

## Spangenberg, Kami

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**From:** Daniel Malin <dmalin@iabc.com>  
**Sent:** Wednesday, March 28, 2012 12:53 PM  
**To:** Spangenberg, Kami  
**Subject:** Your 2012 Gold Quill Results

Dear Kami Spangenberg,

I take great pleasure in informing you that your entry (RTI International Messaging Campaign) in the (EMPLOYEE/MEMBER COMMUNICATION/EMPLOYEE/MEMBER COMMUNICATION) category has won a **2012 Gold Quill Award of Merit**. On behalf of IABC, I extend my warmest congratulations to you and your team.

Two tiers of Gold Quill Awards judges carefully evaluated your entry and confirmed that it demonstrated world-class standards in strategic communication. We are proud to honor your outstanding achievement.

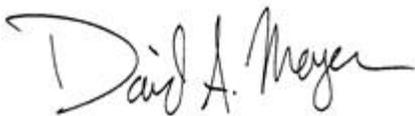
You will be recognized at the IABC 2012 World Conference in Chicago at the Gold Quill Awards winners' champagne reception and gala dinner on Monday, 25 June 2012 at the Manchester Grand Hyatt. You will receive one half-price ticket to the reception and gala dinner (if you won multiple Gold Quill Awards, you will only receive one half-price ticket). We will send you more information on the event in the next few weeks.

IABC has reserved a room block at the conference hotel, the Sheraton Chicago Hotel & Towers. We encourage you to stay at the Sheraton for easy access to the event. Book now at <http://wc.iabc.com/hotel-travel/>.

You will be receiving an e-mail from Christine Gors at Sharper Impressions with instructions for correcting and updating your award information. This information will be used as a template for your engraved award, the winners list to be posted on our web site in late April, the Gold Quill Award winners insert in IABC's *Communication World* magazine and other IABC publications. If you do not receive an e-mail by (March 29<sup>th</sup>), please e-mail Christine Gors at [christine@sharperimpressions.com](mailto:christine@sharperimpressions.com) or call her at +1 512.248.2293. Please note: your information will be listed as it appears on your original application unless Sharper Impressions receives your revisions. The deadline for response is (April 5<sup>th</sup>).

Congratulations on becoming a legend (in certain circles).

Sincerely,



Dave Meyer  
2012 Gold Quill Awards Chair

*The 2012 Gold Quill Awards program is sponsored by Towers Watson.*

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# 2012 Gold Quill Work Plan: RTI Messaging Campaign

<b>Time Period</b>	July 1 – December 31, 2011
<b>Description</b>	RTI undertook a campaign to help employees more concisely and accurately describe our organization to clients, potential clients and other influential audiences, and to differentiate us from our competitors in a highly competitive marketplace.

## Need/Opportunity

RTI International is an independent, nonprofit organization that provides research, development, and technical services to governments and businesses worldwide. Our staff members lead projects that range from basic laboratory research in life sciences and advanced technology to national education surveys and economic policy research and the implementation of multi-national global health programs.

Given the diversity of our work, few staff members are able to accurately and comprehensively describe our organization to others, as evidenced during media interviews and presentations. Although staff members can accurately describe their own work, they generally are unable to accurately describe the larger organization.

RTI does not have a dedicated sales force and, instead relies heavily on our scientists and researchers to serve as our primary business developers. In our current, highly competitive environment, their ability to accurately describe and “sell” our organization is critical to our business success.

In response to this need, PRCC developed a campaign to understand and address this problem.

## Intended Audience

Our audience for the campaign was RTI’s staff of 2,800, as well as the 1,000 international development experts who support projects around the world. As shown in the survey results, this audience varied by technical area, geographical location, and tenure at RTI.

More than 60% of RTI’s staff members hold terminal degrees in a scientific or technical field. Like other scientific audiences, this group is skeptical, resistant to marketing efforts and difficult to reach with corporate messaging.

## Goals and Objectives

The goal of the messaging campaign was to help employees more concisely and accurately describe our organization to clients, potential clients and other influential audiences, and to differentiate us from our competitors in a highly competitive marketplace.

The Office of Public Relations and Corporate Communications (PRCC) created a short description of RTI and worked with RTI’s survey and text analysis experts to develop an algorithm for scoring an employee’s ability to describe RTI and articulate our mission.

In a pre-campaign survey, staff members scored an average of 2.23 out of 7 possible points when describing RTI and 1.31 of 3 possible points in articulating our mission statement. Many respondents named one or two key attributes of our organization (e.g., *research, institute*), but very few accurately described our organization, validating the need for an RTI-wide campaign.

It is difficult to place a finite value on the importance of employees accurately describing our organization to potential clients, so we did not specifically assign a monetary return on investment for this campaign.

Objectives
1. Convince <b>75%</b> of employees to carry a sticker/card with the RTI description.
2. Improve employee’s ability to describe RTI by <b>50%</b> .
3. Improve employee’s ability to articulate our mission by <b>20%</b> .

## Solution Overview

PRCC staff members planned, created, and implemented every aspect of the campaign. To ensure top-level support, we sought input and approval from RTI's executive and scientific leadership. To secure buy-in for smooth implementation and maximum success, we worked closely with other key stakeholders, including

- **Human Resources staff members** who host new hire orientation.
- **Security staff members** responsible for printing RTI facility access badges.
- **Administrative assistants** across RTI who served as a critical distribution network for messaging packets, the campaign's central outreach tactic.
- **Home office liaisons to RTI's 1,000 international support staff.** Staff members in project offices around the world do not have regular access to RTI's intranet, making it hard to reach them with corporate messaging. Home office liaisons were key to successful distribution of messaging packets to this audience.

Campaign tactics included print, online, and multimedia communications, as well as interactive contests and in-person outreach and engagement. We took advantage of RTI's annual fall staff appreciation picnic to reinforce the campaign with additional CEO messaging. To reach employees hired after the campaign, we included the key messages in a comprehensive revision to RTI's New Hire Orientation.

## Major Campaign Components

- **Pre-campaign survey**, which measured the extent of the problem, introduced many employees to the need to describe RTI accurately, and included links to resources to expand staff awareness of RTI's many areas of research, development, and technical services.
- New **corporate brand video** (produced by New Century Digital Media) that articulates RTI's description and is easily sharable via YouTube. This video is played at New Hire Orientation, posted on RTI's external website, and made available for use in trade show exhibits.
- **Revision to New Hire Orientation** to ensure that new employees receive an accurate introduction to RTI, emphasizing their role as an ambassador for the institute to their professional network. We updated all slides and trained a bench of 15 HR speakers to consistently present the "About RTI" section. To reinforce the RTI mission, we created a video of staff members relating their connection to the mission.
- **Media training for RTI executives**, including a review of how to describe RTI at a high level.
- **Pre-campaign "teaser" video**, in which an anonymous person (RTI's "#1 Fan") appeared to get a tattoo of RTI's logo. At the staff appreciation picnic, employees received temporary logo tattoos, and RTI's CEO mentioned the video and announced a contest for the "most creative" application of the tattoo. The following week, PRCC claimed responsibility for the video and revealed the person's identity. The **tattoo photo contest** took place the following week.
- **Campaign kick-off video** in which PRCC's Vice President and Marketing Communications Manager explained the need for the campaign, introduced the RTI description, and announced forthcoming messaging packets and the request that the staff carry a badge sticker/card with the RTI description.
- Lunch-provided **information sessions with administrative assistants** from across RTI (including U.S. regional offices) to gain buy-in and seek their support in distributing messaging campaign packets to all staff.
- **Messaging campaign packets** distributed to all employees via RTI's administrative assistants, regional office managers, or direct mail. Each packet included
  - Sticker to affix to building access badges (or laminated card for telecommuters and other staff members who do not carry access badges) featuring the RTI description

- Letter from RTI’s CEO emphasizing the importance of the campaign and requesting that staff members carry the stickers/cards with them
- Corporate trifold brochure, which expands on the RTI description, to promote general awareness of RTI’s many areas of research, development, and technical services.
- **“Prize patrol” audit** of staff compliance with the request to carry their sticker/card at all times. PRCC staff members and volunteers based at U.S. regional and international offices awarded RTI-branded items to employees selected during random sweeps of cafeterias, break areas, parking lots/decks, and other common areas who could show their badge sticker or card when asked.
- **Post-campaign survey** to measure awareness and attitudes toward the campaign and reassess the staff’s ability to describe RTI.

### Implementation and Challenges

**Budget:** The budget for all materials and postage was \$12,000. To control costs, all videos except the corporate brand and campaign kick-off videos were recorded using pocket video cameras.

Corporate video	\$3,000
Survey incentives	\$140
Messaging packets (printing, kitting, postage)	\$4,200
Prize patrol items	\$2,800
New hire orientation training materials	\$175
Total	<u>\$10,315</u>

**Timeline:** Planning for the campaign began in June 2011. All elements were implemented between July 1 and December 28, 2011.

Dates	Messaging Campaign Activity
July 1–Sep 7	Executive media training
Sep 8–21	Pre-campaign survey
Sep 12	Launch of revised New Hire Orientation
Sep 6	Leak of “#1 RTI Fan” tattoo teaser video
Oct 4	“#1 Fan” tattoo video posted to intranet
Oct 7 & 14	AA preview luncheons (to marshal support for packet distribution)
Oct 11	Staff appreciation picnic (CEO announcement of tattoo contest)
Oct 12	Announce identity of #1 RTI Fan
Oct 13–31	RTI tattoo contest
Oct 20	Campaign kick-off video
Nov 14	Announcement of brand video
Oct 20–28	Packet distribution
Nov 1–18	Prize patrol
Dec 15–28	Follow-up survey

**Challenges:** Our greatest challenges were a constantly shifting schedule and some unexpected results that necessitated changes in tactics.

- The date for RTI’s staff appreciation picnic moved several times to accommodate the CEO’s schedule. This event is historically very well attended by the RTP staff and a video of the CEO’s remarks is made available to the regional office staff; thus it represented a significant opportunity to

reinforce executive support for the campaign. The PRCC team shifted the release dates of the tattoo video and campaign kick-off video to preserve a logical flow of communications to staff.

- Originally the plan called for the tattoo video to be leaked to a few staff members with the expectation that it would be shared virally. But in the week following the leak, the video was viewed only a few times due to RTI staff hesitance to view the video thinking they would compromise computer security. The PRCC team adjusted the plan and posted the video on the homepage of RTI's intranet and posted a series of announcements and articles to increase viewership.
- The original plan called for creation of a video montage of executive media training, showing several RTI executives correctly describing RTI. However, the video resulting from the training did not yield the desired footage and the video was scrapped.

### Measurement/Evaluation of Outcomes

Throughout the campaign, PRCC tracked employee engagement and measured employee attitudes toward the campaign and achievement of objectives via staff surveys and prize patrol.

**Employee Engagement:** Follow-up survey results indicated a high level of employee awareness of the campaign and its components. Highlights include

- 92% of respondents reported reading at least one intranet article.
- 73% reported watching the tattoo teaser video.
- 95% reported receiving messaging packet materials.

Employee Engagement Metrics	
Pre-campaign survey	722 respondents
Post-campaign survey	360 respondents
Brand video	1,331 views
Campaign kick-off video	813 views
Tattoo video	1,760 views
Prize patrol video	963 views

**Employee Attitudes Toward the Campaign:** As measured by the follow-up survey and a survey of administrative assistants who distributed messaging packets, the campaign was generally well received:

- 80% of respondents stated that the description would help them explain RTI.
- 49% stated that the campaign was informative and engaging.
- 88% of administrative assistant respondents described employees' overall reaction to be positive.
- Of those who conducted prize patrol, 93% described the overall reaction to prize patrol as very positive.

*Prize patrol is great fun! We should do more. [On Day 2 of prize patrol] everyone had their card ready in plain sight!*

~ Prize patrol volunteer in Guatemala

**Achievement of Objectives:** During the three-week prize patrol activity, volunteers found that 81% of employees were in compliance with the request to carry the card/sticker featuring the RTI description. In the follow-up survey one month later, 87% of respondents reported carrying the sticker/card at work.

Our post-campaign survey found a significant improvement—exceeding our objectives—in employees' ability to correctly describe RTI and articulate its mission. Following the campaign, average scores for the RTI description increased from 2.23 to 3.6 and scores for the mission increased from 1.31 to 1.76.

Objective	Target	Result
Carry card/sticker	75%	<b>87%</b>
Describe RTI	50% improvement	<b>61% improvement</b>
Articulate mission	20% improvement	<b>34% improvement</b>

## Spangenberg, Kami

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**From:** recognition@iabc.com  
**Sent:** Wednesday, April 18, 2012 4:19 PM  
**To:** Spangenberg, Kami  
**Subject:** 2012 Gold Quill Awards - Blue Ribbon Panel Score Sheet

Dear Kami,

Below you will find your score sheet as well as feedback from the judges who evaluated your entry. One of the unique aspects of the Gold Quill program is that you receive the actual results that your entry received. We hope that this feedback can help serve you in any future endeavors in your career as well as any future award submissions you make to IABC or elsewhere.

The enclosed evaluation includes feedback on what the judges considered to be strengths and areas for improvement for your entry. Specifically, they examined your entry for:

- A clear understanding of your organization/community's opportunity, problem or need
- Well-defined and measurable objectives, clearly tied to that need or opportunity
- Demographic and psychographic characteristics of your audience(s), and their relevance to your communication design and implementation
- Creative and innovative work that addressed the needs of each audience
- Achievement of project goals and objectives and/or the effective measurement and evaluation of project outcomes

Thank you for participating in the 2012 Gold Quill Awards, I hope you found this to be a valuable experience. We value your feedback and would appreciate any thoughts you may have on the program be sent to [Recognition](#). Hope to see you in 2013!

Sincerely,



Dave Meyer  
2012 Gold Quill Awards Chair

The 2012 Gold Quill Awards program is sponsored by Towers Watson.

**Award: MERIT**

Entry ID:30266 Entrant's Name: Kami Spangenberg

Entry Title: RTI International Messaging Campaign

Division:1 - Communication Management

Division/Category: 9. EMPLOYEE/MEMBER COMMUNICATION

Work Plan		Score (0-7)
1.	How clearly is the need and its effect on the organization identified?	5.00
2.	How clearly are the critical characteristics of the audience identified?	4.00
3.	How well do the goals and objectives address the stated need? To what extent are the objectives measurable in addressing the stated need?	6.00
4.	How effective is the overall solution in employing messages, tactics and media? To what extent does the overall solution demonstrate a strategic or creative approach to business communication?	6.00
5.	How effectively is the project implemented in terms of budget, time and other resources?	5.00
6.	How thoroughly are results measured against objectives? (Score 0 if not measured.)	6.00
7.	How well are the project's goals and objectives met?	6.00
(A) Work Plan Score = 38 divided by 7 = 5.43 x 0.5 =		2.71

Work Sample		Score (0-7)
1.	How well do the elements of the project demonstrate an understanding of target audience needs and characteristics?	6.00
2.	How well does the work sample reflect the objectives in the work plan?	6.00
3.	How clearly does the work sample meet or exceed the accepted technical and professional communication standards for the media selected?	5.00
4.	To what extent does the work sample show creativity, imagination and innovation?	6.00
5.	To what extent does the work sample live up to the description and expectations described in the work plan?	5.00
(B) Work Sample Score = 28 divided by 5 = 5.60 x 0.5 =		2.80

**FINAL SCORE: 2.71 (A) + 2.80 (B) =**

**5.51**

**Brief Comments:**

**Entry's greatest strength:**

**Outstanding campaign components to reach audiences in multiple channels. Nicely states tactics that presented different ways to engage a diverse audience. Clever tattoo element and prize patrol component to measure your campaign's effectiveness.**

**Could be strengthened by:**

**Audience demographics could be stronger in terms of education levels, tenure, diversity of expertise, etc. within the work plan.**