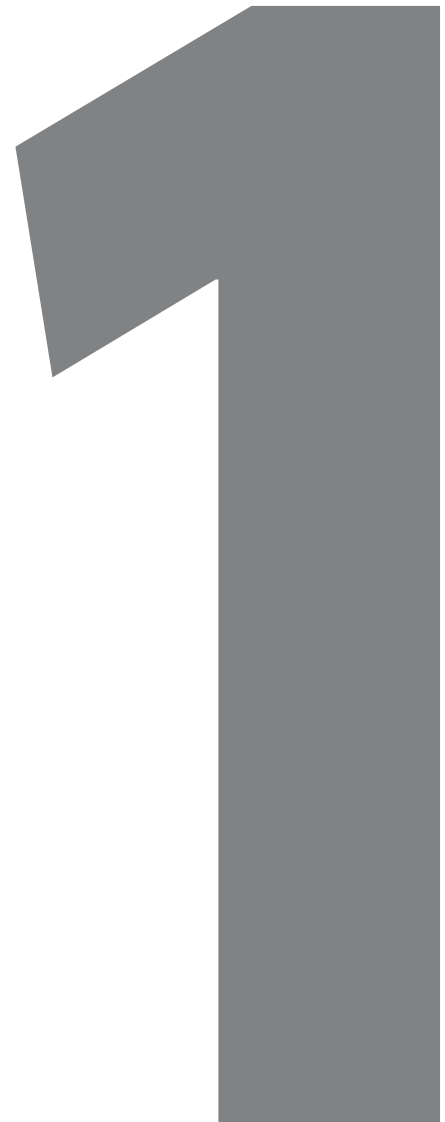


# **BRANDING/ REBRANDING**



# GETTING TO THE HEART OF THE MATTER

BY KRISTIAN DARIGAN

Since its founding in 1924, the American Heart Association (AHA) has remained one of the most well-respected health organizations in the nation. However, in early 2003, the AHA faced a challenge. While its brand was well known for being clinical and research-oriented, it would need more emotional appeal to rally today's consumers around the fight against heart disease. At that time, the AHA approached Cone, Inc., an agency known for developing leading cause initiatives, to help it craft strategies to reach different segments of consumers in more relevant ways.

“To maximize reach and further support the AHA’s mission, Go Red incorporated grassroots awareness in addition to the national campaign efforts.”

To accomplish these goals, Cone determined that the AHA would need to create integrated, strategic cause initiatives targeting select audiences with tailored messages. After in-depth research of the AHA brand, trending heart disease-related issues and benchmark nonprofit programs, the team identified its initial approach – Go Red For Women – the AHA's first of several consumer-facing cause campaigns. Go Red For Women, now in its third year, was created to increase awareness among women that heart disease is their number one killer. This cause focus made sense for several reasons including: a critical gap in women's knowledge that heart disease was their chief health threat; an abundance of existing relevant AHA activities; prospective sponsors' interest in reaching women; a lack of other organizations in the space; and trending media interest.

Before constructing the campaign platform, the team had an initial hurdle to overcome: attracting consumer-facing companies with captive female customer bases and valuable marketing communication assets. Most of the AHA's past corporate support came largely from the B2B healthcare industry. “We knew we wanted and needed to become more attractive to consumers and companies,” said Kathy Rogers, vice president of cause initiatives and integrated marketing at the AHA. “But the hard part of this was constructing practical applications for doing so.” To address this challenge, the AHA and Cone took a closer look at the organization's corporate relations policies and made careful changes, such as providing more ways for consumer companies in new industries to access and use the AHA logo, while ensuring the AHA's integrity was preserved.

With only six months until the proposed launch in February 2004, the team had to work quickly and diligently to build the Go Red For Women launch plan. In the tight timeframe, the team leveraged existing programs and worked to break down silos within the AHA to ensure departments were acting together for a unified, comprehensive campaign. Cone needed a more integrated approach that cut across fundraising, media relations and marketing as well as the science, research, and advocacy efforts at the AHA's roots. The agency went for a “substance with style” approach to capture consumers' minds as well as their hearts.

Following this formula, it achieved a multi-faceted initiative capable of sparking a national movement around women and heart disease. To deliver the style piece, Go Red For Women took its cues from the corporate world, using innovative marketing techniques to gain national attention and cut through the cluttered marketplace. The campaign adopted the color red and a red dress as symbols of the cause to simply and clearly capture attention. Communications pushes were planned for strategic timeframes to best reach women – February around Valentine's Day and American Heart Month and May around Mother's Day. Incorporating PR, celebrity engagement, glamorous New York events, and sales of ShopGoRed products, Go Red For Women quickly developed into a sophisticated campaign that captured the attention of consumers and prominent sponsors such as Macy's and Swarovski and, more recently, Kellogg's and Campbell's.

Rooting the initiative in substance, groundbreaking new guidelines for treating heart disease in women were released simultaneously with the launch, and physician's toolkits were distributed to help healthcare providers implement these guidelines. Advancing these efforts even further, the AHA, together with other organizations, helped introduce new legislation in Congress to advance the fight against heart disease in policy. This work leveraged the AHA's traditions and also attracted corporate sponsors within the healthcare industries.

To maximize reach and further support the AHA's mission, Go Red incorporated grassroots awareness and fundraising vehicles in addition to the national campaign efforts. The team developed an annual fundraising event, National Wear Red Day, inviting employees at participating companies nationwide to wear red clothing in support of the cause on the first Friday of each February for a donation of \$5. Local AHA affiliates encouraged their community landmarks to light up in red every February and held Go Red luncheons, engaging women across the country and raising millions for the cause.

Go Red For Women, with its signature blend of style and substance, brought the AHA and its message to consumers with greater success than was ever imagined. "Everyone internally has been committed to Go Red," said Rogers. "At the AHA, there is a willingness to share information and cooperate to advance this cause."

To date, Go Red has raised \$60 million, secured dozens of corporate sponsors, enrolled more than 400,000 women in the cause, engaged millions of consumers, and distributed millions of educational materials to individuals and doctors.

Most importantly, Go Red also contributed to raising public awareness that heart disease is the number one killer of women from 34% in 2000 to 55% today.

Having achieved so much in three years, Go Red will broaden its future focus to include encouraging women to adopt healthy behaviors, while continuing to raise awareness. In addition, Go Red For Women met its objective to revitalize the AHA's image, marrying the more consumer-friendly "red dress" icon of women and heart disease with the AHA's traditionally clinical "white coat." By 2005, a survey identified the AHA as one of the most influential consumer brands, meriting its inclusion in America's Greatest Brands, with much credit given to Go Red. **PRN**

## Go Red For Women: By the Numbers

- 420,302: People enrolled in Go Red since the launch
- \$60 million: Amount raised for the cause through Go Red
- 4.8 billion: Impressions received since the launch
- 3.2 billion: Visits to the Go Red Web site since the launch
- 100%: Increase in hits to the AHA Web site since the launch
- 12,700: Companies that participated in National Wear Red Day in February 2006
- 12 million: Red dress pins distributed
- 34 million: Education materials distributed
- 60,000: Physicians toolkits distributed
- 170: Go Red luncheons held across the country in 2006
- 57: AHA national and local staff members devoted solely to advancing AHA's cause initiatives
- 26: Countries to which Go Red For Women has spread since its adoption by the World Heart Federation

*Kristian Darigan is the vice president of Cone, Inc.*



# CRISIS COMMUNICATIONS



# THE MISSISSIPPI DEPARTMENT OF HEALTH: EFFECTIVELY COMMUNICATING AND SAVING LIVES

BY DR. TIM TINKER

In this post 9-11 world, Americans are acutely aware of the importance of preparing in advance for possible emergencies. With so many people playing key roles in emergency relief efforts – among them government officials, emergency responders and the public at large – it is vital to be organized and to have a solid and proven risk-communications plan in place, should a crisis occur.

The Mississippi Department of Health (MDH) recognized the importance of this truth and launched a major public information campaign during the 2005 pre-hurricane season. The MDH is responsible for promoting and protecting the health of Mississippi residents and has been working for years to prepare the Gulf state for a variety of possible disasters and to improve the state's emergency response capabilities. Its programs are among the most successful and innovative of their kind. Many, in fact, are used as models for other emergency preparedness programs across the country.

Yet despite the Department's ingenuity, the MDH realized that too few Mississippians knew of and understood the resources, programs and information available to them in the event of an emergency. Therefore, the Healthy-Secure-Mississippi campaign was developed to inform

“With so many people playing key roles in emergency relief efforts, it is vital to be organized and to have a solid and proven risk-communications plan.”

Mississippians about preparing for a range of state emergencies, including hurricanes, public health crises, terrorist threats and other disasters.

The MDH faced a unique set of challenges as it began to develop this public information campaign. Among other things, Mississippi has a large elderly population, and many state residents do not use the Internet (according to the National Telecommunications and Information Administration). As the MDH began exploring how it might inform many of these hard-to-reach populations, it tapped the Consortium for Risk and Crisis Communications, comprising Widmeyer Communications and the Center for Risk Communica-

tions, for assistance. Working with the MDH, they developed a creative, multifaceted approach to overcome these challenges and ensure larger numbers of Mississippians were receiving vital information.

To begin this work, the overall team needed a better understanding of how Mississippi professionals and residents felt about a number of public health threats. When asked which public health threat caused the highest level of concern, professionals ranked bioterrorism first (18% of respondents), followed by specific forms of bioterrorism such as water supply contamination (14%) and terrorist-related chemical exposure (10%). Similarly, the vast majority of Mississippi residents expressed “a great deal” of concern about bioterrorism incidents such as disease outbreaks and the release of toxins into the air.

Armed with a better understanding of which threats caused the highest level of concern to Mississippians, the Consortium conducted extensive market research to assess the perceptions, attitudes and beliefs Mississippi residents and officials had about terrorism.

“Research was a crucial first step for this work,” says Liz Sharlot, director of communications, MDH. “It helped us build a solid foundation for the work that would ensue in the next few months. In addition, we learned several important facts about Mississippians and how they truly felt about the threat of a possible disaster occurring.”

With this basic knowledge, the team began to develop an effective and strategic campaign strategy for Healthy-Secure-Mississippi. Specifically, communications plans were developed to assist MDH in reaching the majority

of Mississippians to educate and prepare them for public emergencies. Tactics and activities included the following:

- The Consortium provided public relations and risk communications counseling and reached out to local TV, radio, and newspaper media to help MDH foster relationships with reporters. This outreach also helped keep bioterrorism and public health emergencies in the public eye.
- A four-page Emergency Preparedness Guide was developed to relay information on public health threats and state emergency capabilities. The Guide appeared in seven key newspapers throughout the region. The Consortium also produced broadcast spots, directing Mississippi residents to the MDH Hotline and Web site, and designed an informative roadside billboard that was displayed in 49 locations across the state.
- The Consortium trained MDH spokespersons and instructed senior MDH staff members on the principles of risk communication and a science-based message mapping technique.
- MDH Web site materials and presentation were designed with input from the Consortium. In particular, emergency preparedness sections were enhanced and content was developed for families to prepare and manage in the event of a crisis. Specific information was also added for a number of diverse groups such as seniors, children, and the disabled.
- The Consortium worked with MDH to produce state-of-the-art electronic banner ads, e-reminders for informational events and other targeted materials.
- Finally, the overall team organized a highly successful stakeholder briefing to inform Mississippians about the campaign and the importance of their participation. More than 60 representatives from public health, health care, hospital, law enforcement, emergency response, and other organizations attended the briefing.

The Healthy-Secure-Mississippi campaign resulted in a significant increase in public awareness about the MDH's accomplishments and provided residents with up-to-date information about existing state emergency programs. In fact, post-campaign polls found that 73% of Mississippians felt more informed about where to go for information on emergency preparedness and/or public health threats as a result of the outreach efforts. In short, the campaign was a huge success for everyone involved.

Following Hurricane Katrina, the MDH immediately called upon the Consortium to help relay vital information to the state's residents. The Consortium voluntarily helped organize communications and outreach efforts, especially in terms of developing messages about major health threats, including the *Vibrio* bacterium and the mosquitoes that often follow in the wake of severe flooding.

"Working together, our efforts really paid off," says Sharlot. "Because of the Healthy-Secure-Mississippi campaign and our immediate post-Katrina communications efforts, we helped Mississippians to respond and regroup in the wake of the storm. In a world of uncertainty, with so many new threats, it is vital for everyone to prepare at every level. The success and benefits of the Healthy-Secure-Mississippi campaign should be a lesson for all." **PRN**

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*Dr. Tim Tinker is senior vice president of Widmeyer Communications.*



# CSR & COMMUNITY RELATIONS

# 3

# ANATOMY OF A PARTNERSHIP: CITY YEAR & TIMBERLAND

BY SUSAN NICKBARG

**T**he Timberland Company and City Year are demonstrating that partnerships can move beyond the expected to establish a new baseline, forming a strategic and interdependent alliance. In 2006 the entities co-mingled their infrastructures to support the City Year Service Corps program in such areas as financial, staffing and operations, as well as communications.

At first, the idea that a company would team so closely with a nonprofit organization – extending itself on a social, environmental and financial mission and focus – might seem like questionable management. In this case, it has been a success for both parties.

City Year is a member of the AmeriCorps network and has grown into a national service organization that unites hundreds of outstanding young adults, ages 17 to 24, for a demanding ten months of full-time community service in urban public education, leadership, and civic engagement. City Year sends teams of young people from diverse backgrounds into communities in need.

Timberland has a longstanding commitment to support City Year in creative and powerful ways. Its commitment to City Year has included more than \$10 million worth of resources, strategic management collaboration, mentorship programs between employees and corps, an annual donation of pieces of apparel, gear and footwear as official uniform sponsor and thousands of hours of service in communities around the world. City Year inspired and supports Timberland's award-winning "Path of Service" program. The Path of Service allows employees to take 40 hours of paid time to invest in their community through service.

When Jeffrey Swartz, president and CEO of The Timberland Company, stepped up to grow the company his grandfather started and the brand his father built, he turned Timberland into a 21st-century example for socially responsible corporations. And in April of 2000, City Year's four-member start-up team hit the ground in Stratham, NH to open City Year's first non-urban corps, operating out of the same building as Timberland's global headquarters. Today, City Year New Hampshire has grown to 40 corps members and has the highest retention in the network, and Timberland's unswerving support is a constant.

## PARTNERS IN SUCCESS

But let's face it, successful partnerships aren't easy to establish or maintain. Many have tried and failed. A shared mission helps.

City Year and the Timberland Company collaboratively promote the concept that everyone should have the opportunity and obligation to contribute to the strength and vitality of the community and to make it better. It's a mission both organizations stand by.

In addition, a strong communication plan helps align the program, branding and delivery. It is critical for each entity to understand the other's bottom lines and language. Timberland and City Year achieved a seamless integration that results in a more effective organization.

The collaboration between City Year and the Timberland Company started as a simple request for a donation of 50 boots. The partnership grew and diversified. The benefits were mutual, and they are ongoing.

Timberland continues to provide clothing, financial support, access to helpful people, and office space for the local corps. City Year continues to provide service opportunities and training, and it makes a significant contribution to building a service culture in Timberland.

Because a partnership is not a master-servant relationship, the partners must together set the goals and tone, and they must concur on when to communicate and how, as well as deciding how feedback will best be received and factored into the overall scheme. Decisions about outbound communications to employees, customers, other stakeholders and media must also be addressed.

The partners also must decide what information to make public and when, as well as what results will be sought and which methods to use. Partnerships are very different from straight philanthropy, where you have a benevolent donor and grateful recipient.

Paige Kane, director of corporate partnerships at City Year in Boston, advises: “Continue to evolve, continue to communicate, and over-communicate.”

## ENGAGING SUPPORT

To support a successful partnership, you need a champion, a torchbearer, and front-line workers in each of the organizations involved.

In the case of the Timberland and City Year collaboration, Jeffrey Swartz serves on the City Year board of trustees (now, there’s a champion). Department managers oversee working relationships and the program administration (torch bearers). In addition, workers implement the program (front line) to the youths and Timberland employees who volunteer and participate.

Patrick Kirby, a torch bearer, is the service manager, social enterprise department, at Timberland. He says, “The program is so engrained now in our culture that it would live in the company even if we changed CEOs.” He noted that Swartz initiated the social enterprise department at Timberland, which includes the Path of Service program, in 1992.

## THE RIGHT MESSAGES

At City Year and the Timberland Company, messaging points are a component of training and education. Moreover, traditional internal communications tools such as e-newsletters, group e-mails, conference calls, on- and off-site meetings and collateral, as well as regular live trainings, are necessary to relay program goals and co-branding. Service Corps youths become active in local communities and inherit an acting brand ambassador role by virtue of having to wear uniforms. Youths participate in leadership development events such as Opening Day, Graduation Day, Make a Difference Day and Youth Service Day.

A communications plan helps create the space for measurement and reporting, as well as the education and training components of the program and its communications, especially if it’s built in at the beginning. That way, as the partnership matures, post-result communications and reporting through a CSR report, fact sheet, conference appearances or feature stories are easier. Meanwhile, grassroots word-of-mouth has led to frequent press coverage for Timberland and City Year.

Proactive PR usually focuses on service event marketing throughout the year, rather than specifically to impress the media or the public, according to Kate King, a corporate communications specialist at Timberland. She adds, “We also integrate and insert a supporting message for Timberland’s larger and bigger picture commitment to corporate social responsibility overall, since it is part of who we are as a company when we do focused service event media outreach.”

## MEASURING RESULTS

To date, City Year has produced 8,200 “alumni.” A contracted research study identified that 75% of the participants in the City Year program became leaders in their communities “post-graduation,” according to Kane.

King says, “When [your campaign is] taught in Harvard Business School as a case study and the case gets replicated to other schools across the land, it becomes, in a sense, its own advertisement.” The case study is a key education and awareness-building tool that gets the work of Timberland’s social entrepreneurship model out to up-and-coming MBAs.

In addition, Timberland nurtures its employees through a portfolio of self-selected “Paths of Service.” According to Kirby, Timberland employees have logged 350,000 paid time hours since the inception of the program – whether it’s with City Year or other programs.

Paying attention to social results, as well as financial growth, means a company's actions link across larger stakeholder needs, including those of surrounding communities. In particular, hot topics or issues may affect the well-being of a community upon which the company depends for the sale and/or manufacture of services and products.

Timberland and City Year's teamwork shows that heightened social commitment benefits the company, as well as the community, by adding value to its relationships with customers, employees, boards of directors and other stakeholders.

City Year and the Timberland Company are living proof that partnerships guided by a clear mission and values, operating principles, cultural support, brand messaging and communications processes can bring triple bottom line results for the company, society and the environment. **PRN**

## To Partner Effectively, Follow The Six C's

James E. Austin's book, *"The Collaboration Challenge"*, is a must-read for partnerships," says Paige Kane, director of corporate partnerships, City Year, based in Boston. "If you follow the model's tenets for the Six C's – Connection with purpose and people; Clarity of purpose; Congruency of mission, strategy, and values; Creation of value, Communication between partners; Continual learning; and Commitment to the partnership – you have the best chance for success."

Here's a quick primer for incorporating the Six C's for collaborative partnerships in your collaborative efforts:

- Identify shared objectives and incorporate these into brand and corporate ROI and social (or environmental) success factors.
- Engage in frequent communications, especially at the beginning.
- Communicate program and brand messages throughout all organizational units.
- Treat one another as equals.
- Share control and accountability mutually.
- Identify project leads at the beginning.
- Be transparent and communicate about what is and is not being accomplished, why, and what you plan to do about any shortcomings.

Timberland created a service guidebook to explain and reinforce program standards, communications, and processes. Companies can access the service guidebook at: [http://www.timberland.com/timberlandserve/timberlandserve\\_index.jsp](http://www.timberland.com/timberlandserve/timberlandserve_index.jsp). Accompanying forms and worksheets are also available for free download

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