



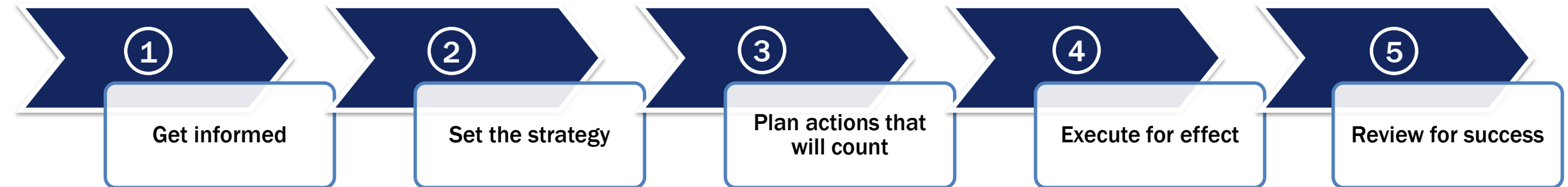
# Approach to Campaigns with case studies

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## What is a campaign?

- **Campaigns** are different to general communications and standard stakeholder engagement.
- A campaign is a **strategic and integrated plan to achieve a change or an outcome that benefits an organisation.**
- Such a change needs **support beyond an organisation.** In politics, as an example, this involves a party and/or candidate creating and then selling a platform or policies to connect with a majority of voters.
- In the corporate or NFP world, and where **Daymark** can assist, a campaign will comprise the establishment of a position on an issue which is then **'sold' through engagement to a set of stakeholders.**
- If the stakeholders **agree with the position** put forward and act in a way that is consistent with that position, the organisation will achieve its objectives, ie: succeed in its campaign.



## What Daymark does and why...

- You cannot guess your campaign strategy – we always recommend it is informed by some level of data
- For example from a stakeholder interviews, commercial information, or a public survey
- PESTEL\* analysis if needed
- Strategy is everything. We hone in on what the crucial outcome from the campaign is
- Work back – what changes are required in say customer sentiment, employee engagement, government regulation
- What is the path that has the highest chance of success
- Tactical actions that link directly to the strategy
- Review with management
- Build in additional communications elements – a step that is often omitted
- Steady and transparent steps that all who need to know are engaged with
- Remain focused on goals
- Adjusting campaign to make the most of opportune moments
- Nimble and detailed responses
- Checking in and actively managing all events
- Limit high stakes moves
- Celebrate the change
- Rarely a need to declare victory

\*Political, Economic, Social, Technological, Environmental and Legal factors



<p>① <b>National brand</b> needs regulatory change to maintain <b>profitability</b> from iconic community service</p>	<ul style="list-style-type: none"> <li>• Data to inform the exact changes needed across country</li> <li>• Documenting the exact approval path for changes in government regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Transparent approach with community</li> <li>• One on one engagement with all Federal MPs</li> </ul>	<ul style="list-style-type: none"> <li>• Website as clearing house</li> <li>• Case mounted on electorate by electorate basis</li> <li>• Widespread community engagement</li> </ul>	<ul style="list-style-type: none"> <li>• A one year campaign that closely followed the regulatory approval path</li> </ul>	<ul style="list-style-type: none"> <li>• Changes implemented – first in over 20 years for company</li> </ul>
<p>② <b>Private Health insurer</b> seeks visible position with key stakeholders on major health issues</p>	<ul style="list-style-type: none"> <li>• Stakeholder identification</li> <li>• Identification of leadership issues that cut through and link with company's commercial success</li> </ul>	<ul style="list-style-type: none"> <li>• Community survey approach matched with expert insights on important health conversations</li> <li>• Direct engagement with stakeholders to lift visibility</li> </ul>	<ul style="list-style-type: none"> <li>• End to end delivery of survey through to publication and publicity</li> </ul>	<ul style="list-style-type: none"> <li>• Accessible and informed study delivered in formats to reach all stakeholders</li> <li>• Topical and mutually beneficial health matters for insurer and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• High engagement with stakeholders</li> <li>• Six surveys delivered on matters of community health leadership over two years</li> <li>• Visibility significantly enhanced</li> </ul>
<p>③ <b>Primary industry</b> client needs to counter pressure from activist groups impacting overseas markets</p>	<ul style="list-style-type: none"> <li>• Key arguments of activist vs facts from industry identified</li> <li>• Who to speak with in international markets identified, and their questions</li> </ul>	<ul style="list-style-type: none"> <li>• Three year campaign involving overseas briefings in key markets</li> <li>• Complemented by a proactive positive PR push in key markets</li> </ul>	<ul style="list-style-type: none"> <li>• Website in multiple languages</li> <li>• Briefing material in languages</li> <li>• Social media content creation</li> <li>• Calendar of briefings</li> </ul>	<ul style="list-style-type: none"> <li>• Briefings delivered by industry online and in person (UK and US)</li> <li>• Positive social media in key markets backed by regular PR activities</li> <li>• Respond to activist counter-campaign with facts and expert commentary</li> </ul>	<ul style="list-style-type: none"> <li>• Markets and key stakeholders informed</li> <li>• Overseas relationships established to address any ongoing activists activity</li> <li>• Increased Government support for industry</li> </ul>



	1 Get informed	2 Set the strategy	3 Plan actions that will count	4 Execute for effect	5 Review for success
<b>4</b> <b>National retail company</b> seeks to implement local manager advocacy in community	<ul style="list-style-type: none"> <li>• Consultation with store managers</li> <li>• Internal survey on advocacy issues</li> </ul>	<ul style="list-style-type: none"> <li>• Tailored programs that vary by locational matters</li> <li>• Pilot to test approach</li> <li>• Templates and resourcing to match</li> </ul>	<ul style="list-style-type: none"> <li>• Resources developed including training and plan templates</li> </ul>	<ul style="list-style-type: none"> <li>• Tailored plans in place</li> <li>• Training for store managers</li> <li>• Local outreach executed</li> </ul>	<ul style="list-style-type: none"> <li>• Uplift in presentation of company at local level</li> <li>• Increased ability to deal effectivity local issues</li> <li>• Company known for proactivity at local level</li> </ul>
<b>5</b> <b>Private Health Insurer</b> campaign on rising hospital costs	<ul style="list-style-type: none"> <li>• Commercial data on issue assembled</li> <li>• Impacted consumers identified</li> </ul>	<ul style="list-style-type: none"> <li>• Public-facing campaign, first on awareness then on action for consumers to take</li> </ul>	<ul style="list-style-type: none"> <li>• National advertising</li> <li>• Customer comms</li> <li>• Stakeholder engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Active management of daily issues</li> <li>• Regular briefings for key stakeholders</li> <li>• Data to inform new advocacy angles</li> </ul>	<ul style="list-style-type: none"> <li>• Successful resolution of contract issue resulting in lower ancillary hospital costs</li> </ul>
<b>6</b> <b>National company</b> campaign to lift employee engagement in social programs	<ul style="list-style-type: none"> <li>• Full review of appetite of employees to participate (national survey and focus groups)</li> <li>• Barriers to participation identified</li> </ul>	<ul style="list-style-type: none"> <li>• Programs developed or tailored to match new segmented understanding of employees</li> <li>• New communications program</li> </ul>	<ul style="list-style-type: none"> <li>• Four employee segments identified with programs to match</li> <li>• Dedicated program to remove barriers to participation</li> <li>• Communications that reinforce benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Active communications across multiple channels</li> <li>• Active senior leadership</li> </ul>	<ul style="list-style-type: none"> <li>• 40% uplift in employee engagement in year 1</li> </ul>



<p>7 <b>Building company</b> seeks large urban rezoning</p>	<ul style="list-style-type: none"> <li>• Full stakeholder review and insight feedback</li> </ul>	<ul style="list-style-type: none"> <li>• A 'start from scratch' strategy to reset project</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation phases with transparency on actions that precede any rezoning application</li> </ul>	<ul style="list-style-type: none"> <li>• Clearing house website (interactive)</li> <li>• Clear accountability to community in actions</li> <li>• Public reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Successful rezoning – with community support</li> </ul>
<p>8 <b>Major tertiary educator</b> internal advocacy for significant restructure</p>	<ul style="list-style-type: none"> <li>• In depth assessment of nature of change and people impacted</li> </ul>	<ul style="list-style-type: none"> <li>• Transparency on change to happen with consultation</li> </ul>	<ul style="list-style-type: none"> <li>• Phased approach to changes</li> <li>• Openness to better options through widespread consultation</li> </ul>	<ul style="list-style-type: none"> <li>• Communications about timing, phases and outcomes across numerous channels</li> </ul>	<ul style="list-style-type: none"> <li>• Successful change implemented across key faculties</li> </ul>

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