhancing its status as one of the world's leading research-intensive universities is dependent upon two important factors:

- Strong research investment from and partnerships with government and industry
- World-class faculty

Therefore, the primary communications objectives we set regarding *Edge* are:

- To ensure that, by the time key audiences have received 3-4 issues of *Edge*, they will:
  - associate U of T research with innovation
  - understand and appreciate the breadth and depth of U of T research
  - be excited by what they've read and inspired to act (depending on the audience, this might mean they are more receptive/likely to invest in U of T research, partner with U of T researchers, or join U of T as a faculty or student)

## **SOLUTION OVERVIEW**

*Edge* was chosen as one of the primary communications vehicles for achieving the university's objective because it represents an interesting and high-impact way to capture the breadth, depth and innovative nature of U of T research.

The format of *Edge* – its high-end design and photography, plain language, breadth of academic discipline coverage, and focus on the human element in the stories – was carefully planned in order to:

- communicate about U of T research in an interesting and easy-to-digest fashion
- give readers a snapshot of the wide variety and innovative nature of the research conducted at U of T
- convey a sense of enthusiasm and excitement about the work taking place here

## **IMPLEMENTATION AND CHALLENGES**

Each issue of *Edge* takes four months to complete, from initial editorial concept development to printing and mailing. Freelance writers are engaged on occasion. The Vice-President, Research & Associate Provost reviews and approves the initial line-up and the final stories.

*Edge* has a budget of \$24,000 per issue. This includes design, photography, illustrations, printing, postage and freelance writing where necessary.

The challenges involved in producing *Edge* include time and budget. In regard to time, the editor and managing editor also serve broader functions in the office of the Vice-President, Research and Associate Provost, in their respective roles as director of communications and manager of communications. A multitude of other projects make demands on the time and priorities of this small communications team, often leaving less than optimal time for the magazine.

## **MEASURING/EVALUATION**

Since the launch of *Edge* in the spring of 2000, reaction to the publication continues to be extremely positive anecdotally. Letters and emails praising the publication have been sent by the Premier of Ontario, a number of senior federal and provincial officials, federal research granting councils (e.g., the Natural Sciences & Engineering Research Council and the Social Sciences and Humanities Research Council {SSHRC}) and major donors.

*Edge* has also become a popular and permanent component of the university's overall promotional material packages and has served to motivate the internal U of T community, particularly profiled faculty who can use it as a promotional piece for their own purposes.

In the fall of 2003, a readership survey was conducted by mail. The response rate was not as high as we had hoped, but was equivalent to approximately four focus groups and therefore allowed us to draw some qualitative conclusions. Overall, feedback was positive. Readers gave *Edge* high marks for its format, design and content. The majority of respondents indicated that they read most or some of each issue, agreed that *Edge* communicates the breadth, depth and innovative quality of U of T research, and indicated a belief that U of T research is cutting-edge and world-class. These responses give us an indication that *Edge* is fulfilling the communications goals it was designed to meet.

<b>Entrants' Names</b>	Annie Atkinson, James Atkinson, Jennifer Ferguson, David Wyman
<b>Organization's Name</b>	Toronto Rehabilitation Institute
<b>Division/Category</b>	Division 2: Communication Skills; Category 11: Publications
<b>Title of Entry</b>	<i>Toronto Rehab</i> magazine
<b>Time Period of Project</b>	2004

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## **BUSINESS NEED/OPPORTUNITY**

Following back-to-back mergers, the Toronto Rehabilitation Institute (Toronto Rehab) was created in November 1998 as the only fully affiliated teaching and research hospital of the University of Toronto with a mandate to advance adult rehabilitation and enhance quality of life for the one-million Ontarians who experience disabling injury and illness. A Communications Audit conducted in April 1999 confirmed that:

- awareness of Toronto Rehab among its key target audiences was virtually non-existent;
- rehabilitation did not enjoy the same high profile or command the same (media) attention as acute care; and
- rehabilitation was not well understood by the general public and was often confused with rehabilitation for drug and/or alcohol addiction.

The need to raise Toronto Rehab's profile was seen as key to supporting the hospital's strategic plan (enhance/expand clinical services, create a new rehabilitation research institute and redevelop two of its five sites). *Toronto Rehab* magazine, a consumer-style publication, was developed as part of an overall communications strategy to raise the public profile of the hospital, and to educate a variety of stakeholders about rehabilitation.

## **ENTRANTS' ROLE IN PROJECT**

Jennifer Ferguson is VP, Marketing & Public Affairs, Toronto Rehab, and Editor of *Toronto Rehab* magazine. Her magazine responsibilities include: developing the initial terms of reference, project objectives, budget and distribution; assembling and liaising with the writing and production team; developing story line-ups and identifying key information sources/contacts; final editorial and design approval; coordinating evaluation and future directions. Annie Atkinson is the magazine writer/production coordinator; James Atkinson is the photographer; and David Wyman is the designer.

## **INTENDED AUDIENCE**

### **Primary:**

- Adult consumers including patients, their families, hospital donors and potential donors
- Health care news media

*Our primary audience was identified as adult patients and their families, who mainly live in the GTA, along with existing and potential donors. It was important to engage the media to develop relationships with health and other reporters, and boost interest in and coverage of rehabilitation issues.*

### **Secondary:**

- Rehab/health care professionals including referring physicians, partners in the health care system, Toronto Rehab staff, physicians and volunteers
- Government, academic partners, funding agencies

These groups were targeted to help position rehabilitation as a vital component of the health care continuum; to help them understand the contributions and value of rehabilitation in restoring people's health and well-being; and to help "make the case" for additional investment in rehabilitation. Having been through two mergers in less than two years, the hospital also needed to engage its 1,700 staff (located across five sites), help them to become more knowledgeable about the organization as a whole, and transfer their allegiance to the new entity.

## **GOALS/OBJECTIVES**

The following goal and objectives for *Toronto Rehab* magazine were developed in direct response to the business need/opportunity outlined in Section 1.

**Goal:** To develop an authoritative consumer-oriented magazine to provide and disseminate practical information on issues and concerns related to rehabilitation.

### **Objectives:**

- To raise the public profile of the rehab sector in general and of Toronto Rehab in particular
- To position Toronto Rehab as a leader and innovator in rehabilitation science
- To become an authoritative voice for consumers on topics related to rehabilitation
- To demonstrate the importance of partnering with other organizations by requesting their input for editorials and expertise for inclusion in feature articles
- To provide Toronto Rehab staff with a tool to communicate effectively with their colleagues and clients
- To build a sense of pride and commitment to the new organization among staff

## SOLUTION OVERVIEW

- *Toronto Rehab* magazine, a consumer-style publication, was developed as part of an overall communications strategy to raise the public profile of Toronto Rehab, and to educate target audiences about rehabilitation.
- A review was conducted of consumer-focused publications produced by rehabilitation hospitals across Canada. The field lacked innovative, contemporary publications on rehabilitation with practical consumer-targeted information and the latest research. A review of publications from acute care teaching hospitals found a better quality of publications, but innovation in terms of design, photography, illustration and consumer-focused articles was limited.
- There was an opportunity to raise the profile of rehabilitation as a vital part of the health care system by creating a consumer-friendly, colourful publication that attracted readers with content/presentation.
- The name, *Toronto Rehab* magazine, was deliberately chosen to help build recognition for the new organization.
- Given its new/expanded mandate and the lack of well-established “competitors,” Toronto Rehab had an opportunity to create a unique publication to help position itself as a leader in rehabilitation science.
- Focus groups helped to define editorial parameters of the magazine and to test designs.
- Every issue includes an editorial and several features (with sidebars on practical tips for readers), a two-page section on hospital news and developments, a page for the Toronto Rehab Foundation, and Post Script—a back cover photo feature focusing on the story of one patient. Patients feature prominently in articles as experience has taught us that readers find patient testimonials inviting and compelling.
- Each issue of the magazine includes a Business Reply Envelope (BRE) to facilitate donations to the Foundation.
- 8,000 copies (per issue) of the magazine are published three times a year: winter, spring/summer and fall.
- Advance copies are sent to the media with one-page highlights prior to general distribution.
- Distribution includes in-hospital distribution; a growing mailing list of patients, donors, partners; and a purchased list of family physicians in the GTA.
- The magazine is also posted on Toronto Rehab’s Web site at [www.torontorehab.com](http://www.torontorehab.com)

## IMPLEMENTATION AND CHALLENGES

Our challenge was to create a publication that stood out even among our new peers in the group of teaching hospitals (acute care) in the GTA. We wanted to position rehabilitation as an exciting, innovative and vital part of the health system, one that is of growing interest to the adult population, including people with aging parents/grandparents, baby boomers and young adults. We needed an eye-catching way to let readers know that:

- Innovative scientific inquiry is central to the field of rehabilitation
- Toronto Rehab is leading the way in developing/disseminating new discoveries to advance rehabilitation knowledge and practice
- Toronto Rehab is a key and trusted source of consumer-oriented information on rehabilitation and related issues.

After going through the process outlined under Section 5, *Toronto Rehab* magazine was launched in 2000, and has published three times a year since then. Our entry consists of the winter, spring/summer and fall issues (#10, 11, 12) published in 2004.

The average cost of each issue of *Toronto Rehab* magazine in 2004 was \$34,270. This budget covers a small team of freelancers: writer/production coordinator, designer, photographer; as well as the costs of illustrations, printing, distribution and postage.

## MEASURING/EVALUATION

A variety of measures have been used to evaluate *Toronto Rehab* magazine:

### Reader Survey:

In the fall 2004 issue, we included a Reader Survey designed specifically to determine how well the magazine was doing against its stated goal and objectives. An on-line survey was also available, and an incentive (Personal CD player) was offered to encourage reader participation. A total of 68 readers representing our target audiences responded. Personal interviews and focus groups with hospital patients were also conducted. Overall reader response was very positive. However, a need to improve distribution and to address some additional communication needs of health professionals (either through an annual insert or a separate communications vehicle) were identified; plans are under way to address these issues. The following are highlights of survey results:

- 100% of respondents agree or somewhat agree that *Toronto Rehab* magazine is a reliable source of practical consumer information on rehabilitation issues.
- 97% agree or somewhat agree that from reading the magazine, they think of Toronto Rehab as an innovator in rehabilitation science.
- 93% of readers believe that from reading the magazine, their knowledge about rehabilitation is either somewhat or much better than it was before.

- 87% say they know more about Toronto Rehab from reading the magazine, and 71% say they have a better understanding of the hospital's role to develop new rehabilitation knowledge and practice.
- Readers ranked the following as their top three areas of interest when they read the magazine: (1) advances in rehabilitation practice and research; (2) Toronto Rehab programs and plans; (3) patient experiences.
- Readers ranked the following as their top three reactions/activities based on reading the magazine: (1) felt better informed or changed my opinion or attitude about an issue related to rehabilitation or disability; (2) referred to it again when I needed information from an article; (3) gave it to a friend/relative/colleague/patient.

**Sample comments from *Toronto Rehab* magazine readers:**

- "Toronto Rehab *magazine is more attractive than the usual health care publications.*"
- "*There are no other magazines that cover the specific issues that Toronto Rehab magazine does.*"
- "*Great pictures, good layout. Excellent content/articles!*"
- "*Keep the magazine coming! It's interesting and informative.*"
- "Love your publication. It's clear, easy to read, but more importantly, it portrays the human element of rehab."
- "*Toronto Rehab* magazine is a definite WOW! To you and your team, congratulations on your great hard work and thank you for this useful tool."
- "I have to say, *Toronto Rehab* magazine looks totally excellent...makes me proud of Toronto Rehab."

**Other evaluation:**

- The initial run of the magazine (5,000 copies) has increased to 8,000 due to demand.
- By including a Business Reply Envelope, the magazine has generated \$17,688 in donations to date to the Toronto Rehab Foundation.
- Media pick-up started with issue #1 and continues to grow. The first time the Toronto Star ran a photo/illustration and brief item from the magazine, Marketing & Public Affairs received more than 250 phone requests for our publication. One to two articles per issue are reprinted in national trade publications (Hospital News, Solutions magazine, Medical Post, etc.) and significant mainstream media coverage has been a direct result of *Toronto Rehab* magazine. Our articles have led to news and feature coverage on CTV National News, Global News, CBC television and radio, the Toronto Star, Globe & Mail, other major daily papers, radio news, and health/lifestyle programs/magazines. Organizations that have been included in our magazine have hotlinked their Web sites to Toronto Rehab's. Shorter versions of the magazine stories are regularly sent out as a package to community newspapers across Canada, and the pick-up has been outstanding. Over the past year, these articles have appeared in 102 community papers with 5.6 million readers. In the same period, these articles were posted on 28 community media Web sites with a total of 7.7 million viewers.

We are satisfied that *Toronto Rehab* magazine has made excellent progress toward addressing the identified business need/opportunity, and our Reader Survey has helped us to focus on areas for improvement and development, including an electronic version of the magazine to improve accessibility. Through our editorials, and by including other organizations as information sources in the magazine, we have forged new relationships that also help to enhance public knowledge and the profile of rehabilitation science. Over the next year, we will introduce a *Toronto Rehab* magazine Editorial Advisory Board with internal and external representation to further cement these and other relationships, and to add fresh ideas and perspectives to the planning and continued development of our magazine.

<b>Entrant's Name</b>	Sandy Manners
<b>Organization's Name</b>	Siemens Westinghouse
<b>Division/Category</b>	Division 2: Communication Skills - Category 11: Publications
<b>Title of entry</b>	Commemorative Book: <i>Westinghouse / Siemens Westinghouse – 100 Years in Canada</i>
<b>Time period of Project</b>	March 2003 – February 2004

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### **BUSINESS NEED/OPPORTUNITY**

The Siemens Westinghouse Turbine Manufacturing and Service Facility (originally the Canadian Westinghouse Company Limited) located in Hamilton, Ontario, Canada, was established by George Westinghouse on July 9, 1903. This meant that the plant would be celebrating its centennial year from July 2003 to July 2004.

Since a comprehensive history of the company had never been written, it was decided that the occasion of the company's centennial anniversary would be an appropriate time to publish a commemorative book detailing the organization's 100-year history. Distribution would take place during Canada's Heritage Week in February 2004.

The biggest issue facing the project was the fact that the company experienced a severe downturn in business in 2002 which resulted in a tight financial situation and a significant downsizing in the spring of 2003. Due to the difficult business environment, the go-ahead for the project was not received until April 2003. This meant the book would have to be written and produced in less than a year in order to meet the targeted distribution date of February 2004. Fiscal restraints meant that only a limited budget of \$100,000 was approved for this project.

Due to the sensitivities associated with the recent layoff of 300 employees (unionized and salaried), it was recognized that in order for the book to be well received by employees, the design, layout and presentation of the book would have to strike a balance between looking professional and celebratory but not extravagant.

### **ENTRANT'S ROLE IN THE PROJECT**

As Manager of Strategic Communications and Public Relations for Siemens Westinghouse, I was responsible for developing the plan to celebrate the company's 100-year anniversary. Part of this plan included the publication of a commemorative book. My job was to lead the entire project. This meant coming up with the initial concept and budget, and getting approval from senior management to go ahead with the project. Once that was accomplished, I was responsible for researching the subject, writing and editing the manuscript, selecting the photographs and commissioning illustrations. I then worked closely with Palmese Photodesign Group in Hamilton during the design, layout and production phases of the book. Finally, I was in charge of distribution of the book to all audiences.

### **INTENDED AUDIENCE**

The target audiences for the commemorative book in order of priority were:

- Approximately 1,000 current Siemens Westinghouse employees of the Hamilton Plant
- Approximately 2,500 retirees
- Approximately 300 employees at other Siemens locations in Canada who had worked for Westinghouse Canada Inc. prior to its merger with Siemens in 1998.
- Families of employees and retirees

Since the intended audiences included newer employees who might not know much about the company's past and family members who likely had little or no understanding of the electrical industry, the book needed to be attractive and informative enough to interest the average reader. On the other hand, it needed to be rich and accurate enough in detail to satisfy long-service employees or retirees who were more knowledgeable than the author about portions of the company history and were fiercely proud of the heritage of the company.

### **GOALS/OBJECTIVES**

The goal was to write, design and produce a book that would educate readers about the organization's 100-year history, be well received by all target audiences and, ideally, generate in employees a renewed sense of pride in the organization.

The objectives in writing and producing the commemorative book were to:

- Produce the book within budget
- Ensure the book was ready for distribution during Heritage Week in February 2004
- Provide such a fascinating, detailed account of the organization's 100-year history that employees and retirees would express delight in receiving the book.
- Ensure the data in the book was as accurate as possible.



## SOLUTION OVERVIEW

Once the project had been approved and a budget assigned, a small Commemorative Book Team was assembled to work on the project. The team consisted of the author and three members of Palmese Photodesign Group, a local graphic design firm.

During the initial planning stages of the book, a great deal of thought and discussion went into how to make the book as appealing as possible to the audiences. The following are some of the solutions we came up with:

- **Abundant Use of Photographs and Detailed Captions**  
Since many employees and retirees were not aware the company archives contained a wealth of fascinating historical photographs, it was decided to surprise and, hopefully, delight them by including as many photographs as possible in the book. This sort of material was also expected to be of great interest to the average reader who might not know much about the company. Since it was anticipated that this would be the sort of “coffee table book” that people might flip through simply to look at the pictures, a great deal of effort was put into writing richly informative captions for each photograph.
- **Use of Sidebars Containing Anecdotes and Trivia**  
We also decided to make a point to include sidebars containing interesting anecdotes, trivia or tidbits of data to break up the text. It was hoped this approach might encourage people to read sections of the book, even if they were not all that familiar with the company.
- **Background Information, Explanations of Technical Terms, Glossary and Map Provided**  
Since our primary audiences were employees and retirees, we decided to take the approach that the majority of readers would have a good understanding of the types of products manufactured in the factory, the general layout of the plant and some of the more common terms used in the electrical industry. (If the book had been being written for the general public, a different approach would have been used.) However, for those less familiar with these elements, care was taken to provide some background about the early days of electricity, explanations of technical terms, a glossary and a map detailing the locations of the various buildings on the site that were referred to in the text.
- **Overall “Look” – Celebratory but not Extravagant**  
Since the book was meant to serve as a keepsake for employees and retirees, it was decided to produce the book as a sort of oversized “coffee table book” complete with four-colour printing on good quality paper. Luxurious papers, a larger format, tissue paper, fold-out maps and other embellishments were rejected since it was felt these sorts of elements would be perceived as looking too extravagant. Although we considered producing the book with a hard cover, in addition to the fact that this could not be afforded in the budget provided, it was felt this would result in a final product that was too expensive-looking. (We did, however, hard bind a small number of copies for distribution to local libraries.)
- **Crisp Reproduction of Historical Photographs**  
Since the historical photographs would be of great interest to most readers, it was decided to spend the time and money necessary to scan the photographs at a high resolution and retouch them where necessary to ensure crisp reproduction of even the oldest images.
- **Use of an Appropriate Type Size and Leading for an Older Audience**  
Recognizing that a large portion of the readers of the book would be retirees, care was taken to use a type size with wide leading that an older audience would find reasonably easy to read.

## IMPLEMENTATION AND CHALLENGES

The two biggest challenges facing the project were a minimal budget of \$100,000 (for production and distribution) for the 4,000 copies required, plus a lack of internal resources to work on the project (since the Communications function had been downsized by 1.5 people which left only one person in the department – the author). Right from the beginning of the project, it was clear that the team would have to make the most efficient use of resources as possible. The following were some of the tactics used to deal with these challenges:

- **Researching, Writing, and Editing Handled By One Person**  
Since such a large portion of the budget would be required for design and production costs, it was determined early on in the project that limited resources would be available for the actual researching, writing and proofreading of the manuscript. As a result, the author was solely responsible for researching, writing, fact-checking, editing and sourcing and selecting photographs (while continuing to handle her normal responsibilities as Manager of Strategic Communications and Public Relations for Siemens Westinghouse). The author asked for and was granted permission to work at home for a three-week period during July 2003 to write the bulk of the manuscript. However, due to the size of the project, the project inevitably became a labour of love with much of the editing work being accomplished on the author's own time at night and on weekends.
- **Research Did Not Cost Anything**

Research was conducted by the author by spending one week pouring over the company archives located in a local university library. Arrangements were made to borrow a variety of materials from the archives to enable the author to spend additional time culling information from primary sources in the archive collection. Free assistance was also requested and provided from other libraries such as the George Westinghouse Museum in Pittsburgh, the Hamilton Public Library and the Canada Science and Technology Museum. Other research was conducted using internet sources or experts in the field.

Since, in many cases, contradictory information existed about historical data, a painstaking effort was made to corroborate facts to the most reliable sources possible.

- **Proofreading Handled by Volunteers**

Since accuracy of the information was critical, a few knowledgeable volunteers (retirees, former employees, current employees, curators of museums, experts in specific subjects, other Siemens communicators skilled in proofreading, talented friends and family, etc.) were recruited to proofread the manuscript at various stages.

- **Small Design Team**

A three-person graphic design team from the local firm, Palmese Photodesign Group, was responsible for the design concept, scanning and retouching of photographs, layout and final production of the book.

- **Additional Funds Sourced and Postage Costs Minimized**

After seeing an article in the local paper in July 2003 about the company's centennial anniversary, the author received a congratulatory note from Archie McQueen, the executor of the Paul J. Myler Trust. Paul J. Myler was a former President of the company but this was a Trust that no one knew existed. The author took the initiative to invite Mr. McQueen in for a tour of the plant. During the course of discussions, the author described the book that was in progress and suggested that the Trust might like to make a contribution. Mr. McQueen was delighted to donate funds to the project and sent in a cheque for \$2,000. This money enabled us to shrink-wrap the books – a “nice-to-do” that wasn't covered in our budget.

In order to avoid postage costs to mail out books to former Westinghouse employees working for Siemens locations across Canada, books were hand-delivered to the central Siemens mailroom. Postage costs were thereby absorbed in central Siemens budgets. After negotiating with the person in charge of retiree benefits, postage costs to mail books out to retirees were added to the administrative costs associated with administering retiree benefits. Books for employees were handed out during a Heritage Week celebration.

A third significant challenge was the short timeframe for this project (less than one year from start to finish). To meet the February 2004 deadline for distribution, a tight timeline was developed and adhered to. Researching took place during April, May and June 2003. The bulk of the writing and editing took place during June, July and August 2003. Layout commenced in September 2003 concurrent with final editing of the manuscript. The book was sent to the printers in mid-January 2004 and was ready for distribution in February 2004, as planned.

## **MEASURING/EVALUATION**

The commemorative book was produced within budget and met the deadline of February 2004.

Feedback on the commemorative book was nothing short of overwhelming! A large number of verbal comments, emails, phone calls and heartfelt handwritten notes were received from employees and retirees in the weeks following distribution of the book. Most of the notes received expressed deep appreciation for the company's efforts to produce such a keepsake. A small selection of the comments received is attached as part of the Work Sample and will provide a measurement of the reaction we received to the book.

As you will note, many people who provided feedback exclaimed over the quality of the book and the comprehensiveness of the information. Regarding the accuracy of the facts, only a few verbal and written comments were received from retirees, who are in their late nineties, regarding some minor inaccuracies in details of the company's history prior to 1930.

Although there were initially no plans to make the book commercially available, phone calls were also received from customers, suppliers and members of the public who wanted to know where they could purchase a copy of the book. Siemens Westinghouse is now selling copies of the book directly to the public upon request.

Judging by these enthusiastic and uniformly positive reactions, the book entitled **Westinghouse / Siemens Westinghouse – 100 Years in Canada** certainly succeeded in accomplishing the goals of being well received, educating readers about the evolution of the company and generating in employees a renewed sense of pride in belonging to a company with a remarkable longevity and a truly great heritage.

<b>Entrant's Name</b>	Sam Boonstra, Manager of Communications
<b>Organization's Name</b>	Canada-Ontario Municipal Rural Infrastructure Fund (COMRIF)
<b>Division/Category</b>	Communication Creative / Other Graphic Design
<b>Title of Entry</b>	COMRIF Brand Identity Campaign
<b>Time Period of Project</b>	Summer 2004 to November 15, 2004

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## **BUSINESS NEED/OPPORTUNITY**

On November 15, 2004, the governments of Canada and Ontario signed the Canada-Ontario Municipal Rural Infrastructure Fund (COMRIF) Agreement, pledging both governments to work together with the Association of Municipalities of Ontario (AMO) to fund public infrastructure in small municipalities. With municipal contributions, COMRIF is expected to stimulate up to \$900 million in infrastructure investments over the next five years.

The COMRIF communications team has representation from the federal government (Industry Canada and Infrastructure Canada), the provincial government (ministries of Municipal Affairs and Housing, and Public Infrastructure Renewal) and AMO. To achieve its objectives, the team devised a comprehensive communications strategy based on the creation of a strong brand identity for COMRIF.

## **ENTRANT'S ROLE IN PROJECT**

As Manager of Communications for the project, Sam Boonstra had the following responsibilities:

- Development of a communications strategy for COMRIF in partnership with federal, provincial and municipal colleagues
- Implementation, with his team, of all communications activities outlined in the strategy
- Management of the creative design process for print and electronic materials with an external contractor
- Liaison with senior politicians and bureaucrats involved in the design and delivery of COMRIF

## **INTENDED AUDIENCE**

The primary audience for the program comprises municipal government officials and residents of small urban and rural communities (i.e., potential recipients and beneficiaries of COMRIF funding.) Other audiences include national, regional and community media, federal and provincial government employees; and rural stakeholders such as non-governmental organizations, economic development agencies, chambers of commerce, etc.

## **GOALS/OBJECTIVES**

- Create a compelling, original visual identity for COMRIF that would graphically convey the positive impact the program will have on communities across the province
- Build awareness of COMRIF and drive program uptake in the form of funding applications
- Secure positive media coverage

## **SOLUTION OVERVIEW**

We developed an eye-catching design with three "building blocks" containing stylized, original illustrations symbolizing COMRIF's priority investment areas: water, roads and bridges. By tying the program's strategic intent to its visual identity, we effectively and creatively linked policy design with graphic design.

## **IMPLEMENTATION AND CHALLENGES**

The final concept had to embody the unique partnership between the Government of Canada, the Government of Ontario and the Association of Municipalities of Ontario through the integration of each partner's logo. Each partner already has an established, distinctive brand – but this project required the partners to reach a design consensus and agree to a common look and feel. The design also had to serve as a symbolic representation of public infrastructure, which would encourage immediate recognition and recall. In addition to being clean, simple and memorable, it also had to adhere to the established visual identity, web communication and bilingualism standards of the three partners.

The use of several shades of green, formed from only two main colours, highlights the positive environmental outcomes of COMRIF's investments. In a change from standard government design priorities, the actual program name is a very small design element, allowing the water, road and bridge graphics to speak for themselves.

Finally, the thick base bar containing the federal, provincial and municipal wordmarks gives the identity a solid foundation and uses the deep green colour of the previous Canada-Ontario Infrastructure Program logo, thereby creating a sense of continuity and consistency. Research suggests the Canada and Ontario wordmarks enjoy strong brand recognition. By integrating the federal, provincial and municipal logos into the COMRIF design we are gaining maximum advantage of this recognition and its positive associations.

The design is very flexible and has been adapted to a variety of communications products and media. With just two PMS colours, the colour version is very economical. With its bold lines, the approved concept is also easily reproduced in black and white.

To ensure value for money, the budget for consultation and creative development of the brand identity was just \$4,000. Consistent with our fiscally responsible, no-frills approach, we opted to avoid high printing costs by making most of our communications material available on our web site or a CD. We made a strategic decision to focus our spending on community infrastructure – and not divert funds towards communications products.

The COMRIF visual identity is used on all printed material and integrated into the design of the program's joint web site. Building upon a robust information architecture, the site was developed with a focus on functionality and navigability, thereby guaranteeing ease of use. To leverage technology and streamline operations, applicants were strongly urged to submit online applications.

## **MEASURING/EVALUATION**

We employed a variety of measurement tools to gauge the reach and effectiveness of our campaign. Our partners at AMO served as a focus group, representing municipal interests in all aspects of the program design, delivery and implementation, including its visual identity and online application process. Some 350 municipalities – of the 433 that were eligible – submitted applications during the first intake of the program. Over eighty per cent applications were submitted online. In the eight weeks between the launch of the program (November 15, 2004) and the intake deadline (January 10, 2005), 14,867 unique visitors had been to the web site, which is testament to the effectiveness of our communications approach.

In the first three weeks after COMRIF was formally announced, our daily media scans indicate the program was the subject of six television reports, 27 radio broadcasts, and 64 print articles. Coverage was overwhelmingly positive and included quotes from municipal officials declaring COMRIF “exactly what we’ve been waiting for,” “fabulous news,” “desperately needed,” and “most welcome.”

Ontario was the first province to reach an agreement with the federal government under the overarching national Municipal Rural Infrastructure Fund (MRIF). The success of our branding campaign has prompted communications teams in other provinces to consider adapting our visual identity standards for their purposes.