



PRINZ Awards Case Studies 'best of' 2018





CORPORATE PUBLIC RELATIONS



Countdown phases out single-use plastic bags – supermarket brand takes leading position

James Walker, Kate Porter, Katherine Klouwens, Countdown; Courtney Stayte, Louise Wright, Sarah Williams, Porter Novelli; Holly Lindsey, Rose MacNicol, Fuse

In an industry-defining move, Countdown announced a phase out of single-use plastic carrier bags by the end of 2018.

Countdown's initiative removes 350 million plastic bags from the waste stream every year.

After years of customer research, trials and old-fashioned listening, the Countdown Corporate Affairs team, supported by Porter Novelli and Fuse, knew it was time to act and encouraged the business to make an early announcement even though it didn't have all the answers.

The announcement to phase out single-use plastic carrier bags was a catalyst for change. The wave of support from customers and environmental groups affirmed Countdown's decision and convinced other retailers to follow Countdown's lead.

countdown





CORPORATE PUBLIC RELATIONS



Investing for your energy future

Helen Duncan, Powerco

Powerco undertook an extensive consultation project to support its plans for a \$1.4 billion investment to upgrade its North Island electricity lines network. Powerco was not daunted by being seen as an unglamorous electricity network company that, apart from price issues and power cuts, its customers are not vitally interested in. It completed its consultation in a short seven-week programme and set an industry benchmark. The process and feedback received was independently verified and included in a wide-ranging document called the Customised Price-quality Path (CPP) application required by the Commerce Commission.





GOVERNMENT OR QUASI GOVERNMENT PUBLIC RELATIONS



Walesi – connecting a country, transforming a nation

Angela Campbell, Corrie Taylor, Jessica Cushing,
Scott Campbell, Yannis Naumann,
Campbell Squared Communications

Walesi is the future of communication in Fiji. This government initiative to deliver free-to-air digital TV and access to broadband for all Fijians has the potential to transform a nation, but was heading to be a political catastrophe.

An official launch, planned and executed within six days, and a multi-platform major awareness campaign in less than six weeks, took Walesi from completely unknown to run-away success. Campbell Squared started from scratch – connecting Fijians with a new idea that allowed them to connect with each other and with their country, all while navigating the challenges of 'Fiji time'.





GOVERNMENT OR QUASI GOVERNMENT PUBLIC RELATIONS

Background

Walesi is a Fijian government initiative to deliver free-to-air digital TV and access to broadband for all Fijians, regardless of their economic or social status. The service will provide information, education, local news, sport and technology to everyone in the Fijian islands. It will enable all children to learn through online technology no matter where they live, and will act as a crucial communication channel during an emergency or urgent event.

The concept of Walesi had existed for several years but been passed between ministries within the government. No one was sure who would ultimately be responsible for its delivery, or how it would work. In 2017, 'Walesi' the Crown-owned company was established, with a Board of Directors including two independents, the Solicitor-General and two heads of Fijian government departments. 'Walesi' is the name of the product (digital TV and broadband) and the company.

Less than two weeks before Christmas 2017 (Tuesday 12 December), Campbell Squared (C2) was engaged to assist with the official launch of Walesi, set to occur the following Thursday. The scope was a small event to be held at a Denarau hotel with 40 government and business stakeholders. The day after C2 was engaged (Wednesday), the scope changed. The Minister for Communications, who is also the Attorney-General (AG), wanted 200 people invited. C2 was to project manage the event, undertake all public relations work, and create collateral for the event and Walesi itself.

The next day (Thursday), as our Chief Executive (CE) was flying to Fiji, the scope changed yet again. The AG now required the launch to be a public event with thousands of attendees – and it was being brought forward to Monday. C2 had to leap into action.

Preliminary research

Immediately, we needed to understand what Walesi is. An online search revealed that Walesi had no presence, no communication channels, just a very basic logo and no brand. The only mention online was an unofficial Facebook page (40 followers) expressing frustration on the lack of information and progress with Walesi.

Our team of three arrived in Fiji and walked the main streets of Nadi and Suva. We asked Fijians if they had heard of Walesi, but almost no one had (fewer than one out of 10).

Walesi as a company has a CE and six support staff including an accounts person and technicians. Walesi Board members, the CE and government officials were the only sources of information regarding the concept and infrastructure to date, and what they were wanting to achieve.

Through speaking with these key stakeholders, we learned about the environment we were working in. Most Fijians live very simply, and many without electricity, let alone television. There is a big divide between rich and poor, and although the government subsidises electricity through the Fiji Electricity Authority (FEA) for low-income households, many who were eligible had never applied. This was because either they didn't see the need for electricity or they were not aware of the subsidy. Engagement around the concept of digital TV was going to be difficult.

Communicating with Fijians is very different to what we are used to in New Zealand. There is little if any postal delivery to many villages and outer islands. Fiji has approximately 191,910 households but not everyone has a TV – in some villages, there is a communal house with one TV for all 100+ people. Mobile phone usage is high however, with Facebook, Messenger and Viber all popular ways to communicate.

'Walesi' the product is essentially like Freeview in New Zealand – digital TV replacing analogue. It requires a 'set top box' (STB) to connect to a UHF antenna. When we were engaged, the Walesi transmission infrastructure had been completed, delivering a digital broadcast signal to all of Fiji including the remote islands and rural areas. There were approximately 4,000 STBs in use, which had been given free to people in parts of Suva and Nadi in a pilot programme over three years, but nothing further had occurred.

Objectives

The Government wanted to raise awareness and uptake of Walesi so it could report back to Parliament on progress by early March 2018.

Organisational

Overall: To deliver free-to-air digital TV and access to broadband for all Fijians, regardless of their economic or social status.

Short term: 10,000 STBs (additional to the pilot programme) in use across Fiji by 1 March 2018, which would mean approximately 60,000 people using Walesi.

Longer term: Build a credible reputation to attract potential business partners and broadcasters to work with Walesi by mid-2019.

Communications

Key communications platforms including a basic website, Facebook page and customer service phone number functioning by the launch date of 18 December 2017.

- Coverage in two local newspapers and one television news channel around the launch event held on 18 December 2017.
- At least 1,000 people attending the launch event on 18 December 2017.
- 3,000 followers on Facebook by 1 March 2018.
- 5,000 engagements (reactions, comments, shares) on Facebook by 1 March 2018.
- 300 unique visitors to the website by 1 March 2018.

Increase awareness of Walesi to four out of 10 people surveyed on the street, by 1 March 2018. (This was considered an aspirational goal, given the short timeframe.)

Fijian Government	<ul style="list-style-type: none"> • Prime Minister • Attorney General • Solicitor General • Ministry for Communication • Ministry for Information 	<ul style="list-style-type: none"> • Want to deliver access to information, education, technology • Want to see progress in increased awareness and uptake • Walesi needs to be a success • Need to keep informed
Walesi Board members	<ul style="list-style-type: none"> • Include three of the above, plus independents 	<ul style="list-style-type: none"> • As above • Business and governance focus • High political sensitivities
Walesi staff	<ul style="list-style-type: none"> • CE • Administration and technical staff 	<ul style="list-style-type: none"> • Operations focused • Need systems and structures • Under-resourced • Help to build networks
Local media and broadcasters	<ul style="list-style-type: none"> • Some pro-Government • Some anti-Government 	<ul style="list-style-type: none"> • All interested in Walesi, but not all want to cover Government • Looking for new angles • Important for information sharing • 3 languages. English/Hindi/iTaukei
Retailers	<ul style="list-style-type: none"> • Five large Fijian retailers, potential for more to join 	<ul style="list-style-type: none"> • Competitive • Want to make money • Sharing Walesi messages • Important for customer experience
Fijians eligible for subsidy (free STB)	<ul style="list-style-type: none"> • Mainly native Fijian, either: • Enrolled for FEA subsidy • Eligible for subsidy but not enrolled, or • Villages with a communal TV 	<ul style="list-style-type: none"> • Often remote or rural • Most have never had TV • Some without electricity • Unaware of benefits of Walesi • Don't feel need for change
Fijians who can purchase STB	<ul style="list-style-type: none"> • Mainly Fijian Indian (Hindi) • Likely early adopters (already on Facebook) • Some Sky Pacific subscribers (\$60–100 per month) 	<ul style="list-style-type: none"> • More aware of Walesi • Understand benefits • Ask questions online • Impatient for progress • Potential to be champions/contribute to online community
Hotels/businesses	<ul style="list-style-type: none"> • Sky Pacific subscribers (analogue service) 	<ul style="list-style-type: none"> • Watching developments • Interested in tourist content • Will need Walesi when analogue turned off



GOVERNMENT OR QUASI GOVERNMENT PUBLIC RELATIONS

Messages

What is Walesi

- Walesi is the future of communications in Fiji, and it is available now.
- Walesi is a Government initiative to provide free-to-air television to all Fijians, so everyone has access to information, technology, and education.
- For the first time, television coverage is available across all of Fiji, even in remote, rural and maritime areas.
- Walesi will be transformational for our country, and our people.
- The technology means all children will be able to learn, no matter where they live in Fiji.
- It will help us communicate to prepare and support villages in serious weather events and natural disasters.

Benefits of Walesi

- Access to information, technology, and education for all Fijians.
- Clearer, brighter, better picture.
- No contracts and no fees.
- Local news and sports, with Sevens rugby free-to-air.
- Walesi will connect Fijians who have never had TV before.
- For those with TV, Walesi offers you something much better.
- Walesi has eight channels including FBC, FBC 2, FBC Plus, Fiji TV, Channel 2, MaTV, Hope Channel, and Parliament Channel. Walesi is currently working on more channels and programmes.

Getting Walesi

- Accessing Walesi is easy. For up to \$99 you can purchase a Set Top Box from one of our five retail partners. They are available at Rups Big Bear, Home & Living, Courts, TFL, and Tappoo.
- If you qualify for the FEA subsidy, or your household income is less than \$30,000 a year, you can get a free Set Top Box. Apply on the Walesi website or visit the local FEA office for an application form.

Village Support Application

- As part of this government initiative, Walesi has established a fund to supply a Set Top Box, and other resources to villages where they are most needed.
- Villages can apply to Walesi. It is important that the Set Top Box and TV are accessible to all villagers.
- Walesi will be visiting villages across the country in the coming months.

Setting up

- When you take the Set Top Box home, you plug your antenna into it, and connect your TV to the box. Then turn it on.
- It will take about 20 to 30 minutes to configure and you will see some messages on the screen. These are easy to follow.
- If you have any problems, call the free helpline (0800 321 6600 from a landline, 321 6600 from mobile) and technicians will help you over the phone.
- All details are at www.walesi.com.fj

Strategy

C2 came up with a high-level strategy – which we reviewed and revised as the campaign progressed. The initial focus was to get the word out as soon as possible, and create channels to share information.

We had to address a lack of:

1. Awareness of what Walesi is.
2. Desire for a digital TV service. Fijians are so used to living without TV, or having poor quality TV, that they don't understand what it could be like with a quality TV service.
3. Awareness of the FEA subsidy. Everyone who is eligible for subsidised electricity is also eligible for a free STB. But, because electricity is not a priority for some Fijians, they have not signed up for the subsidy. This meant it was more difficult to connect them with Walesi.

Our overarching strategy was to focus on increasing awareness – so Walesi is seen, heard, and talked about.

Strategy 1: Increase awareness (launch/information)

- Create awareness of Walesi with an exciting launch event
- Provide simple information across a wide range of channels, focusing on social media and traditional media advertising
- Clearly demonstrate that Walesi is 'free' under the subsidy, and there are no ongoing fees or catches
- Build the reputation of the company by focusing on the social benefits it is providing

Strategy 2: Encourage engagement and connection

- Focus on messaging – what does this mean for me? Why would I want Walesi?
- Share information through key influencers (government, tech opinion leaders and media)
- Show tangible benefits through interactive roadshows direct into villages
- Create demand through social media sharing and communities of Facebook influencers, driving 'word of mouth' and making Walesi something people want because their neighbours have it

Strategy 3: Make it easy for consumers

- Set up simple processes
- Mobile friendly, step by step visual guides, FAQs, basic forms
- Consistent messaging and customer service
- Provide retailers with information to give customers

Implementation/tactics

Communications channels and collateral

Within the first few days of the campaign, our team created a brand (including strapline, logo, colour palette and guidelines), developed a website and a Facebook page. We designed and organised collateral – banners, caps, t-shirts, flyers, pull-up banners, posters and street banners. We produced two videos to be played at the event, and developed advertisements for Facebook, TV and radio.

All this was done from Tuesday to Friday as the scope of the brief continually changed. By Friday (also the night of our team Christmas party!) we had everything done, and on Saturday, after a drive to Hamilton to pick up the collateral, two team members flew to Fiji to join our CE.

Social media

Many Fijians use social media to communicate, so this was a major focus. We started by targeting the 'unofficial Walesi page' as those followers were considered early adopters – we wanted to share information with them first as although they were disgruntled, we knew they were interested. Many turned into champions because of this – answering questions through Facebook on behalf of Walesi.

Traditional media

To show the impact of Walesi, we arranged for the AG to visit two small villages that had never had television before. We gave the villages a TV and STB, so the AG could 'switch on Walesi' for them. This was a 'good news' story and a filming/photograph opportunity. The villages included a Fijian Indian family in one and a iTaukei (native Fijian) family in another, which covered both local languages media required.

Launch event

We project-managed the entire event, liaising with sound technicians, broadcasters and the technical team. C2 wrote the speaking notes for the MC who had to keep the event moving for two hours before the AG arrived. C2 also wrote the AG's speech, which he used in full, despite only meeting him officially the day prior.

Roadshows with the Prime Minister

C2 accompanied the Prime Minister and AG to Vanua Levu and Taveuni (second and third largest islands) to launch Walesi there. During this visit over two days we developed new application forms for people to complete while the PM and AG visited local villages. Our CE wrote and designed the forms on the back of a 4x4 truck, then printed them at the local Police station. Over 500 application forms have now been returned from these islands.

Sevens rugby team

Sevens is the national sport in Fiji and connects the entire country. We identified this early and built this into our design 'look and feel'. C2 approached the Fijian Rugby Union (FRU) to request players' images and endorsements, which they initially refused. We negotiated with the FRU and demonstrated how Walesi aligns with their brand – exciting, energetic and uniquely Fijian. We now have access to use the Fijian Sevens team in our communications.

Creativity or problem solving

The working environment in Fiji is completely different to New Zealand. Everything is casual, everyone assumes someone else will take care of it, and there is no sense of urgency (think 'Fiji time'). Until something becomes critically urgent, and then it must 'happen yesterday'. Even with the most basic resources, and the need to work all night, the expectation is that you will make it happen – no excuses.

We had to learn this and establish relationships and a Fijian network in an extremely short time period. Our CE arrived in Fiji on Thursday night and two other team members joined him late on Saturday. We needed to meet with government officials, broadcasters, local suppliers, editors, film crews and photographers.



GOVERNMENT OR QUASI GOVERNMENT PUBLIC RELATIONS

The launch event was a massive logistical challenge. The event location was a large park next to the main bus station in Nadi – we only saw this the night before the event, in the dark! The venue should have had good foot traffic, but the event date was the first day back at school after a holiday – so most children and families were not around. With little time, we pounded the pavement with flyers the day of the event, inviting everyone we saw to come along.

The AG had flown back to Fiji from Paris on Sunday and wanted to meet that evening to plan for the event (happening the next day). At this meeting, it was decided the event needed 2x3m coverage maps (which we had to get made and printed that night in Fiji), bouncy castles, a display of STBs, and a media area, among other things.

A media opportunity for 8am the next day was only confirmed on Sunday evening. We had to get media along to two villages about an hour out of Nadi and arrange a photographer, with less than 12 hours' notice.

Video: AG switches on Walesi TV in Korokula

We wanted to attract low income families to the event, so we arranged a prize draw for 20 free STBs and a grand prize of a television – to win you had to be at the launch and under the \$30k annual income level. We designed and printed out 400 entry vouchers in the hotel lobby, cutting them with blunt scissors and hands cramping. At the event there were over one thousand entries; when the vouchers ran out people just wrote their names on scraps of paper. Others were simply drawn to the crowd and festivities, which resulted in more than 2,000 attendees.

Results, evaluation and follow up

Walesi was comparable to New Zealand's Freeview rollout but with no communications infrastructure. As a government initiative, it had the potential to become a major political failure. C2's work not only prevented a communications crisis, but actually developed and enhanced the reputation of Walesi, and of the Government to handle such projects.

At the time of writing (late February), STBs have been selling out across Fiji. The demand is huge, and recognition of Walesi has skyrocketed. Team members wearing Walesi shirts are constantly approached by people asking about it. This is in stark contrast to when we arrived in Fiji in December and no one knew what Walesi was.

Walesi CE, Shivnesh Prasad, said, *"Within a 6-week period your work helped us turn Walesi around from a product most people were not aware of to the most talked about entertainment product in Fiji. To double the number of people accessing the platform from 5,500 to 10,800 within 2 months is indicative of the fantastic work done by you and your team. Thank you for helping us establish Walesi as a household name in Fiji."*

We met or exceeded all our objectives, under very challenging circumstances. As at 27 February 2018:

- More than 10,000 STBs (additional to the pilot programme) are in use across Fiji and thousands of applications for free STBs are currently being processed by C2 and the Walesi team.
- Key communications platforms including a website, Facebook page and customer service phone number were all in place prior to the launch date of 18 December 2017.
- Walesi was covered by media across Fiji, including FBC, Fiji One TV, The Fiji Times Online and Fiji Sun Online. Multiple videos were shared on the Fijian Government's YouTube channel. From December to February, 21 media stories on Walesi were published.
- Over 2,000 people attended the launch event on 18 December 2017.
- 6,871 Facebook followers and growing.
- 31,645 engagements (reactions, comments, shares) on the Facebook page.
- 141,630 people reached on Facebook.
- 430 private conversations (Messenger).
- An active group of Walesi champions on Facebook, who share to their networks, comment on Walesi's behalf and manage the community. This has happened organically, with most former detractors now champions and 'friends' of Walesi.
- 6,884 unique visitors to the website.
- 14,010 web-page views.
- One video watched 28,500 times – more than 20,000 views in first week when published
- Increased awareness of Walesi to at least six out of 10 people surveyed on the street.

We continue to help Walesi engage and connect with their audiences. The goal is for 150,000 STBs to be in Fijian homes by the end of 2019. If achieved, this will cover almost 75% of the population and provide them with access to information, education, and technology like never before.

Acknowledgement of other communication disciplines

This campaign used every kind of communication discipline – and more! We developed everything ourselves, including: a website, Facebook page, brand and logo with strapline, television, radio, newspaper and social media advertisements, 'how-to' guides, vouchers and subsidy forms. We also advised on content management systems, customer service protocols, negotiations with broadcasters for new content and channels, negotiating the use of Fijian Sevens players, staff recruitment and training materials for retailers.



GOVERNMENT OR QUASI GOVERNMENT PUBLIC RELATIONS



100 or 110 – What do you think?

Claire Pedersen-Croll and Janette Williams,
NZ Transport Agency

Should the speed limit on the Cambridge Section of the Waikato Expressway and Tauranga Eastern Link Toll Road be increased to 110km/h?

This was the question the NZ Transport Agency asked the community, stakeholders and road users during consultation, following the introduction of the new Setting of Speed Limits Rule.

The Transport Agency received over 11,000 submissions – its highest ever – and overwhelming support to increase the speed limit. On 11 December 2017, these two sections of state highway became the first in New Zealand to have a 110km/h speed limit.





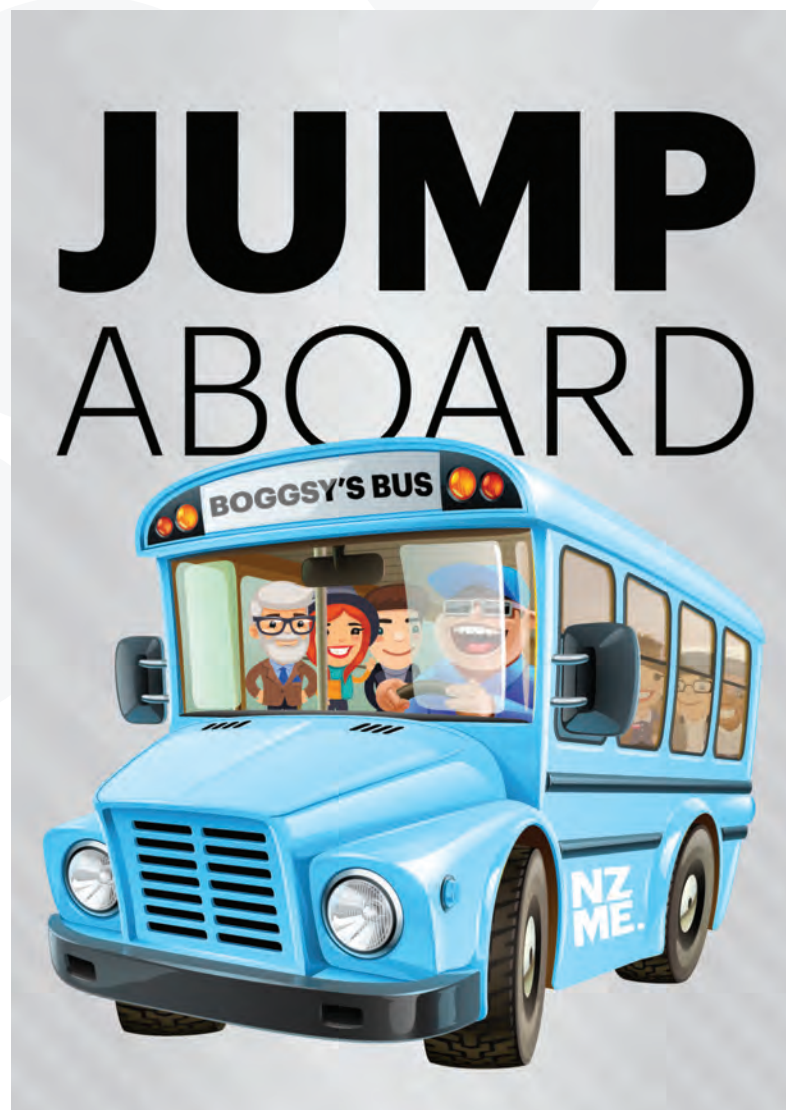
INTERNAL COMMUNICATIONS



NZME: Driving Strategy in our regional offices with Boggsy's Bus

Rowena D'Souza and Jessica Nutley, NZME

New Zealand Media and Entertainment (NZME) CEO Michael Boggs set an ambitious target to improve company engagement. Communicating meaningfully with regional teams, who felt disconnected from the Auckland headquarters and company strategy, was crucial to the success of the initiative. Our solution was to pile the CEO and nine other business representatives into 'Boggsy's Bus' and take the strategy to our people using catch-ups, posters, videos, and brainstormers. The response was incredibly positive receiving scores over 90% on understanding the strategy and feeling connected to the rest of NZME. Overall, we exceeded our engagement target and significantly improved our communications effectiveness score.





INTERNAL COMMUNICATIONS



Turning Auckland DHB Pink to launch anti-bullying programme Speak Up | Kaua ē patu wairua

Maxine Stead and Rachel Lorimer, Auckland DHB

Bullying, harassment and discrimination are a known problem in the health sector, and impact patient safety and quality of care. As part of Auckland DHB's efforts to address these issues a new programme Speak Up – Kaua ē patu wairua, (do not offend my spirit) was developed. Its launch on Pink Shirt Day 2017 provided an opportunity to raise awareness of the programme, introduce staff to new tools and processes, and to stand together as an organisation sending a strong message that this behaviour has no place at the DHB.





LIMITED BUDGET OR NOT-FOR-PROFIT PUBLIC RELATIONS



Good Heavens – Great Barrier Island's dark sky puts the global spotlight on the remote Auckland island

Anika Forsman, Auckland Tourism, Events and
Economic Development

With some help from the mainland, a group of passionate locals on a remote island 100km from Auckland, set about finding a way to protect their pristine environment yet create a new economic driver to help keep the island afloat during the winter months.

The end result was Great Barrier Island becoming the first island in the world to be designated an International Dark Sky Sanctuary.

As Auckland Council's economic growth agency, Auckland Tourism, Events & Economic Development (ATEED) was called on to share this news with the world, and create an island full of dark sky ambassadors who would embrace the global spotlight.





LIMITED BUDGET OR NOT-FOR-PROFIT PUBLIC RELATIONS

Background

An application lodged by the Great Barrier Local Board in March 2017 for international status as a Dark Sky Sanctuary was given the green light and approved by the International Dark-Sky Association (IDA) in June 2017.

The application was supported by Auckland Council, ATEED, iwi, DOC, Minister Nikki Kaye and the Auckland Astronomical Society.

Eco tourism is extremely important to Great Barrier Island and it was felt that Dark Sky Sanctuary status would be an opportunity to protect the island's environment and encourage a new type of visitor, as well as further economic development opportunities.

Great Barrier Island has the highest percentage of households earning \$20,000 or less in Auckland. Employment options are limited and only 61% of the working age population is in full time employment.

Business and individuals make most of their money during the summer months.

Thanks largely in part to support via ATEED's tourism team, in conjunction with the Great Barrier Local Board, the efforts to increase visitors to the island has resulted in good growth in recent years during the peak summer months.

The island attracts an average of 65,000 visitors a year, with 41% of visitors coming from Auckland, 54% from other parts of NZ and only 4% are international visitors.

The sustainable growth of tourism is important to the island but even a 20% increase in off-season numbers would make a huge difference to the economy and the income of the population.

Aoraki Mackenzie International Dark Sky Reserve success has shown how dark sky tourism can be a significant contributor to the local economy.

Because much of the island is off the grid, light pollution is minimised meaning you can truly see the spectacular night sky, making it the ideal place to seek the rarer designation of sanctuary status.

While the Dark Sky Sanctuary status will ultimately support the island's appeal as a tourism destination, it is vital that this is carefully balanced from an environmental perspective, with the protection of the pristine night sky being paramount.

As Auckland's economic growth agency a key part of our work is to help Auckland's regions develop their tourism offering.

We were asked to help develop the communications and media approach to maximise coverage as well as engaging and informing the local community.

Preliminary research

ATEED commissioned quantitative and qualitative research to build a profile of the island's visitor offering and what type of visitors are going, and which times of the year.

Research showed the island was popular in the summer months, and public holidays but from autumn onwards declined, with many businesses closing in winter.

Feedback from the community showed a desire to find something that could keep people employed on the island during the quieter months as well as attract visitors.

The visitor data and local island resident insights were used to help craft the communications messaging and understand some of the local residents' perceptions towards growing tourism further on the island.

Given the success of astro-tourism in the Mackenzie Basin we conducted desktop research to determine how the launch of that region's reserve status was handled.

The working group was also in close contact with the local council and tourism arm from Mackenzie Basin, who were very supportive of the island achieving the sanctuary status.

A working group was formed, involving one of ATEED's senior communications advisors, Local Board Chair, Local residents and dark sky enthusiasts Gendie and Richard Somerville-Ryan Gendie and the Auckland Astronomers Society.

Regular catch ups were had to talk through their aspirations, tap into local knowledge, and provide valuable contacts with astronomers involved with the application to help guide the communications approach.

Objectives

Business:

- To bring together a broad range of stakeholders to drive the sanctuary status on into an economic driver for the island and encourage more visitors outside of peak summer season.
- Support the establishment of a dark sky tourism product

Communications:

- Achieve positive media coverage of the initial announcement in June, and the community launch event in August. Gaining coverage in at least two New Zealand broadcast outlets, 10 pieces online/print, for each. Gain at least 20 pieces of international coverage in key travel and lifestyle publications within six months of announcement.
- Encourage local community support and awareness of the Dark Sky Sanctuary Status – measured by attendance at community launch, and participation in the Dark Sky Ambassador programme. Attract at least 100 to launch and a minimum of 10 ambassadors.
- Continue to keep media interest alive in the island's new found status. Within six months of launch attract at least one international media outlet, and one national media outlet to experience the island first hand and create a travel piece which includes references to the Dark Sky Sanctuary.

Audiences

- Local residents – population of 1,000, passionate about the island, and want to protect its natural status. A need to carefully balance fears of over-tourism but also aware of high unemployment forcing families back to mainland.
- Local tourism operators – interested in extending the tourism season but not at cost of environment.
- Local Board – ATEED has in the past had challenging relationships with some local boards. This presented an opportunity to be seen as an enabler and a key support for making this happen.
- Visitors: Aucklanders – 41% annual visitors, visit in summer, do not see the island as a winter getaway destination. Rest of NZ – 54% of visitors, opportunity to build awareness for the island. International visitors – 4% of visitors, need educating about the island in general and the new status. Astro-tourists – new untapped market, opportunity to leverage the Mackenzie Basin and encourage these visitors to come to the island as well.
- NZ Media: news/general; TV, radio, newspaper and online, community media. Travel.
- International media: Travel/lifestyle, long-lead magazines, and online.

Messages

- Great Barrier Island is a place of rugged beauty and untouched wilderness, and is one of the most tranquil and unspoiled places in the wider Auckland region.
- The island is home to a community focused on protecting and preserving its stunning natural beauty which makes it the ideal location to be awarded the prestigious International Dark Sky Sanctuary status.
- Aotea/Great Barrier Island is the first island in the world to become an International Dark Sky Sanctuary.
- The Dark Sky Sanctuary status is reserved only for the most isolated, fragile and dark locations making Great Barrier Island the only place in New Zealand with this status.
- This stunning natural beauty and remoteness makes the island a popular place for visitors wanting to reconnect with nature and marvel at the night skies.
- Eco tourism is extremely important to Great Barrier Island and the Aotea/Great Barrier Island International Dark Sky Sanctuary status will not only provide further tourism development and economic growth opportunities, but also ensure the preservation of the island's dark skies.



LIMITED BUDGET OR NOT-FOR-PROFIT PUBLIC RELATIONS

Strategy

With little resource and a small budget our strategy relied on two elements:

Media

- Maximise coverage by targeting key media and offering them access to those involved with the project with a variety of different angles.
 - Two media moments in the first three months of the status being announced, and then a focus on maintaining momentum.
1. Confirmation application approved.
 2. Community launch.
 3. Leverage the Sanctuary status to encourage media from around the world and NZ to feature Great Barrier Island as a destination.

Community relations

- Ensure the community is aware of the significance of the status and proud of what it means.
- Encourage an island full of 'Dark Sky Ambassadors' through the introduction of an astronomy programme arming them with the skills to then share the newfound knowledge with visitors.

Implementation/tactics

Status Confirmed

Local Board wanted the local residents to be the first to hear of the sanctuary status. Rumours were already flying around and there was already strong media interest in it.

We needed to have a tightly aligned roll out of the news, as we were very conscious that once the locals found out about it, it wouldn't be long before it hit the mainland media.

We applied a targeted media approach, working with media we had good existing relationships with we set up interview opportunities with key spokespeople ahead of the news, making sure they understood the importance of the community hearing first but ensuring they had the priority access to create a meaningful piece.

The Local Board would inform the community through the island's various channels which included radio, Facebook and email.

The media outlets who expressed interest in the story were given the first exclusives, with invites to travel to the island the day before on 22 June to start gathering the material they need to support a Friday release of the story. However inclement weather meant flights were cancelled so we had to find people Auckland based or via phone to do interviews, and because we had purchased some raw video footage with the time lapse could provide that to the TV news https://www.youtube.com/watch?v=gM0_ealsTC8.

A supporting release, with video and images was also issued following their stories running to NZ media, and distributed internationally.

Community Launch

The launch was in August with the Mayor and Minister Nikki Kaye in attendance. Given the successful coverage of the first announcement it was a harder sell to get media to come to the island.

We approached Newshub who we sent to the island ahead of the launch to do a preview piece which aired the night before. For those media outlets that couldn't spare a reporter on the weekend, an ATEED communications advisor attended the event to create the story from the day to send to the outlets it was pitched too.

Owned channels

We utilised a range of owned ATEED and Council channels, including social media, Aucklandnz.com, and Our Auckland. The Local Board used their own social media channels.

Creativity or problem solving

We knew we had one shot to get this right, and wanted to maximise the first announcement news value as much as we could.

Despite trying to keep the application under wraps, it is always a challenge with a small population, compounded by the fact that there had already been a reasonable level of media interest around the application process.

The Local Board wanted the community to find out first and despite not being able to host a community launch event some months later wanted to get the word out before it leaked. With a targeted media approach, providing exclusives to the key media we were able to time the announcement with the news going out to the island. The locals heard it first via their channels and the key media had already had the chance to piece a story together before it had leaked out and others picked it up.

Given the strong media results achieved when the status was announced getting media to come across for a community launch event on a Saturday presented its own challenges. By pre-pitching stories to key media outlets resulted in a preview story on Newshub, and after working closely with the key editors of Fairfax and NZ Herald were able to secure coverage despite them not able to spare reporters by providing them different versions of a release and imagery.

The establishment of the dark sky ambassador programme provided a range of different voices that could be used to talk to media and promote the island.

Results, evaluation and follow up

We achieved all the objectives. While we don't have updated visitor data we have heard anecdotally that numbers have been up and the tourism product that was established is already expanding.

Objective 1: Achieve positive and supportive media coverage of the initial announcement, and the community launch.

- Announcement of the status being confirmed was picked up by 16 top tier media outlets, including running on 1 News, NZ Herald, Radio NZ and Radio Live.
- Example <https://www.tvnz.co.nz/one-news/new-zealand/great-barrier-island-named-worlds-third-dark-sky-sanctuary>
- The community launch achieved 18 pieces of coverage, despite only have one media outlet (Radio NZ) attend on the day, but because of a targeted approach, Newshub visited a few days before the launch so they could run a preview story before the event took place.
- Coverage ran in all the major news outlets, appearing throughout the country from the top of the North Island to bottom of the south.
- The timelapse video ran online and TV and has had more than 8,000 views on YouTube, was viewed by 65,000 on Visit Auckland's Facebook page, with the post being shared 448 times and liked by 1,400.
- Example: <https://www.stuff.co.nz/science/95959306/great-barrier-island-recognised-as-a-dark-sky-sanctuary>
- The initial release was picked up by 250 different international media outlets from throughout the US, Australia and Asia Pacific.

<http://www.cntraveler.com/story/new-zealands-great-barrier-island-named-international-dark-sky-sanctuary>

<http://www.lonelyplanet.com/news/2017/06/28/great-barrier-island-dark-sky-sanctuary>

<http://www.vacationsmag.com/worlds-first-international-dark-sky-sanctuary-land/>

- Feedback from local residents on the coverage has been nothing but positive.

"Hey fantastic that the article was posted onto Stuff...great publicity. Wanting to thank you and the team so much for what you have been doing promoting Great Barrier. Things seem so much busier than last year so let's hope everyone enjoys their visit to the Island." – Jo Medland, Trillium Lodge.



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Objective 2: Encourage local community support and awareness of the Dark Sky Sanctuary Status.

- The community launch attracted 270 local residents. Feedback post the launch was overwhelming positive.
- The Dark Sky Ambassador programme had 25 people sign up for the first session with another 12 on the waiting list.
- A new tourism product – Good Heavens – was set up and has had a successful few months of operation.

"Quick note to say many thanks for all your help and guidance around the announcement of the island's new status. We have certainly received some excellent feedback." – Izzy Fordham – Local Board Chair.

Objective 3: Continue to keep media interest alive in the island's new found status.

- Achieved this objective ahead of time, and the dark sky status remains a topic of conversation in many of the international pitches we are making to international media.
- The Café – screened twice on TV3, separate travel story ran on Stuff.co.nz and was discussed on Radio Live Saturday travel segment <https://www.youtube.com/watch?v=T06GH6m2ilc&t=13s>
- The Telegraph <https://www.telegraph.co.uk/travel/destinations/oceania/new-zealand/articles/stargazing-in-new-zealand/>

"I thought you'd be interested to hear that overseas media pays off. My husband was on the ferry to GBI on Sunday and heard of a British couple who had read the article in the Telegraph and had immediately booked a holiday to see our stars. Great work Anika!" – Gendie Somerville-Ryan, local resident and dark sky enthusiast.

- <http://travelinsider.qantas.com.au/south-pacific/new-zealand/where-to-surf-and-find-adventure-on-new-zealands-great-barrier-island>
- *"I love this article and I think it's pretty much exactly the way we'd like the island marketed. Thanks for your part in this!" – Hilde Hoven, Good Heavens.*

Acknowledgment of other communication disciplines

- The Local board created posters, invites, engaged schools to participate in launch.
- We did speeches, two media releases, comms strategy, media pitching, key messages for interviews, arranging media famils.
- Auckland Council communications shared the content we created.



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The treecreeper that rose from the ashes

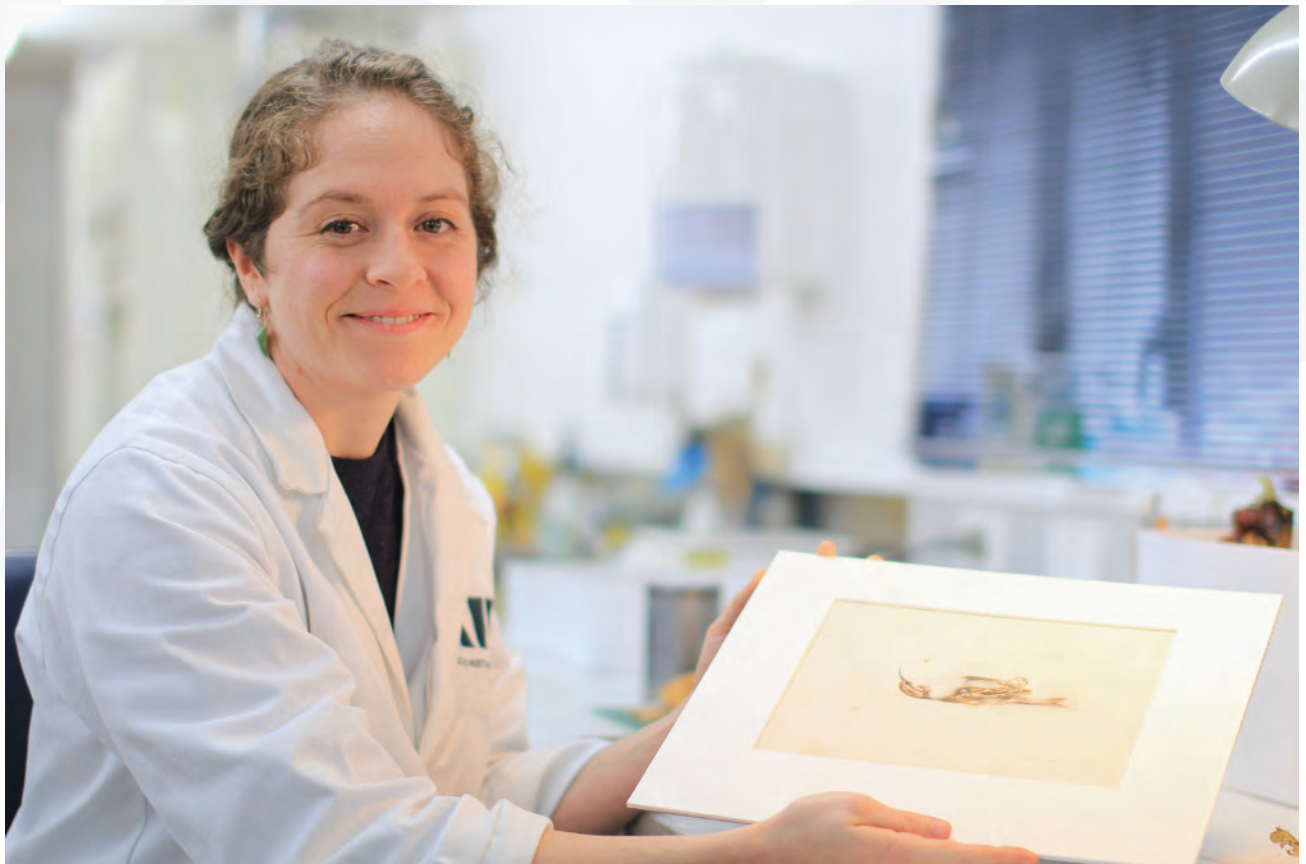
Jo Scott, Great Scott! Communications;
Francesca Eathorne, Antarctic Heritage Trust

In 2016, Antarctic Heritage Trust conservators made a surprising discovery – a painting that had lain forgotten in Antarctica for more than a century.

This was an opportunity to raise the Trust's profile. But given its small budget for the project, a clash in the release timing with the British election and some doubt as to the significance of the find, the Communications Strategy had to be simple, smart and effective.

It was. The story was run by 218 news outlets in 32 countries. Audience size and engagement increased across all of the Trust's digital platforms.

And, given membership to the Trust's newsletter database increased by 40%, that profile boost will be long lasting.





LIMITED BUDGET OR NOT-FOR-PROFIT PUBLIC RELATIONS



Re: scam – turning the tables on scammers

Claudia Macdonald, Max Burt, Sean Brown and
Chloe Tonkin, Mango

Netsafe is a non-profit cyber-safety organisation with a mission to make the internet a safer place. Email scamming has become a \$12 billion industry affecting millions globally every year, but no one was talking about it, partly because it's embarrassing to admit you've been fooled.

Re:scam is an AI chat-bot designed to do the one thing you shouldn't: reply to scams. By forwarding suspicious emails to Re:scam, the bot identifies scams and begins a never-ending conversation, wasting scammers' time.

Mango launched the Re:scam chat-bot and brought this issue and Netsafe's role to the fore all over the world.





LIMITED BUDGET OR NOT-FOR-PROFIT PUBLIC RELATIONS

Background

Netsafe is a non-profit cyber-safety organisation. Its mission is to make the internet a safer place. Email scamming has become a \$12 billion industry affecting millions of people globally every year, but no one was talking about it, partly because it is embarrassing to admit you've been fooled.

Phishing scammers are difficult to prosecute, and victims often have no means of receiving justice or compensation. Netsafe wanted to find a way of hindering scammers while also educating people on what phishing emails are and what to look out for.

Re:scam is an initiative designed to shield people from becoming fraud victims by occupying the time and resources of scammers through deploying a well-educated artificially intelligent chat-bot. Instead of junking or deleting a scam email, people could forward it to Re:scam which would continue the conversation indefinitely – or until the scammer stops replying.

Re:scam takes on multiple personas, imitating real human tendencies with humour and even grammatical errors. It can engage with an infinite number of scammers at once, enabling it to continue any email conversation for as long as possible. Re:scam turns the tables on the scammers by wasting their time, and ultimately, damaging their profits.

This two month campaign was designed to raise awareness of the growing threat of online scams, and build on the reputation of Netsafe and its work to create a safer internet.

Preliminary research

We wanted to create context for the introduction of Re:scam, establishing the need for it to help raise awareness of the problem and educate people on what to look for.

Working with Netsafe, we sourced a number of published research findings on the cost of cyber-crime to business and consumers, and the scale of the problem both in New Zealand and globally. This included Netsafe's own research as well as extensive reports from APWG, the international coalition to combat cyber-crime. The amount of research available meant it was unnecessary to conduct additional research as part of this campaign.

This research formed part of the media relations toolkit, including headlining the release, used in spokesperson key messages and in follow up material.

Objectives

Our primary objective across both business and communications was to raise awareness of the issue of scamming and to alert people to the problem.

Business:

- Raise awareness of Netsafe and its work in cyber-security both in NZ and internationally: 95% of coverage naming Netsafe with 2+ key Messages
- Raise awareness of email phishing: greater than 100,000 views of Re:scam video on YouTube
- Engagement with Re:scam: more than 20,000 emails forwarded to Re:scam

Communications:

- Make people aware of Re:scam, driving 30,000+ unique browsers to website
- Reach Kiwis through media coverage, achieving 1.5 million reach (At least 1 x TV, 2 x radio, 5 x metro/regional newspaper, 5 online + verticals)
- Reach more than 10 million people through global media coverage

Audiences

While online phishing schemes target anyone and everyone, we identified the following key targets, which informed our choice of media:

- The elderly and computer-uneducated
- 40+ urban and rural
- Youth
- Businesses esp. SMEs and NZ-owned businesses
- IT managers

Channels to reach:

- News media across print, radio, television, online nationwide
- Vertical targets e.g. Eldernet, TechDay, Netguide
- Business media e.g. NBR, NZ Business
- Australian news and tech media
- Global news and tech media

Messages

We developed messaging to promote the work of Netsafe and to communicate what Re:scam is, against a background of the impact of cybercrime on New Zealand.

On Netsafe:

- Cybercrime is costing New Zealand individuals and businesses millions of dollars
- Netsafe is at the forefront of innovative ways to prevent people getting scammed online by providing a tool that fights back
- People of all ages and backgrounds get caught by scammers; we're raising awareness about phishing* scams and to educate people about how to recognise scams and protect themselves About Re:scam:
- Re:scam is designed to help raise awareness of scams so that people can protect themselves and save time
- Re:scam uses cutting edge technology and artificial intelligence to waste scammers' time
- We know Re:scam won't stop email phishing; but we hope people will talk about it with their friends and family, and learn how to protect themselves against scammers
- Call to action: forward your email to me@rescam.org*phishing – the fraudulent practice of sending emails purporting to be from reputable companies in order to induce individuals to reveal personal information, such as passwords and credit card numbers

Strategy

Netsafe is a non-profit organisation and relies on government funding and interested corporates to help get its message and services out to the general public. Having built Re:scam, and with no above-the-line spend, Netsafe turned to public relations to communicate the chat-bot, start a conversation about phishing and then spread its message of cyber-security.

We knew the concept of an AI bot would be attractive to media; our challenge was to explain the slightly complicated technology to a wider audience, while communicating our key messages.

To ensure the story was covered accurately, we decided to launch through a media exclusive with one broadcast programme, allowing them to experience Re:scam for themselves. Beta testing had already built a database of emails and the major broadcast piece would accelerate this, building credibility for the initiative.

Once this had aired, our strategy was to share the story far and wide, making Netsafe's well-trained CEO Martin Cocker, available to broadcast, print and online media, both proactively and – it soon transpired – in response to numerous requests. Given Martin's participation in cyber-security forums internationally, our focus was also on global media to reinforce his and the organisation's credentials.

Knowing the media's desire to build on initial stories, we ensured we had plenty of stats and data gleaned from research to support our initial pitch, and planned a second (and third) wave of stories around the level of engagement with Re:scam.

Implementation/tactics

After more than a year in R&D, Re:scam launched on 7 November, 2017. With no paid media, the success of Re:scam hinged entirely on securing earned media coverage to drive users to the site and spark conversation about email phishing.

Prior to launch Re:scam had been in beta testing and was already having thousands of conversations with real scammers. We were able to show this to media, if requested, but also developed a video that demonstrated the chat-bot in action, explaining some of the technology.

To launch, we offered an exclusive to The Project – Newshub's 7pm current affairs show – to experience Re:scam for itself.



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Having shown producer Perlina Lau how it works, Netsafe's CEO Martin Cocker appeared on the show to talk about Re:scam and how ordinary Kiwis can avoid becoming victims of email phishing.

In the 12 hours following, Re:scam received more than 3,600 forwarded emails and attracted more than 18,000 unique browsers.

Following the exclusive, we secured coverage in all major media publications across New Zealand using updated data on how many people were using Re:scam and how much scammers' time had been wasted.

Once we had critical mass of people on the site, we took the story global, pitching and securing media coverage in the likes of The Guardian (featured on the homepage), Daily Mail, Mashable, The Verge, Huffington Post and Engadget.

What started as a campaign to educate Kiwis about the dangers of email phishing sparked a global conversation reaching in excess of 100 million people.

Re:scam earned more than 190 million media impressions in its first month. In two months Netsafe had sent more than a million emails to scammers, wasting around five years of their time.

Creativity or problem solving

Re:scam in itself is immeasurably innovative, offering Netsafe a unique tool to both raise awareness of the issue of phishing and to help combat its time wasting effect. Re:scam's features include randomised response timing, typos and generating false bank details and addresses. Kiwis and others worldwide embraced its time wasting impact, seeing it as both an effective and fun way to turn the tables on the scammers.

Having been handed a one of a kind story, our job was to ensure people understood properly what it could do, and why it was worth engaging with, as well as generating mass conversation. As one of our objectives was to drive people to the Re:scam address, clarity around the offering was important.

Creativity in creating this campaign came in three forms:

- Ensuring we had plenty of headline grabbing stats about the cost of cybercrime to NZ
- A video that clearly explained how Re:scam worked (and a well-trained spokesperson)
- Offering hands-on experience of Re:scam to media

We also wanted to ensure the site itself functioned as the ultimate interactive media kit – the Re:scam avatar on the landing page talked users through what Re:scam does and why it exists, screeds of hilarious conversations were hosted on the site, which cropped up as embedded images on news stories around the world, and a thoroughly built out FAQ section ensured time-poor journalists had all the information they needed to file a comprehensive story quickly.

Results, evaluation and follow up

Our objectives were largely to raise awareness of email phishing and to start a conversation about it with Kiwis, while driving people to the Re:scam site to engage with it. This was achieved in spades, as evidenced by the numbers engaging with Re:scam and the extent of media coverage:

Business:

- Raise awareness of Netsafe and its work in cyber-security both in NZ and internationally: 95% of coverage naming Netsafe with 2+ key Messages
Achieved: 100% name and message inclusion in coverage
- Raise awareness of email phishing: greater than 100,000 views of Re:scam video on YouTube
Achieved: Nearly 500,000 views
- Engagement with Re:scam: more than 20,000 emails forwarded to Re:scam
Achieved: A staggering 210,000 forwarded emails in just two months

Communications:

- Make people aware of Re:scam, driving to site, exceeding 30,000 unique browsers
Achieved: 273,000 unique browsers visited Re:scam site
- Reach Kiwis through media, achieving 1.5 million reach (At least 1 x TV, 2 x radio, 5 x metro/regional newspaper, 5 online + verticals)
Achieved: reach of more than 4 million in NZ media, across all major networks; 3 x TV, 3 x radio, 14+ newspaper, 30 x online + verticals
- Reach more than 10 million people through global media coverage
Achieved: global media reach in excess of 100 million

Other significant results:

- Over 1 million emails sent to scammers, wasting an estimated five years of their time
- 90,000 potential conversation lines created
- Within a month of launch, Re:scam had achieved a local mainstream media "grand slam", with coverage via RNZ, Fairfax, NZME, TVNZ and Mediaworks
- Featured by BBC, The Guardian, Daily Mail, Huffington Post, The Verge, BoingBoing, Mashable, Engadget, Wired and many more

As well, Re:scam has been able to identify and intercept victims of phishing scams, with Netsafe personally following up and offering advice. The data being collected on trending scams, scammer's techniques and IP addresses is being provided to global cyber-crime agencies.

Netsafe put Re:scam on hold during summer 2017 to consolidate what they have learned from the exercise, and to resource up for the next stage. What started as a campaign to educate Kiwis about the dangers of email phishing sparked a global conversation reaching an estimated 100 million people. Not bad for a little chat-bot!



MARKETING COMMUNICATIONS – INTEGRATED



He Tohu Exhibition – Department of Internal Affairs

Cheryl Klauai, Darin To'o, Jenny Riches,
Kim Chambers and Rebecca Lancashire,
Department of Internal Affairs



The project brief was straightforward: re-house New Zealand's iconic constitutional documents a few hundred metres down the road. However, the 2013 project stalled and faced stakeholder criticism and negative media coverage. The project was then paused, refocused and restarted.

In early 2017 – two months before opening – the communications team was hired.

The challenge was daunting – help rebuild stakeholder relations, turn around media coverage and attract visitors.

An intensely collaborative approach to communications and a once-in-a-lifetime event that captured national attention was the platform from which we launched the He Tohu exhibition to New Zealand.



Background

He Tohu is a significant cultural exhibition of national importance to all New Zealanders. It celebrates and protects New Zealand's precious constitutional documents, telling their stories and inspiring New Zealanders.

He Tohu is a permanent, free exhibition, led by the DIA in partnership with Māori.

The documents are:

- The 1835 He Whakaputanga o te Rangitiratanga o Nu Tireni – Declaration of Independence of the United Tribes of New Zealand;
- 1840 Te Tiriti o Waitangi,
- and the 1893 Women's Suffrage Petition – Te Petihana Whakamana Poti Wahine.

These three fragile constitutional documents were previously on display in the Constitution Room at Archives New Zealand; while safe and secure, this display was over 25 years old and no longer fit-for-purpose. The nearby National Library of New Zealand was under refurbishment.

This presented two opportunities: to create a new permanent exhibition offering much greater public engagement, access and interaction with these documents and to ensure their preservation, using the latest conservation and display technology, for future generations.

After a stalled start in 2013, the project was refocused and started afresh in late 2014, generating stakeholder criticism and negative media coverage focused on escalating project costs.

The project brief was to raise awareness of He Tohu and the importance of these documents to New Zealand's national identity by offering greater access, engagement and learning opportunities.

The marketing communications brief was to:

- Develop strong, trusted relationships with Māori and communicate in partnership.
- Target broad audiences to build excitement and public anticipation.
- Raise awareness of the new exhibition through mainstream media.
- Create positive understanding of the documents and encourage learning and discussion.
- Attract more visitors.

Preliminary research

With a very tight timeframe we used existing research:

- In-house data showed an annual average of 6000 visitors to the Constitution Room.
- A 2016 UMR Research Survey showed 70% of New Zealanders had minimal awareness of what Archives New Zealand did and 63% knew little about the National Library of New Zealand.
- Research by Click Suite, an exhibition developer, showed a growing demand by rangitahi to hear more stories and have more discussions about our past.
- Research into past media coverage of the constitutional documents showed niche arts media was the main outlet. We wanted to lift coverage of the documents into mainstream media.
- Māori stakeholder feedback suggested closer consultation with them and advisory groups was vital in developing effective branding.
- Industry experts recommended third party influencers from the target audience for more meaningful youth engagement.

Objectives

As a new, permanent national exhibition, He Tohu aims to raise awareness of the importance of these documents to New Zealand's national identity by offering greater access, engagement and learning opportunities.

The marketing communications goals for the launch period were to target broad audiences by developing strong, trusted relationships with Māori and communicating in partnership to build excitement and public anticipation, generating positive understanding of the documents and to encourage learning and discussion and a "call to action" to visit.

Objective	Outputs	Outcomes
Support rebuilding stakeholder relations	<ul style="list-style-type: none"> • Key iwi stakeholders and spokespeople endorse the genuine Crown-Māori partnership • Informing Māori through their own channels and stake holder newsletters • Involving Māori in tūpuna "Hero" brand development process • Bilingual media releases 	<ul style="list-style-type: none"> • At least 50% messaging in media reflecting Māori-Government partnership • To have at least three articles published in iwi newsletters by June 2017 • Branding reflects significant cultural aspects of the exhibition • Māori is recognised as a key partner in He Tohu
Awareness of He Tohu brand amongst audiences	<ul style="list-style-type: none"> • Paid advertising and targeted "Hero" branding • Paid social media influencers and Facebook promotion • Promotional videos on Youtube Facebook & website 	<ul style="list-style-type: none"> • Goal of over one million Facebook impressions generated by public. • Significant increase in searches and social media mentions for He Tohu by June 2017 • Goal of over 70% positive media coverage



MARKETING COMMUNICATIONS – INTEGRATED

Objective	Outputs	Outcomes
Understanding that He Tohu consists of three documents, and awareness of key messages	<ul style="list-style-type: none"> Develop strong media relations Proactive news media strategy 	<ul style="list-style-type: none"> Key messages reflected in at least 60% of influential national, Māori, and regional media coverage At least 80% media coverage to be positive or neutral Key messages recognised by target audiences in research conducted post-launch
Generate exhibition visitors focusing on target audiences	<ul style="list-style-type: none"> Call to action to visit exhibition Education media article and advertising 	<ul style="list-style-type: none"> Double annual average visitor numbers (6000) in six months to 12,000 Target of 150 school groups visits to He Tohu in six months
Life media coverage into mainstream	<ul style="list-style-type: none"> Influence leading media outlets Radio New Zealand, Television New Zealand, Māori TV and iwi radio stations, and other traditional media to engage with He Tohu Build relations with key media to help understand the national significance of He Tohu 	<ul style="list-style-type: none"> Achieve at least 70 % positive national media coverage. Coverage reflects the significance of the documents to New Zealanders

Audiences

New Zealanders – particularly our rangitahi aged 10–15 years old. With an annual average of 6000 visitors there was little awareness of the documents' significance. Widespread, quality media coverage that reflects our messaging would be a key tactic to educate and engage the public.

Government – The project was delivered by The National Library of New Zealand and Archives New Zealand, through DIA, and overseen by the Minister of Internal Affairs office, which needed information on a 'no surprises basis.' Supporting Government Agencies included Māori Development, Treaty of Waitangi Negotiations, Women, Education, Arts, Culture and Heritage. Expectations for a successful exhibition and positive coverage were high.

Māori – A key principle of He Tohu was to deliver the exhibition in partnership and close consultation with Māori. Māori leaders, such as the Iwi Chairs Forum helped establish the exhibition's guiding principles and needed regular updates. Ngāpuhi, kaitiaki of Te Tiriti o Waitangi and He Whakaputanga, were consulted regularly. Mana Whenua provided correct tikanga for taonga and ceremonial aspects of the move and opening. Māori were fully involved and consulted in developing He Tohu marketing ensuring appropriate use of tūpuna images.

Advisory Groups – An external Māori Technical Advisory Group and Women's Suffrage Petition Advisory Group performed important governance roles, providing guidance and subject matter expertise in developing marketing the exhibition a.

Media – We engaged the most influential media – Radio New Zealand, Television New Zealand, Māori TV and iwi radio stations, and other traditional media to create positive coverage. Past coverage about the documents' importance was largely limited to academic journals and niche arts media, and mostly centred around Waitangi Day. We needed to interest a wide range of media to turn around previous negative perceptions.

Messages

Importance

These taonga are significant because they shaped who we are as a nation and will shape what we become in the future.

Preservation and access

He Tohu will preserve three valuable and fragile taonga, making them accessible for future generations.

Learning and kōrero

He Tohu enhances opportunities to learn about the past, particularly for young people, and encourages discussion about important contemporary issues.

Partnership

He Tohu has been developed in partnership with Māori and close collaboration with women's groups.

Visit He Tohu

On 20 May a remarkable permanent exhibition of three iconic constitutional documents opens at the National Library of New Zealand Te Puna Mātauranga o Aotearoa.

Strategy

To achieve our goals we initially focused on key stakeholders (Māori and women's groups) and young New Zealanders over the launch period April–June 2017. The initial approach was to:

- Work in partnership with Māori, education providers, women's groups and Government Agencies to engage audiences.
- Ignite interest and anticipation by celebrating milestones: the move of taonga, 22 April; the postage stamp launch, 17 May; the official opening, 19 May; and the public opening, 20 May.
- Build equal understanding for all three documents through using platforms favoured by young people – Facebook and Youtube, plus engaging young, third-party paid influencers to endorse our messages.
- Encourage kōrero and learning on historic and contemporary issues posed by documents via social media and news media.
- Include 'calls to action' to visit the exhibition.



MARKETING COMMUNICATIONS – INTEGRATED

Implementation/tactics

The marketing communications strategy focused on:

Proactive media relations campaign, communicating in partnership – celebrating major milestones and unique stories to appeal to all audiences. Targeting influential, nationwide media for maximum coverage and a deliberate focus on spokespeople and stories featuring our key messaging. All key milestones were filmed and featured widely on digital media, helping us set the agenda by communicating our key messaging. All He Tohu media releases were bilingual, acknowledging the partnership and te reo speaking spokespeople were provided for media interviews where appropriate. We earned support from eminent Māori leaders as regular spokespeople for He Tohu, providing third-party endorsement.

'Hero' marketing brands – we partnered with Ogilvy & Mather to design and create impressive 'hero images' of Eruera Maihi Patuone and Te Rangitopeora, signatories of the Treaty and Declaration, and Kate Sheppard, the suffrage movement leader. They feature strongly on all digital and outdoor marketing. The tūpuna images were developed and agreed in close partnership with Māori, who advised on intricate details of Eruera and Te Rangi, and their use generated positive support from Māori leaders. The New Zealand Listener magazine were so impressed they published a free, full-page advertisement of our 'heroes' for two weeks running.

Build understanding of all documents – the risk was the Treaty of Waitangi would capture the limelight. We demonstrated He Tohu was greater than the sum of its parts by using women's groups and influencers to equally help promote the Suffrage Petition in third-party editorials and on their own digital platforms e.g. Ministry for Women's website

Encourage learning

1. To target younger audiences, we needed to provoke thought and discussion in positive ways that would appeal to their desire to learn. We shared video of well-known New Zealanders discussing what the documents meant to them, and encourage people to do the same.
2. We engaged a young student activist to write an editorial to engage young people in constitutional issues.
3. We employed social media influencers, All Black Nehe Milner-Skudder and celebrity actor Julian Dennison to visit He Tohu and share their views and a "call-to-action" to their young digital audiences.

Search engine marketing was taken full advantage of to generate online traffic to the exhibition, particularly with our target audience.

"Calls to action" to visit

1. Using our 'hero images' on poster sites, billboards and buses for maximum visibility throughout Wellington, the exhibition's home.
2. Visual cues in proactive media stories and on our Facebook pages to show what the exhibition would look like, including the digital interactives.

Budget information

Costs of the stalled project meant spending was under close scrutiny. The marketing budget was \$200,000 of the overall \$8 million project cost. The challenge was to deliver a national campaign effectively.

Creativity or problem solving

We identified the document move as the milestone event to ignite national media interest and further strengthen stakeholder relations. This was a unique historical event of national significance:

The silence of a still Wellington 4am morning was broken as pūtātara heralded the start of the journey of the taonga from Archives New Zealand to the National Library.

Four Māori warriors guided the 500 strong procession led by tohunga reciting ancient sacred karakia. The taonga were welcomed to their new home, by the spine tingling call of three kuia.

This once-in-a-lifetime event successfully blended the high-security, top-secret move of the country's priceless and fragile constitutional documents with the spiritual aspects of Māori cultural and ceremonial protocols.

This experience brought together representatives of all our stakeholders, iwi, and descendants of signatories and reaffirmed to them that the project was on track.

The spirituality and mystique piqued media interest, resulting in positive high profile coverage across all major national media outlets.

Results, evaluation and follow up

Google analytics and Facebook insights were used to measure engagement with our 10–15 year old target audience to provide clear and relevant analysis of our campaigns as recommended by industry experts. We gained insight into age, geography, device type, usage and frequency.

While encouraging school visits to the exhibition, a 360 degree virtual tour is being scoped as an educational online tool and increase accessibility.

Objectives	Results
Support rebuilding stakeholder relations	<ul style="list-style-type: none"> 76 pieces of media coverage April to June – 55% reflecting Māori-Government partnership Supplied articles published in five issues of Ngāpuhi e-panui. Tūpuna images made immediate impact – The NZ Listener magazine published a free, full-page advertisement of our 'heroes' for two weeks. Strong relations with Māori media saw positive prime-time coverage featuring eminent Māori leaders as regular spokespeople.
Greater awareness of He Tohu brand amongst target audiences	<ul style="list-style-type: none"> Facebook generated 1.7m impressions. 66% under 35 years old (over 80% for boosted content). 19% under 18 years old. 76 pieces of media coverage on TVNZ, Newshub, Māori Television, NZ Herald, Dominion Post, and Radio NZ Search engine marketing generated 17k impressions, 89 click throughs reached No 1 on search ad list, ahead of searches about Wellington. 866k impressions from targeted digital advertising 360k impressions from social influencers' campaign 3,365 unpaid YouTube views, 47k paid views. 41 adshells, five buses, four billboards in Wellington He Tohu interest peaks with opening events Concerted communications campaign with marketing and media coverage produces far greater results Outperformed Pukeahu WW1 100 commemorations in Google searches, post He Tohu opening
Understanding that He Tohu consists of three iconic constitutional documents	<ul style="list-style-type: none"> 86% of media coverage included all three documents All He Tohu collateral mentioned the three documents in chronological order 8 of 15 He Tohu Facebook posts reference at least one of the documents Even mix of tūpuna hero images. Information included on www.hetohu.nz
Understanding of He Tohu's vision and key messages.	<p>Traditional media</p> <ul style="list-style-type: none"> 72% of traditional media coverage was positive, 16% neutral and 12% negative Key messages present in 94% of traditional media coverage 'Importance of the documents,' which appeared in 90% of the coverage. <ul style="list-style-type: none"> – Preservation and access (78% of coverage) – Come and visit/open 20 May (78% of coverage) – Partnership (55% of coverage) – Learning and korero (53% of coverage) Negative coverage comprised Letters to the Editor and 88 negative public comments on Stuff.co.nz articles. <p>Social media</p> <ul style="list-style-type: none"> Engagement rates for social media influencers of 15% (c.f industry standard 2%). Facebook engagement rate of 6.7% (114k engagements/1.7m impressions) 2,281 YouTube views of Kōrero video 118 mentions of #hetohu on Twitter and 44 mentions on Instagram. All positive.
Generate visitors to the exhibition – focusing on target audiences	<ul style="list-style-type: none"> 25,000 visitors in six months – more than twice the 12,000 visitor target More than 4,100 school students in seven months 207 school visits in seven months
He Tohu is considered worthy of national attention and interest	<ul style="list-style-type: none"> 76 pieces of media coverage on TVNZ, Newshub, Māori Television, NZ Herald, Dominion Post, and Radio NZ. Outperformed Pukeahu WW1 100 commemorations in Google searches, post He Tohu opening.



MARKETING COMMUNICATIONS – INTEGRATED



Reconnecting New Zealand – the story of a road opening

Jamie Sitzia, Helen Fergusson, Liezel Esterhuizen,
Marcus Gibbs, Stella Castelow, NCTIR;
Frances Adank, Jan McCarthy, NZ Transport Agency

One year, one month and one day after the devastating Kaikōura earthquake, SH1 re-opened. This massive disaster reconstruction effort was more than a road opening – families and friends were reconnected, businesses welcomed tourists back, and residents regained a direct route to the world.

Managing road user expectations was critical to help the network flow freely and safely in support of the region's economic recovery. And the plan worked – 97% of motorists knew what to expect and 93% said their journey time was around what they expected.

The news spread and people flowed back to Kaikōura and surrounding towns.





MARKETING COMMUNICATIONS – INTEGRATED

Background

At 12.03am on 14 November 2016, Kaikōura and North Canterbury experienced a 7.8 magnitude earthquake that had wide reaching impacts on New Zealand.

The coastal transport network – road and rail – was covered by 40 slips and instantly closed. Road travel between Picton and Christchurch was redirected via state highways 63, 6, 65 and 7 through the Lewis Pass (known as the 'alternate route'). It's a long, winding, and in some parts challenging, detour with an alpine pass that was never designed for the sudden four-fold increase in traffic.

The North Canterbury Transport Infrastructure Recovery (NCTIR) Alliance was set up by the Government late December 2016 to restore the road and rail network by December 2017. The Alliance includes the NZ Transport Agency, KiwiRail, Downer, Fulton Hogan, HEB Construction and Higgins.

Following a Herculean effort by all involved, SH1 reopened on 15 December – one year, one month and one day after the earthquake closed it.

Local communities and businesses were delighted that the road would be open in time for the busy summer season to support economic recovery. But the reinstatement work was far from over. Parts of SH1 would still be under construction and would be closed overnight as a safety precaution. The 'alternate route' was much longer and challenging in parts, but was a 24/7 route.

The overall project team had to balance the economic needs of communities with sending traffic on a road that was still a construction site in parts. The communications challenge was to prepare drivers for travel in a fragile and changing environment. We also needed to encourage traffic to spread between the 'alternate route' and SH1 so that the damaged network could cope with peak season volumes.

Preliminary research

We conducted desktop research and used established customer insights to develop personas of people travelling around the top of the South Island. Of the four groups, the top three became our campaign audiences:

- New Zealand travellers (domestic tourists and weekenders)
- Local resident/business owners
- International visitors (backpackers and international explorers)
- Commercial self-drive (freight operators) – targeted through Transport Agency BAU

Face-to-face interviews told us that while most New Zealanders were aware of the SH1 reopening and knew parts would be under construction, many international visitors didn't know about the earthquake and the road closure.

Our Nielsen State Highways Research Report which tracks customer feedback on journey information and UMR research report which tracks residents and businesses affected by the earthquake recovery gave us the following insights:

- One identified travel information 'pain point' for customers and stakeholders 'Too many points of contact resulting in miscommunication and inaccurate information'
- The local community liked to get their road information from the newspapers, social media and radio
- The Transport Agency's existing Visiting Drivers Project (a collaboration with the tourism industry) highlighted channels and messages international visitors respond to when visiting New Zealand.

We also talked to our tourism partners about what resources would be useful for them to distribute, rather than us trying to build our own tourism network.

Objectives

Business/organisation objective

To ensure traffic on the network flowed freely and safely over peak holiday season – December to February 2016/17. To do this, traffic would need to spread out across SH1 and the alternate route.

Communication Objectives

- Ensure over 80% of road users that were travelling between December and February reported (via survey) that they were informed about what to expect on their journey on SH1 or

the alternate route.

- By February 2018 ensure at least 75% of people surveyed thought the roads were 'what they expected' or 'better than expected', and that their journey time took 'about the time expected' or 'less time than expected'
- By February 2018 ensure 75% of people surveyed had used the dedicated www.nzta.govt.nz/p2c page when planning a trip in the upper South Island
- During 15 December and 30 January 2017/18 – ensure our 'Highway Helper' promotional teams (based at ferry terminals in Wellington, tourism hotspots in Christchurch and along the coastal corridor) encouraged 50% of travellers approached to be emailed/airdropped/take a resource to assist with safe travel which met their expectations in the Upper South Island.

Audiences

International visitors – more than 1.25 million international visitors arrived between December and February 2016/17 (including non-English speakers). We worked with tourism partners to share information offshore but we had to assume visitors knew nothing about the earthquake or travel restrictions on arrival.

Domestic visitors – SH1 was due to reopen just before the Christmas holidays when many New Zealanders travel. Even though we assumed they were aware of the earthquake recovery we needed to ensure they were armed with the right information about ongoing construction work, night closures, expected travel times and the fragility of SH1 in advance of their travel so they could plan accordingly.

Local communities and businesses along SH1 and the alternate route – they were desperate for the road to reopen to get back to 'normal'. They knew the roads well and were interested in what had changed.

Secondary audience:

Tourism industry – organisations such as ferry companies, rental vehicle operators, i-SITES, Councils, Destination Kaikōura etc operated within the existing NZ tourism network. We needed to collaborate and provide them with up-to-date information in the right format with 'real time' 24/7 sources so they could confidently share accurate, timely and consistent messages with their customers.

Messages

We needed to help the safe and efficient operation of the network by giving customers realistic information about travel choices. We didn't want anyone stranded or missing their ferry or flight.

Key messages which directly supported our objectives included:

- The re-opening of SH1 gives people two options for travel around the upper South Island. The 'alternate route' (via state highways 63, 6, 65 and 7 through Lewis Pass) – open 24/7 – or SH1 currently open for daytime travel only
- Both routes have their own challenges so you need to think about the best option for you, where you're heading and at what time
- When SH1 reopens several sites will still be under construction. There will be some unsealed surfaces, lane closures and stop/go traffic controls
- Whichever route you choose allow plenty of extra time for your trip in case of unexpected delays (eg a crash, bad weather, seismic activity), especially if you are catching a ferry or are on a tight schedule
- For useful resources and up-to-date travel information check www.nzta.govt.nz/p2c at least two hours before you travel and at key decision points on route

All of this was underpinned by safe driving messages such as 'Save overtaking for long, clear straight roads' and 'Remember to keep left' – with an advertising tagline of 'South Island roads are different'.

Strategy

We focused on managing expectations for people planning trips so they knew what to expect and allowed enough time. This would help keep frustration levels to a minimum, encourage safe driving and encourage traffic to split across



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both routes, while also balancing the need to support local businesses along SH1 relying on visitors.

Due to the sheer number of visitors from diverse and unknown locations our strategic approach was to have multiple communication touchpoints via an integrated campaign to ensure we reached them. This included a focus on material at key tourism locations, but also in local communities.

All campaign material needed to push to a 'single source of truth' – www.nzta.govt.nz/p2c – (supported by an 0800 number) for real-time 24/7 travel information and other resources that told the wider story. This was vital to help people stay on top of the real-time changes from weather events, crashes on a still fragile network etc. We had to encourage them to 'know' the importance of proactively checking back to stay updated prior to and throughout their journey.

Research had already identified that customers felt too many points of journey information resulted in miscommunication. So we needed to work closely with tourism providers to ensure everyone confidently shared our official resources and key messages to give customers an accurate and consistent experience.

Implementation/tactics

From December to February 2017/18 we ran a multi-channel campaign to reach our key audiences of international and domestic visitors and the local communities/businesses. Activity included:

Media engagement – we invited media on to site to show them work as it happened. There was huge public interest in the rebuild work so we leveraged that to share our messages about journey time and expectations.

Advertising – series of print ads in newspapers from Otago to Wellington (cumulative circulation: 2,064, 816) to reach domestic travelers (gave us space for detailed messages), a 30 second radio ad (2141 ad spots over three months), online ads via news sites and apps (1,186,086 impressions), Air NZ in-flight video and Kia Ora mag (reaching 765,000 arriving by jet plane), and along both routes – 50,000 take-away coffee cups given to cafes (safety message and web address), public toilet posters (reaching people taking rest breaks), roadside billboards ('allow extra time'), petrol station advertising at key decision points, advertorials in key publications (trucking and farming), sponsored post on Neighbourly.

Resources – distributed widely through key visitor sites: upper south island guide for international visitors in 11 languages, a SH1 'infoguide', no camping leaflet for SH1 night closure zones, detailed FAQs online, infoboards at Blenheim i-SITE and Waipara SH1 junction turnoff (key decision points).

Highway helpers – for 'on the ground' visibility, a promotional team talked to road users about what to expect on both routes. They worked at Wellington ferry queues and visited key tourism events and places between Christchurch and Picton along SH1. They emailed/air dropped/handed out resources and had conversations to answer key questions and educate people on using the p2c 'single source of truth'. 50,000 individuals were approached and 140 businesses visited.

Community engagement – We created a community bus trip 'NCTIR Express' to ensure locals could view work before the road reopened. This thanked them for being patient while we fixed the road and helped reduce the number of earthquake 'sightseers' initially when roads were busy. We ran two buses, three tours, for three weeks, hosting 261 guests. There was still a waiting list.

Social media – via NZ Transport Agency and KiwiRail Facebook pages we posted rich content about the rebuild and reopening (video, photos) underpinned by our key messages. From 10 Dec to 7 Jan: Reactions: 52,439, Shares: 2661, Comments: 722, Video Views 158,580.

Working with tourism partners – provided free resources for them to promote and distribute. For example, ferry companies had information in terminals, onboard and sent out with e-info, along with the Highway Helpers. We developed a briefing sheet for tourism partners outlining all available resources and key messages to ensure consistency.

Creativity or problem solving

We were concerned about the number of local residents who would (quite rightly) be interested in the recovery work and that this would add to traffic congestion after reopening. We created a Community Bus Trip 'NCTIR Express' to ensure locals had a chance to view the work before the road opened – with great feedback: *"You just can't estimate the sheer size of it all until you see it first-hand. Great job everyone."*

To complement our campaign work we wanted face-to-face engagement – important with a complex series of messages when people need to consider options. With their bright 'hi-viz' branding and friendly personalities, our Highway Helpers gave the campaign an extra boost that was invaluable with fantastic feedback from people pro-actively approached. *"Oh wow, what an impressive service!"*

Results, evaluation and follow up

Managing expectations:

- Ensure over 80% of road users travelling between December and February reported (via survey) that they were informed about what to expect on their journey on SH1 or the alternate route. 97% of those surveyed online had seen information about what to expect on their journey prior to travel.
- By February 2018 ensure at least 75% of people thought the roads were 'what they expected' or 'better than expected' – via online survey we achieved 87%, and journey time took 'about the time expected' or 'less time than expected' – we achieved 93%.
- During 15 December and 3 January – ensure our 'Highway Helper' promotional team encouraged 50% of travellers approached to be emailed/airdropped/take a resource. We achieved 63% in Christchurch and 86% in Wellington.

Single source of truth:

- By February 2018 ensure 75% of people surveyed had seen the dedicated www.nzta.govt.nz/p2c page – we achieved 78%. Visits to the Canterbury journey planner increased by 217% in December and a further 295% in January.

Between 30 November 2017 and 3 January 2018 there were 132 positive media items or articles generated with a total audience of 6,500,000.

From 10 December to 7 Jan our social media campaign generated: Reactions: 52,439, Shares: 2661, Comments: 722, Video Views 158,580.

This supported the overarching project objective of ensuring traffic on the network flowed freely and safely over peak holiday season. There were minimal incidents and delays and our Journey Manager only had one public complaint about the network in December.



MARKETING COMMUNICATIONS – PUBLIC RELATIONS



Doing things differently: How to introduce the country's toughest farming rules

Chelsea Halliwell, Resolve Communications;
Angus McLeod, Gerald Raymond,
Environment Canterbury

No one enjoys being told how to run their business, least of all farmers. However, new rules meant that Canterbury's 8,800 farmers were to be subjected to the toughest water quality regulations in the country. It was our job to make sure they knew about this requirement and took appropriate action.

When Environment Canterbury's communications team realised the project's scale and impact, we took a step back and undertook comprehensive research to understand what it would take to change both the mindset of our organisation and the behaviour of Canterbury's rural sector. Both were required for the project to be successful.





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Background

Before 2012, farming nutrient restrictions were virtually unheard of. Environmental requirements on farmers were unconnected, and enforcement was isolated. The urban sector, and many in the rural sector, were demanding a clear call to action and visible progress in addressing water quality through improving farm practices.

In 2012, the Canterbury Land and Water Regional Plan introduced strict new rules designed to improve water quality by setting nutrient limits to protect freshwater. Council's previous approach had been to create plans and then put them on the shelf, expecting farmers to inherently understand what they needed to do. Unsurprisingly, very few acted.

It was clear we needed to talk to farmers, and speak their language. Environment Canterbury developed a ground-breaking, research-based communications programme to support farmers and their industry bodies in making the required changes.

In a series of connected campaigns, beginning February 2017, we reached thousands of farmers across Canterbury, advising of the new requirements, providing clear steps to achieve required change, offering support both directly and through industry bodies, and following up.

This programme was supported by a wider public campaign encouraging concerned urban people to look deeper and better understand the full story about the connection between farming and water quality.

Preliminary research

This campaign represented a significant change in mindset at Environment Canterbury. Previously, notifying farmers of their requirements under the regulatory framework was done in a highly formal manner, by planners, with little input from the communications team.

In the past, this approach hadn't been effective at spurring the desired action. Consequently, we engaged behaviour change agency ChangeHub to undertake substantial research to better understand farmers' motivations and concerns, intending to use the results to guide the development of our communications strategy.

July 2015: Research First Quantitative Survey

A telephone survey of 498 farmers to establish farmer familiarity and attitudes towards a range of water management and farm management attributes.

August 2015: ChangeHub Insights Research

Applying a behavioural change perspective to the earlier research to identify specific factors that might influence farmer engagement.

June 2016: ChangeHub Good Management Practice (GMP) Research

Looking at ways to support the industry to help farmers with Good Management Practice (GMP) planning, building trust in Environment Canterbury to help farmers, motivating farmers to take GMP on board, as well as making it easier to do so.

July 2017: ChangeHub South Coastal Canterbury – Farmer Insights

Research to indicate whether we needed to adjust the campaign to suit South Canterbury farmers.

Key findings: farmers

- We're all working for the same thing: most good farmers want to care for the land long-term.
- No-one wants to waste money – minimising nutrient leaching is not just good for the environment, it makes good business sense.
- Farmers differ in their intention to implement a farm environment plan (FEP), and familiarity, trust and capability are the key factors.
- Attitudes and motivations around the environment are more influential when applied to a farmer's own farm priorities and management. Farmer intention is less influenced by higher level attitudes to the environment and water management.

This indicated that our focus should be on building familiarity and trust while also clearly communicating the steps required and the resources available to support farmers.

- This research demonstrated that our messages would be effective if they could convince recipients:

- that the problem is serious,
- that they are part of the problem,
- that recommended actions will ease the problem,
- and that they can perform the recommended actions.

However, in the South Coastal Area, the research found that farmers did not believe they were part of the problem – that it was 'others' causing the issues. It demonstrated we needed to work with the local community and industry to show these farmers what's in it for them, and to work at local level, using peer pressure to balance the environmental needs with the profit need.

Urban Research:

We also undertook research among urban dwellers on their perceptions of rural activities, as at the time, urban criticism of farmers was increasing.

February 2016: ChangeHub Urban-Rural perceptions qualitative research – Christchurch

Five focus groups. Showed a strong level of warmth towards the farming community, indicating that the issue was less about overcoming negative perceptions, and more about creating an understanding of the issues faced by farmers.

September 2016: ChangeHub Urban Rural perceptions qualitative research – Selwyn Waihora

Four focus groups, to understand the level of community awareness of water issues within the zone. Findings were that participants had a high level of knowledge and engagement, there was a desire for change, and the blame for water quality lay firmly with dairy farming.

Objectives

Farmers:

Environment Canterbury's primary objective was to help farmers understand their new consent requirements under the Canterbury Land and Water Regional Plan and make the required change. Farmers have varying requirements depending on which zone they are in, but many didn't know what they needed to do or even where to start. We needed to inform them they needed a land use consent as part of meeting their environmental obligations.

Specific communications objectives were that visits to our farmer information website canterburywater.farm increased from 2,115 to at least 5,000 in the campaign period, and that more than 90% were compliant with the new requirements by January 2018.

Public:

Our urban research highlighted that a lack of public awareness and understanding around water quality management was detracting from the work being done by farmers, so our secondary communications objective was to take a 'back to basics' approach to improve public understanding about rural environmental management requirements.

This part of the campaign was to provide reassurance that Environment Canterbury is working on improving water management issues and that a plan is in place to achieve change, using a range of advocates, spokespeople and advertising campaigns. The goal of this public awareness campaign was to grow visits to a new website developed specifically for the campaign – canterburywater.org.nz, with the goal of 3000 unique visits in the campaign period.

Audiences

Farming:

Our primary audience was the 8,800 farmers in Canterbury impacted by the new consent requirements. Restrictions in consent processing capacity required the communications programme to be staged. We began with a pilot programme to 900 farmers in Selwyn, and then targeted the 1000 farms across Canterbury making the most impact on water quality (i.e. those with more than 50 hectares of irrigation).

Canterbury farms are split into 10 zones, and we further divided these into categories based on farm size and land use. The remaining farmers are being reached through a rolling zone by zone campaign.

Our research helped us to understand our audience and demonstrated that only 23% of farmers trusted that a fair balance between water use for farmers would be achieved, and only 29% believed that farmers would be treated fairly.



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It also showed that access to water, animal welfare, and profitability were the main priorities for farmers.

Urban:

We know that although it is a topical issue, many people do not 'care' or wish to be informed about water issues. Therefore, we segmented our urban audience into 'engaged urban' people, focusing on city and town dwellers already interested in water issues rather than trying to reach everyone. We then used tactics and channels to specifically target this group.

Other stakeholders were also integrated throughout the campaign, working closely with industry bodies and environmental groups to share messaging.

Messages

Rural:

- Land use consents are required to help protect Canterbury's precious water resources.
- Water is an essential resource and in Canterbury, limits are in place to protect it.
- It's about creating stronger, more resilient farming businesses by improving stream health, groundwater quality and quantity.
- You may need to make changes to your farming practice.
- There's plenty of help available to you to find out the implications of these changes and how you might put them in practice.
- Zone by zone, farmers have varying targets, and we are providing clear guidance and pathways for help.
- To find out more visit canterburywater.farm.

Urban:

- It's a long game to achieve positive environmental change but we are on the right path. Most farmers are doing the right thing and Environment Canterbury is supporting them, as well as working with those that are not.
- Our communities are working together to manage our water.
- Water quality is stable, and in some areas, improving. We are starting to see sizable improvements.

Strategy

Our research provided a strong foundation for a strategic communications approach to inform farmers of their responsibilities. It demonstrated that farmers' engagement was low, and that traditional mechanisms were unlikely to be effective. We had to try new tactics to achieve change.

As a result of this we focused our rural communications strategy on the following three components:

- Behaviour change programme
- Targeted communication through existing channels
- Face to face engagement between trusted advisors and farmers.

Behaviour Change

Early on, we determined that a well-researched behaviour change approach was most likely to be successful. Behaviour change theory suggested that farmer behaviour could be influenced using a mixture of legal instruments, economic rewards, provision of advice and voluntary collective actions.

This represented a change in approach for Environment Canterbury which also meant that we had to start the change process by changing the mindset within the Council.

In developing the series of campaigns, we used best practice communications and the four quadrants of behaviour change – Inform, Support, Design, Control – to address farmers' needs.

Targeted Communications

We targeted our messages, making them as personally relevant as possible, as our research showed that people are more likely to respond when they recognise it is their own specific behaviour being targeted. We used proven existing channels to share this messaging.

Face to Face Engagement

We also recognised the significance of social interaction, and the importance of contact from a trusted source. This meant working closely with farming industry bodies, and holding events such as community drop-in sessions.

Our strategy included an urban campaign, supporting the rural campaign by demonstrating to 'city folk' what is being done by farmers.

Implementation/tactics

Each of our audiences had different needs, and so we ran a series of target campaigns:

February 2017: Pilot campaign in Selwyn to 900 farmers to test our communications Strategy

May 2017: First stage of regional campaign, targeting 1000 highest impact farmers

June 2017: Urban perceptions campaign to support regional campaign by addressing attitudes

November 2017: Second stage of regional campaign, divided by zones to address individual community needs.

Our campaign structure integrated behaviour change techniques with traditional communications:

- Direct mail packs to every farmer with information tailored by zone to include the local context and requirements specific to them
- Two follow up phone calls to each farmer
- Information sessions
- Free online, planning officer, and call centre help.
- Farming information website (canterburywater.farm)
- Print ads and inserts in farming publications
- Radio advertising and announcer ad libs on farming programmes
- Online advertising
- Printed freight truck backs

An Urban Perceptions advertising campaign was simultaneously run to raise awareness of the full story of Canterbury's water, connected visually to the rural campaign and demonstrating that farmers are required to farm within nutrient limits. The campaign used extensive radio and print advertising to drive traffic to the content on a newly developed website full of video content.

As this PR programme supported an organisation-wide strategy, budget proportion figures are not available. Costs for research, staff time and communications programmes were managed within the communications team budget and treated as business as usual.

Videos:

A series of five videos were produced for our urban audience, viewable from our urban campaign website www.canterburywater.org.nz.

Two videos are submitted with this entry:

Chapter 1 – Protecting Canterbury's Water

What's the story with water in Canterbury? Learn about the progress being made to protect our precious water resources.

Chapter 2 – What's being done to protect our water?

Strict rules are now in place to ensure that farmers measure and manage the effects of their farming on local water quality. Find out what is being done.

Creativity or problem solving

A solid research-based strategy stemming from sound behaviour change theory led to the runaway success of this campaign. The involvement of communications experts in the project team from the beginning moved the organisation from a regulatory mindset to one of engaging with the audience to achieve the desired behaviour.

Local Influencers

The success of our strategy was demonstrated most succinctly by a small achievement in one of the later stages of the campaign. Research in the South Coastal Canterbury area indicated farmers were initially highly resistant to change and didn't believe they were part of the problem. However, by the time we came to introduce the campaign in the area, a couple from a leading farming family, impressed by the success of earlier campaigns, were agreeable to personally fronting it. They did so on local billboards and on rural advertising across the zone.

Farmers and industry both stepped up to embrace the changes, with community-wide collective engagement



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making a real difference. We believe this was due to the campaign strategy and tactical approach which addressed issues on a local level and highlighted the relevance for the community.

Results, evaluation and follow up

Compliance:

99% of targeted farmers had taken the required action by January 2018.

Regional Campaign

- 1000 farmers targeted as part of the initial campaign.
- The campaign materials and tactics were well received, demonstrated through feedback from zone managers and industry representatives, and the numbers of farmers (99%) taking action.
- Five industry representatives commented that ECan's campaign gave them the leverage they needed to talk to farmers and spur action.

South Coastal Campaign (stage 2)

- 300 farmers targeted.
- Agreement by prominent farmer family to "front" the local campaign.
- Results are due in April and tracking as per the earlier campaign.

Website:

- Visits to our farmer information website, canterburywater.farm, increased by 643%, from 2,115 visits in the previous year to 15,733 visits in the campaign period of January 2017–January 2018.
- Frequent feedback from farmers at info sessions indicated that they found the website a very useful source of information.

Urban Perceptions Campaign

- 4221 unique users to this new website during the campaign period of 17 May–11 September 2017.

What's next?

These results demonstrate that our targeted approach is working and has been effective in changing behaviour. With each of the Stage 2 campaigns, we continued to refine the materials to suit the local environment, working with industry to address their farmers' needs.

During 2018, we will repeat our research to ascertain the degree of movement in farmers' motivations and concerns following the campaigns.

"I think there are a number of people who think this will all go away. But you need to know what is going on. When you demystify the process, it's not as bad as you think once you get to grips with it" – John, Darfield, mixed farmer



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Vector Lights on Auckland Harbour Bridge

Sara Cairney, Auckland Council; Richard Llewellyn, Vector; Anika Forsman, Auckland Tourism, Events and Economic Development

Vector Lights on Auckland Harbour Bridge is a partnership between Vector and Auckland Council to champion a smart energy future and create a world-class landmark. It is the first installation of its kind in the world; a main city bridge lit entirely by solar energy, with battery and peer-to-peer technology.

The Vector Lights campaign has involved close collaboration across multiple organisations. Through it, we are telling the story of our shared commitment to energy efficiency, carbon emission reduction and innovation; while transforming an iconic structure with stunning light shows celebrating this diverse city for the next decade and beyond.





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Background

Vector and Auckland Council partnered in 2016, aiming to light up the Auckland Harbour Bridge to champion smart energy technology and gift a ground-breaking attraction to Auckland. The partnership is in collaboration with the NZ Transport Agency.

Vector wants to build their brand recognition and change their position from a lines company to an innovative tech company.

Auckland Council wants to foster innovation for a smart and resilient city, educate residents on energy efficiency, and bring a brilliant attraction to the harbour.

The brief was multi-faceted. To promote the goals of all partners, tell our energy efficiency and innovation story, build-hype toward launch, attract viewers to the first light show, and devise ways to tell stories via this one-of-a-kind installation.

Beyond the core partnership, stakeholders included Panuku Development Auckland, creative agencies Colenso and Assembly, the Office of the Mayor of Auckland, Ministry of Transport, Auckland Transport, Auckland's iwi, local residents, Auckland Council governing body, and more.

The project was announced on 27 May 2017, and Vector Lights was launched on 27 January 2018.

Preliminary research

Vector is bringing new energy technologies to New Zealand, giving consumers more choice over how they use energy in future. However, market research conducted in 2014 and 2017 showed the majority are unaware of what Vector does. Sponsorship of Vector Arena did not increase consumers' knowledge about Vector's business: less than 10% of New Zealanders were aware of Vector's solar business. These insights were key in deciding to power a landmark with a combination of new energy technologies, including solar, battery and peer to peer systems.

Auckland Council (and its tourism arm ATEED) regularly conduct research into Aucklanders perception of council, and of the city as a whole. Evidence supports the correlation between awareness of events and enhanced opinions of council and Auckland. A 2016 survey showed 80% of Aucklanders who are aware of key events agree with the statement: "Auckland is an exciting and vibrant place to live", compared with 56% of those who are unaware of events.

Auckland Council is committed to reducing carbon emissions as part the conditions of its C40 Cities membership, plus its own 2014 Low Carbon Action Plan targets. Only 68–79% of our electricity supply is generated from renewable sources currently, and our goal is to reach 90% by 2040. Educating businesses and residents on energy efficiency and clean technology plays a key part in this action plan.

Objectives

Vector:

- Demonstrate leadership in new energy technology integration.
- Reposition the brand as innovative.
- Increase consumer awareness and consideration of solar and battery energy solutions.

Auckland Council:

- Increase awareness of energy consumption and carbon reduction targets.
- Inspire and excite Aucklanders and increase awareness of events.
- Position Auckland as leader in sustainable energy/clean technology.

NZ Transport Agency:

- Align with plans to switch to LEDs on the Auckland Harbour Bridge.

Communications objectives for Vector Lights:

- Attract 20– 25% of Aucklanders to see the launch of Vector Lights.
- Promote an understanding of solar and battery storage technology to local communities.
- Inspire all audiences – local, national, and global – with a one-of-a-kind creative display.

- Build awareness of the name 'Vector Lights' and establish the social media hashtag #vectorlights.

Audiences

Primary audience: Local and national

- Aucklanders of all ages – particularly families. Not just in the central city but all communities.
- Social media communities – reaching the people who love to share their experiences.

Secondary audience: Global

- Visitors to Auckland who would come to see this world-first installation, plus those attending our regional events. Also, the international technology and sustainability sectors.

Messages

- Vector Lights transforms the Waitematā as a guiding light toward a smart energy future.
- Vector Lights aims to educate Aucklanders to rethink how energy is produced and consumed.
- The iconic Auckland Harbour Bridge will be the first in the world to be lit by solar and battery power, putting Auckland on the map as a creative and innovative city.
- Vector Lights consists of over 90,000 individually controllable LEDs, powered by a mix of leading technology, including solar, battery and peer-to-peer systems.

Strategy

Our remit was to do something that had never been done before using an iconic piece of major infrastructure as a storytelling canvas. Then, through that, to communicate smart energy aspirations.

We had to educate, establish creative methods for light shows, and build launch excitement – so broke down the strategy into key phases:

Announcement – communicate partnership goals

Build-up – educate/excite

Launch – attract huge audience (both in person and online)

Lights-On Experience – 'wow' Auckland, tell our innovation and energy story

Content – support ongoing promotion and record this historic occasion

Wynyard Quarter – permanent, informative installations

Post-launch – continue story-telling through events

A brief was created for each step. For the 'lights-on' and 'content' phases, our 'Vector Lights Story' was given to Colenso, referencing: 1) future generations, 2) solar energy, and 3) Auckland's cultural diversity.

For build-up and launch, we pushed the education message via school children by creating a competition called Design The Future, in which kids would show us a smart energy invention. This was spear-headed by engineer and educator Dr Michelle Dickinson (aka Nanogirl) as we knew she could reach our target audience effectively.

We wanted our competition winners as guests of honour at launch – making young people the focal point of the 'lights-on' event, as this is more appealing to audiences (and media) than dignitaries or executives.

Our launch event needed to be low-key, with the bridge as 'hero', and with media having access to spokespeople. We hosted a casual BBQ at Little Shoal Bay in Northcote, and invited members from all our stakeholder organisations, elected representatives from council, and also Prime Minister Jacinda Ardern.

Our regional launch needed to reach far and wide, so we put a lot of focus onto the live-stream (fixed cameras either side of bridge, hosted on Vector Lights microsite plus facebook live stream). We also needed to get people out to view the show without creating crowding in any single location.

Implementation/tactics

Announcement

The first step was risk mitigation. We interrogated every aspect of the project via a Q&A document that devised responses to every risky question, from budget concerns to light pollution fears.



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We provided overviews to stakeholders, and set up meetings with iwi, with residents close to the bridge, and elected representatives. We heard potential issues in advance so by the time we were building up to launch these had been eliminated.

Our announcement was via media release on 27 May 2017. To ensure positive, ongoing coverage from Auckland's key media outlet, the NZ Herald, we approached them in advance to pitch the first story; so they had the scoop on the day of announcement. This was a full Weekend Herald front page on Saturday 27 May. This positive relationship continued, and we were able to get ahead of any criticisms they may have, creating balanced coverage. But by not making this 'exclusive', we did not alienate other media.

Build-up/Design the Future

We asked school children in years 3–8: "what does a smart energy future look like?"

Responses could include drawings or videos, and the three winners were invited to turn on the bridge lights. We received nearly 100 fantastic entries which were all able to be used in PR coverage.

We promoted this via: media, engagement with schools by our own education advisors, social media aimed at parents, Auckland Libraries, and through our spokesperson Nanogirl who filmed a series of videos. Design The Future judges were Mayor Phil Goff, Vector's CE Simon Mackenzie and Nanogirl.

We also promoted the build-up via targeted technology stories in media – including Stuff, NZ Herald and Newshub. We took journalists up on the bridge to check out the installation, and introduced the concept of solar battery storage and peer-to-peer sharing.

To announce the Auckland Anniversary Weekend launch date, we sent out a media release which received wide-pick up across all national media (from 24 November 2017).

Launch and "Lights On"

Creative agency Assembly produced a six minute light show set to original music, bringing to life our core story.

This was coupled with an original sound composition, which was synched via an online audio-stream, as well as via a partnership on launch night with Coast FM – who broadcast the piece for the first two light shows to give viewers the full experience.

In order to spread out the viewers, we promoted range of different bridge vantage points via multiple platforms – both external and owned channels, and social media. The creation of a 'vantage points map' encouraged people to find their own favourite spot.

The family-friendly launch event at Little Shoal Bay was attended by The Prime Minister, the Mayor and other key stakeholders. Media were in attendance, and captured the Prime Minister's comment about the project representing "a clean, green and carbon neutral New Zealand."

Media and photographers/videographers had a great view of the bridge, and were also able to capture the reactions of attendees. Approximately 3,000 people attended.

Content

We put plans in place for a wide range of content creation: behind-scenes videos of the construction and installation of the bridge, and the creative development for the light and sound show.

We created a set of 'render' images to give an artist's impression of the bridge lighting – these images had huge pick up in media, and were widely shared on social media.

On the night of launch, we had cameras all over the harbour to create the "hero" video content. A selection of images and video was put in a Dropbox for media: the link to this had been provided via 'media advisory' several days before launch, so that media could plan their coverage.

Wynyard Quarter activation

The storage battery is near the North Wharf solar panels, and has three sides covered in an art work by Erin Forsyth to create a public attraction. The fourth side has three information panels as a permanent way to anchor our message near one of the most popular harbour viewing points.

An information kiosk is being set up to further promote smart energy – due in April 2018. It will provide event information and will make the Vector Lights technology relevant for homes and businesses.

Ongoing Programming

We have developed a process and criteria for creating light shows including: Waitangi Day, Pride, ANZAC, Pasifika, Diwali, Lantern Festival, Matariki, and more.

Each will be supported by Vector Lights PR – but the lighting for each event is in the hands of event partners, ensuring we tell a diverse range of stories, and that our partners reinforce our smart energy message.

Creativity or problem solving

The overwhelming positive reaction to the announcement was the first indicator Aucklanders were ready for the Harbour Bridge to be transformed. The launch night light show then exceeded people's expectations.

The scale of the project was impressive: a 1km-long bridge lit in breath-taking colour by 90,000 LED pixels.

The story we told through the light and sound was clear and innovative. Its three chapters were: 1) Te Ra – the sun, 2) solar energy and technology represented in electrical animation, 3) a cultural mash-up representing Auckland.

Our Design The Future competition showed how well the smart energy message resonates with future generations, and our launch activation and coverage brought huge numbers – with #vectorlights trending #1 on social media in New Zealand (well above the cricket game broadcast that same night). Audiences have shown their love for Vector Lights, and continue to do so for each event light show.

The way we enabled all media on the night of launch to get the content they needed (via information at launch event, the dropbox of video and stills, plus thorough advance pitching) gave us sensational media coverage.

No media outlet approached us post-launch with any criticism – a huge achievement for our organisations.

Event partners have been excited to collaborate with Vector Lights, and are learning the unique ways in which this platform can enhance their messages. e.g. our partners for Waitangi Day were Ngati Manuhiri and Ngati Rehua – their creative storytelling embraced their unique spirit as kaitiaki of the environment.

Reactions to Vector Lights on Auckland Harbour Bridge from Saturday 27 January:

Prime Minister Jacinda Ardern: *"The challenge that existed here wasn't just how do we light up a bridge...at its root was how do we do that and make it sustainable."*

NZ Herald: *"Dazzling lights show sparkles on Auckland Harbour Bridge."*

One News: *"Solar powered show lighting up Auckland Harbour Bridge delights locals."*

Social media:

International reaction:

Times Square in New York features image of Vector Lights on digital billboard during peak hour:

Results, Evaluation and Follow up

Vector Lights' six minute launch show reached 5.4 million people (combined statistics from all media, streaming, social engagement etc.).

Research conducted by Vector post-launch has shown that 34% of Aucklanders have watched a Vector Lights show, and 83% of them said they 'enjoyed' or 'loved' watching Vector Lights (against a target of 25%).

Announcement 27 May 2017:

– Local media: 35+ individual items in 2 days/95% positive reaction/80% attribution

– Social media reach: 338,879/impressions: 399,331

Build-up coverage:

– 12+ individual technology/installation and Design The Future media items



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Launch stats:

- Tens of thousands of people turned out around the harbour. Crowd estimates include: 1,000+ on Mt Eden, 800+ on Mt Victoria, 500+ in Devonport, 500+ at Te Atatu Peninsula, 3,000 at Little Shoal Bay, and thousands more along the city and North Shore waterfronts.
- Online streaming: 14,000 views of Vector's facebook live/ increased to 77,000 within 3 days
- Facebook launch event reach: 471,000+
- Facebook sentiment analysis: positive or neutral = 765/ negative = 54
- Auckland Council social media reach: 350,000+ (facebook, twitter, instagram)
- Vector social media reach: 250,000+ (facebook, instagram, snapchat)
- Hero launch video: 74,000 views in 2 days (via all social and news platforms)

Media coverage – national

Included every major outlet in NZ: Herald On Sunday full front-page and One News 6pm feature.

- 65 individual items
- Total audience: 1,775,433

Media coverage – international

Utilised international PR distribution service to reach international media, along with Tourism New Zealand's in-market PR advisors.

- Achieved 555 direct pick-ups of release, including coverage in Conde Naste Traveller, Bloomberg, DowJones, NBC and Fox news outlets.

Further post-campaign research:

Awareness of Vector's solar business has increased to 11% (up from 9%) and battery awareness is now 6% (up from 4%).

Plus: 59% of 18+ yr old Aucklanders have heard of Vector Lights.

What's next?

Vector Lights is a 10-year commitment and will continue to champion innovation as Auckland grows. An array of new stories will be told via events. Lessons learned from launch will allow us to continue to improve, inspire and excite Auckland and the world.



MARKETING COMMUNICATIONS – PUBLIC RELATIONS



The Sparky Experience

Lorraine Harding, Powerco

Powerco's Sparky is a larger-than-life cartoon character whose mission is to bring safety messages to school children in the company's electrical distribution area. Sparky takes the form of a superhero, a walking, talking person in a mascot suit who engages easily with five-to-10-year-olds. Sparky and his assistant present a 10-minute skit at schools with a simple message: Don't play around with electricity. The presentation is accompanied by a video and Sparky adventure books for the school library.



Background

Electricity can kill.

Tragedy struck a Hawke's Bay family in 2008 when a seven-year-old boy was electrocuted when grabbing a steel fencing stake that had been embedded near an underground cable in a newly sown grass verge.

While such accidents are rare, safety is a core value for Powerco, a lines company that distributes electricity through its network across the lower North Island, the Coromandel and the western Bay of Plenty.

Factors that drove Powerco to develop a safety education programme are:

- As one of New Zealand's biggest distributors, with more than 330,000 customers connected to its electricity network, Powerco has a responsibility to keep the public safe.
- Equipment such as roadside transformer boxes, power poles and power lines are by necessity often located in public places and are highly visible. Many are near schools.
- Early education can assist in the prevention of injuries or death involving electricity.
- Schools provide the perfect vehicle for getting safety messages across to children.

Powerco's corporate affairs team decided to take a safety message to every willing school within its distribution area.

Preliminary research

A detailed review of Powerco's health and safety processes highlighted that a key factor was educating the people who live, work and play around electricity equipment.

As a result of the review:

- Powerco developed a comprehensive public safety education programme.
- Existing public education material was completely redesigned.
- Target audiences and messages were refined.
- Primary school students aged 5–10 were identified as a specific group to target.

The corporate affairs team consulted a public relations company and decided Powerco had the skills to develop its own campaign with the superhero concept. In 2014, the Sparky character was born.

Powerco then embarked on a series of informal focus groups involving employees, their children and their schools to further develop the Sparky concept. A teacher was engaged to assist with the concept and language used.

Children of staff were the first to see Sparky perform live and were involved with testing the Sparky website (sparky.co.nz). Powerco gained valuable feedback from the children and their parents during the development stage.

The programme was further trialled at schools in New Plymouth, where Powerco is headquartered, to gauge its effectiveness and to allow improvements to be made.

Powerco knew it was on the right track with Sparky when the company won the Electricity Engineers' Association Public Safety Award in 2015.

Objectives

The overarching goal of the Sparky campaign is to alert children to the dangers of electricity network equipment and to keep them safe in that environment. To achieve this, a set of objectives was identified:

- Reach every school in the Powerco area that is willing to participate
- Deliver the programme in a fun, interactive format that engages children
- Keep messages relevant and easy for children to understand
- Ensure the programme is short and minimises disruption to schools

This video shows a snapshot of the presentation:

<https://www.youtube.com/watch?v=gtcEUSuLHvU>

Audiences

The target audience is children aged 5–10 years. Sparky's message needs to be short, entertaining and easy to understand without diminishing the seriousness of the topic.

Messages

Sparky aims to alert children to the dangers of things they might walk past every day – street-side transformers, power lines and fenced-off substations. The messages to children are:

- Power lines that have come down in a storm may still be live with electricity. Remember to stay well away.
- If you encounter a fallen line, immediately tell an adult to call Powerco and we will come and fix the problem.
- Never sit on or play on transformer boxes – they are full of electricity and are dangerous. If you find an unlocked door on a box, or you feel something is amiss, tell an adult immediately.
- Fly your kites or aerial toys in clear open spaces away from power lines. If something gets tangled in the lines, ask an adult to call Powerco for help.
- If you lose a ball or toy in a fenced-off substation, don't climb in to get it. Get an adult to call Powerco and we will come and retrieve it for you safely.
- We use qualified tree trimmers to cut trees close to our power lines. If you see mum or dad cutting trees near lines, remind them how dangerous it can be.
- If you see mum or dad planting trees near power lines, warn them the branches could one day grow into the lines.
- Electricity can shock, burn or even kill you – stay away and stay safe.

Strategy

Powerco undertook an ambitious plan to take the programme to every willing school in its distribution area.

Firstly, we needed schools to agree to Sparky visiting. Existing relationships with some schools through a sponsorship programme and the supply of emergency generators gave us a head start.

The goodwill earned through these connections helped immensely when asking if Sparky could visit during school assembly and spread the safety message.

Key to our thinking was:

- Children learn better when the messages are delivered in a fun way
- The message must be bright and entertaining – and not too long
- The lesson must encourage audience participation by getting children to interact with presenters

Implementation/tactics

Since Sparky's roadshow was first presented at primary schools in New Plymouth, he has visited schools throughout Taranaki, Whanganui, Manawatu and the western Bay of Plenty. Next on the list is the Wairarapa and the Coromandel. When visits to schools in those areas are completed, Sparky will begin another four-year cycle with fresh material and new ideas learnt on the way.

The Sparky show begins with a short video outlining dangers to children. Sparky and his assistant present a 10-minute skit re-enacting the storyline.

- Props include rope "power lines", safety signs and an "exploding" transformer box that adds visual impact.
- Older children volunteer to come on stage to help hold and move the props.
- During the show, a teacher from the school plays the role of the lines technician. This is one of the most popular parts of the skit with teachers getting into character and attracting plenty of laughs as they ham it up.
- Children are asked to explain what they should do if they encounter each of the dangerous scenarios, which include flying a kite into overhead lines and finding a transformer box door open.

The stage presentation is accompanied by Sparky books for the school library and stickers for the children.



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A Sparky website (www.sparky.co.nz) was launched in October 2015 and includes games, activities, and a learning centre. A dedicated email address (sparky@powerco.co.nz) enables children and teachers to get in touch directly with Sparky.

Sparky has made popular appearances at Christmas parades in New Plymouth and Papamoa, handing out more than 6,000 Sparky flags to children.

Creativity or problem solving

The Sparky programme is unique in the electricity distribution industry and proved an immediate hit with school children.

Members of the corporate affairs team, which developed the concept, were well aware of the fascination and affection children have for TV and movie superheroes, as well as the popularity of mascots such as Captain Hurricane at sporting events.

With that in mind, it became a no-brainer to develop Powerco's own animated superhero to take a safety message to schools.

His costume of bright purple, blue and yellow appeals to children. The lively show grabs their attention and the use of humour, action and interaction are successful ingredients. It's all about action, colour and excitement.

Results, evaluation and follow up

The measurement of the Sparky campaign is purely subjective and relies heavily on anecdotal evidence and audience reaction.

Since 2014, Sparky has visited 107 primary schools and reached an audience of more than 25,000 school children.

The children clearly enjoy the presentation and Powerco regularly receives positive feedback via letters from pupils and teachers. Examples include:

- *"This type of programme is very valuable and a reminder to children and adults about safe practices at school and at home."* – Kaimata School principal, Richard Anderson
- *"The presentation was very well organised and was delivered in an inspiring and exciting manner. I would highly recommend this opportunity for learning to other schools."* – St Pius X School (New Plymouth) principal, Anna Wormald
- *"Sparky visiting the school was one of the most memorable visits we have had."* – Omata School principal, Karen Brisco
- *"The school enjoyed the visit of Nadine and Sparky last term. The message was clear and delivered in an engaging and fun way. Nadine kept the presentation short and sharp...well done."* – Westmere School principal, Phil Walker

Newspapers in areas Sparky visits give good coverage and Sparky is clearly picture-friendly for the media.

A particular success story made media headlines in the Bay of Plenty when two children, who had seen a Sparky show, alerted Powerco to a faulty transformer box.

Another newspaper report noted a 10-year-old girl's comment after a Sparky show that she had always thought the "silver box" near her school's gates was "a dwarf's house".

An unexpected spin-off has been the extension of the Powerco brand into households via Sparky's involvement with school children. The messages are also passed on by the children to family and friends.



SPECIAL PROJECT OR SHORT-TERM CAMPAIGN



People Power: Engaging the NZ public with the 2017 general election

Annalie Brown, Jenna Ward, Jennifer Little, Paul Mulrooney, Sidah Russell, Ryan Willoughby, Massey University

A series of election shocks overseas, including the rise of Donald Trump, revealed many politicians and the media were out of touch with the feelings of everyday people. With New Zealand's general election looming, Massey University wanted to engage voters in the political process by making sure their concerns were heard.

The University partnered with stuff.co.nz to canvass voters' views through a series of online surveys, with the aim of putting their concerns to political leaders in a live-streamed debate. Alongside this, Massey academics provided expert commentary on the issues highlighted by the survey to promote informed and inclusive discussion.



Background

Massey University prides itself on its civic leadership and promoting informed, evidence-based and inclusive public debate about the issues facing New Zealand.

The 2017 general election period offered an opportunity to highlight this role by developing a campaign to build Massey's reputation for responsive and innovative research, and showcasing its academic expertise in a range of areas important to New Zealand's future.

The campaign needed to actively engage New Zealand voters, and especially prospective students, to ensure the issues important to them were addressed. The aim was to provide New Zealanders with an opportunity to raise their concerns and participate in an informed debate about where New Zealand should head in the next three years and beyond.

Preliminary research

Massey University research

Student and Academic Profile: Helped define a sizeable prospective student audience that was likely to engage in a discussion about New Zealand's future (the adult student).

University Sector Profile: Shows market share trends across the university sector and helped define a prospective student audience that was unique to Massey (the distance learner).

Marketing research: Benchmarked Massey's brand perception with key audiences, including adult students and distance learners.

Media sector

The audience demographics, reach and content of media outlets in New Zealand were researched to find a potential media partner for the project, as well as other media outlets that might accept election-focused commentary from Massey experts.

Massey election projects

Previous Massey-hosted election debates were reviewed to determine if these had been successful in building awareness and enhancing Massey's reputation.

A feasibility study for a Massey University-based election poll, which contained a review of current commercial pollsters in New Zealand, helped identify questions that weren't being asked by established polls.

Competitive election events

Desktop research identified what election-focused events were being held to determine if our debate was unique in terms of its purpose, format and audience.

Massey academic expertise

Massey academics with the expertise to comment on election issues were identified and contacted to ensure their availability to produce commentary and do media interviews. It was also crucial to identify a researcher from the politics programme to provide academic rigour for a potential research project.

Election 'hot topics'

A shortlist of likely 'hot topics' was identified by researching the key issues getting media coverage and attention on social media, indicating they were of concern to New Zealanders.

Objectives

Organisational goal:

Being known for leadership on the social, economic, cultural and environmental issues faced by New Zealand is one of four key goals in the Massey University Strategy.

Public relations goals:

1. Increase the profile of Massey's academic expertise in areas important to New Zealand's future.
2. Actively engage key audiences, especially prospective students, in a conversation about New Zealand's future, ensuring the issues important to them are addressed.
3. Build Massey's reputation for civic leadership by promoting informed, evidence-based and inclusive debate about important issues.
4. Increase the awareness and appeal of Massey University with prospective students.

Objectives:

1. Increase the profile of Massey's academic expertise
 - Secure 25 stories in traditional media featuring expert Massey commentary during the campaign period.
 - Post 25 opinion pieces by Massey experts on owned social media platforms and achieve an average reach of 8000 and 10,000 clicks, likes, shares and comments.
2. Engage key audiences in a conversation about New Zealand's future
 - Create a Massey-branded election survey that asks New Zealanders for their views.
 - Receive 10,000 completed surveys from New Zealanders of voting age in time for the survey results to be analysed to contribute to a pre-election debate.
3. Promote informed public debate
 - Hold a pre-election debate that is attended by 150 people.
 - Live-stream the event and attract 10,000 unique visitors and achieve a reach of 100,000 on Facebook and 10,000 video views.
 - Post 10 updates via Massey's Twitter account during the debate and achieve an average reach of 8000 and 5000 clicks, likes, shares and comments.
 - Receive 100 questions for political leaders, submitted by the public.
4. Increase the awareness and appeal of Massey

Brand perception research shows a 1% increase in the number of adult students and distance learners who perceive Massey as an institution that shows leadership on the challenges facing New Zealand.

Audiences

While the election project aimed to reach a substantial portion of New Zealand voters, it also aimed to increase the awareness and appeal of Massey amongst prospective student audiences.

A review of Massey's 2016 student intake revealed that 73% of new-to-Massey students were not school leavers, the group most commonly targeted by universities. Marketing research identified two other key audiences, based on their size and potential for growth:

1. Adult students aged 20–49 (91% of all new-to-Massey students in 2016)
2. Distance learners (66% are also adult students)

These prospective student audiences are motivated to learn and likely to engage in a discussion about New Zealand's future. At 14,000 students, the size of Massey's distance learner audience is also unique.

Both audiences juggle study with work, family and financial priorities and there is wide geographic spread across New Zealand, especially with distance learners as 80% do not live near Massey's three campuses.

Both audiences have a moderate female skew and the top programmes studied by distance learners are the Bachelor of Arts and Bachelor of Business, indicating an interest in society, culture, economics and the environment.

Messages

1. Massey asks the important questions no one else is asking.
2. Massey academics are thought leaders and help to raise the issues the public care about.
3. Massey wants to engage New Zealanders in the conversation about the country's future.
4. Massey academics conduct innovative and relevant research.

Strategy

Our strategy was to engage voters (and prospective adult students and distance learners) during the run-up to the 2017 general election to build Massey's reputation for civic leadership. To do this, we identified the issues of importance to these audiences and made sure their concerns became part of an informed debate that political leaders could not ignore.

There were three main phases:

1. Recruiting academic thought leaders willing to take on the role of the 'critic and conscience of society'; and securing a media partner to amplify the reach of the campaign.
2. Understanding the concerns of New Zealand voters by getting as many as possible to share their views via an online survey; and showcasing Massey academic expertise through the analysis of the results and the provision of evidence-based commentary.
3. Presenting the concerns raised in the survey to the main political parties for a response via a live-streamed debate that New Zealand voters could participate in.

Implementation/tactics

Phase 1

Recruit academic experts:

We wanted to survey New Zealanders so their concerns could become the focus of our pre-election debate. This major task was undertaken by Associate Professor Grant Duncan in his free time.

We also identified academics who could provide commentary on a range of election issues. They were asked to produce analysis for traditional and social media and went into an election commentators' directory sent to media.

Secure a media partner:

For the project to be successful, it needed to reach, and engage with, as many New Zealand voters as possible, which was only possible with a media partner. Stuff.co.nz was approached because it has the largest online audience with a demographic profile matching our identified audiences.

Phase 2

Promote engagement with the survey:

A Massey branded election survey was launched in May 2017. The survey proved so successful for stuff.co.nz in terms of reader engagement, the editorial team asked Massey to create a second survey, which was launched in July 2017. Engagement during these periods was promoted by:

- Articles by Massey experts discussing 'hot' election topics on stuff.co.nz, which directed readers to the survey.
- Heavy promotion of the survey throughout the stuff.co.nz website using banners and tiles.
- Promotion of the survey on Massey's social media accounts by posting Massey expert commentary or asking survey questions.

Use survey results to showcase Massey expertise:

Commentary by Massey experts, based on the survey results, was published by stuff.co.nz and Fairfax newspapers. Opportunities for commentary were also sought in other media outlets.

Phase 3

Promote engagement with the election debate:

Political leaders were invited to participate in an election debate that was live-streamed via the stuff.co.nz website and Facebook page. The event was called 'Your Debate' and the focus was shaped by the results of the online election surveys. Engagement was promoted by:

- Creation of a 'submit a question' form that allowed New Zealanders to suggest potential debate questions.
- Promotion of the event and the 'submit a question' form on stuff.co.nz's website using banners and tiles, and Massey's social media accounts.

Use post-debate analysis to showcase Massey expertise:

Massey experts provided analysis of the debate published on stuff.co.nz. Many of these academics went on to comment on election issues in a wide range of media outlets after having their profile raised by this project.

Budget information:

The only costs for this project, beyond staff salaries, were those associated with holding the debate. Promotion of the surveys and debate by stuff.co.nz was provided at no cost. In return, Massey offered its academic expertise and event management.

Event costs totalled \$9,000.46 to cover venue hire, catering and audio-visual equipment and support. Communication staff hours were valued at \$4680.

Creativity or problem solving

Once we decided to hold a pre-election debate, there were three problems to solve:

1. Finding a media partner to amplify the reach of the campaign, while reaching our target audiences.
2. Creating an event that engaged our target audiences during a period when the media is saturated with election content.
3. Creating an event that addressed the issues of concern to our target audiences and allowed them to have input into the questions put to political parties.

As the news site with the largest online audience, stuff.co.nz's reader profile also matched our target audiences in terms of age, gender and geographic location. The trust-based collaboration between stuff.co.nz and Massey involved no complicated contracts or funding – but had significant impact. Stuff.co.nz allowed us to reach our target audiences in large numbers, while Massey provided academic rigour to the project.

The solution to creating a unique event that engaged our target audiences was to 'crowd source' the debate topics, and later specific questions, clearly differentiating Massey's event from the televised leaders' debates and other similar events. This was achieved by two online election surveys, which made participants feel their voices were being heard. The survey had the added benefit of being an academic exercise and an opportunity to showcase Massey's research expertise.

The survey results allowed us to authentically reflect participants' concerns when shaping the topics put to political leaders. This theme carried through in the run-up to the event as voters could submit questions. The event was called 'Your Debate', and the level of engagement with voters leading into the debate meant the event earned that name.

Results, evaluation and follow up

Results

1. Increase the profile of Massey's academic expertise:
 - 279 media results featuring Massey experts' commentary on election issues.
 - 49 media results discussed the findings of the stuff.co.nz/ Massey election surveys; this included several in outlets other than stuff.co.nz.
 - The project increased the profile of Associate Professor Grant Duncan, whose commentary featured in 101 media results.
 - 48 opinion pieces by Massey experts posted on the University's LinkedIn, Facebook and Twitter achieved an average reach of 13,545 per post (or a cumulative reach of 650,160); and a total of 22,190 clicks, likes, comments and shares.

When the objectives were set, Massey did not have access to social media monitoring tool BuzzSumo, but these results were considered worth including.

- A BuzzSumo search on the term 'election' during the campaign period ranked stuff.co.nz as the most shared domain on Facebook and the second most shared domain across Facebook, LinkedIn and Twitter combined.
 - The Massey University website ranked 23rd – the highest ranking of any university. Only media websites, the Labour Party, Electoral Commission, PledgeMe and People's Agenda websites were shared more often.
2. Engage key audiences in a conversation about New Zealand's future
 - The first election survey was completed by 39,644 New Zealanders of voting age.
 - The second election survey was completed by 48,580 New Zealanders of voting age, including 11,495 who said they were happy to be contacted to share their views on key issues.
 3. Promote informed public debate

Election debate, held on August 23, was attended by 203 guests.

SPECIAL PROJECT OR SHORT-TERM CAMPAIGN

- 10,000 unique visitors watched the live-stream of the debate from the stuff.co.nz website and the Facebook Live video of the debate reached 255,783 people with 16,000 views.
 - 2895 reactions, shares and comments on stuff.co.nz's Facebook.
 - 20 tweets from the Massey Twitter account before and during the debate achieved an average reach of 13,681 and a total of 32,508 clicks, likes, comments and shares.
 - 83 debate questions submitted by voters.
4. Increase the awareness and appeal of Massey
- Budget constraints mean Massey has not conducted brand perception research since the period of this campaign. However, when the next phase of research is conducted, we will be looking for a 1% increase in the number of prospective adult students and distance learners who cite "the University's reputation, in term of how it contributes to society" as a reason for considering Massey.

Evaluation and follow up

The level of engagement achieved with the election surveys and debate was the campaign's real success. The 88,224 completed surveys (achieved across two surveys) was beyond all expectations.

This engagement was achieved because we asked people to tell us what mattered to them and the survey questions were provocative and in plain English. The strong media partnership with stuff.co.nz meant the website dedicated considerable resources to promotion.

Feedback from stuff.co.nz was overwhelmingly positive with several commentary pieces by Massey academics featuring among the website's most-read articles at this time.

The campaign proved that New Zealanders will engage with thought-provoking content that is relevant to them, and we will continue to work with our academics to ensure they continue to show leadership on issues of importance to New Zealand. While this campaign focused on producing content for our media partner, there is considerable scope to continue building Massey's reputation for civic leadership through content on the University's owned channels.

We are already considering how we can replicate some aspects of this project for the local government elections later this year, including initial discussions with stuff.co.nz on how we can work together.



SPECIAL PROJECT OR SHORT-TERM CAMPAIGN



Uniting Aucklanders to Save 20 in a time of crisis

Maxine Clayton, Rachel Hughes, Gemma Bridge,
Janie Smith and Melanie Verran, Watercare Services

In March 2017, an unprecedented weather event – the Tasman Tempest – caused massive slips in the Hunua Ranges, filling Auckland’s water supply dams with silt and significantly affecting our largest water treatment plant.

Auckland faced the possibility of a boil water notice – an advisory to consumers that the city’s drinking water could be contaminated.

To avoid this, Watercare needed to reduce the city’s daily water consumption by 50 million litres.

Watercare’s Save 20 campaign encouraged Aucklanders to use 20 litres less a day. The campaign’s success demonstrates the power of clear and consistent communication in times of crisis.





SPECIAL PROJECT OR SHORT-TERM CAMPAIGN



Bulls Eye: A genetic game-changer to produce greener cows

Peta Goldsworthy and Charlotte FitzPatrick,
HMC Communications Ltd

Nitrogen leaching is one of NZ's most challenging environmental issues and dairy farms face much of the blame. A simple way to understand the issue is that cows pee out nitrogen they've eaten but can't turn into milk. This creates a problem with the concentration in the urine patch they generate when they pee – soil, grass and plants can't cope and nitrogen flows through the ground and, often, into waterways. CRV Ambreed developed a new genetic tool (clever breeding for certain traits) to reduce nitrogen in cows' pee. HMC Communications developed a strategy to tell the nation about CRV's revolutionary solution to this significant environmental issue.





COMMUNICATING IN DIVERSITY



Say it Tika (Say it Right)

Joanna James, Katie Smith, FCB; Kiri Coughlan, Vodafone New Zealand

Everyday over half a million New Zealanders hear Google Maps mispronounce Māori place names, contributing to the erosion of our native language.

To demonstrate its commitment to keeping Te Reo alive, as well as its tech innovation, Vodafone worked with Google Maps to launch Say it Tika (Say it Right), a campaign to get Kiwis involved with enhancing the pronunciation of Maori place names on the app.

With a limited media budget, PR played a lead role in building awareness of the project, encouraging New Zealanders to go to the Say it Tika microsite to 'pin' mispronounced names.

Within two weeks, we reached nearly 2 million New Zealanders, with Kiwis dropping 67,800 pins to identify mispronounced Māori place names.





SUSTAINED PUBLIC RELATIONS



Competition can't stop us: keeping customers using convincing community relations

Bethany Chapman and Heather Claycomb,
HMC Communications

In 2013 electricity retailer King Country Energy faced a new challenge. For many years, electricity competition largely eluded the King Country region. However, five years ago new electricity retailers began entering KCE's incumbent territory in force. With 70% market share, KCE could not afford to lose customers to these aggressive players – most of whom could use their huge marketing budgets to quash any KCE counter-activity.

HMC devised a sustained strategy to help KCE retain its competitive position for the next five years. Independent research showed that customer loyalty was directly influenced by how well KCE supported its small rural communities, and so began a strategic approach to solidifying loyalty by taking KCE's community support to the next level.



Background

King Country Energy (KCE) is a small electricity retailer with 1% market share of New Zealand electricity connections (ICPs).

Unlike the majority of the three-dozen New Zealand electricity retailers, KCE isn't a national retailer. It focuses on the King Country, servicing around 70% of King Country based electricity consumers from five communities: Otorohanga, Te Kuiti, Taumarunui, Turangi and Ohakune.

What has traditionally set KCE apart from others is its authentic support of local communities. Remarkably, its community support (which, for many years primarily took the form of ad hoc local sponsorships and events) has directly influenced customer loyalty, demonstrated by KCE's incredibly low customer churn rates compared to other retailers (see research).

Come 2013, KCE faced a significant challenge. It observed a marked shift in competitors entering its incumbent territory. KCE knew it was at risk of losing its 70% market share to these aggressive competitors.

HMC Communications has worked with KCE for ten years leading the company's PR and communications function. We stepped in to devise a sustained communications strategy to help KCE retain its market position for the next five years (2013–2017).

KCE is not the lowest price retailer – its reliance on hedge contracts doesn't allow this. Dropping prices to compete wasn't an option, so a clever approach was required.

Preliminary research

Our research consisted of:

Competitor activity: To understand which competitors were entering the market and tactics they were using to poach KCE customers, we:

- Undertook a focus group with locally-based KCE staff to elicit observations about competitor activity within KCE's operating area. Genesis Energy and Tiny Mighty were the most aggressive competitors, primarily door-knocking.

Reasons for current customer loyalty: To understand reasons KCE customers remain loyal to KCE, we:

- Reviewed qualitative and quantitative research undertaken in 2008 by independent research company Versus Research detailing what KCE customers value. A standout result was that customers considered an ideal retailer to be 'part of its communities.'
- Undertook an in-depth interview with KCE's retail business manager, who worked with KCE since 1992. She shared in-depth knowledge of target audiences and what activities were likely to secure customer loyalty. Her observations supported Versus Research findings.

Existing KCE churn rate: To understand the frequency customers typically switch providers we:

- Undertook desk research to determine KCE churn rate for the previous two years. Results showed 3.1% churn in 2011 and 3.4% churn in 2012; well beneath the industry average of around 20%. We matched this against KCE's PR activities versus PR activities of competition to determine which were unique and effective for KCE – community relations was a stand-out tactic.

Objectives

KCE's main business objective was to:

- Maintain its exceptionally low customer churn level, with a goal to average less than 3% over the next five years in the face of competitor activity. Out of scope was dropping electricity retail prices.

Our communications objectives were threefold:

1. Have a minimum of 2,000 people across the King Country region (approximately 8% of the population) participate in a minimum of five new KCE-led community initiatives across the next five years (2013 – 2017), with a drive to:
2. Increase perception amongst KCE customers that KCE supports its local communities from 61% in 2013 to a minimum of 70% by December 2017 (as measured by KCE's six-monthly Versus Research customer survey), and in turn:

3. Maintain the number of KCE customers proactively advocating for KCE by saying they are 'likely to recommend' the company, keeping the percentage at 60% between 2013 and 2017 (also as measured by the survey).

Audiences

The three key audiences across the five years were:

1. Existing King Country-based KCE customers: KCE has around 17,000 customers living in the region which represents 70% of existing electricity connections. They primarily have mid-level incomes, are aged between 30-75, characterised as 'the woman of the house' and bill-payer, devoted to her small-town community. We wanted to convince this audience to remain loyal to KCE.
2. Community influencers across the King Country region: including but not limited to MPs, business leaders, and those with high community profile. Their opinion of KCE would affect existing customer loyalty.
3. Leaders at King Country-based community organisations: so long as they felt KCE supports their organisation, they would likely become strong advocates for KCE by word of mouth, social media and other channels, and therefore influence existing customer loyalty.

Messages

Messages central to this project were:

- KCE is your local electricity provider: we are located in your region, we employ local people, we know your community intimately because we are one of you.
- We truly care about local King Country communities because we are a part of it.
- We support the community in small yet impactful ways that make a real difference to people's lives.
- KCE's community support is about getting out and meeting with and supporting people in authentic ways.
- As customers, and members of the wider King Country community, you've told us you value our community support and we want to demonstrate we're listening and we care.

Note: As we launched distinct community initiatives across the next five years, each had its own specific key messages.

Strategy

We implemented a four-pronged strategic approach to take the company's community support to the next level:

- **Augment staff visibility:** Ensure KCE staff have an increasingly visible, face-to-face presence across KCE's operating area to 'personalise' the company in the face of growing competition.
- **Assess sponsorship approach:** Ensure KCE's approach to sponsorship isn't ad-hoc, but encompassed by a recognisable brand that clearly demonstrates community benefit. KCE's sponsorship budget of \$97,000 pales in comparison to their competition, so the company needed to maximise every dollar spent.
- **Add community initiatives:** Saturate the King Country community with a steady flow of new KCE-led community initiatives to solidify perceptions that KCE cares for its communities.
- **Amplify publicity:** Ensure all aspects of KCE's community support are adequately showcased across many communication channels.

Implementation/tactics

Tactics that supported our objectives and strategy were as follows. Each had its own implementation plan with unique communications objectives and measures.

Augment staff visibility

- **Media plan:** KCE made the strategic decision to create a new community relations manager position to drive engagement. We supported this with a comprehensive media plan to ensure key audiences were continually made aware of this role and reminded of its benefits across communities (2014–2017).

- **Engagement plan:** We developed an engagement plan detailing opportunities for KCE staff, particularly the community relations manager, to connect with KCE communities over the next five years. This is updated on an annual basis (2014–2017).

Assess sponsorship approach

- **Sponsorship audit:** Annually since 2014 we've assessed KCE's major sponsorships and where there might be opportunity to approach new organisations central to local communities. KCE has added the equivalent of one new major sponsorship annually including the Waikato Westpac Rescue Helicopter, Taumarunui Mobility Van, KCE Technology Challenge and Ruapehu Schools Quiz (2014–2017).
- **Developed Heartland Community Fund:** KCE's traditional approach to one-off community sponsorships across its operating area was ad-hoc. To help KCE better communicate and manage such sponsorships, HMC proposed and planned the launch of 'KCE's Heartland Community Fund'; to which local community organisations formally apply for funding. Since 2014, around \$20,000 per year has been available via the fund. HMC still manages all Heartland-related communications today.

Add community initiatives

- **Campaign plans and associated comms:** Alongside the community relations manager HMC brainstormed six major KCE-led initiatives to launch over the next four years. We developed each campaign plan, implemented and managed all communication (2014–2017):
- **Heartland morning teas:** KCE hosted a morning tea in Te Kuiti, Turangi, Ohakune and Taumarunui, targeted at community organisation leaders. Each event aimed to raise awareness of the new fund and how organisations could tap into funding (2014). These had the added benefit of helping KCE get in front of community influencers.
- **Trees of Light:** For three years in a row KCE publicly launched a 'KCE Tree of Light' in Te Kuiti, Taumarunui and Otorohanga. Each event was attended by local community members, community influencers and community organisation leaders. To this day the trees shine year-round for special occasions and events as nominated by locals (2015–2017).
- **Holler for a Hand:** Since 2016, KCE has run Holler for a Hand where local farmers apply for the chance to win a full day's farm help from KCE staff members. The initiative rewards loyalty by remaining exclusive to KCE customers (2016–2017).
- **Waikato Westpac Rescue Helicopter fundraisers:** For two years KCE hosted a quiz night and auction fundraiser for the Waikato Westpac Rescue Helicopter (KCE is a major sponsor), one in Otorohanga and one in Taumarunui (2015, 2016). Each was attended by community members, community influencers and community organisation leaders.
- **Something for Nothing:** For two years KCE partnered with local businesses to get great discounts on products and services. We built brand loyalty amongst customers by providing these discounts twice per year via vouchers in KCE's newsletter.
- **12 Rays of Christmas:** In 2017 KCE launched its 12 Rays of Christmas initiative. The campaign kicked off with KCE spreading a \$6,000 Christmas donation across 12 King Country organisations. Community members joined by fundraising and donating via 12 Givealittle pages before the donation deadline (2017).

Amplify publicity

- **Social media:** HMC was instrumental in convincing the company to launch its first Facebook page in 2014. We develop an annual strategy and content plan, ensuring at least 50% of posts revolve around KCE's community support (2014–2017).
- **Media releases:** Since 2014 we've written and released an average of one media release per month about KCE's community sponsorships and initiatives to media outlets across KCE's operating area, primarily targeting the region's five well-read community papers (2014–2017).

- **Newsletters:** We produce a monthly newsletter for KCE customers, each focussed on KCE's community support (2014–2017). Research shows this is well-read (by upwards of 65% of customers).
- **Webpages:** We've established and updated a 'KCE in the Community' webpage on KCE's website. We also have webpages dedicated to most of the initiatives and events listed above (2014–2017). Our social media strategy pushes our audience to these pages.
- **Collateral:** We've developed all promotional communication material for the initiatives outlined above using creative imagery and a call to action to either attend or participate (2014–2017).

Budget information

Annually for the last five years, KCE's total marketing budget has averaged \$460,000. Within that, budget for PR and community relations together represents 46% annually, or \$211,600. HMC's fees have ranged between \$35,000 to \$95,000, increasing year-on-year since 2013.

Creativity or problem solving

Creativity was king

This sustained programme was all about creativity. The five-year programme meant HMC couldn't rest after we developed one good idea. Rather, HMC was continually brainstorming new ideas so we could consistently pitch new initiatives to our client throughout the year.

Links to each of the initiatives developed (above) demonstrate our team's creative nous.

Challenges

Key challenges and how we overcame them were:

- **Budget:** KCE has a limited PR and community relations budget. We needed to create unique initiatives that told a shareable story across channels to amplify impact. As we brainstormed new initiatives we always had this as a starting point, and consequently managed to establish never-been-done-before ideas on a shoestring.
- **Perceptions:** Electricity customers, in general, often complain when they see their provider spending money on 'non-essential' items. We needed to be careful that KCE was never seen to simply hand out cheques. Instead, every sponsorship we undertook was well-balanced with on-the-ground support from KCE staff in the form of an event or staff visit(s). Complaints of this nature by customers were less than 20 over the five years.
- **Authenticity:** KCE recognised that people within its communities value real and authentic relationships; they have a genuine desire to connect with one another on a face to face level. We made sure each community initiative appealed to this value. Our initiatives all involve community members in person and encourage participation.

Results, evaluation and follow up

1. An estimated 2,725 people across the King Country region participated in seven new KCE-led community initiatives between 2013 and 2017, as measured by: head-counts at events, application tallies and vouchers cashed-in. This exceeded our objective by two events and more than 700 people. Specifically,
 - Heartland Fund applicants: 500+
 - Heartland Fund morning tea attendees: 100+
 - Tree of Light launch attendees and cause submitters: 1500+
 - Holler for a Hand applicants: 25+
 - Waikato Westpac Rescue Helicopter fundraiser attendees: 350+
 - Something for Nothing participants: 200+
 - 12 Rays participants/donators: 50+
2. Perception amongst KCE customers that KCE supports its local communities steadily increased from 61% in 2013 to 74% at the end of 2017 (as measured by KCE's six-monthly customer survey undertaken by independent research company Versus Research). This exceeded our objective by 4%.

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3. The number of KCE customers proactively advocating for KCE by continuing to say they are 'likely to recommend' the company increased from 60% in 2013 to 67% at the end of 2017 (also measured by KCE's six-monthly customer survey). This exceeded our objective by 7%.

Other key results:

- KCE's main business objective was to average less than 3% customer churn between 2013 and 2017. In fact, we saw churn decline overall:

2014 – 1.5%

2015 – 2.4%

2016 – 2.3%

2017 – 1.5%

- A Versus Research monthly customer survey in December 2017 saw KCE achieve something it never has before: zero negative feedback.

Comment from Versus Research research executive Marguerite Gilbert, December 2017: "KCE had a really positive result – not one customer mentioned they were dissatisfied with KCE last month!"

- Comment from KCE community relations manager, 2017: "Our exceptionally low customer churn, I believe, can be primarily credited to our long-term planned approach to community relations. Over the last five years, participation in our initiatives has exceeded expectations and regularly measured perception amongst key audiences that we support them continues to blow us away. We're proud that our audiences see us as part of their communities. We're confident that most will stick with us as a result – even in the face of competition." [Hear more from Helen.](#)

Trustpower and KCEPT are currently undertaking a joint venture (JV) for 100% ownership of KCE. While the future of KCE is uncertain, the KCE team has assurance from the JV that community initiatives will continue. HMC takes heart in knowing our community relations strategy is viewed as valuable by Trustpower, a major player in the electricity industry.



SUSTAINED PUBLIC RELATIONS



GP – Heart of the Community

Angela Paul, Helen Morgan-Banda and Katie Mathison,
Royal New Zealand College of General Practitioners
(RNZCGP)

New Zealand's population is increasing, ageing and coping with increasingly complex health conditions. GPs are the gateway into New Zealand's health system, but we don't have enough GPs to meet patient demand. What's more, nearly half our GPs plan to retire within the next 10 years! The cost of visiting a GP is also stopping people from seeking timely care.

This successful campaign led to ongoing national media coverage, scrutiny of the previous Government, and high-profile pre-election policy announcements from both National and Labour. Labour is now committed to delivering its pledge, in Government.



Background

There are two key issues: Nearly half our GPs intend to retire within a decade, and we're not training enough to replace them. And, half a million low-income Kiwis are missing out on subsidised GP visits, while some wealthy people can get them cheaply, because the subsidy is applied to a practice, not a patient.

Health Workforce New Zealand figures show that New Zealand needs to train 300 GPs a year just to keep up with population growth. Replacing GP retirees requires even more new doctors to be trained. The College currently gets funding for around 180 GP trainees each year. Our current GPs are overworked and under pressure.

In November 2016, the College launched its 'GP – Heart of the Community' campaign to raise awareness of these issues. The campaign launch was timed to influence the primary care funding allocation in the May 2017 Budget. It immediately achieved widespread media interest, which helped put these issues on the political agenda.

Leading into the 2017 general election, the College wanted to build on this awareness, and engage with politicians from all parties so they understood the need for, and supported, extra resourcing for GP training and more affordable GP visits.

The College also sought to engage with patients, to get them on board with the campaign.

Preliminary research

In preparing for this campaign, the College accessed a range of data to confirm the current situation:

The College's annual workforce survey showed:

- 57% of GPs are aged 50 or over (compared with 16% in 1998).
- 47% of GPs intend to retire in the next 10 years (in 2014 the figure was 36%) and 27% intend to retire within five years.
- 22% of GPs feel burnt out.
- Only 36% of GPs feel they had enough time to complete their work.

Ministry of Health data was used to create a heat map of regions predicted to be hit hardest by a GP shortage.

In 1999 there were 84 FTE GPs per 100,000 New Zealanders. This ratio dropped to 74 by 2012.

A 2016 College survey showed 45% of practices stopped taking on new patients for more than a month in the previous twelve-month period due to lack of capacity.

NZ Health Survey results in 2014 show that 14% of New Zealanders (over 500,000 people) chose not to see a GP because of cost; this rises to 21% for Māori and Pasifika people.

Objectives

The campaign focused on two main issues: the GP shortage, and the need to review the health sector funding model, given the inequitable allocation of subsidies for GP visits.

Organisational objectives

1. Increase the number of GPs trained from 180 to 300 per year by 2020, and half of all medical graduates from 2021.
2. Increase funding of primary care from the current 5.5% to 10% in Budget 2017.
3. Secure a fairer distribution of low-cost GP visits based on individual patient need rather than where the practice is located, to reduce the number of people missing out from 563,000 to no more than 100,000.
4. As an interim measure, extend low-cost GP fees to patients in quartile 6 of the New Zealand Deprivation index.

Public relations objectives

Between November 2016 and December 2017:

1. Generate at least two prominent national media articles each month leading into the Budget announcement (May 2017) and general election (September 2017).
2. Engage with the (then-National) Minister of Health and health spokespeople from Labour, Greens, NZ First to ensure they are aware of the campaign issues.
3. Ensure that at least 50% of College members are aware of and at least 10% are engaged with the campaign.

Audiences

1. Then Minister of Health Jonathan Coleman – controls health policy and funding; is absorbing pressure but not acting on the issues; will not be comfortable with negative media about GP shortages or the cost of GP visits.
2. Opposition health spokespeople – looking to build a profile, and put pressure on the Government. Potential future Government.
3. Ministry of Health officials – value objective data, can influence the Minister's thinking, not be comfortable with negative media.
4. College members – vocationally registered general practitioners, who expect the College to advocate on their behalf. Busy professionals. Further segmented into GPs who are: a) Older and experienced, who intend to retire soon, b) Registrars currently training to become GPs, who want assurance they have chosen the right vocation and will be supported by an actively engaged College, c) Members working in areas with GP shortages (typically rural and high-needs communities) who feel pressured by increasing and complex workloads
5. Doctors who wish to become GPs.
6. Leaders from other primary health care organisations: GP New Zealand, NZ Medical Association, NZ Rural GP Network, NZ Nurses Organisation, who can reinforce the College's messages and use their own resources to exert pressure on politicians and policy makers.
7. Media – in particular, health reporters, rural, provincial, political and mainstream media.
8. Local community leaders and commentators: mayors, councillors, regional journalists, influencers.
9. Sector groups (e.g.: Salvation Army, NZ Rural Women's Network, Consumer NZ, and patient advocacy groups) who could share the College's messages with their constituents and encourage them to share their experiences.
10. General public – patients affected by funding challenges and GP shortages and who can share real-life examples.

Messages

We prepared and used a 'single source of truth' fact sheet. At a high level, the campaign messages were distilled into the following five statements:

1. Nearly half of New Zealand's GPs plan to retire within the next 10 years.
2. We need funding to train more GPs now.
3. Rural and low-income areas will be hit hardest by the looming GP shortage.
4. Many patients wait weeks to see a GP and some can't afford to see one at all.
5. The current funding system needs an overhaul – half a million Kiwis can't access subsidies to see their GP.

Strategy

The overall PR strategy was for the College to lead and capitalise on the pre-Budget and pre-election timing to get the campaign issues on the agenda of the major political parties. The strategy involved:

- Gathering hard data and information to create a single source of truth.
- Exerting pressure on the Minister of Health by significant and continued media coverage of the impending GP shortage and the inequity of the current system of patient subsidies.
- Working with consumer groups and members of the public to find examples of patients finding it difficult to access GPs.
- Creating opportunities for the College to engage politicians and officials about the challenges facing the GP workforce.

Implementation/tactics

The campaign was launched in 2016 and its implementation continued throughout 2017. Communications tactics included:

Events

Audiences: College members, politicians and media (PR objectives 1, 2, 3)

In November 2016, the College launched the campaign at an event attended by the Minister of Health, primary health care sector leaders, College members, and media. The campaign collateral and key messages were unveiled.

In May 2017, the College President spoke at the Labour Party's pre-Budget Primary Care Summit; as a consequence, we achieved significant media coverage of the campaign issues.

In June 2017, the College hosted (on behalf of the General Practice Leaders' Forum) a political debate on primary health care. All major parties shared their ambitions for primary health care. The audience, mostly College members, were given a copy of each party's health policy and encouraged to ask questions. Those who weren't able to attend were invited to watch the event via Facebook Live and use the event hashtag #TreatNZBetter.

In November 2017, the College hosted a Digital Summit. This event showcased the new technologies GPs and patients are likely to use in future, and which will help improve access to primary care. The event was well attended by Ministry of Health officials, primary health care organisations, patient representatives, and firmly positioned the College as taking a leadership role in preparing and equipping the next generation of GPs.

Face-to-face meetings

Audiences: Minister of Health, opposition health spokespeople (PR objective 2)

Throughout 2017 we arranged several meetings between the College President and key political influencers. In February and July the College President met with the Minister of Health to outline the College's intention of building media interest in the campaign issues. Meetings were held in May with health spokespeople from the Labour, Green Party and New Zealand First parties.

Audiences: College members, primary health care leaders (PR objective 3)

In September, October, November and December 2017, the College Chief Executive visited towns identified as having high GP shortages. The purpose was to connect with local members and leaders, explain the campaign issues, suggest solutions, and solicit local feedback.

Written briefings

Audiences: Minister of Health, politicians (PR objective 2)

After the election, we sent all newly elected MPs a letter from the College President, a copy of the campaign fact sheet and GP shortage heat maps. The new Minister and Associate Ministers of Health received a Briefing to the Incoming Minister explaining the key issues facing general practice.

Digital postcards

Audience: College members, politicians and media (PR objectives 1, 2, 3)

In June 2017, we invited College members to share their experiences and concerns for general practice, and their patients, via a digital postcard campaign. To ensure this invitation reached every member, we took the unusual step, in this day and age, of posting them an information pack containing a personalised letter from the College President, a campaign fact sheet and poster, a sample of campaign media coverage, a campaign table tent with key messages, and a request for them to write a postcard to the Minister of Health, for the College to pass on, on their behalf.

Ongoing member communications and engagement

Audience: College members (PR objective 3)

Our members were continually updated on the campaign's progress via the College's weekly and monthly newsletters. Updates were provided to our Board and committees and the General Practice Leaders' Forum. Media coverage was shared with members and comments sought via our social channels. We created a campaign web page, where updates and digital collateral were made available to members.

Media engagement

Audience: Media (PR objective 1)

The communications team worked with health and political journalists, providing new statistics and regular interview opportunities. The face-to-face briefings, events and, in particular, the digital postcard messages, generated a great deal of media interest.

Patient engagement

Audience: General public and sector groups (PR objectives 1 and 2)

To capture the media and politicians' attention, we sought real life examples of patients struggling to access a GP. The Patient's Voice Facebook page was set up so the public could learn about the campaign and share their experiences. We did video interviews with members of the public, and liaised with groups like Rural Women NZ, Consumer NZ, Federated Farmers, and Grey Power inviting their members to share their stories.

The budget for delivering these public relations activities was approximately \$45,000. This was 100% of the overall budget.

Creativity or problem solving

The digital postcard campaign generated multiple photo and media opportunities, along with a personal way for members to share their concerns with the Minister of Health. To ensure the GPs' messages captured media attention, we took a giant (2.1m x 1.2m) postcard to parliament, as a symbol of the College delivering members' messages to the Minister. With permission from the authors, we selected 40 powerful GP messages to print on the back of the giant postcard.

We printed a booklet of all responses which we presented to the Minister. Two days later, when delivering his opening address at the College conference, he confirmed he'd read every message and had given the booklet to the Prime Minister.

With permission, we used some of the postcard messages to generate media stories. Short postcard messages were also used in our social media posts.

Results, evaluation and follow up

Three of the four organisation objectives were met (the exception being funding announcements in the 2017 Budget).

In August 2017 both major political parties announced pre-election pledges to reduce the cost of GP visits. The Labour Party also committed to more funding to train 300 GPs each year and to undertake a review of the health sector's funding.

- Parties pledge to cut cost of visiting GPs [RNZ – coverage of Labour Party pre-election promise]
- National promises to extend cheaper doctor visits for low-income families [RNZ] and National announces \$18 GP visits for community card holders [Newshub]

In October 2017, a new coalition Government was formed and Labour's pre-election commitment was reiterated by the new Minister of Health, David Clark.

- Health minister commits to GP training boost [NZ Doctor]

In terms of the public relations objectives:

Objective 1

An incredible amount (more than 50 items) of prominent national and local media coverage was generated during the campaign (e.g.: GP shortage looming as nearly half have retirement in their sights [Stuff], More doctors needed [NZ Herald], Hundreds of GPs write 'digital postcards' to minister, warning of primary health crisis [Stuff], Postcards from the heart [NZ Doctor], Visit the Kiwi community where the nearest doctor is over an hour's drive away [Seven Sharp], Doctor shortage in rural communities 'a failure of the system' says GPs' president [One News Now], GP shortage worse in Horowhenua than other areas [Manawatu Standard], Funding a key issue for GPs in run-up to next month's election [NZ Doctor]).

Objective 2

Five formal face-to-face meetings were held with political leaders (two with the Minister). Around 80 College members attended our political debate. The Minister of Health attended the campaign launch, the Auckland Faculty AGM and the College conference. NZ First published a media statement in



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support of the digital postcard campaign, and both Labour and NZ First participated in the parliamentary photo opportunity with the giant postcard.

Objective 3

More than 60 College members and sector representatives attended the campaign launch event, a further 360 College members took part in the digital postcard campaign. During this time, the College posted 169 campaign Facebook messages. Each one had an average of 74 users who engaged (liked, shared, commented, or clicked links) with the post.

More than 120 College members and primary health sector stakeholders attended the November 2017 Digital Summit.

The Chief Executive's visits to regional towns have included successful meetings with DHB and PHO CEOs, local College members, media, and mayors (the mayor of Whanganui has offered to host a lunch for the new GP trainees in his area to welcome them to the city). As a result of this work, the College was invited to present to the Local Government NZ's Metro member group.

The campaign is on-going, with phase two rolling out throughout 2018. This will include more regional visits undertaken by the Chief Executive, further member engagement, and an extension of the online engagement generated in 2016 and 2017.



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