



**MAKE**

**YOUR**

*Mark.*

**WINNING ENTRIES**

**IABC** INTERNATIONAL ASSOCIATION  
OF BUSINESS COMMUNICATORS

TORONTO

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## Message from the IABC/Toronto President

On May 22, IABC/Toronto celebrated our profession's best and brightest and the most innovative teams from agencies and the corporate, government and not-for-profit sectors. With a record-breaking number of entries and entries received in all 19 categories, 2014 was a banner year for the OVATION Awards.

Making the OVATION awards happen was a labour of love for dozens of IABC/Toronto members who volunteered their time to promote the awards program, judge more than 200 entries and organize the gala event. I'd like to thank all of the volunteers for their tireless commitment to the association and for helping to elevate the communications profession.

Finally, I want to congratulate all of this year's award recipients. You did amazing work, you took the time to enter our awards program, and you've made your mark on the industry.

Your support of IABC/Toronto is much appreciated. Congratulations and thank you!

Sincerely,

A handwritten signature in black ink, appearing to read "L. Armstrong". The signature is fluid and cursive, with a large initial "L" and a stylized "A".

Louise Armstrong  
President, IABC/Toronto

## Message from the OVATION Awards 2014 Organizers

Based on the phenomenal quality of this year's IABC/Toronto's OVATION Awards, Bobbie Resnick Philanthropy and Student of the Year award winners, communications professionals certainly took the award theme, Make Your Mark, to heart. Without a doubt, we can confidently say some of the best communications professionals in the world call the Greater Toronto Area home.

And it's not just our award recipients who made a mark. It's all of our entrants, judges, sponsors and volunteers who made the 2014 IABC/Toronto OVATION Awards possible.

We would like to thank our many judges who spent countless hours reviewing this year's submissions—no small task given the 54 per cent increase in entries we saw this year.

We also owe our thanks to an amazing team of judging coordinators and award volunteers. Your creativity, enthusiasm and perseverance have gone a long way to make the entire 2014 OVATION Awards program a success.

Finally we extend our gratitude to this year's sponsors for their support: Speakers' Spotlight, Fifth Story and Fusion.

Suzanna Cohen, ABC  
IABC/Toronto VP, Accreditation & Standards

Beverly Fairclough  
IABC/Toronto VP, Awards

## OVATION Awards 2014 Sponsors

We would like to acknowledge our generous sponsors:

### Gold and Gala MC



### Silver



### Official Designer of Record



## 2014 IABC/Toronto Awards of Distinction

The following Awards of Distinction celebrate exceptional OVATION Award-winning entries. The IABC/Toronto OVATION Awards of Distinction are based on the number of winning entries per organization and a point system. Each Award of Excellence earns three points and each Award of Merit earns one point. Companies in each category with the highest point total win. In the event of a tie, the winner is decided by the median of score of the Excellence Awards.

These results have been secretly tabulated and were announced for the first time at the OVATION Awards Gala on May 22, 2014.

### Corporate Communications Department of the Year (includes Not-For-Profit organizations)

**Winner:** Rogers Communications

### Boutique Agency of the Year (five or fewer employees)

**Winner:** Cowan & Company

### Small Agency of the Year (six to 20 employees)

**Winner:** DDB Public Relations

### Mid-Size Agency of the Year (21 to 50 employees)

**Winner:** Strategic Objectives

### Large Agency of the Year (51 or more employees)

**Winner:** Environics Communications

### People's Choice Award

The People's Choice Award is voted on by the IABC/Toronto membership in an online poll. Members vote for the program they believe was the most successful. All OVATION Awards of Excellence that meet the entry criteria are eligible. This year there was a tie.

**Winner (tie):** Spreading the Word about Nutiquette and Testicular Cancer

**Entrants:** Andrew Kinnear, David Whillans

**Entrant Company:** Environics Communications

**Winner (tie):** Sex in a canoe? Absolutely, we're Canadian: the launch of Fresh+Sexy by Playtex

**Entrant Company:** Paradigm Public Relations and Energizer Personal Care

## IABC/Toronto Student of the Year Award

Megan Henry, Centennial College

[View entry](#)

IABC/Toronto is pleased to award Megan Henry as the 2014 IABC/Toronto Student of the Year!

This award recognizes a student from an accredited institution who demonstrates excellence in communications and the greatest potential to be the best all-round future professional. Henry is a post-graduate student in the Corporate Communications and Public Relations Program at Centennial. Her entry was well-written, informative, heartwarming, and conveyed her passion for communications.

## Bobbie Resnick Philanthropy Award

Environics Communications Corporate Social Responsibility Report

[View entry](#)

IABC/Toronto is pleased to announce Environics Communications Corporate Social Responsibility Report as this year's recipient.

Roberta (Bobbie) Resnick, ABC, APR, MC, IABC Fellow, co-founder of the Toronto chapter of the International Association of Business Communicators, is a trailblazer in public relations. Resnick holds over 50 years of successes as a communicator, consultant, entrepreneur, educator, mentor, award winner and volunteer. This prestigious award in her name recognizes outstanding leadership and service to the community.

Environics Communications' entrepreneurial spirit and collaborative culture encourages creativity, exceptional measurable work and a fun work environment. Environics focuses on three philanthropic campaigns each year with a goal to make a difference in the community. Donating time and resources to the White Ribbon Campaign, Second Harvest and the Holiday Drive (supporting the Salvation Army and the Good Shepherd Ministries) allows Environics employees to be better citizens and understand the power of giving as part of an engaged group.



## **The Gut Gazette's impact on the future of PR and communications**

TORONTO, Ontario – March 31, 2014 – With a passion to communicate and the drive to succeed Megan Henry is very excited to start her communications career. Henry's diverse writing ability, entrepreneurial attitude and experience with building and maintaining relationships in the food and health industries have evolved over the past five years. Her eagerness to further evolve as a communications professional was demonstrated this past year as she balanced student life with her freelance social media consultation business, while maintaining honours status.

Henry's passion to communicate effectively stems from her five year-old gluten free lifestyle blog, [The Gut Gazette](#). Her ambition to create a brand that others would recognize started as a personal blog for documenting her Crohn's disease diagnosis and turned into a gluten free resource that meshes her love for food and passion for helping others. Henry's drive to push brands and spotlight them in various ways is seen in her freelance work as a social media consultant for gluten free companies. Henry's blogging ability landed her a gig with the SickKids Foundation writing three feature stories, including one that was close to her heart about a boy with Crohn's and his family's decision to give back.

"Communication is the key to understanding everything in life," said Henry. "Communicating is a natural instinct that every human possesses, but communicating to persuade and inform is a particular type of practice that only certain individuals can do. My entrepreneurial endeavors have taught me many transferable skills that will help my impact in the communications industry," said Henry.





Henry wants to impact the world of communications by becoming a well-respected PR professional in the food and health industries, hoping to one day start her own agency. Although social media and online PR have boomed in the past few years, Henry believes that there is still so much growth to be had and she is excited to contribute to it.

Megan Henry is a corporate communications and public relations post-graduate student at Centennial College. She is completing her internship at Prizsm Public Affairs Inc., a full service public affairs agency. Henry, known as The Gut Gazette in the gluten free industry, offers recipes, product reviews and tips for living a gluten free lifestyle comfortably on her blog, [thegutgazette.com](http://thegutgazette.com).

**Organization:** Environics Communications

### **Summary Statement**

Environics Communications' entrepreneurial spirit and collaborative culture encourages creativity, exceptional measurable work and a fun work environment. Our "golden rule" is to treat others as we would like to be treated. Environics focuses on three philanthropic campaigns each year with a goal to make a difference in our community. Donating time and resources to the White Ribbon Campaign, Second Harvest and the Holiday Drive (supporting the Salvation Army and the Good Shepherd Ministries), allows every Environics employee to be better citizens and understand the power of giving as part of an engaged group. Environics' [Corporate Social Responsibility Report](#) underscores our triple bottom line business approach, seeking success for our business, community and employees.

### **Executive Summary**

#### **White Ribbon Campaign**

##### **Overview of program**

For the fifth year in a row, Environics Communications joined forces with White Ribbon in a pro bono capacity to generate media attention for Toronto's *Walk A Mile In Her Shoes* (WAMIHS) event. White Ribbon is the world's largest movement of men and boys working to end violence against women and girls, promote gender equity, healthy relationships and a new vision of masculinity. This Walk is the organization's largest annual fundraising event during which men walk one mile in high heeled shoes to raise funds for WR. Last year it took place at Yonge-Dundas Square on September 26<sup>th</sup>, 2013.

Environics Communications' objective on this project was twofold: to generate media interest leading up to *Walk A Mile In Her Shoes* through pre-event coverage and to drive media attendance at WAMIHS in order to generate day-of event coverage.

In addition to this, we support this program personally by registering a team and "walking the walk" ourselves – and have done so for the past five years.

##### **Strategies**

Given the event's five-year anniversary, this year we focused communications on this notable milestone and positioned the annual Walk as a "Toronto Tradition" in our materials, which included: calendar-listing write-ups, a pre-event interview advisory, and a media alert.

Over the past five years, we have developed a strategic, phased approach that continues to serve us well and includes: pitching media on calendar listings and pre-event coverage via interviews with WR Executive Director Todd Minerson; generating media attendance at the event itself with broadcast, print and online media via targeted, persuasive pitches that emphasize the visual elements of the event; managing on-site media and interviews to ensure key messaging is communicated to maximum effect and offering ECI walkers for interviews as well.

### Goals and measurement

Goals	Results
Generate more than 20 pre-event media hits (2012 result).	<b>Exceeded goal by more than 100 per cent:</b> generated 46 pre-event media hits with top-tier outlets such as Canadian Press, CP24 and a live interview on CFRB Newstalk 1010 (with WR exec director Todd Minerson and Environics Communications' VP Andrew Kinnear).
Secure more than 19 media on site at the event (2012 result).	<b>Exceeded goal by more than 50 per cent</b> with 28 media on site including CBC, Globe and Mail, Toronto Star, City TV, Global TV, and CP24.
Secure more than 24 million media impressions (2012 result).	<b>Exceeded goal by 30 per cent,</b> generating nearly 32 million media impressions.

Our pro bono client, Executive Director Todd Minerson from White Ribbon, was thrilled with the results from the campaign. Upon learning the results, he said “Thank you all for your amazing work again this year. Not only that – but it is just great fun working with you all.”

Overall, in 2013 Environics Communications donated services to this campaign totaling a monetary value of over \$25,000.

### Conclusion

Our ongoing support of White Ribbon showcases to employees that, as a firm, we are willing to leverage our unique skillset as public relations professionals to help the community, thereby effectively “walking the walk” when it comes to corporate social responsibility. In addition, this campaign builds team spirit in the office as our own men walk in the event – in heels, of course! – with their trusty Environics Communications’ female assistants for support and guidance. Supportive laughs are had by all.

## **Holiday Drive**

### **Overview of program**

For six consecutive years, Environics Communications has supported the Salvation Army's "Give Joy" Toy Drive and donations of food, hygienic/medical supplies to the Good Shepherd Ministries through an office wide charity challenge. We assist these two charities as they are focused on supporting those less fortunate through charitable programs that have an understanding of their needs. The Salvation Army, for example, sends us a list each year with specific targets, like teens, to encourage giving to those who are sometime forgotten in other programs or through other donations. The Good Shepherd ministries has a history of supporting those less fortunate in finding new jobs and their requests are also with a targeted understanding of their desired necessities.

### **Strategies**

Each year we have a theme and add a friendly, yet competitive challenge to encourage giving to those less fortunate while keeping the drive fun and upbeat. The 2013 theme of 'Making Spirits Bright' was designed to remind the employees at Environics that through our charity challenge we are making a difference in the lives of others and brightening their spirits over the holiday season. We referenced a variety of [festivals of light](#) to make the event inclusive of all religions and cultures, and made a weekly list of 'Bright Light Specials' along with a point system for daily collections to help inspire the giving of items that the charities have indicated as top priorities. We maintained daily correspondence through team captains providing updates on each team's standing in the competition to maintain enthusiasm and momentum in giving until the close of the drive.

## Goals and measurement

Goals	Results
Collect 100 per cent of the items identified by the two charities.	Collected all of the items identified by the two charities.
Raise items that equated to a value of \$3,000.	Exceeded goal by over 100 per cent, with Environics donating items that valued \$6,238.
75 gift cards, as this was a <i>sought after</i> donation item for the Salvation Army.	Exceeded goal by 20 per cent, donating 90 gift cards.
Engage the entire office and maintain enthusiasm throughout the drive to encourage “treat others as they would like to be treated”.	Engaged the entire office by dividing each floor into teams with team captains that provided daily correspondence, including daily bonus points in the challenge that were aimed at specific donation items and providing running tallies throughout the drive. Throughout the drive each team’s donation numbers were only a few points apart. We interpreted the close numbers as enthusiasm from each team and the jump in donations at the close of the drive as continued commitment to the cause.

The drive ran from Monday, December 2<sup>nd</sup> until Tuesday, December 17<sup>th</sup>, however, planning began in early November with the first volunteer organization committee meeting taking place on November 5<sup>th</sup>.

Overall the team dedicated 85 hours totaling \$13,700 worth of billable hours to this initiative.

## Conclusion

The holiday drive encourages strong corporate social responsibility culture within Environics. It allows every employee to be involved, as it takes only a \$1 donation to make a difference to those in need. The campaign helps build trust, team spirit and fosters the spirit of giving.

## **Second Harvest**

### **Overview of program**

Since 2007 Environics Communications has supported the Second Harvest Lunch Money Program (now called “Hero Day”) through a potluck fundraiser held twice annually. The event raises money for an important charity that feeds people in our community, keeps food out of landfills, and provides an opportunity for employees to get together over delicious homemade food.

Over the years, Environics has become one of Second Harvest’s Top 30 corporate fundraisers for their annual Hero Day with total donations as of December 2013 at \$15,894 (all donations have been financial). Donations are made by employees through raffle ticket sales, potluck lunch admission fees, and donation tins. All funds raised by employees are then matched by Environics.

### **Strategies**

Our first potluck lunch and raffle ticket sale of 2013 took place in March and raised approximately \$700.

For our second lunch in October, we pushed the stakes even higher and endeavored to raise \$1,000.

In order to meet the goal, our strategy was to increase the number of participants in the potluck fundraiser by inviting sister company Free For All Marketing to join in our efforts and provide more ways for people to donate and participate.

Tactics included coordinating an internal raffle, whereby each practice group donated items for the draw. The draw also included Leafs tickets which were a major incentive to purchase raffle tickets.

We also coordinated a weekly “snack cart” to circulate the offices a few times before the potluck, selling both indulgent and healthy treats, with funds going to Second Harvest. The cart also provided the opportunity to buy raffle tickets and was a fun way to remind employees to sign up for the upcoming potluck.

In addition, to further educate and encourage employees to participate, past Second Harvest Executive Director, Jo-Anne Sobie spoke at a lunch and learn event at Environics’ offices so that employees could understand how their donations make a difference by reducing hunger and food waste in our own community.

By combining these creative measures, we were able to surpass our goal by more than \$400. Environics then matched that amount so that the overall donation was \$2,500 – our largest donation to the charity yet.

After the event, Environics was invited to take a tour of the Second Harvest facilities to meet the staff and discuss more ways that Environics could be involved in fundraising efforts

### Goals and measurement

Goals	Results
Increase funds raised by 40 per cent.	Almost doubled funds raised in previous event, resulting in Environics' largest annual donation to date.
Increase the number of ways that employees can participate in the event.	Added internal raffle, snack cart – resulting in increased funds raised outside of the actual potluck event.

Overall the team dedicates more than 50 hours or at least \$7,000 worth of billable hours to this initiative annually.

### Conclusion

The bi-annual Second Harvest events have become an ingrained part of the company culture that employees look forward to every Spring and Fall as an occasion to share food with both their colleagues and those less fortunate in the community.

## 2014 IABC/Toronto OVATION Award Winners

### COMMUNICATION MANAGEMENT

This division includes projects, programs and campaigns defined by a communication plan.

Entries in these categories might:

- include a combination of communication materials, or
- focus on a single communication initiative within a larger campaign

Entrants must demonstrate how their project applied a full range of planning and management skills, and address how the entry relates to and affects the organization's overall business strategies.

### COMMUNITY RELATIONS

#### Award of Excellence

[View entry](#)

**TITLE OF ENTRY:** RecycleYourElectronics.ca Ethnic (Community) Outreach

**ENTRANTS:** Caneast: Mandy Siu, Corban Hu and Jennifer Hu; Ontario Electronic Stewardship: Sandra Pakosh and Ian Macdonald; FleishmanHillard: Leslie Walsh;

Resonator: Chris Tait

**ENTRANT COMPANY:** RecycleYourElectronics.ca, Ontario Electronic Stewardship and Caneast Communications

#### Award of Excellence

**TITLE OF ENTRY:** Green & Black's Organic Premium Chocolate News Campaign

**ENTRANTS:** Judy Lewis and Jordanna Shtal

**ENTRANT COMPANY:** Strategic Objectives

#### Award of Excellence

[View entry](#)

**TITLE OF ENTRY:** Randstad Canada - Women Shaping Business 2013 Media Relations Campaign

**ENTRANTS:** Randstad Canada: Spiro Papanicolaou, Marie-Noelle Morency, James Rubec; MSLGROUP: Matt Roth, Patricia Archambault, Katie Noble

**ENTRANT COMPANY:** MSLGROUP

#### Award of Excellence

**TITLE OF ENTRY:** A Taste of Peanut Country

**ENTRANTS:** Daniel Tisch, APR, FCPRS, Alison George, Kyla Best, Heidi Kim, Mackenzie Keller, Samar Abdourahman

**ENTRANT COMPANY:** Argyle Communications

#### Award of Excellence

**TITLE OF ENTRY:** 5.2 Billion Reasons to Announce Rogers' Landmark NHL Deal

**ENTRANTS:** Rogers Corporate Communications Team: Terrie Tweddle, Andrea Goldstein, Jennifer Neziol

**ENTRANT COMPANY:** Rogers Communications

### MEDIA RELATIONS WITH BUDGET UP TO \$50K

#### Award of Excellence

**TITLE OF ENTRY:** Sex in a canoe? Absolutely, we're Canadian: the launch of Fresh+Sexy by Playtex

**ENTRANT COMPANY:** Paradigm Public Relations and Energizer Personal Care



[View entry](#)

#### Award of Excellence

**TITLE OF ENTRY:** Nestlé Scary bars

**ENTRANTS:** Nestlé Canada: Sarah Spence, Hilary Carter, Aahona Banerjee, Selena Fiacco, Laura Power; APEX Public Relations: Stephanie Engel, ABC, Hilary Lawton and Susie Nick

**ENTRANT COMPANY:** APEX Public Relations

#### Award of Excellence

**TITLE OF ENTRY:** Pitching the promise of future discoveries at SickKids

**ENTRANTS:** Matet Nebres, Sandra Chiovitti, Jeff Mainland, David Estok, Nolan Reeds, Caitlin McNamee-Lamb

**ENTRANT COMPANY:** The Hospital for Sick Children (SickKids) and SickKids Foundation

#### Award of Excellence

**TITLE OF ENTRY:** Oxford Properties – A Special Visit with Santa

**ENTRANTS:** Lyn Whitham, Claire McIntyre, Krista Moroz, Yuri Park, Natasha Boeck

**ENTRANT COMPANY:** Environics Communications

#### Award of Excellence

**TITLE OF ENTRY:** The Shopping Channel's (TSC) Brand Evolution Campaign

**ENTRANTS:** Andrea Goldstein, Suneel Khanna, Shannon Hall

**ENTRANT COMPANY:** Rogers Communications

#### Award of Merit

**TITLE OF ENTRY:** You're not in Kansas Anymore: Renova adds a splash of colour to the Canadian household paper market

**ENTRANTS:** Amy Laski, Livy Jacobs, Jamie MacLean, Lawrence Cummer, Danielle Perelman, Hailey Eisen

**ENTRANT COMPANY:** Felicity [Inspiring Communications]

[View entry](#)

#### Award of Merit

**TITLE OF ENTRY:** Walmart Canada's first-ever Frugal Heroes Challenge

**ENTRANTS:** APEX Public Relations: Stephanie Engel, ABC, Lauren Baswick, Kylee Berencsi; Morin Relations Publiques: Caroline Couillard; Walmart Canada Corp.: Susan Schutta

**ENTRANT COMPANY:** APEX Public Relations and Walmart Canada

#### Award of Merit

**TITLE OF ENTRY:** Ontario SPCA Inaugural National Cupcake Day

**ENTRANTS:** Judy Lewis, Adriana Lurz, Ive Balins

**ENTRANT COMPANY:** Strategic Objectives

#### MEDIA RELATIONS WITH BUDGET GREATER THAN \$50K UP TO \$100K

[View entry](#)

#### Award of Excellence

**TITLE OF ENTRY:** Breaking a Billion: Indigo Books & Music Holiday 2013 Program

**ENTRANTS:** Indigo Books & Music Inc: Janet Eger, Alex Thomson, Josh Zeliger; MSLGROUP: Nadia Beale, Carolyn Greathead, France-Michele Thomas

**ENTRANT COMPANY:** MSLGROUP

[View entry](#)

#### Award of Excellence

**TITLE OF ENTRY:** LOFT Love Your Pants

**ENTRANTS:** Sarah Brandon, Melissa Legaspi, Alicia Storey, Sarah Marinelli and Kayla Kaminski

**ENTRANT COMPANY:** Edelman Public Relations

#### Award of Excellence

**TITLE OF ENTRY:** Staples – Canada's Back-to-School Experts

**ENTRANTS:** Corporate Communications Canada: Alessandra Saccal, Valerie Outmezguine, Alina Chernin, Madalina Secareanu; Torchia Communications: Adam Rodricks

**ENTRANT COMPANY:** Staples Canada

#### Award of Excellence

**TITLE OF ENTRY:** National Hiring Day 2013

**ENTRANTS:** McDonald's Canada: Jeanette Jones, Gema Rayo, Stephanie Sorensen, John Gibson; GolinHarris: Karen Krugel, Jennifer Wasley, Jessica Greasley, Julie Owen, Laura Patton, Jackie Elliott, Yolonda Abrahams, Alicia Olive

**ENTRANT COMPANY:** McDonald's Restaurants of Canada Ltd.

### Award of Merit

**TITLE OF ENTRY:** Netflix House of Cards Launch Media Relations

**ENTRANTS:** Vanessa Cohen, Kiel Hume, Amy Dickson, Amanda Fearon, Sabena Singh, Kyla Kryski

**ENTRANT COMPANY:** Environics Communications

### Award of Merit

[View entry](#)

**TITLE OF ENTRY:** Red Bull Flugtag 2013

**ENTRANTS:** Melissa Legaspi, Rosie Shipton, Emily Palley-Samson, Kayla Kaminski

**ENTRANT COMPANY:** Edelman Public Relations

### Award of Merit

**TITLE OF ENTRY:** eBay Holiday 2013 Program

**ENTRANTS:** Melissa Graham, Melissa Legaspi, Rosie Shipton, Andree Gage

**ENTRANT COMPANY:** Edelman Public Relations

### Award of Merit

**TITLE OF ENTRY:** Bayer Animal Health Educates Consumers on Tick Prevention for Pets

**ENTRANTS:** Amanda Shuchat, Lauren Bondar, Sybil Eastman, Stephanie Nadalin

**ENTRANT COMPANY:** Citizen Relations and Bayer HealthCare

### Award of Merit

**TITLE OF ENTRY:** Who Will Rise? Who Will Crumble? Tim Hortons Guests Crown Winner of First Duelling Donuts Contest

**ENTRANT COMPANY:** Paradigm Public Relations and Tim Hortons

### Award of Merit

[View entry](#)

**TITLE OF ENTRY:** Nestlé Skinny Cow Chocolate Launch: Get the Skinny

**ENTRANTS:** Nestlé Canada: Selena Fiacco, Sarah Sauder; APEX Public Relations: Stephanie Engel, ABC and Hilary Lawton

**ENTRANT COMPANY:** APEX Public Relations

### Award of Merit

**TITLE OF ENTRY:** L’Oreal Paris “Le WOW” Product Launches

**ENTRANTS:** L’Oréal Paris: Hugo Thibault, Caroline Duguay, Eddie Malter, Eric Del Monaco; Cowan &

Company: Cathy Cowan, Margaret Batuszkin, Suzanne Rappaport-Cho; Cowan & Company/Girafe: Julie LeBlanc, Ariane Tremblay

**ENTRANT COMPANY:** Cowan & Company

### MEDIA RELATIONS WITH BUDGET GREATER THAN \$100K

#### Award of Excellence

[View entry](#)

**TITLE OF ENTRY:** Diane Keaton and L’Oreal Paris: Age Perfect

**ENTRANTS:** L’Oréal Paris: Hugo Thibault, Caroline Duguay, Daani Sarma; Cowan & Company: Cathy Cowan, Margaret Batuszkin, Suzanne Rappaport-Cho; Diane Keaton’s Assistant: Stephanie Heaton

**ENTRANT COMPANY:** Cowan & Company

#### Award of Excellence

**TITLE OF ENTRY:** Breathe Right® Nasal Strips Sleep Pod Hotel Media Tour

**ENTRANTS:** Daniel Tisch, APR, FCPRS; Rob McEwan; Kerry Collings and Nick Williams

**ENTRANT COMPANY:** Argyle Communications

#### Award of Excellence

**TITLE OF ENTRY:** Pringles Ultimate Summer Party

**ENTRANTS:** Judy Lewis, Jordanna Shtal and Adam Sanders

**ENTRANT COMPANY:** Strategic Objectives

#### Award of Excellence

**TITLE OF ENTRY:** Knorr Helps Moms Answer “What’s for Dinner?”

**ENTRANTS:** Tricia Soltys, Rob Manne, Melissa Legaspi, Lynn Bessoudo, Alexandra Green, Andrew Stewart, Christine Lu, Andree Gage and Kayla Kaminski

**ENTRANT COMPANY:** Edelman Public Relations

#### Award of Excellence

**TITLE OF ENTRY:** Teachers’ Launch into the Asia-Pacific Region

**ENTRANTS:** Deborah Allan and Andrew Kondraski

**ENTRANT COMPANY:** Ontario Teachers’ Pension Plan

### Award of Excellence

**TITLE OF ENTRY:** Samsung Canada's GALAXY Note 3 and GALAXY Gear Launch – #TakeNote

**ENTRANTS:** Samsung Canada, North Strategic and Cheil Mosaic

**ENTRANT COMPANY:** North Strategic

### Award of Merit

**TITLE OF ENTRY:** Kraft Hockey Goes On

**ENTRANTS:** Robyn Adelson, Amanda Lazarovitz, Amy Gillespie, Ryley Murray, Melissa Prince, Craig Ritchie, Zak Usher, Adam Weitner, Sandra D'Ambrosio, Alana Lipton, Sherri-Lyn Brown, Jeff Lang-Weir, Catherine Pouliot and Kate Kernahan

**ENTRANT COMPANY:** Edelman Canada and Kraft Canada

### Award of Merit

**TITLE OF ENTRY:** Walmart Canada Mom of the Year Award

**ENTRANTS:** APEX Public Relations: Jennifer Stein, Daina Astwood-George, Hilary Lawton, Stephanie Engel, ABC, Linda Andross, ABC; Morin Relations Publiques: Caroline Couillard; Walmart Canada Corp.: Susan Schutta, Rosalyn Carneiro, Sandra Sanderson and April Vitale

**ENTRANT COMPANY:** APEX Public Relations

## MULTI-AUDIENCE COMMUNICATIONS

### Award of Excellence

**TITLE OF ENTRY:** An Olympic Medal Performance to Launch Breakfast Television on City Montreal

**ENTRANTS:** Charmaine Khan, Luiza Staniec, Michelle Lomack and Andrea Goldstein

**ENTRANT COMPANY:** Rogers Communications

### Award of Excellence

**TITLE OF ENTRY:** re-new the promise

**ENTRANTS:** Tony Pepper, Gary Lintern, Michelle Clement Homonylo, Christine Wong, Victoria Raab and Teresa Mostert

**ENTRANT COMPANY:** St. Joseph's Healthcare Hamilton with Tenzing Communications

### Award of Excellence

**TITLE OF ENTRY:** Physiotherapy Transition

**ENTRANTS:** Ania Basiukiewicz

**ENTRANT COMPANY:** Toronto Central Community Care Access Centre

[View entry](#)

### Award of Excellence

**TITLE OF ENTRY:** Going Beyond: Engaging staff and the public in the future of local health care

**ENTRANTS:** Susan deRyk, Gia D'Sousa, Rishika Thakur, Rose Crowther and Cara Francis

**ENTRANT COMPANY:** William Osler Health System

### Award of Merit

**TITLE OF ENTRY:** Ontario Graphite Ltd.: Creating Partners and Advocates in the Community

**ENTRANTS:** Sarah McEvoy, Melissa Zanette and Jeff Lang-Weir

**ENTRANT COMPANY:** Edelman Public Relations

## MARKETING COMMUNICATIONS WITH BUDGET UP TO \$50K

### Award of Excellence

**TITLE OF ENTRY:** It's no joke: The Pizzaburger launch

**ENTRANTS:** Perry Schwartz, Drew Campbell, Lauren Grant, Kristy Pryma, Michelle Ewart, Joseph Cariati, Alexandra Peco and Kate Weersink

**ENTRANT COMPANY:** High Road

### Award of Excellence

**TITLE OF ENTRY:** Spring: Brought to you by The Weather Network

**ENTRANTS:** Lauren Grant, Becky Brescacin, Stuart Terry, Steve Dominey, Claire Larocca, Darcy Cameron, Laetitia Lampozzo, Rachel Douglas and Stacey Jarvis

**ENTRANT COMPANY:** High Road

[View entry](#)

### Award of Excellence

**TITLE OF ENTRY:** Nutiquette: A Dude's Guide to Checking His Balls

**ENTRANTS:** Andrew Kinnear and David Whillans

**ENTRANT COMPANY:** Environics Communications

### Award of Merit

[View entry](#)

**TITLE OF ENTRY:** M&M's We're Hiring!  
**ENTRANTS:** Elspeth Baird, Leah Richardson and Jordanna Peroff  
**ENTRANT COMPANY:** FleishmanHillard

### MARKETING COMMUNICATIONS WITH BUDGET GREATER THAN \$50K UP TO \$100K

#### Award of Merit

[View entry](#)

**TITLE OF ENTRY:** A Congestion Management Strategy: York Region's Travel Alert App  
**ENTRANTS:** Patrick Casey, Jennifer Mitchell-Emmerson, Caroline Berryman, Ken Turriff, Saffron Davis and Gregg Loane  
**ENTRANT COMPANY:** The Regional Municipality of York

### MARKETING COMMUNICATIONS WITH BUDGET GREATER THAN \$100K

#### Award of Excellence

[View entry](#)

**TITLE OF ENTRY:** Diane Keaton and L'Oréal Paris: Age Perfect  
**ENTRANTS:** L'Oréal Paris: Hugo Thibault, Caroline Duguay, Daani Sarma; Cowan & Company: Cathy Cowan, Margaret Batuszkin, Suzanne Rappaport-Cho; Diane Keaton's Assistant: Stephanie Heaton; Zygoht Partners: Kelly Sudsbury  
**ENTRANT COMPANY:** Cowan & Company

#### Award of Excellence

**TITLE OF ENTRY:** Subaru Forester Family Rally  
**ENTRANTS:** Martine Levy, James Loftus and Greg Vallentin  
**ENTRANT COMPANY:** DDB Public Relations

#### Award of Excellence

**TITLE OF ENTRY:** CIL Paints: Colour Outside the Headlines  
**ENTRANTS:** Martine Levy  
**ENTRANT COMPANY:** DDB Public Relations

### Award of Merit

**TITLE OF ENTRY:** Coca-Cola Ltd. – Open Happiness Project  
**ENTRANTS:** Liz Carson and Jordana Wolch  
**ENTRANT COMPANY:** Environics Communications

### Award of Merit

**TITLE OF ENTRY:** 10th Annual White Cashmere Collection  
**ENTRANTS:** Strategic Objectives: Deborah Weinstein, Jennifer Buchalter, Tonisha Bath; Kruger Products: Nancy Marcus and Stephen Blythe  
**ENTRANT COMPANY:** Strategic Objectives

### SPECIAL EVENTS WITH BUDGET UP TO \$50K

#### Award of Merit

[View entry](#)

**TITLE OF ENTRY:** Lumipendant Firefly: Shining the Light on Electronics Recycling at Nuit Blanche Ottawa-Gatineau  
**ENTRANTS:** Ontario Electronic Stewardship (OES): Sandra Pakosh and Ian MacDonald; FleishmanHillard: Laura Crochetiere  
**ENTRANT COMPANY:** RecycleYour Electronics.ca and Ontario Electronic Stewardship

#### Award of Merit

[View entry](#)

**TITLE OF ENTRY:** Twenty Years of Heroes: York Region's 20th Annual United Way Staff Campaign  
**ENTRANTS:** Bill Fisch, Lina Bigioni, Adelina Urbanski, Thomas Carrique, Bruce Macgregor, Karen Antonio-Hadcock, Lindsey Nigra, Sharen Benyik, Karen Richards, Patrick Casey; York Region United Way Steering Committee: Colleen Gareau and Karen Marshall  
**ENTRANT COMPANY:** The Regional Municipality of York

## SPECIAL EVENTS WITH BUDGET GREATER THAN \$50K UP TO \$100K

### Award of Excellence

**TITLE OF ENTRY:** L'Oréal Paris "Le WOW" Product Launch Events

**ENTRANTS:** L'Oréal Paris: Hugo Thibault, Caroline Duguay, Eddie Malter, Eric Del Monaco; Cowan & Company: Cathy Cowan, Margaret Batuszkin, Suzanne Rappaport-Cho; Cowan & Company/Girafe: Julie LeBlanc, Ariane Tremblay; Tantara Multimedia: Bruce Parlette, Illya Noble

**ENTRANT COMPANY:** Cowan & Company

### Award of Merit

[View entry](#)

**TITLE OF ENTRY:** Randstad Award 2013: Celebrating Canada's Best Employer Brands

**ENTRANTS:** Randstad Canada: Spiro Papanicalaou, Marie-Noelle Morency, Mark Klein; MSLGROUP in Canada: Matt Roth, Patricia Archambault, Sacha Vaz

**ENTRANT COMPANY:** MSLGROUP

## SPECIAL EVENTS WITH BUDGET GREATER THAN \$100K

### Award of Excellence

**TITLE OF ENTRY:** Celebrating Canada's Pet Heroes at the 45th Anniversary of the Purina Animal Hall of Fame

**ENTRANTS:** Frances Manlucu

**ENTRANT COMPANY:** Environics Communications

### Award of Merit

[View entry](#)

**TITLE OF ENTRY:** Sport Chek-Quiksilver Partnership: Sport Check Presents the Quiksilver-Tony Hawk Tour

**ENTRANTS:** FGL Sports: Frederick Lecoq, Brendon Arnold; North Strategic: Justin Creally, Brenna Eller, Martha Heeney

**ENTRANT COMPANY:** FGL Sports (Sport Chek) and North Strategic

## ISSUES MANAGEMENT AND CRISIS COMMUNICATION

### Award of Excellence

**TITLE OF ENTRY:** Communicating Public Electrical Safety: 2013 Ice Storm

**ENTRANTS:** Daniel Tisch, APR, FCPRS, Roanne Argyle, Misty Meeks, Louis Payette, Irene Poon, Taryn Wismer, Sarbjit Kaur and Samar Abdourahman

**ENTRANT COMPANY:** Argyle Communications

[View entry](#)

### Award of Excellence

**TITLE OF ENTRY:** Ice Storm 2013: Dark T.O.

**ENTRANTS:** Karen Evans, Andrea Corkum, Thelma Hatzis, Christina Basil, Jennifer Link, Tanya Bruckmueller, Blair Peberdy, Mallory Cunningham, Abby Bogart, Gord Baird, Joyce McLean, Hasdeep Bhatia, Florence Gabriel, Sarah Hung and Vanessa Nero

**ENTRANT COMPANY:** Toronto Hydro-Electric System Limited (Toronto Hydro)

## EMPLOYEE, MEMBER OR HR COMMUNICATION

### Award of Excellence

**TITLE OF ENTRY:** Implementing My Pension NewsLink – a new email subscription service for members

**ENTRANTS:** Diane Smith, Linda Wooding, Jordan Simard, Brittney Ashley, Derek Dobson and Carlene Quildon

**ENTRANT COMPANY:** CAAT Pension Plan

### Award of Excellence

[View entry](#)

**TITLE OF ENTRY:** Our Story Rollout

**ENTRANTS:** Jennifer Rowe, Scott Windsor, Andra Chinapen, Robyn Breslow and Elissa Smitten

**ENTRANT COMPANY:** Meridian Credit Union

### Award of Merit

[View entry](#)

**TITLE OF ENTRY:** The way we work: bringing Workplace 2.0 to MPAC

**ENTRANTS:** Susan King, Elizabeth McMullen, Laurette Sharpe and Arif Ratansi

**ENTRANT COMPANY:** Municipal Property Assessment Corporation (MPAC)

## BRAND COMMUNICATION

### Award of Excellence

**TITLE OF ENTRY:** The SkinFix Diaper Rash Paste Launch

**ENTRANTS:** Judy Lewis and Natalie Berardi

**ENTRANT COMPANY:** Strategic Objectives

### Award of Excellence

**TITLE OF ENTRY:** The Commonwell Mutual Insurance Group

**ENTRANTS:** Gary Lintern, Olivia Lintern, JC Molina, Michelle Clement Homonylo, Dan Rempel, Insu Mun, Marty Penner, Steve Priebe, Tim Shauf, Jack Taylor and Brian Fisher

**ENTRANT COMPANY:** The Commonwell Mutual Insurance Group with Tenzing Communications

### Excellence

**TITLE OF ENTRY:** Hudson's Bay Celebrates Modern New Logo

**ENTRANTS:** Deborah Weinstein

**ENTRANT COMPANY:** Strategic Objectives

### Award of Excellence

**TITLE OF ENTRY:** CIL Paints: Colour Outside the Headlines

**ENTRANTS:** Martine Levy

**ENTRANT COMPANY:** DDB Public Relations

## SOCIAL RESPONSIBILITY INCLUDING ECONOMIC, SOCIETAL AND ENVIRONMENTAL DEVELOPMENT

### Award of Excellence

[View entry](#)

**TITLE OF ENTRY:** Personal Space

**ENTRANTS:** John Staresinic, Tom Megginson, Vernon Lai, Lynn Norris, Kerry Cavlovic, Tania Calverley, Gillian Todd-Messinger, Javier Frutos and Christian Lalonde

**ENTRANT COMPANY:** Acart Communications

### Award of Excellence

[View entry](#)

**TITLE OF ENTRY:** LCBO's "Deflate the Elephant" Social Responsibility Holiday Campaign

**ENTRANTS:** Jim Fitzpatrick and Stephanie Petroff

**ENTRANT COMPANY:** Liquor Control Board of Ontario

### Award of Excellence

**TITLE OF ENTRY:** Hyundai Hockey Helpers – Year Two: Telling The Why

**ENTRANTS:** Amanda Shuchat, Josie Haynes, Rachael Collier, Nicole Brightling, Sybil Eastman, Stephanie Nadalin, Erin Trnkus and Rebecca Myers

**ENTRANT COMPANY:** Citizen Relations

### Award of Excellence

**TITLE OF ENTRY:** Age Is More

**ENTRANTS:** Alison O'Mahony, Kristen Marano, Josh Cobden, Lyn Whitham, Melissa Londono, Pira Pathmanathan, Sandra Vlaar Ingram, Jennifer Arnott, Loris Parekh, Cathy Metson, Janet Ko and Maia Doytcheva

**ENTRANT COMPANY:** Revera Inc. and Environics Communications

### Award of Merit

[View entry](#)

**TITLE OF ENTRY:** Chinese community outreach: educating environmental social responsibilities

**ENTRANTS:** Caneast Communications: Mandy Siu, Corban Hu, Jennifer Hu, Sandra Pakosh; Ontario Electronic Stewardship: Ian Macdonald; FleishmanHillard: Leslie Walsh; Resonator: Chris Tait

**ENTRANT COMPANY:** RecycleYourElectronics.ca, Ontario Electronic Stewardship and Caneast Communications

## ELECTRONIC, DIGITAL AND INTERACTIVE COMMUNICATIONS

### Award of Merit

[View entry](#)

**TITLE OF ENTRY:** Launching Signals Blog

**ENTRANTS:** Centre for Commercialization of Regenerative Medicine: Stacey Johnson, Emily Easto; Stem Cell Network: Lisa Willemse, Peter Raaymakers

**ENTRANT COMPANY:** Centre for Commercialization of Regenerative Medicine and Stem Cell Network

### Award of Merit

**TITLE OF ENTRY:** CIL Paints: Colour Outside the Headlines

**ENTRANTS:** Martine Levy

**ENTRANT COMPANY:** DDB Public Relations

### Award of Merit

[View entry](#)

**TITLE OF ENTRY:** York.ca - A user-centric approach to successful website development

**ENTRANTS:** Patrick Casey, Ahmad Sheihk, Mark McKnight, Marc Gallant, Michelle Adlam, Jean-Francois Costa, Anabela Cordeiro, Lorraine Morgan and Gerson Santos

**ENTRANT COMPANY:** The Regional Municipality of York

### Award of Merit

**TITLE OF ENTRY:** Rogers Zone: Renewing the Rogers Intranet

**ENTRANTS:** Terrie Tweddle, Keith McArthur, Chris Davies, Suneel Khanna, Suzanne Lucas, Patricia Estabrooks, Hilda Ochangco, Greg Anthony, Lesley Andrews, Dawn Gordon, David Halliwell, Carol Goodall, Marilyn Whittingham, Michael Rudder and Non Linear Creations Inc.

**ENTRANT COMPANY:** Rogers Communications

## SOCIAL MEDIA

### Award of Excellence

**TITLE OF ENTRY:** ESA - Engaging Ontarians in Electrical Safety

**ENTRANTS:** Daniel Tisch, APR, FCPRS, Roanne Argyle, Misty Meeks, Louis Payette, Irene Poon, Taryn Wismer, Erin Cochrane and Samar Abdourahman

**ENTRANT COMPANY:** Argyle Communications

### Award of Excellence

**TITLE OF ENTRY:** CIL Paints: Colour Outside the Headlines

**ENTRANTS:** Martine Levy

**ENTRANT COMPANY:** DDB Public Relations

### Award of Merit

**TITLE OF ENTRY:** Schick Quattro for Women Truth or Dare

**ENTRANT COMPANY:** Paradigm Public Relations, Energizer Personal Care

### Award of Merit

[View entry](#)

**TITLE OF ENTRY:** Ben's Beginners 2013

**ENTRANTS:** Elspeth Baird, Leah Richardson, Jordanna Peroff, Katherine Heydon and Lindsey Gillard

**ENTRANT COMPANY:** FleishmanHillard

### Award of Merit

**TITLE OF ENTRY:** Strategic Objectives Takes Somersby Cider Social

**ENTRANTS:** Deborah Weinstein and Peter McGregor

**ENTRANT COMPANY:** Strategic Objectives

### Award of Merit

[View entry](#)

**TITLE OF ENTRY:** Panasonic Canada Facebook - LUMIX P2P Community Launch

**ENTRANTS:** Andrew Kinnear and Michael J. Lockhart

**ENTRANT COMPANY:** Environics Communications

### Award of Merit

**TITLE OF ENTRY:** Jell-O Canada: Re "Freshing" a historic brand

**ENTRANTS:** Zak Usher, Craig Ritchie, Adam Weitner, Amanda Lazarovitz, Evan Davis, Letty Mak and Rena Nickerson

**ENTRANT COMPANY:** Edelman Public Relations

### Award of Merit

[View entry](#)

**TITLE OF ENTRY:** Panasonic Canada Takes Facebook by Storm

**ENTRANTS:** Andrew Kinnear and Michael J. Lockhart

**ENTRANT COMPANY:** Environics Communications

## COMMUNICATION SKILLS

This division includes communication products that highlight such technical skills and expertise as editing, writing, design and photography.

Entries in this category recognize:

- importance of project's goals
- demonstration of measurable results
- strategic alignment with the organization's business goals and emphasis on the creative process of project execution.

### WRITING

#### Award of Excellence

**TITLE OF ENTRY:** Hudson's Bay Celebrates Modern New Logo

**ENTRANTS:** Deborah Weinstein

**ENTRANT COMPANY:** Strategic Objectives

#### Award of Excellence

**TITLE OF ENTRY:** Destination Collaboration: The Future of Work

**ENTRANTS:** Melody Gaukel, Claire McIntyre, Jill Anzarut, Nina Godard, Yuri Park, Natasha Boeck

**ENTRANT COMPANY:** Environics Communications

### PUBLICATIONS

#### Award of Merit

**TITLE OF ENTRY:** Annual Report 2012/13

**ENTRANTS:** Bridget Newson, Chris Caswell, Gerald Allain

**ENTRANT COMPANY:** Toronto Central Community Care Access Centre

#### Award of Merit

**TITLE OF ENTRY:** Financial Focus Newsletter

**ENTRANTS:** Dave Bourne

**ENTRANT COMPANY:** Baycrest Health Sciences

### MULTIMEDIA OR DIGITAL CONTENT

#### Award of Merit

**Title of Entry:** Hockey PSA

**Entrants:** Julia Oosterman, Michelle Colacrai, Juan Montalvo

**Entrant Company:** Toronto Central Community Care Access Centre



## COMMUNICATION CREATIVE

Entrants demonstrate effective communication that:

- includes innovation, creativity, strategic alignment with an organization's business goals
- showcases creative talent and design

### PUBLICATION DESIGN

#### Award of Merit

[View entry](#)

**TITLE OF ENTRY:** CANFAR at 25: CANFAR 2012 – 2013 Annual Report

**ENTRANTS:** Tim Singleton, Alex Kruger, Laura Graham

**ENTRANT COMPANY:** Canadian Foundation for AIDS Research (CANFAR)

#### Award of Merit

**TITLE OF ENTRY:** 2012/2013 Annual Report Design

**ENTRANTS:** Chris Caswell, Gerald Allain, Bridget Newson, Julia Oosterman

**ENTRANT COMPANY:** Toronto Central Community Care Access Centre

### OTHER GRAPHIC DESIGN/3D

#### Award of Excellence

**TITLE OF ENTRY:** 10th Annual White Cashmere Collection

**ENTRANTS:** Strategic Objectives: Deborah Weinstein, Jennifer Buchalter, Tonisha Bath; Kruger Products: Nancy Marcus, Stephen Blythe

**ENTRANT COMPANY:** Strategic Objectives

### PHOTOGRAPHY

#### Award of Excellence

**TITLE OF ENTRY:** 10th Annual White Cashmere Collection

**ENTRANTS:** Strategic Objectives: Deborah Weinstein, Jennifer Buchalter, Tonisha Bath; Kruger Products: Nancy Marcus, Stephen Blythe; Photographer: Caitlin Cronenberg

**ENTRANT COMPANY:** Strategic Objectives

#### Award of Excellence

**TITLE OF ENTRY:** 1000 photos for the OACCAC website

**ENTRANTS:** Gerald Allain, Sarah Alberts, Julia Oosterman; CCAC Communication Leads: Sandi Campbell, Renee Trombley, Colin Carmichael, Mary Siegner, Laura Glynn, Cheryl Cheung, Gail Scala, Gary Buffett, Jennifer Schenkel, Jennifer Wintermans, Nancy Gale, Michael Robbins, AnnMarie Kungl-Baker; OACCAC: Andrea Concil

**ENTRANT COMPANY:** Toronto Central Community Care Access Centre

#### Award of Excellence

[View entry](#)

**TITLE OF ENTRY:** Toronto Hydro @ Work

**ENTRANTS:** Tanya Bruckmueller, Karen Evans, Jennifer Link

**ENTRANT COMPANY:** Toronto Hydro

#### Award of Merit

**TITLE OF ENTRY:** The Wall of "WHY"

**ENTRANTS:** Gerald Allain, Julia Oosterman

**ENTRANT COMPANY:** Toronto Central Community Care Access Centre

**2014 IABC/TORONTO OVATION AWARDS SUBMISSION: COMMUNITY RELATIONS  
RECYCLEYOURELECTRONICS.CA ETHNIC (COMMUNITY) OUTREACH**

**Entrant's Name:** Mandy Siu  
**Organization's Name:** Ontario Electronic Stewardship/RecycleYourElectronics.ca and  
Caneast Communications  
**Division/Category:** #1 Communications Management / #1 Community Relations  
**Title of Entry:** RecycleYourElectronics.ca Ethnic (Community) Outreach  
**Time Period of Project:** August 2012 – October 2013

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**Entry Summary:**

RecycleYourElectronics.ca, Ontario's e-waste diversion program operated by Ontario Electronic Stewardship (OES), partnered with ethnic marketing and communications agency, Caneast Communications, to assess, develop and launch a multicultural (Chinese) outreach pilot. The three-fold goal was to: 1. Determine cultural differences; 2. Launch diversion program in Chinese where geographically ideal; 3. Educate and encourage Chinese-Canadians to practice responsible recycling of out-of-use electronics. Starting from research and a plan with a set of expected outcomes, the pilot exceeded all goals and success metrics, while gaining excellent media coverage and public awareness; reaffirming a greater need for sustained dialogue in the GTA Chinese community.

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**WORK PLAN**

**1. Business Need / Opportunity**

Ontario Electronic Stewardship (OES) is a not-for-profit industry funded organization that began operations in April, 2009 with leading retail, information technology and consumer electronics companies (called "Stewards") who make and market electronic products in Ontario. With oversight by Waste Diversion Ontario, OES fulfills its obligations set out by Ontario's Waste Diversion Act 2002. Its mission is to lead end-of-life electronics (EOLE) collection in an environmentally responsible and cost effective manner for the benefit of all Ontarians. One objective is to educate Ontarians on the 3R's of EOLE: reduce, reuse and recycle. Most people know the program as RecycleYourElectronics.ca (RYE.ca). It has engaged the public across the province via promotion and education outreach efforts in Ontario's two languages – English and French. However, with immigration changing Ontario's demographics over the years, OES identified a potential cultural gap in communicating the program and the 3Rs of electronics with multicultural groups, specifically the Chinese community; one of the largest growing immigration populations in Ontario, and also a group that also has the largest language barriers in Canada.

As a result, OES reached out to Caneast to validate its view requesting cultural insights, market research and an opportunity report. Key findings indicated new Chinese immigrants (identified as those who have been in Canada 10 years or less) will see a 100% increase by 2031. Initial findings also included reports from China and Hong Kong, which stated half of Chinese consumers have little education on and take little towards recycling, let alone electronic waste (e-waste); such habits were very likely to be transferred into Canada.

Informal research by Caneast in August 2012 (Work Sample #1 for executive summary) on Chinese-Canadian attitudes toward e-waste suggested that 24% were more likely to give it to friends toss it as garbage (22%), and put it on curbsides (21%). In both their home country and in Canada, "recycling" was not the top three habits. In Ontario, based on 2012 OES-commissioned consumer research, virtually all Ontarians (99%) claim to recycle, 22% put on curbside, 29% donate electronics they no longer want, and only 8% toss in the garbage.

With these findings, OES recognized an opportunity to engage the Chinese community in their language, bring attention to the program, and educate them on recycling e-waste. As it was the organization's first foray into ethnic communications, it was determined a pilot would be the best way to execute; to assess the opportunity starting with the largest population with the greatest needs in the

Greater Toronto Area (GTA). This integrated campaign involved many teams with Caneast as lead; key roles included Mandy Siu (Caneast lead), Corban Hu (Caneast community engagement), Jennifer Chen (Caneast event coordinator), Sandra Pakosh (OES client lead), Ian MacDonald (OES event coordinator), Leslie Walsh (Fleishman Hillard spokesperson training), and Chris Tait (Resonator promotion event logistics and activations). Armed with the cultural insight and behaviour, the team moved forward to: a) raise awareness of OES and the role it plays in safe, responsible diversion of EOLE; b) establish a relationship with this community so they are aware of RYE.ca and resources available to them; c) further understand the cultural consumer's attitudes and preferences; and, d) set benchmarks and determine further strategies for future education and e-waste collection initiatives.

## **2. STAKEHOLDER ANALYSIS**

Primary stakeholders are Chinese immigrants, age 30-45, speak either Mandarin or Cantonese, with very limited English skills, and prefer to communicate in their mother tongue. They are culturally passive and reserved, but interested in learning about the Canadian lifestyle; therefore open to different concepts. They live in highly Chinese-populated GTA: Toronto, Scarborough, North York, Markham, and Richmond Hill, and have more disposable income of \$50,000+ (about 12% more than the average Canadian); more likely to invest in real estate and purchase new electronics such as HDTVs and gadgets, yet have little knowledge on e-waste recycling. The secondary group is age 65+, with the least knowledge on e-recycling because they do not practice it in home country, hence migrate habits into Canada. They have the least English proficiency and rely heavily on their children (age 30-45) or grandchildren for information and communications assistance. They gather information from multicultural media such as TV, newspapers, radio; community centres or malls where they frequent, and by word of mouth.

Secondary stakeholders are Chinese municipal and provincial politicians to endorse, promote and educate the e-waste recycling program within their wards/constituents; and targeted local Chinese media including TV, radio, prints.

## **3. GOALS/OBJECTIVES**

The business goals of the Chinese pilot campaign were to build community relations by raising awareness and educating the stakeholders. Three main goals included:

1. Gain understanding of Chinese-Canadians through conversations in their native language in order to identify market gaps, set benchmarks and formulate a decision on future collection events.
2. Position RYE.ca as a trusted source for ensuring responsible and safe e-waste diversion, and a beneficial program in immigrants' lives.
3. Raise awareness on RYE.ca in communities with high Chinese population (Markham, Richmond Hill, North York, Scarborough), addressing reasons why Chinese need to recycle in Ontario.

Quantifiable objectives include:

1. Consumer buy-in needed to be self-initiated versus a passive behaviour as what has been reported as in their home country. Success measure: Hold an education event in a mall and penetrate 5% of 30,000—the total target mall traffic over the course of the weekend, or 1,500 interactions.
2. Of the 1,500 people, achieve 80% of engagement and interaction of people coming to booth (engagement includes explaining RYE.ca program details, completing the survey and/or dropping

**2014 IABC/TORONTO OVATION AWARDS SUBMISSION: COMMUNITY RELATIONS  
RECYCLEYOURELECTRONICS.CA ETHNIC (COMMUNITY) OUTREACH**

- off a small piece of e-waste). Success measure: Hand out 1000 copies of the Chinese brochures post engagement, and give away 200 RYE.ca branded tote bags for completing a survey.
3. Secure earned media coverage with 50% of major Chinese media. Success measure: minimum 4 TV stations, 3 daily newspapers, 3 weekly newspapers. (Total 10 major outlets)
  4. Divert e-waste from garbage bins, landfills by encouraging Chinese-Ontarians to drop off portable e-waste at the event. Success measure: Collect 100kg of e-waste. (The average collection weight for an English/French event of similar scale and time frame would be 250kg).

**4. SOLUTION OVERVIEW:**

It was determined a 2-day education and collection event in a highly trafficked Chinese shopping mall over the weekend (October 19-20, 2013) prior to Waste Reduction Week (October 21-27, 2013) would be ideal timing; to coincide with other RYE.ca efforts and complement other messaging in Ontario. The solution included:

- Chinese press conference and communications package – Thursday, October 17<sup>th</sup>: Given that Chinese media have various publication dates, a press conference was held to ensure coverage in daily, weekly and biweekly newspapers and lifestyle guides that are published on Fridays. Caneast prepared media kits on RYE.ca/OES branded eco-friendly bamboo USB keys that included the press release, backgrounder, fact sheet, brochure and photos. (Work Plan #2)
- VIP access to the press conference: Develop culturally-accepted and easily-implementable communications for the media, politicians, and special guests such as VIP invitations signed by the OES Executive Director
- Influencer communications: Motivate provincial and municipal politicians to endorse and participate at the press conference, which would directly impact on media coverage and weight of the program
  - Invited politicians to bring their own e-waste and drop off into the collection bin for photo op
  - Developed talking points for councilors and briefed them prior to press conference and supported the Q&A session (Work Plan #3)
  - Drafted online posts and content for them to tweet on social media and upload onto their blogs or websites
- Chinese deliverables such as: RYE.ca consumer brochure, event banners and signs, name plates (Work Plan #4)
- Public service announcements, and promotion of the event (Work Plan #5)
- 2-day education/portable collection event held October 19 and 20 (Work Plan #6)
- 10x10 booth in a very high-trafficked mall at the border of Markham and Scarborough
- Formal surveys to understand attitudes and e-waste recycling behavior, with a tote bag giveaway for survey completion (Work Plan #7)
- Spokesperson (a former OMNI TV news reporter/program host) message training
- Volunteer booth personnel messaging training in English, Cantonese, Mandarin.
  - We outreached to three local Chinese youth groups and environmental organizations, as well as recruited via social media platforms such as Facebook and Twitter. Only 12 qualified, but only four with either Mandarin or Cantonese proficiency were selected.

**5. IMPLEMENTATION AND CHALLENGES:**

**ISSUES / CHALLENGES:**

Caneast's budget for the assignment was ~\$24,000. The scope included cultural insights, market research, strategic counsel, PR, media relations, survey development, press conference, VIP invitation

and communications, event planning and training Chinese volunteers to work the event. OES handled costs for printing deliverables and spokesperson training. Challenges include:

- Little knowledge of e-waste recycling as a concept amongst Chinese.
- Lack of RYE.ca profile or the program role in the Chinese community.
- Complexity of the Chinese language and working with two widely used dialects - Mandarin and Cantonese; the written forms are traditional and simplified. People who read one form, may not understand the other. Due to budget constraint, only Traditional Chinese was selected for all communications based on the politically-correct and current geo-lingual trend in GTA.
- Identifying qualified volunteers for the booth was a challenge mainly due to language proficiency.
- Press conference was extremely well-attended; overflowing a small ante room in a Chinese restaurant in the mall with media and VIPs. A City councilor brought along his Senior Manager of Waste Management, and last minute accommodations needed to be made for unexpected guest speakers who were supportive of the cause and event in the Chinese community
- Education / portable collection event was extremely well-received; expecting to need six portable recycling totes to hold the e-waste, we had to arrange in off-hours for more to accommodate an unexpected 17 totes.

## **6. MEASUREMENT / EVALUATION OF OUTCOMES**

The outcome far exceeded expectations. Over the 2-day event, RYE.ca earned positive media exposure/reports across all media channels. RYE.ca learned a lot of cultural insights from the Chinese community through survey data, and saw a need for sustaining education and collection efforts in this community. Key achievements include:

1. 100% support and attendance by all invited politicians who came and spoke at press conference (Soo Wong, MPP Agincourt-Scarborough; Godwin Chan, Richmond Hill councilor and Markham councilor Alex Chiu who also invited his Senior Manager of Water & Environmental Management, Claudia Marsales, and former OES Executive Director Jonathan Spencer). Work Plan #6
2. Secured earned media coverage in all major Chinese media — 6 TV outlets, 4 daily and 4 weekly publications, 1 radio outlet - including one immediate 5-minute live radio interview in the evening following the press conference, 13 online articles. A total of 29 media outlets vs. initial goal of 10; a 1.78 million reach was achieved. (Work Plan #5)
3. Attracted 1,200 people to the booth; only slightly lower than the 5% at 1,500 which was based on the mall's statement of weekend traffic. (Work Plan #6)
4. Over 90% of engagement, or interactions with people (vs. the projected 80%).
5. 100% surveys completion rate; with a total of 235 (booth staff had to print 100 more onsite to support unexpected level of interest). Key results showed:
  - a. 85% have out-of-use electronics sitting at home
  - b. Although 32% of people drop off e-waste, 25% of participants "throw away e-waste"
  - c. 19% of participants do not know the types of electronics that can be recycled
  - d. Majority of interest from seniors in Markham and Scarborough
6. 1000 brochures handed out
7. City of Markham requested an additional 1000 brochures post-event for their residents
8. >200 tote bags given away to people who either dropped off an item/filled in a survey
9. 695kg of e-waste collected (exceeding our target of 100kg); despite the fact the event was promoted as education and drop-off of portable items such as cell phones or laptops.

**Entrant Name:** Matt Roth

**Organization Name:** Randstad Canada and MSLGROUP in Canada

**Division / Category:** Communication Management

**Category:** 4a. Media Relations with budget up to 50K

**Title of Entry:** Randstad Canada – Women Shaping Business 2013 Media Relations Campaign

**Time Period of Project:** August 2013 – November 2013

## **ENTRY SUMMARY**

The challenges that women face in the workplace have been widely discussed, however, hot-button topics linked to the challenges and opportunities that women in managerial or executive positions are confronted with weren't being addressed. Randstad Canada and MSLGROUP tapped into these issues to position Randstad Canada as a thought leader in the space. MSLGROUP created a comprehensive media relations program to support Randstad's Women Shaping Business initiative through national media relations and a series of events hosted by Randstad Canada across the country.

### **1. BUSINESS NEED / OPPORTUNITY**

The issue of gender parity in the workplace is a priority for Canadian employers and workers, with many voices providing input on the challenges women face when striving to join the elite of the business world. However, many of these conversations focus solely on the challenges, and not the opportunities, and in many cases parrot one another – causing an echo-chamber effect that does little to further the discussion or bring about effective change. Understanding this, MSLGROUP and Randstad Canada developed a campaign that put strong emphasis on the opportunities that women in the Canadian workplace have in front of them, as well as identifying and exploring issues that other leaders in this space neglect to investigate. As Canada's leading expert on the workplace trends and issues facing Canadian organizations, Randstad Canada is in a position to help lead these discussions and uncover new truths about the challenges and opportunities facing today's female executives, and the Women Shaping Business media relations campaign played an important role in establishing these facts with the business community and media.

### **2. STAKEHOLDER ANALYSIS**

To help accurately gauge the issues that many Canadian women in senior positions have faced and overcome, or are currently experiencing, MSLGROUP and Randstad Canada developed a 16 question study with Ipsos-Reid Public Affairs. The study polled 500 women who identified themselves as holding a managerial or executive position on their views of the challenges they face in the Canadian workplace as they work their way into senior positions in Canadian organizations.

To develop the survey focus, MSLGROUP also undertook an extensive audit of recent media coverage and reports on gender parity in the workplace to identify areas that are often overlooked in this discussion. This research led to the development of a new line of questions that went beyond the standard "women earn less than men, etc" discussion and looked at unique – somewhat taboo – challenge areas, asking if women were holding other women back in their career progression, and probing the impact of image on career success for women and men.

Based on the audit results, MSLGROUP tailored both the strategy and the tactics. Outreach based on media with an established interest in these issues – the very outlets Canada’s business leaders and HR executives (potential Randstad Canada clients) look to for information.

The study results and insights gleaned from Canadian female managers and executives were at the core of all elements of the media relations campaign, as well several non-media program elements (including an informational brochure/whitepaper for sales reps and content for a four-city event tour featuring prominent female business leaders).

### **Target Audiences**

The Randstad Women Shaping Business media relations campaign focused on reaching Canadian business executives and HR decision makers through Tier A business media and key industry trade media. All elements of the media relations campaign were tailored to these audiences, leveraging the Canadian business media to reach key business and HR decision makers.

## **3. GOALS / OBJECTIVES**

**OBJECTIVE:** The 2013 Women Shaping Business media relations campaign focused on one main objective designed to drive the greatest engagement with business leaders and media – to be regarded as a thought leader for women in the Canadian workplace.

- To support this objective, MSLGROUP’s public relations objective was to drive in-depth media coverage across key geographies and in key channels that portrayed Randstad Canada as a leading source for information on the challenges and opportunities facing today’s female managers and executives.
  - The program had a coverage goal of securing more than 30 million media impressions nationwide highlighting the study and Randstad’s messaging.

## **4. SOLUTION OVERVIEW**

### **STRATEGY**

#### **Uncover and acknowledge the last taboos impacting workplace progress for women**

MSLGROUP’s strategy was to identify key challenges and opportunities that had been under-discussed in the Canadian media (as identified from the information and insights culled from the in-depth research study with Ipsos-Reid). This unique approach of furthering the conversation by stepping beyond the ongoing discussion, coupled with first-hand advice from Randstad Canada thought leaders, was core to all ongoing media relations efforts.

### **COMMUNICATIONS**

#### **2013 Women Shaping Business Media Relations Program**

- Leveraging the results of the Women Shaping Business study and Randstad Canada’s Chief People Office and women in the workplace specialist, Gina Ibgby, as spokesperson, MSLGROUP and Randstad Canada created a series of media materials designed to secure tier A business media interest that would drive coverage positioning Randstad Canada as a thought leader on the issues and opportunities facing women in the workplace. These materials included:
  - A pre-launch news release teasing the study and Randstad Canada’s expertise without divulging information or results
  - A launch news release highlighting two key themes from the study that went beyond the typical ‘women in the workplace’ discussion – the impact of appearance on progression, and opinions on whether women make for better leaders than men – as well as interesting research insights pertaining to salary, promotions, working arrangements, training and development, and expectations regarding future progress for women in managerial and executive roles
- Media outreach was conducted in two waves:
  - A pre-launch teaser news release distributed through CNW one week prior to launch

- A launch release highlighting study insights distributed via CNW and direct email distribution to key tier A targets and regional business media
- Between releases, pre-launch embargoed opportunities were arranged and completed with the Globe and Mail and CBC/Lang & O'Leary Exchange to ensure top tier A coverage appeared on the same day as the launch news release was distributed
- Proactive media outreach was conducted across the country with a focus on business media to drive in-depth coverage of the survey results and Randstad Canada's POV. Launch outreach efforts spanned a full week in October 2013, prior to a series of events hosted by Randstad Canada across Canada on the topic

## 5. IMPLEMENTATION AND CHALLENGES

The budget for the outlined program was \$36,500 which included all program elements such as survey costs, media relations, event support, program management and non-media facing activities.

In early August, Randstad Canada tasked MSLGROUP with developing a plan that would propel the organization into the spotlight as a thought leader on the topic of women in the workplace with a focus on the challenges and the opportunities that are available to women at the manager and executive level. To differentiate itself from the numerous organizations trying to own the conversation, Randstad Canada, with the help of MSLGROUP, posed the questions that organizations had shied away from.

With client approval, Randstad Canada commissioned Ipsos-Reid to conduct a national survey targeted to 500 female managers and executives to share their insight on how they feel in the workplace and the challenges they face in the business community today. Based on the study results MSLGROUP developed multiple story angles, using proprietary data that could lead the conversation in new and ownable territories.

Launching in mid-October, MSLGROUP developed a critical path to ensure materials were created in advance in order to be able to outreach to media with various story angles that were carefully timed to avoid oversaturating the conversation.

Comprehensive planning meant that challenges were minimal, but clear communication internally with client leads ensured challenges were dealt with proactively and efficiently. For example:

- **Differentiating Randstad Canada in the Conversation:** MSLGROUP developed the program and survey to highlight the areas of the conversation that were being overlooked because it entailed asking the tough questions. By asking these hot button questions, Randstad Canada moved the conversation and had a different and unique voice causing the organization to be a thought leader in the space with key Tier A media and stakeholders.

## 6. MEASUREMENT/ EVALUATION

**OBJECTIVE:** Drive in-depth media coverage in key channels that portrayed Randstad Canada as a regarded source for information on the challenges and opportunities facing today's female managers and executives.

- **RESULT:** With a news release highlighting the key findings of the study and Randstad's insights into the trends and opportunities Canada's aspiring female leaders can take advantage of, MSLGROUP conducted an in-depth, regionally-tailored media relations campaign securing more than **54.5 million media impressions** (per MR2P) through **110 pieces of coverage** across Canada
- Coverage appeared in key tier A business outlets including the Globe and Mail (two separate articles), CBC's Lang & O'Leary Exchange, CBC.ca, Huffington Post Business, Yahoo! Canada Finance, and Global News, positioning Randstad Canada as a thought leader on this important topic.



- As Leah Eichler, in her October 19 Globe and Mail column, wrote, *“Asking whether appearances are more important for women than men when it comes to career advancements takes guts, because no one really wants to confront this particular elephant in the room. However, one brave research company recently asked that very question.... the perception of a double standard between women and men was nothing short of astonishing – a whopping 90 per cent of the 501 female business leaders polled by Ipsos-Reid on behalf of Randstad Canada felt that overall image affects a women’s career progression, while just 37 per cent believe it has the same impact on men.”*
- The 54.5 million media impressions secured represented the **highest total for any single media outreach program in Randstad Canada’s history**

The 2013 Randstad Women Shaping Business media relations campaign was the single most successful media outreach campaign to date for Randstad Canada. By identifying areas of the conversation around women in the workplace that had been severely under-discussed (such as the impact/role of image for women and men in progression, and how the gender of a supervisor plays a role in career advancement) and conducting proprietary research gauging the thoughts of those directly in managerial and executive roles, MSLGROUP and Randstad Canada were able to create a unique storyline that furthered this important ongoing conversation and provide unique insights that both tier A media and the business community were able to leverage for their needs. The insights gleaned and content developed from the study and media relations campaign, as well as commentary from Randstad Canada, continues to be leveraged by media today in ongoing coverage of this important topic, with data and insights from Randstad Canada often referenced as key proof-points of the current environment for Canadian women in the workplace.

## 2014 IABC OVATION AWARDS WORK PLAN

**Entrants' Names:** Stephanie Engel  
**Organization's Name:** Nestlé Canada / APEX Public Relations Inc.  
**Division/Category:** Division 1: Category 4a (Media Relations with a budget up to \$50k)  
**Title:** Nestlé Scary bars  
**Time Period:** August – October 31, 2013  
**Entry Summary:** To cut through the clutter and promote Nestlé Scary bars to the target demographic (moms aged 25-55, with children aged 4-14); Nestlé/APEX conducted a highly successful media relations campaign for Nestlé Scary bars leading up to the scary season (August-October). By leveraging seven broadcast giveaways and three paid mom-blogger partnerships across Canada, APEX promoted Scary bars to Canadian moms who are enthusiasts and love the Halloween season. The final results of the campaign exceeded all of its objectives; surpassing the MRP reach objective by 47 per cent and helping Nestlé maintain its number one position in Halloween chocolate.

### 1) BUSINESS NEED/OPPORTUNITY

Nestlé treat size confectionary is a pillar on Canadian retail shelves at Halloween. In fall 2013, Nestlé launched a line of limited edition Halloween Scary bars - four beloved brands; KIT KAT, Smarties, Coffee Crisp and Aero all dressed up for Halloween (KIT KAT, Coffin Crisp, Scaries and ScAero). While Scary bars had been introduced in limited quantities in 2012, the portfolio was expanded in 2013 beyond single bars to include 8ct multi packs and 24ct individual treat size bags. The full campaign was tied together under the Crave Yard Point of Sale (POS) theme as it referenced the fun, unique title and packaging. Due to the fact that the Scary bar sale period is limited, and runs largely from August to October leading up to Halloween, it was important for both awareness and sales purposes, to ensure that product was top-of-mind for media developing Halloween stories. As one of the higher sales periods for chocolate sales, Nestlé wanted to reinforce its leadership position within the Halloween aficionado community during this time and also generate awareness and sales for Scary bars. Working with Nestlé, APEX developed and executed a creative campaign within the Scary season that would resonate with target audiences and ensure that the Nestlé Halloween portfolio maintained its number one position in Halloween chocolate.

### 2) STAKEHOLDER ANALYSIS

The primary target audience for this project, based on research by Nestlé, was moms between the ages of 25 and 55, with children aged 4-14. She is the caretaker of the family and the main household decision maker. She is an enthusiast that loves the Halloween season and wants her kids to enjoy themselves. She pays close attention to what she serves her family and kids, and makes multiple store visits purchasing costumes, decorations and treats leading up to the holiday.

In order to connect with these moms, APEX identified media channels (secondary targets) they are tapped into, including: lifestyle/parenting and food magazines (ex. Parents Canada, Fresh Juice and Les idées de ma maison), websites (MSN.ca and Le BabillART) and lifestyle broadcast programs (ex. The Marilyn Denis Show and Breakfast Television Montreal). Through research, the mom target audience in English Canada proved to be very similar to that in Quebec; as a result the same program was executed nationally.

### 3) GOALS/OBJECTIVES

**Goal:** In conjunction with other marketing initiatives, help Scary bars drive product sales and increase brand awareness with consumers from the end of August 2013 till the end of October 2013, as measured through the following objectives:

1. Generate an overall Media Relations Rating Points (MRP) score between 9-11 million impressions from Aug. 31 to Oct. 31, 2013, \$0.03 (industry standard) or less cost per contact, a quality score of at least 75 per cent (industry standard) and at least one key message in 60 per cent of coverage.
2. Given that Nestlé coverage in long-lead publications has traditionally proven difficult as product information for PR purposes typically isn't finalized well in advance, a goal of generating five pieces of traditional long-lead coverage (three English and two French) in lifestyle, parenting and food magazines from Aug. 31, to Oct. 31, 2013 was set.
3. Secure a minimum of six broadcast giveaways (four in the English market and two in the French market) on lifestyle TV programs in October with an on-air brand mention and product shot to drive further brand awareness with the defined target audiences.
4. In conjunction with other marketing initiatives, ensure the Nestlé Halloween portfolio maintains its number one position in Halloween chocolate.

## 4) SOLUTION OVERVIEW

### Research & Planning

Based on research provided by Nestlé, the Nestlé confectionary brands have strong appeal; consumers associate the brands with fun and variety. Further research indicated that Halloween is the holiday Canadians get most excited about. They love the holiday and take full advantage of all of the accompanying traditions. This research reinforced that this was the perfect opportunity to engage the identified enthusiast demographic with Scary bars.

APEX conducted an examination to evaluate the target audience to better understand the needs and concerns of moms. The audit included interviewing moms about their Halloween purchasing habits, their joys and challenges around the holiday and their most trusted sources of information. APEX also conducted a thorough audit to evaluate food, lifestyle and Halloween related coverage in Canada in the previous year. The audit included an extensive search of newspapers, broadcast clips, websites and magazines to identify the journalists who wrote food and lifestyle related stories in the previous year. The research suggested that APEX could likely capitalize on the media's personal interest in food and Halloween.

Finally, APEX undertook research to recommend third party ambassadors (mom bloggers) in three key Canadian markets (Toronto, Vancouver and Montreal) that would resonate with the target demographic to offer expert tips and provide the brand with the opportunity for coverage. Insights showed that the key demographic is influenced by other moms and they appreciate gaining information and advice from a similar source. Criteria for these ambassadors included being in the target age demographic (25-55), having children in the age range of 4-14, having a minimum of 30,000 in reach numbers, an active and engaged social media following of at least 10,000 and their overall influence within each market. Insights showed that the key demographic is influenced by other moms and they appreciate gaining information and advice from a similar source.

### Solution and Rationale

Given the business need combined with the research findings, APEX knew it was essential to provide a distinct and timely story to generate awareness for Scary bars. Furthermore, to maximize the budget, APEX devised a multi-phased strategy with a focus on media relations as an agent to connect with the target audience. This included leveraging Scary bars' brand assets – particularly its fun and unique title and packaging – as a means of cutting through the Halloween clutter. It also meant providing samples, media materials and imagery of the Scary bars to media to help generate coverage.

As research showed, broadcast is a strong platform for generating product awareness and visibility with our primary target audience and as such, APEX recommended strategic broadcast giveaways targeting Tier 1, national broadcast outlets with a Crave Yard kit giveaway, including Scary bars and Halloween decorations to be mentioned on air. Along with the Crave Yard kit, APEX also provided talking points and survey results for the hosts to share on-air.

To further cut through the clutter and to capitalize on the fact that Halloween is the holiday Canadians get most excited about, APEX recommended providing editors with seasonally appropriate scary and fun Canadian statistics to be authentically included in to the conversation and generate awareness with media who may not have talked solely about the product. Specific Canadian, provincial statistics allowed for targeted regional media pitching and created new news via relevant statistical data.

APEX recognized the opportunity to enlist third party endorsement from mom bloggers, a known conduit for the target audience of moms consuming their information. This target audience looks to trusted mom bloggers for credible information. With this in mind, APEX partnered with trusted, influential mom bloggers in three key Canadian markets (Vancouver, Montreal and Toronto), who the target audience would look to and trust to enhance their Halloween preparation. These mom bloggers would use their influence and share Scary bar messaging in an authentic way. APEX maximized the paid partnership by recommending a schedule of posts to ensure Scary bar tips, Scary theme posts were spread out throughout the month of October and shared through a variety of channels, including blog posts, Facebook, Twitter and Instagram.

### Program and Tactics

In order to meet the target objectives of driving product sales, increase brand awareness by ensuring that Nestlé's messaging reached its target audience and encourage media coverage, APEX's multi-phased strategy leveraged several distinct tactics.

Key Message Document – To ensure the desired information about Nestlé Scary bars was delivered during the program, the following key messages were developed to share with media:

- Nestlé is getting everyone into the scary Halloween spirit with their limited-edition "Crave Yard" Scary bars specifically designed for Halloween.

- The “Crave Yard” series includes four popular leading brands you and your kids already know and love just dressed up – and a bit ‘scarier’ – for the Halloween season:
  - Scaries (Smarties), ScAero (Aero), Coffin Crisp (Coffee Crisp) and Kit Kat (with a cat on the package)
- New this year, the Scary bars will be available not only as singles but in 8ct multi packs and 24ct individual treat size bags.

APEX made sure to reinforce the above key messages and provide these at all times when communicating with the target audiences about Nestlé Scary bars.

**1. Media Drops** – Playing on the Crave Yard theme, APEX commissioned the production of red mini cardboard coffin-shaped boxes that were fun, colorful and would be visually impactful to grab the attention of media with the Point of Sale (POS) language. APEX delivered the Crave Yard coffins to Tier 1 national English and French long-and-short-lead consumer, parenting, food and lifestyle media publications. Each coffin included full and treat-size Scary bars and media materials including the #NestleCraveYard hashtag.

**2. Broadcast Giveaways** – APEX organized and negotiated six on-air giveaway opportunities with leading Tier 1 national broadcast outlets. Each Crave Yard kit giveaway included full and treat-size Scary bars and Halloween decorations for one household and a few of their friends. The giveaway basket or an image of the basket was sent to producers ahead of taping for maximum exposure and visual impact. APEX provided talking points and survey results for the hosts to share on-air.

**3. Paid Mom Blogger Partnership** – APEX sourced and enlisted three mom bloggers in the Vancouver, Montreal and Toronto markets to act as program influencers. These moms were central to the campaign because of their vast social networks and their personal love of Halloween. APEX worked with the mom bloggers to create an online and social media posting schedule ensuring creative and interesting Scary bar content occurred during October. Scary theme posts, Halloween tips and a Scary bars giveaway drove strong engagement with the target audience.

**4. National Media Relations** – To reach media outside of the GTA, a national Halloween/Crave Yard media relations campaign was conducted. Press materials and information were shared with media targets and bloggers. Ongoing pitching and product placement continued over the sales period with products shared with those that wanted to part take in sampling.

**5. Omnibus Survey** – APEX commissioned Leger Marketing Group to facilitate a national Omnibus survey to source seasonally fun Canadian statistics. Four questions were asked including: What is your favourite childhood Halloween memory? What scares you the most? Rate in order the scariest movies. What is your favourite Halloween activity? The survey results were leveraged for media relations, broadcast partnerships, and as part of the blogger engagement and partnerships. Regional specific survey data was leveraged to resonate with local community publications.

## 5) IMPLEMENTATION AND CHALLENGES

### Budget

APEX was given a total budget of \$50,000 in fees and expenses. Of the total budget, \$28,000 was applied for expenses – a breakdown of \$23,000 for English Canada and \$5,000 for Quebec. The remainder of the budget, \$22,000, was applied for fees for both English Canada and Quebec. Expenses included: paid mom blogger partnership costs, Omnibus survey, media giveaway baskets, media drop hard costs (printing and packaging), media monitoring and couriers. Fees included: mom blogger partnership negotiation and execution, media material development, liaison with Leger Marketing for Omnibus survey, product drops and media relations.

### Challenges

**1. Sales Period** – Since the sales period only spans three months (August-October), the campaign tactics needed to be timely and relevant to media outlets. This posed a challenge to create a program that maintained momentum throughout the sales period, further encouraging repeat sales. By tiering the campaign to reach specific targets at set times, APEX made sure that there would be enough lead-time for long-lead publications by conducting a media audit to ensure specific editorial deadlines were met. Subsequently, short-lead publications and online media/bloggers were provided product weeks leading up to Halloween to ensure coverage throughout the month of October.

**2. Cluttered Marketplace** – The Halloween candy/chocolate market is competitive. How could Nestlé break through the clutter - especially with no real news and ensure that Scary bars was included in Halloween coverage instead of or alongside competitors? To create interest, APEX recommended conducting an Omnibus survey around Canadians’ Halloween traditions and scariest moments to tie in with the Scary theme and leveraging the results for media relations.

**3. Broadcast timing** – Due to the fact that Halloween broadcast segments tape very close to Halloween, there was a challenge to share information that would result in coverage staggered throughout the season leaving enough time for consumers to make purchases without quantities being depleted. To overcome this challenge, APEX strategically negotiated online contests on the broadcast outlet's online website leading up to Halloween to ensure quantities would allow for purchase and repeat purchases.

## 6) MEASUREMENT/EVALUATION

The final results of the media relations campaign exceeded all of its goals, surpassing the MRP score by 47 per cent as well as a significant result in the quantity of coverage with a total of 48 pieces, an increase of 18 pieces of coverage over 2012.

- 1. Objective:** Generate overall MRP score between 9-11 million impressions from Aug. 31 to Oct. 31, 2013, \$0.03 (industry standard) or less cost per contact, a quality score of at least 75 per cent (industry standard) and at least one key message in 60 per cent of coverage.  
**Results:** The media relations campaign achieved an overall reach of over 16 million impressions; achieved an MRP cost per contact of \$0.007; a quality score of 91 per cent and 94 per cent of the coverage included at least one key message throughout Aug. 31 to Oct. 31, 2013.
- 2. Objective:** Generate a total of 3-5 (English and French) pieces of traditional long-lead coverage in lifestyle, parenting and food magazines from Aug. 31 to Oct. 31, 2013.  
**Results:** A total of five (three English and two French) pieces of traditional long-lead media were secured from Aug. 31 to Oct. 2013: Parents Canada, Fresh Juice, City Parent, Les idées de ma maison and Magazine Délire.
- 3. Objective:** Secure a minimum of six broadcast giveaways (four English and two French) on lifestyle TV programs in October with an on-air brand mention and product shot to drive further brand awareness with the defined target audiences.  
**Results:** Five English-based on-air giveaways on lifestyle broadcast programs in October: Steven and Chris, CityLine, Global Morning, Marilyn Denis and Breakfast Television Vancouver and two French-based giveaways on Breakfast Television Montreal and Aubaines & Cie. In order to get product directly in the hands of consumers, APEX also negotiated three audience giveaways on Steven and Chris, CityLine and Marilyn Denis.
- 4. Objective:** In conjunction with other marketing initiatives, ensure Nestlé Halloween portfolio maintains its number one position in Halloween chocolate.  
**Results:** The Nestlé Halloween portfolio not only maintained its number one position in Halloween chocolate, but it increased market share by 1.2 points over last year to a 44.9 per cent market share in 2013 according to AC Nielsen data.

## 2014 IABC OVATION AWARDS WORK PLAN

**Entrants' Names:** Stephanie Engel, ABC  
**Organization's Name:** APEX Public Relations Inc. / Morin Relations Publiques/ Walmart Canada Corp.  
**Division/Category:** Division 1; Category 4a. Media Relations with a budget up to \$50K  
**Title:** Walmart Canada's first-ever Frugal Heroes Challenge  
**Time Period:** March – June, 2013  
**Entry Summary:** Calling all Frugal Heroes! To bring Walmart's brand promise to life, *Save Money Live Better*, APEX PR/Morin Relations Publiques conducted a highly successful nation-wide blogger relations campaign and issued the first-ever Frugal Heroes Challenge to involve mom bloggers and see how they could stretch their dollar by shopping Walmart's everyday low prices. The challenge was to create a unique and ownable program for execution in both the English Canada and French Quebec markets that excited and educated the blogger community about all of the possible ways they could solve everyday challenges easily and affordably by shopping at Walmart.

### 1. BUSINESS NEED/OPPORTUNITY

Walmart Canada is ranked as Canada's number one retailer for helping moms stay on budget. Serving more than one million customers every day, upholding trust from loyal shoppers is pertinent in remaining on top as one of Canada's largest retailers. With aggressive US competitors rapidly entering the fold and e-commerce growing in popularity, it's important for Walmart Canada to engage and educate their customers on the brand's key differentiators. Positive traditional media coverage results continue to grow year after year for the brand, but Walmart saw potential to expand their reach and build their relationship with bloggers by exploring new and creative ways to engage with the blogger community. While blogs typically don't have the reach numbers that traditional media outlets do, tapping into bloggers who are also moms themselves, or 'mom bloggers,' would provide trusted third party endorsement for the brand. Bloggers are entrusted by their readers so their content greatly influences individual purchasing decisions and sentiments toward a brand. Walmart also knew this audience specifically impacted their core audience: moms.

Walmart's brand promise, *Save Money Live Better*, is the driving force behind all communications campaigns, which aim to highlight the brand's price leadership. APEX PR and Morin Relations Publiques enforce this commitment by conducting ongoing traditional media relations, but to truly bring this brand promise to life, Walmart wanted to work together to design a national PR program to support this messaging with a blogger-specific strategy. The challenge was to create a unique and ownable program for execution in both the English Canada and French Quebec markets. It needed to excite and educate the blogger community about all of the possible ways they could solve everyday challenges easily and affordably by shopping at Walmart.

### 2. STAKEHOLDER ANALYSIS

The target audience for this initiative, and Walmart's core business target, is moms. The targeted female group is roughly between the ages of 30 and 50 with an average level of education. They have an average household income of \$75,000, and are living with their families in larger households mainly in suburban and rural areas in close proximity to a Walmart store. As the key decision makers in their homes, or 'Chief Home Officer,' they are the primary shopper and work hard to manage their family's budget; therefore they rely on brands that provide quality at a low price. Meeting the family's physical and emotional needs within budget is extremely important to this target, and knowing they are able to do so makes them feel smart and accomplished. The target audience are also frequent online users, and use the Internet and social media for personal and professional purposes. Research showed this mom target audience in English Canada proved to be very similar in the Quebec French-speaking market; and as a result the same program was executed nationally.

The program directly targeted Walmart's core audience by focusing on the mom blogger community who highly influence moms. These bloggers typically write content that is family-focused and often personalized, and they garner commentary and discussion on their blog posts through reader engagement. From research it was known that moms engage with many different family-focused blogs covering varying topics of interest, and in turn, these blogs would have different loyal readerships. Therefore, targeting a range of bloggers with varying lifestyle content would generate awareness across all of Walmart's in-store departments (i.e. food, home, general merchandise, health & wellness, apparel). With this in mind, a handful of key fashion and beauty bloggers were also targeted to reach the more trend conscious consumers who also make frugal choices to save money. Ultimately, it was important to share messaging surrounding the range of products available in store with an emphasis on low pricing.

### 3. GOALS/OBJECTIVES

The goal for the program was to generate awareness with moms across Canada of the Walmart brand and its price leadership by:

1. Achieving third party endorsement for Walmart's everyday low prices by securing 100 bloggers (70 English/ 30 French) to shop in store on May 2, 2013 nation-wide and share their experience with their online community.
2. Attaining a minimum of 150,000 in blog reach (assumes 40 of the 100 bloggers of average reach, will post a blog review), and a cost per contact rating of \$0.03 or less using Media Relations Rating Points (MRP) from April to June, 2013.
3. Generating social media awareness and engagement with the @WalmartCanada/@WalmartCanadaFr Twitter handles and #WalmartFrugalHeroes/#DefiWalmart hashtags by securing a minimum of 75, 000 social media impressions (assumes each blogger posts 1-2 tweets) from April to June, 2013.

### 4. SOLUTION OVERVIEW

#### Research & Planning

APEX researched Walmart's key mom target audience to better understand their online habits, what influences their purchasing decisions and how they gain information. Key insights showed moms are online daily (90 per cent)<sup>1</sup> and they are savvy in seeking out resources to provide valid brand/product information and recommendations. They are heavily influenced by other like-minded moms in their personal and online communities. They seek out the opinions of other moms online, and build relationships and keep up rapport with moms across the county. Social media engagement is a regular part of their online activity through owned channels and interaction with other users of similar interests. The demographic are also readers of daily print and lifestyle media, and mom-focused websites.

To better understand mom's targeted online communities, extensive online blogger research was conducted, honing in on those who were price-conscious and well-followed. An audit was also conducted with moms of varying professions and media who are moms. These existing relationships were explored to gain further insight and learn who these individuals follow. A highly targeted list with a broad range of types of bloggers was created to allow Walmart to reach moms of different interests and spread the word into multiple networks moms frequented. The well-researched list, although national in scale, was aimed to reach across six key regional markets throughout Canada where Walmart has stores (i.e.: Southern Ontario, Quebec, Calgary, Vancouver, Saskatchewan, and Nova Scotia). To maximize budget and ensure high impact, the goal was set to target 100 bloggers, split regionally based on Walmart's division of Canadian store locations - 70 per cent in English Canada and 30 per cent in French Quebec. The list was finalized by analyzing reach and influence. It was known in the outset reach could not solely determine blogger targets, however criteria was set to a minimum of 2000 followers and an online authority ranking of 6-8 (index ranked from 1-10; 6-8 level means blogger has high number of followers, shares, reach, engagement). It was important to ensure the bloggers were influential and would provide equivalent ROI.

#### Solution and Rationale

APEX proposed a blogger relations campaign that positioned Walmart as a leader in the price category. By providing an in-store experience and issuing a challenge, the program would allow mom bloggers to see first-hand how they could stretch their dollar by shopping Walmart's everyday low prices. This unique experience was branded as the first-ever Frugal Heroes Challenge (Défi Écono Walmart in Quebec), and would ultimately bring Walmart's brand promise to life. To create fun and excitement around budgeting and saving, Canadian shoppers coast-to-coast would shop at Walmart on the same day to find cost-effective solutions to every day budget challenges. The targeted blogger program aimed to secure 100 participants nation-wide to complete a personal savings challenge with a \$100 budget. Challenge suggestions were provided to choose from, or a personal goal for a savings solution could be created by the blogger participant. Some of the challenges choices included:

- Feed a family of four for four days on \$100
- Dress two children for summer on \$100
- Get a head-to-toe summer outfit for mom or dad for \$100
- Host a child's birthday party with 5 guests for \$100
- Decorate an outdoor living space for \$100

The Frugal Heroes Challenge would differentiate Walmart based on its brand promise of the lowest prices, one-stop shopping and accessibility, while showcasing unique and key seasonal offerings.

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<sup>1</sup> Source: Mom Central Canada

## Program and Tactics

After completing extensive research and creating a PR strategy, APEX and Morin proceeded to roll out the program through the following campaign elements that worked together cohesively: 1) national media relations to secure participants 2) targeted in-store events 3) social media integration. These tactics would allow for widespread engagement with the key demographic, encouraging blogger and media coverage in multiple influential channels enforcing Walmart's key messaging surrounding price leadership.

- 1) **National Media Relations** – In advance of the May 2, 2013 launch date and with the extensive blogger research and target list in place, national media relations outreach was conducted to secure blogger participants. APEX developed targeted pitches and collateral material, including a custom e-vite for outreach. The materials were translated into French for outreach in the Quebec market. Once participants were secured, \$100 gift cards and communication collateral was distributed in a national mail out. Extensive media relations efforts were conducted to ensure the challenge requirements were understood prior to bloggers accepting the challenge and key messaging was known and communicated accurately. A national press release was developed and distributed over the CNW newswire to announce the first-ever endeavor by the brand to further build excitement and drive awareness.
- 2) **Targeted In-Store Events** – Two exclusive in-store shopping events were hosted in Toronto and Quebec for local bloggers to share their experience as a collective and provide an exclusive shopping experience. This allowed more control in these key target markets as messaging was communicated face to face, and social media sharing was encouraged verbally and through signage in-store using the #WalmartFrugalHeroes and #DefiWalmart hashtags. During these shopping events bloggers received a guided tour of the host store where seasonal products and pricing were called out. Bloggers were then able to navigate the store on their own and complete their shopping challenge. To conclude, final tallies were revealed at the cash register to see if they were able to stay on budget and win their challenge.
- 3) **Social Media Integration** – The campaign leveraged multiple social media channels to insert Walmart into the online conversation with bloggers and consumers in a new way. The designated #WalmartFrugalHeroes and #DefiWalmart hashtags were created to track conversation and encourage bloggers to share their experience on social media. Canadians were also encouraged to join the challenge and share their own budgeting tips, and to follow the action on Walmart's Facebook page and Twitter handles, which would further expand social media reach for the campaign.

## 5. IMPLEMENTATION AND CHALLENGES

### Budget

The total budget for the Walmart Frugal Heroes campaign was \$27,000 of which \$22,500 was allocated for fees (\$14,500 in English Canada and \$8,000 in French Quebec) and \$4,500 for expenses (\$2,500 in English Canada and \$2,000 in French Quebec). Fees included: research, campaign and collateral material development, media relations, and managing logistical elements including two in-store events and gift card mail out. Expenses included: in-store event hard costs, gift card mail out hard costs, as well as monitoring costs (media and social media). Walmart Canada incurred the costs of the gift cards and press release distribution.

### Challenges

The main challenges were lack of control in the messaging/results and ensuring a positive experience. Positioning was crucial so that it was clear bloggers saw the invitation as a challenge and not an opportunity for personal gain. The ask was that they share their experience; however there was no guarantee that all participants would write a blog post or share on social media, or that if they did it would be favourable. There was also risk in offering an experience the bloggers self-facilitated where ultimately the fate of their experience was in their own hands based on how they executed. There are always risk factors in retail; anything from a product being out of stock to issue with the payment method could persuade a negative opinion.

## 6. MEASUREMENT/EVALUATION

The final results of the media campaign not only well exceeded the objectives in both quantity of coverage and reach – 100% of which was positive and included Walmart key messaging – Walmart Frugal Heroes brought to life a communications platform that the brand can build on for years to come. Since completion, new editions have been introduced and executed seasonally by the brand, further enforcing the longevity of the challenge platform.



- **Objective:** Achieve third party endorsement for Walmart's everyday low prices by securing 100 bloggers (70 English/ 30 French) to shop in store on May 2, 2013 nation-wide and share their experience with their online community.
  - **Results:** 100 participants were secured for the Walmart Frugal Heroes challenge in total (70 English/ 30 French), and participated in the various campaign elements as outlined:
    - English: 11 Toronto event participants, 60 participants nationally.
    - French Quebec: 21 Quebec City event participants, 8 participants nationally.
  
- **Objective:** Attain a minimum of 150,000 in blog reach (assumes 40 of the 100 bloggers, of average reach, will post a blog review), and a cost per contact rating of \$0.03 or less using Media Relations Rating Points (MRP) from April to June, 2013.
  - **Results:** Overall, the blog coverage generated 1,081,919 in reach through 60 blog posts. An MRP cost per contact rating of \$0.01 was achieved. Key blog results include Mommykatandkids.com, Mommymoment.ca, Extremecouponingmom.ca, and Commoncentsmom.ca. In addition to these metrics, 32 stories and 6,877,655 in reach was secured from the press release and in traditional media (print and online). Key traditional coverage results include a feature in 24 Hours, which was picked up nationally across the county, Le Soleil and Lapresse.ca.
  
- **Objective:** Generate social media awareness and engagement with the @WalmartCanada/@WalmartCanadaFr Twitter handles and #WalmartFrugalHeroes/#DefiWalmart hashtags by securing a minimum of 75, 000 social media impressions (assumes each blogger posts 1-2 tweets) from April to June, 2013.
  - **Results:** Overall, 1,313 tweets and 5,400,000 social media impressions were achieved through Twitter over the duration of the program using #WalmartFrugalHeroes/#DefiWalmart and/or @WalmartCanada/@WalmartCanadaFr Twitter handles from April to June, 2013.

**ENTRANT'S NAME:** Jeffrey Spivock

**ORGANIZATION NAME:** Indigo Books & Music Inc. and MSLGROUP in Canada

**DIVISION/CATEGORY:** Category 4b: Media Relations – Media Relations with a budget greater than \$50K up to \$100K

**TITLE OF ENTRY:** Breaking a Billion: Indigo Holiday 2013

**TIME PERIOD OF PROJECT:** August – December 2013

**ENTRY SUMMARY (MAX 100 WORDS):**

To remain top of mind during an increasingly competitive holiday season, Indigo Books & Music Inc. and MSLGROUP developed a strategic national public relations program to reinforce Indigo as Canada's premier book and eReading retailer and position Indigo as a "one stop holiday shop" providing meaningful gifts that inspire. The program surpassed its goal, generating over one billion media impressions, with a 40% increase in Quebec and a 16% increase in national impressions. This helped to contribute to Indigo's 3% revenue increase in the 3<sup>rd</sup> quarter (October – December) and a 19.3% increase in online sales.

**WORK PLAN**

**BUSINESS NEED/OPPORTUNITY**

The holidays are Canada's busiest retail season with retailers from across the country vying for the spotlight in the top print, broadcast and online media outlets to help attract customers and spur Holiday sales. Indigo has traditionally used media relations to generate the awareness needed to increase revenue during the holiday season; in 2012, the media outreach effort reached just over 1 billion media impressions indicating a successful year. Since the holiday season is a critical time for Indigo, it was important to position Indigo as the "one stop holiday shop" – a "go to" retailer for unique and thoughtful gifts that inspire. Indigo could not rely on awareness generated in previous years as the retail landscape is increasingly saturated with competition. Therefore, in July 2013 Indigo engaged MSLGROUP once again to support its Holiday marketing plans. MSLGROUP was tasked with exceeding the 2012 earned media impressions to drive traffic and increase sales.

MSLGROUP targeted long-lead and short-lead media with pitches about the perfect holiday gifts for their stories and gift guides. In doing so, MSLGROUP positioned Indigo as an advantageous Holiday shopping destination both in-store and online. MSLGROUP: 1) Leveraged Indigo's "one stop holiday shop" theme to help media find gift-giving solutions for a wide range of people at one destination, 2) Highlighted Indigo's exclusive private label products in the realm of paper, home décor, fashion and kids, and 3) Targeted Tier A print, online and broadcast publications to maximize time and budget constraints and garner high quality coverage.

The media relations program was closely aligned with Indigo's multi-channel marketing efforts, and put an emphasis on online shopping and reaching Quebec media which was considered to be an underrepresented market for Indigo.

**STAKEHOLDER ANALYSIS**

Indigo's target consumer was the premier gift purchaser in most Canadian households - women aged 25-44, primarily moms. The secondary audience was time crunched, design and style savvy men and women. Both audiences would be open to Indigo's message of unique gifts and one-stop convenience, but during the busy holiday season, many retailers were targeting the same consumer with similar messaging – making it critical for Indigo to stand out. The aim was to reach these consumer audiences via targeted influencer media, primarily gift guides online, national daily newspapers, magazines and broadcast outlets. Lifestyle, Fashion, Design and Mom bloggers were identified as a secondary media target.

Given Indigo's national footprint and the importance of online retailing for the company, success would be measured on MSLGROUP's ability to reach national print and online publications, as well as broadcast outlets, with targeted features in key markets across the country, including Toronto, Vancouver, Calgary, Edmonton, Winnipeg, Montreal, Ottawa and Halifax.

## **GOALS/OBJECTIVES**

### **Goals**

- 1. Increase Indigo's overall traffic**, overall but primarily online, to increase overall revenue.
- 2. Expand Brand Perception**: Increase positive perception of the brand as a "one stop holiday shop" and increase consideration for private-label and exclusive collections in home décor, entertaining, paper and toys.

### **Objectives**

- i. Impressions**: Equal Indigo's 2012 results by securing a minimum of 1,524 product placements and 1.02 billion media impressions through multiple placements in national online and print and broadcast outlets. We had to achieve this lofty goal on a budget reduced by 10% from the previous year.
- ii. Quebec Market**: Gain momentum in the Quebec market and increase placement opportunities in French publications by a minimum of 20%
- iii. Key Categories**: Highlight key product categories, in particular private label products that were a focus for Indigo – and ensure a strong sell-through
- iv. Tier-A Publications**: Secure comprehensive product placement and media exposure opportunities with Tier A publications. The teams identified 30 Top-tier publications and agreed with the client that the goal would be to achieve coverage in 25 (almost 85% of our targets).
- v. Maximize Television Opportunities**: Based on previous year, the amount of time and resources needed for TV were considered very high and not necessarily efficient. The objective is to reach 75% of the broadcast impressions by being selective and only servicing the highest impact programs.

## **SOLUTION OVERVIEW**

MSLGROUP developed a multi-tiered media relations program to generate pre-season awareness of Indigo as a source for upcoming Holiday shopping stories and gift guides, and to sustain awareness throughout the Holiday gift guide preparation season.

### **Combined Holiday Preview**

Due to budget constraints and strategic evaluation, Indigo decided to combine its long-lead and short-lead Holiday preview, which had been held separately in previous years. On August 8, 2013, two spaces at Indigo's headquarters in Toronto were transformed; one, into a winter wonderland and the second, into a child's dream play room. Vignettes throughout both rooms created a stunning visual representation of Indigo's unique product selections in the key areas of Kids and Toys, Tech Gifts, Home Décor, Paper, Entertaining, Gourmet, Fashion, and Featured Books. The "One stop holiday shop" themed product preview events helped long-lead and short-lead media anticipate trends, receive advanced notice of hot, new products and fuel inspiration for Holiday stories and gift guides. Indigo was positioned as the source for a seamless Holiday shopping experience with unique, thoughtful gifts for all.

The event staged in the Toronto headquarters was recreated in Vancouver on August 13, 2013 and in Montreal on August 15, 2013. Media were invited to all three events, and we were able to secure a total of 90 media attending the preview in Toronto, 42 media attending in Montreal and 64 media attending the preview in Vancouver.

### **Extensive Look Book and Easy Access to Images**

During previous holiday seasons Indigo provided media with a press kit containing highlighted products for the upcoming season. This year, in order to minimize post-event follow-up and time spent sending media attendees high-res images, we provided attending media with an extensive look book containing all of the new Holiday product offerings as well as a USB key including all high resolution images. This enabled media to walk away with everything they needed in their hands for future stories. MSLGROUP also pitched out a digital version of the look book to non-attending media following the events and were available to provide media with high-res images and samples for additional requests.

### **Sustained Communication**

To ensure that Indigo was top of mind with all media throughout the Holiday season, MSLGROUP developed customized pitches, leveraged news releases, and coordinated in-store tours to generate interest and provide media with new and exciting products, story angles, and to maximize touch points.

Targeted pitches focused on the following themes: gifts for her, gifts for him, gifts for kids of different age groups, outdoor items, stocking stuffers, peacock themed items, hostess gifts, tech gifts, gifts for different price points, entertaining gifts, stationery, gifts for cooks and books of all themes. A series of news releases including Top Toys, Best Books, American Girl and Black Friday/Cyber Monday were also distributed to generate interest and create another touch point of communication.

MSLGROUP coordinated one-on-one in-store walk-throughs with Tier A short-lead media during the holiday season to showcase the incredible in-store displays and provide media with inspiration for their stories.

### **Smart Broadcast Opportunities**

A reduced budget meant MSLGROUP had to strategize about which broadcast media to target as broadcast opportunities require a significant amount of time. Therefore MSLGROUP approached broadcast with a laser-sharp focus targeting Tier A national broadcast outlets with the largest reach and relevance for Indigo's target consumer groups, for example *Marilyn Denis*, *Breakfast Television*, *CityLine* and *Global Television*.

## **IMPLEMENTATION AND CHALLENGES**

**Implementation:** MSLGROUP executed the program on time and on budget. A system to deliver on image and sample requests and weekly client calls with detailed status reports ensured all team members were aligned. Long-lead outreach was executed from August to October and short-lead outreach was executed from October to December 2013.

**Budget:** The program budget was \$89,870. This was a decrease of 10% from the 2012 Holiday budget, but we were tasked with surpassing the results achieved in 2012 with the higher budget. To work within leaner budget, MSLGROUP conducted weekly budget reviews to guarantee that fees and expenses were tracked in near-real time. This ensured that the program was tracking well to pre-defined budget parameters.

### **Challenges:**

- 1) In previous years, Indigo held separate Holiday preview events for long-lead and short-lead media. This year, Indigo held a combined preview for all media. To avoid fading into the background as other retailers held their short-lead holiday previews in October/November, MSLGROUP maintained continuous communication with short-lead media throughout the holiday season and offered key short-lead media in-store walk-throughs showcasing the incredible in-store displays
- 2) As Indigo continues to expand its product offerings far beyond books into the realm of lifestyle tech, toys, gourmet foods and more, it faces increased competition from other brands. Because a product may be available at multiple retailers, media outlets often do not credit the retailer or have many to choose from to credit. In order to stand out among the other retailers, MSLGROUP pushed Indigo's exclusive products to ensure shoppers would be directed to Indigo.
- 3) Consumers are often encouraged to shop locally for unique gifts during the holiday season and some media are adamant about only including local retailers in their guides. By focusing on message points such as Indigo being a Canadian retailer who delivers the services of a local retailer, MSLGROUP was able to reach smaller publications in different markets across Canada.

## **MEASUREMENT/EVALUATION**

MSLGROUP measured results as they related to the established program objectives and laddered back into overall business and communications goals.

**Goal #1: Increase Indigo's overall traffic**, overall but primarily online, to increase overall revenue.

**Goal #1 Overall Business Results:** Indigo saw a 3% increase in revenue and a massive 19.3% increase in online sales in the 3rd quarter (October – December) in comparison to the same quarter last year.

Indigo's total Holiday traffic was up 5.5% - with enormous gains in online shopping traffic which was up 13%.

**Goal #2: Expand Brand Perception** - Increase positive perception of the brand as a "one stop holiday shop" and increase consideration for private-label and exclusive collections in home décor, entertaining, paper and toys.

**Goal #2 Overall Business Results:** Since the launch of the program Indigo has undertaken two waves of brand tracking research which showed a 3% increase in brand perception. They expect a similar trend to emerge in the third wave (expected March 2014).

**Objective i) - Impressions:** Equal Indigo's 2012 results by securing a minimum of 1,524 product placements and 1.02 billion media impressions through multiple placements in national online and print and broadcast outlets.

**Results:** MSLGROUP secured media features and placements for Indigo across all media including: national lifestyle magazines, national and regional newspapers, national lifestyle television programming, blogger and online sites. Articles and features appeared throughout the key Holiday shopping period of November and December 2013 successfully generating **1,252,386,606** impressions through **1,735** placements – exceeding the campaign impression goals by 16%, and the placement goals by 14%.

**Objective ii) - Quebec Market:** Gain momentum in the Quebec market and increase placement opportunities in French publications by a minimum of 20%.

**Results:** MSLGROUP secured coverage in the high priority region of Quebec. Highlights include features in **24 Heures, 7 Jours, Clin d'oeil, Le Journal de Quebec, Décormag, Coup de Pouce, Châtelaine,** and **Les idées de ma Maison.** MSLGROUP secured **72,354,747** impressions in Quebec, surpassing the 2012 Quebec impressions of 52 million by **40%**.

**Objective iii) - Key Categories:** Highlight key product categories, in particular private label products, that were a focus for Indigo – and ensure a strong sell-through

**Results:** To stand out among competitive retailers MSLGROUP pushed exclusive Indigo products to highlight unique offerings. Ornament stories including monogram themed products had an average sell through of **79%**. Expression mug stories had a sell through of **89%**, glassware stories had a sell through of **65%** and cold weather fashion accessories including reading cozies had a sell through of **78.5%**. Each of the highlighted products were 10 – 15% above the average sell through. Among Indigo's loyal customers, there were huge lifts in sales on kids products (+21%) and paper products (+19%).

**Objective iv) Tier-A Publications:** Secure comprehensive product placement and media exposure opportunities with Tier A publications. The teams identified 30 Top-tier magazine and agreed with the client that the goal would be to achieve coverage in 25.

**Results:** Indigo was featured in **28 out of 30** identified Tier A national print, online and broadcast publications. Highlights include **Canadian Living, Chatelaine, FASHION, Flare, Canadian Family, Today's Parent, Breakfast Television, Marilyn Denis Show, CityLine, Huffingtonpost.com, Canada.com, House and Home, The Globe and Mail, The Toronto Star** and **Style at Home.** Indigo appeared in high profile guides such as "ET Canada's hosts picks", Sun Media's "The ultimate gift guide for book lovers", and Post Media's national online guides which included multiple Indigo product mentions and were the most featured retailer.

**Objective v) -** Based on previous year, the amount of time and resources needed for TV were considered very high and not necessarily efficient. The objective was to reach 75% of the broadcast impressions by being selective and only servicing the highest impact programs.

**Results:** Coordinating broadcast coverage requires more time and budget than print/online placements. As a result, MSLGROUP maximized television opportunities by strategically focusing on national top tier outlets and high quality coverage. Although the total number of broadcast placements was less than in 2012 (212) compared to 2013 (95), impressions generated were almost equal - **93% of what we achieved in 2012 and far surpassing the objective set at the beginning of the program.; 65,845,000 in 2012 vs. 61,015,100 in 2013**

## 2014 IABC Ovation Award Submission

# LOFT

**Entrant's Name:** Kayla Kaminski

**Organization Name:** Edelman Canada, LOFT

**Division/Category:** Media Relations (4b)

**Title of Entry:** LOFT Love Your Pants

**Time Period:** July 2013 – October 2013

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**Entry Summary** – In Fall 2013, LOFT set out to respond to a wardrobe challenge that's been stumping women across North America for years; the 'pant fit problem'. After listening to over 10,000 women, LOFT completely revolutionized their pant collection – relying on small changes to make a big difference, guaranteeing that 9 out of 10 women would find a pair that fits.

LOFT engaged Edelman to execute a media relations strategy to generate awareness and national media coverage around the innovation. Edelman successfully communicated the redesign as innovative and unique, secured coverage nationally and established LOFT as a thought-leading and retailer.

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### **Business Need/Opportunity**

LOFT has built its reputation on responding to the evolving needs of women; establishing itself as a retail brand committed to connecting with women on a genuine level and dedicated to making women's style aspirations attainable. In Fall 2013, LOFT set out on a mission to respond to a common wardrobe challenge that's been stumping women across North America for years – the 'pant fit problem'.

LOFT worked with a third-party research company to determine 1) why women battle with how pants fit, 2) why they struggle with pant shopping and 3) what women are really looking for. After speaking to over 10,000 women, and comparing over 400 pairs of pants from both LOFT and its competitors, it was evident that while more women were wearing pants, they weren't finding it easy to find a pair that fits. In fact, nearly half (47 per cent) said shopping for pants was frustrating and was found to be just as frustrating as shopping for a bikini! The study also uncovered four major problem areas women identified with their current pants: rear, thigh, leg and tummy.

With this research in hand, LOFT set out to ensure their pants would make a woman look and feel good each time she wore them. By making small adjustments to the three existing fits including changes in rise, fabric, pocket placement and more, LOFT was able to confidently guarantee that nine out of 10 women would find a pair that fits.

LOFT turned to Edelman to help execute and build on the national plan roll-out in Canada, identifying media relations as an opportunity to: 1) further amplify awareness of the pant collection redesign and LOFT as an industry thought-leader; 2) generate national media coverage; 3) drive consumer participation in stylist-hosted pant clinics; 4) encourage trial of LOFT pants and in turn have consumers "love their pants" again.

### **Stakeholder Analysis**

LOFT internally worked with third-party research company, Fortini-Campbell to conduct survey and pant sessions with women. All results were packaged and delivered to Edelman in a marketable form, with which Edelman executed a Canadian extension of the "Love Your Pants" launch.

Edelman conducted a media audit and conferred with key fashion influencers in advance of media outreach to help develop strategy. Research indicated that during the program time frame, target media outlets would be primarily focused on fall fashion stories, so Love Your Pants was a timely and welcome fit. Through soft-sounding contacts at top fashion

outlets across Canada, Edelman determined that the LOFT pant redesign was newsworthy, and despite being a branded initiative, media would be willing to overlook this as the story was dynamic, compelling and relative to the audience.

### **Goals/Objectives**

LOFT identified objectives for Edelman Canada to achieve:

1. Host 10+ media attendees at Fall 2013 press preview
2. Develop a compelling media relations program to generate awareness and secure at least 500,000 – 1 million branded media impressions.
3. Raise awareness around stylist-lead pant clinics and drive consumer traffic in-store

### **Solution Overview**

Knowing that media were open to LOFT Love Your Pants, Edelman was able to identify the following communications strategy which would leverage the timeliness of the story:

- Create unique experiences for media, influencers and consumers to elevate LOFT's ongoing fashion authority and position the brand as the go-to store for pants.
- Tell the universally relatable story around the stressful relationship that Canadian women have with pants.
- Leverage LOFT expert(s) and locally respected third party stylist to educate on common pant pain points and demonstrate LOFT's design leadership.
- Continually build on the credibility and recognition of LOFT as a brand that responds to the evolving needs and desires of women everywhere.

### **Implementation and Challenges**

The overarching strategy used to raise awareness around the pant redesign in Canada was to build on the credibility and recognition of LOFT as thought-leading and innovative. Edelman worked with LOFT to identify key tactics to optimize awareness and media coverage around the Love Your Pants program. By conducting media relations in advance of and during the fall season, Edelman built momentum behind the pant refinements and presented media with a fresh and timely story for Fall.

In July 2013, Edelman planned and hosted LOFT's seasonal Fall Collection press preview, inviting key short and long lead editors from top-tier national media outlets. Leveraging a LOFT stylist and spokesperson, the pant refinements were unveiled to media in advance of the launch date (under embargo). The preview included a presentation with an in-depth look at the pant problem and research findings along with an unveiling of the newly refined LOFT pant line, followed by one-on-one walkthroughs of the entire Fall collection. Media left the press preview with press materials including the "Love Your Pants" book developed by LOFT, detailing the consumer study, LOFT's findings and how they were reflected in the pant redesign.

Once the pant redesign embargo was lifted (August 1), Edelman began national short lead outreach around the Love Your Pants program in advance of the in-store launch. Leveraging the collateral and creative provided by LOFT, and belts from the Fall seasonal collection, Edelman developed and distributed creative belt mailers, with a hard copy of the Love Your Pants book and a creative note to top media contacts, followed by targeted follow up. The mailers were distributed to pique media interest, maximize inclusion of the pant refinement messaging in coverage and initiate social media conversation. Select top tier national media were also offered interviews with LOFT's in-house stylist, offering additional insight into how LOFT discovered the pant problem, how they worked to fix it and further establishing itself as a brand that connects with women on a genuine level. The mailer was well received among media and served as a starting point to feature coverage.

In September, Edelman executed in-store Media Pant Clinics at The Eaton Centre in Toronto, offering media and consumers the opportunity to have one-on-one fit sessions with a local third-party stylist, Shopping Expert, Theresa Quick. Both consumers and media were able to experience the pant collection redesign first-hand and see for themselves that LOFT lives up to its reputation of being a brand that genuinely listen to women. Edelman distributed invites to media and bloggers to share the event details with consumers and also offer media an opportunity to participate in the Pant Clinics

with the intention of generating additional media coverage post-event. Leading up to the Pant Clinics, Edelman also conducted a Toronto-based broadcast media tour, leveraging the third-party stylist. The team secured eight segments, which featured the newly refined LOFT pants, drove to the Pant Clinics and included key messages from the pant study and resulting pant redesign. These segments also reinforced LOFT as a fashion thought-leader and the go-to store for finding the best-fitting pants.

### **Measurement and Evaluation**

*OBJECTIVE: Host 10+ media attendees at Fall 2013 press preview*

*Edelman achieved the brand goal of 10+ media attendance with 11 top tier media guests, including representatives from FASHION Magazine, Flare, HELLO! Canada, LOULOU, Sun Media, Metro News and top broadcast stylists.*

*OBJECTIVE: Develop a compelling media relations program to generate awareness and secure at least 500,000 – 1 million branded media impressions.*

*Overall, Edelman secured 96 total LOFT pant placements and stories during the Fall campaign, generating a total of over 18 million media impressions just around the pant refinement along – exceeding the program goal by more than 600%. Media feedback and excitement to promote the pant redesign was overwhelming and genuine. Coverage spanned across various media types including top hits in FASHION Magazine, Cityline, Breakfast Television, LOULOU, Sun Media, ELLECanada.ca and TheKit.ca. Impressively, more than 90% of the secured stories mentioned LOFT pant refinement messaging.*

*OBJECTIVE: Raise awareness around stylist-lead pant clinics and drive consumer traffic in-store.*

*Media coverage helped to drive overwhelming consumer response to the pant clinics – with more than 150+ customers participating in the in-store fit sessions in the first hour alone. According to feedback from store management, the event had a positive influence on sales on launch weekend – with consumers not only purchasing the redesigned pants but were inspired to buy complete outfits. Consumers were also coming into the pant fit clinics as a direct result to the broadcast segments or print articles driving to Eaton Centre, as reported by the in-store staff.*

### **Conclusion**

For years, women across North America have struggled with shopping for pants; an experience often leaving many feeling confused, frustrated or disappointed. In Fall 2013, LOFT became aware of how women were feeling and redesigned their pant collection in hopes of solving the national “pant fit problem”. Edelman was called in to execute and build on LOFT’s national plan in Canada, to generate awareness and coverage of the pant collection redesign, as well as drive consumer participation to stylist-hosted pant clinics and simply, to have Canadian women “love their pants” again.

With media relations and launch support from Edelman, LOFT successfully built upon its reputation in Canada, not only as an on-trend retailer but as a brand that genuinely connects and listens to women. As a result of a well-planned and creative media relations strategy, Edelman was able to meet LOFT’s objectives and exceeded their expectations, including surpassing the total pieces of media coverage by more than 18 million media impressions. Through national media coverage, Edelman was able to further position LOFT as a thought-leading and approachable brand.

Most impressively, however, was Edelman’s ability to connect its public relations efforts to real-time consumer traffic. Evident in all pieces of coverage, in media, consumer and store staff feedback, Edelman was able to truly support Canadian women in overcoming their pant problems and showed women all over the country that loving your pants is as easy as going to LOFT.



## 2014 IABC Ovation Award Submission

**Entrant's Name:** Kayla Kaminski

**Organization Name:** Edelman Canada, Red Bull Canada

**Division/Category:** Media Relations (4b) with budget greater than \$50k, up to \$100k

**Title of Entry:** Red Bull Flugtag 2013

**Time Period:** March 2013 – July 2013



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**Entry Summary** – In 2013, *Red Bull Flugtag* returned to Canada, descending upon the river banks of Ottawa-Gatineau, after a five-year-long hiatus. Red Bull Canada engaged Edelman to develop a strategic media relations program to further amplify awareness and generate national media coverage around the event – a uniquely loony competition that pushes the limits of human-powered flight, challenging the brave and brainy to design, build and pilot a homemade flying machine off a 22-foot flight deck. Despite facing a number of challenges, Edelman successfully communicated the event as innovative and unique, secured coverage and established Red Bull Flugtag as a must-see event.

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### **Business Need/Opportunity**

Since the company's inception in 1987, Red Bull has been synonymous with innovation and adventure, thrill and celebration, sports and entertainment and, most notably, giving wings to people and ideas. Red Bull's consumer-driven and spectator events are some of the most unique in the world. Of these events *Red Bull Flugtag* is an event that pushes the limits of human-powered flight, challenging the brave and brainy to design, build and pilot a homemade flying machine off a 22-foot flight deck. A uniquely loony competition, entrants in *Red Bull Flugtag* are judged based on flight distance, creativity of the machine and the team's showmanship. Since the first one in 1992 in Vienna, over 100 Flugtags have been held worldwide, attracting more than 300,000 spectators for a single event.

In 2013, the event made its way back to Canada after a five-year hiatus, descending on the river banks of Ottawa-Gatineau. For *Red Bull Flugtag*'s third time in Canada, creative geniuses and daredevil visionaries aimed to take-off from a flight deck at the Canadian Museum of Civilization in an attempt to fly across the Ottawa River to the shores of the Parliament Buildings. The process to participate in *Red Bull Flugtag* was comprised of country-wide application; a selection day, which narrowed down participants to 30 teams of four; building phase; and the final event, in which teams would take their human-powered flying machines to the sky.

Red Bull Canada turned to Edelman Canada to help strengthen and build on the existing *Red Bull Flugtag* event by using media relations to: amplify awareness of *Red Bull Flugtag* as a unique event – one not to miss; generate local and national media coverage during all four phases; drive registration across the country; and encourage onsite attendance by spectators, local and national media.

### **Stakeholder Analysis**

Edelman conducted a media audit with target contacts prior to, and during, all program phases to determine key outlets, timeframes and opportunities for *Red Bull Flugtag*. Research revealed that many outlets would be dedicating their coverage to the NHL playoffs for a majority of the program. However, local media, in cities where participants hailed from, would be open to reporting on team news and updates in the later phases. Research also revealed that reporters felt first-hand experience with the flying machines would make for compelling visual footage and editorial stories during these later

phases. Throughout the remainder of the phases, access to the participating teams would drive compelling interviews and dynamic coverage.

In addition to *Red Bull Flugtag*, two other Red Bull programs were currently in market across Canada, which Edelman was also actively outreaching around. Edelman was responsible for achieving program goals and generating coverage for all programs, and as a result, Edelman conducted an additional media audit prior to outreach, to determine opportunities for all active programming; identifying which program contacts were interested in, as well as those open to covering numerous programs.

### **Goals/Objectives**

Red Bull Canada identified 5 objectives for Edelman Canada to achieve:

- 1) Amplify awareness of *Red Bull Flugtag* as a unique event – one not to miss!
- 2) Generate local and national media coverage during all four phases
- 3) Drive registration across the country
- 4) Encourage onsite attendance by spectators, local and national media
- 5) Execute program within a budget of \$92K in fees and expenses

### **Solution Overview**

To overcome the identified challenges and meet program goals, Edelman identified the following communications tactics:

- Strategically target print and online media outlets during the Announcement phase until local participants were available to share their stories for broadcast opportunities, allowing quality coverage in later phases
- Engage media throughout phases of *Red Bull Flugtag* by leveraging local participants from cities across the country with compelling news angles, authentic experiences and regional relevance
- Invite top-tier media in English and French Canada to attend the final event, get a closer look at the competition process and follow local participants from team selection to take-off
- Offer tailored outreach and personalized stories to each outlet to ensure coverage for each Red Bull program, notably *Red Bull Flugtag*
- Continually build on the credibility and recognition of *Red Bull Flugtag*, as the world's most unique spectator event and encourage editorial coverage to communicate the brand image as innovative and forward-thinking – truly an event not to be missed!

### **Implementation and Challenges**

Edelman Canada faced a number of challenges when developing and executing the media relations strategy. One key challenge was timing. Prior to the 2013 event, the last *Red Bull Flugtag* hosted in Canada was in 2008. Due to this five-year hiatus, Edelman Canada was not able to leverage any prior participants as spokesperson(s) during the Application Phase.

In conducting media research prior to outreach, Edelman was able to identify the following challenges:

- There were minimal newsworthy updates to the event itself, and no spokespeople were available for the Application Phase
- Sports media would be focused on NHL playoffs for the majority of the program
- Two other Red Bull programs were active in the same timeframe
- *Red Bull Flugtag*'s four program phases would require frequent media outreach to the same contacts

The overarching strategy used to raise awareness around *Red Bull Flugtag* in Canada was to build on the credibility and recognition of *Red Bull Flugtag* as one of the wackiest and most daredevil events in the world to communicate the brand image as innovative, forward-thinking and unique through leveraging local team stories through all phases of the program.

In order to overcome the outlined challenges above and succeed in achieving the program goal, Edelman developed and executed a national media relations program focused on leveraging local participants to develop compelling news angles with regional relevance, in turn generate cross-country media attention. By outreaching to media during the four program phases, – Application, Selection, Building and the Final Event – Edelman continued to build momentum around the event despite executing in a challenging media timeframe, when the NHL playoffs were dominating sports news across the country and when two additional Red Bull programs were in market. Edelman offered media personalized/local stories of athletes' experiences preparing for the event in Ottawa-Gatineau and the process in which their flying craft went from blueprints to reality.

Throughout the Building Phase, Edelman coordinated team interviews for print, online and broadcast outlets, leveraging visuals of the flying craft in production. Edelman gave media the opportunity to get up close and personal with the homemade flying machines – some measuring over 20 feet long and weighing up to 400 pounds! As a result, media were able to follow the step-by-step progress of their hometown heroes on their journey to *Red Bull Flugtag's* Final Event day. Top-tier English and French media were invited to experience the Final Event first-hand. National and local media who were onsite in Ottawa were given the opportunity to interview teams before and after their aeronautical attempts to cross the Ottawa River, as well as witness the attempted flight from a boat coordinated for media in the river below in order to film footage and shoot images. Additional images and footage from the event were also provided for media use. In addition, Edelman took special requests for shots of specific local participant teams as part of an ongoing effort to help media to follow their hometown heroes after the event. On July 27, after every team launched off the Ottawa flight deck – or crashed into the water below – the story that unfolded was record breaking. First place winners, 'Sally's Leap of Faith' from Montreal, QC soared into Canada's Red Bull Flugtag history books with a 129-foot flight! Ottawa's own 'This is Bananas' took second place and 'Bernache da Goose' from Gatineau, QC rounded out the top three. Immediately after the event, media were given access to the post-flight award ceremonies to conduct team interviews. Additionally, a press release was distributed to media across the country detailing the final results and included press photos. Edelman also updated markets represented at Flugtag with their hometown heroes' results and provided footage as requested.

## **Measurement and Evaluation**

1) *OBJECTIVE: Amplify awareness in Canada of Red Bull Flugtag as the world's most unique spectator event*

Overall, *Red Bull Flugtag* **garnered over 313 media hits for a total of 78,368,025 media impressions** (from Cision) despite facing the challenges identified. Despite there being no spokespeople during the Application Phase, Edelman created compelling stories with media in the remaining phases, leveraging authentic team experiences and hometown relevance. As a result of genuine interest, many media outlets covered Flugtag multiple times in later phases. With two other Red Bull programs in market and the distraction of the NHL playoffs, Edelman had to ensure that not only did Flugtag secure coverage, but so did the other two Red Bull events. The team worked candidly with media contacts to personalize coverage and provide first-hand, unique experiences that spoke to the personality of the event itself – even if it meant transporting 400-pound flying machines to television studios so they could be shown on-air. Edelman's dedication to molding compelling stories and segments, and working transparently and authentically with media contacts, proved to be hugely successful. The resulting impressions are a true testament that media were genuinely interested in following their hometown heroes and that Edelman effectively strengthened the credibility and recognition of *Red Bull Flugtag* as the world's most unique spectator event.

2) *OBJECTIVE: Generate local and national media coverage during all phases*

The four-phased program required Edelman to frequently pitch media contacts with similar messaging. Even with that challenge, by ensuring that outreach was personalized, regionally relevant and compelling, Edelman was able to secure more than **2,417,817 impressions** in print, over **20,042,810 impressions** for online, and **55,907,400 impressions** for broadcast. While the NHL playoffs dominated the sports news cycle for the first few months of outreach, *Red Bull Flugtag* was still able to secure multiple hits on top-tier, national sports broadcasts in both English and French on Sportsnet and RDS. With its hyper-regional relevance, media were often more inclined to follow their hometown heroes over mainstream sports news and the unique angle of the event was appealing to both city and lifestyle reporters alike. Other key hits from across the four phases included: *The Winnipeg Sun*, *Le Droit*, *Radio-Canada*, CTV Ottawa, *Breakfast Television* (Toronto, Winnipeg and Vancouver), *VanCity Buzz*, *Metro Ottawa*, *CBC News* (Windsor and Toronto), Global's *The Morning Show Toronto* and many more.

3) *OBJECTIVE: Encourage onsite attendance by local and national media*

*Red Bull Flugtag 2013* experienced a groundswell of media attendance. Top-tier local and national media attended the event including *Canadian Press*, *Reuters*, *Ottawa Citizen*, *Ottawa Sun*, CBC, RDS, TVA, and many more. Even Discovery Channel attended, sending their host and crew to film two in-depth *Red Bull Flugtag* features for *Daily Planet*.

## **Conclusion**

Uniquely eccentric, *Red Bull Flugtag* gave average Canadians from coast-to-coast the opportunity to be innovative, daring, creative and adventurous. Media from across the country were able to rally behind their hometown representatives as they made their journey from Selection Day to the Final Event in Ottawa-Gatineau. Despite the timing conflict with the NHL playoffs and additional Red Bull programming, both media and consumers were intrigued by Flugtag and genuinely invested in the teams. Edelman was able to further showcase Red Bull as an innovative, forward-thinking brand, and strengthen the event's credibility as one of the world's most unique. Edelman was able to exceed Red Bull Canada's expectations not only through a well-planned media relations strategy, but also an authentic one – a strategy that truly aligned with the brand and the event's own identity.

## 2014 IABC OVATION AWARDS WORK PLAN

**Entrants' Names:** Stephanie Engel  
**Organization's Name:** Nestlé Canada / APEX Public Relations Inc.  
**Division/Category:** Division 1: Category 4b (Media Relations with a budget up to \$100k)  
**Title:** Nestlé Skinny Cow Chocolate Launch: Get The Skinny  
**Time Period:** January 1, 2013 to June 31, 2013  
**Entry Summary:** How do you take a successful ice cream brand and its sassy personality, and use it to launch chocolates? In 2013 Skinny Cow Chocolate was launched in Canada to a great fan-following. Nestlé/APEX conducted a highly successful campaign that leveraged influential Canadian women to give the target audience of 'mindful mavens' (target women 30 - 54) "the skinny" on the product. The final results of the campaign exceeded all of its objectives including strong sales representation across all national distribution channels.

### 1) BUSINESS NEED and OPPORTUNITY

Skinny Cow has been a favourite ice cream brand since its Canadian launch in 2004. It has seen significant growth since inception and has a loyal following of fans and strong brand recognition. The brand personality is fun, upbeat and sassy, which is emphasized by its playful mascot, Skinny the Cow. The brand also accentuates that maintaining a well-balanced diet is not about depriving oneself, it's about enjoying all things in moderation. In 2013, Nestlé extended their portfolio and launched Skinny Cow Chocolate. The launch included eight new SKUs with two different types of products - Heavenly Crisp wafer bars and Dreamy Clusters. Following a highly successful launch in the U.S., Canada was set to be the second country to introduce the chocolates. This was one of the company's most important launches in 2013 and there were high expectations for the brand. To ensure success, Skinny Cow needed to build a relationship with the target consumer and key influencers while at the same time generate awareness and sales for Skinny Cow Chocolate. Nestlé approached APEX to develop and execute a creative campaign that would deliver on the personality of the brand while driving results.

### 2) STAKEHOLDER ANALYSIS

The primary target audience for this program was female consumers between the ages of 30 and 54. The 'mindful maven', as coined by Nestlé, is an everyday confident woman who wants to feel and look good. She is upbeat and confident in her decisions and whose girlfriends matter to her. She has fun with her friends, and she encourages them to try new things and not to take life too seriously. When it comes to food she is mindful of the cause and effect relationship. You might call her a dieter, but she doesn't think of herself that way. She strives for balance and looks for solutions that fit her life. She loves moments of fun that bring more excitement and sensation to her life. Food is an enjoyment for her and she is guided by her senses. For her, healthy eating is about finding a balance rather than controlling ingredients.

In order to speak with the target, APEX identified the media channels (secondary targets) that these women are tapped into, including: consumer, food and lifestyle magazines (e.g. House & Home and 7 Jours), websites (e.g. MSN.ca and PlaisirsSante.ca) and lifestyle, health and wellness blogs (e.g. Style Empire and JasmineCuisine.blogpost.ca). It was important to ensure that media were aware of Skinny Cow Chocolate and its offerings - with an emphasis on balance not deprivation -and reported on it favourably. Research proved the female target audience in English Canada to be very similar to that in Quebec; as a result the same influencer program was executed nationally.

### 3) GOAL and OBJECTIVES

**Goal:** In conjunction with other marketing initiatives, help Skinny Cow Chocolate and Skinny Cow Master Brand drive product sales and increase brand awareness with consumers, as measured through the following objectives:

1. Generate an overall Media Relations Rating Points (MRP) reach of 20 million impressions from January 1, 2013 to June 30, 2013, \$0.03 (industry standard) or less cost per contact, a quality score of at least 75 per cent (industry standard) and at least one key message in 80 per cent of coverage.
2. Tap into the target's high engagement with social media and generate a reach of 1 million impressions and a minimum of 40 mentions of the campaign hashtags "#GetTheSkinny" or "#ShareTheSkinny" from January 1, 2013 to June 30, 2013.
3. Build relationships with the target and influencers by securing a minimum of five English and two French ambassadors from at least three disciplines (e.g. beauty, fashion, media, etc.) to participate in an ambassador program from January 1, 2013 to June 30, 2013. Ambassadors must have a Sysomos authority level of 6\* and above, at least 1,800 Twitter followers and 500 likes on Facebook. \*Sysomos authority level explained in research and planning section.
4. Generate a Media Relations Rating Points (MRP) reach of at least 1.2 million impressions from January 1, 2013 to June 30, 2013 for the Audio News Release (ANR).

5. In conjunction with other marketing initiatives, drive awareness and product sales of Skinny Cow chocolate and aim to have all Skinny Cow multipacks in the Top 10 Multipack Innovation, National, All Channel category (retail level).

#### 4) SOLUTION OVERVIEW

##### Research and Planning

APEX conducted a comprehensive audit to evaluate food and lifestyle related coverage in Canada. The audit included an extensive search of newspapers, broadcast clips, websites and magazines to identify the journalists who wrote food and lifestyle related stories in the previous year. Additionally, APEX monitored the coverage that Skinny Cow Chocolate had received in the U.S. to determine what features/narratives appealed most to media. The research suggested that APEX could likely capitalize on the media's personal interest in food and health. The research also suggested that, like most food products, APEX would need to get media to try the chocolate firsthand. This meant providing key contacts with product samples and information. In addition, APEX reviewed what social media channels were best suited to the target audience and concluded that Twitter, Instagram and Facebook are channels regularly used by these women.

Finally, APEX undertook research to recommend influential ambassadors whose personalities reflected the brand and whose profiles could help raise awareness with the target demographic, create credibility and provide the brand with opportunity for media coverage. Knowing that other members of the same demographic heavily influenced the target audience, APEX investigated well-known influencers/media, and found a variety of trusted and established influencers who spoke to this audience. The influencers were selected based on the following criteria: Sysomos authority level (Sysomos is a social media analytics tool. It assigns each Twitter user an "authority score," with a score of 1 indicating a low level of authority/influence and a score of 10 indicating a very high level of authority/influence. The score is calculated using factors such as: number of mentions, retweets, replies, etc.), number of followers on social media channels (e.g. Twitter, Facebook, etc.), network of influence (e.g. social circles or media influence – did they have a channel outside of social media to "Share The Skinny"?), area of expertise (ensuring a variety of disciplines were represented) and possession of similar characteristics to the target audience (e.g. age, lifestyle, interests, etc.).

##### Rationale

Given the business need combined with the research findings, APEX knew it would have to offer a unique and timely narrative to generate awareness for the product while at the same time building a relationship with consumers. To accomplish this, APEX recommended using a variety of influencers from different channels (e.g. beauty, fashion, media, etc.) as brand ambassadors. The ambassadors would insert Skinny Cow into their daily lives, share inside information (i.e. "The Skinny") with their networks/followers and whose third party endorsement would influence the target audience. Utilizing ambassadors with different interests would not only create diverse content, but also broaden the reach by appealing to a range of women.

Additionally, APEX proposed media relations outreach to include "Get the Skinny" (i.e. firsthand information) language. Information is much more valuable when individuals feel like they're among the first to know. And when they have the "inside scoop" the first thing they want to do is pass it on to their closest friends. Through this rationale, APEX shared the new chocolate launch through "Get the Skinny" language directly from the brand mascot "Skinny", reinforcing the "new to Canada" theme and encourage media to "Share the Skinny" with their friends, readers/followers. The agency felt this position and subsequent pitch would resonate because it contained the type of information that was easily shareable and adaptable for media and their audiences.

##### Program and Tactics

In order to meet the target objectives and ensure that Skinny Cow messaging reached its target audience; APEX's multi-level strategy leveraged several distinct tactics. Because of the greater emphasis put on English Canada, some tactics were only executed in English (e.g. Audio News Release and branded partnerships).

Key Message Document – To ensure the desired information about Skinny Cow Chocolate was delivered during the campaign, the following key messages were developed for use by ambassadors during media interviews and their social media communication:

1. You all know (Nestlé) Skinny Cow thanks to the loveable lower calorie frozen dairy desserts. Now they've taken guilt-free sweets to the next level with their new line of chocolaty treats featuring Heavenly Crisp bars and Dreamy Clusters.
2. Each Skinny Cow Heavenly Crisp bar and Dreamy Clusters is just the right size to satisfy your chocolate craving! They're easy to take on the go for when you need a little something to sass up your day and they fit perfectly in your purse!
3. Maintaining a well-balanced diet is not about depriving yourself, it's about enjoying all things in moderation. At 120 calories or less, you can go ahead and satisfy your sweet tooth with Skinny Cow without a care in the world. Go ahead, you deserve it!

**1. Ambassador Program** –The nine influential ambassadors were integral to the campaign because of their vast social networks, interests and varied lifestyles. APEX worked with the ambassadors to create a social media posting schedule ensuring creative and interesting Skinny Cow content was authentically inserted into their social media conversations during the course of the program. The ambassadors represented both the English and French markets and included:

- **Ashleigh Dempster & Amanda Blakely:** (Twitter: @cultures: authority level - 7, Twitter followers – 2,581) Founders of The Society – a private members-only club that delivers unique social encounters with members based in TO, NYC, etc. They are also founders of the Smut Soiree - a pop-culture celebrity gossip panel discussion and event in Toronto aimed at women
- **Chantel Guertin:** (Twitter: @chantelguertin: authority level - 6, Twitter followers – 1,859) Editor at The Kit- a beauty & lifestyle print & online publication
- **Janine Falcon:** (Twitter: @iamabeautygeek: authority level - 7, Twitter followers – 3,125) Founder of IAmABeautyGeek.com – a beauty & style online outlet
- **Jen McNeely:** (Twitter: @shedoesthecity: authority level - 9, Twitter followers – 16,059) Founder of SheDoesTheCity.com – an online outlet with the tag line “an imperfect life guide for women”
- **Jessica Mulroney:** (Twitter: @jessicamulroney - authority level - 7, Twitter followers – 2,167) Style expert for Birks Canada & wife to TV host Ben Mulroney
- **Alexandra Diaz:** (Twitter: @alexndiaz - authority level - 9, Twitter followers – 29,406) Author & TV host on Cuisine fûtée – lifestyle program Smart Kitchen Busy Parent
- **Patricia Gajo:** (Twitter: @patriciagajo - authority level - 7, Twitter followers - 2,404) FASHION magazine Montreal editor
- **Virginie Coossa:** (Twitter: @virginiecoossa: authority level - 7, Twitter followers – 10,437) TV host & fashion contributor at clindoeil.ca – an online beauty and lifestyle outlet

**2. Branded Partnerships** – To further enhance the ambassador participation and leverage their network, APEX researched, negotiated and recommended several branded components that would be attended by or have large influence over the target audience.

Shangri-La Event: APEX worked with Jessica Mulroney to host an exclusive “Get the Skinny” (i.e. inside scoop) evening at the Shangri-La spa for 20 of her influential friends. At the time of the event, the Shangri-La was a high-end global hotel chain that had just opened in Toronto. Throughout the evening, Skinny Cow was inserted in various ways (e.g. branded signage - #GetTheSkinny hashtag, gift bags & dessert). The event included a yoga session, spa tour and tasting of a Skinny Cow inspired dessert. In addition to getting the chocolate in the hands of influential, high-profile women/media (who were also the target) such as Melissa Grelo, morning host from CP24 and Bianca Kamber, winner of The Bachelor Canada, the event generated coverage and conversation on Twitter via the #GetTheSkinny hashtag and allowed the brand to connect with women who they might not have had the opportunity to engage with.

SheDoesTheCity Contesting: APEX worked with Editor-in-Chief Jen McNeely to develop a contest where GTA readers could enter for a chance to win Skinny Cow giveaways to their offices. This garnered social buzz and got the product in the hands of the target audience.

Smut Soirée sponsorship: APEX negotiated sponsorship terms for the brand's participation in the Smut Soirée. This was an ideal sponsorship because it positioned Skinny Cow alongside coveted brands and placed the brand in front of female consumers who like to share products with their networks. During the event, servers wearing cow printed bowties served the chocolate on cow printed trays. The sponsorship received coverage on a variety of well-read online publications including: Flare.com, LaineyGossip.com and TheSocietyToronto.com.

**3. Media Drops** – APEX delivered “Get the Skinny” drops to Tier 1 national English and French short- and long-lead media targets. Each package included Skinny Cow Chocolates, a cow-printed water tumbler, #GetTheSkinny hashtag and press materials in a Skinny Cow branded bag to emphasize and embrace the cow theme. For media to write about food, trial is key. Providing high-resolution imagery is also necessary for media to be able to cover the product.

**4. National Media Relations** – APEX conducted a national “Get the Skinny” media relations campaign to reach Tier 2 national targets. Press materials, images and information were shared with media and bloggers via email and samples were provided upon request. The materials were translated into French with limited outreach being done in this region. Additionally, APEX needed one third-party ambassador for media interview opportunities and felt Jessica Mulroney was a strong advocate for the brand given she is a representative of the target audience and an influential young, stylish and busy mom. Therefore, APEX conducted media relations to secure opportunities for Jessica. In order to create an in-depth news story, Jessica was able to elaborate on how maintaining a well-balance diet isn't about eliminating certain foods, but it is about enjoying things in moderation, while utilizing her own personal experience. Jessica would weave the Skinny Cow Chocolate as well as the ‘Get the Skinny’ campaign language into her interviews. Further, brand presence was enhanced in the interviews through mention of her partnership with Skinny Cow and the Skinny Cow imagery provided. Jessica also provided a personal touch with photos of herself and her family, which APEX used during outreach.

**5. News Canada Audio News Release (ANR)** – APEX created a sound bite from Jessica Mulroney that emphasized the importance of a healthy lifestyle and maintaining a well-balanced diet. The audio release was distributed by News Canada and ran on community radio stations across the country.

## 5) IMPLEMENTATION and CHALLENGES

### Budget

Total budget for the six-month campaign was \$100,000 - \$60,000 was allocated for expenses (\$40,000 for English Canada and \$20,000 for Quebec) and \$40,000 for fees – (\$30,000 for English Canada and \$10,000 for Quebec). Expenses included: ambassador partnership costs (which took 33 per cent), cow printed tumblers, News Canada costs, media drop hard costs (printing and packaging), media monitoring and couriers. Fees included: Ongoing client liaison, partnership negotiations and execution, media material development, liaison with News Canada for ANR, product drops and national media relations.

### Challenges

**1. Spokespeople/Influencer** – The major barrier facing Skinny Cow Chocolate was to find a variety of ambassadors (English & French) that would resonate with the target, connect the brand to consumers, while staying within budget. To overcome these obstacles, APEX researched influencers who had a strong following (e.g. 1,800 Twitter followers), who covered a variety of disciplines and outlined their role to ensure their fees would fit within the parameters of the program.

**2. Messaging Challenges** – Another challenge for the brand was articulating the “skinny” messaging, without having the chocolate regarded as merely a ‘diet’ food. The product name tends to position Skinny Cow in the diet sphere, but the brand is about balance not deprivation. Carefully crafted key messages, lifestyle integration with ambassadors (positioning the brand in their daily lives) and lighthearted media materials (from the voice of Skinny the Cow) helped to articulate the message.

**3. Cluttered Marketplace** – A final challenge confronting Skinny Cow Chocolate was the cluttered low-calorie market, especially regarding the use of the word “Skinny” (e.g. *Skinny Girl* beverage brand and *Hi I’m Skinny Stick* snack food). To turn this challenge into an opportunity, APEX reclaimed the word “Skinny” and leveraged it through “Get the Skinny” campaign (e.g. ‘sharing inside information’ in a first-to-know basis with media and consumers thereby emphasising the lifestyle of the brand rather than the caloric amount).

## 6) MEASUREMENT and EVALUATION

The final results of the public relations campaign exceeded all of its objectives, surpassing the MRP reach by 25 per cent as well as a significant quantity of coverage with a total of 311 pieces.

- Objective:** Generate an overall Media Relations Rating Points (MRP) reach of 20 million impressions from January 1, 2013 to June 30, 2013, \$0.03 (industry standard) or less cost per contact, a quality score of at least 75 per cent (industry standard) and at least one key message in 80 per cent of coverage.

**Result:** The media relations campaign achieved an overall reach of over 25 million impressions, achieved an MRP cost per contact of \$0.004, a quality score of 92.58 per cent and 97 per cent of the coverage included one key message. Additionally, internally at Nestlé, the Skinny Cow PR results have become a corporate communications benchmark for all brand programs moving forward.
- Objective:** Tap into the target’s high engagement with social media and generate a reach of at least 1 million social media impressions and a minimum of 40 mentions of the campaign hashtags “#GetTheSkinny” or “#ShareTheSkinny” from January 1, 2013 to June 30, 2013.

**Result:** Over the course of the campaign (January 1, 2013 to June 30, 2013) the social media coverage achieved 197 stories, and overall reach of 1,154,811 impressions and the campaign hashtags were used 74 times.
- Objective:** Build relationships with the target and influencers by securing a minimum of five English and two French influencers from at least three disciplines (ex. beauty, fashion, media, etc.) to participate in an ambassador program from January 1, 2013 to June 30, 2013. Influencers must have a minimum Sysomos authority level of 5, at least 1,800 Twitter followers and 500 likes on Facebook.

**Result:** APEX secured six English and three French influencers from five different disciplines (ex. beauty, fashion, food, media and philanthropy) with a minimum Sysomos authority level of 6, at least 2,000 Twitter followers and at least 700 likes on Facebook (by the launch of the program).
- Objective:** Generate a Media Relations Rating Points (MRP) reach of at least 1.2 million impressions from January 1, 2013 to June 30, 2013 for the Audio News Release (ANR) and coverage in at least five provinces across Canada.

**Result:** The ANR achieved an overall reach of over 1.7 million impressions; achieved an MRP cost per contact of \$0.004; and the ANR ran in nine provinces across Canada.
- Objective:** In conjunction with other marketing initiatives, drive awareness and product sales of Skinny Cow chocolate and aim to have all Skinny Cow multipacks in the Top 10 Multipack Innovation, National, All Channel (retail level).

**Result:** All Skinny Cow multipack innovations entered the market in the Top 10 across all national channels and Skinny Cow Dreamy Clusters were the #2 Multipack innovation at drug stores, according to AC Nielsen Consumption, National, All Channel, YTD Period ending December 14, 2013.



## 2014 IABC Ovation Awards – Media Relations with budget greater than \$100K

### Diane Keaton & L'Oréal Paris: Age Perfect

Entrant's Name:	Cathy Cowan, Cowan & Company
Organization Name:	L'Oréal Paris / Cowan & Company
Division/Category:	Division 1/Category 4c: Media Relations with budget greater than \$100K
Title of Entry:	Diane Keaton & L'Oréal Paris: Age Perfect
Time Period of Project:	September 2011 . November 2012
Brief Description:	To maintain Age Perfect's position as the #1 skincare line for mature skin in Canada, L'Oréal Paris created a media relations campaign around Age Perfect's beloved spokesperson and Oscar-winning actress Diane Keaton. It was the first time the brand had brought one of its celebrity spokespeople to Canada. Leveraging 12 precious hours of Ms. Keaton's time in Toronto, the campaign exceeded our goals generating an Audience Reach of 20+ million with Cost per Contact of \$0.0073. The campaign helped the brand maintain its market leadership position and increase featured Age Perfect product sales by almost 60%.

#### Entrants' Role in Project

- Hugo Thibault, **L'Oréal Paris** . Strategic direction, overall project management
- Caroline Duguay, **L'Oréal Paris** . Project management and coordination, media relations
- Daani Sarma, **L'Oréal Paris** . Social media program and activation development
- Cathy Cowan, **Cowan & Company** . Strategic planning and project management
- Margaret Batuszkin, **Cowan & Company** . Strategic planning and media relations
- Suzanne Rappaport-Cho, **Cowan & Company** . Event and logistics coordination
- Stephanie Heaton, **Diane Keaton's Assistant** . Event, photo and logistics coordination

#### Business Need/Opportunity

L'Oréal Paris Age Perfect skincare has been the #1 brand for mature skin in Canada since its debut over a decade ago. In 2011, L'Oréal Paris research identified that two competitive brands were planning to enter the mature skincare market in Canada in 2012. To thwart these competitive threats, L'Oréal Paris needed to maximize its first-to-market advantage and boost its brand loyalty among mature Canadian women by reinforcing the strengths of the Age Perfect line. L'Oréal Paris looked to PR to help maintain its market leadership and drive Age Perfect sales before the new brands entered the market and dominated the beauty pages with their new product news.

In researching potential PR opportunities, our analysis of early 2011 Kantar Media reports (rankings of beauty brand coverage in the top 20 beauty-related women's magazines in Canada) showed that the magazines we most needed to increase our editorial coverage in to raise our overall Kantar rankings (Hello, Canadian Living, Chatelaine) were also a fit for the Age Perfect demographic. Analyzing the Kantar metrics further, it showed that coverage of celebrities & experts was beauty editors' #3 most commonly covered topic after makeup and skincare. We discussed investing in a new strategy that L'Oréal Paris had never done before in the Canadian market: bringing a celebrity spokesperson to Canada for a PR tour.

#### Stakeholder Analysis

Age Perfect's spokesperson is the beloved Oscar-winning actress, author and style icon, Diane Keaton who epitomizes the brand well with her joie de vivre approach to life and aging. E-Poll's Market Research's E-Score showed that Ms. Keaton had 97% appeal/likeability with adults over 55 years old. Her E-Score of 98 (average celebrity E-Score is 55) listed women describing her top attributes as talented, experienced, classy, intelligent, funny and attractive . traits we believed would resonate and appeal to our target audiences including:

- National media focused on the anti-aging beauty industry with an audience reach of Canadian women aged 50+
- Style-savvy Canadian females aged 50+ with an interest in beauty

We believed Ms. Keaton's star power, and the widespread interest in her career and personality, would give us the media and consumer hook we needed to create a fresh and inspiring platform to talk about being the best you can be at any age, while embracing the context and philosophy behind our Age Perfect products.

In considering Ms. Keaton for this campaign, we soft sounded key beauty media whose audience reach was comprised of mature women (50+) and focused editorially on beauty products to gauge their interest to do one-on-one interviews with Ms. Keaton. The feedback was a resounding **yes!**

## Media Relations Goals/Objectives

- Generate Audience Reach of 15 million - determined based on the target of achieving an aggressive Cost Per Contact of \$0.01.
- Generate MRP Rating score of at least 75%.
- Generate high-profile coverage of Diane Keaton and Age Perfect products with short and long media to extend coverage throughout 2012.
- Drive Age Perfect sales and maintain Age Perfect's leadership position as #1 brand for mature skin in Canada in 2012.

## Solution Overview

By creating a PR program around Age Perfect's spokesperson, we also believed this would generate more appeal and resonance for the Age Perfect print and TV ads that run throughout the year by giving the face of our advertising a personal voice to share her thoughts on feeling good about aging and taking care of yourself. To augment its ongoing advertising campaigns, L'Oréal Paris wanted to implement an integrated communications program to heighten awareness and loyalty for the Age Perfect skincare line incorporating short & long lead media relations, social media, sampling and a consumer event.

As the expenses for bringing Ms. Keaton and her four-person team to Canada were high at approx. \$96,000 (her fees were covered by her global contract with the brand) we tested this strategy by first initiating some Audience Reach forecasts to determine if the ROI from this campaign would make it worthwhile. After forecasting targeted Audience Reach and the anticipated Cost Per Contact we determined that even with these expenses this program would still generate significantly better Cost Per Contact than the industry average of \$0.03. We decided to pursue this strategy, targeting an aggressive Cost per Contact of \$0.01 or 15 million impressions based on the total budget of \$150,000 for the campaign.

The top priority for Ms. Keaton's Canadian tour was meeting with top tier media to generate coverage for the products, the L'Oréal Paris brand and an overall feel good message about getting older and looking after yourself. In order to get the high-profile coverage we wanted, we decided to make the interview opportunities with Ms. Keaton very exclusive and only offer a handful of one-on-ones with key, national Canadian media. Media were selected for these interviews based on criteria of Audience Reach, mix of long and short lead media to extend coverage throughout the year, a propensity to talk about beauty/products, and whose audiences significantly consisted of our key target market of style-savvy women 50+ years old with an interest in beauty.

For L'Oréal Paris, it was also very important to maximize the investment in bringing Ms. Keaton to Canada by directly engaging consumers and creating prestigious product sampling opportunities. This was achieved by organizing a consumer event with the Globe and Mail's Recognition program tied to Ms. Keaton's newly released book *Then Again*, prestigious product giveaways, and a Facebook promotion/contest with the grand prize of meeting Ms. Keaton while she was in Toronto.

## Media Relations Implementation and Challenges

As this was the first time L'Oréal Paris had ever brought a spokesperson to Canada, there were many challenges and learnings along the way. The first challenge, that was almost insurmountable, was finding time in Ms. Keaton's busy schedule once she and L'Oréal Paris's head office had granted their consent for this PR Tour. We had originally planned to do this event in November 2011, however as planning was underway we found out that her U.S. PR team for her new book had promised an exclusive to Good Morning America in November so we were forced to reschedule to March 20 & 21, 2012 which was her next availability.

Unfortunately, while the original November date coincided with a new product launch for Age Perfect, there were no new Age Perfect products scheduled to launch in 2012 so we lost that added product launch media hook in rescheduling. Instead we focused the product messages on the Age Perfect Hydra-Nutrition Serum and Day Cream as our key product mentions, as well as L'Oréal Paris Colour Riche lipstick. We chose the Day Cream and lipstick because they were genuinely among Ms. Keaton's favourite products and the Serum was one of our newer product innovations. Plus based on clinical studies and research conducted by L'Oréal Laboratories in France, serums were trending globally in skincare.

Timing continued to be a major challenge, as we arranged to have Ms. Keaton come to Toronto for 2 days plus her travel days. These strictly enforced two 8 hour days included 2 hours of hair/makeup each day which meant that, in effect, we had 12 hours of her time in total for this campaign and we needed to utilize every moment as effectively as possible! We worked with Ms. Keaton's assistant to use 8 of these hours on the first day and then made the second day 4 hours in order to accomplish everything we needed to during our allotted hours. From a media relations standpoint, this meant negotiating with Canada AM that we could tape their interview with Ms. Keaton in CTV's downtown studio as we did not have time in the schedule to trek back and forth to Canada AM's Scarborough studio. The producers agreed, and we taped the 10 minute Canada AM segment after she appeared on Marilyn Denis, in the same building after she did a quick wardrobe change.

This taped Canada AM interview started the interview by reading a personal passage from her book . which was not listed on the pre-submitted topic list. This unexpected reading made Ms. Keaton quite emotional and threw off the rest of her interview which meant although she did talk about L'Oréal she did not include our key product messages in the interview. We followed up with the producers after the shoot and worked with them to have our Age Perfect and L'Oréal Paris messages included in the introductions to the segment in the hour leading up to the segment showing as well as including footage from the Age Perfect TV commercial to ensure our key messages were conveyed.

In initiating celebrity-focused product PR for other clients, we knew that it can be difficult for product messages to find their way into celebrity-focused articles/interviews and knew this would be especially the case with a personality as beloved as Ms. Keaton. As a result we developed simple Key Messages/Talking Points for Ms. Keaton to help guide the conversations without being overly commercial, corporate or stiff which would have detracted from the feel good message. Ms. Keaton had not conducted many media interviews for L'Oréal Paris in other countries either, and since we didn't have much time to brief her we knew to be successful the product messages needed to be tailored to her personality so she could comfortably deliver our key/product messages and yet still be herself. *Please see Talking Points for details.*

Keeping our tight timeframes in mind, we scheduled 8 media interviews with our key short and long-lead media: Globe and Mail, Canadian Living, Zoomer Magazine, More Magazine Canada, Hello Magazine, Chatelaine Magazine, the Marilyn Denis Show and Canada AM. These media were selected based on criteria including Audience Reach, reach to women 50+, and mix of lead-times to spread coverage throughout the year and a willingness to include Age Perfect/beauty talk in their coverage which we negotiated before confirming the interview. Once word got about Ms. Keaton's visit in the promotion around her consumer event, we were inundated with media interview requests . everyone from Canadian Press to George Stroumboulopoulos Show.

Hard it was, we had to turn down many these interview requests due to our target audience criteria and 12-hour time constraint - and especially if they were unable to commit to the editorial requirements of featuring Age Perfect and pre-submitting questions (a requirement from Ms. Keaton). We were also concerned the more interviews that were granted would decrease the scope of the other pieces so we were vigilant in making our interviews as exclusive and high-profile as possible. We did find creative ways to extend our reach though even if we couldn't extend our time. For example, when Shivan Govani, National Post got word that Diane Keaton was in town, he contacted us to confirm details. After negotiating with him for L'Oréal Paris mention in exchange for information (but not an interview), the resulting article included both L'Oréal Paris and Age Perfect coverage.

We set up the print interviews in a beautiful suite at the Ritz Carlton Hotel in Toronto on March 20, 2012. The first 10 minutes of each interview featured a briefing with L'Oréal Paris's Caroline Duguay providing an overview of the Age Perfect skincare line. Once this briefing was complete, we brought Ms. Keaton into the suite where she spoke to each writer for approximately 15 minutes . based on the pre-submitted and approved list of questions.

Photography was an issue throughout the media relations program as the only image of Ms. Keaton we owned was the widely used image from the Age Perfect ads . and media understandably did not want to use an advertising image in their editorial. Ms. Keaton does not own any of her own images and, also understandably, a star of her magnitude would not allow us to just snap some quick pictures to distribute to media and we did not have time nor budget to schedule a proper full photo shoot. As some media requested a photo of themselves with Ms. Keaton in their one-on-ones, including the Editor-in-Chief for More Magazine who wanted to publish it in her article, we hired a photographer to set up a studio in the hotel suite with full lighting. After the event, we secured Ms. Keaton's approvals on all images before they were released to media.

To achieve our goal of securing a cover with a key magazine to further connect Ms. Keaton's face and voice with our key Age Perfect messages, we worked with Ms. Keaton's assistant to purchase photos from a past photo shoot at a preferred rate. We pitched the photos to Chatelaine, who declined as they'd editorially moved away from celebrity covers, and then pitched Zoomer who agreed to feature Ms. Keaton on their cover. Zoomer approved the photos, and chose from a selection of options we provided to them and we split some of the costs for the photos as they wanted additional photos for inside the magazine as well. Originally the cover was scheduled for a fall issue, but the magazine instead pushed it back to December. As the publication date drew nearer, the magazine decided the photos were too dated and in November requested newer photos and gave us 48 hours to turn them around. Given our ongoing issues with photography we were afraid we were going to lose the cover. At the time we'd made the original deal with Zoomer in March there was a newer set of photo that Ms. Keaton had taken, but AARP (American Association for Retired Persons) Magazine in the US had exclusive rights to them for 6 months which meant they were unavailable to us. But since the publication date had been pushed back for the Zoomer cover, we checked with the photographer and the photo exclusivity had passed so we were able to secure these photos instead . which were actually far more beautiful photos than the original shots. These photos were featured in the December cover and 5 page feature spread about Ms. Keaton in Zoomer Magazine.

To drive additional buzz, media coverage and consumer sampling, we also partnered with the Globe and Mail's Recognition program to offer an evening with Diane Keaton for 250 Globe and Mail readers featuring a brief meet and greet for all

attendees. Age Perfect products were given to all attendees. Promotions for the event included a ¾ page colour promo in the Globe and Mail featuring a mention of L'Oréal Paris and Age Perfect as the #1 mature skincare line in Canada, an email blast to 200,000 readers, and promotions through the Globe and Mail, Random House and other sponsors social media. Before her visit, a Facebook contest featured a meet-and-greet with Ms. Keaton and Age Perfect prize packs.

The budget for this campaign was approximately \$150,000. Budget breakdown consisted of approximately \$96,000 in travel expenses for Ms. Keaton and her team's fees/travel expenses, \$30,000 in C&C Professional Fees for strategic development, media relations and event coordination, \$6,000 for venue & photography, plus additional costs for the consumer/Globe and Mail event and Facebook contest. *Please see budget breakdown for details.*

### **Measurement/Evaluation**

In measuring the success of this campaign we succeeded in achieving . and surpassing - our objectives:

#### **Goal: Generate Audience Reach of at least 15 million based on achieving aggressive Cost Per Contact of \$0.01.**

☑ The campaign successfully generated an Audience Reach of 20,323,900 in earned media plus another 600,000+ from the social media/direct-to-consumer initiatives for a **total Audience Reach of 20,923,900**. The earned media total was 39% above our original target! Although we had set an aggressive Cost Per Contact target of \$0.01 for the entire campaign we exceeded this target and achieved a **Cost Per Contact of \$0.0073 – 27% better than our target!**

#### **Goal: Generate MRP Rating score of at least 75%.**

☑ Celebrity-focused PR for products can be challenging as media typically want to focus more on the celebrity than on the product . which is why we set this target in line with the industry standard. In pre-negotiating for product coverage, selecting media who were open to talking about beauty, and creating easy-to-deliver Key Messages/Talking Points for Ms. Keaton we were able to exceed the MRP Rating industry standard of 75%. We achieved an exceptional **MRP Rating of 97% - exceeding our target by 22%!**

#### **Goal: Generate high-profile coverage of Diane Keaton and Age Perfect products with short and long media to extend coverage throughout 2012.**

☑ Product visibility in the resulting media coverage was fantastic. All coverage featured Ms Keaton and 79% featured her delivering the feel good about aging/take care of yourself message we wanted to convey and make synonymous with Ms. Keaton to tie this feel good message to the ongoing Age Perfect advertising. 79% of coverage featured Age Perfect mentions and 86% of these product mentions included an Age Perfect product shot/visual. Highlights included:

- a Diane Keaton Cover in Zoomer Magazine accompanied by a 5 page feature article that mentioned Age Perfect and 2 other L'Oréal Paris products
- a two page feature in Hello Canada Magazine featuring an Age Perfect product shot that was subsequently run in many international editions,
- a 10 minute Canada AM segment that featured footage from the Age Perfect TV commercial
- 25 minute segment on Marilyn Denis where Diane Keaton talked at length about Age Perfect Serum that ran for a second time in June as part of the Best Of+ edition of Marilyn Denis for 2012. For further sampling and product buzz, Age Perfect also was positioned as a coveted audience prize on the Marilyn Denis Show after Ms. Keaton's appearance.
- a large article in the Globe and Mail's Style section about Ms. Keaton with an Age Perfect sidebar and photo
- Kantar media metrics showed we increased our editorial space in magazines for Skincare by 48% and overall Editorial Impact for Skincare by 20% in 2012 vs. 2011. Additionally, L'Oréal Paris was the #1 beauty brand overall in Canadian beauty media coverage in 2012 according to Kantar Metrics . in part generated by the success of this campaign.

Coverage ran from the date of the PR Tour in March through to the December cover of Zoomer Magazine in December 2012 . and continues to be featured in Zoomer's subscription advertising for added visibility.

#### **Goal: Drive sales & maintain Age Perfect's leadership position as #1 brand for mature skin in Canada in 2012.**

☑ The campaign was successful in helping **Age Perfect maintain its position as the #1 skincare brand for mature skin throughout 2012**. In fact, sales of the Age Perfect Hydra-Nutrition franchise (the sub-brand of our 2 featured products) **increased by 58.5%** in 2012 in part as a result of this campaign that generated coverage, sampling and awareness from March to December 2012.

In one of our highest commendations, Ms. Keaton's assistant told us that Ms. Keaton said our Toronto PR Tour was the best media junket she's ever done in her career+. High praise indeed!

## **IABC Ovation Award Submission 2014 – Work Plan for Communication Management Division**

**Entrant's Name:** Susan deRyk, VP, Public Affairs and Corporate Strategy

**Organization:** William Osler Health System

**Division and Category:** Div. 1, Communications Management/Cat. 5, Multi-Audience Communications

**Title of Entry:** **Going Beyond** – Engaging staff and the public in the future of local health care

**Time Period:** April 2012 to June 2013

**Entry Summary:** In April 2012, William Osler Health System embarked on an inclusive strategic planning approach to promote collaboration in new and meaningful ways and to funnel the community's passion for the hospital into helping define its future – a risky venture in a community which had been mired in discontent for the hospital system. Through an open and transparent process, Osler took the opportunity to ask for and receive input and feedback through 12,000 interactions in an effort to galvanize internal and external stakeholders around a new and exciting future for the organization. It also provided an unprecedented opportunity to hit the “restart button” and redefine relationships with its most critical stakeholders.

### **Business Need/Opportunity**

William Osler Health System (Osler) is amongst Canada's largest community hospitals and serves one of the most culturally diverse and fastest growing populations in the nation. With a team of more than 4,500 employees, 750 physicians and 1,200 volunteers, Osler provides care and treatment through more than 650,000 patient visits annually. Osler is a multi-site organization comprised of Brampton Civic Hospital, Etobicoke General Hospital, Peel Memorial (currently undergoing redevelopment) and four community-based clinics.

Between 2007 and early 2010, Osler experienced the worst period in its history. Following the 2007 opening of Brampton Civic Hospital, the largest hospital in Ontario and the first hospital built using a public-private partnership model, Osler experienced massive increases in patient volumes resulting in long lines for emergency department care, growing waiting lists for surgical services, allegations of poor quality and serious medical errors as well as accusations of fiscal mismanagement.

This resulted in a sustained period of community unrest that sparked public protests, significant negative media coverage at local, provincial and national levels, and ultimately, the removal of the hospital Board of Directors, the firing of the management team and appointment of a government-selected Supervisor. Due to the ongoing crisis at Osler, community health care partners/providers and primary care physicians had lost faith in the organization and many chose to limit interaction with Osler.

After a 24-month period of sustained and focused internal attention under a new CEO, the organization had improved wait times and care delivery processes, achieved significant quality improvements to be identified as one of the safest hospitals by provincially and nationally recognized health care bodies, was in a solid financial position with consecutive years of balanced budgets and had reconstituted a local volunteer Board of Directors. While significant energy was focused on improvements and rebuilding inside the organization, the foundation of these improvements was fragile, based on the long-term negativity from the community, internal stakeholder morale was low as was the belief in organization plans or direction to improve community relations. Osler's efforts, along with the resulting improvements, went virtually unnoticed outside of the hospitals' walls.

In 2012, there was an urgent need to shift perceptions and break free of the negative public image of the hospital. The organization needed to build/strengthen relationships and to inspire trust and confidence in among health care partners, the general public, patients and families, internal stakeholders (employees, physicians and volunteers) and potential donors as Osler prepared to launch a \$100 million dollar fundraising campaign to support building construction, upgrades and purchase of medical equipment. Osler needed to reconnect with internal and external stakeholders, showcase itself as a leader in the local health care system and differentiate itself from peer hospitals. In addition, the organization had not had a corporate strategic plan in over five years.

Osler needed to take bold steps and invited the broader community, including its harshest critics, to help define its future in an effort to move beyond its past.

In April 2012, Osler embarked on an inclusive and broad-based strategic planning approach to promote collaboration in new and meaningful ways, to connect with key audiences and to funnel the community's passion for the hospital into helping define its future. Through an open and transparent process, the organization had the

opportunity to ask for and receive input and feedback through thousands of interactions in order to galvanize internal and external stakeholders around a new and exciting future for the organization. It also provided an unprecedented opportunity to hit the “restart button” and redefine relationships with its most critical stakeholders.

## Stakeholder Analysis

### Internal

- **Board of Directors:** Strong leadership and participation from this volunteer body is essential to support management to truly implement an open and very public process. Board members needed to not only buy into the public process, but they needed to believe in the final plan to achieve success.
- **Directors and managers** (approx. 100): This broader management group is responsible for clinical and non-clinical operations and buy-in at this level was critical to help shape the plan, encourage employee participation, deliver key messages around the hospital’s vision of the future and translate what it means to frontline staff.
- **Front line-staff, physicians, volunteers and Carillion partners** (approx.6,000): This group consists of clinical, corporate and support employees and volunteers as well as partner employees. As those responsible for delivering the hospital’s core services, it is critical for this group to believe that their individual voices and input mattered in the development of the Strategic Plan, along with the new Vision and Mission, to successfully achieve our plan and make our efforts sustainable.
- **Patients and family members:** Osler understood that in our pursuit to become a “patient-inspired” organization, the voice of patients and family members, had to be at the heart of any Strategic Plan. Only then could we make meaningful changes to our organization.

### External

- **General community:** Osler’s catchment area is culturally and linguistically diverse. Approximately 46 per cent of the Central West Local Health Integration Network’s population comprises immigrants and over 50 per cent are minorities. The top five languages spoken are: English; Punjabi; Urdu; Gujarati; and Spanish. It was imperative that our outreach tactics were meaningful and accessible to this diverse group.
- **Media and local thought leaders:** Local mainstream and ethic media along with key representatives of service clubs, non-profit groups and business associations were prominent contributors to the process and members of the advisory panel. This supported broader dissemination of the public process, the willingness of the hospital to listen and act on advice from its users and the overall five-year strategy.
- **Health care partners:** The largest regional health care providers, long-term care and rehabilitation facilities, multiple community-based health services, and social service agencies participated to share their views on how to work more effectively with the hospital. Together with Osler, these partners deliver services costing more than \$1 billion annually in the central west region.
- **Primary care providers:** Renewing relationships and building trust with front-line community physicians was critical to shifting perceptions about care at the hospitals. Community primary care physicians are a trusted source for the community and strong relationships with this group was seen as critical.

### Goals and Objectives:

1. Engage a wide spectrum of external stakeholders in the Strategic Plan development – within and outside the organization – in a manner which indicates more than 75 per cent believe Osler listens to them.
2. Provide all staff at all levels within the organization with an opportunity to help shape the Strategic Plan through a minimum of 1,000 stakeholder interactions in developing the plan.
3. Galvanize staff and physicians around Osler’s new vision for the future so 75 per cent believe that positive changes are happening at Osler.
4. Increase staff satisfaction with Osler as a place to work by at least 10 per cent.
5. Increase physician perception that Osler is a great place to practice medicine by 10 per cent.
6. Increase physician satisfaction with communications at Osler by five per cent.
7. Increase the percentage of staff who say communications at Osler are open, honest and timely.
8. To ensure that at least 50 per cent of staff and physicians are aware of Osler’s new Strategic Plan, Vision and Mission (post launch)

**Solution Overview:**

Through a 200 day, four-phased, strategic planning process with over 30 major meetings and sessions, more than 12,000 interactions with internal and external stakeholders helped to inform the development of Osler's five-year Strategic Plan. The process was led by the President & CEO.

The Board of Directors participated in individual sessions, led meetings and made the strategy the focus of their annual retreat.

All members of Osler's internal community – patients and families, employees, physicians and volunteers and our Carillion partners – were given a voice and provided insight into the process through dynamic and interactive communication channels. Numerous face-to-face meetings including individual unit and program level meetings, corporate physician, nursing and professional practice meetings and broad-based Town Hall sessions which were video cast to all Osler computers were featured ways of collecting feedback and sharing information.

To engage front line health care providers, innovative communication activities such as Strategic Wallpaper – where staff were encouraged to write or draw their input in response to specific topics – and Strategic Street Teams which asked more than 1,000 individuals working in every unit across all shifts for input, were deployed in each phase of development. Members of senior management, including the CEO, attended local unit meetings, daily huddles and program meetings to make it easy and convenient for staff to provide input.

Building on the success of the internal engagement processes, Osler formally engaged staff, physicians and volunteers in creating a new Vision and Mission for the organization. A steering committee was engaged to create options based on broad based staff input (from Strategic Wallpaper and meetings) and Osler opened it up to staff to choose a Vision and Mission that was most meaningful to them. More than 1,000 staff voted on Osler's new Vision and Mission. More than 50 per cent of votes cast were for a preferred Vision and almost 60 per cent for a preferred Mission.

To engage key external stakeholders in a meaningful way, three advisory panels: the Citizens' Advisory Panel, the Partners' Advisory Panel and the Primary Care Advisory Panel were created and engaged to help guide the plan at each of the four phases. Collectively, membership on these panels extended to more than 100 health care partners, primary care practices, service and volunteer organizations, media outlets along with local community and business groups representing thousands of people within our region. We also held our first patient summit where we invited patients (satisfied and dissatisfied) to provide input into our plan.

A solution that provided a lively two-way dialogue was two Telephone Town Hall community meetings (December 2012 and May 2013), co-hosted by Osler and local health service/system leaders. This forum engaged 4,700 community residents, allowing them to voice their thoughts on how local health care services could be improved. Punjabi, Urdu and Gujarati-speaking staff members helped manage questions in those languages.

During each phase of the process, Osler looped back with stakeholders to share the feedback which had been received and how it had been used in development of the plan.

In January 2012, Osler's Board of Directors unanimously voted to approve Osler's new five-year Strategic Plan.

**Implementation and Challenges**

Osler's new Strategic Plan budget was \$200,000. The majority of the cost, \$152,000, supported engagement of professional facilitators to lead the 30 large-scale meetings and sessions. While large, this investment was seen as adding credibility and transparency to the process. Of the remainder, \$25,000 was used to develop supporting marketing and communications tools including new corporate videos, posters and a full-colour Strategic Plan pamphlet for distribution and online use and \$10,000 supported printing of materials (e.g. Strategic Wallpaper).

To maximize cost efficiencies, the Strategic Communications team developed and implemented the communications strategy and wrote the Strategic Plan document as well as leveraged existing communications platforms and forums where possible. The project came in slightly under budget.

- With 4,500 employees, two sites, round-the-clock shifts and limited access email, we had to be very creative in finding ways to provide all staff the opportunity to participate. Use of “Strategic Wallpaper” and “Strategic Street Teams” engaged staff members in their work areas and were available the 24/7 environment.
- To overcome the fact that staff may not necessarily see the changes as positive and there may be some decline in morale, we utilized transparent communications in accessible language that clearly explain Osler’s commitment to being a leader in the delivery of quality health care, the need for sustainable change and the reasons for the strategic choices we have made.
- Some aspects of our new direction may not be welcome by our peers and they may feel we are encroaching on their territory. We focused on the new innovations in patient care to be gained by this new direction and on how it will benefit patients, the community, our peers and health care providers beyond our walls.
- To enable the participation of a critical mass of community members from diverse cultural and language groups translation support was made available during the Telephone Town Hall meetings.
- Osler’s open and broad approach had substantial risk due to its historical relationship with the community and to ensure transparency and good faith in the process, the organization reported back and shared information at all available opportunities to ensure awareness, transparency and to encourage buy in at every stage.

### Measurement and Evaluation

Objective	Target	Baseline	Result
Engage a wide spectrum of internal and external stakeholders in the Strategic Plan development outside the organization.	75 per cent of external stakeholders say we are listening to their input and feedback	N/A	96 per cent* <i>stakeholder sessions surveys</i>
	A minimum of 1,000 stakeholder interactions in developing the plan	N/A	12,000 interactions (internal & external)* <i>manual count, Survey Monkey, paper surveys</i>
Galvanize staff and physicians around Osler’s new Vision	75 per cent agree that positive changes are happening at Osler	N/A	92 per cent (Sept 2013) 96 per cent (Nov. 2013)* <i>Town Hall survey metric</i>
Improve staff satisfaction with Osler	10 per cent increase in staff rating of Osler as a great place to work	59 per cent	69 per cent (2013)
	Increase the percentage of staff who say communications at Osler are open, honest and timely	56 per cent	60 per cent
Improve physician satisfaction with Osler	Increase physician ratings of Osler as a great place to practice medicine by 10 per cent	42 per cent	46 per cent
	Increase physician satisfaction with communications at Osler by five per cent	46 per cent	58 per cent
Increase awareness of Osler’s new Strategic Plan, Vision and Mission	50 per cent of Osler staff and physicians agree they are well informed	N/A	63 per cent (Plan) 67 per cent (Vision) 71 per cent (Mission)

Unless noted, results are from annual Staff/Physician Satisfaction Survey and Annual Communications Survey.

**Addendum:** As of December 2013 Osler has received more gifts of \$1 million or more than in any other time in its history. In addition, the 2013 Employee Giving Campaign to support hospital needs raised the most in its history, over \$130,000, surpassing the fundraising target by 50 per cent. During the strategic planning process, Osler saw significant increases in positive media coverage with 88 per cent positive, three per cent negative and seven per cent neutral stories.



## Spreading the Word about Nutiquette and Testicular Cancer

**Entrant's Name:** Andrew Kinnear

**Entrant's Organization:** Environics Communications Inc.

**Client Organization:** Canadian Cancer Society

**Title of Entry:** Nutiquette: A Dude's Guide to Checking His Balls

**Division/Category:** Division 1, Marketing Communications; Category 6a, with budget up to 50K

**Time Period:** January 2013 - October 2013

**Brief Description of Project:** The Canadian Cancer Society tasked Environics to film and execute a video release aimed at raising awareness of testicular cancer among males 15-29. This campaign resulted in a humorous but informative viral video entitled Nutiquette: a dude's guide for checking his balls which surpassed all viewership, social and traditional outreach goals. Views of the video itself was 161.61% over its set goal.

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### 1. Business Need/Opportunity

In early 2013, the Canadian Cancer Society (CCS) came to Environics to raise awareness and spread the word about testicular cancer. Specifically among males aged 15-29.

Based on their internal research, the CCS had discovered while there was awareness for males in the tradition middle-aged male demographic, younger males did not have testicular cancer top of mind when it came to their regular health routine, and were ill-informed about testicular cancer screening.

Despite this age group's willingness to learn and adapt their lifestyle by being health-conscious, the demographic was not receiving all the facts. Research had shown that this group were under the assumption that testicular cancer is treatable and can easily be beaten; in addition to this the group believed that this cancer could be prevented through making healthy lifestyle choices.

### 2. Intended Audience(s)

The campaign's primary audience were males across the country, aged 15-29. This group tends to be heavy social media users, who respond to irreverent humour, consume online video content and are willing to share branded content they find entertaining. While one-third of this audience would respond well to health information if they received the right message; if the video was entertaining, they would be more likely to share and spread the message.

Secondary targets included:

- News and lifestyle media to help create buzz around the video
- Other stakeholder groups such as cancer associations and the Movemeber movement
- Female audience members who would direct primary male targets to view the video
- Males age 30+ who may find the information within the video of use

### 3. Goals/Objectives

Our goals were to raise awareness of testicular cancer in males 15-29 and show the importance of testicular cancer screening, how to do so, and when to see a medical practitioner. This would come in the form of an engaging, highly-sharable video that would help raise awareness in an entertaining, quirky and edgy manner. The goal for this campaign was to generate a significant amount of video views and conversations online, encourage the target audience to view the complete video, as well as target news and health media to help create additional impressions and continue to raise the awareness of the disease.

#### Quantifiable Objectives

- Develop a creative song composition to film a humour video focusing on testicular cancer to be posted on YouTube to be shared. Success measure: 10,000 unique views on YouTube within six weeks of launch.
- Implement a social strategy to promote the video on comprehensive social networks such as Facebook. Success measure: 250 Facebook Likes and 50,000 impressions within six weeks of launch.
- Increase the amount of conversations and individuals talking and sharing information about 'Nutiquette' on Twitter. Success measure: 500 mentions on Twitter within six weeks of launch
- Generate interest in 'Nutiquette' and raise awareness of the issue in traditional media through media relations and outreach pitching. Success measure: 20 pieces of media coverage

### 4. Solution Overview

To achieve the Canadian Cancer's Society's goals, Environics recommended a comedic musical approach for approaching testicular cancer, in the line of the *College Humor* or *Tosh.0* videos which count this group amongst its greatest consumers.

Environics decided to leverage the fact that this demographic is the largest consumer of online video content (YouTube, Vimeo, etc.) by both hours and video views. In addition to this, the type of video content this group was consuming online was edgier, more risky, and that this age group responded extremely well with humour-based content.

Environics coined the term 'Nutiquette' to represent the campaign,; itself a portmanteau of nuts (slang for testicles, especially for the target demographic) and etiquette. This term was chosen as it was felt that the terminology surrounding testicular cancer or checking for it could potentially

off-set any marketing or promotional efforts and would put off the target demographic to the seriousness of the language.

Traditionally, an advertising agency is typically better positioned in the production of video, however CCS felt that Environics would be able to contribute a larger digital strategy in combination with media relations support gained through the traditional health sciences and associations practice within the company.

To be considered a success, the video would need to be disseminated organically to this demographic using social media, and would need to become a conversation starter across a multitude of channels. This would happen through instilling thought-provoking discussions on both the video content, but also getting the correct information across regarding testicular cancer and self-screening.

The video was designed to address several key messages and misconceptions around testicular cancer and prevention. These key messages included:

- The need to check for abnormalities on a regular basis
- How to perform a check for testicular cancer yourself
- What visible signs should you look for, and what you should feel for
- What is proper 'Nutiquette' and when should one practice it

Environics would be responsible for the creative concept, script, and shooting, as well as the strategy and digital media relations surrounding the release. The CCS would be responsible for posting and promoting on their corporate and regional social channels. At the same time, Environics would oversee posting to social sharing sites such as DailyMotion, BuzzFeed, Reddit, Funny or Die, and College Humor.

## **5. Implementation and Challenges**

Environics created the Nutiquette video in the spring and early summer of 2013 on a total budget of \$50,000 (incl. taxes). This budget included: developing the concept and storyboards for the video; writing the lyrics with medical oversight by the CCS; hiring actors and musicians for the video; equipment and logistics; in-house editing of the video and sound mixing; release strategy and media relations. A second French-language video was also created for the Quebec market using the same footage with French singer and lyrics.

The video was released August 14 on the Canadian Cancer Society's YouTube page and the release strategy for social and traditional media outreach commenced.

**Nutiquette Video Work Sample (English):**

<http://www.youtube.com/watch?v=k3Cd2lvQIN4&list=PL2BD97AC7AB973595>

**Nutiquette Video Work Sample (French):**

<http://www.youtube.com/watch?v=JrBPXsb1xUE>

## 6. Measurement/Evaluation

Following its release, the campaign quickly achieved its six-week milestones and continued to spread widely throughout YouTube, Facebook, Twitter, BuzzFeed, Dailymotion, and StumbleUpon. Traditional media quickly picked up on the conversation spanning online news, broadcast, and radio (**See Work Sample**). The campaign itself and why the CCS used Environics compared to a traditional advertising agency was also the focus of a Strategy Magazine article on the evolution of PR agencies into the creative realm (**See Work Sample**).

### Quantifiable Objectives

- Develop a creative concept and script to film a humour video focusing on testicular cancer to be posted on YouTube to be shared. Success measure: 10,000 unique views on YouTube within six weeks of launch.

**ACHIEVED:** Video reached 65,992 views within six weeks of launch (**559.92% over goal**), and went on to 78,483 views within five months after launch (**684.83% over goal**).

- Implement a social strategy to promote the video on comprehensive social networks such as Facebook. Success measure: 250 Facebook Likes and 50,000 impressions within six weeks of launch.

**ACHIEVED:** Video reached 481 Likes and 71,896 impressions within six weeks of launch (**92.4% and 43.79% over goal, respectively**)

- Increase the amount of conversations and individuals talking and sharing information about 'Nutiquette' on Twitter. Success measure: 500 mentions on Twitter within six weeks of launch

**ACHIEVED:** Video reached 1,153 mentions on Twitter within six weeks of launch (**130.6% over goal**) and was 99% positive in sentiment (as rated by Radian6 social listening).

- Generate interest in 'Nutiquette' and raise awareness of the issue in traditional media through media relations and outreach pitching. Success measure: 20 pieces of media coverage

**ACHIEVED:** Video received 56 individual pieces of media coverage within six weeks of launch (**180% over goal**). (See Work Sample Link)

## 7. Conclusion

The Nutiquette video, as well as its associated coverage, was overwhelmingly received by the client and viewers across traditional and social media. The video surpassed all goals, and allowed the conversation regarding testicular cancer and screening for it, to reach its target audience as well as those who will help spread the word. The campaign itself presents a strong case example of how utilizing creative and digital strategy can excel in a marketing communications environment.

# 2014 IABC/TORONTO OVATION AWARDS

**Entrant's Name:** Elspeth Baird  
**Organization's Name:** Mars Canada (M&M's Canada)/FleishmanHillard (FH)  
**Division/Category:** Division 1: Communication Management; Category 6: Marketing Communications up to \$50K  
**Title of Entry:** M&M'S We're Hiring!  
**Time Period of Project:** February 11 – 21, 2013  
**Brief Description:** M&M'S Canada was launching a large brand equity promotion – M&M's We Quit, and FleishmanHillard developed a teaser campaign to increase brand engagement and awareness across social channels. FH announced the resignation of Red and Yellow as the official spokes candies for the brand. FH advertised the “job opening” to fill the shoes of these spokes candies on Facebook, job websites (Monster, Workopolis, etc.) and through online influencers. Fans were asked to prove they were the ideal candidates. Two winners received their own, custom-generated M&M's avatars and were featured on the M&M's Canada Facebook page.

## ***1. BUSINESS NEED/OPPORTUNITY***

### **NEED:**

M&M's Canada was launching their annual national campaign in 2013 and wanted to boost fan numbers and raise brand awareness prior to the campaign hitting stores. More specifically, there was a need to widen the Facebook audience to include more of a younger demographic (ages 16-28) as the fan base at that time was skewing older to 30-40 year olds.

### **OPPORTUNITY:**

Leading into a larger promotion based on the premise of M&M's characters Red and Yellow quitting their jobs as official spokes candies, FH recommended building on this storyline in a way that engaged that younger audience. As created by FH, the social mission of the M&M's Canada Facebook page is to “Delight Fans with Moments of Colourful Fun.” FH asked fans, “now that Red and Yellow are out the door”, if they had what it took to be the next M&M's spokes candy,” for a chance to be featured as one on the M&M's Canada Facebook page and to win a prize pack. As the ask was for user generated content (answers to be filled in on a job application form), this ensured that the majority of entrants, and new fans to the page, would be younger as this demographic indexes higher as ‘creators’ (as opposed to their older counterparts).

## **2. STAKEHOLDER ANALYSIS**

### **PRIMARY:**

The primary audience for M&M's We're Hiring campaign was young adults 16-28 who are active and engaged online and follow the latest social media trends. This group constantly shares funny and entertaining content via social media and therefore extends the reach of brand content. Additionally, they stray away from TV and consume most of their content online or via mobile, including commercials, so leveraging social media for this campaign was merely fishing where the fish are.

### **SECONDARY:**

The secondary audience was the wider and more general audience of the M&M's Canada Facebook page. These are adults ages 18-54 who consume some content online but do not necessarily engage with it. The aim was to have this audience share the contest with their friends either on social or in person, facilitating access to the content. While this audience is not particularly tech savvy, they do enjoy entertaining, light content.

## **3. GOALS / OBJECTIVES**

### **GOAL: ENGAGEMENT**

Engage current and potential M&M's Canada Facebook and Twitter fans in order to drive participation in the upcoming annual national promotion. Encourage fans to engage with the page by submitting their applications for the spokes candy position and becoming fans on Facebook and Twitter. Engage audiences through blog posts and drive traffic to official M&M's Canada social properties.

### **ENGAGEMENT OBJECTIVES:**

- Generate 20,000 campaign page views.
- Achieve at least 15,000 blogger giveaway contest entries running concurrent with the We're Hiring promotion.
- Achieve 1,000 #thenextmms hashtag mentions during the duration of the promotion.
- Achieve 1,000 registration entries into the We're Hiring contest.

### **GOAL: AWARENESS**

In preparation for the upcoming national promotion, generate additional audiences for M&M's Canada social media properties.

### **AWARENESS OBJECTIVES:**

- Generate 3,000 new Facebook fans.
- Generate 1M Twitter impressions.
- Generate 500,000 impressions through blogger outreach.

#### ***4. SOLUTION OVERVIEW:***

Analyzing M&M's Canada social media fan base, FleishmanHillard determined that the audiences are highly engaged and actively look for content. The ideal content has to be entertaining and funny in order to "Delight Fans with Moments of Colourful Fun". Content and campaigns also require an incentive to encourage sharing. The popularity of the brand is directly tied to the persona of M&M's spokes candies and their distinct looks and personalities. In fact, the M&M's Canada Facebook page is moderated by all six spokes candies on rotation, all of the content written in specific character voice and created by FH.

In order to generate awareness, FleishmanHillard invited the followers to not only engage with the M&M's brand on a deep and personal level, but also to demonstrate their own creativity and sense of humour through submission of personalized spokes candy applications.

Additionally, it was important to generate a feeling of authenticity for the contest, even though it was a short campaign, FH made an effort to distribute additional "job postings" on various job-search websites such as Workopolis. Utilizing websites like Workopolis expanded the reach of the campaign beyond the typical Facebook audience and played into the fun of a spoke candy being a "real job".

The program took place over 10 days. Initially, FH revealed the resignation of the Red and Yellow M&M's as the official spokes candies with a resignation letter posted on Facebook. The Facebook element of the campaign included an official call for "applications" from Chief Chocolate Officer, Ms. Brown. In addition, once the winners were selected, FH generated unique visual and written content based on the winners' applications and posted it on the M&M's Canada page.

In support of the Facebook promotion, the team utilized Twitter with the hashtag - #thenextmms. Besides twitter, additional call for action appeared on Workopolis, Craigslist and Kijiji.

To amplify the Facebook promotion, FH engaged with six bloggers to promote the campaign and host an additional giveaway through their posts. Each blogger received a customized avatar which recreated their persona as a M&M's candy (based on their answers to the very same job application). Bloggers engaged with their audiences promoting both their own giveaway and the We're Hiring promotion on the M&M's Canada Facebook page.

#### ***5. IMPLEMENTATION AND CHALLENGES:***

The campaign was challenging due to a low budget and short contest duration. The full length of the campaign from teaser to final contest was 10 days. Additionally, the budget was approximately \$8,000.

During the promotion, the M&M's Canada Facebook page and selected bloggers actively promoted the contest. The initial challenge was balancing the consistency of brand voice and authentic job application process while ensuring that this wasn't to be mistaken as a real job opportunity. Using the job-search platforms also meant that there could be initial confusion when looking at the actual job postings. FH underwent issues management with one of the winners who then agreed that the contest was communicated honestly and handled fairly.

The contest launched with the official resignation letter, followed by the rollout of most of the materials shortly after. The bloggers received their own personalized M&M's avatars prior to the rollout and ensured that the images accompanied every post (two per blogger). It was challenging for the FH team to ensure that the avatars created were on brand, but still represented the bloggers accurately and met their expectations as well.

As the storyline of the teaser promotion and main promotion was complex, during the contest period it was important to craft promotional messaging to remind and reinforce the fact that Red and Yellow had quit, and that's why Ms. Brown was hiring their replacements.

The community management team judged the contest entries and generated unique content and avatars based on winner profiles. After the contest closed, FH announced the winners on the M&M's Canada Facebook page and posted the unique content, showcasing the "new" spokes candies.

## ***6. MEASUREMENT / EVALUATION OF OUTCOMES***

The M&M's We're Hiring campaign was a success, exceeding all of its goals during the ten-day promotion period.

### **OBJECTIVE ONE: ENGAGEMENT**

- Generated over 30,000 campaign page views (50% above campaign goal)
- Achieved 18,222 blogger giveaway contest entries (21% above campaign goal)
- Achieved 1,275 #thenextmms hashtag mentions (28% above campaign goal)
- Achieve 1,217 registration entries into the We're Hiring contest (22% above campaign goal)

### **OBJECTIVE TWO: AWARENESS**

- Generated 4,000 new Facebook fans (33% above campaign goal)
- Generate 1.4 million Twitter impressions (40% above campaign goal)
- Generated 579,592 impressions through blogger outreach (16% above campaign goal)



## IABC Ovation Award 2014

**Entrant:** Patrick Casey, Director, Corporate Communications

**Organization:** The Regional Municipality of York

**Division/Category:** Division 1: Communication Management, Category 6b: Marketing Communications

**Title of Entry:** A Congestion Management Strategy: York Region's Travel Alert App

**Time Period of Project:** February 2013 to December 31, 2013

**Recognition Summary:** Committed to finding innovative ways of managing traffic congestion, The Regional Municipality of York (York Region) created a mobile Travel Alert App. The first for York Region, the Travel Alert App offers an easy-to-use and convenient hands-free smart phone tool designed to help commuters get to their destination more efficiently by advising them of traffic delays on Regional and surrounding Greater Toronto Area roads. A marketing and communication plan was developed and implemented to create awareness and increase use of the App. Within the first 10 months of implementation, marketing efforts helped exceed York Region objectives by 60 per cent.

### **Business Need and Opportunity:**

The Regional Municipality of York is located in the heart of the Greater Toronto Area (GTA). It is comprised of nine area municipalities and provides services to more than 1.1 million residents and 42,000 businesses that employ 533,000 people. York Region's population is estimated to increase to 1.5 million residents by 2031.

The population growth from 2006 to 2011 was approximately 140,000 residents, making it the greatest among all of the Census data in Ontario and the third greatest in Canada.

The Region's services include transportation services, transit, water, wastewater, solid waste management, policing, emergency services, human services and planning services. York Regional Council sets policies directions and budgets for York Region.

In 2011, York Regional Council approved *Vision 2051*, York Region's long-term strategy that describes the Region's ideal vision of the next 40 years and the necessary steps to get there. Vision 2051 advances our efforts on sustainability, fosters the health and well-being of residents and the livability of communities. It is through the bold and innovative actions described in Vision 2051 that York Region will continue to develop strong, caring and safe communities.

Included in Vision 2051 is the support for sustainable transportation and transportation-related services. York Region is responsible for the operation and maintenance of more than 3,500 lane-kilometres of roads, traffic signals, public transit (YRT/Viva) and planning, design and construction of new roads and related transportation infrastructure.

As York Region continues to grow, so does the need to move more people from place to place. Although significant investment has been made, and continues for supporting public transit initiatives, traffic volume and congestion remain a major concern for residents and stakeholders. [The Transportation for Tomorrow Survey \(2006\)](#) identified the average number of vehicles per household in York Region is 1.8; resulting in approximately 612,000 vehicles (number of households as of December 31, 2013) travelling throughout York Region on any given day.

Recent Statistics Canada research identified the average commuting time for York Region residents is 33 minutes and there is an average 1.85 million trips on local roads each day. Annual polling research conducted by Environics found that York Region respondents remain most concerned about transportation-related issues. The most recent Environics research (2013) reveals there has been an increase in the percentage of residents who identified transportation as the number one issue facing York Region, increasing 10 per cent from 31 per cent in 2011 to 41 per cent in 2013.

Recent studies and research from [Forum Research \(2013\)](#) also identify a correlation between commuting time and quality of life. Six in 10 residents in the GTA say the time they spend commuting reduces their quality of life and this is especially the case for those of prime working age (35 to 44 – 66 per cent), the wealthiest (\$80K to \$100K – 65 per cent, \$100K+ – 64 per cent) and more so for residents of the GTA outside Toronto (62 per cent) than residents of the city. The survey also identified respondents would spend the time saved commuting with family (28 per cent), personal relaxation (23 per cent) and going to the gym (12 per cent).

In response to these findings, York Regional Council approved several initiatives focusing on managing the traffic impacts of expected growth. Among these is the York Region Travel Alert App pilot project. Implemented in February 2013, the one year program uses mobile technology to provide users with real-time updates about traffic congestion and issues on York Region roads. The App helps users avoid traffic delays and choose alternate routes to their destinations.

Commuters who are informed of traffic disruptions, either prior to their trip or while en-route to their destination, are better equipped to make decisions to save travel time by changing their travel route and/or adjusting their departure time.

To develop this App, York Region partnered with GreenOwl, a Markham-based mobile application developer. GreenOwl already had a ready-made application that could quickly and efficiently be adapted to York Region's needs.

To ensure York Region commuters were aware of the new Travel Alert App and its benefits, a marketing and communication plan was developed and implemented.

### Stakeholder Analysis:

- **External:** There are more than 1.1 million residents across nine local municipalities. The main focus of the campaign targets commuters and people travelling to, from and throughout The Regional Municipality of York. According to the recent document [What if York Region were a village of just 100 people?](#) approximately 40 per cent of residents, age 25 to 64, work outside of their home and 33 per cent of people who commute to and from work, choose to drive. This target audience is comfortable with new technology and an assessment from a third party consultant demonstrated the need and potential to use social media to deliver business value. Other external stakeholders include media and various community partners and stakeholders sharing similar goals in reducing traffic congestion and increasing quality of life (Smart Commute Associations and Canadian Automobiles Association - CAA)
- **Internal:** 5,760 Regional employees, including York Regional Police and 21 members of Regional Council

### Goals/Objectives

#### Goal:

1. Support York Region's short and longer-term vision for managing traffic congestion by providing commuters travelling to, from and throughout York Region with real-time information about road and traffic conditions to help inform their driving-related plans
2. Establish York Region's first mobile application and raise awareness of the specific York Region Travel Alert App

#### Objectives:

1. Develop and launch the York Region Travel Alert App in 2013
2. Develop and successfully implement a \$88,000 marketing and communication plan from February to December 2013
3. Develop a high level of awareness of the new York Region Travel Alert App, with a target of 500 downloads within the first month of the launch and a total of 5,000 downloads by the end of December 2013

### Solution Overview:

York Region applied a multi-phase approach in the execution of the advertising for this project and made careful, strategic use of limited budget dollars. Establishing and implementing a comprehensive marketing and communications plan helped maintain momentum throughout the campaign.

#### Phase 1 – Planning and Development

- York Region conducted an environmental scan and best practice review of industry specific mobile applications to identify what, and how the appropriate technology should be developed and marketed to intended audience. After receiving approval from Senior Management, in partnership with the mobile application developer [GreenOwl](#), The York Region Travel Alert App was developed. It was developed based on an existing technology solution and customized to meet specific York Region requirements. Leveraging an existing technology solution provided York Region the opportunity to implement this tool quickly and efficiently.
- The York Region Travel Alert App provides a hands-free, personalized real-time traffic reporting system which alerts motorists through voice prompts and a colour-coded map to unexpected traffic delays on their route; it also notifies motorists when they are entering Community Safety Zones and speed limit reductions. The York Region Travel Alert App includes a list of popular shopping destinations and tourist attractions. It is available for iPhone, BlackBerry and Android, and can be downloaded for free by visiting [www.york.ca/travelalert](http://www.york.ca/travelalert)
- A comprehensive marketing and communication plan was developed based on audience analysis and a budget of \$88,000.

#### Phase II – Implementation and Participation

- After creating a name and identity for the newly developed mobile application (York Region Travel Alert) a suite of communications materials including posters, banners, post cards, online and print ads, complementing the York Region brand were developed. These marketing materials were used throughout the campaign. **(WS #2)**
- In preparation for the media event **(WS #4)**, a customized media kit (WS #5) was developed and sent to select local and GTA-based media outlets. It was designed to grab the attention of media with its unique packaging and accompanying car cradles. **(WS #5)** This targeted approach complemented the approach York Region usually takes

to email to more than 150 media outlets. Targeted media outlets were selected based on their interest in municipal government, transit and/or technology. Follow up calls were made to these media outlets reminding them of the event. York Region Chairman and CEO, Bill Fisch attended and spoke at the launch of this important initiative.

- Following the media launch, various marketing and advertising activities were executed throughout the campaign period, including:
  - Developing a specific web page on [www.york.ca](http://www.york.ca)
  - Leveraging followers and friends on York Region's Facebook and Twitter sites by encouraging them to download the app. **(WS #7)**
  - Developing an in-house animated video showing how to download and use the application and promotional video. This video is currently posted on York Region's YouTube Channel and is the fourth highest viewed (1,643 views) video out of 81 videos posted. **(WS #3)**
  - Educating and training employees about the York Region Travel Alert App so they would become our ambassadors in the community. Four staff lunch and learn sessions were held with more than 100 staff attending and communicated to staff via the intranet and email blasts.
  - Attending various community outreach events at local fairs and festivals.
  - Partnering with other stakeholders (Smart Commute, YRT/Viva and vivaNext) on cross-promotional advertising opportunities.
  - Additional marketing activities included: an article in *YorkWorks*, a bi-annual Regional publication that is circulated to all households across York Region (approximately 340,000), *680 News* advertisements during hourly traffic reports, on-screen Cineplex advertisements (theatre and lobby), *CAA Magazine* advertisement (summer edition) and *The Weather Network* online advertisements. Recognizing March Break is a prime time to advertise in movie theatres since audience attendance increases during this time, the first of two theatre advertising campaigns ran during March Break and the *680 News* radio advertisements ran for the week prior to the long weekends between May and October when many people chose to travel.

A breakdown of all of the specific tactics, budget and measurement is available on **WS #9**

## Implementation and Challenges

The most significant challenge with this campaign was maintaining top of mind awareness. Downloads of the Travel Alert App increased following the launch of the larger marketing tactics (media launch, cinema and radio ads), but remained relatively flat in between the other campaign periods. **(WS #1)**

### Limited resources and budget

- A total budget of \$88,000 overall was approved. While this may be considered a healthy budget for public sector marketing campaigns, given the scope of the marketing activities and ambitious campaign objectives, York Region needed to find ways to promote the Travel Alert App without incurring additional expensive costs producing collateral and paying for advertising in the GTA market.
- Leveraging in-house graphic designers to create the marketing materials, including the video and providing information to York Region colleagues and community partners attending Regional events, further enhanced the reach of our marketing efforts.

### Challenge: Launch of the new BlackBerry10

- Challenge: Approximately one month prior to launching York Region's Travel Alert App, Blackberry launched the new Blackberry10. The York Region Travel Alert App was not supported on this new platform. At an additional cost to York Region, the developer, GreenOwl, could create the software for the new Blackberry10, however, the additional expense was not included in the current operating budget for the new mobile application and could not be considered. We had to manage the inquiries that we received from Blackberry10 users explaining why they could not download the Travel Alert App at this time.

## Measurement/Evaluation

*Phase III – Measuring Results (2013)*

**Objective**

**Results**

<p>Develop and launch York Region Travel Alert App in 2013</p>	<p>Partnered with local agency that provided a customized York Region Travel Alert App for Blackberry, iPhone and Android platforms.</p> <p>Since the launch on February 18, 2013, the York Region Travel Alert application has achieved significant, steady growth and engagement on social media <b>(WS #7)</b> channels as well as feedback and high ratings (four out of five stars) on the three mobile platforms (Blackberry, iPhone and Android).</p>
<p>Develop and successfully implement a \$88,000 marketing and communication plan in 2013</p>	<p>On February 18, 2013, York Region hosted a media launch event. Targeted outreach to specific media outlets and attendance and participation from York Region Chairman and CEO, Bill Fisch contributed to the successful media launch. Six media outlets covered the event, and according to the Media Ratings Points (MRP) database the reach was 1,124,502. <b>(WS #5 and WS #6)</b></p> <p>Other tactics and metrics <b>(WS#10)</b> include:</p> <ul style="list-style-type: none"> <li>• Inclusion in YorkWorks, a bi-annual Regional publication that is circulated to all households across York Region, approximately 340,000 households</li> <li>• 680 News advertisements during hourly traffic reports, reaching 319,200 listeners</li> <li>• On-screen Cineplex advertisements (Theatre and Lobby) in March and July, reaching 437,846 viewers</li> <li>• CAA Magazine advertisements (Summer 2013 edition), reaching 1,416,031 members</li> <li>• The Weather Network online advertisements, over one million views</li> <li>• Targeted media relations, including a press conference with York Region Chairman and CEO, Bill Fisch <b>(WS #4, WS #5 and WS #6)</b></li> <li>• Media releases and a customized media kit to targeted members of the media <b>(WS #5)</b></li> <li>• Promotion on York Region social media <b>(WS #7)</b> channels including Facebook, Twitter and YouTube <b>(WS #3)</b>. The video is the fourth highest viewed (1,643 views) video out of the 81 corporate videos posted. <b>(WS #8)</b></li> <li>• Four staff lunch and learn sessions were held with overall attendance totalling 100 staff and weekly communication in February, April and June to 3,900 Regional staff via staff intranet, email and on-site information boards and screens</li> <li>• Participation at 25 local community outreach events, potentially interacting with more than 100,000 people who attended <b>(WS #9)</b></li> <li>• Web view impressions dedicated webpage on York Region's website <a href="http://www.york.ca">www.york.ca</a> (8,300 users each week) and online advertising with on <a href="http://www.yorkregion.com">www.yorkregion.com</a>, reaching 141,000 views</li> <li>• Print communications including postcards, large banners and posters displayed targeted towards York Region employees, municipal partners and other stakeholders including smart Commute, YRT/Viva and vivaNext</li> </ul>
<p>Develop a high level of awareness of the new York Region Travel Alert App with a target of 500 downloads within the first month of the launch and a total of 5,000 downloads by the end of December 2013</p>	<p>As a result of the implementing a successful marketing and communication plan, York Region developed a high rate of awareness, resulting in exceeding the initial objectives identified and therefore contributing to the success of York Region's longer term goals.</p> <p>One month after the launch, there were <b>1,588 downloads</b> of the York Region Travel Alert App and in the first six months of the campaign, the York Region Travel Alert App had <b>5,000 downloads</b> (exceeding initial objectives by 60 per cent). Downloads continue to increase and at the time of this award submission, there were over <b>7,500 users</b> to date.</p> <p>Downloads of the Travel Alert App increased following the launch of larger marketing initiatives (media launch, cinema and radio ads), but remained relatively flat in between the other campaign periods. <b>(WS #1)</b></p> <p>When users downloaded the App, they were able to provide their email address for future communication and research. From this larger group a smaller focus group was arranged. Research results of this focus group reveal that York Region should continue to offer this mobile application as a traveller information system to its residents. Sixty per cent of the focus group respondents could recall at least one example of advertising from the campaign.</p>

**2014 IABC Ovation Awards – Marketing Communications with budget greater than \$100K**  
**Diane Keaton & L'Oréal Paris: Age Perfect**

Entrant Name: Cathy Cowan, Cowan & Company  
Organization Name: L'Oréal Paris / Cowan & Company  
Division/Category: Division 1/Category 6c: Marketing Communications with budget over \$100K  
Title of Entry: Diane Keaton & L'Oréal Paris: Age Perfect  
Time Period of Project: September 2011 . November 2012  
Brief Description: To maintain Age Perfect's position as the #1 skincare line for mature skin in Canada, L'Oréal Paris created an integrated communications campaign combining media relations, social media, consumer event and sampling. For the first time ever the brand brought one of its celebrity spokespeople to Canada . Age Perfect's beloved spokesperson and Oscar-winning actress Diane Keaton. Leveraging 12 precious hours of Ms. Keaton's time in Toronto, the campaign exceeded our goals generating an Audience Reach of 20+ million with Cost per Contact of \$0.0073. The campaign helped the brand maintain its market leadership position and increase featured Age Perfect product sales by almost 60%.

**Entrants' Role in Project**

- Hugo Thibault, **L'Oréal Paris** . Strategic direction, overall project management
- Caroline Duguay, **L'Oréal Paris** . Project management and coordination, media relations
- Daani Sarma, **L'Oréal Paris** . Social media program & activation development
- Cathy Cowan, **Cowan & Company** . Strategic planning, project management
- Margaret Batuszkin, **Cowan & Company** . Strategic planning and media relations
- Suzanne Rappaport-Cho, **Cowan & Company** . Event & logistics coordination
- Stephanie Heaton, Diane Keaton's Assistant . Event, photo & logistics coordination
- Kelly Sudsbury, Zygoht Partners . Globe and Mail event management

**Business Need/Opportunity**

L'Oréal Paris Age Perfect skincare has been the #1 brand for mature skin in Canada since its debut over a decade ago. In 2011, L'Oréal Paris research identified that two competitive brands were planning to enter the mature skincare market in Canada in 2012. To thwart these competitive threats, L'Oréal Paris needed to maximize its first-to-market advantage and boost its brand loyalty among mature Canadian women by reinforcing the strengths of the Age Perfect line. L'Oréal Paris looked to PR to help maintain its market leadership and drive Age Perfect sales before the new brands entered the market. To augment its ongoing advertising campaigns, L'Oréal Paris wanted to implement a multi-channel promotion, led by PR, to heighten awareness and loyalty for the Age Perfect skincare line incorporating short & long lead media, social media, sampling and a consumer event.

In researching potential communications opportunities, our analysis of early 2011 Kantar Media reports (rankings of beauty brand coverage in the top 20 beauty-related women's magazines in Canada) showed that the magazines we most needed to increase our editorial coverage in to raise our overall Kantar rankings (Hello, Canadian Living, Chatelaine) were also a fit for the Age Perfect demographic. Analyzing the Kantar metrics further, it showed that coverage of celebrities & experts was beauty editors' most commonly covered topic after makeup and skincare. We discussed investing in a new strategy that L'Oréal Paris had never done before in the Canadian market: bringing a celebrity spokesperson to Canada for a PR tour.

**Stakeholder Analysis**

Age Perfect's spokesperson is the beloved Oscar-winning actress, author and style icon, Diane Keaton who epitomizes the brand well with her joie de vivre approach to life and aging. E-Poll's Market Research's E-Score showed that Ms. Keaton had 97% appeal/likeability with adults over 55 years old. Her E-Score of 98 (average celebrity E-Score is 55) listed women describing her top attributes as talented, experienced, classy, intelligent, funny and attractive . traits we believed would resonate and appeal to our target audiences including:

- National media focused on the anti-aging beauty industry with an audience reach of Canadian women aged 50+
- Style-savvy Canadian females aged 50+ with an interest in beauty

We believed Ms. Keaton's star power, and the widespread interest in her career and personality, would give us the media and consumer hook we needed to create a fresh and inspiring platform to talk about being the best you can be at any age, while embracing the context and philosophy behind our Age Perfect products.

In considering Ms. Keaton for this campaign, we soft sounded key beauty media whose audience reach was comprised of mature women (50+) and focused editorially on beauty products to gauge their interest to do one-on-one interviews with Ms. Keaton. The feedback was a resounding **yes!**

## **Marketing Communications Goals/Objectives**

- Generate Audience Reach of 15 million - determined based on the target of achieving an aggressive Cost Per Contact of \$0.01.
- Generate MRP Rating score of at least 75%.
- Generate high-profile coverage of Diane Keaton and Age Perfect products with short and long media to extend coverage throughout 2012.
- Directly engage consumers and create prestigious sampling opportunities for Age Perfect.
- Drive Age Perfect sales and maintain Age Perfect's leadership position as #1 brand for mature skin in Canada in 2012.

## **Solution Overview**

By creating a PR program around Age Perfect's spokesperson, we also believed this would generate more appeal and resonance for the Age Perfect print and TV ads that run throughout the year by giving the face of our advertising a personal voice to share her thoughts on feeling good about aging and taking care of yourself. After brainstorming through the possibility, we created a concept featuring Ms. Keaton that would work across all required platforms including media relations, social media, sampling and a consumer event.

As the expenses for bringing Ms. Keaton and her four-person team to Canada were high at approx. \$96,000 (her fees were covered by her global contract with the brand) we tested this strategy by first initiating some Audience Reach forecasts to determine if the ROI from this campaign would make it worthwhile. After forecasting targeted Audience Reach and the anticipated Cost Per Contact we determined that even with these expenses this program would still generate significantly better Cost Per Contact than the industry average of \$0.03. We decided to pursue this strategy, targeting an aggressive Cost per Contact of \$0.01 or 15 million impressions based on the total \$150,000 budget for the campaign.

The top priority for Ms. Keaton's Canadian tour was meeting with top tier media to generate coverage for the products, the L'Oréal Paris brand and an overall feel good message about getting older and taking care of yourself. In order to get the high-profile coverage we wanted, we decided to make the interview opportunities with Ms. Keaton very exclusive and only offer a handful of one-on-ones with key, national Canadian media. Media were selected for these interviews based on criteria of Audience Reach, mix of long and short lead media to extend coverage throughout the year, a propensity to talk about beauty/products, and whose audiences significantly consisted of our key target market of style-savvy women 50+ years old with an interest in beauty products.

For L'Oréal Paris, it was also very important to maximize the investment in bringing Ms. Keaton to Canada by directly engaging consumers and creating prestigious product sampling opportunities. This was achieved through a consumer event with the Globe and Mail's Recognition program tied to Ms. Keaton's newly released book *Then Again*, prestigious product giveaways, and a Facebook promotion/contest with the grand prize of meeting Ms. Keaton while she was in Toronto.

## **Implementation and Challenges**

As this was the first time L'Oréal Paris had ever brought a spokesperson to Canada, there were many challenges and learnings along the way. The first challenge, that was almost insurmountable, was finding time in Ms. Keaton's busy schedule once she and L'Oréal Paris's head office had granted their consent for this PR Tour. We had originally planned to do this event in November 2011, however as planning was underway we found out that her U.S. PR team for her new book had promised an exclusive to Good Morning America in November so we were forced to reschedule to March 20 & 21, 2012 which was her next availability.

Unfortunately, while the original November date coincided with a new product launch for Age Perfect, there were no new Age Perfect products scheduled to launch in 2012 so we lost that added product launch media hook in rescheduling. Instead we focused the product messages on the Age Perfect Hydra-Nutrition Serum and Day Cream as our key product mentions, as well as L'Oréal Paris lipstick. We chose the Day Cream and lipstick because they were genuinely among Ms. Keaton's favourite products and the Serum was one of our newer product innovations. Plus, based on clinical studies and research conducted by L'Oréal Laboratories in France, serums were trending globally in anti-aging skincare products.

Timing continued to be a major challenge, as we arranged to have Ms. Keaton come to Toronto for 2 days plus her travel days. These strictly enforced two 8 hour days included 2 hours of hair/makeup each day which meant that, in effect, we had 12 hours of her time in total for this campaign and we needed to utilize every moment as effectively as possible! We worked with Ms. Keaton's assistant to use 8 of these hours on the first day and then made the second day 4 hours in order to accomplish everything we needed to during our allotted hours. From a media relations standpoint, this meant negotiating with Canada AM that we could tape their interview with Ms. Keaton in CTV's downtown studio as we did not have time in the schedule to travel back and forth to Canada AM's Scarborough studio. The producers agreed, and we taped the 10 minute Canada AM segment after she appeared on Marilyn Denis, in the same building after she did a quick wardrobe change.

In initiating celebrity-focused product PR for other clients, we knew that it can be difficult for product messages to find their way into celebrity-focused articles/interviews and knew this would be especially the case with a personality as beloved as Ms. Keaton. As a result we developed simple Key Messages/Talking Points for Ms. Keaton to help guide the conversations without being overly commercial, corporate or stiff which would have detracted from the *feel good/take care of yourself* message. Ms. Keaton had not conducted many media interviews for L'Oréal Paris in other countries either, and since we didn't have much time to brief her we knew to be successful the product messages needed to be tailored to her personality so she could comfortably deliver our key/product messages and yet still be herself. *Please see Talking Points for details.*

Keeping our tight timeframes in mind, we scheduled 8 media interviews with our key short and long-lead media: Globe and Mail, Canadian Living, Zoomer Magazine, More Magazine Canada, Chatelaine Magazine, Hello Magazine, the Marilyn Denis Show and Canada AM. These media were selected based on criteria including Audience Reach, reach to women 50+, and mix of lead-times to spread coverage throughout the year and a willingness to include Age Perfect/beauty talk in their coverage which we negotiated before confirming the interview. Once word got about Ms. Keaton's visit in the promotion around her consumer event, we were inundated with media interview requests . everyone from Canadian Press to the George Stroumboulopoulos Show. Hard it was we had to turn down many these interview requests due to our target audience focus and 12-hour time constraint - and especially if they were unable to commit to the editorial requirements of featuring Age Perfect and pre-submitting questions (a requirement from Ms. Keaton). We were also concerned the more interviews that were granted would decrease the scope of the other pieces so we were vigilant in making our interviews as exclusive and high-profile as possible. With one exception: once Shivan Govani from the National Post got word that Diane Keaton was in town, he contacted us to confirm details. After negotiating with him for L'Oréal Paris mention in exchange for information (not an interview), the resulting article included both L'Oréal Paris and Age Perfect coverage.

We set up the one-on-one print interviews in a beautiful suite at the Ritz Carlton Hotel in Toronto on March 20, 2012. The first 10 minutes of each interview featured a briefing with L'Oréal Paris's Caroline Duguay providing an overview of the Age Perfect skincare line. Once this briefing was complete, we brought Ms. Keaton into the suite where she spoke to each writer for approximately 15 minutes . based on the pre-submitted and approved list of questions.

Photography was an issue throughout the media relations program as the only image of Ms. Keaton we owned was the widely used image from the Age Perfect ads . and media understandably did not want to use an advertising image in their editorial. Ms. Keaton does not own any of her own images and, also understandably, a star of her magnitude would not allow us to just snap some quick pictures to distribute to media and we did not have time nor budget to schedule a proper full photo shoot. As some media requested a photo of themselves with Ms. Keaton in their one-on-ones, including the Editor-in-Chief for More Magazine who wanted to publish it in her article, we hired a photographer to set up a studio in the hotel suite with full lighting. After the event, we secured Ms. Keaton's approvals on all images before they were released to media. To achieve our goal of securing a cover with a key magazine, we worked with Ms. Keaton's assistant to purchase photos from a past photo shoot at a preferred rate . and these photos were featured in the December cover and five-page feature spread about Ms. Keaton in Zoomer Magazine.

The originally-planned consumer event fell through two and a half weeks before Ms. Keaton's arrival which left us with a half-day of her precious time to fill in very short notice. Within two days we had developed two alternate options, and in the end we decided to partner with the Globe and Mail's Recognition program to offer an exclusive event for their readers. The event was an *Evening with Diane Keaton* at the Sutton Place hotel for 250 Globe and Mail readers and included Diane Keaton reading a section of her new book, an engaging Q&A with Ms. Keaton hosted by Johanna Schneller, and then all attendees had a chance to briefly meet Ms. Keaton and have her sign their copy of her book. In record time, we worked with the Globe and Mail Recognition Program event organizers to develop the promos and an onsite activation plan for L'Oréal Paris including brand visibility across the room, Age Perfect, Colour Riche lipcolour and other L'Oréal Paris products in the gift bag, and hired a team of makeup artists do lipcolour touch ups/colour advice to ladies in line as they waited their turn to meet Ms. Keaton and have their book signed. Additionally, promotions for the event included a  $\frac{3}{4}$  page colour ad in the Globe and Mail featuring a mention of L'Oréal Paris and Age Perfect as the #1 mature skincare line in Canada, as well as an email blast to 200,000 readers, and promotions through the Globe and Mail, Random House and other sponsors's Twitter and Facebook activations. We also secured the opt-in contact list from the event for future Age Perfect promotions.

L'Oréal Paris's Facebook community . with 300,000+ Likers at that time . is very important to us and we wanted to share the Diane Keaton experience with our community. As Diane Keaton would not participate in any Facebook-specific videos, we created the L'Oréal Paris *What Makes your Age Perfect* contest inviting mature *Likers* to write submissions celebrating their age. 50 lucky winners received a prize pack with Age Perfect and other L'Oréal Paris products as well as a signed copy of Ms. Keaton's book. The Grand Prize winner won a trip for 2 to Toronto, a hair makeover and the opportunity to meet Ms. Keaton in person. Participation in this contest was one of our best ever with 568 entries and 54,449 votes on the related Facebook posts. Given the 50+ demographic for this campaign, we did not engage Twitter as one of the campaign tools or metrics although there were many Tweets generated throughout Ms. Keaton's PR tour, from media, event attendees and passers-by alike, so this is a platform we would incorporate next time even with an older demographic.

The budget for this campaign was approximately \$150,000. Budget breakdown consisted of approximately \$96,000 in travel expenses for Ms. Keaton and her team's fees/travel expenses, \$30,000 in C&C Professional Fees for strategic development, media relations and event coordination fees, \$9,000 for Globe and Mail event sponsorship/activation, \$9,000 for the Facebook contest, and \$6,000 for venue and photography.

### **Measurement/Evaluation**

In measuring the success of this campaign we succeeded in achieving . and surpassing - our objectives:

#### **Goal: Generate Audience Reach of at least 15 million based on achieving aggressive Cost Per Contact of \$0.01.**

☑ The campaign successfully generated an Audience Reach of 20,323,900 in earned media plus another 600,000+ from the social media/direct-to-consumer initiatives for a **total Audience Reach of 20,923,900**. The earned media total was 39% above our original target! Although we had set an aggressive Cost Per Contact target of \$0.01 we exceeded this target and achieved a **Cost Per Contact of \$0.0073 – 27% better than our target!**

#### **Goal: Generate MRP Rating score of at least 75%.**

☑ Celebrity-focused PR for products can be challenging as media typically want to focus more on the celebrity than on the product . which is why we set this target in line with the industry standard. In pre-negotiating for product coverage, selecting media who were open to talking about beauty, and creating easy-to-deliver Key Messages/Talking Points for Ms. Keaton we were able to exceed the MRP Rating industry standard of 75%. We achieved an exceptional **MRP Rating of 97% - exceeding our target by 22%!**

#### **Goal: Generate high-profile coverage of Diane Keaton and Age Perfect products with short and long media to extend coverage throughout 2012.**

☑ Product visibility in the resulting media coverage was fantastic. All coverage featured Ms Keaton and 79% featured her delivering the feel good about aging message we wanted to convey and make synonymous with Ms. Keaton to tie this feel good message the ongoing Age Perfect advertising. 79% of coverage featured Age Perfect mentions and 86% of these product mentions included an Age Perfect product shot/visual. Highlights of the media coverage included

- a Diane Keaton Cover in Zoomer Magazine accompanied by a 5 page feature article that mentioned Age Perfect and 2 other L'Oréal Paris products
- a two page feature in Hello Canada Magazine featuring an Age Perfect product shot that was subsequently run in many international editions,
- a 10 minute Canada AM segment that featured footage from the Age Perfect TV commercial
- 25 minute segment on Marilyn Denis where Diane Keaton talked at length about Age Perfect Serum that ran for a second time in June as part of the %Best Of+edition of Marilyn Denis for 2012.
- a large article in the Globe and Mail's Style section about Ms. Keaton with an Age Perfect sidebar and photo
- Kantar media metrics showed we increased our editorial space in magazines for Skincare by 48% and overall Editorial Impact for Skincare by 20% in 2012 vs. 2011. Additionally, L'Oréal Paris was the #1 beauty brand overall in Canadian beauty media coverage in 2012 according to Kantar Metrics . in part generated by the success of this campaign.

Coverage ran from the date of the PR Tour in March through to the December cover of Zoomer Magazine in December 2012 . and continues to be featured in Zoomer's subscription advertising in 2013 for added visibility.

#### **Goal: Directly engage consumers and create prestigious sampling opportunity for Age Perfect products.**

☑ As mentioned, the campaign succeeded in **directly reaching an additional 600,000+** people through our social media and direct-to-consumer initiatives. The successful Facebook contest for our 300,000+ likers resulted in 568 contest entries and 54,449 votes to receive a coveted Age Perfect product prize pack . resulting in one of our most popular Facebook campaigns with the highest engagement levels. The Globe and Mail event, promoted through an ad in the paper and an email to 200,000 Globe and Mail readers, attracted 250 attendees (sold out in record time!) who each received a gift bag featuring Age Perfect and other L'Oréal Paris products . as well as a lip colour touch up and colour recommendation card from our onsite beauty team. For further sampling and product buzz, Age Perfect also was positioned as a coveted audience prize on the Marilyn Denis Show after Ms. Keaton's appearance.

#### **Goal: Drive Age Perfect sales and maintain Age Perfect's leadership position as #1 brand for mature skin in Canada in 2012.**

☑ The campaign was successful in helping **Age Perfect successfully maintain its position as the #1 brand for mature skin throughout 2012**. In fact, sales of the Age Perfect Hydra-Nutrition franchise (the sub-brand of our 2 featured Age Perfect products) **increased by 58.5% in 2012** in part as a result of this campaign that generated coverage, sampling and awareness from March to December 2012. In one of our highest commendations, Ms. Keaton's assistant told us that Ms. Keaton said our Toronto PR Tour was the %best media junket she's ever done in her career+. High praise indeed!



# 2014 IABC/TORONTO OVATION AWARDS

**Entrant's Name:** Sandra Pakosh (OES lead)  
Ian MacDonald (OES events/social media manager)  
Laura Crochetiere (FH agency lead and spokesperson)

**Organization's Name:** Ontario Electronic Stewardship / FleishmanHillard

**Division/Category:** Division 1: Communication Management; Category 7a: Special Events (with budget up to \$50K)

**Title of Entry:** Lumipendant Firefly – Shining the Light on Electronics Recycling at Nuit Blanche  
Ottawa-Gatineau

**Time Period of Project:** August-September 2013

**Brief Description:** Ontario Electronic Stewardship (OES) and PR Agency of Record FleishmanHillard (FH) worked with local Ottawa artists to commission the RecycleYourElectronics.ca Firefly at Nuit Blanche Ottawa-Gatineau. Made from recycled electronics, the interactive art project offered a unique platform for OES to raise awareness of the RecycleYourElectronics.ca program and provide education for the proper reuse and recycling of out-of-use electronics. OES and FH created a media / social media relations program that garnered coverage throughout the Ottawa region in the lead up to and during the event, and created engagement that lead to a measureable increase of activity on [www.recycleyourelectronics.ca](http://www.recycleyourelectronics.ca).

## ***1. BUSINESS NEED/OPPORTUNITY***

### **NEED:**

Ontario Electronic Stewardship is a not-for-profit industry organization that manages the responsible reuse and safe recycling of out-of-use electronics in the province of Ontario. As part of this program, OES operates RecycleYourElectronics.ca as the go-to resource for residents and businesses of Ontario to find approved and designated reuse and refurbishment organizations in addition to free drop-off sites for end-of-life electronics. The program's success is ultimately determined by the amount of e-waste collected, and OES is always looking for ways to increase this tonnage.

OES regularly partners with Ipsos Reid (IR) to poll Ontarians about electronics recycling in the province and their awareness of the RecycleYourElectronics.ca program. The IR Pulse Awareness Survey from June 2013 demonstrated that awareness of the program had declined sharply in eastern Ontario, while remaining steady or boosting in other parts of the province. Beyond awareness of the program, eastern Ontarians were also least likely to know that there are specific ways in which electronics products need to be handled and disposed of when they are not in use or not in working order. OES identified a need to both bolster the awareness of the RecycleYourElectronics.ca program in eastern Ontario, and also to educate that community about the importance and responsibility Ontarians have to recycle out-of-use electronics correctly.

### **OPPORTUNITY:**

In the first half of 2013, OES reached a notable collection milestone, collecting more than 200,000 tonnes of electronic waste across Ontario, a result greater than any other diversion program of its kind in Canada. OES recognized this milestone as an opportunity to celebrate and thank Ontarians. Based on this and need identified by awareness research, OES knew there was an opportunity to find a special and effective way to engage the eastern Ontario community during this celebration.

## **2. STAKEHOLDER ANALYSIS**

### **PRIMARY:**

The primary target of this specific campaign would be English and French speaking residents of eastern Ontario – particularly Ottawa residents, the largest city in eastern Ontario.

In addition, to further segment the core target for this communications campaign, OES turned to additional IR data. The research demonstrated a lack of awareness among 18-34 year olds, and amongst residents in this demographic who were aware of the program, this age group was 9 per cent more likely to have not recycled an electronic. For these reasons, the target group of eastern Ontario residents between the ages 18-34 years was of particular interest.

### **SECONDARY:**

One secondary audience was eastern Ontario residents aged 35 and older, as OES recognized this audience as most likely to recycle. Further, government stakeholders in the eastern Ontario region were also identified as a secondary audience, as strong relationships with key officials are critical to the program's success at the municipal level.

## **3. GOALS / OBJECTIVES**

### **GOAL: AWARENESS**

The mission of OES is to lead end-of-life electronics collection in an environmentally responsible and cost effective manner for the benefit of all Ontarians. However, residents of eastern Ontario showed lower levels of awareness of the program and the role it plays in the province compared to the rest of Ontario. Therefore, the goal of the Nuit Blanche Ottawa-Gatineau "Firefly" commission and sponsorship was first and foremost to increase in awareness of the RecycleYourElectronics.ca program in the eastern Ontario market, especially around those aged 18-34 years.

### **AWARENESS OBJECTIVES:**

- Generate media coverage (English and French-speaking communities) – secure at least 2 million impressions in the Ottawa market – through both traditional and social media
- Secure at least two media interviews with OES and/or its representatives
- Increase first time visitor web traffic to the RecycleYourElectronics.ca website in the Ottawa region by one per cent in September and October, as compared to 2012 data

### **GOAL: EDUCATION**

The Nuit Blanche Firefly commission also sought to use art as a platform to educate consumers about the RecycleYourElectronics.ca program and the role it plays as Ontario's e-waste diversion program. With more people educated about how to recycle their e-waste, it will help OES drive their business goal of diverting end of life electronics from landfill.

### **EDUCATION OBJECTIVES:**

- Educate at least 500 consumers about the program through one-on-one engagement
- Generate approximately 1 million earned media impressions that included the RecycleYourElectronics.ca program name and/or key messages

#### **4. SOLUTION OVERVIEW:**

After exploring upcoming opportunities in eastern Ontario, OES connected with Nuit Blanche Ottawa-Gatineau, a grassroots all night community art festival in its second year, taking place primarily around the city of Ottawa. The festival brings in attendees from across eastern Ontario from all demographics, with their largest target being attendees from ages 16-35 years – the target that OES was most looking to connect with.

Further, the festival was looking for corporate sponsors to bring to life specific art pieces, and was happy to partner with OES to engage in awareness and education driven communications activities. With the assistance of Nuit Blanche organizers, OES partnered with a trio of local Ottawa artists, under the collective name “Lumipendant”, who had designed a “Firefly” pendant from recycled electronic material – a natural tie-in that would allow RecycleYourElectronics.ca messaging to easily be integrated into all communications around the partnership. The Fireflies flow through various light sequences based on human contact and socialization patterns. OES commissioned 250 Fireflies as part of its sponsorship with the artists and the festival.

As part of the sponsorship, OES and FH negotiated mentions on all official Nuit Blanche materials, including programs, maps, the website and social media channels. RecycleYourElectronics.ca would be featured on the lanyard holding each of the Fireflies, and would be mentioned, with description and program information, in the opening speech at the Nuit Blanche opening gala, attended by local VIPs including government officials. RecycleYourElectronics.ca would set up a booth to directly engage one-on-one with community members about the program and the importance of electronics recycling. However, the OES and FH teams aimed to leverage this very local opportunity to expand the reach of the OES message beyond just the event attendees and into the community, to fully achieve communications objectives.

OES embarked on a local-area media and social media relations campaign to support the Firefly sponsorship and increase RecycleYourElectronics.ca key messages in Nuit Blanche media coverage. Prior to the event, OES worked with Nuit Blanche to write a press release announcing the sponsorship, which was distributed to target local, arts and cultural media/social media influencers. OES and FH developed key messages and media trained the Lumipendant artists along with the OES Executive Director, and a RecycleYourElectronics.ca spokesperson. These key messages were also shared with event organized to amplify the quality of the RecycleYourElectronics.ca mentions with media.

Leveraging the hook of the local event, and the stunning visual of the Firefly pendants, FH set up lifestyle media segments with the top Ottawa lifestyle programs – CTV Morning Live Ottawa and Rogers Daytime – where the story of the RecycleYourElectronics.ca Firefly brought to life the topic of electronics recycling for an extended audience that hit the target in terms of region and age demographic. FH put together a backgrounder for media and social media influencers, and reached out to targeted individuals to provide additional context about the sponsorship and offer interviews with the artists and/or OES spokespeople, and opportunity to secure one of the only 250 Fireflies. The team also ensured that there would be ample Firefly pendants on hand to deliver to media attending Nuit Blanche throughout the evening.

FH created a postcard that would be distributed with each Firefly pendant to both explain how the pieces worked, but also provided additional key messages about OES and the RecycleYourElectronics.ca program. The team was also able to secure the opportunity to provide RecycleYourElectronics.ca branded tote bags at the VIP reception which housed a number of Nuit Blanche materials, and additional OES pamphlets with key materials.

To encourage conversation online, the team reached out to one of the most popular local blogs, Apartment 613, to secure a profile of Nuit Blanche and the Firefly installation. OES and FH prepared a hashtag, #NBFirefly to encourage and track social media conversations during and after the event. Further, the team put together Twitter content to be shared on the RecycleYourElectronics.ca Twitter feed, and for Ottawa’s River Ward City Councillor.

## ***5. IMPLEMENTATION AND CHALLENGES:***

The confidential campaign budget was approximately \$33,500 in fees and expenses, including the sponsorship.

OES and FH were working with a tight timeline to take this project from research and ideation phases to implementation. Following meeting the collection milestone of 200,000 tonnes and reviewing the June opinion research in July 2013, FH approached Nuit Blanche Ottawa-Gatineau to discuss opportunities. While the deadline had passed, Nuit Blanche was able to allow OES to get involved as a sponsor if it moved quickly. OES signed on to the project in August 2013, and the project was implemented in September 2013.

Given this tight timeline, OES knew efficiency would be very important to the program's success. With many players involved (OES, FH, Nuit Blanche organizers, Lumipendant artists), it was important to set clear expectations and guidelines for success. The team set a meeting to determine these boundaries and set up a plan for collaboration.

FH worked with the artists to anticipate possible challenges. The Fireflies featured open electronic equipment, with some relatively sharp edges. OES required the artists to ensure that the postcard distributed with the Fireflies also contained safe handling instructions. In addition, OES requested that FH develop a rain plan for the Fireflies – the artists created “rain jackets” for the Fireflies to prevent water damage.

On the day of the event, it poured rain. The kick-off gala, held outside, resulted in many VIPs huddled under a large tent. Despite the chaos, OES events manager Ian MacDonald, who travelled in to Ottawa in the RecycleYourElectronics.ca company vehicle, ensured the Firefly was well represented in all event media coverage. He also oversaw the transportation of all event equipment, setup/tear down of the OES booth and tent, and promotion/education of the program at the tent along with the OES Executive Director. FH ensured all media attending the VIP launch event took photos with the OES ED and events manager, as well as the Lumipendant artists, and offered Fireflies and backgrounders to reporters on site.

Nuit Blanche Ottawa-Gatineau was spread out over many neighbourhoods in the region, and tracking down media covering the event following the gala kick-off event was difficult. Using the event hashtag #NBFirefly, OES turned to Twitter to find media and other online influencers tweeting about Nuit Blanche, and provided them additional information when they were connected. Further, the OES events manager used Twitter to connect with event-goers having technical difficulties with their Fireflies, and worked with the artists to bring troubled Fireflies back to life, resulting in happy event-goers and an opportunity for an OES touch point to discuss the program.

## ***6. MEASUREMENT / EVALUATION OF OUTCOMES***

Despite the weather challenges, the Nuit Blanche Ottawa Gatineau “Firefly” sponsorship was successful at meeting the campaign objectives.

### **OBJECTIVE ONE: INCREASE AWARENESS**

- Secured 2,827,400 traditional media impressions in the Ottawa-Gatineau market, and 14,249 impressions through social media (2,841,649 combined impressions) – surpassing campaign objectives by approximately 42 per cent
- Secured at least two broadcast media interviews with OES program representatives, including a feature piece on CTV Morning Live, the top morning show in Ottawa outside of CTV's Canada AM
- First-time web traffic to the RecycleYourElectronics.ca website from Ottawa in September/October increased from 74.96% in 2012 to 77.44% - an increase of 2.48 per cent

### **OBJECTIVE TWO: EDUCATE EASTERN ONTARIANS**

- Educated over 600 event attendees about the program through one-on-one conversations at the RecycleYourElectronics.ca tent
- Generated over 2.5 million earned media impressions that included the RecycleYourElectronics.ca program name and/or key messages

## IABC Ovation Award 2014

**Entrant's Name:** Patrick Casey, Director, Corporate Communications, The Regional Municipality of York

**Organization Name:** The Regional Municipality of York and York Regional Police

**Division/Category:** Division 1: Communication Management, Category 7a: Special Events with budget up to \$50K

**Title of Entry:** Twenty Years of Heroes: York Region's 20<sup>th</sup> Annual United Way staff campaign

**Time Period of Project:** January 1, 2013 to December 11, 2013

**Entry Summary:** In 20 years, The Regional Municipality of York and York Regional Police (YRP) have raised \$2.5 million and helped 20,000 people by supporting annual United Way York Region (UWYR) staff campaigns. Despite this great milestone, York Region was commissioned to fundraise \$425,000 in 2013 to help UWYR provide support in every corner of the Region. To create awareness and influence behavioural change in its employees, York Region took a multi-phase approach in launching its 20<sup>th</sup> annual campaign. Although implementing a successful campaign and fundraising events had its challenges, the 2013 campaign raised \$432,102, exceeding its \$425,000 campaign goal by \$7,102.

### 1. Business Need / Opportunity

- Since 1994, United Way York Region (UWYR) has been the corporate charity for The Regional Municipality of York
- York Region and York Regional Police (YRP) (joining in 2004) are proudly committed to making great neighbourhoods across York Region even greater by partnering with UWYR
- York Region shares UWYR's vision of building strong and healthy communities. Employees work hand-in-hand with United Way agencies to help support critical social services throughout the Region
- For the past 20 years, employees raised more than \$2.5 million and helped over 20,000 people in need **(WS#1)**
- Despite this great milestone, there was an ongoing need to give generously in 2013 as the demand for services across the Region continued to outpace supply – stretching an already slim network of agency partners and Regional services
- On August 17, 2013, UWYR announced an unprecedented community goal to raise \$30 million in three years
- On September 9, 2013, York Region and YRP announced a \$425,000 staff fundraising goal in support of its 2013 United Way employee campaign – the largest campaign goal they had ever announced **(WS#2)**
- Encouraged to imagine a Region where every family in every community is thriving, an internal United Way Steering Committee was developed, co-chaired by the Commissioner of York Region's Community and Health Services department and York Regional Police Deputy Chief
- The United Way Steering Committee was energized and ready to come together to reach this year's challenging goal, however recognized communicating and executing an event-heavy campaign to 5,760 employees this year would be accompanied by new challenges and opportunities not experienced in previous campaigns

### 2. Stakeholder Analysis

- **Internal target audience (primary):** York Region Senior Management Team (includes Chief Administrative Officer and six Commissioners representing six Regional departments); 5,760 Regional employees: 31 per cent of Regional employees who support and donate to the United Way; 69 per cent of Regional employees who typically do not support and/or donate to the United Way; new and renewing Community Leadership Donors (donors of \$1,000 or more); 21 members of Regional Council (includes Chairman and CEO)
- **External target audience (secondary):** media; 42,000 local businesses as potential donors for campaign materials; 1.1 million residents invited to attend Craft and Gift Show

### 3. Goals/Objectives

**Goal:** To successfully execute, promote and celebrate York Region's 20<sup>th</sup> Annual United Way Staff Campaign

#### **Objectives**

1. Fundraise \$425,000 between September and December 2013 (a 12-week period) to help United Way York Region provide support in every corner of York Region
2. Launch ePledge and increase overall participation in payroll pledge from 31 per cent in 2012
3. With a \$0 budget, execute the first no-cost / "zero expenditure" philosophy staff campaign
4. Communicate strategically to staff and only as required, to eliminate donor fatigue
5. Improve employee understanding about United Way York Region and increase donor confidence
6. Have fun! Re-energize the annual corporate campaign by creating buzz around its events and pledging while inspiring pride in the organization by celebrating 20 years of staff campaigns, volunteerism and donations

### 4. Solution Overview

To create awareness and influence behavioural change in employees to donate to UWYR, York Region took a multi-phase approach in launching its 20<sup>th</sup> annual United Way staff campaign. Establishing and implementing a comprehensive communications plan would help improve employee understanding of the importance of donating to UWYR, establish a strong foundation for the organization's commitment to UWYR and inspire employees to be someone's hero through their donations and support of more than eight campaign fundraising events.

#### *Phase I – Planning and Development*

- A successful corporate campaign requires upper management support. To ensure senior management support and direction, campaign co-chairs held preliminary and update meetings with the Chairman's office

- To successfully execute and promote this year's 12-week campaign, a steering committee of 20 York Region employees, including representation from Corporate Communications and YRP, met weekly between May and December to carefully plan and develop the campaign and fundraising events
- To celebrate this year's milestone, York Region prepared a new memorable and celebratory tagline: "In 20 years, York Region has raised more than \$2.5 million and helped over 20,000 people in need" **(WS#1)**
- Following the decision to execute the first zero expenditure staff campaign, print communications were to be minimal and an emphasis was made on corporate support and donations. To respect and eliminate donor fatigue, strategic, quality communications also became the priority versus bombarding staff with daily campaign messaging. An internal communications plan targeting staff was developed. The plan also targeted the Region's 42,000 businesses for corporate donations, and targeted local media and residents to encourage buzz about the campaign and encourage vendor participation and public attendance at the Craft and Gift Show through social media **(WS#3)**
- In a campaign with limited printing, intranet presence was imperative. The United Way page was developed and updated regularly **(WS#4)**; communications pieces drove staff to the intranet to learn more and for key resources; the landing page was a visual event calendar for staff, however to ensure events were well attended and supported, a calendar of events bookmark was also printed for all staff, specifically those with little to no computer access
- To improve employee understanding about UWYR and increase donor confidence, United Way myth busters specific to the organization were developed and posted to the intranet **(WS#5)**
- The campaign co-chair partnered with key stakeholders (UWYR, Legal, Finance) to set up ePledge, the new electronic payroll pledge process for 2013, to ensure the software was ready for campaign launch day while aligning with corporate policy and respecting the privacy of all employees **(WS#6)**
- To support the no cost campaign, request for donation letters and donation phone scripts/emails were prepared and distributed to local businesses to secure corporate event products (food, prizes, etc.) and silent auction items. All donations were welcomed
- The [unitedway2013@york.ca](mailto:unitedway2013@york.ca) inbox was set up, added to all communications pieces and monitored daily for employee inquiries and support
- Weekly email updates to all staff with campaign teasers and information were prepared, linking to the intranet content for more information **(WS#7)**
- Communications materials to support corporate campaign fundraising events were developed and approved for: Opening Ceremonies and Celebration, ePledge, Softball Tournament, Basketball Tournament, Silent Auction, Raffle, Craft and Gift Show, Closing Ceremonies and ongoing campaign promotional materials **(WS#7)**

#### *Phase II – Educating and Training Staff*

- Developing communications around the Region's corporate fundraising events was a large component of this campaign, however because employee payroll pledges had been a crucial part of past campaigns, educating employees about payroll pledge and the new ePledge process was also a communications priority
- As a result, **Payroll Pledge Ambassadors** were required and step-by-step "how to" messaging was developed. Through the weekly United Way update emails to all staff, 85 ePledge ambassadors were secured
- To ensure consistency and to prepare the ambassadors, York Region developed mandatory ambassador training and an "ePledge Ambassador Tips: Making the Ask" training video
- The committee worked with IT to create an ambassador access only section on the intranet, and developed and posted resources to support all ambassadors: Ambassador Contact List; Ambassador Training presentation; How to Make the Ask: Tips and Tricks; Ambassador Guide to Success; Myth Busters; and First Time Donor Super Credit fact sheet **(WS#8)**
- The steering committee also required **volunteers** to prepare and execute more than eight fundraising events. Through the weekly United Way update email to all staff and call-out presentation, 100 dedicated volunteers were secured and trained prior to each event
- Community Leadership Donors (CLD) (donors of \$1,000 or more) are also a crucial part of the payroll pledge portion of the campaign. To ensure suitable targeted communications occurred to renewed and potential CLD, a **leadership campaign lead**, who was also a CLD, was identified. This leader was trained in the benefits of being a CLD and educated targeted staff on these benefits through one-on-one communications and presentations at senior management meetings
- To promote a fun and celebratory atmosphere around the typical corporate opening ceremony, the committee secretly recruited and trained 50 employees for York Region's first **flash mob**. This included developing the dance, training video, secret group training sessions and private sessions upon request

#### *Phase III: Corporate Fundraising Event Implementation and Revenue*

- The planning and development of all fundraising events were critical to employee engagement and helped meet 2013's challenging targets, raising \$87,658 (\$20,322 or 30 per cent increase from 2012's event revenue)**(WS#9A)**
- Dollars raised from this year's Opening Celebration picnic lunch/bbqs, Silent Auction and Craft and Gift Show demonstrated the largest dollar increases over past years

### **5. Implementation and Challenges**

Although York Region has run UWYR staff campaigns for 20 years, implementing a successful campaign in 2013 was not without its own unique challenges and obstacles.

#### *New goal*

- Challenge: In 2012, York Region's Chairman and CEO set a challenging \$400,000 campaign goal and this goal was not reached by the end of the campaign. The steering committee worked hard, employees dug deep and after extending the campaign by an additional month, \$422,072 was raised, exceeding the campaign goal by \$22,072
- How would York Region reach its new, aggressive target of \$425,000 with a similar amount of donors and resources if it was so challenging to reach \$400,000 the year before?
- Solution: York Region executed the first no-cost or "zero expenditure" philosophy staff campaign with a \$0 budget. Fundraising dollars were not to be used on campaign materials because this would ultimately take away from the Region's fundraising total. Promotional printing was minimal and materials purchased in the past to run campaign events (food, drink, prizes, equipment, rentals, entertainment, music, etc.) were sourced by the committee and donated by generous local businesses. For example, kick-off celebration lunch tickets were sold for \$10. Rather than hosting a typical corporate BBQ with expenses, the picnic-inspired lunch featured food stations of pulled pork or veggie chili, corn on the cob, nachos and salsa, coleslaw, drinks and dessert. Attendance was high due to targeted celebratory messaging and because all materials were donated, all funds went directly to the Region's fundraising total (\$3,935 in 2013 versus \$895 in 2012)
- Unavoidable expenses were minimal (lottery license, softball field rental, printing, table rentals for craft show) and totalled less than \$1,000 taken from total funds raised

#### *Special Olympics*

- Challenge: In July 2013, YRP hosted the Special Olympics in the Region. York Region's goal was to raise \$6,000 and after an intense, internal seven month communications campaign, York Region employees rallied together and raised \$26,000, adopting 52 athletes competing in the Games
- How would the United Way committee go back to the same employees two months later and ask them to open their wallets again to raise another \$425,000 for charity?
- Solution: The steering committee created a communications plan that ensured strategic communications to staff and only as required, eliminating donor fatigue. The committee also kept the Region's favourite fundraising events (silent auction, Craft and Gift Show) and improved the efficiency and quality of each event to increase interest and participation, ultimately raising more funds
- Challenge: In support of the Special Olympics, YRP secured sponsorship with lead businesses in York Region. When approached to support York Region and YRP's UWYR campaign, businesses advised they had already supported our initiatives and were exhausted of resources
- How would the steering committee execute its no-cost campaign with go-to businesses unavailable to provide support?
- Solution: The steering committee developed a sub-committee dedicated to sponsorship and prizes. Members tirelessly contacted local businesses, big or small, across the Region, securing new sponsorships, prizes and refreshments. Messaging in the all-staff update email also encouraged staff to tap into their own networks for support and sponsorship. All donations were graciously accepted and incorporated into the campaign in some capacity

#### *ePledge (WS#6)*

- Challenge: For 19 years, staff used paper forms for their payroll pledges. In 2013, ePledge was launched and introduced – a new way of donating to UWYR online and pushing personalized messaging to staff via email. ePledge consisted of emailing each employee a direct link to their personal giving page, allowing staff to easily donate through payroll pledging or by using a credit card. It also allowed for targeted branch messaging and sent a reminder to staff yet to pledge
- Would staff be open to this electronic change? How would staff who did not use computers embrace this change?
- Solution: Eighty-five ePledge ambassadors were secured and educated staff on ePledge. Campaign messaging focused on simplifying the process and demystified the steps with "ePledge is as easy as 1-2-3" messaging. Targeted messaging and guiding communications were provided to those in areas with low computer comfort and use, such as Long-Term Care. Reminders were also sent out in weekly update emails about ePledge and if staff lost their link, they could email the United Way mailbox for help. Paper pledges were also made available to frontline staff and others who preferred this method and a direct contact was available for any questions or concerns about privacy or the campaign

#### *Donor fatigue*

- Challenge: For almost two decades, York Region has supported UWYR through multiple employee campaigns. Employees are well aware of UWYR and many are tired about hearing the same donation ask year after year
- Employees also donate to other charities and receive their charitable communications, which makes it hard to stand out from the clutter and increase receptiveness to UWYR messaging
- How could York Region uniquely position this year's campaign and raise \$425,000 without bombarding its employees?
- Solution: York Region created a campaign focused on celebrating two decades of staff support and volunteerism towards each campaign. In 20 years, employees raised more than \$2.5 million and helped over 20,000 people in need. To spark interest and participation, rather than holding a typical corporate opening ceremony, York Region held a kick-

off celebration to the campaign, featuring former Toronto Maple Leafs players Gary Leeman and Dan Daoust, a photo booth, flash mob and picnic-style lunch with games and music, all at no cost

- Solution: For the first time ever, donors were allowed to customize the type and amount of communication they would receive from UWYR. Employees were allowed to opt-out of thank you calls from UWYR and quarterly update emails about what UWYR is doing with their donations. Staff were also allowed to opt-out of future communications from the ePledge system
- Solution: Rather than sending multiple mass, generic payroll pledge email reminders to all staff, regardless if they had pledged already or not, the committee took advantage of ePledge, the new online pledge system, by sending targeted messages to staff who had not yet pledged, helping prevent donor fatigue for those who already generously pledged

#### *Labour Relations Negotiations*

- Challenge: The Canadian Union of Public Employees (CUPE) Local 905 contract for approximately 2,250 unionized York Region employees expired on March 31, 2013. Labour relations negotiations had a substantial impact on the timing of fundraising efforts and the level of staff engagement. A series of negotiation meetings, including strike vote and ratification vote updates, all occurred during the height of the staff campaign
- How could York Region encourage employees to donate to UWYR when labour relations disruptions were looming?
- Solution: Campaign organizers worked with labour representation from UWYR to celebrate the history of CUPE support towards UWYR. CUPE members were invited to attend a women in labour event hosted by United Way to celebrate years of support and volunteerism. Negotiations were also acknowledged and communications were tastefully executed with this in mind throughout the campaign. In impacted branches, such as Emergency Medical Services (EMS) and Long-Term Care, unique events, location visits and incentives were also implemented to offset this challenge

### **6. Measurement and Evaluation**

- Extensive planning, development, training and strategic internal communications to support its fundraising events led to York Region and YRP raising \$432,102 (\$7,102 more than the original \$425,000 goal) over a 12 week campaign, to help UWYR provide support in every corner of the Region **(WS#10)**
- ePledge was safely and securely launched in 2013. Based on employee feedback, it was a welcomed addition with 71 per cent of staff choosing ePledge over paper pledge
- In the past, payroll pledge donations annually accounted for the majority of funds raised, however in 2013 employee pledge participation numbers were down, a trend also seen in 2012. Participation in payroll pledge went down from 1,668 employees in 2012 to 1,610 employees in 2013 **(WS#9B)**
- It is evident that campaign events are critical to employee engagement and aid in meeting challenging targets. Dollars raised from the 2013 Silent Auction, Opening BBQs and Craft and Gift Show showed the largest dollar increases over past years **(WS#9A)**. The extra revenue generated from campaign events made surpassing the 2013 goal attainable
- Secured 20 new Community Leadership Donors (CLD); 18 existing CLD increased donations by 10 per cent
- Successfully executed the first no-cost / "zero expenditure" philosophy staff campaign. With a \$0 budget, all aspects of the campaign were donated (food, prizes, rentals, etc.). Minimal expenses were unavoidable (lottery license, field rental, minimal printing, table rentals for craft sale) and this totalled less than \$1,000 taken from total funds raised
- Staff were communicated to strategically and only as required, to eliminate donor fatigue. Sent out 24 all staff update emails and used specific location distribution lists if event updates/reminders were location specific, so not to bombard staff with irrelevant messaging **(WS#7)**
- Improved employee understanding about UWYR and increased donor confidence by developing and posting customized myth busters for York Region employees **(WS#5)**
- Inspired pride in the organization by celebrating 20 years of staff campaigns, staff volunteerism and donations
- UWYR awarded York Region and YRP two awards for its exceptional 2013 campaign: *The Employee Campaign Spirit Award* (recognizes organizations for running exemplary campaigns, demonstrated by effective team coordination and successful planning); *The York Region Community Spirit Award* (given to organizations achieving the largest contribution to the UWYR's Community Fund. This is the seventh consecutive year York Region has received the Community Spirit Award. York Region and YRP represent the largest contributor to UWYR)

#### *Building on 2013 successes and opportunities for 2014 campaign*

- In 2003, just 10 years ago, York Region's staff campaign raised \$81,811; more than five times this amount was raised in 2013. The difference between monies raised from 2003 to 2013 shows an increase of more than \$350,000
- York Region anticipates an increase in the target amount for 2014 in excess of \$432,000. Key components in meeting this target will continue to be employee engagement and an increase in payroll pledges
- Top down support of the campaign, including involvement of management teams across the board, is critical to increasing participation rates
- Increased event revenue will be critical in meeting this larger target should payroll pledge numbers remain static or further regress. All main corporate events are already in initial planning stages, with a couple new events added in 2014
- Building on 2013 successes, York Region's 2014 goal: To have staff connect their dollars to the important work done by UWYR; Continue to strive for a zero expenditure campaign so all dollars fundraised can support social services throughout the Region



**Entrant Name:** Matt Roth

**Organization Name:** Randstad Canada and MSLGROUP in Canada

**Division / Category:** Communication Management

**Category:** 7b. Special events with budget greater than \$50K up to \$100K

**Title of Entry:** Randstad Award 2013: Celebrating Canada's Best Employer Brands

**Time Period of Project:** February 2013 – June 2013

## **ENTRY SUMMARY**

Canada's skills shortage continues to be problematic. As companies struggle to retain top talent, a company's brand and its attractiveness to high-quality job seekers have never been more critical. In 2013, Randstad Canada gained a greater share of voice with Canadian business media and awareness with job seekers. To grow this position, the company tasked MSLGROUP with elevating the Randstad Award to be a barometer for leading Canadian companies who value employer branding.

### **1. BUSINESS NEED / OPPORTUNITY**

To attract the right and best talent, Canada's largest organizations need to understand what potential employees are looking for in an employer, and how to cultivate an employment brand that makes top performers want to work for them. As Canada's leading staffing, recruitment and HR services company, the growing importance of the employer brand presented Randstad Canada with an opportunity to further entrench itself as a trusted advisor to Canada's largest employers. Randstad Canada planned to do this through insightful thought leadership on the subject of the employer brand and by celebrating Canada's most attractive employers.

### **2. STAKEHOLDER ANALYSIS**

The Randstad Award 2013 was focused on reaching multiple audiences – Canadian business executives and HR decision makers, Tier A business media and key industry trade media. All elements of the campaign were tailored to these audiences, using both the Award Gala and the Canadian business media to reach key decision makers.

Business executives and HR decision makers are potential clients of Randstad Canada, making it important for the organization to reach them and differentiate itself from other business partners to build a greater share of voice, helping Randstad Canada continue to be the leading staffing, recruitment and HR company in Canada.

Targeting key industry media is a conduit to getting the attention of business executives and HR managers. MSLGROUP created a compelling business story that included proprietary business insights and trends culled from a study of 7,000 Canadian job seekers and workers, effectively positioning Randstad Canada as the thought leader on employer branding and Canada's most trusted source for information on the future of the Canadian workforce with key business media. This research-led, forward-looking approach provided the foundation for all elements of the 2013 Randstad Award Campaign.

### 3. GOALS / OBJECTIVES

The 2013 Randstad Award program focused on two main communication objectives designed to drive the greatest engagement with business leaders and media. These objectives were:

- **OBJECTIVE #1:** Be the thought leader for employer branding in the Canadian market
  - PR Objective: Drive in-depth media coverage across key geographies and in key channels to showcase Randstad Canada as the thought leader for employer branding in Canada
- **OBJECTIVE #2:** Strengthen relationships with major Canadian employers
  - PR Objective: Create compelling content and programming that would attract the attention of senior managers and executives from Canada's largest companies to support Randstad Canada in its efforts to strengthen relationships with major Canadian employers

### 4. SOLUTION OVERVIEW

#### STRATEGY

**Make the Randstad Awards the barometer for leading Canadian Companies who value employer branding:** MSLGROUP's strategy was to expand the story and subsequent content beyond solely announcing the award winner, utilizing the Award itself to create a broader discussion on market insights and changes in the preferences of the Canadian workforce. This expanded focus was critical in displaying Randstad Canada's unique understanding of the issues facing Canadian companies today, and the needs of the future world of work in Canada.

#### COMMUNICATIONS

##### 2013 Randstad Award Gala Programming Support

MSLGROUP was tasked with supporting the development of the Randstad Award Gala program, including:

- Recommending and supporting Randstad with coordinating the involvement of key speakers at the event, including keynote speaker Debbie Travis, subject-matter expert speaker Brett Minchington, and panelists from leading Canadian employers including WestJet, Fairmont Hotels, The Beer Store and Coca Cola Canada
- Leveraging survey findings to create compelling speaking points for hosts Jan Hein Bax (President, Randstad Canada) and Spiro Papanicolaou (Marketing Director, Randstad Canada) to bring the survey results and insights to life in front of many of Canada's business decision makers
- Creating the run of show for the event, developing an engaging, informative format that mixed entertainment, insight and the awards ceremony that was designed to keep attendees engaged throughout the evening's program
- Coordinating the development of in-show logo animations used for the Top 20 award announcements

##### 2013 Randstad Award Media Relations

- Leveraging the results of the 2013 Randstad Award study, MSLGROUP and Randstad Canada created a series of media-facing materials designed to secure tier A business media interest that would drive coverage and position Randstad Canada as a thought leader on employer branding. These materials included:
  - Fact sheet highlighting key insights from the Randstad Award study, leveraged in connection with a proactive pitch for pre-event outreach (omitting Award winner information)
  - Media alert to drive business media and broadcast to attend 2013 Randstad Award gala event
  - In-depth news release announcing the winner of the 2013 Randstad Award (WestJet) and unveiling insights from the Randstad Award Study

- Tailored pitches for media contacts in each market, highlighting key regional data and insights
  - Enabled MSLGROUP in Canada to focus outreach efforts beyond the national level to a regional/local level, such as business media in the markets of high-placing organizations (such as Calgary, Montreal and Markham, Ontario).
- Media outreach was conducted in three waves: a pre-event targeted proactive pitch highlighting a key insight from the study (Canadian workers being less concerned with job security, more with financial reward in 2013), a pre-event media alert/invite to drive media to the gala, and a full winner announcement and survey insights release on May 2. Interviews were coordinated with key Randstad Canada spokespeople to secure coverage in core markets.

## 5. IMPLEMENTATION AND CHALLENGES

The budget for the MSLGROUP annual program was \$71,000, which included all program elements such as media relations, event support, program management and non-media facing activities, including video and graphic development.

In mid-February, Randstad Canada tasked MSLGROUP with developing a media relations campaign that would drive top tier coverage highlighting the Randstad Award and Randstad's thought leadership on workplace trends in the Canadian market. Concurrently, Randstad Canada also tasked with developing overarching programming for the Randstad Award gala that would incorporate entertainment and informational content on the topic of employer branding for an audience of senior business leaders and HR executives from current and prospective Randstad Canada clients.

Prior to the 2013 Randstad Awards Gala and winner announcement, MSLGROUP developed key messaging and Q&A documents to highlight findings from the Award survey that answered challenging questions around research specifics. MSLGROUP also developed a pre-event fact sheet that highlighted the findings of the survey without revealing the winner. This fact sheet was used in outreach to the media before the event commencing April 18th, 2013.

To initiate media attention, coverage and anticipation before the Award gala, MSLGROUP leveraged a key finding from the study - renewed employee confidence in the job market. In contrast to one year ago, survey participants cited competitive compensation and benefits, as compared to job security, as the most attractive element in selecting an employer, and in deciding to change employers.

The Randstad findings were reinforced by the Statistics Canada Payroll Survey on April 25th, reflecting a steady increase in the Canadian payroll, year over year. MSLGROUP highlighted Randstad as a source for commentary in a second round of outreach.

For the 2013 Award Gala, MSLGROUP supported the development of the Run of Show for the evening, including creating the event flow, coordinating pre-calls with participating speaker Brett Minchington, and drafting directional speaking points for hosts Jan Hein Bax and Spiro Papanicolaou.

On May 2, 2013 (the morning following the Randstad Award gala), a national press release announcing the Randstad Award winners was distributed via Canada Newswire and augmented with direct email distribution to targeted media across Canada. The release featured both the rankings for the top organizations as well as key findings from the survey, and highlighted WestJet as the winner of the third-annual Award.

Post announcement follow-up was conducted across the national media landscape, as well as regionally, to secure coverage and interview opportunities. Resulting coverage appeared in media outlets throughout Canada, including articles featured in the Calgary Herald, CTV Calgary, 680 News Toronto, City News Channel Toronto, Huffington Post Canada, the Financial Post and the Globe and Mail.

Challenges were minimal but clear communication internally with client leads ensured challenges were dealt with proactively and efficiently. For example:

- **Overcoming a Repeat Winner:** In 2013, it was the second year for the Randstad Award and the survey resulted in a repeat winner from the previous year (WestJet). In order to overcome the lackluster story of having the same winner for the second year in a row, MSLGROUP shared additional insights that came out of the survey that discussed the job market and what employees are looking for in companies to retain their talent instead of solely focusing on the repeat winner.

## 6. MEAUREMENT/ EVALUATION

**OBJECTIVE #1:** Create compelling content and programming that would attract the attention of senior managers and executives from Canada's largest companies

- **RESULT:** The Randstad Award gala content and participants helped attract more than 300 hiring managers and executives from Canada's largest employers to attend the 2013 Randstad Award gala on May 1. The feedback received was highly positive. Demonstrating the importance of the award to the business communities, a number of high-ranking organizations (including WestJet, Indigo and Bruce Power) issued their own news releases highlighting their placement in, and the importance of, the Awards following the event.

**OBJECTIVE #2:** Drive in-depth media coverage across key geographies and in key channels

- **RESULT:** Through the development of a news release highlighting both the winner of the Randstad Award and the employee insights culled from the study, MSLGROUP in Canada conducted an in-depth, regionally-tailored media relations campaign securing more than **41.5 million media impressions** (per MR2P) through 109 pieces of coverage across Canada. This represented a 200% increase above the pre-campaign goal of 15-20 million impressions and a nearly **350% increase** over 2012 results (12.2 million media impressions).

The 2013 Randstad Award campaign was an overwhelming success, achieving more than double the anticipated media impressions and beating 2012's media relations campaign by nearly 3.5x the media coverage results. The engaging content used in media relations and during the Randstad Award gala provided key, proprietary insights that resonated strongly with hiring managers, executives and business media alike, establishing Randstad Canada as the country's source for unique perspectives on Employer Branding and a trusted advisor to Canada's largest employers.

**Entrant's name:** Martha Heeney, Account Executive, North Strategic (for FGL Sports)

**Organization's name:** FGL Sports Ltd. (Sport Chek) and North Strategic (agency)

**Division/Category:** Division 1: Communication Management  
Category 7c. Special events with budget greater than \$100K

**Title of entry:** *Sport Chek-Quiksilver Partnership – Sport Chek Presents the Quiksilver-Tony Hawk Tour*

**Time period of project:** April 1, 2013 – July 18, 2013

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## **RECOGNITION SUMMARY**

To generate awareness of Sport Chek's partnership with Quiksilver, a unique integrated activation was developed leveraging skateboarding legend Tony Hawk's loyal fan base, dedication to skateboarding and overall positive reputation. In combination with an in-store autograph signing, media interviews and a social media contest, Tony Hawk and his skate team performed live on a 30 foot vert ramp in front of hundreds of fans in Calgary, Winnipeg and Toronto.

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## **BUSINESS NEED/OPPORTUNITY**

Skateboarding is making a comeback and between packed skate parks and extreme sporting events, the hype is here to stay. In an effort to join the conversation, Sport Chek partnered with Quiksilver in April 2013. The partnership was established in an effort to revamp Sport Chek's men's action sports category, become top of mind for the consumers' extreme sports needs and connect with its consumers who were not being reached through the traditional means of communication, such as the paper flyer. To drive excitement and reach the partnership's target demographic, Sport Chek required an innovative campaign that extended beyond the traditional partnership announcements.

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## **STAKEHOLDER ANALYSIS**

Past research has shown Sport Chek's consumers under the age of 35 spend the majority of their time online. As this demographic is in line with Quiksilver's target audience (18 – 24 year olds), it was imperative the partnership announcement extended beyond traditional media channels. To do so, Sport Chek utilized non-traditional channels (social media, email, YouTube) to kick-start the launch. The use of social media was heightened leading up to, and during the July activations with teaser videos and event videos shared with the social community.

Acknowledging Sport Chek consumers extend beyond this specific age range, the partnership announcement also focused on reaching outdoor enthusiasts, the action sports community and Tony Hawk fans who are likely to attend a sporting event and purchase sporting equipment.

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## **GOALS/OBJECTIVES**

### **Goals**

- Generate buzz around Sport Chek's partnership with Quiksilver and Tony Hawk
- Establish Sport Chek as the go-to for Quiksilver apparel and footwear, with massive breadth in assortment

### **Objectives**

- Increase Quiksilver product sales four weeks after the campaign
  - Increase public awareness of the Sport Chek-Quiksilver partnership and the three-city Tony Hawk Tour by generating 8-10 million earned media impressions from 10- 15 stories
  - Increase social engagement with Sport Chek's online community by generating 1,000 contest entries, 1,000 new Facebook fans and 60,000 video views
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## **SOLUTIONS OVERVIEW**

### **Background**

With extreme sports increasing in popularity, Sport Chek saw an opportunity to capitalize on this growing market and position itself as the go-to for skateboarding apparel and footwear. To accomplish this, in April 2013 it partnered with the international industry leader in the Action Sports category – Quiksilver. Quiksilver's well-established partnership with skateboarding icon, Tony Hawk, provided an opportunity for Sport Chek and Quiksilver to generate awareness amongst its target demographic and Tony Hawk's already-existing fan base through an innovative, engaging activation.

### **Planning and strategy**

The Sport Chek-Quiksilver partnership was rolled out in two phases. The first phase focused on the business objectives, while the second phase focused on consumer engagement.

**Phase 1** occurred in April as a launch to the Spring product collection and focused on the goals of selling product. This was supported by an in-store POP, flyer, digital and social assets.

**Phase 2** occurred in July and involved a multi-channel communication strategy. This phase was centred around an in-store activation with skateboard legend, Tony Hawk. He performed with his skate team on a 30 foot vert ramp for packed crowds in Calgary, Winnipeg and Toronto. Additionally, he conducted a 45-minute in-store autograph signing for a select number of fans.

Tactics that supported Sport Chek's communication strategy in phase 2 included:

## Media Relations

Prior to the Tony Hawk tour, Sport Chek distributed a press release nationwide and conducted extensive media relations with both local and national sports and lifestyle media. Sport Chek drafted and distributed media alerts and a press release to targeted top tier sports and lifestyle media from Calgary, Winnipeg and Toronto. Local media were invited to attend the events and conducted onsite interviews with Tony Hawk, while phone interviews were offered to top tier sports media who were unable to attend.

## Social Media

A social media contest was launched through owned social channels and Facebook advertising. Additionally, images and content were shared through Sport Chek's Facebook and Twitter profiles before, during and after the campaign.

## In-store Autograph Signing

Sport Chek provided the chance for a select number of lucky fans to take part in a face-to-face in-store autograph signing with Tony Hawk.

## Public Engagement

To increase awareness and event attendance in Calgary, Winnipeg and Toronto, street teams visited high traffic areas and local skate parks one week before the events and on event day.

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## IMPLEMENTATION AND CHALLENGES

The total campaign budget was \$550,000 including fees and expenses related to strategy, onsite support, planning and video production.

There were three challenges Sport Chek faced when developing the *Tony Hawk Tour*:

### Challenges

- 1. Losing the brand message:** As Quiksilver is an industry leader in action and extreme sports, Sport Chek had to ensure the media and public were aware of the involvement of both partners – Sport Chek and Quiksilver. To do so, it was imperative Sport Chek's brand and key messages pulled through in all of the media hits. Extensive messaging was given to Tony Hawk and as a result, Sport Chek was mentioned in over 95 per cent of the coverage.
- 2. Media attendance:** With the Calgary event slated to occur on a Saturday when media outlets have limited staff on-hand, there was the chance few media would attend. Despite this challenge the event drew in multiple media outlets and extensive coverage.
- 3. Weather:** When hosting an outdoor event, a significant factor in one's success is dependent on the weather. With the main element to the Tony Hawk tour being a 45-minute exhibition atop a 30 foot vert ramp, inclement weather conditions would prevent the exhibition from occurring, thus eliminating the main draw for consumers. Even after developing an extensive contingency plan for the chance of inclement weather, the alternatives – waiting it out or increased number of autographs signed – were not equal to a 45-minute skateboard exhibition. On the morning of the Calgary event, it poured rain and was extremely cold. However, setup of the ramp resumed and shortly before the

exhibition began, it stopped raining, the sun came out and the ramp dried off. Thus, the event carried on.

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## MEASUREMENT/EVALUATION

The results of the *Tony Hawk Tour* exceeded the initial objectives, making it a successful campaign from a business, PR and social perspective.

**Objective:** Increase Quiksilver product sales four weeks after the campaign, compared to four weeks prior to.

**Result:** *When comparing the 4 weeks prior to the campaign and 4 weeks after the campaign, Sport Chek saw a **332 per cent** lift in Quiksilver product sales.\**

**Objective:** Increase public awareness of the Sport Chek-Quiksilver partnership and the three-city Tony Hawk Tour by generating 8-10 million earned media impressions from 10- 15 stories.

**Result:** *The campaign generated **84** stories across Canada in top tier broadcast, print, radio and online, earning **46,935,375** MRP media impressions.*

**Objective:** Increase social engagement with Sport Chek's online community by generating 1,000 contest entries, 1,000 new Facebook fans and 60,000 video views.

**Result:** *With three signed skateboards for giveaway, three videos capturing the tour and various Quiksilver product promotions, the team generated **2,738** contest entries, a Facebook fan growth of **4,894** and a total of **186,607** video views.*

*\*Results are confidential*



**ENTRANT:** Karen Evans

**ORGANIZATION:** Toronto Hydro-Electric System Limited (Toronto Hydro)

**DIVISION/CATEGORY:** Communication Management; Category 8: Issues Management and Crisis Communication

**TITLE OF ENTRY:** Ice Storm 2013: Dark T.O.

**TIME PERIOD:** December 21, 2013 – January 1, 2014

### **ENTRY SUMMARY – MAX 100 WORDS**

One of the worst winter storms to hit Toronto swept through the city on Saturday, December 21, 2013. Freezing rain, lasting for more than 40 hours, coated the city with 30 millimetres of ice and brought down tree limbs and power lines in its wake. Approximately 40% of Toronto Hydro's customer base was without power. Many of customers were without power for days, and some as long as a week. Toronto Hydro's Communications & Public Affairs team reacted quickly to disseminate safety messaging, restoration updates and manage heated tempers to protect Toronto Hydro's reputation throughout the storm response.

### **BUSINESS NEED/OPPORTUNITY**

One of the worst winter storms to hit Toronto swept through the city on Saturday, December 21, 2013. Freezing rain, lasting for more than 40 hours, coated the city with 30 millimetres of ice and brought down tree limbs and power lines in its wake. By early Sunday morning, the night sky was illuminated with green and blue sparks from damaged electrical equipment. There was tree devastation in Toronto and the public was at risk due to the 500 "live" wires down in Toronto neighbourhoods. Early assessments indicated that power restoration could take days. By the start of the morning news-cycle, 300,000 customers, representing approximately 40% of Toronto Hydro's customer base, were without power. Toronto Hydro declared its highest level of emergency and crews began to assemble for deployment to begin restoration efforts.

Residents began calling the Customer Care line to report outages and to seek restoration updates. Unable to get through, thousands turned to our website, Twitter and Facebook. While there is never a good time for an ice storm, the timing of this event was particularly difficult; frigid December temperatures and with Christmas just days away, customers' frustrations increased. Toronto Hydro's Communications & Public Affairs (CPA) team reacted quickly to assemble an around the clock team to disseminate safety messaging, restoration updates and manage heated tempers to protect Toronto Hydro's reputation throughout the storm response.

### **STAKEHOLDER ANALYSIS**

- **Customers:**
  - **Residential customers** – Approximately 637,000 accounts. Whether these customers had power or not, the hazards of downed wires and falling tree limbs affected everyone in the city. Customers with power could also relay information to friends and family without.
  - **Business customers** – Approximately 81,000 accounts. Reliability is of utmost concern to this group as outages can cost businesses significantly, in particular at Christmas time. Restoration status was an important message to this audience to make operational decisions.
- **News media** – As a conduit to all audiences.
- **Employees** – Approximately 1,600 people; skilled trades, engineers and professionals. Providing our employees with the latest information about the storm meant that they were able to communicate the message to customers at street-level, to industry stakeholders, and to their friends and family as well.
- **City Councillors & Government** – Our shareholder, the City of Toronto, and its agencies (police and fire) were also very active in storm response. Many customers needed forestry support as well as shelter, especially since the power restoration efforts were expected to take several days. The city also has vested interest in the value we deliver to Torontonians. We work with councillors, and staff from various departments and city agencies.
- **Networks** – As a conduit to large sized businesses and residential customer segments.

## GOALS/OBJECTIVES

Our focus was to exhaust all available mediums to provide up-to-date information to our audiences, and to manage customers' expectations about restoration times, while protecting the brand.

- **Objective 1:** Proactively warn customers to prepare for the incoming inclement weather by achieving a reach of at least one million people prior to the storm.
- **Objective 2:** Ensure the media is correctly capturing the message and communicating it to our audience by achieving an MRP score of at least 70% and an accuracy score of at least 90%.
- **Objective 3:** Protect the company's brand and reputation by providing 24/7 communications to our audiences through direct to customer/employee communications.

## SOLUTION OVERVIEW

During any emergency and major outage, CPA's role is to effectively and responsibly communicate important messaging around safety and restoration efforts. Research has told us that customers want to know estimated times of restoration because it helps decision-making processes.

Toronto Hydro is always monitoring the weather, and was tracking the storm four days in advance of its arrival. To raise awareness about the potential of outages, CPA issued a release pointing customers to our emergency preparedness kit and YouTube video. We also conducted media interviews and communicated the message through social media to reach customers.

Toronto Hydro's emergency response protocols require a CPA team member in the control room to act as a point-person and to coordinate messaging with the Storm Operation Centre (SOC). Other CPA staff were assigned to be responsible for: on-site media, social media, web updates, media interviews (phone), government relations, community response and employee communications.

Throughout the ice storm, the strategy was to be as visible and transparent as possible, while communicating clear messaging. Customer safety and frustration were key concerns as well. It was important to manage expectations in the absence of restoration times while communicating key messages to our audiences. The following communications tactics were used to reach all audiences:

- **External communications:** Mass media interviews (on camera/phone/on-site interviews with television and radio by Toronto Hydro spokespeople and CEO); Social Media (Twitter/Facebook); Press Releases; Press Conferences with CEO and Media Tours (with Toronto's Mayor Ford and Premier Wynne); Website updates; Emails/Calls to City Councillors; Mass Emails to business and association networks.
- **Internal communications:** Broadcast emails; Q & A/Key message documents to executives and communications staff; Email updates to employees.

## IMPLEMENTATION AND CHALLENGES

Many challenges arose throughout the duration of the ice storm:

- **Most customers only have a basic understanding of Toronto's electricity grid.** It became a challenge to communicate how we were restoring power, and why our process was the most logical and efficient. To assist, we distributed a video created by New York's electrical utility, Con Edison, to show customers how power is restored. As well, we created an infographic to help explain the restoration process comparing the electricity grid to a tree.
- **Lack of definitive restoration times.** The complexities of the grid, and the widespread damage, made it impossible to communicate accurate restoration times. Unfortunately, early messages were not so positive. We communicated where crews were working when possible, and worked to set expectations. We had to encourage customers to leave their homes and businesses for a

warmer place. As well, we encouraged community support--check on neighbours and the vulnerable, and 'share power' with those without; cook a meal, offer shelter and charge a mobile device.

- **The Call Centre was overwhelmed with the volume of customers.** The Call Centre received over 374,000 customer calls in 10 days; 100 times the normal call volume. The lines were perpetually busy. Customers turned to social media, making it an important channel to analyze customer sentiment and address any questions. CPA also referred customers to the online reporting tool, which resulted in a 17,831% increase in online outage reports over the previous week.
- **Most communication methods rely on electricity.** By communicating through many mediums, we sought to reach as many customers as possible. As part of our emergency kit checklist, we encourage customers to have alternate methods to charge their smart phone and to have a crank or battery operated radio.
- **Frequency of new information/updates from SOC.** Every three hours, the SOC team would host a teleconference with employees leading the storm response. The latest key messages were crafted after these calls. The infrequency of the calls made it difficult to communicate timely information.
- **Rostering CPA staff for 24/7 shifts.** The already small 10-member CPA team, including seven Communications Officers and three government relations advisors, was stretched thin during the storm. CPA staff cancelled travelling/vacation plans to accommodate the 24/7 roster, and had to recruit personnel from other departments to help fill the gaps in the roster.
- **Interference with Restoration Efforts.** At the beginning of the storm, CPA coordinated many on-site media interviews with crews. Media then began chasing crews for interviews, and customers were also approaching crews with questions and food and drinks. CPA issued a media advisory asking media and customers to refrain from approaching crews working in dangerous conditions.

**BUDGET/COSTS:** In addition to overtime costs, approximately \$16,500 was spent on issuing news releases and media monitoring.

#### **MEASUREMENT/EVALUATION**

After 10 long days and nights, Toronto Hydro crews were able to restore power to all 300,000 customers affected by the ice storm. Through CPA's communications efforts, early impressions indicate that reputational damage to Toronto Hydro was minimized:

- Forum Research survey showed an 82% approval rating of Toronto Hydro's work during the ice storm.
- Toronto Hydro CEO, Anthony Haines, received an "A" grade in a January 10, 2014 Toronto Star article; *Toronto Weather: Experts rank CEOs' handling of crisis.*
- **Objective 1: Proactively warn customers to prepare for the incoming inclement weather by achieving a reach of at least one million people prior to the storm.**
  - o Proactive communications reached over **2 million** people prior to the storm.
    - A December 19 news release warned customers to prepare for potential outages. This release achieved **5,374** views and was reposted **35** times. The video also received **1,118** views during this time.
    - Seven media interviews with Toronto Hydro spokespeople relayed this message to customers, which achieved a potential reach of **1,650,000** people.
    - CPA sent six tweets before the storm, gaining 170 retweets and a reach of approximately **350,000**.

- **Objective 2: Ensure the media is correctly capturing the message and communicating it to our audience by achieving an MRP score of at least 70% and an accuracy score of at least 90%.**
  - o Toronto Hydro was mentioned in over 6,185 local, national and international media stories related to the ice storm – a 330% increase in mentions over the previous month and the equivalent to 5 years of coverage for Toronto Hydro.
  - o CPA had approximately 1,500 interactions with media (including updates and interviews) and achieved an **MRP score of 62% and an accuracy rating of 98%**.
  - o Twenty-eight news releases achieved 313,990 total views.
  - o Toronto Hydro's CEO, Anthony Haines, participated in 27 interviews over 14 days. This includes two press conferences each day with Toronto's Mayor Ford, and Ontario Provincial Premier Wynne, and a Christmas Day feature with The Toronto Star.
  
- **Objective 3: Protect the company's brand and reputation by providing 24/7 communications to our audiences through direct to customer/employee communications.**
  - o Toronto Hydro's CPA team provided updates and communications through the following channels:
    - **Social Media** - the most active customer channel throughout the storm resulted in more than 88,000 mentions online – a 24,300% increase over normal activity. Toronto Hydro gained 3,000 Facebook followers (50% increase) and almost 24,000 new Twitter followers (155% increase).
      - o CPA produced over 1,000 tweets with updates and key messages, resulting in 20,633 retweets.
      - o CPA saw significantly higher than average engagement rates on our Twitter and Facebook channels - Facebook engagement was 141% higher and Twitter engagement was 108% higher than average.
  
    - **Website** – CPA updated the website 27 times with the latest information, which resulted in over 1.2 million people visiting the website between December 21 – 29, generating over 2.7 million page views (2,917% increase in visits over the previous week)
  
    - **Direct Communications (Calls/Emails)** – CPA sent over 44,000 emails to Toronto's City Councillors and Business and Association networks.
      - o CPA also received 100 direct calls from Councillors.
      - o CPA wrote 36 employee broadcast emails, which were also posted on the Intranet.
      - o Good, pre-established relationships with the Electrical Safety Authority (ESA) communicators enabled us to protect our customers further. The ESA provided a third party voice through tweets/releases/media relations support.

**Entrant's name:** Scott Windsor, Vice President, Corporate Communications

**Organization name:** Meridian

**Division/Category:** 1- Communication Management, 9 – Employee, Member or HR/Benefits Communication

**Title of entry:** Our Story Roll-out

**Time period of project:** November 2012 to December 2013

**Entry summary:** In order to launch Meridian's refined value proposition with employees, an internal campaign was developed to ensure employees across the province could both understand and easily articulate it in their own way. Throughout 2013, new and creative tactics were developed that successfully confirmed that all employees could confidently tell Meridian's story and why Meridian exists as an organization.

### **Business Need/Opportunity**

With 260,000 Members and 1,300 employees, Meridian is Ontario's largest credit union. Since its inception in 2005, Meridian has worked to develop a value proposition that effectively positions and differentiates the credit union against the big Canadian banks. Highlighting Meridian's key differentiators and co-operative principles was not only targeted towards Meridian's external stakeholders, but was also equally important for employees to understand. Meridian's employees were viewed as ambassadors of the organization. If they could effectively articulate the benefits of Meridian to Members, friends and family, awareness of the credit union could rise and Membership could increase.

In 2010, Meridian launched a new internal value proposition titled *Our Promise to Members*. The multi-faceted, year-long campaign launch followed two years of research and was meant to define how Meridian was different from other financial institutions. Evaluations, rewards including bonuses, and recognitions were based on how well employees executed against it. Although employees were expected to understand *Our Promise to Members*, the concepts weren't easily translatable and were hard to put into action. Adding to this level of ambiguity were Meridian's mission and vision statements, which encapsulated disparate concepts. Simply put, if asked "do you know what makes Meridian different and what we stand for," employees could not answer confidently and consistently.

In 2012, under the leadership of a new Chief Marketing Officer, an assessment of *Our Promise to Members* led to the creation of a simpler and more compelling value proposition called *Our Story*. *Our Story* combined nuanced elements from previous brand positioning statements, added new elements, and streamlined it using easier to understand language and concepts. It also replaced Meridian's mission and vision statements.

The successful integration of *Our Story* in 2013 to employees was a strategic imperative for Meridian. By this time, *Our Promise to Members* was firmly entrenched in the minds of employees and was the tool they regularly used when describing Meridian. However, *Our Promise to Members'* abstract concepts were hard to grasp; anecdotal research showed different interpretations of *Our Promise to Members* depending on who you asked. Launching *Our Story* across the organization was an opportunity to ensure that all Meridian employees clearly understood the benefits of being a Meridian Member, and were consistent in their messaging. Being able to easily articulate Meridian's advantages over traditional financial institutions (and put them into action) would aid in generating awareness, increase Membership, deepen Member relationships and increase revenue.

### **Stakeholder Analysis**

The launch of *Our Story* targeted Meridian's 1,300 employees, who are segmented into the following audiences:

**Leadership:** The leadership team is comprised of 140 Managers, Regional Directors, Vice Presidents and C-suite executives. They are spread out across the province and are diverse in age and experience. In 2010 they were asked to take the time to understand the previous brand positioning, communicate it to their teams, and translate it into action. They were now being asked to understand a refined value proposition and take the lead again in driving it deep into the organization.

**Corporate office employees:** Meridian has two offices and corporate office employees range in age, experience and location. For employees that had been at Meridian for a long time, the switch to *Our Story* could have been perceived as yet another change in brand positioning and there was real potential for fatigue and cynicism.

When *Our Promise to Members* launched, corporate office employees were asked to execute on it. Due to its vague concepts, however, it was often hard for them to put it into practice, especially since they did not typically engage with Members. It was also difficult for this group to explain exactly what Meridian stood for.

**Branch and Commercial Business Centre (CBC) employees:** Meridian has 63 branches and seven CBCs, and these employees range in age, experience and location (they are scattered across Ontario). Some employees had worked at Meridian for several years, while others had part-time positions. The consistency among these employees of being able to define what Meridian stood for was poor.

With the launch of *Our Story*, branch and CBC employees were now being asked to understand the differences between the previous value proposition and *Our Story*, and incorporate these in their day-to-day interactions with Members.

**Meridian marketing team:** Comprised of 30 employees, the marketing team was essential in spreading the word and acting as ambassadors of *Our Story*. The team—who ranged in age and experience—was made of employees from internal communications, marketing communications, product and digital. The majority of the team was not aware of the creation of *Our Story* and needed to fully understand it before the full rollout.

## Goals/Objectives

The main goal of the *Our Story* launch was to ensure employees had a full understanding of the refined value proposition so that they could successfully promote Meridian's benefits to Members, family and friends. This would help spread awareness of Meridian, increase Membership and deepen Member relationships. The goal was achieved by: introducing new tactics to further engage employees; ensuring a simple and clear set of key messages to be reinforced across all mediums; and ensuring managers were supported as key communicators to effectively reinforce key messages and support teams. We measured the achievement of these goals through a formal, third party employee engagement survey and informal surveys following the implementation of tactics.

Objectives included:

1. Achieve a score of at least 4.0 (out of 5.0) on the statement "I know what Meridian stands for and what makes our brand different from our competitors." The question would be asked to all employees through a third party engagement survey that ranked 2013 engagement.
2. Achieve at least 80th percentile on a third party engagement survey for the statement "I have grown in my ability to positively impact our Members." This questionnaire benchmarks Meridian's 2013 performance against standard brand awareness questions and compares it with other organizations. This question would be asked to all employees.
3. At least 80 per cent of Meridian's leadership team ranked 8 out of ten or higher in the question "I feel comfortable delivering *Our Story*" directly after participating in the June launch event.
4. At least 80 per cent of corporate office employees feel they have the tools they need to confidently deliver *Our Story* directly after participating in the summer launch event.
5. Through the *Our Story* video, at least 80 per cent of branch and CBC employees understand how *Our Story* will help Meridian achieve one of their largest strategic objectives.
6. Develop at least two new and compelling internal communications tactics that will enable all employees to participate in and practice their own version of *Our Story* by December 2013.

## Solution Overview

In order to meet the objectives, a strategy was developed that focused on:

- Building compelling key messages so all employees understand how they will help deliver against *Our Story*.
- Creating new and unconventional tactics that stand out so that employees are engaged.
- Providing tactical support to leaders and ensure they deliver important messages face-to-face wherever possible to build employee engagement.
- Tailoring messages across a wide variety of media (e.g. meetings, intranet, print, videos) to ensure updates are relevant, streamlined, and provide the right level of detail for all audiences.

## Key messages

The following key messages made up *Our Story* and were communicated to all audiences.

*Why do we exist?* To help lives grow.

*What's the most important thing we want our Members to know?* You are not alone.

*What is our greatest strength?* Our passion for engaging our Members.

*What makes us different?* We have your back.

*What will we never do?* We will never put our interests before those of our Members.

*How will we earn our success?* By reinventing neighbourhood banking.

*How will we do this?* By watching out for our Members' financial well-being; by empowering our people to make decisions locally; by owning any problems and fixing them fast; by being an authentic and active part of every community we serve.

## Phase 1

The creation of *Our Story*, which took place in November 2012, coincided with Meridian's annual Strategic Plan launch. The Strategic Plan is an overview of the projects and plans in place for the year ahead; it is always rolled out to the

leadership team at the end of every year at an offsite meeting and to employees at the beginning of the new year through town halls and videos. The timing presented an opportunity to incorporate the launch of *Our Story* with the Strategic Plan rollout for all employees. Because turn-around time was tight, the first step in unveiling *Our Story* was the need to immediately produce a vehicle that could articulate the refined value proposition and integrate it into the overall Strategic Plan rollout. A video featuring our CMO introduced *Our Story* in a simple way and was posted on Meridian's intranet site for all employees in January 2013. The leadership team was introduced to *Our Story* a few weeks prior through a presentation at the offsite.

## Phase 2

Once the introduction of *Our Story* was complete, a strategy was put in place to develop a more robust rollout in the early summer. The staggered rollout was twofold; it would provide the opportunity to reinforce the messaging with all employees a few months down the road while also giving the Corporate Communications team sufficient time to develop unique tactics — that they had never tried before — to support the rollout.

As part of the plan, a complete overhaul was conducted of all internal materials that included *Our Promise to Members* messaging. A lexicon was developed that included replacing words and phrases from the previous brand positioning.

During monthly meetings between February and June, the marketing team was introduced to the tactics that were being developed to support the *Our Story* rollout. If they were going to act as ambassadors during the launch, they would be required to fully understand *Our Story* and be comfortable explaining it to employees. When the tactics were rolled out, prep meetings were held before each event to ensure everyone was briefed.

The next step was to develop a vehicle that could communicate the value proposition concisely. *Our Story* consisted of several phrases that defined how Meridian differentiated itself from the big banks. The best way to easily communicate this among employees was to develop a BBQ speech. Unlike an elevator speech, a BBQ speech was something a bit longer, and was meant to be used at social functions (e.g. BBQs) and in daily conversations. The speech was a simple, conversational guide to help Meridian ambassadors educate and inspire people to become Members. It was not something that needed to be memorized, but rather to be read, thought about and used in an employee's own words.

## Phase 3

The full communication implementation revolved around the BBQ Speech and the following tactics were used:

- **BBQ Speech Booklet** - A small booklet was created for all employees that included straight-forward questions and answers to help them understand how Meridian stands out. The booklet was also available on Meridian's intranet site.
- **Leadership Team BBQ** – To excite and engage leaders, a BBQ themed event was planned at the semi-annual offsite meeting in June. The launch of *Our Story* was first targeted towards this audience so that they could be fully supported in rolling it out to their teams. The event included an evening BBQ complete with themed *Our Story* aprons, placemats, napkins, signage and balloons. The Second City comedy troupe performed a series of skits about *Our Story* and an evening event featuring games based on elements of *Our Story* was held. The marketing team was recruited to help at the event and encouraged members of the leadership team to tell their version of *Our Story*.
- **Corporate Office BBQs** - The Leadership Team offsite was followed by a rollout to corporate office employees in July. Each location had an outdoor BBQ complete with themed invitations, aprons and placemats. Loot bags also included the BBQ Speech booklet. The BBQs were hosted by the marketing team, who played a large role in working the events. Wearing *Our Story* aprons, they playfully quizzed employees on the value proposition and hosted games that involved elements of the messaging.
- **Branch and Commercial Business Centre Baskets** – Supporting notes and a huddle script for branch and CBC managers were developed to use in communicating *Our Story* to these employees in July. In order to create excitement, all branches and CBCs were sent a BBQ-themed gift basket worth \$75. An internal contest was held at each branch and CBC, and whoever presented the best speech won the basket. At certain branches, members of Meridian's Board of Directors were on hand, underscoring the importance of the refined brand positioning.
- **Z-Card** – Although all employees had access to the BBQ booklet, a pocket-sized Z-card fold out was developed so that employees could easily access *Our Story*. When opened, the Z-card contained all the key information employees needed. This was a new tactic for Meridian and was distributed in October to coincide with the video contest (see below). Both of these tactics were launched in the fall, a few months after the last round of tactics so that the messaging could once again be reinforced.
- **Video Contest** – Once the launch was complete, a Meridian-wide *Our Story* video contest was introduced in the fall. All employees were asked to submit videos of themselves telling *Our Story* and the winner could win a BBQ or iPad. Corporate Communications selected the top three videos, which were then posted on a private YouTube channel. Employees were asked to vote for the winning video.

## Implementation and Challenges

Meridian's budget for the rollout was approximately \$70,000. The entire budget was spent on the tactics above. In developing and implementing the communications program, a few challenges were experienced and addressed:

- **Managing information overload/change fatigue** – *Our Story* was the third value proposition launched in seven years. Work demands and changes were also constant, resulting in many employees possibly feeling overloaded. By consistently reinforcing key messages and encouraging face-to-face, leader-led communication, *Our Story* was effectively defined and understood by employees. A creative approach to the launch also helped overcome fatigue and potential cynicism among employees over the need for a third repositioning of the brand.
- **Reaching employees across Ontario** – As a financial institution, Meridian has branches across southern Ontario. There was a challenge in communicating to branch employees in various locations. Branch employees could not attend an in-person meeting, as it could compromise service to Members if employees had to close the branch to attend. This was addressed by creating the BBQ booklet, branch huddles and the branch contest.
- **Mixed messages** - Introducing the 2013 Strategic Plan at the same time as *Our Story* meant there would be a lot of new information for employees to absorb. The video provided a linkage between the two concepts and employees could make the connection between the two.
- **Time limitations** - The limited time between the creation of *Our Story* in late November 2012 and the need to launch to the organization in January 2013 provided little time to prepare for a full rollout. A short, personal video by the CMO was an effective way to gently announce the refined value proposition, while also allowing for more time to prepare for a more robust launch in the summer.

## Measurement / Evaluation

The internal communications launch was measured through vehicles that included employee engagement scores and online surveys.

1. **Objective:** Achieve a score of at least 4.0 (out of 5) on the statement "I know what Meridian stands for and what makes our brand different from our competitors." The question would be asked to all employees through a third party engagement survey that ranked 2013 engagement.  
**Result:** Meridian achieved a score of 4.62 as an organization in the 2013 employee engagement survey.
2. **Objective:** Achieve at least 80th percentile on a third party engagement survey for the statement "I have grown in my ability to positively impact our Members." This questionnaire benchmarks Meridian's 2013 performance against standard brand awareness questions and compares it with other organizations. This question would be asked to all employees.  
**Result:** Meridian achieved 84<sup>th</sup> percentile for this 2013 employee engagement survey question.
3. **Objective:** Ensure at least 80 per cent of Meridian's leadership team scored 8 out of ten or higher in the question "I feel comfortable delivering *Our Story*" directly after participating in the June launch event.  
**Result:** 100 per cent of leadership team respondents rated the statement "I feel comfortable delivering *Our Story*" eight out of ten or higher.
4. **Objective:** At least 80 per cent of corporate office employees feel they have the tools they need to confidently deliver *Our Story* directly after participating in the summer launch event.  
**Result:** 99 per cent of Meridian employees felt they have the tools they need to confidently deliver *Our Story*.
5. **Objective:** Through the *Our Story* video, at least 80 per cent of branch and CBC employees understand how *Our Story* will help Meridian achieve one of their largest strategic objectives.  
**Result:** 86 per cent of branch and CBC employees understand how *Our Story* will help Meridian achieve one of their largest strategic objectives.
6. **Objective:** Develop at least two new and compelling internal communications tactics that will enable all employees to participate in and practice their own version of *Our Story* by December 2013.  
**Result:** Four new internal communications tactics were developed that enabled employees to participate and practice their own version of *Our Story*. These included the video contest, Z-card, Second City performance and branch basket contest.



Entrant's Name	Division/Category	Organization's name
Susan King, Communications Specialist, Corporate Communications	Division 1: Communications Management Category 3 Employee, member or HR communication	Municipal Property Assessment Corporation
<b>Title of entry</b>	<b><i>The way we work: bringing Workplace 2.0 to MPAC</i></b>	
<b>Time period of entry</b>	July to December 2013	

## ENTRY SUMMARY

In 2013, the Municipal Property Assessment Corporation (MPAC) launched its four-year strategic plan, focused on using innovation and technology to create operational efficiencies, empowering front line staff to lead the projects driving the strategy. One of the key outcomes, “creating a fair, healthy and respectful work environment,” is making significant changes through the introduction of alternate work arrangements (AWA) and Workplace 2.0 federal government office space standards. Over the last few years MPAC has undergone significant change, so in order to ensure buy-in from managers and engage employees throughout the process, a targeted change management and communications strategy was required.

## WORK PLAN

### 1. BUSINESS NEED/OPPORTUNITY

Delivering more value to stakeholders is an integral part of MPAC’s four-year strategic plan. Key objectives of the plan are to reduce expenditures (\$20M cumulatively by 2016) and implement alternate work arrangements for 30 per cent of the organization’s workforce. In order to achieve this goal, MPAC must look at “how” it works.

As a number of the organization’s local field office leases are due to expire in the next several years, MPAC is relocating some offices, creating regional hubs and in some cases – a combination of the two. Moving forward, MPAC has decided to adopt the Workplace 2.0 framework in all of its new and renovated locations. Workplace 2.0 involves creating new, innovative and sustainable workspace designs and furniture solutions, and incorporating ever-changing technology through continued collaboration with the information technology sector. Workstations are divided into fixed, flex and free configurations. The scope of this initiative is broad as it impacts facilities, internal and external processes, technology, human resources and eventually some of MPAC’s backend processes. As MPAC’s President and Chief Administrative Officer Antoni Wisniowski stated, “maybe it’s time to be more connected to the communities we serve – rather than the bricks and mortar of our offices and workspaces.”

Factors influencing employee communications around Workplace 2.0 and office relocation included:

- employees were showing interest in alternate work arrangements: interest in AWA: less than half (39%) of employees had previously been involved in some kind of alternate work arrangement, but 57% planned to sign up; after a large snowstorm in February 2013, MPAC’s President Antoni Wisniowski posted a blog around alternate work that garnered the most amount of comments ever, and showed that employees were interested, but needed more information and support from their managers; and
- only 20% of employees felt they had access to the tools and technology needed to do their job.

There was clearly a need to roll out Workplace 2.0 standards and alternate work arrangements in alignment with MPAC’s strategic plan, but in a way that addressed these concerns and maximized employee engagement.

### 2. STAKEHOLDER ANALYSIS

MPAC is a decentralized organization with offices across the province and a largely unionized workforce of close to 1,700 employees, all of whom access and process large amounts of information on a daily basis. Advances in technology and increased mobility has resulted in a growing number of employees already using laptops and smartphones to work when outside the office. A lot of what MPAC employees do can be done regardless of physical location. While working at home is part of alternative work arrangements, the focus is on finding ways to do work more efficiently. For some it means fewer visits to the office and staying out in the field, for others it may mean working at home or in the communities that we serve (e.g. at municipal offices).

Employees affected by the first round of moves to Workplace 2.0 offices (268 employees in total) were the primary target audience for our communication activities.

- In 2013: Richmond Hill (85 employees)
- In 2014: Hamilton (phase one, 34 employees), Thunder Bay (27 employees) and Ottawa (65 employees)
- In 2015: St. Catharines (37 employees) and Brantford (20 employees)

Our secondary target groups included:

- managers and directors in affected field offices;
- all 1,600 MPAC employees, who needed general information on Workplace 2.0 and AWA; and
- external stakeholders including municipalities and property taxpayers.

Key messages were developed for each stakeholder group to support communication with affected municipalities and property taxpayers when needed. These messages addressed any potential perceived loss of service by area municipalities and property taxpayers, as well as the possible impact on the local economy of relocating or closing MPAC offices.

While alternate work arrangements are common in some industries, this was a first for MPAC. For many employees, especially those with the organization for many years, this represented a significant change in how they work. In order to maximize employee engagement and ensure a smooth transition to the new way of working, our communication strategy had to take each of these factors into account. It was critical to incorporate employee feedback throughout, promote the benefits of Workplace 2.0, and roll out AWA and its associated tools and technology at the same time. For these initiatives to be successful, it was also critical for people managers to be on board and promote the benefits to their staff.

To further ensure staff buy-in, Workplace 2.0 was launched by MPAC's senior leadership team and Executive Management Group. They modelled the behaviour by being the first to give up their private offices, move to AWA, and share their new way of working. We encouraged them to take fun photos of "AWA in action" – using a laptop on the dock, for example – and share with staff via internal social media.

### **3. GOALS/OBJECTIVES**

Our overall goal was to communicate MPAC's adoption of Workplace 2.0 office space standards to managers and employees through various touchpoints. We started with our Richmond Hill field office which was first to adopt the new standards. We set a target of bringing all managers together in a face-to-face information session, followed by affected employee sessions, then incorporating their feedback into a Workplace 2.0 communication toolkit.

Our objectives for the communications were:

- build a comprehensive communications strategy and create an information guide for staff resulting in greater understanding and thirty percent or more of staff signed up for AWA
- At least 60% of managers attending the face-to-face kick-off manager session
- At least 10 per cent of staff participating in the local change management steering committee

### **4. SOLUTION OVERVIEW**

In order for employees to feel connected to this new way of working, we needed to communicate with them well in advance of the actual office moves, and ensure follow-through after move-in day.

Throughout the process, MPAC had two levels of a change management steering committee – from senior leadership to a local level committee. In early 2013, an external change management firm was hired to conduct discovery interviews in five field offices. These sessions explained the proposed office design changes and listened to candid feedback in small group sessions with staff and managers. Many concerns were raised about the feasibility of field office consolidations and moves, and how AWA would work for individuals and managers of distributed teams.

We had heard repeatedly through employee surveys that managers did not feel equipped to support their teams through change. Often referred to as "the point person" to their staff, managers expressed that they had no more information than their team did and were unable to answer questions and concerns throughout the change process. With only a few months until the Richmond Hill move, MPAC decided to bring managers together for a face-to-face

communication session with the senior leadership team. Using café style conversations as the model for discussion, attendees (all of whom were managers) circulated every 45 minutes and participated in round table discussions on topics such as AWA policies, managing remote employees, technology, workspace assignments, and office designs. Each table was hosted by a subject matter expert who answered questions and facilitated the discussion, as well as took notes that were shared with the group after the meeting. Managers also had the opportunity to see, and in some cases test drive, the new technology that was going to be introduced as part of AWA and Workplace 2.0. The managers' workshop was so successful that it was then repeated for staff in three field offices moving to new space in 2013-2014, led by regional operations directors.

Feedback from all sessions was incorporated into a list of frequently asked questions. We then collected responses from MPAC leaders across technology, human resources, facilities, and operations. This was turned into a comprehensive guide for both employees and managers. Before the book was released to all staff, it was shared with the management group to ensure that what was in the book reflected the feedback they provided at the workshop they attended. The employee version is a site-specific, digital flip-book, reflecting concerns raised throughout the change management process. This key piece was well received by staff and made it easy to digest the large amount of information on the subject. The employee guide contained links to technology resources, floor plans, maps, and office contact information. It also featured a customized welcome message from the zone's operations director and photos of staff.

A number of employees expressed that it might be helpful throughout the transition period to post a list of quick tips and guidelines. In response to this feedback we created a Neighbourhood Guidelines sheet that was posted in common areas and collaboration spaces around the office. It contained etiquette information on working in an open Workplace 2.0 environment, with information on how to maintain noise levels, share workstations, book meeting rooms and more. The same approach was followed to develop a document called Facilities Quick Tips, which again contained site-specific facilities information in one easy-to-read format, such as where to park, building access and security information. We regularly featured employees participating in AWA on our intranet and employee newsletter, so staff could hear first-hand what the new way of working was like. In Richmond Hill, we interviewed staff and featured their testimonials in the newsletter, and later in a welcome video.

Leading up to the Richmond Hill move, staff were invited to submit names for meeting rooms as well as words that would be displayed artistically on a main wall in the new office. This was a key element in helping staff personalize the space and generate excitement over the move. The rooms were given names of local York Region towns, and employees submitted words that represented what they could bring to work every day that contributed to our strategic plan. This was a carry-over from the "Bring it" theme of the strategic plan launch event in September 2012, when employees were asked to bring a Lego brick containing the one word they were going to bring to the strategy. In Richmond Hill, over 20 responses were received, from words like "energy" and "motivation" to "family" and "dedication," giving employees the opportunity to "see themselves" in the space.

A Workplace 2.0 group was created on Yammer, MPAC's internal social network, where employees could post photos of their office, ask questions, and keep up to date on construction progress. To date there are 148 members in the group, and it has been a great way to collaborate with other offices and update employees along the way. An employee guide flip-book was also developed for all MPAC staff containing information on alternate work arrangements, to coincide with the rollout of the new AWA policy. Online training was also developed with information for employees transitioning to AWA. Designed for all staff, these AWA communication pieces also formed part of the toolkit provided to affected staff moving to Workplace 2.0.

A week before the Richmond Hill move, a launch email was sent out from the zone director to all field office staff. This welcomed staff to the new location, thanked them for their input, and contained links to the Workplace 2.0 and AWA employee guide flip-books, Facilities Quick Tips, Neighbourhood Guidelines and AWA training. The next day, all Richmond Hill staff gathered in-person for a pre-move orientation session, reviewed the materials, and were given the opportunity to ask any last minute questions. Leading up to the move, members of MPAC's leadership team and employees blogged and used our Virtual Town Halls to build excitement and momentum. We also featured an employee who was working out of her community's local municipal office to show that AWA is more than "working from home."

Moving day came and went with fairly few glitches, and ongoing communications were posted throughout the day on Yammer. Once the dust had settled, we featured a Richmond Hill staff member in our employee newsletter who had moved from a "fixed" desk to a "free" (less space, pre-booking required). Although the transition was challenging at first, she reported now preferring this new way of working.

In the past, MPAC celebrated its office moves with an official opening ceremony. Usually this event was held three or four months post move-in to ensure any issues were ironed out. Our move to a new Workplace 2.0 office was such a seamless transition that we decided to not only hold our official opening ceremony three weeks post move, but also host our year-end Board of Directors meeting out of the new Richmond Hill office. This provided us with a great opportunity to showcase the new space and the new “way of work” to our Board. Local office staff acted as hosts, and the focus was less on the leadership team and more on the staff, who really helped drive the move and change management process. The day was very effective in bringing everyone together and sharing the success of the new office. We kicked it off with a video filled with staff interviews and testimonials as well as photos and video clips we had collected throughout the process. Employees working AWA were invited to present via video call and share their experiences. The formal part of the day finished off with an official unveiling of the personalized word art wall. Finally employees led walking tours, showing off the office’s various features, technology and unique spaces.

## **5. IMPLEMENTATION AND CHALLENGES**

Leading up to MPAC’s first Workplace 2.0 office move, one of the biggest challenges we encountered was initial resistance and buy-in from some managers and employees. For example, managers were used to working in offices with doors. They were concerned about privacy and productivity. Concerns were also expressed around AWA in that it too would require a change in management style. Some managers had never managed remote staff. The closing and consolidating of some offices caused concern and anxiety among employees and managers alike. We had “always done it that way.” This was a new way of working. How would MPAC adapt?

For these reasons the comprehensive change management strategy and communications plan contained targeted key messages and tactics that addressed these issues. We managed the project implementation in a way that ensured employees knew their concerns were being heard. We also shared peer stories – positives and negatives. Moving forward, MPAC is using the same change management process used for Richmond Hill to engage employees and managers in understanding and preparing for workplace change, training for mobile work, and communicate about upcoming moves and new facilities information.

We also faced a short time frame of less than one month to plan and execute the open house event, including securing space in the new office that could accommodate the whole group, arranging for speakers, tours, video production and alignment with the Board meeting.

## **6. MEASUREMENT/EVALUATION**

- Build a comprehensive communications strategy and create an information guide for staff resulting in thirty per cent of staff signed up for AWA. RESULT: 3 out of 10 employees have officially signed up for an alternate work arrangement.
- Ten Richmond Hill staff members signed up to take part in the local change management steering committee (11%)

Most of our measurement was qualitative in nature. Debriefing interviews two months after the first office move were very positive. Staff and managers felt well prepared for the change in their space, technology, and working arrangements. They appreciated the efforts to keep them informed and the various communications. While many were skeptical prior to the move, most said they were pleasantly surprised, and that they “would never go back to how it was before.” They said they use more of the collaborative work areas than they expected and that the wireless technology makes work easier. Most managers have adjusted to working in the open and using shared meeting rooms when necessary for privacy or extended discussions. Additional measurement will be done in May 2014 as part of our bi-annual employee pulse survey. Preliminary feedback from the November 2013 pulse survey included verbatim quotes from employees such as “MPAC is presently making changes with 2.0 and AWA that will make it a better place to work...”, and “I’m satisfied with how MPAC is moving forward... technology, health and wellness, AWA, etc.”

From Board approval (March 2013) to the Richmond Hill move-in (November 2013), the whole process took seven months and was inclusive and collaborative. Employees found it a virtually seamless transition from one model of work to Workplace 2.0, and leadership provided support from involvement to modelling. The triaged communications approach used in this project – the café sessions starting with managers, then involving staff – was well received and is being used for other initiatives being rolled out across the organization.

Entrant's Name: Al Albania  
Entrant's Organization: Acart Communications  
Client's Organization: York Region Transit (YRT/Viva)  
Category 11: Social Responsibility – Division 1: Communications Management  
Title of Entry: Personal Space  
Time Period of Project: June 2012 to February 2013

## **ENTRY SUMMARY**

Under-reported crimes such as harassment are always a concern on public transit. The York Region Transit (YRT/Viva) "Personal Space" (2012–2013) campaign made riders aware that they need to report any verbal, physical, or sexual harassment on-board YRT/Viva vehicles. Hard-hitting transit and online ads acted as a deterrent, informing riders that York Regional Police (YRP) and Enforcement and Security officers were on patrol.

Objectives were to decrease onboard crimes and to increase the likelihood that crimes that did occur are reported, by changing the perception of what a reportable crime is and assuring victims that YRT/YRP will respond.

## **WORK PLAN**

### **1. Business Need/Opportunity**

Harassment and sexual assault on public transit are under-reported crimes, but a growing concern. The YRT/Viva Personal Space campaign was developed in partnership with York Regional Police (YRP) to make passengers aware that they need to report any verbal, physical, or sexual harassment on-board YRT/Viva vehicles.

Moreover, the campaign was also designed to make customers aware that bus operators, YRT/Viva Enforcement and Security, and YRP take all forms of harassment very seriously. The goal was to empower potential victims and deter potential abusers.

### **2. Stakeholder Analysis**

All YRT/Viva riders were addressed, but more vulnerable segments (women, youth, and the elderly) were depicted in the creative. Like neighbouring Toronto, York Region is vibrantly multicultural, so it was important not to villainize any visible minority groups as aggressors.

### **3. Goals/Objectives**

The intended goal was to increase reports of harassment and lower incidents. As well, one of the campaign objectives was to change the perception of a reportable crime. By representing a greater variability in the types of harassment that should be reported (speech, bullying, and sexual harassment), the campaign was intended to make passengers more active in policing unwanted behaviour on the bus.

## SOLUTION & RESULTS

Acart explored a number of approaches to find the right balance between empowering riders and not frightening them. The chosen approach shows an abusive encounter in a sinister light, but in each case the abuse and the abuser are stopped by an onboard security or police officer.

The campaign ran on York Region public properties (particularly transit) as well as in print and online. It directed viewers to [yrt.ca/stopit](http://yrt.ca/stopit) for more information and an interactive game designed to further raise awareness of what constitutes reportable harassment. However, the campaign advised people currently experiencing abuse or harassment to immediately contact the police or alert the driver.

Acart cast and directed photography on location in York Region, to ensure a truly "local" feel. As the scenarios shown are very emotional, particular attention was paid to the expressions of the victims. It was essential that they appear troubled, but not helpless, as they have both a personal recourse and professional protection on patrol.

Statistics provided by YRT/Viva indicate the number of direct offences, "assault" and "disturbance," were on a strong downward trend from 2011 to 2013:

Occurrence Type	2009	2010	2011	2012	Jan/Feb 2013
Assault	5	13	23	9	1
Disturbance	40	54	69	53	14

Meanwhile, the reporting of "minor" incidents increased. From zero, in fact:

Occurrence Type	2009	2010	2011	2012	Jan/Feb 2013
Utter Threat	0	0	0	3	0
Indecent Act	0	0	0	4	0
Suspicious Incident	0	0	0	6	0
Safety/Security Concern	0	0	0	37	9

Fraud	0	0	0	5	1
Mischief	0	0	0	1	
Theft	0	0	0	1	1
Weapons	0	0	0	1	1
Assistance Needed	0	0	0	29	13
Damage to Property	0	0	0	13	8
Information	0	0	0	5	1
Policy Violation	0	0	0	1	

The change in the types of reported incidents indicates that transit users are willing, as a result of the campaign, to come forward and report a broader range of harassment issues. The advertising outreach was supplemented with personal outreach from YRT staff to confirm that these matters are being addressed in a timely and professional manner. Our client, YRT/Viva, have told us they are very pleased with the success of the campaign.

The campaign was also featured on Ads of The World, rated the #1 most influential marketing blog by AdWeek, which led to the campaign being featured in several other blogs including WELOVEAD, Advert Lover, Advertolog, and Coloribus.

## Work Plan: LCBO's "Deflate the Elephant" Social Responsibility Holiday Campaign

Entrant's Name: Bill Kennedy, Executive Director, Corporate Communications  
Organization's Name: LCBO – Liquor Control Board of Ontario  
Division/Category: Division 1: Communication Management  
Category 11: Social Responsibility including Economic, Societal and Environmental Development  
Title of Entry: LCBO's "Deflate the Elephant" Social Responsibility Holiday Campaign  
Time Period of Project: December 1 – 31, 2013  
Entry Summary: LCBO's "Deflate the Elephant" social responsibility campaign for holiday 2013 encouraged Ontarians to be responsible hosts by providing practical tools and solutions to help prevent guests from drinking and driving. Through an integrated mass media, social media and earned media campaign, we sought to engage our customers and influence positive behaviour. This campaign demonstrates LCBO's commitment to responsible retailing and leadership in promoting responsible entertaining.

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### 1. Business Need/Opportunity:

LCBO is a provincial government enterprise with 7,000 employees and 638 stores across Ontario. As the province's largest beverage alcohol retailer, LCBO has a long tradition of selling responsibly and also promoting the responsible serving and consumption of beverage alcohol products.

Drinking and driving is a mature issue and LCBO competes for reach and awareness with messaging from other beverage alcohol manufacturers, law enforcement and special interest groups. In fact, people generally attribute this prevention message to MADD Canada, so achieving stronger brand linkage to LCBO with the "Deflate the Elephant" campaign was a goal.

Research conducted for LCBO indicated "embarrassment" as a major reason people don't act to stop a guest, friend or family member from driving after drinking. As a result, a solutions-based approach was developed and launched as the original "Deflate the Elephant" campaign in December 2009. This campaign acknowledges that drinking and driving can often be the "elephant in the room" – an awkward topic to bring up in front of others at a party or social occasion. Speaking up to help prevent someone from drinking and driving can be an uncomfortable conversation – but it's a discussion that could help save lives.

Since 2009, the "Deflate the Elephant" campaign has evolved with the development of various tools and platforms which provide practical advice and ideas to help Ontarians plan ahead, be responsible hosts and get their guests home safely. Post-tracking research conducted by Ipsos verified this campaign has strong recall and traction with the public and indicated future opportunities around the way people entertain and consume beverage alcohol through awareness, engagement and education, ultimately resulting in positive behaviour change.

For the 2013 holiday season, the "Deflate the Elephant" four-week campaign capitalized on the fact that this is the time of year where social entertaining increases and the issue of drinking and driving becomes top of mind. The campaign promoted a 360-degree approach to responsible entertaining and moving the idea of planning ahead sooner in the planning process, be it for a large party or small get-together with friends. In addition, we wanted to reinforce and continue to strengthen LCBO's "responsible" brand essence with consumers.

### 2. Stakeholder Analysis

The "Deflate the Elephant" holiday campaign was primarily aimed at external audiences including:

#### **a. The Ontario public, including LCBO customers:**

Females and males, with a slightly higher focus on females, aged 25-54, who live in Ontario and entertain three or more times per year. Seventy-eight per cent of these individuals are home owners and enjoy



entertaining at home and put in extra effort when preparing for parties and family celebrations. Seventy-one per cent have completed some form of post secondary education and 38 per cent have a total household income between \$75,000 and \$124,999.

Family is important to our target audience with 79 per cent are either married or in long-term partnerships, with 63 per cent having children under the age of 18. Eighty-two per cent are concerned for the health and safety of their families. These individuals are active and enjoy many hobbies such as entertaining at home, volunteering, cooking and going to music and sports events. In terms of media usage, these individuals are considered medium TV watchers at 57 per cent and 39 per cent use the Internet spending an average of 16 hours per week online. These demographics helped determine the strategies and tactics of the campaign via mass media and social media channels.

**b. Media:** Major Ontario daily and community newspapers, radio and TV (focus on news, talk and morning shows), beverage alcohol media and online media.

### 3. Goals/Objectives:

Overall, our goals focused on influencing Ontarian's awareness, attitudes and behaviour on the issue, not on influencing impaired driving statistics directly.

1. Create a social space/community where people can interact on the issues of responsible entertaining and preventing drinking and driving.
2. Generate awareness, engagement and advocacy among users with user-generated content in addition to the content seeded by LCBO.
3. Execute a fan acquisition strategy in the social space to build a community and increase critical mass by leading people to social and web-based solutions and ideas. In terms of Facebook, we sought to drive engagement and increase the number of fans to 60,000 from Dec. 1 – 31, 2013 through a combination of content posts and paid advertising. Achieve a goal of 1,000,000 impressions served, a click through rate of 0.25 per cent and 10 per cent organic growth. For the website, we set a goal of achieving a 50 per cent rate of new visit referrals from the Facebook page to the website.
4. Strengthen awareness and use of the "Deflate the Elephant" brand idiom in connection with responsible hosting and preventing impaired driving while creating a strong link back to LCBO. Based on independent research, achieve 30 per cent awareness and association of the "Deflate the Elephant" campaign to LCBO versus MADD Canada and strengthen LCBO's reputation as a responsible retailer to 75 per cent. We also set a goal of overachieving the industry norm of 45 per cent for branded recall of the TV commercial by five per cent.
5. Reach an audience of two million Ontarians via a targeted earned media campaign.

### 4. Solution Overview

**Social media:** In the social space, we executed an "always on" social media presence to engage with and influence current fans and stimulate new fan growth primarily on the "Deflate the Elephant" Facebook page. This was accomplished through a push strategy of posting relevant and provoking content, while at the same time, developing a community where fans became advocates by generating their own content in the form of tips, personal stories and advice. We also implemented a paid niche social media advertising campaign by purchasing a number of Premium Page posts and Market Place ads on Facebook to boost the number of likes and impressions served. We developed complementary content for "Deflate the Elephant" Facebook and website ([www.deflatetheelephant.com](http://www.deflatetheelephant.com)) platforms to ensure consistency. See work samples 1 and 2.

**Mass media:** A mass media campaign was the primary awareness vehicle for promoting the overarching "Deflate the Elephant" brand during the month-long holiday campaign. A new, 30-second TV commercial was designed to keep the "Deflate the Elephant" message top-of-mind and to influence the target audience (see above) to speak up and drive them to our Facebook page to join the conversation and share their own ideas. The ad, which aired from December 2 to January 1 (to cover off New Year's celebrations) targeted adults 25-54 and focused on the Ontario market. The buy included 60 per cent prime with 10 per cent in top 20 programming and included 4,525 GRPs in a four-week period. Television was selected as it has the highest daily and weekly reach of any medium in Canada. We also applied for and received Public Service

Announcement status due to the subject matter, which resulted in more than \$70,000 of additional, free media exposure helping us reach more Ontarians. See work sample 3.

**Earned media:** We also executed a targeted earned media campaign from late November through December 31, 2013 and issued a news release and backgrounder via CNW to provide Ontario media outlets with tips on how to be a responsible host and plan ahead over the holidays, as well as promoting the existing “Deflate the Elephant” website and Facebook page as sources for responsible entertaining ideas. We sought coverage primarily on TV and print by using LCBO’s product consultants as experts to talk about holiday trends, how to be a responsible host and the “Deflate the Elephant” campaign. See work sample 4.

**Campaign budget:** The campaign was delivered within the total budget of \$1.4 million (including \$867,000 for mass media and \$10,000 for social media advertising), established production timeframes and responsible management of resources including in-house expertise and the services of our advertising agency One Advertising Inc., media buying agency ZenithOptimedia and post-tracking research firm Ipsos.

## **5. Implementation and Challenges:**

**Implementation:** It took six months for LCBO and its agencies to plan, develop and execute the holiday campaign. We used the \$1.4 million budget judiciously for this campaign to produce the TV commercial and online social ads, purchase the actual media buy for both channels, develop digital assets and content for social and the website, in addition to post-tracking measurement and analysis.

The campaign plan and budget, including the production of the TV commercial, was presented to and approved by the LCBO Board of Directors and senior management before proceeding.

LCBO directly managed the development and execution of all creative, content and digital assets for this campaign. We also brought the production of the 30-second TV commercial in-house as much as possible to decrease costs and leverage in-house expertise. The earned media/PR strategy was also created and implemented by LCBO’s in-house Corporate Communications team.

**Challenges:** By bringing key aspects of the campaign in-house, these cost savings enabled us to stretch the media budget to purchase and deliver on the required GRPs for the TV commercial and achieve the impressions on Facebook.

## **6. Measurement/Evaluation:**

LCBO used a four-channel approach to measure the effectiveness of the holiday campaign.

### **Social media**

**Tool:** AdParlour Dashboard analytics supplied by ZenithOptimedia.

**Evaluation:** The Facebook community increased over the four-week holiday campaign with the fan base growing from 54,222 (as of Nov. 30, 2013) to 63,497 fans, marking an increase of 17 per cent and exceeding our goal of 60,000. In terms of paid Facebook advertising, we over-achieved on the goal of 1,000,000 impressions served by 57 per cent with a total of 1,574,000 impressions. The click through rate was successful with an above industry average at 0.62 per cent (0.09 - 0.75 per cent, with 0.09 per cent considered good performance). During this period, 31 per cent of our fans were organic, which refers to non-paid media or people who became fans of the “Deflate the Elephant” Facebook page without any advertising influencing them to do so. This marks an increase of 210 per cent over our stated goal of 10 per cent. These measures tie to goals 1, 2 and 3 (see above).

Also supporting goal 2, the Facebook page demonstrated examples of engagement, advocacy and positive behaviour change.

**Example 1:** A fan shared a personal story about a time when she was put down for speaking up to prevent a friend from drinking and driving. A number of other fans saw this post and reached out by thanking and applauding this individual for their courage.

*Example 2:* A photo was posted with the names of the fan's sons on two \$20 bills. A sticky note on each bill reads: "Get home safe".

*Example 3:* A fan shared a personal story about how they used the phrase "Deflate the Elephant" at a work-related event to help prevent a co-worker who was planning to drive after drinking. This story inspired other fans to post similar stories of their own to show how they helped prevent a friend from drinking and driving by speaking up.

### **Website**

**Tool:** Google Analytics

**Evaluation:** Referrals from the Facebook page to the website proved successful, accounting for 89 per cent of new visits to the website, marking a 78 per cent increase from our original goal of 50 per cent. Interestingly, the most popular section was the alcohol-free Mocktail recipes with more than 15,700 page views. These measures relate to goal 3 (see above).

### **Mass media**

**Tool:** Independent post-tracking research with Ipsos to measure the impact of the holiday TV commercial for overall awareness, message clarity, as well as the effect on the LCBO brand and its leadership in promoting responsible beverage alcohol consumption. This included a sample of 751 online interviews with English-speaking males and females aged 19-54. Research was collected from Dec. 27, 2013 to Jan. 3, 2014 and based on previous years of LCBO campaigns, as well as a data bank of industry norms called Ipsos Diagnostics Norms. Data was weighted to reflect the gender and age balance of Ontario and consumers needed to reside in Ontario.

**Evaluation:** Note: The following measurements all link directly to goal 4 (see above).

**Brand linkage:** Awareness of advertising related to the "Deflate the Elephant" slogan achieved a 61 per cent association of the slogan to the LCBO. The number linking the slogan to MADD Canada decreased this year to 27 per cent from 33 per cent last year.

**TV commercial:** We exceeded our branded recall goal for the TV commercial at 58 per cent, which represents 13 per cent over the industry norm of 45 per cent for a 30-second TV spot.

**Proven recall of the TV commercial:** Proven recall increased over last year levels to 40 per cent from 36 per cent.

**TV diagnostics:** Creative diagnostics for the ad were strong with consumers citing it as being "relevant", "informative" (31 per cent versus the Ipsos Diagnostics Norm of 18 per cent), and "gave consumers a good feeling about the LCBO" (35 per cent versus Ipsos Diagnostics Norm of 28 per cent).

**Attitudes:** The campaign positively impacted attitudes towards drinking and driving with 83 per cent of those exposed to the campaign citing that they are likely to take action to prevent others from drinking and driving versus 74 per cent not exposed, marking an increase of nine per cent. In addition, 93 per cent of those exposed to the campaign agreed that being a good host also means that your guests get home safely, compared to 83 per cent who were not exposed, marking a 10 per cent increase.

**LCBO reputation:** 82 per cent of respondents said that the campaign shows that LCBO cares about the community and 79 per cent said that LCBO was effective in promoting responsible drinking and driving.

**Integration:** Approximately three in four agree that the combined elements of Facebook, the website and the TV commercial effectively strengthen awareness of the brand and messages.

### **Earned media coverage**

**Tool:** *FP Infomart*

**Evaluation:** The total reach of the earned media campaign was in excess of 3.7 million, which is approximately a quarter of the population of Ontario. We exceeded our original goal of two million by 85 per cent. This relates to goal 5 (see above).

Overall, LCBO's "Deflate the Elephant" four-week holiday 2013 campaign was a success in generating awareness, engaging with fans, growing the fan base, acquiring fans with and without paid media, as well as positively impacting LCBO's reputation as a responsible retailer and contributing to the desired behavioural change.

**2014 IABC/TORONTO OVATION AWARDS SUBMISSION:  
RECYCLEYOURELECTRONICS.CA ETHNIC OUTREACH CAMPAIGN**

**Entrant's Name:** Mandy Siu  
**Organization's Name:** Ontario Electronic Stewardship/RecycleYourElectronics.ca and Caneast Communications  
**Division/Category:** Div. #1 / Category #11 Social Responsibility – Environmental Development  
**Title of Entry:** Chinese community outreach: educating environmental social responsibilities  
**Time Period of Project:** August 2012 - October 2013

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**Entry Summary:**

RecycleYourElectronics.ca, Ontario's e-waste diversion program operated by Ontario Electronic Stewardship (OES), partnered with ethnic marketing and communications agency, Caneast Communications, to assess, develop and launch a multicultural (Chinese) outreach pilot. The three-fold goal was to: 1. Determine cultural differences; 2. Launch diversion program in Chinese where geographically ideal; 3. Educate and encourage Chinese-Canadians to practice responsible recycling of out-of-use electronics. Starting from research and a plan with a set of expected outcomes, the pilot exceeded all goals and success metrics, while securing excellent media coverage and public engagement; reaffirming a greater need for sustained dialogue in the GTA Chinese community.

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**WORK PLAN**

**1. BUSINESS NEED / OPPORTUNITY**

Ontario Electronic Stewardship (OES) is a not-for-profit industry funded organization that began operations in April, 2009 with leading retail, information technology and consumer electronics companies (called "Stewards") who make and market electronic products in Ontario. With oversight by Waste Diversion Ontario, OES fulfills its obligations set out by Ontario's Waste Diversion Act 2002. Its mission is to lead end-of-life electronics (EOLE) collection in an environmentally responsible and cost effective manner for the benefit of all Ontarians. One objective is to educate Ontarians on the 3R's of EOLE: reduce, reuse and recycle. Most people know the program as RecycleYourElectronics.ca (RYE.ca). It has engaged the public across the province via promotion and education outreach efforts in Ontario's two languages – English and French. However, with immigration changing Ontario's demographics over the years, OES identified a potential cultural gap in communicating the program and the 3Rs of electronics with multicultural groups, specifically the Chinese community; one of the largest growing immigration populations in Ontario, and also a group that also has the largest language barriers in Canada.

As a result, OES reached out to Caneast to validate its view requesting cultural insights, market research and an opportunity report. Key findings included reports from China and Hong Kong stating 50% of Chinese consumers have little education on and take little towards recycling, let alone e-waste. Most e-waste collections were organized by manufacturers and were not consumer-initiated. Statistics indicated new Chinese immigrants (identified as those who have been in Canada 10 years or less) will see a 100% increase by 2031, which meant such habits were very likely to be transferred into Canada. Informal research by Caneast in August 2012 (Work Sample #1, executive summary) on Chinese-Canadian attitudes toward e-waste disposal suggested that 24% were more likely to give it to friends, toss it as garbage (22%), and put it on curbsides (21%). In both their home country and in Canada, "recycling" was not the top three habits. In Ontario, based on 2012 OES-commissioned consumer research, virtually all Ontarians (99%) claim to recycle, 22% put on curbside, 29% donate electronics they no longer want, and only 8% toss in the garbage.

With these findings, OES recognized an opportunity to engage the Chinese community in their language, bring attention to the program, and educate them on their responsibility to safely management end-of-life electronics. As it was the organization's first foray into ethnic communications, it was determined a pilot would be the best way to execute; to assess the opportunity starting with the largest population with the greatest opportunity in the Greater Toronto Area (GTA). This integrated campaign involved many teams with Caneast as lead; key roles included Mandy Siu (Caneast lead), Corban Hu

(Caneast cultural engagement), Jennifer Chen (Caneast event coordinator), Sandra Pakosh (OES client lead), Ian MacDonald (OES event coordinator), Leslie Walsh (Fleishman Hillard spokesperson training), Chris Tait (Resonator promotion event logistics and activations). Armed with the cultural insight and behaviour, the team moved forward to: a) raise awareness of OES and the role it plays in safe, responsible diversion of EOLE; and RYE.ca and resources available to them; b) establish a relationship with this community encourage change in behaviour c) further understand the cultural consumer's attitudes and preferences; and, d) set benchmarks and determine further strategies for future education and e-waste collection initiatives.

## **2. STAKEHOLDER ANALYSIS**

Primary stakeholders are Chinese immigrants, age 30-45, speak either Mandarin or Cantonese, with very limited English skills, and prefer to communicate in their mother tongue. They are culturally passive and reserved, but interested in learning about the Canadian lifestyle; therefore open to different concepts. They live in highly Chinese-populated GTA: Scarborough, North York, Markham, and Richmond Hill; have more disposable income of \$50,000+ (about 12% more than the average Canadian); more likely to invest in real estate and purchase new electronics such as HDTVs and gadgets, yet have little knowledge on e-waste recycling. The secondary group is age 65+, with the least knowledge on e-recycling because they do not practice it in home country, hence migrate habits into Canada. They have the least English proficiency and rely heavily on their children (age 30-45) or grandchildren for information and communications assistance. They gather information from multicultural media such as TV, newspapers, radio; community centres or malls where they frequent, and by word of mouth.

Secondary stakeholders are Chinese municipal and provincial politicians to endorse, educate and promote the e-waste recycling program within their wards/constituents; and targeted local Chinese media including TV, radio, prints.

## **3. GOALS / OBJECTIVES**

The business goals of the Chinese pilot campaign were to build community relations by raising awareness and educating the stakeholders. Three main goals included:

1. Gain understanding of Chinese-Canadians through conversations in their native language in order to identify market gaps, set benchmarks and formulate a decision on future collection events.
2. Position RYE.ca as a trusted source for ensuring responsible and safe e-waste diversion, and a beneficial program in immigrants' lives.
3. Alert audience the unsafe habit of treating electronics (containing substances of concern) as waste and throwing into the garbage
4. Raise awareness on RYE.ca in communities with a high Chinese population (Markham, Richmond Hill, North York, Scarborough), addressing reasons why Chinese need to recycle in Ontario.

Quantifiable objectives include:

1. Consumer buy-in needed to be self-initiated versus a passive behaviour as what has been reported as in their home country. Success measure: Hold an education event in a mall and penetrate 5% of 30,000—the total target mall traffic over the course of the weekend, or 1,500 interactions.
2. Of the 1,500 people, achieve 80% of engagement and interaction of people coming to booth (engagement includes explaining RYE.ca program details, completing the survey and/or dropping off a small piece of e-waste). Success measure: Hand out 1000 copies of the Chinese brochures post engagement, and give away 200 RYE.ca branded tote bags for completing a survey.
3. Secure earned media coverage with 50% of major Chinese media. Success measure: minimum 4 TV stations, 3 daily newspapers, 3 weekly newspapers. (Total 10)

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4. Divert e-waste from garbage bins, landfills by encouraging Chinese-Ontarians to drop off portable e-waste at the event. Success measure: Collect 100kg of e-waste. (The average collection weight for an English/French event of similar scale and time frame would be 250kg).

**4. SOLUTION OVERVIEW:**

Merely urging Chinese-Canadians to recycle e-waste does not resonate with this group, as they have little or no education and practice of such in their home country. Recognizing that there is a large population of Chinese newcomers and a demand for education, we planned a campaign that would tie e-waste recycling as part of what it means to be an Ontarian, who are known to be world-class recyclers. Key messages were made personal and culturally acceptable by touching on reasons for immigration: for their children, for a better environment vs. the heavy pollution in popular Asian cities. It was determined a 2-day education and collection event in a highly trafficked Chinese shopping mall over the weekend (October 19-20, 2013) prior to Waste Reduction Week (October 21-27, 2013) would be ideal timing; to coincide with other RYE.ca efforts and complement other messaging in Ontario. The solution included:

- Chinese press conference and communications package – Thursday, October 17<sup>th</sup>: Given that Chinese media have various publication dates, a press conference was held to ensure coverage in daily, weekly and biweekly newspapers and lifestyle guides that are published on Fridays. Caneast prepared media kits on RYE.ca/OES branded eco-friendly bamboo USB keys that included the press release, backgrounder, fact sheet, brochure and photos. (Work Plan #2)
- VIP access to the press conference: Develop culturally-accepted and easily-implementable communications for the media, politicians, and special guests such as VIP invitations signed by the OES Executive Director
- Influencer communications: Motivate provincial and municipal politicians to endorse and participate at the press conference, which would directly impact on media coverage and weight of the program
  - Invited politicians to bring their own e-waste and drop off into the collection bin for photo op
  - Developed talking points for councilors and briefed them prior to press conference and supported the Q&A session
  - Drafted online posts and content for them to tweet on social media and upload onto their blogs or websites (Work Plan #3)
- Chinese deliverables such as: RYE.ca consumer brochure, event banners and signs, name plates (Work Plan #4)
- Public service announcements, and promotion of the event (Work Plan #5)
- 2-day education/portable collection event held October 19 and 20 (Work Plan #6)
- 10x10 booth in a very high-trafficked mall at the border of Markham and Scarborough
- Formal surveys to understand attitudes and e-waste recycling behavior, with a tote bag giveaway for survey completion (Work Plan #7)
- Spokesperson (a former OMNI TV news reporter/program host) message training
- Volunteer booth personnel messaging training in English, Cantonese, Mandarin.
  - We outreached to three local Chinese youth groups and environmental organizations, as well as recruited via social media platforms such as Facebook and Twitter. Only 12 qualified, but only four with either Mandarin or Cantonese proficiency were selected.

**5. IMPLEMENTATION AND CHALLENGES**

Caneast's budget for the assignment was ~\$24,000. (Work Plan #8) The scope included research, strategic counsel, PR, media relations, survey development, press conference, VIP invitation and

communications, event planning and training Chinese volunteers to work the event. OES handled costs for printing deliverables and spokesperson training. Challenges included:

- Little knowledge of e-waste recycling as a concept amongst Chinese.
- Lack of RYE.ca profile or the program role in the Chinese community.
- Complexity of the Chinese language and working with two widely used dialects - Mandarin and Cantonese; the written forms are traditional and simplified. People who read one form, may not understand the other. Due to budget constraint, only Traditional Chinese was selected for all communications based on the politically-correct and current geo-lingual trend in GTA.
- Identifying qualified volunteers for the booth was a challenge mainly due to language proficiency.
- Press conference was extremely well-attended; overfilling a small ante room in a Chinese restaurant in the mall with media and VIPs. A City councilor brought along his Senior Manager of Waste Management, and last minute accommodations needed to be made for unexpected guest speakers who were supportive of the cause and event in the Chinese community
- Education / portable collection event was extremely well-received; expecting to need six portable recycling totes to hold the e-waste, we had to arrange in off-hours for more to accommodate an unexpected 17 totes.

## **6. MEASUREMENT / EVALUATION OF OUTCOMES**

The outcome far exceeded expectations. Over the 2-day event, RYE.ca earned positive media exposure/reports across all media channels. RYE.ca learned a lot of cultural insights from the Chinese community through survey data, and saw a need for sustaining education and collection efforts in this community. Key achievements include:

1. 100% support and attendance by all invited politicians who came and spoke at press conference (Soo Wong, MPP Agincourt-Scarborough; Godwin Chan, Richmond Hill councilor and Markham councilor Alex Chiu who also invited his Senior Manager of Water & Environmental Management, Claudia Marsales, and former OES Executive Director Jonathan Spencer). (Work Plan #6)
2. Secured earned media coverage in all major Chinese media—6 TV outlets, 4 daily and 4 weekly publications, 1 radio outlet - including one immediate 5-minute live radio interview in the evening following the press conference, 13 online articles. A total of 29 media outlets vs. initial goal of 10; a 1.78 million reach was achieved.
3. Attracted 1,200 people to the booth; only slightly lower than the 5% at 1,500 which was based on the mall's statement of weekend traffic (Work Plan #6 for photos)
4. Over 90% of engagement, or interactions with people (vs. the projected 80%)
5. 100% surveys completion rate; with a total of 235 (booth staff had to print 100 more onsite to support unexpected level of interest). Key results showed:
  - a. 85% have out-of-use electronics sitting at home
  - b. Although 32% of people drop off e-waste, 25% of participants “throw away e-waste”
  - c. 19% of participants do not know the types of electronics that can be recycled.
  - d. Majority of interest from seniors in Markham and Scarborough
6. 1000 brochures handed out
7. City of Markham requested an additional 1000 brochures post-event for their residents
8. >200 tote bags given away to people who either dropped off an item/filled in a survey
9. 695kg of e-waste collected (exceeding our target of 100kg); despite the fact the event was promoted as education and drop-off of portable items such as cell phones or laptops.

Entrant's name: Stacey Johnson (CCRM)

Organization name: Centre for Commercialization of Regenerative Medicine and Stem Cell Network

Division and Category: Communications Management; Category 12 Electronic, Digital and Interactive Communications

Title of entry: Launching Signals Blog

Time period of project: October 2011 – December 31, 2013

### Entry summary

In 2012, two sister organizations partnered to rebrand and re-launch an existing blog. From a communications plan to increase and diversify its audience, Signals Blog has become a go-to source for information and commentary for researchers, industry experts, media and the lay public in Canada and abroad. Signals presents an insider's view of the world of stem cell and regenerative medicine research and provides a comprehensive view of this emerging field. Written by professionals in the field, Signals Blog serves a unique role of mentoring early career researchers and in aggregating the expertise and perspectives of a range of bloggers.

### 1. Business Need/Opportunity

Signals Blog was launched in May 2012 to serve the business needs of two sister organizations: Stem Cell Network (SCN) and the Centre for Commercialization of Regenerative Medicine (CCRM). SCN launched in 2001 with a mandate to support stem cell research and translate discoveries into new and better treatments for patients in Canada and around the world. CCRM's mandate supports the development of foundational technologies that accelerate the commercialization of stem cell- and biomaterials-based products and therapies (regenerative medicine). Both organizations are independently funded under the federal Networks of Centres of Excellence program.

Beyond common interests, the partnership addressed a transitional need: SCN, nearing the end of its government grant, was looking to maintain its successful science blog (launched in 2009 as the Stem Cell Network Blog) beyond SCN's 2015 end date. Finding a suitable partner to assume management of the blog after 2015 had been identified as an important legacy activity in its strategic plan. CCRM, recently funded under the same program, was eager to make its own mark in the field of regenerative medicine by connecting with an international community of scientists and business leaders. CCRM identified blogging as a tool that would allow it to quickly be recognized as a thought leader, a title already held by SCN. Rather than compete and potentially divide the audience, the two organizations agreed to collaborate, re-brand and re-launch with an expanded focus that would reflect the maturation of the regenerative medicine field and its increasingly translational/commercial direction.

### 2. The Audience

Two similar but distinct organizations publish Signals Blog. In general, the primary audience for both organizations is members of the stem cell and regenerative medicine community. There is overlap between our audiences, but we also focus in different directions. For example, SCN and CCRM are publishing Signals Blog for stem cell scientists and clinicians, but CCRM is also eager to connect with bioengineers, tissue engineers and industry, whereas SCN puts more importance on education and public outreach. We both focus on a global audience.

While the general public is not the primary audience, Signals Blog posts material that is accessible to a lay audience who has a basic understanding of the science. Although the blog is decidedly pro-science, the bloggers review scientific discoveries and comment on ethical, legal and regulatory issues in a manner that is free of any underlying political or religious message. That is not the case with many of the other blogs in this controversy-laden field.

The Signals Blog audience has grown and expanded from SCN's first blog. That audience was identified as an educated lay public and those directly involved in stem cell research. For example, there were students pursuing a career in stem cell research, researchers working in



industry or university/hospital labs, and patients/family members of people suffering from a debilitating disease looking for information on possible treatments.

The Signals Blog audience includes these same readers but, in addition, we have attracted tissue engineers, biomaterials researchers and professionals interested in the commercialization side of the regenerative medicine field (our Twitter following demonstrates this). When SCN and CCRM partnered on this initiative, CCRM sought to expand these subject areas, in alignment with its mandate, and increase the frequency of content on biomaterials research as well as the commercial and regulatory side of the business. This expansion of audience was also of interest to SCN as a way to build a more robust legacy for its efforts while engaging a new cohort of readers that reflected directions in which the field was headed.

### 3. Goals/Objectives

The goal was to firmly establish Signals Blog as a premier source of current information on stem cell and regenerative medicine; to provide context for research in order to assist public understanding; and, to increase international awareness of Canadian achievements in the field.

Objectives:

1. Migrate readers from SCN's blog to Signals Blog and build readership, in the first year, to surpass 2,000 readers every month, including readers outside Canada.
2. Provide thoughtful analysis, interesting content and scientific insight to scientists and non-scientists about stem cells and regenerative medicine.
3. Increase blogs from 1-2 posts per month, as per the old site, to 4-6 per month.
4. Offer a forum for new scientists to share their views and establish their careers, and for seasoned scientists and business leaders to extend their reputation as experts and showcase Canadian leadership in this field.
5. Share blogs on SCN's and CCRM's social media platforms (Facebook, Twitter, LinkedIn) to drive traffic back to the blog site (increase growth by 50% year over year) and generate dialogue.

### 4. Solution Overview

SCN already had a blog. After making the decision that we would work together on a shared blog, we needed to differentiate from the existing product and indicate to our current and new readers that the blog was changing. It would have two organizations publishing it and would no longer be as narrowly focused. Its purpose was still to enlighten readers, but its variety and breadth of content was going to increase, as would the frequency of posts. Readers would also benefit from having two organizations behind the blog as we would offer distinct areas of expertise and potentially different perspectives on the field.

We recognized that there would be a period of transition for readers who were familiar with the SCN blog and who would be confronted with a sudden change to a new website and new name. We wanted to ensure these readers followed us to the new site and be aware that it was happening in advance. Our plan included engagement with readers through a blog naming contest. Through the Stem Cell Network Blog, our social media channels and internal newsletters, we invited readers to submit their suggestions for a new blog name. This brought 14 acceptable candidates, from which "Signals" – representing an intracellular method of communication – was chosen. We announced the new name via social media and newsletter channels.

Due to limitations with the old blogging platform, our plan included a change from Typepad to Wordpress. This change improved SEO and allowed us to create an independent url (i.e. without having to use "typepad" as part of it). We rebranded with the new name and added a descriptor that specified the inclusion of regenerative medicine in our mandate. We developed a new logo, but made a conscious decision to keep some of the design elements from the Stem Cell Network Blog in order to keep continuity for the readers and for what they could expect from the content. Even though we were re-launching with an expanded focus, many of SCN's bloggers remained

the same, as did the subjects they wrote about, something dedicated readers had become accustomed to. When the new blog launched, we posted a final entry on the old site, directing traffic to the new location (see work sample 1). To further establish the new blog, SCN obtained permission from each of its bloggers to migrate their old posts to Signals Blog, thereby allowing established readers to access older, favourite posts and to allow the new blog to launch with a vast repository of content. We decided to leave the Stem Cell Network Blog active for a minimum of six months to allow readers time to find the new blog and also to allow web links, bookmarks and search engines to be updated.

We created a Twitter handle for Signals Blog (@SignalsBlog) to establish its brand independent of SCN and CCRM, but also to promote posts, allow for sharing and simplify direct engagement with readers. Not everyone wants to leave a comment on a website. CCRM and SCN have joint administration of this Twitter handle to facilitate the transition after SCN closes in 2015.

### 5. Implementation and Challenges

Although one would expect that challenges would arise from two organizations publishing a blog together, we are like-minded in our approach and have the same goals. If the blog is successful, it reflects well on both organizations and we maintain regular communication to ensure that there is continued alignment on blog goals and content.

Each editor, one from each organization, is responsible for her bloggers and for ensuring there is regular content. This is an ongoing challenge. To remedy the situation, we hired new bloggers and invited guest bloggers to increase the probability of a steady stream of content. We also decided to pay bloggers; however, they are not full-time writers/bloggers – their education and work commitments don't always align with our requirements for new content. In addition, the editors, as communications directors, with other responsibilities, cannot devote the time required to regularly research and write long posts with scientific insight.

After operating the blog for one year, and experiencing some unwanted gaps in the regularity of blog posts due to factors noted above, the editors came up with another solution and introduced a new weekly feature. Appearing every Friday and written by the two editors, this new feature – “Right Turn” – showcases a video, infographic, image or some other visual element associated with stem cells or regenerative medicine. Right Turn guarantees that we have content every week. In addition, the visual (not text-heavy) focus allows the blog to capture content from a wide variety of online sources, to tap into trends on social media, to inject some humour and provides a forum in which the (non-scientist!) editors can contribute without investing a great deal of time.

Another challenge was in achieving our goal to increase traffic through social media, particularly on behalf of SCN, who, in preparing for its early 2015 end date, decided to reduce its use of Facebook and LinkedIn, since these two platforms were mostly used to promote research and training outreach that was duplicated elsewhere (newsletter). This was offset, to some extent, by focusing SCN's social media efforts on Twitter and by gains CCRM made in the same platforms.

We also found that it took longer than expected for bookmarks to pages on the old blog site to be updated and for search engines to index Signals Blog above the old Stem Cell Network Blog. After six months, we still had a higher number of monthly visits (~400) to the old site than desired. We addressed this by creating redirects for the most visited pages on the old site and by implementing additional SEO.

**Budget:** We recognized there would be a one-time cost outlay for the development of the new site, a new logo, promotional materials and legal fees for new blogger contracts. This was set at \$25,000 and the actual cost (~\$23,000) was shared equally between both organizations. Each organization manages and pays its own bloggers, with the majority having already been contracted by SCN. However, given the planned increase in frequency of blog posts, we also budgeted for increases related to image rights and blogger payments, which was budgeted at

\$15,000, but came in at just under \$14,000 for the period included in this application. Staff time to write and edit blogs is not captured outside of their salaries.

## 6. Measurement/Evaluation

*Migrate readers from SCN's blog to Signals Blog and build readership, in the first year, to surpass 2,000 readers every month, including readers outside Canada.*

Measurable Outcome: The old Stem Cell Network Blog averaged 1,600 visitors in the months leading up to the launch of Signals. In the month it was launched, Signals had 1,230 visitors, indicating that the vast majority of readers had successfully found the new site. Google Analytics shows that we had 8,000+ visitors to the site from May to December 2012 and slightly fewer than 16,000 visitors from May to December 2013, an average of 2,000 per month and a 100% increase (see work sample 2). The majority of our visitors live in Canada (38.09%) with the rest coming from the United States (28.32%), the United Kingdom (6.34%) and countries around the world (remainder – 27.3%) (see work sample 3). In 2012, almost half of our visitors lived in Canada (47%).

*Provide thoughtful analysis, interesting content and educate scientists and non-scientists about stem cells and regenerative medicine.*

Measurable Outcome: In November 2013, the Canadian Online Publishing Awards gave Signals Blog [a silver award for best blog](#) in the business-to-business category. In December 2013, popular stem cell blogger/scientist Dr. Paul Knoepfler chose Signals Blog as "[Best stem cell blog of the year](#)." Engagement of blog posts and bloggers by larger media entities such as *Forbes*, *ABC*, *Scientific American* and *Nature* also suggest that the blog has established itself as a trusted source among the mainstream media.

*Increase blogs from 1-2 posts per month, as per the old site, to 4-6 per month.*

Measurable Outcome: Over a 19-month period, we have produced 182 blogs, an average of 9.5 per month (see signalsblog.ca).

*Offer a forum for new scientists to share their views and establish their careers and for seasoned scientists and business leaders to extend their reputation as experts and showcase Canadian leadership in this field.*

Measurable Outcome: We have graduate, PhD and postdoc students, established scientists and business leaders sharing their insights and opinions on the blog (see contributors list and bios at signalsblog.ca). The blog is reaching an international audience of readers and demonstrating Canadian leadership and expertise (see work sample 3).

*Share blogs on SCN's and CCRM's social media platforms (Facebook, Twitter, LinkedIn) to drive traffic back to the blog site (increase growth by 50% year over year) and generate dialogue.*

Measurable Outcome: Google's Referral Traffic (see work sample 4) shows that a substantial number of our readers are visiting Signals Blog through Twitter and Facebook and that the number is increasing by well over 50% year over year (271% and 61.09% respectively). The growth on LinkedIn is smaller at 36%, but SCN's lesser reliance on that platform may play a role here, as would the growth in popularity of Twitter during this time period. The accompanying Twitter report (see work sample 5) shows that we are generating lots of retweets and conversations with our followers.

Please see the work sample section for five examples of blogs that appear on Signals Blog.

## **IABC Ovation Award 2014**

**Entrant:** Patrick Casey, Director, Corporate Communications

**Organization:** The Regional Municipality of York

**Division/Category:** Division 1: Communication Management, Category 12: Electronic, Digital and Interactive Communications

**Title of Entry:** York.ca – A user-centric approach to successful website development

**Time Period of Project:** January 2012 to December 2013

**Recognition Summary:** Tasked with leading an entire overhaul of [www.york.ca](http://www.york.ca) – The Regional Municipality of York's public-facing website – the Region's Corporate Communications and IT Services teams (the "Project Team") partnered to lead the development and implementation of the plan to overhaul the website content, design and functionality. The Region's comprehensive approach included market research, senior management briefings, staff training and collaboration with key partners and stakeholders. Successfully launched in November 2013, the re-designed [york.ca](http://www.york.ca) far exceeded internal objectives.

### **Business Need/Opportunity**

The Regional Municipality of York is a confederation of nine municipalities and provides services to 1.1 million residents and 41,000 businesses. The Region's services include transit, water, wastewater, solid waste management, policing, emergency services and human services. York Regional Council sets policies, direction and budgets for York Region.

Technological advancements are changing the way our customers seek out and receive information. Regional Council identified the need to "Increase public awareness of Regional services and programs through effective use of multiple communication channels" and "make Regional services more user friendly" as part of its *2011 – 2015 Strategic Plan*. Challenged to meet the business need identified by Regional Council, a complete overhaul of [www.york.ca](http://www.york.ca) ("the website") was required. Last updated in 2002 (WS#1), the website displayed information based on the Region's internal department structure, instead of being service-focused based on the needs/search patterns of the user. The website included a plethora of outdated content, broken links and information not directly related to Regional services. From a functionality perspective, the technology that supported the website was outdated and did not provide the navigation, search or measurement capabilities required.

A secondary driver for the re-design of the website was the pending launch of Access York, York Region's "no wrong door approach to customer service". The guiding principle of Access York is key stakeholders should be able to access information they need no matter what communications channel they choose (i.e. in-person, over the phone, via email or through the website). The Region's "no wrong door" door approach to customer service further supported the need to create a user-friendly website that helps create awareness of the programs and services York Region offers.

The business case to support the re-design of the website was further supported by feedback from York Region's six departments. As technology has evolved over the years, the Region's previous website simply did not provide the functionality expected from one of Canada's fastest growing municipalities and one of the Canada and the GTA's top employers. To stay relevant and meet evolving business needs, a re-design was much needed and long overdue.

A fourth driver for the re-launch of [york.ca](http://www.york.ca) was the need to ensure York Region was in compliance with accessibility legislation. In accordance with the World Wide Web Consortium (W3C) - Web Accessibility Guidelines, all content on [york.ca](http://www.york.ca) needed to meet or exceed a Level A compliance by 2014. As none of the information in the existing website was accessible, the need for a complete overhaul as further enhanced.

The need to re-design the website in its entirety was reinforced by informal and formal research, including:

- Web Usability study with 132 participants who's primary findings were the illogical layout, use of confusing language, an ineffective search tool and overall lack of customer-friendly tools (print features, font size, events calendar)
- Review of industry best practices, including the City of Guthrie, The City of Calgary and the State of Utah

### **Stakeholder Analysis**

With an overarching goal of the website re-design to implement a user-focused approach, it was critical to understand who the end user of the website would be. In partnership with Akendi, the company retained to assist with the new website design, York Region conducted comprehensive user research that identified eight user personas based on the groups/types of people who access [york.ca](http://www.york.ca) for information. Each user persona was named and demographic socio-economic factors were included as part of each individual profile (WS#2). The eight profiles identified are: Melissa, Municipal Worker; Ruth, Business Owner; Stan, Resident (Concerned Citizen); Sue, Health Care Professional; Michelle, Contractor/Vendor; Judy, Parent; Chad, Property Developer and Jennifer, Resident (Young Citizen). The personas, which were developed based on extensive internal and external consultation, helped ensure the design and all new content developed for the website aligned with the needs/interests of the end user.

In addition to designing the new website based on the specific needs of the end user, additional stakeholders that were a key focus throughout the re-design were: York Region's Senior Management Team (includes Chief Administrative Officer and six Commissioners representing six Regional departments); York Region's Accessibility Advisory Committee; Legal Department; 3,900+ employees; 9 web coordinators, 80 subject matter experts; Akendi (Design support); Partho (Technology implementation support) and 21 members of Regional Council.

## Goals/Objectives

**Goal:** To establish a service-based, user-centric website that places the needs, wants and limitations of the user(s) first.

## Objectives:

1. Create a user-focused design for the new website
2. Implement technical upgrades to support evolving communications needs
3. Meet Level A Accessibility requirements
4. Secure participation and support from all Regional departments in the development of the new website and obtain approval from the Region's Senior Management Team on the website design and technical functionality
5. Review and re-write all content on the website, reducing content pages from 13,000 pages to 1,000
6. Draft and obtain approval on new corporate web governance guidelines and policies

## Solution Overview

York Region took a multi-phase approach to the implementation of its new website. As outlined below, critical to the success of the new website was the market research that helped create the framework for the new site and maintain a focus on the end user.

### *Phase 1- Planning and Requirements (January 2012 to March 2012)*

- Established a Project Charter and Plan to guide the development and implementation of the website.
- The Project Team opted to establish a York.ca Steering Committee made up of Managers and Directors from across the organization as a way to help secure feedback, support and participation from all Regional departments. This approach was chosen to help identify and mobilize resources to support the lean Project Team, manage the organization's resistance to change and to help ensure cross-departmental collaboration.
- In order to secure approval for a new look and layout of [www.york.ca](http://www.york.ca), the Project Team knew the design could not be subjective and based on what internal departments believed to be relevant to the end user(s). As such, a third-party expert, Akendi Inc., was retained to develop a design proposal based on York Region-specific market research.

### *Phase 2 – User Experience/Web Design (March 2012 to October 2012)*

- Hosted 9 stakeholder workshops with the Region's internal departments to identify key public-facing services.
- Completed 26 follow-up phone conversations with the internal department to confirm findings.
- Facilitated 65 meetings and usability testing sessions with various external stakeholders including local municipalities, land developers, health care professionals and residents to ask them what kind of information they wanted from York Region and how a new website could best meet their needs.
- Based on extensive internal and external consultation, developed a list of 251 public services that are of public interest to be included in the new website.
- In partnership with Akendi, developed a series of specific user profiles that established the framework of our approach to designing and created content for a user-centered website.
- In partnership with Akendi, the successful proponent of the web design RFP, created the *Website Style Guide* (WS#3). This approach was taken to help achieve a consistent look and feel for the entire site and to ensure a user-focused approach was applied to the new website.

### *Phase 3 – Technical Implementation (October 2012 to October 2013)*

- Issued a Request for Proposal (RFP) to secure a third-party vendor to support the technical implementation of york.ca as limited internal resources were limited. The winning proponent was Partho.
- Upgraded the IBM Software supporting the website to the most up-to-date version (Version 8) as it included several new features that could significantly enhance the improvements to the website, including improved accessibility compliance, tablet and smartphone browsing and a better content creation and management process.
- As york.ca was the number one driver to the Region's social media channels on the old website, the Project Team enhanced social media integration and capabilities on every page of the new website.
- Defined taxonomy and metadata and implemented Search Engine Optimization techniques to improve search.

### *Phase 4 – Content Creation & Integration and Web Governance Model (January 2013 to November 2013)*

- In partnership with the York.ca Steering Committee, the Project Team identified *Subject Matter Experts* (i.e. people responsible for writing and updating web content) and *Web Coordinators* (i.e. Individuals responsible for uploading content to the website) who played an integral role in updating content for the website.

- As the Project Team did not want to re-write department-specific content in isolation, involvement from the *Subject Matter Experts* and *Web Coordinators* was critical in initiating an audit of the website's 13,000 pages of content
- To identify information that was most relevant to the end user and reduce the overall number of content pages, the content audit focused on identifying and re-writing content for 1) Regional services and 2) legislated content 3) Revenue Generating Services.
- In partnership with key internal stakeholders, including Legal Services, Clerks and Community and Health Services, developed web governance guidelines and policies, including:
  - Web Policy (WS#4): Applicable to all Regional employees, this policy outlines corporate standards and legislative requirements that all information posted to the website must meet
  - Web Content Writing Guide (WS#5): Provides standards for writing for the web, including the need to write all content in plain language and to a Grade 6 level
  - Accessible Information and Communications Guidelines (WS#6): Outlines York Region's responsibilities as it relates to compliance with the *Accessibility for Ontarians with Disabilities Act, 2005 (AODA)*

#### *Phase 5 – User Acceptance and Usability Testing (October/November 2013)*

- Conducted 24 usability testing sessions with key stakeholders in York Region.
- Identified and implemented opportunities to refine wording and navigation based on usability testing results
- Enlisted the support of *York Region's Accessibility Advisory Committee* to review the website and provide feedback as it relates to accessibility compliance.
- Conducted a one-on-one review of the website with a former member of *York Region's Accessibility Advisory Committee* to gauge the effectiveness of a screen reader on the new website.
- Shared York.ca Presentation and Demo at *York Region's Accessibility Advisory Committee* to obtain final feedback

#### *Phase 6 – Site launch (November 2013)*

- Internal launch
  - Provided the opportunity to get and implement feedback from staff and ensure there were no glitches
  - Developed and distributed a series of internal emails from the CAO regarding the internal launch and promoted the launch on the Region's intranet.
  - Presented final website to York Region Chairman and CEO and received approval.
- External launch
  - Drafted and distributed external communications to support the launch, including a Media Release (WS#7), social media posts and banner ads on the York Region Media Group website.

### **Implementation and Challenges**

The re-design of York.ca was not without its challenges. Challenges include:

#### *The need to increase deliverables within a set budget*

- The total budget for the york.ca overhaul was \$875K (\$175K for the user research and web design, \$450K for the implementation of the technical components and \$250K for additional requirements, including the software upgrade - approx. \$150K).
- While initially this appeared to be a sufficient amount to support the program deliverables, enhanced technical requirements needed additional funding.
- Initially, only the homepage of the website was to have responsive design (i.e. the images and content would adapt to viewing on any device). As the program advanced and the increasing shift toward mobile access was enhanced, corporately, the desire was to make the entire website responsive.
- This decision has critical financial implications on the launch of the website. In order to find the additional funds required to make the entire website responsive, York Region's Project Team identified there would be cost savings if it took on the task of leading some of the usability sessions/focus groups (including providing the facilities and sourcing the participants) instead of outsourcing all of this work to Akendi.
- This approach was successful in saving approximately \$35K that was put toward ensuring the entire website had responsive design.

#### *Limited staffing resources*

- To mitigate costs for such a large and long-term project, York Region opted to hire a team of co-op students from Seneca College instead of hiring professional content writers. In all, two teams of three writing students completed their internship under the leadership of an experienced project manager at York Region.
- Their work commenced January 2013 and completed at launch in November 2013.
- Bringing in external writing support was a challenge as the individuals were not familiar with the organization. Each of the two teams needed to be trained to write for accessibility, search engine optimization and to York Region's communications standards.

- Their work required diligent editing due to the students unfamiliarity with York Region's policies and programs, however the success of the strategy is evidenced by the timely production of all content and an estimated saving of almost \$150,000 by using students instead of professional writers.

### **Measurement/Evaluation**

Despite the challenges encountered, [www.york.ca](http://www.york.ca) (WS#8) was launched internally and externally, on-time and on-budget. The successful launch can be attributed to the following measurement that met the Region's objectives.

#### *Successfully implemented a user-focused web design (Objective #1)*

- Conducted 100+ stakeholder consultation and testing sessions to ensure the web design and navigation met the needs of the end user(s) and received positive feedback throughout these sessions (WS#9)
- Stakeholder consultations help successfully guide the development of 14 web page templates, six rotating images for the homepage and 250 photos throughout the entire site.
- Nine usability testing sessions in October 2013 confirmed key stake holders found the new design/site map to be intuitive, search friendly and easy to understand.

#### *Technical Implementation (Objective #2)*

- Successfully integrated responsive design into the entire website – York Region is among the first Canadian municipalities to have a completely responsive website.
- Integration of Google Maps integration, Events Calendar, Newsroom
- City of Markham is now using the code York Region developed as the framework to make its website responsive.
- Developed a new content workflow to automatically expire content after a specific date. This has helped ensure web content is up-to-date and relevant and easily accessed by residents in a timely fashion.
- Structured the new website in such a way that updates “go live” immediately. On the previous website, information was only refreshed once a day (after 5 p.m.). The new technology helps provide timely updates to key stakeholders.
- Implemented social media integration on every web page.
- Feedback from internal Regional departments is that the website's new technical functionality better meets their needs and ability to effectively serve their customers.

#### *Accessibility Compliance (Objective #3)*

- Achieved Level A compliance with the World Wide Web Consortium (W3C) - Web Accessibility Guidelines and based on the results on an independent third-party review (WS#10), achieved Level AA compliance – a target that does not need to be met until 2021.

#### *Internal Participation and Approvals (Objective #4)*

- Through the York.ca Steering Group, we effectively identified 82 *Subject Matter Experts* (i.e. people responsible for writing and updating web content) and nine *Web Coordinators* (i.e. Individuals responsible for uploading content to the website) who played an integral role in updating content for the website.
- Led 50+ internal presentations to staff, the York.ca Advisory and Senior Management Team to obtain feedback and support on the re-design.
- Internal approvals of the website design and site map at all levels of the organization was easily obtained as it was based on comprehensive user-focused research and not a subjective approach.

#### *Content Creation, Integration and Training (Objective #5)*

- Reduced number of content pages from 13,000 to less than 265 (exceeded the target by 73%)
- Re-wrote 265 remaining content pages to meet plain language requirements (i.e. no jargon and to a grade six level)
- Developed 55 new landing pages that have a consistent layout and design
- Categorized 1,000+ resources (i.e. PDF, Word documents and videos), tagging them with key words to contribute to a more powerful search function
- Removed all duplicated information, broken links and out of date content
- Worked with 80 Subject Matter Experts and the York.ca Steering Committee to obtain content approvals
- Developed a staff training program, including visual overview of the Web Content Writing Guide to train internal staff.

#### *Governance Policies (Objective #6)*

- Obtained approval from York Region's Senior Management Team and Legal Department on the following web governance documents: Web Policy, Web Content Writing Guide and Accessible Information and Communications Guidelines.
- Developed and distributed a series of internal staff communications to promote and increase understanding of the Region's new web governance model.

# 2014 IABC/TORONTO OVATION AWARDS

**Entrant's Name:** Elspeth Baird  
**Organization's Name:** Uncle Ben's (Mars Canada Inc.)/FleishmanHillard  
**Division/Category:** Division 1: Communication Management; Category 13: Social Media  
**Title of Entry:** Ben's Beginners 2013  
**Time Period of Project:** February 2013 – April 2013  
**Brief Description:** Ben's Beginners encourages parents to get their kids cooking at an early age so that they are more empowered to live a healthy lifestyle. FleishmanHillard Toronto (FH) was asked to lead the launch of the Uncle Ben's® Canada Facebook page and Ben's Beginners Canada. FH developed and hosted the Ben's Beginners contest on Facebook, asking for parent and child cooking video submissions. This was more than just a contest – a CSR charged campaign with an integrated digital, social and public relations element. FH engaged influential bloggers, developed public relations tool kits for finalists and produced video content showcasing the cheque presentation at the awarded school.

## ***1. BUSINESS NEED/OPPORTUNITY***

### **NEED:**

Initially, Uncle Ben's® Canada did not have a social presence so the brand wasn't able to have an ongoing two-way conversation with their consumers and keep up with their competitors online. With no Canadian specific marketing creative, Uncle Ben's® needed a cost-effective and efficient way to communicate to their consumers and potential consumers. FH was therefore charged to plan and prepare for the launch of a bilingual Uncle Ben's® Canada Facebook page and Ben's Beginners, the first big campaign to be hosted on that page.

### **OPPORTUNITY:**

As Uncle Ben's® main brand message is "Begin with Ben", there was an opportunity to connect with the primary target audience of English and French speaking moms and build off of a successful US Ben's Beginners. Knowing that Ben's Beginners would follow soon after the page launch, and using Mars Canada Inc. consumer research as a starting point, FH developed the social strategy and playbook that would shape all communications. FH then took the US Ben's Beginner's campaign and adapted all messaging and campaign creative for Canada, leveraging the research and planning phase previously completed for the Facebook page.

FH developed and executed an integrated digital, social and public relations campaign that built brand awareness and drove brand engagement across multiple channels. Uncle Ben's® Canada fans were asked to submit 2-3 minute videos of parents creating a healthy meal with rice as a central ingredient. The Grand Prize Winner, selected in part by public vote, received \$20K to donate to the school of their choice (to put towards healthy lifestyle initiatives) and \$10K for their family. The strategic approach involved leveraging the Uncle Ben's® Canada newly launched Facebook page as the communications and contest hub, engaging online bloggers and influencers, developing public relations tool kits (that encouraged and helped the final contestants gain local coverage to garner more votes during the voting phase) and producing video content showcasing the cheque presentation at the awarded school. Additional activations included a Rogers partnership and media buy (planning and execution by MediaCom), a TV spot and digital banners (BBDO Toronto) and in-store activations (executed by MatchDrive).



## **2. STAKEHOLDER ANALYSIS**

### **PRIMARY:**

There are two bulls-eye personas that Uncle Ben's® Canada speaks to online and these were the main targets of the Ben's Beginners Program: English-speaking and French speaking moms. These bulls-eye targets are online and searching for information about health, cooking, and parenting. They need an online, non-judgmental community that fosters relevant conversation and delivers valuable information and incentive.

As FH launched Uncle Ben's Canada as a bilingual page, it was important to note that French and English speaking households had distinct differences in online consumption habits.

- English: average age of 37, and are very concerned with healthy eating. Cooking is one of their top 5 preferred past-times. While they are comparison shoppers, they tend to have strong brand loyalty once they establish connection with a brand. Family time is the most important time and they spend most of their free time with family.
- French: average age of 38, and are concerned with health and wellness. Cooking is one of their top 3 preferred past-times. Less likely than English speaking mothers to have broadband at their home.

### **SECONDARY:**

Fathers and grandparents across Canada, both French and English. This group consists of family conscious adults who prefer to spend time with their family to other social activities. Possibly stay-at-home fathers or grandparents who live within close proximity to their grandchildren and visit them often. They are the primary household cooks.

## **3. GOALS / OBJECTIVES**

### **GOAL: AWARENESS**

As Uncle Ben's Canada was new to the social landscape, it was important to acquire a solid fan base through a robust campaign. FH leveraged the Facebook page as the communications and contest hub, engaged influential bloggers, developed public relations tool kits for finalists and produced video content showcasing the cheque presentation at the awarded school in order to raise brand awareness online.

### **AWARENESS OBJECTIVES:**

- Acquire 15,000 Facebook fans/likes
- Extended reach from the blogger program (Twitter impressions and blog page views)
- Coverage garnered from contest finalists (to garner votes during the voting phase)

### **GOAL: ENGAGEMENT**

Asking for video entries has a high barrier to entry. The Ben's Beginners content therefore had to be engaging enough to motivate parents to take the time out of their hectic schedules and become brand advocates for 2-3 minutes in a cooking video with their child.

### **ENGAGEMENT OBJECTIVES:**

- 80-100 video entries

## **GOAL: DRIVE SALES**

Although, at the heart of it, Ben's Beginners is a communications campaign that aims to empower parents to get kids cooking at an early age, it of course also serves to keep Uncle Ben's top of mind for consumers and pushes contest entrants to purchase to cook their favourite rice dish with Uncle Ben's.

## **SALE OBJECTIVE:**

- Drive sales on Ben's Beginners focus brands

## **4. Solution Overview:**

In order to continue to build and engage the fan base for the recently launched Facebook page, FH launched Ben's Beginners in Canada to communicate the Begin with Ben message through ongoing, promotional and paid content. The agency also partnered with influential bloggers across Canada to participate in the contest and to embrace the Uncle Ben's® values of healthy eating, as well as viewing meal preparation time as an important part of family time.

FH employed the following tactics:

**Research and Planning for Facebook Page Launch** With the Canadian adapt and launch of Ben's Beginners in mind, FH conducted research that identified the key online personas for Uncle Ben's which was used to develop a Facebook page launch strategy and ongoing Playbook for community management.

**Adapt, Development, Content Creation and Management of the Ben's Beginners Facebook Contest** FH tailored the US campaign and messaging to suit the Canadian audience and created content that encouraged entry and drove the equity messaging "Begin with Ben."

**Ben's Beginners Blogger Program** FH reached out to six key mommy bloggers. The bloggers offered giveaways of Uncle Ben's branded kitchen merchandise and product on their blog to generate buzz and ultimately direct and push to the Ben's Beginners contest tab.

**Ben's Beginners Public Relations Toolkit** FH developed a toolkit for finalist contest entrants to gain media coverage of their cooking video and garner more votes to increase their chances of winning the Grand Prize.

**Ben's Beginners Wrap-Up/Legacy Content** FH produced a 2-minute video in both English and French featuring the Grand Prize Winner duo (father and son – Pat and Isaac) donating the \$20K cheque for healthy lifestyle initiatives. Knowing that this program is to be run in the Canadian market annually, this documented the beginning of Ben's Beginners. Posted on Facebook, this allowed the fans to feel like they were a part of something bigger than a contest and brought the CSR component to life.

## **5. IMPLEMENTATION AND CHALLENGES:**

The confidential campaign budget was approximately \$37,000 CDN and included all fees and expenses (plus an additional \$30K for prizing) and the overall Facebook research and launch strategy budget was \$20,000CDN. It was difficult to stay within a tight budget.

During the planning phase for the Facebook launch, priorities were established to ensure this budget became maximized. It became clear that an audience needed to be built quickly to ensure FH had a community to communicate the Ben's Beginners program to. As the bulls-eye target is English and French speaking moms, FH recommended that launch promotion should be executed, one that makes moms feel welcome to the page and offers incentive to bring them in and keep them there. FH learned that there was a new flavor of Uncle Ben's rice being launched around the same time period and a separate small public relations and influencer campaign was being discussed. Rather than diluting the message, FH recommended a Facebook exclusive giveaway - launching the new flavor and the page at the same time. FH developed a 'Fan First' promotion, FH welcomed

Uncle Ben's® fans to the table by rewarding them with an exclusive taste of a product that had yet to hit the shelves – Uncle Ben's Bistro Express Creamy Cheddar. This aligned with the Facebook strategy as it gave fans something that made them feel a part of an exclusive community, a welcome gift that they couldn't get anywhere else. This strategic launch promotion resulted in 8,000 fans within a 4-hour time period quickly awarding the 5,000 samples. This was achieved without paid media support. This promotion set the table for the main course – Ben's Beginners Canada.

As discovered in the preliminary research, the target audience isn't composed of 'natural engagers'. These moms are more likely to join and spectate. The challenge was that the Ben's Beginners contest asks for a high level of engagement with its request of 2-3 minute video entries. In order to break through that barrier to entry, FH recommended making the prize highly motivating. Although the common approach is to reduce the total prize value when adapting a US program to Canada, FH recommended that it stay the same as the US campaign: \$30,000 (\$10,000 to the winning family and \$20,000 donation to a school of their choice to put towards healthy lifestyle initiatives).

The budget couldn't afford the FH team conducting media relations for Ben's Beginners, however, FH thought of a solution for that. FH compiled a public relations toolkit which allowed parents to pitch their own video to media to garner local coverage and rally votes for their own video during the voting phase. For a small investment of \$5,000 for the toolkit, the effort garnered 60,000 total impressions.

This target audience is busy and always on-the-go. As a result, even though Ben's Beginners was a 12-week program, entries were trickling in slowly for the first 9 weeks. In order to ensure that the target goal of 80 entries was met, FH adapted all Facebook communications (cover photo, posts and ads) to include urgency messaging (ex. 10 days left to enter the Ben's Beginners contest). FH also sent out a 'thank you' gift to all entrants (kid-sized apron for each child in the video, adult apron for the parent and chef hat, all Ben's Beginners branded). This resulted in a ramp up of entries, meeting the end goal of 80 entries for the contest period.

FH was nimble and adapted communications and tactics to ensure the success of Ben's Beginners Canada.

## ***6. MEASUREMENT / EVALUATION OF OUTCOMES***

With a sound strategic approach rooted in research and great agency partners (BBDO Toronto, MediaCom and MatchDrive) Ben's Beginners Canada saw great success in its first year

### **OBJECTIVE ONE: AWARENESS**

- 23,181 new Facebook fans during the duration of the campaign exceeding set goal by 54%.
- 8 million media impressions (media partnership) during just the phase I of the Ben's Beginner's contest, extending reach.
- The blogger program achieved over 10,000 page views and 1.4 million Twitter impressions (from 1,307 tweets), extending reach.
- The PR toolkit empowering finalists to pitch their own coverage achieved over 60,000 total impressions, extending reach.

### **OBJECTIVE TWO: ENGAGEMENT**

- 81 contest Ben's Beginners contest submissions with 9,585 video votes by the digital audience, meeting the set campaign goal.

### **OBJECTIVE THREE: SALES**

- Increased market share on Ben's Beginners focus brands by 1.6 points, driving sales.

## **IABC Awards – Panasonic LUMIX P2P Community**

Entrant's Name – Andrew Kinnear

Organization's Name – Panasonic Canada; Environics Communications

Division/Category – Division 1communication management 13social media`

Title of Entry – Panasonic Canada Facebook - LUMIX P2P Community Launch

Time Period of Project – April 1, 2013 to December 31, 2013 (8 months)

Recognition Summary – Panasonic Canada launched a photographer community called “**LUMIX P2P (Photographer-to-Photographer)**” as an application extension of their global Facebook page. LUMIX P2P is where fans have the ability to submit images online, and interact and share tips and advice with other photographers of varying levels of experience. The program has surpassed its goals of overall visits in the first year by 139%; unique visitors by 113%; individual page views by 109.45%; and user photo submissions by 80%.

## **WORKPLAN**

### **1. Business Need/Opportunity**

Panasonic Canada, a subsidiary of Panasonic North America, is a large, multinational manufacturer of electronics and A/V equipment across the consumer, business, security, automotive, and aviation verticals. In 2012, Panasonic established their social presence in Canada, as a means to create a deeper connection with brand advocates and increase “brand for me” consideration at purchase with brand acceptors.

LUMIX camera fans proved to be one of Panasonic's most loyal consumers. Encouraging them to follow the Facebook page could help Panasonic establish a positive dialogue, rich content and advocate on behalf of Panasonic.

In its first year, the Panasonic Canada Facebook property – bolstered through both organic and paid growth – began to attract fans that engaged with, and regularly interacted with the page, based on their interest in photography. These photography brand fans were further driven to the page due to their proprietary ownership of Panasonic's LUMIX camera system. This system contains several distinct lines, ranging from amateur point-and-shoot models, to both intermediate and advanced units.

As one of Panasonic's consumer mandates is the continual growth and nurturing of its customers from entry-level consumers to models with higher profit margins; there became an opportunity to create an environment where photographers of all levels of expertise could gather to interact, share and foster growth.

Initial research into this group of individuals revealed an additional business opportunity in the form of attracting owners of competing rival camera manufacturers and exposing them to the various models, functions, and selling features of LUMIX cameras being promoted throughout the Facebook page.

Prior to the establishment of the Panasonic Canada Facebook page pre-Fall 2012, Panasonic Canada primarily relied on traditional advertising, media relations campaigns, and in-store promotion through their network of big box and specialty dealers to create awareness for the LUMIX brand and provide opportunities for engagement. Considering Panasonic did not have the typical history of more established camera brands such as Nikon and Canon who mitigated the film to digital convergence with strong brand awareness, it was imperative for Panasonic to foster a strong relationship between LUMIX and individual photographers.

To support Panasonic Canada's mandate in 2013, the creation of a photographer's community needed to accomplish the following: 1) create an online meeting place that would allow photographers to interact with the brand; 2) be inclusive to both current owners of LUMIX cameras and those using competitor brands; 3) allow photographers with less experience to clearly recognize the benefits of growing their skillset as photographers; 4) provide opportunities for participants to interact and learn from established experts in the photography; 5) make participants aware of new products and developments within the LUMIX brand as a vehicle for purchase consideration.

In essence, the LUMIX P2P (Photographer to Photographer) Community would become a value add service for LUMIX owners, increasing consumer consideration and building loyalty with existing owners.

### **2. Intended Audience**

The primary audiences for this program are individuals in the market for purchasing an easy to use, high quality camera such as a DSLR (Digital Single Lens Reflex) or Mirrorless. This community offers value to amateurs and new camera owners looking to advance their skill set through reading tips and advice contributed by intermediate and advanced photographers.

### 3. Goals/Objectives

Our social media communication goals were to take advantage of our early research insights of the photography-minded community on the Panasonic Canada Facebook Page following its launch, and build off that momentum.

- Raise awareness of the LUMIX brand, its models, and functions to photographers across the country.
- Develop an interactive community where photographers of all skill levels can interact, be inspired, submit photography, and offer advice and guidance to one another.
- Provide a value add service and community for LUMIX owners.

#### Quantifiable Objectives

- Achieve the following awareness and engagement metrics between launch in April and end-of-year 2013 (approximately 8 months).
  - Create awareness of the LUMIX brand specifically within the Facebook group.  
Success measure: Reach a minimum of 500 visits to the community.
  - Attract a wide-array of photographers and photo-enthusiasts to participate, share, interact or view the content being submitted into the community. Success measure: 250 unique visitors to the community.
  - Offer a wealth of knowledge that would result in a visitor consider returning to the site on a frequent basis to keep informed with new content being submitted or to interact with fellow photographers.  
Success measure: More than 50% of all community activity coming from returning visitors
  - Establish an overall benchmark for awareness from returning visitors, emphasizing multiple page views per visit. Success measure: Reach a minimum of 2,000 page views across the community AND an average of 2 pages viewed per visit.
  - Introducing photographers to the engagement portion of the community, encourage submission of photographs along with associated photography tip of how the image was created. Success measure: Have a minimum of 50-user photography submissions.

### 4. Solution Overview

Environics Communications on behalf of Panasonic Canada took a multi-tiered approach to achieve its goals and quantifiable objectives in the creation of a community for photographers within the recently-established Facebook Page.

#### Phase I – Planning & Research

- Proprietary research and leveraging existing social media policy was the initial groundwork in the creation of Panasonic's P2P Community.
- In partnership with key internal stakeholders, Environics brought members of its digital and traditional public relations teams together with Panasonic Canada's corporate brand management (marketing, advertising, and public relations) as well members of its LUMIX (camera) division to discuss the roles, challenges, and process of defining this community.
- As part of the official strategy, Environics recommended the community take the form of an interactive Facebook application that would allow photographers to securely submit their photos and write an associated image tip so that other photographers could recreate the style of image.
- During this planning process, a number of key privacy concerns were discussed by this ad hoc group with Environics' leadership, including the decision that while users names and profile photo would be visible in the community's tip gallery next to their submissions other participants should not have the option of directly linking to another's personal profile through the app.
- Research was conducted by Environics to determine which categories, or types of photos from both a technical and artistic point-of-view users would be most likely to consider. Research consisted of leveraging content insights based on comments and engagement on photography-related Facebook posts; determine how Flickr users speak about, and organize their photos from entry-level to professional; as well as consult with professional photographers on what teachable subject areas within photography are most beneficial to photographers at varying states of experience.
- From this research and discussions, it was determined that 15 categories would initially be available at launch, consisting of the following: Lighting, Landscape, Lenses, Exposure, Framing, Outdoor, Accessories, Aperture, Motion, Indoor, Shutter Speed, Inspiration, Colour, Macro, and Composition.

#### Phase II – User Experience Design & Layout

- From a submission standpoint, it was decided that for maximum participation by Panasonic Canada Facebook fans, community members should have the option of uploading images from file, or directly from their connected Facebook account. This led to the user experience and planning concepts to determine the layout and functionality of the app.
- The app as conceptualized by Environics would contain three distinct page elements: 1) A landing and introduction page (**See Work Sample**) explaining the purpose and key messages of the community, as well

as offering links to the Panasonic Canada Facebook LUMIX App that had been developed shortly after launch to provide on-page information about current LUMIX models; 2) A submission page (**See Work Sample**) where users could upload their photo; write an associated tip of how they achieved their photo from both a technical and artistic point-of-view; agree to the legal terms and conditions; select their camera model from a list of current and recent LUMIX cameras as well as an 'other' option for competitor brands and categorize their photo in one or more of 15 areas selected through the planning process; 3) Finally the third section was to be the interactive Photo Tip Gallery (**See Work Sample**) which as the primary community hub, would allow community members to view other's submitted photos.

- With input from this group, Environics adapted and modified Panasonic Canada's existing social media code of conduct, into a terms and conditions for submitting images into this community with an emphasis on establishing a safe space where photographers can share without defamatory, violent, or obscene content. To ensure the maximum oversight of content being posted to this community, a backend system was planned (**See Work Sample**) for Panasonic Canada's social media managers at Environics to manually approve images based on adhering to these terms and conditions.

#### Phase III – Develop Key Messages for Launch

- For both on-site copy and corporate branding purposes for future Facebook posts, contests, and promotion, Environics was tasked with developing the brand identity for the app.
- The LUMIX P2P Community designation was designed as a representation of the Facebook application being 'A community for photographers by photographers'
- This messaging encouraged photographers that this was a learning experience for them regardless of their past experience with photography, but one in which experts could provide valuable teaching knowledge based on their submitted tips; and novice and intermediate photographers could receive this knowledge and possibly feedback on their work by others in the community.
- The following brand statements were developed to empower and encourage photographers on the site:  
*LUMIX P2P is a community that encourages photographers from all walks of life to share their photo tips and inspiration. Whether you're just starting out, or a seasoned professional—this is your community to share, learn, and inspire.*
- *A photograph can move you, bring joy, or capture a moment in time to cherish forever. Knowing how to take a photograph is the difference between a good photo and a great photo—it's a process that always evolves, and can involve many techniques, methods, and accessories.*

## 5. Implementation and Challenges

### Implementation & Management

- The completed application, combined with the corporate branding key messages, was to be implemented and integrated into the existing Facebook page by mid-April.
- Environics was responsible for managing the project within a limited \$1500 budget
- Environics was also responsible for managing the external vendor of LUMIX P2P, estimated for development at \$25K on-track, as well as aim for an April 15<sup>th</sup> go-live date
- Associated promotion for the community was to be handled by Environics' social media managers through a series of introductory posts highlighting the launch of the community, the associated developed key messaging, and to continually drive traffic to the app on a scheduled, weekly basis (1-2 times per week) as part of the Panasonic Canada editorial calendar.

**LUMIX P2P Application Link:** [https://www.facebook.com/PanasonicCanada/app\\_122580521268344](https://www.facebook.com/PanasonicCanada/app_122580521268344)

### Challenges

Panasonic Canada's foray into creating a niche community focusing on solely photography within a larger customer-electronics minded property was not without its challenges. Awareness was low for page fans that this application was interactive rather than stationary such as the pre-existing LUMIX (camera) and Viera (TV) applications on the page. To overcome this, a number of additional paid and curation strategies were implemented:

- It was established that three months after launch, a budget of \$1,800 would be allocated to further promote the page through a series of sponsored content posts to drive awareness of the new community to the roughly 5,000 members of the Panasonic Canada Facebook Community.
- To further engage with the community once it had reached a level of continual submissions and activity, scheduled editorial calendar posts concerning the community would highlight individual photographs and their associated tips.
- For the holiday season, Environics designed a holiday-themed Facebook photography contest for P2P with an additional paid spend of \$1,200 for promoted posts in order to win a LUMIX camera. (**See Work Sample**)

## 6. Measurement/Evaluation

The first year (8 months) of the program was an overwhelming success for the P2P application, exceeding all measurable objectives set forth prior to launch in April, and created a positive challenge that numerous photography influencers were now looking with work with Panasonic Canada as experts within the community while mid-level photographers attempted to use the platform to help exhibit their abilities. The P2P Community continues to thrive into 2014 with new options to engage and interact with participants due to the successful metrics reached in its inaugural year.

Quantifiable Measurement:

Achieve the following awareness and engagement metrics between launch in April and end-of-year 2013 (approximately 8 months).

- Create awareness of the LUMIX brand specifically within the Facebook group.  
Success measure: Reach a minimum of 500 visits to the community.

### ACHIEVED

- In the eight months of the P2P launching, a total of 1,195 visits to the community took place from the original goal of 500 visits. This represents a 139% increase over the goal.
- Attract a wide-array of photographers and photo-enthusiasts to participate, share, interact or view the content being submitted into the community. Success measure: 250 unique visitors to the community.

### ACHIEVED

- In the eight months of the P2P launching, the community saw a total of 533 unique visitors take place from the original goal of 250 unique visits. This represents a 113.2% increase over the goal.
- Offer a wealth of knowledge that would result in a visitor consider returning to the site on a frequent basis to keep informed with new content being submitted or to interact with fellow photographers. Success measure: More than 50% of all community activity coming from returning visitors.

### ACHIEVED

- In the eight months of the P2P launching, the community saw a total 55.4% of its traffic come from returning community members from the original goal reaching at least 50% return traffic. This represents a 10.8% increase over the goal.
- Establish an overall benchmark for awareness from returning visitors, emphasizing multiple page views per visit. Success measure: Reach a minimum of 2,000 page views across the community AND an average of 2 pages viewed per visit.

### ACHIEVED

- In the eight months of the P2P launching, the community saw a total of 4,189 page views and an average of 3.51 pages/visits from a goal of 2,000 overall page views and 2 pages/visit. This represents a 109.45% increase over the goal in page views and 75.5% increase over the goal of pages/visit.
- Introducing photographers to the engagement portion of the community, encourage submission of photographs along with associated photography tip of how the image was created. Success measure: Have a minimum of 50-user photography submissions

### ACHIEVED

- In the eight months of the P2P launching, the community saw a total of 90-user photography submissions over the goal of 50. This represents an 80% increase over the goal.

## Conclusion:

After eight months of the Panasonic Canada LUMIX P2P Community, the perception and awareness of photography – and also Panasonic's LUMIX camera line - has dramatically increased within the Panasonic Facebook community. Our goals were focused on both awareness and engagement metrics as tracked through Google analytics, allowing us to aggressively monitor the status of the program and course correct with additional editorial content and paid media as need. The result of this program has allowed Panasonic Canada to plan for engaging this self-sustaining audience with new campaigns and benchmarks through creative projects in the coming year.

## IABC Awards – Panasonic Canada

Entrant's Name – Andrew Kinnear

Organization's Name – Panasonic Canada; Environics Communications

Division/Category – Division 1: Category 13: Social Media

Title of Entry – Panasonic Canada takes Facebook by storm

Time Period of Project – January 2013 – December 2013

Recognition Summary – Panasonic Canada launched its first corporate brand page on Facebook in Canada with a strategic goal of moving beyond traditional media and starting a lifestyle discussion with its customers. The launch has been a terrific success, exceeding its goal organic fan acquisition for the first year by 88%; launched an interactive photography application which surpassed its traffic goal by 139%; and reaching a 365-day editorial strategy for content production within nine months.

### WORKPLAN

#### **1. Business Need/Opportunity**

Panasonic Canada, a subsidiary of Panasonic North America, is a large, multinational manufacturer of electronics and A/V equipment across the consumer, business, security, automotive, and aviation verticals. Panasonic's prior experience with a social media presence in Canada was through a cooking-focused Facebook page founded in early 2012.

The Panasonic Cooking Canada property gave Panasonic the ability to target customers and fans of its small and large appliance divisions, promoting products such as its microwaves, induction cooktops, convection oven, bread makers and rice cookers. However, the company lacked the means to engage with customers that fell within their traditional consumer electronics divisions such as cameras, televisions, and telephones.

Without a corporate brand presence on Facebook in Canada, Facebook was ill-positioned compared to its larger and more established rivals on social media; including Sony Canada and Samsung Canada, who had both grown their social media brand pages on Facebook for several years, heavily relying on paid acquisition strategies to reach their current six-figure sizes.

Panasonic realized that the lack of this presence presented an issue for a number of corporate departments including sales, corporate brand management (advertising, public relations, and marketing), and customer service.

For Panasonic's sales division, a lack of a corporate presence on Facebook denied the brand the ability to promote or drive organic traffic through to its e-commerce operation (the eStore). Instead, this venture would rely solely on traffic stemming from the Cooking Facebook page, online advertising, direct sales, and those coming visiting their website.

For the customer service teams, this void presented an issue with responding to or engaging with customers who had product issues and complaints that were being left unanswered.

For both of these reasons, as well as for product awareness and customer engagement, the corporate brand management divisions lacked any ability to influence or participate in the online discussion regarding their products within Canada. This inability left a hole for Canadian customers to inadvertently participate and engage with other officially-sanctioned Panasonic Facebook pages such as the US, where product lines and available differs than the Canadian market; leading to confusion and frustration for customers.

With these concerns in mind, Environics – who led the development and launch of the Cooking Canada page; – recommended the creation of a Panasonic 'Masterbrand' page for Canada.

To support this mandate, the creation of a Masterbrand Facebook Page needed to accomplish the following: 1) create an on-going consumer presence on Facebook for Panasonic Canada; 2) develop a strategy for on-going content creation; 3) ensure e-commerce to be integrated into page posts; 4) develop both interactive and informative applications that supported the highest-priorities product lines; 5) tie-together existing traditional tech public relations campaigns with digital.



## 2. Intended Audience

The audience for this page varies due to the scope of products Panasonic currently offers in Canada, however, the primary target were individuals with an interest in, or who currently use lifestyle customer electronics.

This diverse audience breaks down into specific sub-sections depending on individual interest in the various Panasonic product areas including: photography and video (Lumix camera line and accessories, video cameras); home theatre (Viera televisions, Blu-ray, A/V); small electronics (telephones, headphones, etc.); home (vacuums, irons, etc.); personal (hair, beauty, and shaving); and cooking (microwaves, oven, cooktop, small kitchen appliances).

## 3. Goals/Objectives

Our goals for the implementation of the Masterbrand presence was to successfully launch the Facebook page with a small audience acquired through a modest digital advertising spend to create a base cross-section of Canadians attracted to Panasonic's customer electronics, but then allow a number of specific strategies to build and grow the community into a much larger, vibrant, and engaged community of users.

### Quantifiable Objectives

- Achieve the following awareness and engagement metrics after acquiring a base through paid media, through to the end of its first year (approximately 12 months).
  - Grow the community organically to increase awareness and provide opportunities for engagement past its initial 5000 paid acquisitions. Success measure: Acquire an additional 500 Facebook fans organically in the first year for a total of 5,500.
  - Develop a new, interactive Facebook application for photographers to submit and share their photos and receive advice on taking photos. Success measure: Minimum 500 visits to the app community; 250 unique visitors; a minimum of 2,000 individual page views; and a minimum of 50-user photography submissions.
  - Develop an on-going editorial calendar that accurately reflected product offerings, sales, corporate events, benchmarks, and e-commerce Success measure: Producing proprietary Facebook content at least 3-4 times per week by December as laid out in a monthly, corporate-approved editorial calendar.

## 4. Solution Overview

Environics Communications on behalf of Panasonic Canada took a multi-tiered approach to achieve its goals and quantifiable objectives in the creation of a 'Masterbrand' Facebook page for Panasonic to begin reaching and engaging with its customers on Facebook.

### Phase I – Planning & Research

- In the development and planning stage for a Masterbrand Facebook page, Environics leveraged research insights from a digital landscape audit conducted for Panasonic in Fall 2013. This comprehensive audit looked at the Panasonic brand in Canada from a search, social, and content perspective and was aimed at understanding how Panasonic was being talked about in the market, as well as their major competitors.
- The search portion of the audit utilized Google Trends and Adwords to establish what home electronics Canadian consumers were searching for, how they were searching for, and what key insights could be gained from a search engine optimization standpoint.
- The social portion of the audit utilized social listening tools such as Radian6 to capture consumer conversations in the social sphere. This offered Environics insight in what product lines would be more beneficial to focus on from an industry angle; but also provided key learnings of how consumers like to speak about these products from a key messaging standpoint.
- The competitive content portion of the audit analyzed the social properties of Panasonic's largest competitors including Sony and Samsung. By comparing their on-page engagement and top performing content, Environics was able to synthesize a number of insights that would help build the editorial calendar including: content type, frequency, product line selection, and copy development.

### Phase II – Organizational Structure: Defining Roles and Responsibilities

- It was decided that Environics, who currently managed the Cooking Canada Facebook and YouTube accounts, would be responsible for the ownership, launch and on-going management of this new page.
- In partnership with key internal stakeholders, Environics brought members of its digital and traditional public relations teams together with Panasonic Canada's corporate brand management (marketing, advertising, and public relations), e-commerce, as well as the product management teams for its various divisions to seek input and mitigate issues for launch and content production.
- This ad hoc group would be responsible in varying capacities for ensuring all content remained consistent with the brand voice and objectives; maintained a high standard of quality; was integrated with the overall national, regional (North America), and global marketing calendars to support Panasonic's highest priorities.

Individually, these stakeholders would be responsible on an on-going basis with the brand management team acting as a central touch point for both Environics' social media managers and Panasonic's internal product managers and eStore teams.

#### Phase III – Documentation

- For customer service however, Environics was tasked in developing both a template for communication with Panasonic regarding issues and complaints received through the new page, as well as a comment response document to guide management of negative posts to the page.
- It was decided that the 'Code of Conduct' developed for the previously-launched Panasonic Cooking Canada Facebook Page would be adapted for use on the Masterbrand.
- These steps allowed Environics to begin drafting the inaugural content calendars with product and marketing input and review.

#### Phase IV – Integration with Traditional PR

- As Environics' traditional consumer public relations practice held the AOR for Panasonic, Environics' digital practice has access to both media coverage and the Lumix camera media loan program that was currently underway for technology journalists.
- To best integrate these operations for increased relevancy on Facebook, it was agreed that the separate consumer practice would meet weekly with digital to discuss potential stories and features currently being pitched to and from media outlets across Canada, as well as product launches, and sharing those assets immediately upon receiving them.
- This system would allow the Facebook page to provide thought leadership with new products and stories appearing immediately after they were available online.
- In addition to this, the digital and consumer teams at Environics, in conjunction with Panasonic brand management, selected a number of key influencers through social listening and established relationships with the brand to assist in the Lumix P2P photographer's community launch that had been slated for April.

## 5. Implementation and Challenges

### Page Implementation and Milestones

- The Panasonic Canada page was soft launched in November 2012 (**See work example link**), with the modest paid acquisition taking place in December. Reaching the target installed base of 5,000 fans to grow organically from.
- Inaugural editorial calendars focusing on a three-day posting week were approved in early January with management and scheduled posting being implemented immediately.
- This calendar system was refined both the Q4 (Jan-March) and Q1 (April-June) analytics reports confirmed sustained growth that would benefit positively with increased frequency would have a positive impact on the community. This led Panasonic to approve a five-day calendar starting July 2013. This change allowed the Masterbrand page to pass the content production levels of the pre-existing Cooking Canada page (until September 2013 when it moved to a five-day)
- Further growth and engagement particularly on weekends prompted Environics to experiment by moving a mid-week post to Saturday which was received well. This was confirmed midway through Q2, and allowed Environics to implement a full-week, 365-day approach to content curation for the Masterbrand Page.
- The interactive Lumix P2P app was launched on the Facebook Page as scheduled in April 2013 and quickly surpassed the information-only Lumix and Viera apps.
- The influencer content creation program in conjunction with the traditional practice launched in early summer, with influencers including the award-winner Bill King (**see sample**), professional photographer and instructor Johan Sorensen (**see sample**), and lifestyle photographer Alicia Campbell (**see sample**).
- The comment response document for Masterbrand which was created in January, was supplemented in the fall by an Olympic response document in regards to manage any negative comment stemming from Panasonic's Olympic Sponsorship.
- The Masterbrand page became instrumental in delivering global and regional marketing content from events and shows including Panasonic Canada's presence at trade shows across Canada, the Consumer Electronics Show in Las Vegas, and the IFA conference in Europe.
- The budget for the Panasonic Canada launch and on-going management is \$8,000 per month (\$96K/Year) and includes:
  - Client management and strategic planning
  - Content development and creation for the page and for LUMIX P2P
  - Daily customer service management
  - Campaign delivery
  - Ongoing reporting

## Challenges

Panasonic Canada's foray into a larger Facebook presence came with a few challenges:

- Customer inquiries regarding products that were not available in Canada, or had lower prices cross-border, prompted additional considerations within Panasonic's internal planning to avoid direct comparisons or the use of US-based curated content.
- The first posts about Panasonic's involvement with Sochi occurred on the long weekend in early August, prior to the Olympic response document being finalized. This led to the development of an emergency protocol for a member of Panasonic staff being available to escalate issues outside of work hours.

## 6. Measurement/Evaluation

The first year of the Panasonic Facebook page has been considered a tremendous success both for Environics and Panasonic. The page has exceeded all measurable objectives and continues to grow into an integral part of Panasonic's overall marketing communications strategy.

Quantifiable Measurement:

Achieve the following awareness and engagement metrics from after paid, through to the end of its first year (approximately 12 months).

- Grow the community organically to increase awareness and provide opportunities for engagement past its initial 5,000 paid acquisitions. Success measure: Acquire an additional 500 Facebook fans organically in the first year for a total of 5,500.

### **ACHIEVED**

- The Masterbrand page achieved a total of 940 additional fans for a total of 5940 (Dec 31). This represents an 88% increase over the goal.
- Develop a new, interactive Facebook application for photographers to submit share their photos and associated advice. Success measure: Minimum 500 visits to the app community; 250 unique visitors; a minimum of 2,000 individual page views; and a minimum of 50-user photography submissions

### **ACHIEVED**

- The app received 1,195 visits (139% increase), 533 unique visitors (113.2% increase), 4,189 page views (109.45% increase), and 90 submitted photos (80% increase).
- Develop an on-going editorial calendar that accurately reflected product offerings, sales, corporate events, benchmarks, and e-commerce Success measure: Producing proprietary Facebook content at least 3-4 times per week by December as laid out in an monthly, corporate-approved editorial calendar

### **ACHIEVED**

- 3-day editorial calendar goal achieved by late January (11 months early), with additional 5-day calendar by July, and 7-day (365 days/year) calendar by September as a result of success growth.

## **7. Conclusion:**

After a year of having the Masterbrand page in market, the perception and awareness of Panasonic Canada and its products has drastically increased. Our goal was to fill a gap in which Panasonic's customers were talking about them online, as previously Panasonic was unable to participate meaningfully in the discussion or to interact and respond to its customers on social. The success of this on-going program, especially in moving from a half-week editorial calendar, to a fully-integrated 365-day approach has allowed Environics to help Panasonic cement social media as a cornerstone of its digital marketing and communications presence, and is vital to how the brand sees itself continually growing within the Canadian market.

## **WORK PLAN FOR CANFAR AT 25**

### **Entrant's Name**

Tim Singleton

### **Organization Name**

Canadian Foundation for AIDS Research (CANFAR)

### **Division/Category**

Division 3: Communication Creative

Category 17: Publication Design

### **Title of Entry:**

CANFAR at 25: CANFAR 2012-2013 Annual Report

### **Time Period of Project**

July to November 2013

### **Entry Summary**

Coming out of its 25th year funding HIV and AIDS research, CANFAR wanted to create an annual report that informed its donors, sponsors, and partners of the current state of the organization, while taking a look at the history of both CANFAR and the global AIDS response. Through use of archive images, a detailed timeline, and quotes from longstanding members of the CANFAR family, a portrait of an organization committed to ending AIDS through research was produced.

### **Business Need/Opportunity**

As a national organization, CANFAR has a duty to its donors, sponsors, and volunteers to accurately report the previous fiscal years' financial statement, along with an overview of the national prevention and awareness campaigns, events, and initiatives that CANFAR undertook and the research grants that were funded.

The annual report was directly mailed to our donors and sponsors towards the end of the calendar year, acting as a financial report, but also as a reminder to the individual about the work that CANFAR has done. When supporters receive the annual report, the hope is that it will spur them to make a donation, by showcasing how valuable their previous contributions have been. The opportunity is twofold: to raise funds to put towards further research, and to educate our supporters on the history of the cause (highlighting how far we've come).

With this in mind, the annual report will serve both as a financial report and as a review of the previous year's efforts to raise awareness and funds. It will also be coupled with a look-back over the history of the organization, through images, timelines, and quotes from donors, sponsors, volunteers, and supporters.

### **Stakeholder Analysis**

The audience for the annual report is comprised of donors, sponsors, and potential new donors and sponsors.

Donors to CANFAR tend to fall in the 40 and over age range, living across Canada. They are socially aware people, making donations through monthly gifts, one-time donations, or by purchasing tickets or donating to events and/or campaigns. Many have given to CANFAR for years, some for as long as CANFAR has been established. Therefore, the communication approach with the annual report had to be one that was succinct with where their money was going, but also informative as to how the money was raised, and what on a larger scale has been accomplished in the past 25 years.

Sponsors come in the form of some individuals, but are almost entirely companies ranging from small independent shops that donate their time and efforts to a CANFAR event, right up to major blue chip companies, donating cash sponsorship or in-kind donations. In this way, the report needs to look at the events and campaigns that took place during the year, so as to adequately highlight the contributions that have been made.

The potential for new donors and sponsors, similar in demographics to the ones outlined above, need to get a greater sense for what CANFAR is about. The idea of looking back over the history of the organization, and showing a greater context to the work that it does, allows potential new partners to see why donating to CANFAR is a responsible, and beneficial, choice. Not only will they see the history that surrounds CANFAR, but also see the mutual loyalty that CANFAR has to its supporters, highlighting them in documents for posterity, in some cases years after the contribution has been made.

An effort was also made to highlight the personal side of HIV and the work that CANFAR does. This was accomplished through the use of quotes and stories.

### **Goals/Objectives**

With a history spanning 25 years, and with a loyal base of donors and supporters, the report sought to not only inform about the previous year, but also provide a look-back on the history of HIV and AIDS and CANFAR. The report needed to showcase all of the donors and sponsors who had made major financial or in-kind contributions, while giving an update on the year's happenings.

Another goal of the report was to showcase how far we have come since AIDS was first diagnosed, and how the efforts of our supporters have directly affected the cause in a positive way. By highlighting the history, we also aimed to solidify the CANFAR brand as an organization that has been saving lives since the very beginning.

### **Solution Overview**

The solution reached was an annual report that looked back beyond the past fiscal year into the 25 year history of CANFAR, and more than 30 year history of HIV and AIDS. It demonstrated just how far we have come since the early years of the global AIDS response, and how much closer we are to our AIDS-free future.

The report was divided into two parts. The first part serves as the previous year's fiscal report, as well as providing insight into the grants funded, events that were held, awareness and prevention campaigns that were launched, and highlighting the efforts and support of the year's volunteers. The second part, is comprised of a timeline, that runs from 1980 to 2013, and tracks the history of HIV and AIDS, and CANFAR. This is followed by a series of pages, that compile archive photographs (some of which had never been shared outside of the CANFAR offices before) from events, campaigns, and marches over the last 25 years, as well as news clippings where CANFAR and it's funded research were highlighted.

Being a landmark year, the annual report was designed to appeal to the longtime supporters that make up the donor and volunteer base. Including photos and articles from over the years helped give the printed document an interactive element. For those that are featured in the photos, it would be a fond and nostalgic moment that they could relive and remind them why they chose to support CANFAR.

The timeline is split into two lines, one red and one black, documenting important developments and landmarks for CANFAR and the epidemic, respectively. The choice to have these two timelines running parallel to each other was made so that the connection between what CANFAR does and its effects on the disease could be established.

## **Implementation and Challenge**

The budget for this document was approximately \$10,000, including all designing, printing and mailing. Previous years had not been as generous in the amount budgeted, but the case was made that as a 25<sup>th</sup> anniversary piece, that it required a higher budget to be able to properly incorporate additional elements that would enhance the readers' experience.

Work began as soon as the fiscal year concluded, which included scanning and archiving a major part of the archive images, collecting and organizing all donors and sponsors that would need to be recognized, as well as assigning writing duties for the various articles throughout. The majority of the project was completed in 3 months with some wait time left at the end while waiting for complete financial statements to become accessible. Another reason for the slightly longer timeline was because this project had to be produced in tandem with all other design projects within the organization during that period.

Challenges faced during the process of creating the annual report came during the initial development stages, and further into the production side. While compiling the accurate information to put in the annual report is paramount, so is making it consolidated so that the publication does not feel overly weight-y or bloated. By combining what were essentially two separate pieces (an annual report, and a company retrospective), there were a lot of points where editing and curating were incredibly important, so that the document could feel harmonious. Areas that had to be carefully created include the timelines (to keep from going for pages) as well as the archive photos, which were selected from over approximately 10,000 photos available to the organization. On the production side, when it came time to print, certain ideas such as fold out pages had to be trimmed back to keep in budget, especially when there was a request for extra copies to be produced (within the original budget) to have for future proposals.

Throughout the development, versions and drafts of the report were shared internally with office staff not directly involved in the project to get their honest feedback, as well with others outside the organization who fit the description of a "typical" CANFAR donor, as well as various other demographics including younger, older, and those who were not familiar with the organization at all.

## **Measurements/Evaluation**

The response to the annual report has been positive. The President and CEO of CANFAR has been getting word back since the December mail-out from longtime supporters about their joy of finding the document waiting for them in their mail, remarking how exciting it was to see the photos from years ago compiled for them. Donor feedback has been positive, in the instances that donations have been made and directly attributed to the annual report. Anyone featured in the document through quotation, photo, or attribution has received a copy and those who have gotten in touch at a later date have responded positively, many pointing to the inclusion of the timelines and photos as nice touches. This complies with the goal of maintaining donor loyalty, and showing appreciation to CANFAR's supporters.

As a takeaway in proposals and presentations, it has been positively received, helping to give new and potential donors and sponsors a better feel for the organization. Having the annual report as an extra tool for stewardship has allowed the conversation to continue well past the initial meeting which bodes well for the upcoming fiscal year, as the organization grows and continues with its goal of eliminating AIDS through research.

## WORK PLAN

<b>Entrant's Name:</b>	Tanya Bruckmueller-Wilson, ABC; Karen Evans
<b>Organization:</b>	Toronto Hydro Corporation
<b>Division/Cat:</b>	Division 3: Communication Creative, Category 19: Photography
<b>Title of Entry:</b>	Toronto Hydro @ Work
<b>Time Period:</b>	February 2012 – December 2013
<b>Entry Summary:</b>	To increase public awareness about investments to maintain the city's electricity infrastructure and demonstrate the need for further investment in the city's aging grid, Toronto Hydro initiated a photo campaign featuring crews on job sites across the city. The images provide an interesting and sometimes <i>behind-the-scene</i> look at the unique work Toronto Hydro undertakes in a large urban centre.

## BUSINESS NEED/ OPPORTUNITY

Toronto Hydro's core business is to deliver reliable electricity safely and efficiently to our customers. Toronto's distribution system is comprised of a sometimes unseen, complex combination of stations, and overhead and underground equipment. Much of our electricity grid was built between 1940 and 1980 and our service reliability is gradually worsening due to aging infrastructure. Approximately 48% of our infrastructure is past or nearing end-of-life. In 2011 alone, approximately 40% of power outages were caused by defective equipment.<sup>1</sup>

In 2011, Toronto Hydro completed its largest capital program to date investing approximately \$390 million and completing more than 700 projects including a significant amount of construction to renew the city's aging grid. Continued investment in infrastructure is needed to address system reliability. This investment requires an increase in electricity rates. As there is growing concern about rising energy costs in Ontario, it is critical that utilities increase their communications about the need for electricity infrastructure renewal and the value it adds to modern urban life.

A survey conducted in 2011 by The Strategic Counsel found that, while 65% of customers surveyed rated the importance of a reliable electricity distribution system to Toronto's quality of life and economic well-being as "Extremely Important", only 53% "Strongly Support" investing in infrastructure to ensure reliable delivery, and only 8% "Strongly Support" an increase in electricity rates to improve service and reduce outages.<sup>2</sup>

The Corporate Communications Department saw a need to increase communications about Toronto Hydro's proactive and reactive work to garner support for the need to invest in Toronto's aging electricity distribution system, and so developed a photo cutline campaign to demonstrate our crews' work.

## STAKEHOLDER ANALYSIS

### Primary Audiences:

- **Residential and business customers** – Approximately 712,000 homes and businesses in Toronto. According to the 2011 Census, 45% of Toronto residents had a mother tongue other than English or French<sup>3</sup>. Communicating primarily through images with short captions was therefore an effective method, especially considering the complex and often technical aspects of the work being showcased.
- **Stakeholders** – The Ontario Energy Board (Toronto Hydro's regulator), City of Toronto (Toronto Hydro's sole shareholder), government, non-government organizations, not-for-profit and community organizations, industry associations. We work with a variety of stakeholders daily with whom we want to demonstrate Toronto Hydro's commitment to providing efficient, reliable service and reaffirm the need for infrastructure investment.

<sup>1</sup> <http://www.torontohydro.com/sites/electricsystem/corporateresponsibility/Service/Pages/aginginfrastructure.aspx>

<sup>2</sup> Toronto Hydro Reputation Survey January 201 (Work Sample pg. 40, 42 – 43)

<sup>3</sup> [http://www.toronto.ca/demographics/pdf/language\\_2011\\_backgrounder.pdf](http://www.toronto.ca/demographics/pdf/language_2011_backgrounder.pdf)

## Secondary Audiences:

- **Employees** – Approximately 1,600, comprised of skilled trades, engineers and professionals. Approximately 70% are unionized. The TH @ Work photo campaign depended heavily on Corporate Communications' ability to develop positive working relationships with a wide range of employees including Operations Supervisors, Crews, Health & Safety personnel and Human Resources.
- **Toronto Media** – As a conduit to all audiences.

## GOALS & OBJECTIVES

**Goal:** Increase public awareness about Toronto Hydro's proactive and reactive work, the complexity of this work, and the need to invest in our aging infrastructure.

- **Objective 1:** Issue a minimum of two photos + captions per month resulting in at least four appearances in tier 1 media outlets/online news portals and generate over 4 million views through CNW (newswire service) by the end of 2013.
- **Objective 2:** By the end of 2013, over 70% of customers will recognize the importance of a reliable electricity distribution system to quality of life and economic well-being.
- **Objective 3:** By the end of 2013, public support for the need to invest in Toronto's aging electricity infrastructure will increase by 25% from 2011.
- **Objective 4:** By the end of 2013, public support for an increase in electricity rates to improve service and reduce outages will increase by 30% from 2011.
- **Objective 5:** Engage Toronto Hydro crews to encourage participation in the photo campaign and share photos internally to re-ignite company pride.

## SOLUTION OVERVIEW

### Strategy

*A picture is worth a thousand words.* Considering the technical nature of the projects Toronto Hydro wanted to highlight, as well as the diversity of our primary audience, the team decided that a series of images with short captions was the most effective way to achieve our overarching goal. In addition to increasing public awareness about Toronto Hydro's proactive and reactive work and demonstrating our infrastructure investment need, photos would provide media with a collection of visuals that they could easily access and use to accompany stories related to Toronto Hydro. This collection of images eliminates the need for reporters to take their own photos which requires significant coordination, is often time-consuming and typically required at inopportune times when crews are at their busiest (during storms, major outages etc.)

Corporate Communications worked with various Supervisors and Crew Leaders to identify major projects happening around the city that would provide interesting photo opportunities. When choosing which projects to feature in the campaign, we aimed to focus on those that were included in Toronto Hydro's current rate application, had a direct and tangible impact on customers, were tied to other major events happening around the city (Pan Am Games, Ripley's Aquarium, Waterfront etc.) and offered a more human, people-centric aspect to remind customers that our employees work 24/7 under all weather conditions to keep the lights on.

Our aim was to create a direct link/association between the funding Toronto Hydro was asking for in its rate application and the improvements and upgrades customers were seeing in their neighbourhoods. By showing the state of our aging assets and demonstrating the direct customer benefits of projects, we hoped to gain public support for the need to invest in our electricity infrastructure.



## Tactics

- Work with crews to coordinate photo-ops with the goal of issuing two photos and captions per month over CNW.
- Feature photos on the Newsroom homepage of Toronto Hydro's corporate website.
- Use twitter to drive additional traffic to the photos.
- Share photos internally with employees to re-ignite company pride.

## Key Messages

- Majority of Toronto's distribution system was developed in "boom years" – in the 1950's, 60's and 70's. The distribution system is aging and contains equipment that is nearing end of life.
- Investment in Toronto's electricity infrastructure is needed in order for Toronto Hydro to make the necessary improvements to our overhead, underground, stations and network system to ensure reliable electricity service to our customers over the next century.
- Approximately **29%** of Toronto Hydro's assets are beyond their useful life, and approximately **20%** of the plant will reach this state over the next 10 years. The replacement cost is in the range of **\$13.5 billion**.
- Approximately **40%** of power outages in Toronto are caused by this **aging equipment**.

## IMPLEMENTATION & CHALLENGES

There were a number of challenges when it came to implementing the Toronto Hydro @ Work campaign including a limited budget, generating employee buy-in and a multifaceted and often cumbersome approval process. Later in the campaign, it was challenging for the team to continue with the momentum as heat waves, storms and other communications issues took precedence over this initiative.

Corporate Communications achieved significant cost-savings by using in-house resources for the entire project including all of the photography, writing and editing (2012 to 2013). Except for costs for the newswire – approx. \$24,000 – only salary costs were incurred.

The entire photo campaign depended on the willingness of Toronto Hydro crews to participate and agree to allow a Communications person on their job site to photograph them at work. Initially, we were met with resistance from crews who did not feel comfortable being photographed or felt we were a nuisance and a distraction from their work. To overcome this resistance, Corporate Communications worked diligently to develop positive and trusting relationships with crews. The team was mindful to respect their time and acknowledge their concerns; and in return we provided small tokens of appreciation, such as coffee/meal gift cards to those who participated. We also provided crews with enlarged photos so they would see the end result and be able to share the images with friends and family. As the campaign progressed and it became clear to them that its purpose was to showcase their work and the challenges they face maintaining an aging grid, crews became more willing to participate.

Before the photos could be released to the public, they had to go through an approval process involving a number of departments including Health & Safety, Human Resources and Legal. This process ended up being more time consuming and cumbersome than anticipated. The photos were scrutinized closely by the Environmental Health & Safety department to ensure the job sites adhered to all applicable safety requirements. Photos were often rejected because there did not appear to be enough pylons on sites or crew members appeared not to be wearing the appropriate safety gear. In some instances this was simply due to the camera angle or framing of the photo. Corporate Communications learned to look out for these issues, flag them for crews and/or adjust our photo angles accordingly.

## MEASUREMENT & EVALUATION

**Objective 1:** Issue a minimum of two photos + captions per month resulting in at least four appearances in tier 1 media outlets/online news portals and generate over 4 million views through CNW (newswire service) by the end of 2013.

41 photos + captions were issued by the end of December 2013 with over 14 million views. Photos were used in several Toronto Star articles, two CTV and Global TV news (online) articles and in at least three trade publications. Further, the photos have been used in several of Toronto Hydro's own external publications such as the annual report and the front of the 2012 corporate responsibility report.

**Objective 2:** By the end of 2013, over 70% of customers will recognize the importance of a reliable electricity distribution system to quality of life and economic well-being.

A survey conducted in 2013 found that, 80% of Toronto Hydro customers rated the importance of a reliable electricity distribution system to Toronto's quality of life and economic well-being as "Extremely Important". This is an increase from both the 2011 and 2012 survey results -- 65% and 74% respectively,

**Objective 3:** By the end of 2013, public support for the need to invest in Toronto's aging electricity infrastructure will increase by 25% from 2011.

A survey conducted in 2013 found that 70% of customers "Strongly Support" investment in Toronto's electricity infrastructure. This represents a 32% increase from 2011 survey results. (53% in 2011; 69% in 2012))

**Objective 4:** By the end of 2013, public support for an increase in electricity rates to improve service and reduce outages will increase by 30% from 2011.

A survey conducted in 2013 found that 17% of customers "Strongly Support" an increase in electricity rates to improve service and reduce outages. This represents a 113% increase from 2011 (8%).

**Objective 5:** Engage Toronto Hydro crews to encourage participation in the photo campaign and share photos internally to re-ignite company pride.

All photos were shared internally through a number of outlets including the employee intranet, internal television station and email. Communications received a number of notes from crews thanking the team for the photos. Crews continue to call, asking to be featured in photos.

The most valuable outcome as a result of this campaign was obvious in the recent ice storm that devastated most of our grid. Crews were open and accepting of the communications team taking photos or taking media on site tours for visuals and interviews – in past times, this would have been a significant challenge.

Our conversations with stakeholders, customers and media are improved now that there is a better understanding of our work and the need for additional funding. This visual campaign helped to illustrate the aging infrastructure and the difficult and sometimes dangerous work our crews do 365 days a year in all weather conditions.

## 2014 OVATION Award Judges

### Linda Andross, ABC

President, APEX Public Relations  
IABC/Toronto Past President 2012/2013

Linda (@APEXLinda) is the President of APEX PR ([www.apexpr.com](http://www.apexpr.com)), an award-winning, Canadian and partner managed agency. Creative, results driven and passionate are words used to describe APEX by both clients and its staff. A high-performance, high-energy communications agency that is fueled by innovation, strategic collaboration and senior-level involvement, APEX has won numerous national and international awards. Linda was the Past President of IABC/Toronto. She is actively involved in the future of the communications industry through her volunteer work on the advisory board of Centennial College and tweets about APEX related initiatives, entrepreneurialism for women and small business, and anything else that catches her eye.

### Maliha Aqeel, PMP

Director, Communications  
Institute of Corporate Directors

Maliha Aqeel is a seasoned communicator with extensive experience in brand building, reputation management and transactional communications for clients in the financial services sector globally and in Canada. Her accomplishments include the development of the new Institute of Corporate Directors' brand and value proposition, the launch of Noor Bank, a \$1bn market-cap global Islamic bank, and the successful \$2.4bn acquisition of Sweden's OMX Group by NASDAQ and Borse Dubai. She holds a Masters in Strategic Marketing from University of Wollongong, Australia and a Certificate in Investor Relations from University of California, Irvine.

### Iliana Arapis, ABC, MA, BA

Strategic Communications and PR Executive

Iliana has provided communications counsel to, and advocated for, organizations in the financial services, not-for-profit, agency, education and health care sectors. She has lead award-winning marketing communications campaigns and has experience across a broad spectrum of communications disciplines including internal HR communications, mergers and acquisitions, stakeholder engagement and reputation management. Currently, Iliana is a freelance communications consultant and advisor. She graduated from the University of Toronto with a BA in History and Sociology, earned her Master of Arts Degree in History from Queen's University and holds a Corporate Communications Diploma from Seneca. Iliana received the Accredited Business Communicator designation from IABC in 2010 and has had the privilege of working with a number of Canada's Olympic athletes and celebrities during her career.

### Louise Armstrong

Senior Writer, Corporate Marketing  
Foresters  
IABC/Toronto President

Louise Armstrong has more than two decades of agency, corporate and government communications experience. As a co-founder of Palette Public Relations, a mid-sized consumer PR agency, she managed national product launches and influencer campaigns for some of North America's largest consumer goods companies. Prior to that, she co-managed the consumer practice of MSL/Toronto and has also served as a public relations officer for Canada's largest public school board and a speechwriter for the Ontario Government. Currently, Louise is a Senior Writer at Foresters where she creates content for print and online marketing materials. A long-time industry volunteer, Louise is in her fifth year on the board of IABC/Toronto and currently serves as its

President. Passionate about ethics in business, Louise is a professional business etiquette consultant and is certified by the Protocol School of Washington to teach corporate business etiquette. Louise's views on communications ethics and etiquette can be found on her blog, [www.acallforclass.com](http://www.acallforclass.com). Louise graduated from Humber College in Toronto with an Honours Diploma in Public Relations.

#### Jennifer Arnott, ABC, MA

Communications Manager

Revera Inc.

Jennifer has more than a dozen years of professional communications experience in the not-for-profit, corporate, and government sectors. As Communications Manager at Revera she is currently responsible for social media, public relations, Revera Giving (the company's corporate social responsibility program), and also provides issues management and internal communications support. At Canada Post she honed her skills in effective employee communications within a heavily unionized environment, discovered she loved pitching stories to the media, enjoyed being a corporate spokesperson and earned a reputation within the GTA operations team as someone who could successfully develop and deliver strategic communications that helped the operations team meet their key performance indicators. She has a B.A. in Economics and Communication Studies and a M.A. Communication Studies, both from the University of Windsor; as well as Certificates in Spanish Language and Horticultural Science from Humber College, but she is especially proud of her ABC designation.

#### Nancy Bagworth

Senior Communication Professional

IABC/Toronto Past President 1993/1994

Nancy Bagworth has been a communication professional for 29 years and an active volunteer with IABC for most of that time. She is a Past President of IABC/Toronto and a past director at the IABC regional level. Nancy has worked in senior communication roles with PR agencies, corporations, governments and associations and she has taught communication courses at the Humber College School of Media Studies.

#### Chris Baker, ABC

Manager, Communications & Donor Relations

George Brown College Foundation

Chris Baker is a communications leader with over 12 years of experience in healthcare, education and not-for-profit. He is currently overseeing advancement communications for George Brown College and its \$60 million Success at Work fundraising campaign. Chris is a board member of Essential Skills Ontario and a part-time marketing professor for students in GBC's School of Continuing Education.

#### Karin Basaraba, ABC

Manager, Marketing & Communications

Intact Insurance

IABC/BC Past President

Karin Basaraba, ABC, is an award-winning communicator who has presented both in Canada and the United States on social media. She is a manager of marketing and communications for Intact Insurance in Toronto. Karin has worked in the private and public sectors and specializes in strategic planning, social and digital media, issues management, and corporate communications. She has been recognized with 12 IABC awards.

#### Priya Bates, ABC, MC

President

Inner Strength Communication

IABC/Toronto Past President 2001/2002

Priya Bates is an award-winning professional communicator with a passion for driving strong internal communications that lead to better business outcomes. As President and owner of Inner Strength Communication, Priya builds strategic internal communication and transformational change plans that help connect the dots between business strategy and employee action. Priya is accredited by the International Association of Business Communicators (IABC) and was recently recognized as a Master Communicator, a lifetime achievement awarded by IABC Canada.

**Eric Bergman, ABC, APR, MC, FCPRS**

Senior Consultant

Bergman & Associates

A self-employed communicator since 1985, Eric Bergman has graded accreditation portfolios, oral examinations and written examinations since 1993, and countless IABC awards submissions at the local, national and international level. He joined IABC's international accreditation council in 1996, and served as accreditation council chair from 2005 to 2007.

**John Bromley, ABC**

Senior Communications Manager

Canadian Blood Services

Will not strumming a six string, I am a communications professional with over 17 years combined public affairs knowledge. My current employer Canadian Blood Services has gained a significant position within Canadian healthcare by trusting communications to help steer mission-critical projects towards success. Before coming to communications I operated my own graphic design company supplying typography specific designs to clients while tapping away at my trusty Macintosh IIc. But it all began in the majesty of theatre working with Toronto Arts Productions as a Humber College student.

**Darlene Bullard, MA**

Director, Corp. Communications

Dairy Farmers of Ontario

Darlene is a seasoned communications professional with a proven track record managing and implementing corporate communications programs for organizations ranging in size from small association groups to large global organizations. Most recently she worked in financial services where she lead a team responsible for communications, marketing, event planning, web communications, strategic planning and brand development. Darlene holds a Masters Degree in English Literature from the University of Waterloo.

**Yvonne Catty, ABC, MSc, RD**

Managing Director

Vitamin-3 Communications, Inc.

Accredited corporate communications and public affairs professional with exemplary 20+ year track record in international blue-chip environments, including 10+ years in senior leadership. Unique experience in complex and controversial issues management, stakeholder and community engagement and consensus-building. Government relations, public policy and regulatory affairs experience across multi-levels of government. Recognized for outstanding reputation, corporate brand and image building campaigns. Demonstrated abilities as a spokesperson and media liaison. Technical and scientific expertise. Strong team leader with track record in managing high-performing, diverse groups (including external suppliers) to achieve ambitious goals.

#### Richard Chartash, BA, MA

Richard Chartash is a communications professional, with over 20 years of active experience. He has worked as an on-air journalist, ministerial press secretary, internal and external communications expert, speechwriter and stakeholder relations specialist. He works as an independent consultant providing his expertise to a variety of clients.

#### Suzanna Cohen, ABC

Senior Manager, Global Compliance Reporting and Communications  
TD Bank Group

IABC/Toronto VP, Accreditation & Standards

Suzanna has more than 15 years of broad experience in corporate communications, media relations, event management, and marketing in a number of industries. She currently manages global communications, reporting and employee initiatives for TD Bank Group's compliance function and has also worked for the bank's Corporate and Public Affairs department. Suzanna serves on the board of directors of IABC/Toronto as Vice President, Accreditation and Standards and volunteers with Habitat for Humanity Toronto providing communications training to its partner families.

#### Janet Comeau, ABC

Principal

ALTkey Solutions

IABC/Toronto Past President 2007/2008

Janet is a strategic corporate communicator with a proven track record in delivering results that align with business objectives. She has extensive experience in developing internal campaigns and is well-versed in the application of web technology as a communications enabler. Janet is a former chapter president of IABC/Toronto and remains an active volunteer for the chapter. Her firm, ALTkey Solutions, provides expertise and support to corporate communication teams for stakeholder campaigns, channel evaluations and intranet deployments.

#### Jennifer Conron, BA, BArch, LEED AP

Marketing Manager

DTAH

Jennifer is a key member of the business development team at DTAH, a Toronto based firm that designs landscapes, buildings and communities. With over 20 years of experience managing communications in the design and construction industry she has a strategic understanding of the many factors that influence development. Along with experience in the architecture, engineering and legal sectors, Jennifer also managed communications at the Ontario Association of Architects where she collaborated on the quarterly journal Perspectives, the Honours and Awards program, and the redesign of the OAA website. Jennifer has a Bachelor of Architecture from the University of Toronto, a Bachelor of Administrative and Commercial Studies from the University of Western Ontario, and is a LEED Accredited Professional.

#### Jacqui d'Eon, ABC, MC, P. Eng., CMC

Principal

the Communications Department

Jacqui is an active volunteer with IABC who was honoured with the Master Communicator designation in recognition of her professional accomplishments and contributions to our profession. Together with a long-time business associate, in 2011 she founded, the Communications Department, dedicated to helping organizations

meet their strategic growth objectives with professionally managed communications. Jacqui also is a facilitator for the The Executive Roundtable, a professional engineer and a certified management consultant. She enjoyed a 20 year career with P&G before starting her first business, JAd'E Communications Ltd. which she successfully operated for five years before joining Deloitte, one of her clients, as their Chief Communications Officer - a position she held for nine years. Jacqui's value as an advisor lies in her ability to grasp the subtle and broader implications of a situation through listening and insightful probing, and to apply her experience and analytical skills to identifying the most strategic solutions.

#### Stephanie Engel, ABC

Senior Vice President

APEX Public Relations

IABC/Toronto Executive Vice President & VP, Member Communications

A seasoned PR professional with more than 18 years communications experience, Stephanie has a strong background in both the consumer and health and wellness fields. Within these areas, she applies her expertise in media relations, event management and stakeholder relations, in helping her clients drive their business development goals. As a Senior Vice President at APEC, she is involved in the strategic planning and execution of consumer campaigns for a number of leading brands including Walmart, Nestle and Johnson & Johnson. Prior to joining APEC, Stephanie ran the consumer practice at a Toronto-based agency where she led major accounts, such as Evian, Coca-Cola and Robin Hood. She also spent several years as a PR Manager for a major pharmaceutical firm, managing both corporate and product communications. Stephanie holds a BA. Honours in English Literature from McGill University, and is a graduate of the post-secondary program in public relations at Humber College. She is also a member of the IABC Toronto Board, VP of the Member Communications portfolio for the chapter, as well as EVP.

#### Cheryl Fernandes, ABC

Senior Manager, Internal Communications

CIBC

Cheryl Fernandes is an IABC accredited communicator with over 12 years of experience in internal and external communications as well reputation, issues and crisis management. She has previously worked with Unilever in Pakistan, the United States and Canada while being exposed to various areas of the consumer goods business. She has worked closely with senior management, counselling and guiding on a variety of topics. In her last role at Unilever she worked in media relations, managing the reputation of Unilever's \$10bn North American business. She is currently the Senior Manager, Internal Communications at CIBC based in Toronto. She has a Bachelor of Commerce degree from the University of Karachi and a Public Relations Certificate from Ryerson University. She has a passion for travel, sports and food.

#### Ellen Gardner, ABC

Principal

Write to Know Communications

Ellen Gardner is an accredited and award-winning communicator. She started her own business, Write to Know Communications, in 1998, and began doing a series of maternity leave contracts in a wide variety of sectors and businesses. She managed internal communications and philanthropy at Hewlett Packard, did internal communications and community relations at Honeywell, marketing and public relations in family health and long term care at the Region of Peel, and communications for the business school at KPMG. Ellen is currently the Marketing and Communications Manager at HIROC (Healthcare Insurance Reciprocal of Canada). She is still actively engaged with her freelance clients and in her off- time is an IABC mentor, is on a dragonboat team, sits on the board of Best Start Peel and is a volunteer with Holocaust Education Week.

[Marianne Gobeil, APR](#)

CEO

Leading Communicators Inc.

[Leslie Hetherington, APR, MBA](#)

Communications Director

Hardy Stevenson and Associates Limited

IABC/Toronto Past President 2008/2009

Leslie is an award-winning, versatile communicator with more than 20 years agency, corporate and public sector experience in PR, marketing communications and public engagement for diverse sectors. She currently develops and implements integrated communications and stakeholder relations for Hardy Stevenson & Associates, as well as its municipal government, energy and infrastructure clients. Leslie was IABC/Toronto's president for 2008/2009 and vice chair of the 2013 Canada Conference. She has won IABC OVATION, CPRS (Toronto) ACE, MarCom Gold and PAC awards. Leslie earned her Accredited Public Relations (APR) designation in 2002 and has an MBA in PR and Communications Management from Royal Roads University.

[Trell Huether](#)

Media Relations Specialist

Office of the Information and Privacy Commissioner of Ontario

IABC/Toronto Past President 2011/2012

Trell Huether is a creative, communications strategist with more than 14 years of public relations experience. He specializes in long-term planning, project management and media relations. This work has included the planning and execution of complex communications programs in numerous industries.

[Jessica Hume, ABC](#)

Communications Manager

Toronto Region Immigrant Employment Council

Jessica Hume, an accredited communicator, is Communications Manager with the Toronto Region Immigrant Employment Council (TRIEC). Before joining TRIEC, Jessica was Communications Manager for CIVICUS: World Alliance for Citizen Participation based in Johannesburg, South Africa. She has a Master's degree in Communication Management from the University of Pretoria, South Africa, where her thesis focused on strategic internal communication in international non-governmental organizations. Originally from Vancouver, she has a BA in Communications from Simon Fraser University.

[Michelle Kneeshaw, ABC, BBA](#)

Communications Manager

RBC

Michelle has more than 12 years of professional communications experience in the corporate sector, specializing in financial services and technology. She is passionate about delivering clear, concise and informative communications that achieve measurable results. Over the course of her career, she has supported a wide range and scope of communications – from quick one-off messages to delivering complex, strategic, and multi-layered communications plans, including both internal and external messaging. Michelle currently leads a team who support the global communication needs for a group within RBC technology. She holds a Bachelor of Business Administration from Simon Fraser University, a Certificate in Public Relations from Ryerson University and is an accredited business communicator through the International Association of Business Communicators (IABC).



### Amalia Kyriacou

Manager, Corporate Communication  
Delta Hotels and Resorts

Amalia is a strategic communicator with 20 years professional communications experience in the not-for-profit, government and corporate sectors. Amalia currently leads internal and external communications for Delta Hotels and Resorts, a leading Canadian hotel management company. Prior to joining Delta, Amalia lead communications at the Ontario Tourism Marketing Partnership Corporation for almost seven years and at the Food & Consumer Products of Canada, a national industry association, for nine years. Amalia holds a Bachelor of Arts degree from Wilfrid Laurier University and a post-graduate certificate in Public Relations from Humber College.

### Jo Langham, ABC, MC

Owner

Jo Langham Communications  
IABC/Toronto Past President 2002/2003

Jo Langham is a senior communications executive with extensive experience developing and leading award-winning integrated communications programs that seamlessly combine public and media relations with social media and digital marketing to consistently meet evaluation metrics and maximize client-value. She is a trusted advisor to senior management and provides counsel on communications to effect growth, improve reputation or manage business issues and crises. She has experience in a broad array of industry sectors including financial, health & wellness, energy and food & beverage and has worked with many internationally recognized brands. Jo is a Past President of IABC/Toronto, has served on the international Accrediation Committee and as a Blue Ribbon Panel judge for IABC's Gold Quill Awards. She currently owns and operates Jo Langham Communications.

### Anna Larson, ABC

Communications Specialist  
Halton Region

Anna Larson joined Halton Region as a Communications Specialist in 2008. At the Region, she works with clients to develop and implement innovative communication strategies. Prior to joining the Region, Anna held a number of senior communications positions including Director, Public Affairs and Communications with the Centre for the Financial Services OmbudsNetwork; Director of Communications and Special Events with The Boston Consulting Group (BCG) and media relations officer, speechwriter and Manager with the former Ontario Ministry of Economic Development and Trade. Anna graduated from the University of Western Ontario with a Master of Library Science, and received a B.A. (French and German) from the University of Toronto. She earned her accreditation (ABC) from the International Association of Business Communicators in 2009. She is a past Gold Quill and OVATION Award winner.

### S. Ellen Leesti , ABC

Senior Communications Coordinator  
City of Toronto

Ellen Leesti, ABC is an award-winning communicator with more than 15 years of experience. Currently she is with the City of Toronto, supporting Toronto Water's communications and public education needs. Ellen's experience also includes more than a decade spent at public relations and investor relations agencies where she managed media relations, issues management, special events and employee relations for a diverse range of high-profile clients.

### Andrea Lekushoff, MBA

President

Broad Reach Communications

A leader in the Canadian PR industry, Andrea Lekushoff has two decades of experience building long-term relationships with key stakeholders through strategic, authentic and persuasive communications. With over a dozen major IABC, CPRS and Global Alliance PR industry awards, Andrea has authored articles in the Huffington Post, Ivey Business Journal, PR Week, Lawyers Weekly and Women of Influence magazine. Committed to giving back to businesswomen around the world, Broad Reach is a sponsor of Canadian-based Women of Influence and provides microfinancing to 10 women entrepreneurs in Tanzania through FINCA Canada. Before founding Broad Reach, Andrea was a strategy consultant with Deloitte, a consultant at two PR agencies and the Press Assistant at the Canadian Embassy in Washington, D.C. Andrea holds an MBA from the Ivey Business School, a BA in French from Western University, and she is fluent in English and French. Her love for travel led her to climb Mount Kilimanjaro in 2004.

### Judy Lewis

Co-Founder & Executive Vice President

Strategic Objectives

Judy Lewis is Co-Founder and Executive Vice President of Strategic Objectives, and has been recognized with numerous IABC Gold Quill and OVATION Awards of Excellence. A communications strategist with exceptional experience, Judy provides counsel to many of Canada's and the world's leading brands. A thought-leader on marketing and brand PR, Judy and the Strategic Objectives team have won many of the world's most prestigious awards for remarkable, results-oriented campaigns and have received recognition for their breakthrough approach to multi-platform PR and Social Influence. Judy has been awarded with the Queen's Golden Jubilee Medal and the Queen's Diamond Jubilee Medal for her Outstanding Contributions to Canada including advancing social responsibility and excellence in the communications industry.

### Ruth Lewkowicz , MAJC

Team Lead, Marketing Branch

Ontario Ministry of Economic Development, Trade and Employment/ Ministry of Research and Innovation

Ruth has extensive marketing and communications experience in a variety of sectors including health care and economic development. Currently, she is Team Lead in the Marketing Branch of the Ontario Ministry of Economic Development, Trade and Employment/ Ministry of Research and Innovation.

### Sylvia Link , ABC, APR

Lead -- Communication, Outreach and Stakeholder Engagement, Early Years Division

Ontario Ministry of Education

Sylvia Link leads communication and stakeholder engagement for child care and the new full-day kindergarten program in Ontario. Before joining the Ontario Ministry of Education, Sylvia served as manager of communications at Peel District School Board. Prior, she worked in health care PR. Sylvia teaches Communications Management at University of Guelph. As well, she has taught internal communications in the Corporate Communications post-graduate program of Sheridan College in Oakville, Ontario. She conducts communication audits for Canadian school boards and educational associations. Sylvia is the recipient of numerous professional awards, including the Gold Quill Award of Excellence and Business Issue Award. She writes and presents about topics such as diversity communications, employee engagement and internal communication.

#### Anne Locke, ABC

Senior Consultant

Environics Communications

Anne Locke is a Senior Consultant with Environics Communications' consumer practice. Anne has more than nine years of agency experience that includes managing award-winning programs, providing strategic counsel, leading media relations and planning events. Anne graduated with honours from The London School of Economics and Political Science in London, England with a degree in International Relations. She is also a graduate of the Humber College Public Relations Post-Graduate Certificate Program.

#### Carrie MacAfee

Communications Specialist

Ontario Power Generation

IABC/Toronto Past President 2010/2011

Carrie MacAfee develops and delivers strategic employee communication at Ontario Power Generation and is an enthusiastic past president and volunteer with IABC/Toronto.

#### Maryjane Martin, APR

President

M.J. Martin & Company

Maryjane Martin, APR, is a seasoned communication management consultant specializing in corporate and internal communication. Clients include financial service and technology companies, government ministries and agencies and healthcare organizations. Recently named "Public Relations Professional of the Year" by CPRS Toronto, Martin has won national awards for writing and communication planning and has been a blue ribbon judge for the IABC Gold Quill Awards. She has authored a number of articles on communications planning and corporate communication. Martin has a Master's of Science degree in Communication Management from Syracuse University and teaches public relations at Ryerson University.

#### Cyrus Mavalwala , ABC

Founding Partner

Advantis Communications Inc.

Cyrus Mavalwala, ABC lives at the intersection of business and communication. He is an award-winning communication professional, trainer and IABC All-Star Speaker who has been helping organizations achieve their business objectives for 20 years. Cyrus has traveled the U.S., Europe and Canada while on assignment. In 2002, Cyrus founded Advantis Communications, a B2B public relations and content marketing agency. In 2009, Cyrus co-founded Act Like An Agency, a global training and development organization for communication professionals. Cyrus also develops curriculum and teaches social media strategy at the University of Toronto School for Continuing Studies. Cyrus is a three-time IABC/Toronto board member and also volunteers at the international level. He's received Awards related to video production, media relations, business and internal communications. Cyrus also judges local, national and international awards, including participating on the IABC Gold Quill and Silver Leaf Blue Ribbon Panels in San Francisco, Calgary and Toronto.

#### Rob MacMahon , ABC

Director of Communications

Office of the Information and Privacy Commissioner

Rob McMahon is an IABC accredited professional communicator with over 15 years of experience in developing and executing strategic communications projects with some of Canada's most recognized brands. His areas of practice have focused on corporate communications, issues management, media relations, social media, events

management and marketing communications. He joined the Office of Ontario's Information & Privacy Commissioner as Director of Communications in December 2011. Previously he held communications roles with Mount Sinai Hospital, the Provincial Health Services Authority, Mustang Survival, Shaw Cable and Rogers Communications. In 2000 and 2001 he was the Marketing Director for Vancouver Pride celebrations, one of the city's largest annual public events.

#### Chris Meyer, ABC

Manager, Media Relations and Business Communications  
Enbridge

Chris is an external communication manager at Enbridge Gas Distribution, Canada's largest natural gas distribution utility with two million customers in more than 100 Ontario communities. She began her career as a reporter and has worked extensively as a communication professional in the not-for-profit sector. An IABC Accredited Business Communicator, Chris holds a Bachelor of Applied Arts in Journalism from Ryerson and a certificate in Strategic Communication Management from Ithaca College (in partnership with IABC). Chris is an active community volunteer and a past President of the Aplastic Anemia and Myelodysplasia Association of Canada, which supports Canadians with serious bone marrow failure diseases.

#### Amanda Mills Sirois, ABC

Manager, HR Experience & Communications  
Shoppers Drug Mart

Amanda is a bilingual and accredited Public Relations and Communications expert with more than 15 years of experience within the industry. The bulk of her experience has been spent within corporate and agency settings, leading and implementing a variety of employee engagement, brand communications, consumer marketing and issues management strategies and initiatives, primarily for companies within the healthcare and pharmaceutical industries, and in government settings.

#### Roger Morier

Principal  
Morier Communications  
PIC, Director of Programming

Roger Morier is a veteran international communications strategist working with organizations in Canada and elsewhere to analyze and improve their corporate communications and stakeholder outreach. Recently relocated to Toronto, he previously held senior communications positions with the World Bank in Washington, D.C., acting as a spokesperson as well as managing corporate communications for the large Sustainable Development department. Roger joined the World Bank in 2000 after a career first in broadcast journalism with the CBC, subsequently in corporate communications for government and the private sector, in Canada and France. His work over 30 years has taken him to more than 50 countries. He holds degrees in Journalism, Political Economy, and International Relations from universities in Canada and the United States.

#### Wendy Orton , ABC, CAPM

Senior Strategic Communications Advisor  
Ontario Women's Directorate

Wendy Orton's career in communications has touched the private, health, financial, charitable and government sectors. She currently supports Ontario's Minister Responsible for Women's Issues providing strategic communications advice on initiatives that advance women's equality.

### Sandra Pakosh, ABC

Director, Communications

Ontario Electronic Stewardship (OES)

Sandra Pakosh is an accomplished business communicator with strategic-tactical expertise in: brand/reputation management, and product, service, and influencer marketing. She is skilled at building and delivering buzz and positive mission/business outcomes through data-driven decision making. At OES, Sandra works as advocate for reuse and recycling on behalf of the organization's stakeholders and network partners. She also directs promotion and education initiatives and campaigns with the goal of keeping electronic waste from landfill. Prior to OES, Sandra worked client side in progressive brand, marketing and communications roles primarily in the high tech industry, including: HP, Compaq, MCI/SHL Systemhouse; and, agency side directing ComputerLand as a VP client services. A long-time IABC member, Sandra earned her Accredited Business Communicator (ABC) designation in November, 2012. She became certified as a social media strategist in 2010. She is an alumnus of executive development studies at Richard Ivey School of Business, London, Ontario.

### Janet Patterson, ABC

Program Coordinator - Smart Commute

Metrolinx

Janet Patterson, ABC, has been practising public relations in a variety of industry sectors for the last 25 years, ranging from a commercial property development company to The College of Naturopathic Medicine. In her current role at Metrolinx, she leads communications and marketing activities for the Smart Commute program, which has 13 affiliate offices across the Greater Toronto and Hamilton Area. She considers herself a generalist, and enjoys keeping abreast of all the advances in technology and social media marketing that continue to impact the way we work.

### Christine Pierroz, ABC, AMWA (advanced), BSc/BES, BEd, MES, MBA

Director, Communications

Health Council of Canada

Christine offers 20+ years of experience in marketing, communications, and strategic planning. She leads performance measurement and reporting, with goals and targets achieved through award-winning, fully integrated communications and marketing strategies. Her industry knowledge spans direct-to-consumer product marketing, healthcare and pharmaceuticals; the non-profit sector, including the environment and fresh water, health policy, research, innovation and education; and new media. Additional contributions include quality improvement and a best practices framework, an impact evaluation framework, crisis communications planning, brand transformation, social media policy development, and mentoring and coaching communications and marketing professionals. Christine is a collaborator with the Evidence Network, the Evidence-Informed Healthcare Renewal Portal and others. She sits on steering committees, contributes to working groups, and speaks on strategic communications externally.

### Chitra Reddin, PhD

President

Communications Solutions

Founding President, IABC/Maritime Canada 1985/86, 1986/87

Chitra's two passions are communicating for results and thought leadership. Her 30-year career spans both as a management and change communication executive, consultant and educator. A senior corporate strategist, she has managed award-winning internal and external communications for global and national organizations PWC, KPMG, CIBC and the CICA. Chitra has worked as a senior consultant with Towers Watson with clients in both

Canada and the US. Her industry strengths are in financial and professional services, energy, and health care. She has served as president of IABC / Maritime Canada and on the National Education Council of CPRS. Chitra planned and designed the four-year Bachelor of Public Relations degree for Humber College, launched 2011 and introduced timely courses in CSR, Social Media and Change Management to all its PR programs. She has also taught full-time in the Ivey MBA and Mount Saint Vincent University's Bachelor of Public Relations. She enjoys serving on boards and is currently research chair and member of the board of directors of the Canadian Communications +Public Relations Foundation.

#### Anna Relyea , BA, MA

Director Strategic Communications  
Ontario Science Centre

Anna Relyea was a business journalist before starting her diverse career in public relations and corporate communications more than 20 years ago. She contributed to successful PR agency campaigns in the travel and aerospace sectors before setting up the communications department at National Trust and developing communications programs at CIBC. Anna progressed to Heinz Canada where she spent seven years working on many aspects of corporate image building, marketing communications, media and government relations, issues management and crisis communications. Now Director, Strategic Communications, at the Ontario Science Centre Anna is leading a strategic communications program to advance the centre's image and profile in the marketplace. She earned her B.A. and M.A. as well as a certificate in Public Relations Procedures from the University of Toronto. Anna is an active member of the International Association of Business Communicators (IABC) and is heading the Hospitality Task Force for the 2014 IABC World Conference in Toronto.

#### Tracey Remkes, ABC

Head, Marketing & Communications  
Robert Half Canada

#### Natasha Renaud, MBA, MS Mass Comm

Communications Partner Lead, Group Functions  
Manulife Financial

Natasha has been working in communications for over 15 years in renowned Canadian and international companies. She is recognized for her leadership and relationship- building expertise while providing strategic thinking focused on results. In her current role, she is accountable for assessing global senior executive leaders communication requirements based on business priorities and for developing global annual communication strategies. She leads a team of five communicators.

#### Roberta Resnick, ABC, APR, MC, Fellow

Principal  
Roberta Resnick & Associates

Bobbie Resnick gained her experience in public relations, starting in 1957, with Zurich Insurance Company and Morton International (salt and chemicals) of Chicago; sales communications with SmithKline Pharmaceuticals in Philadelphia; and between 1972 and 1985, all aspects of corporate and targeted communication for Libby's and Nestlé of Canada in Toronto. An independent consultant in Toronto for the past 27 years, she has specialized in HR communication of employee policies and procedures and employee handbooks/managers' guideline manuals – in addition to marketing/sales materials – for organizations in such diverse fields as chemical and industrial production, health care, consumer package goods, the financial industry, computers and transportation. During those years, she also presented communication skills seminars for professional groups and client organizations and taught employee and marketing communication, among other subjects, in

Corporate Communications/Public Relations programs for IABC International and at Seneca and Centennial colleges and Ryerson University. Now semi-retired, she continues to accept specific communication projects and provide consulting services to existing and new clients; maintain contact with long-time clients, IABC colleagues and former students who have become long-time friends. She also attends local IABC networking events and helps whenever and wherever an extra judging/evaluation/input/opinion “body” is needed.

**David Rowney, APR, FCPRS**

Senior Manager, Organizational Communications

Tim Hortons Inc.

David Rowney is a senior level practitioner in corporate communications with experience in all facets of internal and external public relations and electronic media. His specialty areas are in marketing communications, media relations and brand promotion. Over his 20+ years in the profession, he has worked for Canadian and multi-national companies in the accounting, engineering, insurance and food service industries. He has also taught communications management to graduate-level community college students. David has been judging for more than 10 years and is the recipient of several national awards for public relations excellence. Currently he is responsible for organizational communications at Tim Hortons Inc. in Oakville.

**Julie Saccone, ABC**

Director, Comm. & Marketing

Women's College Hospital

**Susan Scott, ABC**

Owner

Full Circle Communications

Susan Scott, ABC, is an award-winning communications professional with more than 20 years experience. Since 2006, Susan has owned and operated Full Circle Communications, a strategic communications consultancy that counsels and advises corporate and business leaders and executives, public sector and charitable organizations and non-profits. Her proven ability to both listen to her clients to better understand their needs and provide the best advice to help them communicate successfully to their audiences make her a trusted adviser and partner. She creates clear, consistent messages so clients communicate with one voice person-to-person, in print or broadcast, and on the web. Susan also teaches writing, public relations and communications courses at various post-secondary institutions. Susan is an accredited member of the International Association of Business Communicators. Her work has won awards from IABC and the Health Care Public Relations Association of Canada.

**Sabita Singh, ABC**

National Director, Digital Marketing

KPMG

Sabita is a seasoned Accredited Business Communicator (ABC) with over 20 years of experience in diverse industries including high tech, pharmaceutical and financial services. She has specialized in digital marketing and communications over the past 10 years. Sabita is currently the Director of Digital Marketing for KPMG Canada. She is executing a multi-year strategy that has a strong focus on social media and content marketing. Previously, Sabita spent 2007 to 2011 at Sun Life Financial where she ran an in-house digital agency that managed a range of global and Canadian sites for consumers, employees and advisors. Throughout her career, Sabita has been an active volunteer with IABC. She has helped organize global conferences, judged awards programs and championed accreditation for communications professionals.

### Lorraine Smith , ABC, MPA

Manager, School Board Business Operations  
Ministry of Education

Lorraine Smith is a public sector leader with communications and public policy development experience in the education sector. As an accredited, award-winning communicator, she has extensive experience in developing and implementing communications and issues management strategies for the Ministry of Education and the Peel District School Board. Currently, she is responsible for oversight of a multiphased operational review process designed to build management capacity of Ontario school boards. Lorraine has earned 15 awards for communications excellence including IABC Gold Quill and Silver Leaf awards, and an Ontario Government Spotlight Award. She also serves as a volunteer on the Toronto Humane Society's Governance and Nominating Committee. Lorraine holds a Masters degree in Public Administration from Queen's University, a degree in Communications from Athabasca University and diploma in Public Relations from Humber College.

### Daniel Tisch, APR, FCPRS

President & CEO  
Argyle Communications

Daniel Tisch, APR, Fellow CPRS, is CEO of Argyle Communications and Chair of the Global Alliance for Public Relations and Communication Management, the confederation of the world's major public relations and communications professional associations, including CPRS and IABC. In the last 10 years he has led Argyle's growth into one of Canada's largest and most acclaimed independent public relations firms, with more than 130 major industry awards and thriving practices in consumer marketing, health and wellness, corporate communications and government. Dan's specialties include strategy, reputation and crisis management, executive coaching, stakeholder engagement and creative message development. Earlier in his career, Dan held senior communications roles in the Canadian government, including serving as Senior Advisor and Acting Chief of Staff to Canada's Minister of Foreign Affairs. He has lectured on public relations at Queen's University School of Business since 1996 and is a member of the Queen's University Board of Trustees.

### Karen Traboulay, ABC, MBA

Internal Communications Advisor  
York University

Karen Traboulay is the Senior Internal Communications Advisor –Strategic Communications at York University. Karen leads the communication efforts for pan-University initiatives to advance the University's strategic priorities. Prior to joining York University, Karen held a number of senior positions with various organisations such as, The Ontario Ministry of Health and Long-term Care, Canada Health Infoway, CIBC and Ingram Micro. Karen regularly makes presentations on strategic communications and has published articles on communications. She earned an M.B.A from the University of Southern California and holds a B.A. from McMaster University. You can reach Karen at [ktraboul@yorku.ca](mailto:ktraboul@yorku.ca)

### Brett Tremblay

Communications Specialist  
Livingston International

Brett Tremblay is a Toronto-based corporate communications specialist with nearly 20 years of experience educating, persuading and motivating audiences. Brett has worked in the financial, healthcare and logistics industries providing expertise and advice for communications regarding training and development, employee engagement, public relations, media relations, mergers and acquisitions and social media. A past IABC OVATION Award of Excellence and IABC OVATION Award of Merit recipient, he applies his craft at the office, through



Toastmasters International and as a Scouts Canada leader. Brett has judged for IABC Silver Leaf and OVATIONs Awards.

**Janet Wile, ABC, APR, MC, FCPRS**

Manager, Internal Communications

Chartered Professional Accountants (CPA Canada)

Currently Manager of Internal Communications at CPA Canada, Janet Wile is an award-winning business communicator with proven success in management roles for top-tier global corporations, including Barrick, Siemens and Honeywell. Her projects have won 40 awards from IABC and CPRS, including chapter, national and international awards. With experience in corporate, government and consultancy roles, she has directed internal and external programs for marketing communications, media relations, special events, organizational change and employee engagement. She has earned accreditation from both IABC and CPRS and has been an active mentor, awards judge and accreditation examiner in both associations for many years. In 2007, she received the Master Communicator award, which is IABC Canada's highest honour. In 2009, she was named a CPRS Fellow.

**Gillian Williams McClean, HBA**

Senior Communications Strategist

GMJ Creative Hands, Inc.

Gillian Williams McClean is committed to "Creatively Engineering Your Communications Solutions." She is a senior communications strategist who delivers positive results for her clients and employers in the public, private and volunteer sectors. Her forte is the development and execution of strategic communications and marketing plans that advance corporate and departmental objectives. Gillian's exceptional interpersonal and organizational skills serve to build rapport that inspires internal and external stakeholders to achieve their goals. Her specialties include: strategic communications planning; research and professional writing; issues identification and management; media relations; and community engagement.

**Margaret Woodruff**

Project Manager

ENCON Group Inc.

Margaret is a senior marketing and communications professional in the insurance industry with more than 20 years' experience delivering results in a broad range of areas, including change management, branding, business development, B2B and B2C marketing. At the core of her communications philosophy is a strong belief in fostering creative ideas that go beyond the expected and in developing initiatives that truly inspire, and help people live and work better.

## **IABC/Toronto Student of the Year Judges**

Linda Andross, ABC

President, APEX PR

IABC/Toronto Past President 2012/2013

Louise Armstrong

Senior Writer, Corporate Marketing, Foresters

President, IABC/Toronto

Carrie MacAfee

Communications Specialist

Ontario Power Generation

IABC/Toronto Past President 2010/2011

## **Bobbie Resnick Philanthropy Award Judges**

Roberta Resnick, ABC, APR, MC, Fellow

Roberta Resnick & Associates

Linda Andross, ABC

President, APEX PR

IABC/Toronto Past President 2012/2013

Carrie MacAfee

Communications Specialist

Ontario Power Generation

IABC/Toronto Past President 2010/2011

## IABC/Toronto Executive Board 2013-2014

### President

Louise Armstrong

### Immediate Past President

Linda Andross, ABC

### Executive Vice President

Stephanie Engel, ABC

### Vice President,

Accreditation and Standards

Suzanna Cohen, ABC

### Vice President, Association

Management and Finance

Amanda Flude

### Vice President, Awards

Beverly Fairclough

### Vice President,

Marketing and Sponsorship

Brent Artemchuk

### Vice President,

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Stephanie Engel, ABC

### Vice President, Membership

Mary-Ellen Hynd, MBA

### Vice President,

Networking and Special Events

Melissa Gibson

### Vice President, Professional

Development

Vanessa Demelo

### Vice President, Social Media

Scott Fry

### Vice President,

Volunteer Services

Lindsay Falt

## 2013-2014 Awards Committee

Beverly Fairclough  
IABC/Toronto VP, Awards  
Coordinator, Communications, Supply Chain Management Association

### **Directors**

Angela Brown  
Co-Director of Materials  
Designer, Entro Communications

Lisa Frizzell  
Co-Director of Marketing  
Director of Corporate Affairs, Nuclear Waste Management Organization (NWMO)

Emilie Smith  
Co-Director of Materials  
Media and Issues Officer, Ministry of Energy & Ministry of Infrastructure

Winna Tse  
Co-Director of Marketing  
Communications Administrator, FPSC

### **Gala**

Diane Fearn  
Independent Communicator & Photographer

Gloria Lopez Gil  
Communications and Media Specialist

### **Marketing**

Andie McHardy-Blaser

Irene Quarcoo  
Communications Coordinator, Ontario Ministry of the Attorney General

Melika Ramkissoon  
Communications Specialist

### **Materials**

Patrick Burke  
Senior Consultant, Merkato Communications

Shauna Grey  
Coordinator, HRP

Amanda B. Haupt  
Marketing Manager, Imago Restaurants Inc.

Amanda Pankratz

**Sponsorship Liaison**

Patrick Burke  
Senior Consultant, Merkato Communications

**Judging Coordinators**

Georgia Boutsalis

Chanele Jordan

Nakema McManamna

**Judging Technology Support**

Warren McPherson, Exchange Solutions

## About Us

Founded in 1970, the IABC is a network of more than 16,500 business communication professionals across more than 70 countries and operating through over 100 chapters around the world.

IABC/Toronto is managed by a volunteer Board of Directors and is the largest chapter of the IABC. It provides members with the tools and resources to excel at all levels of their communication engagements. IABC/Toronto offers members many benefits including: networking and volunteer opportunities, recognition and awards, newsletters and email bulletins, career development centre and online discussions on the latest issues shaping the profession.

IABC is recognized as the professional association of choice for communicators who aspire to excellence. IABC is committed to establishing and supporting the highest professional standards of quality and innovation in organizational communication.

For more information please visit [toronto.iabc.com](http://toronto.iabc.com) or call at 416-968-0264.

Visit <http://toronto.iabc.com/awards> for more information on the OVATION Awards.

## Join Us

IABC, the International Association of Business Communicators, is a global network of communications practitioners committed to improving organizational effectiveness through strategic communications. With more than 100 chapters, IABC serves more than 16,500 members in over 70 countries and 10,000 organizations. IABC/Toronto, the largest chapter in the world, is the leading resource for effective communication practice for its more than 1,650 members.

Once you join IABC, you immediately gain access to a wide variety of services designed to enhance your professional development and your role as a communicator.

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