

DRIVING PARTICIPATION

WITH BETH BRODOVSKY

SESSION 161

TURNING ADVOCATES INTO CHAMPIONS FOR YOUR MESSAGE

WITH JILL KNAGGS

BETH: Hello, this is Beth Brodovsky. Welcome to Driving Participation. Today I am on with Jill Knaggs. Jill is the communications and marketing manager for the Canadian Manufacturers and Exporters Association of Manitoba and that is in Canada for anybody that doesn't know their northern provinces. Jill did a really, really interesting project and reached out to me because she wanted to share it with all of you. Jill, thank you so much for joining me today.

JILL: Thanks so much for having me on, Beth.

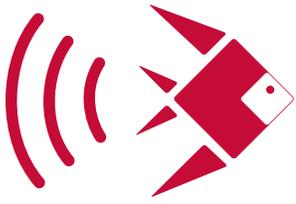
BETH: Before we get into talking about your specific project, can you tell us a little bit about the work that you do at the association?

JILL: Sure. I'm the communications and marketing manager here at CME. We're a national association, but we have divisions that support a regional presence. So my job is to bring a strategic focus to both our national efforts, sort of aligning that with the work that we do here in the province and also taking what we do as an association and helping to make sure that the message is getting out there.

BETH: That is terrific. What kind of people are your audience member that you have to reach out to?

JILL: Well, that's a great question! It would be a lot easier if we had one or two marketing personas that we were dealing with, but of course that's never the case. When you're looking at nonprofits, you're also doing it with fewer resources than maybe your for-profit counterparts. We do a lot of support. Obviously our core members are manufacturers and so we have about 2,400 manufacturers here in the province, the majority of which are SME, small and





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medium enterprises, but we also have big business. Aerospace and agricultural manufacturing is big here on the prairie and then of course they get the message to go about all the amazing things manufacturing is doing and how it is very much a powerhouse industry for the province and a real driver of our wealth and where we're going as a country. There's other groups that we need to speak to, specifically government. There's funders, service providers, all of those companies that are within the manufacturing ecosystem, people who are potentially interested in a career in manufacturing. Even getting into some of the groups that we're seeing changes in demographics. Women in manufacturing, for example. For a long time we didn't see very many women in manufacturing because the industry had sort of a dirty, dingy, heavy labor kind of profile and the reality is anything but. So reaching out to make sure we have the skilled labor force that we need to succeed is really important. So with so many stakeholders, the communications aspect is really kind of critical to an association's success, especially when you're trying to do it, sometimes an issue springs up.

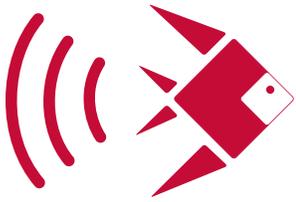
BETH: Right. So as an association that has membership, but it's an institutional membership. Is that right? The companies are members?

JILL: You got it.

BETH: So you've got all of these different audiences and in the work that you're trying to do, how does participation show up? What kind of things do you look at that mattered in a way that helps you thrive to do this work that you're trying to do for your community?

JILL: I think for organizations that have institutional membership, you're falling a little bit flat when you're only speaking to say your primary member, the person who is making the decision or cutting the check at the end of the day. Hopefully that's someone like the CEO or an executive level decision maker, but often your primary member may be the person who handles accounts payable. So for me, participation is all about changing the nature of the engagement and shaping the





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conversation and creating and strengthening those relationships. So when you're dealing with, you're an association and you have members. You have 10, 20 even 30 different contacts within an organization that are getting different value from what you have to offer. So being able to have those different touch points and engaging people at different levels of participation really means that you're able to turn your supporters into your brand champions. So they're not just members, they're not potentially donors for every nonprofit. They're not just funders. They're champions and those are the people that are going out and really singing your praises. They need to be a part of this association or in other sectors. You really need to support this organization and that's so important. That's what participation really means.

BETH: It's so interesting that you phrased it that way because that's really at the heart of this project that you initiated. I love how you describe it as a hijack and an influencer project. I'd like to start off with you talking about what does that mean? What does a hijack marketing and an influencer marketing program mean in layman's terms for people who maybe haven't heard of a marketing program described that way?

JILL: Sure. I find sometimes we marketers use these buzzwords.

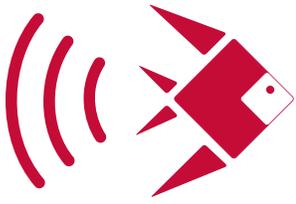
BETH: Yes, that's why I like to break it down. I just have to assume that there could be anybody out there listening that's going, "Wait. Wait. What?"

JILL: It sounds so cool. Hijack marketing.

BETH: Hijack marketing. Yeah. Exactly.

JILL: They're actually fairly simple concepts and I think a lot of nonprofits use these concepts fairly regularly in their marketing efforts. They haven't maybe formalized it or included it in some strategy. Hijack marketing really means just taking advantage of an external event that's already popular or buzzworthy to extend your campaign. It's a lot of work to get a campaign off the ground, but if





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there's something already making waves out there, that's already on the radar of your stakeholders or gets a lot of media coverage that happens to fit with your organization, hijack marketing can be a great opportunity to do a lot more with the limited resources that you have.

BETH: Right.

JILL: Influencer marketing I would say is really means working with individuals or organizations who have credibility and the ability to reach the people that you're trying to talk to. So often you have limited bandwidth as an organization. We have our members, but there are other people in the ecosystem that we want to speak to and so it's a lot of work to go out there and build those relationships from scratch to get our message out, but those audiences have people that they're influenced by, that they listen to that already have credibility and it's not fake credibility. It's organic. They have a relationship there so there's credibility and if you can find those key touchpoints and reach out sort of organically and have those influencers help spread your message, it increases the bandwidth exponentially and at the same time it adds authenticity because of the relationship element.

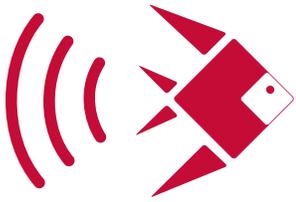
BETH: Right. What did you guys do? Tell us a little bit about your specific project and why you chose to bring those two things together at this time.

JILL: Yeah, absolutely. The reason these two tools I think are really valuable is that they have a ton of potential and they don't require very many resources to implement, which is really important.

BETH: Those are two really big things.

JILL: Exactly. For us, manufacturing is the backbone of our economy here, but we're facing some growing challenges. Canadian manufacturers are losing ground. We have dropped from the eighth largest manufacturing country to the 14th over the last 30 years. So to reverse this trend, we really need to embrace





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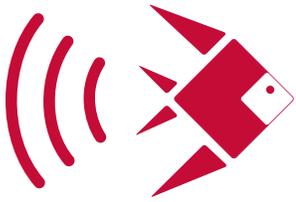
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the strategy that helps us address our challenges and overcome the barriers that we're facing. Part of that, we really need to position manufacturing as a source of pride and top of mind for key stakeholders, like skilled workforce. They may have a lot of choices on where they want to go to work in the 21st century and as an association, as I mentioned we have limited funds to do it. We need to get creative and start leveraging opportunities that are already out there. So we ran a campaign to engage stakeholders in the manufacturing ecosystem around Canada 150. How familiar is your audience with the whole Canada 150?

BETH: I'm familiar with it both because of my family, but also I had one of my staff that happened to be in Niagara Falls on the celebration weekend, but we're Americans so we don't really always think about things outside. So why don't you share a little bit about what was going on around Canada 150.

JILL: Sure. Well, Canada 150 was a huge celebration up here in the great white north. It was the 150th celebration since confederation so it was Canada's 150th birthday. It was a huge production here. There was about \$600 million in federal funding that went to creating events and promotions across the country to celebrate over the last 12 months and I think there was something like 6,200 commercial licenses granted. Merchandise, video coverage, major events all over the country. It was a pretty big deal and really at the top of everyone's radar. So the groundwork had already been laid for us. What we did was we ran a campaign to engage stakeholders based around Canada 150 to really get in there, hijack the events and raise the profile of manufacturing in Manitoba and to get the message out there that 1, manufacturing is really important; 2, manufacturing makes cool things, which I think people tend to forget about. We sort of think of it as dirty and dingy or it's steel foundries, and we don't think about the amazing things like pizza pops that are manufactured goods. It's important to make note of is that manufacturing is a really great industry in which to work. It's very high paying. Most jobs tend to be full-time and it's not necessarily sort of that dirty and dingy place that people might think of when they think of manufacturing. So





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that's a pretty lofty goal, to go out there and sort of change hearts and minds and change perceptions. So what we did was we started with our barriers and we asked our members and some other groups, so the influencers that we worked with, to provide us with their favorite made right here in Manitoba to manufacture their products over the last 150 years using the hashtag #mfgmatters, so manufacturing matters, kind of a 150. We got some great results. Some of my favorites that came up were the pizza pop and the Boler trailer.

BETH: What's a pizza pop?

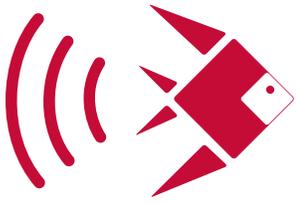
JILL: What is a pizza pop? It's a staple of after-school meals here. It's sort of a pastry that is filled with pizza, the perfect pizza pop is filled with pizza and cheese and it's just a very healthy, nutritious ...

BETH: Oh yeah. It sounds fabulous!

JILL: Yeah, I say it's a staple of after-school do-it-yourself meals around here. Late night snacks if you're so inclined. Nice flavor treats.

BETH: That's so interesting though because one of the things I was gonna ask you was, there's hijack marketing meaning, "Oh, here's a great event that people are paying attention to. Let me camp on to that and that can work great or not." One of the greatest ones I've seen was Edu-cause here in the US did a campaign once during the Oscars where they ran kind of a contest where it was a head-to-head contest for people to vote for which teacher-themed movie was their favorite. It was sort of like a tournament of head-to-head contest. Do you like Mr. Holland's Opus or Freedom Writers? Which one is your favorite? It kind of narrowed down to like a bracket where there was a winner and it was all going on during the actual Oscars so they did a really good job of tying teachers and education, but within the theme of movies so it made a lot of sense, but it's not always like that. You can't always kind of ratchet your idea or your concept into like any event that's going on and what I wanted to talk to you about was did you pick Canada Day because it was so massive and that there's kind of always gonna be an angle





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because it's so big? How did you get your community to focus on and interested in participating in something because it was Canada Day?

JILL: That's a great question. I love the campaign that you mentioned. What a great idea. I think the most important thing for nonprofits, especially when you start working with something that can be a bit, sexy isn't the right word ...

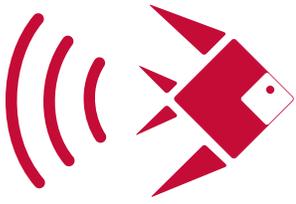
BETH: Probably not, but I'm sure it's out there!

JILL: Yeah, well I always dealt with an organizational need or a problem that needs to be addressed or an opportunity that just can't be missed and build your strategy around that. It can be really easy to sort of want to jump on the bandwagon in when it comes to hijack marketing, but it's not a magic bullet. I think it's very important to align your messages and your channels with your organization's mission and strategy and when it comes to hijack marketing, it's important to remember that this is possibly the most critical element.

BETH: Absolutely. I so agree and we often talk about making sure you are focusing on the outcomes, like what are the outcomes you want? What are the outcomes your community wants? What are they interested in? One of the hardest things is getting participation is hard and if you're strong arming people to do what you want them to do, it's not gonna be an easy or an effective project.

JILL: Absolutely. I think it's important for a nonprofit, too, to, it's important for everyone really, if you can and you have an opportunity to never do anything just once. I think that's really important, too. So unless you can leverage your campaign over and over or maybe across multiple platforms, it may not be the best use of resources. In this case, the Canada 150 campaign paid off in a number of ways beyond sort of our basic objective, which is that it helped up build inroads]and allowed us to sort of speak in a way that turned core leads with regards to members and warm prospects by offering people something of value for free before we ask them to engage with us in another way. So it also let





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us leverage the campaign to remind our team internally and this is probably the number one outcome of this campaign and what pleased me the most. I don't know if I can say surprised, but it was my favorite part about this campaign is that helped remind our team internally of how our overall marketing strategies really tied back into our mission and our mandate, which is to help manufacturers grow and very importantly, it gave us an opportunity to speak with each of the people who work here in our organization and explain how you know efforts like this actually relate to the work that they do day in and day out in their job.

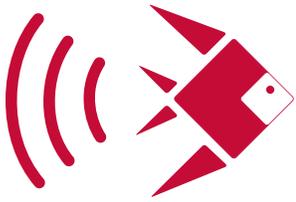
BETH: I think that is such a huge point that you're making. One of the things I feel I've been hearing specifically in this year with the podcasts that we're doing and it's showing up in our work too is the word "culture." It's coming up much more and when I've been talking more deeply about participation and especially as it relates to building, I call it branding, but it's really building your platform from which you're going to speak and connect and what people really reported to me is none of this works without collaboration and that means both external in partners and ambassadors and whatever, but it also goes the other way. And that's been one of the kind of really interesting high notes that's showing up is that until people can get the value of the organization embedded into the belief system of the people inside the organization, it's hard for it to show up in the experience that members have within acting with an organization.

JILL: I think there's a couple of key points there that you're bringing up. One, you've probably been involved with organizations as have I that we do a big strategic plan and we have our five-year plan, and we go away and each department then comes up with a couple of key strategies and we put them together and it goes into a binder that is then circulated. Maybe the CEO does a road show or something like that.

BETH: Right, and then it ends up in somebody's bottom file cabinet drawer.

JILL: Absolutely! And even if it doesn't, even if you have and this doesn't





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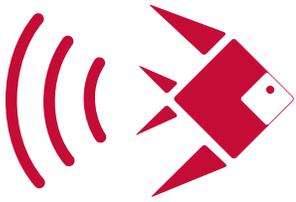
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happen too often, but even if you have a really engaged organization and each department then goes and executes their strategies, you still have a huge gap because the people who are doing the work in different departments don't really understand how the work of other groups also impacts their job that they're doing. They only see a very narrow view. It's tough to shape a culture when you don't see the big picture.

BETH: So what did you guys do? How did you change that? How did you make sure that your different groups felt connected to the whole and connected to each other so they could build this understanding?

JILL: I think it's really important thing to remember. I think we often do these and just speaking for employees in particular, we often think we have to do this big survey where we'll go out and ask each of our employees to provide feedback and we'll do coffee with the presidents and it's fairly easy to engage employees and have a very productive two-way conversation, remembering that your employees are probably, not probably, are definitely the people who know your customers best, know your donors best, know your members best. They're the people who talk to them every day. If you're not taking advantage of that group as your number one source for brand advocates, there's a real gap, especially when it comes to limited resources. There is an engaged group that is participating with you every day. I hope you can trust them. You hired them to do the work of the association or the organization you're with. So collaborate with them. Ask them for feedback and it doesn't have to be very formal. You can do a flash focus group in the hallway. You can catch people on their coffee break. You can just have a one-on-one conversation and explain what you're working on and ask for feedback. Is there anything here that will make this project or projects more engaging for you or for our members? The response is usually through the roof and when you have those one-on-one conversations, it's easier to have that dialogue that provides that clarity to people on how this relates to their job. You can answer those questions. It's more organic.





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BETH: Right and so what did that show up for you? How the things that you heard, how did you then weave that into what you ended up executing?

JILL: The best suggestions came from the forces that, you know we expected them to come from there, but the best suggestions and the most traction came from our employees and from the influences that we reached out to. They had the most traction online. The results ...

BETH: Ah, that's a key right there!

JILL: Absolutely, because sometimes as the marketer you think you know what's gonna resonate, but your one or two steps from the end member or end customer or end donor, whatever it is in the industry that you're in. So by engaging the people who are a little bit closer, you get a more responsive campaign.

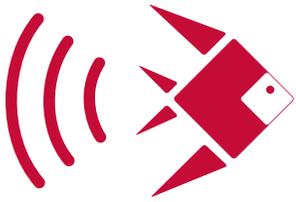
BETH: Right. There's your internal influencers that you collaborated with, you brought them together to have them weight in. Let's talk about how you moved it outside. What defined an external influencer for you?

JILL: Well, so the reason we incorporated the influencer marketing part of this is that we knew our own channels wouldn't necessarily reach every audience that we needed to speak to as often or maybe with as much impact as we would have liked to. So that's the influencer marketing. So we have new ways to connect with audiences, it's going through more credibly, which is a really important part of it and then for nonprofits always a scale. There's certainly man hours associated with a campaign like this, but the costs are reasonably manageable if not minimal. So we were already working with some of these influencers in a shared space and that's a really important component of this.

BETH: What do you mean by that?

JILL: The people in the organizations that we reached out to are seeking to





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address similar problems or ...

BETH: Got it.

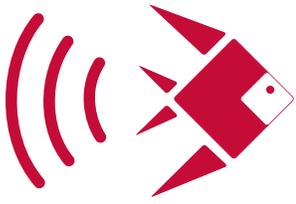
JILL: You know, their mandate covers one element of the problem that we're trying to solve. So what we're trying to do is start with the shared contacts and engage them and get that participation in new ways and once you can engage your audience in a new way or a second or third way from where we started from, again that's when you move supporters from into that area of sort of advocacy or brand champions. So we started with a list. So we always start with a problem statement. You know, what are we trying to overcome or what's the need that needs to be addressed and who the key audience is who we need to speak to to make that happen and then within that, you can look at that sort of diagram of here's where we are, here are the people that we need to speak to. Where's that overlap? Where do those influencers live?

BETH: Exactly, yeah. So you had some, now were these people that were already partnering with you on other things or did you have to go out and find new people?

JILL: A little bit of both. In some instances, we already had sort of started to build the, we're operating in the same place geographically in the same space in terms of strategy. So there's always overlap and I think that's probably true for most organizations, but in some of the cases, we had sort of very arms length relationships. We knew that we were doing similar work and certainly we have a very friendly and positive relationship, but we haven't collaborated together on sort of a shared objecting. This was a campaign that lets us do that, which was really exciting because one of the outcomes I'm really pleased about is that we were able to start to build relationships with these groups that we have shared contacts with in a way that opened the door for more in depth and more collaborative relationships and other problems we can jointly tackle.

BETH: That's a huge thing right there is that you spearheaded this idea and said,





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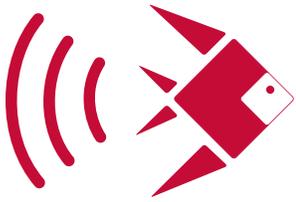
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“Hey, I want you to partner with us on this,” and now you have new relationships, new opportunities, other ideas. They might come to you with an idea next.

JILL: Absolutely and it’s easier to have those conversations once you have something maybe kind of tangible that you reached out and you worked together on. There’s an element of trust and a deeper relationship that’s built with those influencers, regardless of the industry that you’re in I think. With influencers in particular, when you do your ask, if you can offer something of value to those influencers. In this case, it was the opportunity to be part of a conversation that might also help them raise their profile in that space and position them as a leader in helping to solve problems valuable to their own mandate. That’s where you get real value. You’re not asking because there’s something in it for you. You’re asking because there’s something in it for us as a group.

BETH: One of the things that we’ve seen that can really help create participation is shifting from “Hey, can you help us, can you join this” sort of very broad vague we’re doing this thing. We think it’s important and we want you to join us, which is in theory should be a very motivational thing. You guys are interested in this, we’re interested in this, but often a big wide ask like that can be intimidating. They don’t know you and it’s no different when you’re asking somebody to partner with you that’s a collaborative organization versus if it’s a new donor that you’re trying to bring on. When it’s a big sort of “We want you to come to our party even though you don’t know anybody” ask, I kind of equate it to when somebody has a baby and you leave them going, “Congratulations! If you need anything, just let me know.” Well, anybody that’s ever had a baby knows that your eyes are spinning in circles at that time and you wouldn’t, even though you need a million things, you’ve no idea of what to say versus if somebody comes to you and says, “You know what? I can bring you dinner either on Tuesday or Thursday. Would one of those two days work for you?” Specific. “Oh yes! I have somebody on Tuesday. If you could bring us dinner on Thursday that would be wonderful!” Then it’s so much easier to get a yes because you’ve asked for a specific thing that’s aligned to what an audience wants to give or wants to receive.





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JILL: Yeah, absolutely. I would say there's maybe three or four critical things when it comes to including an influencer element to your campaign. The first we talked about a little bit is that Venn diagram, where's that overlap in that shared space. I think the second most important thing when it comes to influencers is identifying the "What's in it for me?" for the groups or the individuals that you're reaching out to. The third is probably to make it as easy as possible when you can. A plug-and-play approach is more likely to get you the buy-in. We're all working with limited resources, so if ...

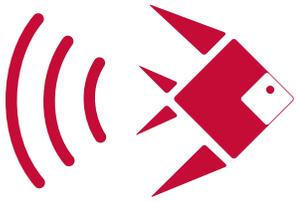
BETH: Including time. People have to realize including time and attention are resources.

JILL: And bandwidth. If you're asking another organization to share your message, it means it's taking bandwidth away from their message, and that's something that you really need to consider and keep on top of mind. So unless it's something that is valuable, that is going to speak to their own mandate, you can't really expect an organization to say, "Yes, I'd love to do this from the bottom of my heart." So I guess the fourth thing that really comes to play when you're dealing with influencer marketing, if you're building them on the first three is the idea of marketing personas. So really getting into the head of the groups that you're trying to connect with and positioning yourself and being able to think in a way that you put yourself in their shoes in terms of what are they trying to achieve? What messages are likely to land with their audiences? How do we write that for their mandates? Then you can create communication tools that you can provide to your influencers that are more likely to be received with open arms.

BETH: Right, and I know that you did a lot of that. We talk all the time about toolkits over here. What kind of tools did you package up and put together to help support your influencers in taking action?

JILL: So the ask for influencers in this case was to ask them to reach out to their members and their stakeholders and get people to submit ideas on their favorite





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Made in Manitoba product. So what we did for that is we created the marketing personas for our influencers. We also talked to our influencers to find out what tools they want, which is sometimes one of the easiest steps that gets skipped over.

BETH: Right. Here's a Snapchat campaign. OK, well that's great.

JILL: Fantastic! We asked. Some people would love that, you might have a marketing campaign where you've got the best print piece in the world and you reach out and you're asking for support and it turns out that organization hasn't used print in five years. You need to think about what your influencers want, what's in it for me aspect of it. So we created toolkits for each of the influencers that we identified. We talked about sort of the reach out, what's in it for me in building those relationships, but then we gave them the sample social media text that they could use, sample email copy they could use and newsletter articles if they wanted to tag something to the very end of the newsletter that would help us promote that message and we tried to write it in ways that would land with their own membership base or their own stakeholders, rather than the way we need to write when we're talking to our own manufacturing members.

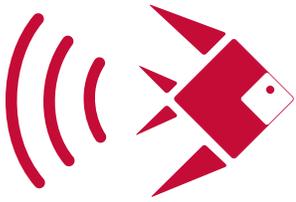
BETH: That's so interesting! You did a different tool kit for each of your partners and your influencers that you were focusing on?

JILL: Yeah, it sounds a lot more complicated than it actually is.

BETH: That's why I had to bring it up because I'm sure everyone is thinking, "oh my gosh, that sounds like a lot of work."

JILL: No, it was fairly straightforward. We're just starting with a template and just sort of tweaking the messages for one group, perhaps they might ask for some really cool manufacturing images. We didn't do it in this campaign, but we certainly would for an Instagram account, for another group, they may want a Twitter graphic that's sized specifically and then another group might have





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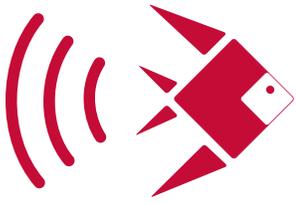
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a really active LinkedIn group page so we would provide them with something different. The messages are fairly similar, but they might be focused on an education institution and we want to talk about the best Made in Manitoba products and why manufacturing is a great place to work. The bulk of the key messages that relate to workforce and for an economic development association, it may be related to economic stocks, like why manufacturing is driving our economic growth in the country. So it's always stuff you probably have in the association. It's in your key messages. You probably pulled it out here and there when you're talking to media. It's just a matter of sort of cutting and pasting. Again we talked earlier. Never reinvent the wheel. You probably did the legwork at some point before and so now you're just taking that information and leveraging it again in a more creative way.

BETH: Again, I think that is so important, that idea of if you know what the hub is in the center of your wheel, it's a lot easier to create the spokes coming out of it and having all of that add up to more than the sum of its parts. When you're just filling separate individual buckets, you're just constantly running around trying to do that and do that and that really duplicates a lot of work and effort whereas if you start from something that has meaning and depth and is connected for everyone throughout the program and then you're just adding that spin on it. First it makes, it's like synergistic. It makes all of the parts add up to more than if you were just doing individual things, but being able to go in and customize it like you were talking about with students, a message of what a student might care about or want to hear about the manufacturing industry is very different than what a consumer or a supplier or somebody else or even a funder in the industry might be interested in hearing about.

JILL: Absolutely! I think it's really important to, we talked a little bit about it. We talked a little bit about it a few times in this call that you have amazing sources of relevant information in your organization right now and you've probably already done the legwork. If you were to go back and look at the last few media releases that you put out or your annual report, maybe it's the last 20 either fundraising





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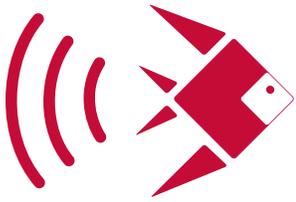
or membership type emails that you've sent out, with very little legwork, you can pull together those key messages fairly quickly and have a focus group with your employees that not only helps you tailor the messaging, they're speaking to these audiences every day, but also lets you do that other element, which is really drilling down your strategy and turning it into culture. Culture eats strategy for breakfast so you can achieve that and it's a very hard thing to do, to take these very big nebulous concepts and make them relatable for people what does it means they do every day. If you can do that, you have really succeeded five different fronts in your organization.

BETH: One of the things that I love that you did is that you got this deep strategy of sort of connecting people and making people value things, but the tactic that you used was share a product that you love. It's almost like asking somebody, like people love trivia questions. People love talking about themselves and what they love. So by getting people to think about a product that they love that's made in Canada, it makes them think, but not hard and it makes them think about things they enjoy thinking about. Like you didn't go against the wave by saying our campaign is going to be to show you and impress upon you why it is important to have manufacturing. You didn't go out with a stats campaign that said, "Oh my gosh, we've fallen from the number 7 to 14." You didn't do that shock and awe campaign and make people worry about something or try to get them concerned about something that they weren't. You just got them to connect with something that they liked and would enjoy sharing. It's simple.

JILL: Absolutely and I think that's the key to success. One of my favorite parts about this campaign is that we had conversations going on in sort of the online social media realm that only somewhat touched CME as an organization. So we would actually have an economic development agency tweeting out their favorite product and then in response, the local convention center was tweeting a response in a call like up this one because we can do one better.

BETH: That's awesome!





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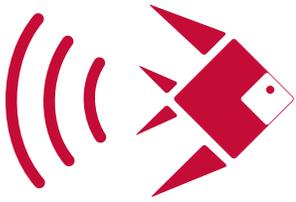
JILL: It was really fun to see.

BETH: It's hard having that feeling of, I mean, one of the things that people worry about a lot on social media is losing control of the message. What if it goes viral in a not good way? I always tell people a virus is not always a good thing. People worry about we're putting all of this energy and time and money into something, even if it's not a lot and what if it doesn't help lift us, but it ends up being we're just expanding this idea and other people are gonna benefit from it. How did you guys get comfortable with that idea that there's other people that are using this to support you, but maybe for themselves as well?

JILL: I think if you're gonna do an influencer campaign, you have to be comfortable with the fact that it's not going to be specifically all about you and your objectives. For this campaign in particular, sort of a rising tide lifts all ships. If we can raise the profile of manufacturing and keep that top of mind for the government and the future work force or businesses that are potentially considering becoming a member or maybe already are a member and are just interested in learning more about how we're advancing the cause of manufacturing and professional development screening and that sort of thing. If that helps other sub-sectors, off the top of my head and I don't know if it did, if that helps the aerospace industry in particular get their message about this, we have a number of large companies here and maybe somebody is thinking, "Hey, I forgot that aerospace is manufacturing," or food processing for example. It's possible that somebody out there didn't realize that food products were manufactured. So if we're talking about bacon, maybe that opens somebody's eyes to the possibility of "Oh that's the type of industry I can work in later on," and that's good. Those are all good outcomes. They don't necessarily have to be our own organizations. They pay off for everyone and that's where you sort of get that collaborative participation element from.

BETH: It's very much how we definitely talk about it. Instead of looking outside and going, "We want to build awareness of manufacturing so let's do a broad





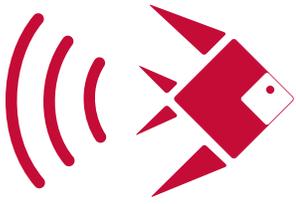
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campaign to everyone that's out there." You went about it in a different way. You looked at where your strengths were, where your values were and grew out from a center and said, "So here's the people that we know. Here's the next layer out from these people that we can reach out to," and then they can reach out to their next layer out" and through that, it's perpetuating through these different organizations throughout Canada that you might not have even thought to connect with when you first started this.

JILL: For sure. That's very true. Some of the best suggestions and most interesting results from the campaign weren't necessarily things we would have automatically said, "This is where that content is gonna come from." One of the best parts about having the opportunity to go and speak to everybody in the organization one on one or in a small group is that sometimes people who are not in your organization, directly involved in a project, you bring in say your receptionist, a campaign to build a member database. They may not actually do that day in and day out, but they bring a fresh perspective and a different idea that can really sort of shake you out of your usual pattern of thinking and come up with really innovative ways to look at things. One of the people from our organization that isn't involved in the marketing department had suggested that a local soap manufacturer that made very boutique kind of soaps would be a great manufacturing product to showcase and perhaps we could reach out to them and start a discussion about we could come to their facility and do a tour. So that's not necessarily something that would have been on my radar as a marketing person and maybe thinking more along the lines of our traditional manufacturing members, but somebody that has a new perspective help make a whole different category of people that we could be speaking to. It was actually suggested that for a similar campaign that we ran, sort of a gourmet jams and jellies farmers market producer would be a great fit for us and we had maybe 5-10 conversations with that company that asked us for more information on membership after we did our media release on them. So really, finding ways to engage companies that might not necessarily be on our radar and have a conversation about how can we help you and it may not be we'd like to sign you





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up for a membership today. It's just that we want you to know that you're here. As a growing business, you're a food processor, so you have resources to support you and when you're ready, come and talk to us.

BETH: Right. One of the things I think is really interesting around this idea of creating a campaign, putting a stake in the ground around an idea and then investing in perpetuating it throughout your community is it really does make you think from a center place and it lets other people weigh in and add ideas to it that are completely unexpected. Things you may not have thought of, but instead of them just being random ideas, when people understand that central message, that central thing that you want to be and put out there and support in the world, it helps people be innovative in completely different ways.

JILL: Yeah, I couldn't agree more.

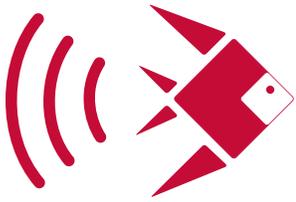
BETH: One of the other things that you mentioned is this specific idea of you don't want to do something that you can only do once. Based on the fact that Canada 150 was over this past summer and it won't be next year, how do you see yourselves, I wouldn't even say repeating this campaign because you won't be able to have that hook. What are you going to do to roll forward an idea like this and perpetuate and build on the work that you've already done?

JILL: Well the great thing about hijack marketing is that there are events throughout the year.

BETH: There's always another event!

JILL: There's always another event. We've done similar campaigns in the past, although not quite as broad as the Canada 150, but we usually do them about twice a year highlighting different occasions in the year that have maybe already had media attention or a buzz in the industry. So some of the products that didn't necessarily make the short list for this list or that did, it's a great list to have on hand, we'll certainly use them again, potentially on Father's Day or maybe a top





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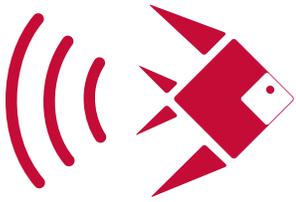
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holiday delight made and manufactured in Manitoba campaign. Crown Royal whisky is manufactured just north of Winnipeg in Gimli, Manitoba, and that's certainly an evergreen list of items. That makes it onto every list. We're very proud of our Crown Royal whisky here.

BETH: Yeah, and I'm sure it is and then throughout the year, there's things like National Ice Cream Day. There's always a way that once you get your head around what you're trying to hook into, it's amazing how it starts to spark new ideas for marketing, but also new ideas for programming. I had somebody say to me once, "Oh no, no, no, no, no. We just want to really focus, refocus who our audience is and what our message is. We don't want you to change our programming." All I could think of was, "It doesn't work like that." Once you've changed, if you're re-targeting and refocusing on delivering this idea to these people, they're gonna tell you what they want to do because of that. You really have to be open to look at every aspect of your organization and how you can serve those people.

JILL: Yeah, and I think as an association in particular, you have your members. You engage people on the membership level and then perhaps to go one level up and you're engaging them in other elements. You offer events, networking, training potentially that's industry specific or profession specific and then many associations have an advocacy aspect to them and certainly we do, but that's tough, especially for many SMEs. That's a tough concept as a marketer to communicate the value proposition behind advocacy because it's such a big nebulous thing. We're moving the industry forward and a lot of SMEs we find marketing that works very well for some of our members is again coming back to the "What's in it for me?" How do we turn advocacy issues into business issues? So one of the things that we do is to provide a level of, I don't know if return on investments is fair, but when we can showcase sort of we're moving manufacturing forward, but highlighting the importance of the sector to the economy, well that's great and I'm sure members value it, but when we can say we're helping your business raise its profile by including you in this campaign. Join in. It takes a fairly high level concept and demonstrate some really practical





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extra engagement with the association for that particular company. It's a little more tangible too.

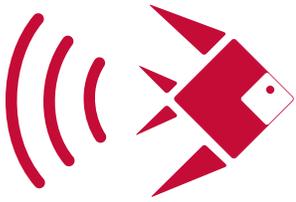
BETH: If someone was listening to this said, "This sounds wonderful, this sounds great, Jill. Terrific ideas. I'd love to do this myself." What's one tip that you could leave somebody with as a place to get started to do this first as they're thinking about creating a campaign like this?

JILL: It's tough to say one tip. I would say always start with your organizational need or the problem because fit is gonna be the most important thing if you want to do something like this. You should have a clear idea of the problem that you're trying to tackle or the opportunity that just can't be missed and the rest of the campaign should really fit into that. The other piece of advice I always give nonprofits is that if you can, steal with pride from the business community. In the nonprofit arena, we sometimes treat some of these concepts as off putting or it's not relevant. Like that's marketing or that's brand and what we're doing is fundraising or we're doing nonprofits and it's really important when you're working with limited resources to take all the help you can get. So why not follow some of the big brands that are maybe doing not necessarily the work you're doing, but might have some similarities. There might be some shared space there and steal with pride. I mean, they have the money and the resources to invest in all the testing, to see what works, to see what resonates and the great part about the nonprofit environment is you can sort of sit back, you know, take a look at what's working elsewhere and then incorporate the elements that you know are successful in a way that fits for you.

BETH: That is excellent advice and I so appreciate you coming on and talking about this project and sharing these ideas with both me and our nonprofit community. If people had more questions for you, where can they connect with you?

JILL: You can always email me. It's, I have one of the world's most talked about





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worst married last name. I'm Mrs. Knaggs. It's Jill.Knaggs@CME-MEC.ca and the last name is spelled K-n-a-g-g-s or I'm also by way of that rarity of a last name, the only Jill Knaggs on LinkedIn North America so you can connect with me there as well.

BETH: I will put links to both of those on our show notes page. Jill, thank you so much for your time. I truly appreciate you being here with me today and I'm sure everyone else will get a lot of value out of what you shared with us.

JILL: Thank you so much, Beth!

