

T.C.L



2010

Marketing Communications Plan



"Your Remarkable Journey"

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Advertising
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Credit Unions **BC**

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MARKETING REVIEW

MARKETING REVIEW

CENTRAL 1'S HISTORY

1936- BC's first credit union created in South Burnaby.
1944 - B.C. Central Credit Union was created as a financial facility.
1970- A merger with the B.C. Credit Union League brought in trade association services.
1978 - The Hands and Globe is adopted as the new insignia.
1996 - B.C. Central's name was changed to Credit Union Central of British Columbia.
2008 - Credit Unions of BC (CUBC) and Credit Unions of Ontario combined under the name of Central 1 Credit Union.
The combination involved CUBC acquiring the assets and assuming the liabilities of Credit Union Central of Ontario at fair market value.

Central 1 is owned primarily by its member credit unions, there are 45 in B.C. and 136 in Ontario. It serves as central financial facility, liquidity manager, payments processor and trade association for the provincial credit union systems of B.C. and Ontario with \$10 billion in assets.

SWOT ANALYSIS SUMMARY

(A more detailed SWOT available in Appendix)

Central 1 and CUBC maintain a strong financial position and offer an exceptional customer service plan. The aging client base has created a need to target the younger demographic. Central 1 has not been able to effectively develop this new demographic therefore creating an opportunity to implement a new advertising campaign.

Strengths

- Financially strong, and efficiently/innovatively managed
- Extensive Member base and Excellent customer service

Weaknesses

- Customer awareness low
- Inability to differentiate from competition

Opportunities

- Changing trends in new target market
- Create a new advertising/awareness campaign

Threats

- Customer base is aging
- Banks are numerous and always competing for market share
- Difficult to differentiate services

Central 1's direct goal is to increase overall membership. Direct competition is with charter banks that hold well over a majority market share. Credit Unions hold less than an 18% market share in the financial institution industry. CUBC needs to increase their market share in the younger demographic ages 18-29 which currently stands at 8% out of a potential 27%.

MARKETING STRATEGY

MARKETING OBJECTIVES

Expand the new marketing campaign to reach young adults aged 18-29 and increase awareness of credit unions among this demographic through a market penetration strategy. The goal is to double the current 8% market share in the new target market to 16% market share.

MARKETING STRATEGY

TARGET MARKET

Ages 18-29 with an income anywhere from \$9,000 – \$60,000+ per year. Generation Y: intellectual strivers and achievers who believe in honesty, loyalty and trust. This demographic has high community involvement and confidence but are unsure about how personal finances will affect their future. They are stubborn in admitting that they are confused and intimidated by finance. They have low awareness of credit unions and their benefits. Central 1's target market lives in urban, suburban, and rural communities in both BC and Ontario Canada.

STRATEGIC DIRECTION

Central 1 aims to hold their current client base and also grow their market share with the new youthful target market. CUBC is reinventing their image through the new campaign, "Be Remarkable", which targets the youth and attempts to be perceived as "cool" to the new demographic.

COMPETITIVE ADVANTAGES

Community involvement and customer service are the major strengths of credit unions. CUBC has been able to narrow their focus onto the local community due to the nature of a smaller based structure. The company wide philosophy of 'People before Profits', exemplifies the credit union's excellent customer service program.

RESULTING POSITIONING

Central 1 positions themselves overall as a superior alternative to charter banks. They are positioned as a not-for-profit company who give back to the community. CUBC are a unique and trustworthy alternative to banking institutions.

MARKETING MIX OVERVIEW

There are no changes to the pricing, product, distribution or store placement; however, the promotional strategy will be subject to major changes. The role of this new promotional campaign is to increase brand awareness to the new target market. The new branding goals are to follow the strategic direction by repositioning credit unions as a modern, trustworthy, helpful and unique way to bank.

COMMUNICATIONS PLAN

COMMUNICATIONS PLAN

PROBLEM STATEMENT

Central 1's current target market and largest customer base is aging, and over the next 20-30 years, is expected to decline considerably. The aging of Central 1's current market has caused a need to pursue a new and more youthful demographic, specifically men and women between the ages of 18 and 29. In order gain market acceptance, Central 1 must be able to communicate the benefits of credit unions and prove to their target market that credit unions are in fact better financial institutions than banks. Central 1 must be repositioned in a way that reflects the benefits of credit unions while communicating with the new target market; this can be achieved through creating and increasing brand awareness.

COMMUNICATIONS OBJECTIVES

Central 1 currently holds 8% market share out of a total 27% in the 18-29 demographic. The goal of Central 1's new ad campaign is to maintain current market share of the 29+ demographic, while increasing total market share in the 18-29 demographic. The communication objectives are to:

- Increase and/or create brand awareness within the 18-29 demographic over the next year.
- Reposition credit unions as the unique but trustworthy alternative to banks.
- Create a brand image that is not only recognizable, but also widely accepted through the target demographic and perceived as "cool".
- Prove that credit unions offer superior benefits and services as well as customer service.

COMMUNICATIONS STRATEGIES

"Credit unions are here to help you on your remarkable journey"

Central 1 and CUBC want to communicate that they are behind their customer's journey and will give them the information and advice they need in order to achieve their goals, long term and short. Their new target market needs to know that credit unions share their values; they want to come across as having all the same services that banks offer and then some, the unique but trustworthy alternative to banks. Credit unions provide each client with a friendly point of reference for all life's financial questions. This demographic will be empowered by the ability to decide where their money is going; they will develop a trusting relationship with credit unions. Unlike charter banks, the credit union will be there to provide answers and help each client on their own "Remarkable Journey" to success, rather than dwindling the clients money and time away with excessive fees, surcharges and bad service.

The television ads are to be supplemented by using other forms of advertisements: public relations, event marketing, interactive communications and social media. The overall strategy is to emphasize the importance of each individual's remarkable journey and demonstrate how credit unions can help.

TELEVISION

Four commercials, each focus on the key places in life where people in the target market may be. The names in the commercials are the most popular names for the target market.

- Jessica: Features a young woman's remarkable university journey and how credit unions helped her.

- Michael: Feature a young man's remarkable travel journey and how credit unions helped him
- Ashley and Christopher: Features a young couple with a child, wanting to invest in their child's remarkable journey.
- Matt: Features a young man's remarkable journey to owning his own apartment and how credit unions helped him.

WEBPAGE

The webpage will be updated to include credit union members aged 18-29's remarkable journeys. It will also be home to the "Be Remarkable Contest". Features of the website include:

- Pictures of current and past events.
- Link to CUBC website.
- Video of 'Be Remarkable' samples.
- Scrolling marquee for 'Be remarkable live feeds'. Type in your message to see it scroll across the webpage.
- Area to apply for contest and details.
- List of past and future sponsored events.

CONTEST

In order to win the contest credit union members will demonstrate their ideal remarkable journey through some form of multimedia and submit it to the CUBC webpage. Winners will win a bank account with a predetermined amount of money in it. Participants will also be able to enter at events sponsored by Central 1.

OUTDOOR ADVERTISING

Will showcase the contest on bus stops and bus's and promote the webpage. There will also be a form of personal selling by having a street team that will show up at events to promote the website and contest.

EVENT SPONSORSHIP

Community events that attract the target market will be sponsored by "CUBC" these events will also have on site credit union promotional staff that will hand out freebees. Events will have a video recording booth where people can record a short video of their remarkable journeys.

ONLINE ADVERTISING

This will include contest links on social media sites such as YouTube, Facebook and more.

Television	\$1,008,000	May-August
Contest	\$19,200	March-November
Outdoor Advertising	\$86,619	April-November
Interactive Communications	\$54,000	May-December
Event Sponsorship	\$180,000	May-August

See figure 7 for detailed budget and timing breakdown.

ADVERTISING PLAN

ADVERTISING PLAN

CREATIVE OBJECTIVES

The repositioning challenge involves turning credit unions from an unknown alternative to banking to a well known, cool alternative to banking for our target market.

KEY BENEFIT STATEMENT

The Be Remarkable campaign would inspire, empower and invigorate the target audience of 18-29 enough to drive them to changing financial institutions to the credit union of their choice. The Be Remarkable campaign inspires this reaction from our target audience by offering a contemporary alternative to banking, demonstrating that our target market can make a difference by ‘being remarkable’, differentiating from traditional banks by sharing the values of our target market, providing a powerful slogan that resonates with our target market and rings true to the services CUBC offers and creating a viral online campaign to reach our target markets interactive ‘bubble’.

The services offered by credit unions and banks are similar, so it will be the culture, style and presence of the credit unions which has to stand out. The credit union has to be as “remarkable” as the generation of young people they are trying to attract. This campaign will create awareness and eventually drive a switch in financial institution for our target market.

UNIQUE SELLING POINTS

Credit Unions of British Columbia will always be unmatched in the customer service they provide, and will provide an exceptional experience for their customers every time; whether it be for standard everyday transactions or larger financial decisions such as loans, mortgages, or financial aid. The “be remarkable” campaign will include the following media and tactics to reach our target market and reflect the USP we offer:

- Event sponsorship within the local music scene and guerrilla marketing tactics at the events themselves.
- Sweepstakes for the best ‘tell us your remarkable journey’, which we will showcase on the beremarkable.com website, which will include a 10,000\$ grand prize.
- Developing an interactive website that can be accessed and navigated easily to encourage more visitors and visitor stickiness.
- Presenting the way in which credit unions offer a unique but trustworthy alternative to traditional banking through visual media advertisements and the be remarkable website.
- By developing television commercials that resonate and attract our target market.

SUPPORT CLAIMS

- Strong supporters of small business, BC credit unions invest about 60% (tens of millions of dollars) of revenues directly into their local communities, creating more jobs and opportunities. Event Sponsorship is a great community based way to attract local young people to the cause. Involvement of community sponsorship can be done through CUBC which will draw in interest and members.
- Our sweepstake contest will create urgency to participate in the campaign with a lucrative grand prize that creates a lifelong connection with credit unions to the winner.
- We will also communicate our USP by driving the target audience to become more informed about the services offered by credit unions and ultimately convince them to switch their financial institution.

CREATIVE STRATEGY

IMAGE/PERSONALITY: CUBC will share the same values as our target demographic, and present itself as an empowering source for financial information and help. They want the target market to feel this empowered when it comes to reaching their goals by using a credit union. CUBC will be presented as a trustworthy, unique, and contemporary alternative to traditional conservative banking to align itself with the target demographics expectations. This image will drive the generation for awareness of this product through positive and contemporary associations with this brand.

TONE/MOOD: Our ad campaign uses inviting imagery with bright colours to help audience members see themselves as part of the credit union family, and try and create a positive association with CUBC through the use of tone. The tone is upbeat and intended to leave the viewer with a favourable impression of CUBC. Secondary uses of tone and mood include the use of an emotional tone, with the use of a young family in its growth stage. There is also lifestyle and academic situations that will use mood and tone to generate a connection between the viewer and the ad, because they properly reflecting our target demographic on their 'remarkable journey'.

THEME: The overall theme is that CUBC understands and encourages our target market to "Be Remarkable". We will be reflecting the target markets values and beliefs which will help build trust and awareness for the brand. We are going to specify the theme to focus on how CUBC can 'help you on your remarkable journey'. Uplifting positivity will be used as a primary theme of the "Be Remarkable" campaign, as it will reflect the nature of our target market and appeal to them. Secondary themes will be emotional, for when there are young families used in the campaign. This theme will be used to invoke a feeling of similarity between the people used in the ads and the audience. Another secondary theme will be surrounding lifestyle choices. We will show young people buying new homes, and travelling to new destinations to try and show our target demographic that we understand these goals and are there to assist in achieving these goals.

APPEAL TECHNIQUE: Positive appeal, through the use of an inspiring message, will be used to generate the primary reason for buying the product. Secondary to that, we will use emotional appeal through the use of young families to draw a similarity between the target audience and the people in the ads. Lifestyle appeal will also be used, to try and reach the target market in their world and showing that CUBC promotes a lifestyle rather than using product benefits to draw new customers in. Finally, academic appeal through the use of successful university students in the ad will be used to help draw in the audience that places an immense importance on academic success. This will show our target market that CUBC can be there every step of the way to help each individual on their own chosen 'remarkable journey'.

CREATIVE EXECUTION

TACTICAL CONSIDERATION: We want to present the lifestyle/path that can be achieved through the use of a credit union by making brand appearances at events which will represent the lifestyle that our demographic wishes to achieve.

PRODUCTION CONSIDERATION: Testimonials are used by creating characters that appear as ‘real’ young people which are living the same journeys as those audience members. See figure 7 timeline in appendix for more detail.

Our print ads will utilize a poster style layout with a lifestyle photo being the main focus. A curiosity heading, “helping you on your remarkable journey” will be featured in the top left corner of the ads with the subheading “win yours at www.beremarkable.ca” at the bottom right corner of the ads. This layout will allow for a top left to bottom right eye flow. The ads will all be unified with the same photography style, fonts and colour schemes. (See figure 14 for Billboard, Bus and Event Sponsorship photos)

LOGO SPECIFICATIONS

1. The logo is never used in place of ‘Credit Unions of BC’ whenever referring to the organization in running text within marketing collateral, documents or correspondence.
2. No other graphic device or logo may be used in representing the organization.
3. To ensure the integrity of the logo design, all reproductions must be made from master, electronic artwork.

TV COMMERCIALS

We will create four narrative commercials each focusing on the key places in life where people in the target market may be. The names in the commercials are the most popular names for the target market. The opening of the commercials will grab the audience’s attention by boldly stating what the characters journey is. The middle of the commercial will communicate the bulk of the message by stating how the credit unions helped them achieve their goals. The closing of the commercial will focus on the CUBC name and the tagline “upload your remarkable journey at www.beremarkable.ca” will be featured.” (See figure 15 for TV storyboards)

- Jessica Commercial: Will feature a young woman’s remarkable university journey and how credit unions helped her.
- Michael Commercial: Will feature a young man’s remarkable travel journey and how credit unions helped him.
- Ashley and Christopher Commercial: Will feature a young couple with a young child and wanting to invest in their Childs incredible journey.
- Matt Commercial: Will feature a young man’s remarkable journey to owning his own apartment and how credit unions helped him.

MEDIA PLAN

MEDIA OBJECTIVES

WHO

Our target market is men and women, aged 18-29, who live in British Columbia, Canada. This group encompasses 27% of the area's total population but only 8% of CUBC's customers. This is an involved and aware group, forward thinkers, who share an independent spirit. (See a more detailed target market in the 'Media Strategy' section).

WHAT

Credit unions understand your goals and can help you achieve them. Communicate to the target market that Credit Unions want to help their customers achieve their goals by supporting them along the way; people before profits. Fill the customer's needs by giving pro-active involvement in decision making. They want to choose their own destiny, and with the help of a credit union they can do that. Credit unions want to help people achieve their "Remarkable Journey".

WHEN

The target market is most active in the summer months and this is when many events that CUBC can sponsor are held. However, in the months prior there will be post event marketing such as commercials, online, and transit ads will feature the remarkable journey competition. More specifically, the target can be reached while commuting to and from work, participating in leisure activities, attending events, or surfing the internet.

WHERE

The "Be Remarkable" campaign will take place in all of B.C.; mainly in Vancouver region, Okanagan, and Vancouver Island. To supplement the TV and online components, outdoor ads will be placed at busy commuter locations, such as popular sky train/bus stops. Event sponsorship will attempt to reach the target market in Vancouver and Kelowna. Wakefest in Kelowna is an event that many people travel to from all over BC. The market priority is Vancouver, receiving higher frequency and reach by form of billboards and guerilla advertising. Kelowna will experience lower frequency/reach but there will be enough advertising to gain brand presence, along with event sponsorship in this area that will add to the other aspects of advertising we include.

HOW

The target market does not see an immediate need to change financial institutions; therefore reach and frequency must be considered. Continuity will be dealt with by implementing multiple forms of media at once to initiate awareness. The contest will offer an interactive component for people to film themselves as an entry for the contest. We will convey the message by displaying ads that feature young people's remarkable journeys. These journeys will be common goals for most people in the target marketing allowing them to relate personally with the ads. High frequency/reach within the Vancouver area for 10 weeks to generate awareness, 20 weeks of mid range frequency/reach within Vancouver area to hold brand presence and provide advertising for a longer duration of purchase cycles. Inform in spring, remind/persuade in summer months, remind in September.

MEDIA STRATEGY

TARGET MARKET

Primary Target Market: Ages 18-29 with an income anywhere from \$9,000 – \$60,000+ per year. Generation Y: intellectual strivers and achievers who believe in honesty, loyalty and trust. They are confident about their capabilities and display optimism when it comes to thinking about the future. This demographic has high community involvement and are beginning to think about how personal finances can affect their future. However they are stubborn in admitting that they are confused and intimidated by personal finance. They have low awareness of what credit unions are and how they can benefit them. Central ones target market lives in urban, suburban, and rural communities in both BC and Ontario Canada.

Secondary market: These ads are also intended for a broader market of 18-55 year olds who will be impacted less by the ads. It will only be used on this the broader market for more exposure and reminding forms of advertising.

(See Figure 10 for Expanded Primary Target market)

MATCHING STRATEGY

Profile Matching Strategy – Our target market is defined through similar demographic, geographic, and psychographic characteristics – narrow coverage.

Along with the profile matching strategy we will use a modified road-blocking in order to reduce the amount of viewers that are able to avoid our commercials. This is accomplished through the use of multi-media advertising as described in the ‘Final Choice of Media’ section.

TIMING AND CONTINUITY

Advertising efforts will be done from March to December, using a build-up strategy in the spring building to summer months. This will emphasize the “Be Remarkable” contest and advertise higher when the contest is in full effect. After the summer the ads will be on a pulse basis to remind of the ‘Remarkable journey and use the winning submission as part of the campaign. Television, outdoor, and interactive communications will be blitzing during the summer months, sponsored events will take place in the summer. Timing/Continuity Requirement: 34 weeks Depending on the success of the campaign over the summer, we will re-evaluate and use some of the remainder budget for reminding advertising for the rest of the year in low frequency.

FREQUENCY REQUIREMENT (ONE WEEK)

TV: 500,000 households/100,000 viewers= 5

Overall: 1303318(Target population)/721743 (60% [reach goal] of target population)/=1.69

IMPRESSIONS (TOTAL REACH OF CAMPAIGN):

Taking 60% of our target market being 721,743, our total impressions goal is $721,743 \times 1.69$. This amounts to a total reach of 1,219,745 people.

RESPONSE RATE METRICS

The ultimate goal of our campaign is to increase Credit Union membership. We feel that this will be accomplished through the use of our website at beremarkable.com. The easiest way to measure our campaigns success is first by an increase in membership for our target market. The second way to measure the success of our campaign is to track hits on the beremarkable website. This will inevitably demonstrate how many people we have connected with through our advertising.

COVERAGE ALTERNATIVES-We will use regional coverage as the campaign will only be taking place in B.C. The schedule will be a build up schedule with the peak being in the summer months. There will be more promotional activity in Greater Vancouver and lower mainland than any other region with 1 major event and 2 medium events. Kelowna and Victoria will have similar coverage with one medium sized sponsored event each. The campaign is targeted more towards Vancouver due to the higher population.

BUDGET SPLIT- TOTAL BUDGET: \$2 million. **Total approximated used budget:** \$1787501

Breakdown: Television 56%, Market Research 6%, Event Sponsorship 9%, Outdoor Advertisements 24%, Contests 1%, Interactive communications 3%, Research 5%. Left over for end of year advertising – 18%.

FINAL CHOICE OF MEDIA

RATIONALE FOR SELECTED MEDIA

(See figure 11 for Expanded Media Selection rationale)

TELEVISION

High Impact and effectiveness of messages, excellent reach, good frequency potential, some demographic selectivity – effective coverage flexibility, excellent demonstration capability

OUTDOOR ADVERTISING

High target reach and frequency, medium targeting flexibility, good size and quality of message moderate cost.

ADVANTAGES OF TRANSIT: Continuous exposure, good reach and frequency, varied market coverage, low cost

INTERACTIVE COMMUNICATIONS (WEBSITE, SOCIAL NETWORKING)

Interactivity and action effective for connecting with target market, Allows for extreme selectivity of target market.

EVENT SPONSORSHIP

This is the most effective way of advertising to our target market since it allows us to reach them directly while they are open and receptive to receiving our communication. Provided face-to-face advertising which allows for effective communication of message.

MEDIA EXECUTION

(NOTE: Our group would have liked to start our advertising in late March in order to build-up the CUBC brand. This would have been done before the implementation of the website/contest and promotional events. Because of the nature of a classroom environment, this project has elapsed over more time making this start date impossible. We decided to change our dates but still maintain the idea that we wanted to use a build-up strategy)

MEDIA FLOW CHART

2010						
	▼ April	▼ May	▼ June	▼ July	▼ August	▼ September
Activity						
Television Ads						
CTV		4	8	8	8	2
Sportsnet		1	6	3	3	2
Billboard Ads	20 GRP	20GRP	28GRP	28GRP	28GRP	25GRP
Transit Ads	25 GRP	25GRP	32GRP	32GRP	35GRP	20GRP
Website	Active	through	to	September		
Events						
Vancouver Open			Jun-19			
WakeFest				July 6-8		
Online Advertising	x	x	x	x	x	x
Misc. concerts						
Vancouver			1	1	1	1
Victoria			1		1	1
Kelowna			1		1	1
Misc. Events			1	1	1	1
Victoria			1		1	1
Vancouver			1		1	1

MEDIA COSTS AND SUMMARY

Media Costs and Summary		Contact/Platform Used	Costs Associated	-	Runtime	Calculations for Cost
Medium						
Research Costs						
Television						
Previous Production Costs Incurred	Unknown		200000			Assumed
Production	Vancouver Film School		10000			Given by VFS
Airing Costs	Hockey games, Reality TV		798000	Mid May-End August	See Figure 3 in appendix	
(3 Ads per program [changes] for 14 weeks, 4x per week. \$4750 average for each spot: Frequency goal is 5.)	Shows like: Heroes, 24, Simpsons, Family Guy, American Idol: CTV					
Total television costs			108800			
Outdoor						
Billboards				April-November		
Production	Pattison Advertising		2000		Given by Pattison outdoor - Suite 200, 4180 Lougheed	
Space Rental	Pattison Advertising		385532		Highway, Burnaby, BC See figure 1	
Transit	Pattison Advertising		5000	April-November		
Production	Pattison Advertising		41069		Adjusted from Pattisons Quote See figure 2	
Bus Space	Lamar Outdoor					
TOTAL OUTDOOR			4335601			
Interactive Communications						
Website				May-December		
Development (Acro Media inc.)	Acromedia Inc		10000		Quoted from Acro Media: www.acromedia.com	
Server Costs (high due to volume of bandwidth)	Acromedia Inc		5000		Quoted from Acro Media: www.acromedia.com	
Maintenance/Updating (Labour)	Industry Standard		9000		2hrs a day, \$25/h, 180 days	
Website Total			24000			
Online Advertisements						
Facebook	Facebook.com		15000		Given from Facebook.com	
2-General Pay per click-ads	Volleyballbc.com		15000		10% click rate on average target website hits of 750000	
Total Online Ads			30000		10cents per click - 10% of 750000 x 10cents	
TOTAL INTERACTIVE COMM.			54000			
Contest Money						
<i>First place</i>	CUBC prefilled account		15000	Awarded September		
<i>Second place</i>	CUBC prefilled account		7500	Awarded September		
<i>Third place</i>	CUBC prefilled account		1000	Awarded September		
TOTAL CONTEST			23500			
Event Promotions						
Vancouver Open Title Sponsorship	Volleyball BC		35000	May	Given from Nicole @ Volleyball BC	
Wake Fest title Sponsor	Wakefest Event		75000	July 6-8	Given from Danny @ Wakefest Events	
6 Concerts (approx 5000 a show)	ThePeakFM		30000	June-August	\$5000 x 4 concerts	
2 other presenting sponsor events	n/a		20000	June-August	Adjusted from Volleyball BC's Numbers. 10000 per sponsorship	
Street Team @10 Events	Mango Moose Media - www.st		8400	June-August	See Figure 4	
Total Event Promotions			168400			
TOTAL BUDGET SPENT			1787501			
Remaining Advertising Budget			212499			

PROMOTIONAL PLAN

PROMOTIONAL OBJECTIVES

1. **Create Brand Awareness** for CUBC.
2. **Reposition the image** among our target demographic. Create positive affiliation with our audience and CUBC.
3. **Build brand loyalty** among our target market for CUBC and its services.
4. Create excitement for the new campaign and contest.

PROMOTION STRATEGIES

PULL STRATEGY - Utilized as all of our promotional activities will be directed at the final consumer.

PROFILE MATCHING STRATEGY – We used this strategy because the target market is specifically defined by: demographics, such as male or female and ages 18-29. This is also defined by psychographics such as personality type, generation ‘x’ or ‘y’, and attitudes and beliefs. Market Geographic’s are BC’s most densely populated regions (Vancouver, Vancouver Island, Okanagan) and specifically the lower mainland/Fraser valley.

THEME - Our overall theme is “Be Remarkable”. This message reflects the Target Markets values and beliefs, and builds the awareness so that the CUBC brand is known as a unique but trustworthy alternative to traditional banking to our target market.

PROMOTIONAL MESSAGE: Our campaign focus is our target markets remarkable journey so we utilize the message: “Helping you on your remarkable journey”, in all our events, advertisements and interactive advertising campaigns.

CAMPAIGN SYNERGY: Our profile matching strategy works in conjunction with our theme and promotional message. We want our audience to feel empowered when they want to reach their goal, this is why we use the powerful, realistic and straightforward theme and message of “Be Remarkable” to inspire these reactions from the audience.

EXECUTION

CONTEST: We will be utilizing the sweepstakes strategy to provide the winner with a cash prize of \$15000 and subsequent winners receiving \$7500 and \$1000, and rather than having a traditional entry form, videos will be used which can be uploaded via the website. In order to create awareness for the project we are using a mix of multimedia (which can be seen below).

EVENT MARKETING: Event Marketing will allow CUBC to carefully target specific events and as a result create awareness with their target group. It will also change the image that CUBC currently holds. CUBC will also gain new clients by sponsoring the event.

GUERRILLA MARKETING: By having a street team at the events CUBC will be utilizing experiential marketing by having a video booth where the target market can record their remarkable journey and it will then be uploaded onto the website.

WEB VIDEOS: These videos will be similar to the everyday webisodes except rather than the CUBC generating the videos it will be the consumers.

TRANSIT ADS: Transit ads will be used to reach a large amount of people quickly. It offers a benefit to the consumer as they can relieve their boredom and in return benefits CUBC as their message is being delivered.

TRANSIT SHELTER ADS: Offer superior color quality that will effectively capture the audience's attention. They will be placed along popular bus routes for our target audience such as the SFU and UBC bus route.

INTERACTIVE MEDIA: Our website and online advertising will be used to fulfill our profile matching and rifle strategy by being able to target and analyze the preferences of each individual. We can also track each individual to observe the impression rate to ensure success of our campaign with this method.

BUDGET

We broke our total budget for 2 million down based on our objectives. The primary focus for our advertising campaign is to create brand awareness, grow the market share and create loyalty with our new customers. In order to do this we believed it was essential to spend money in all major forms of advertising that would then draw the target market to the beremarkable.com webpage. It is here where they become informed about credit unions and why they are a better choice for a financial institution than banks. We were able to save production costs on the commercials by extending it as a project for Vancouver film school students. These students would compete to create the best commercial based on the CUBC guidelines and in return the winners work would be published. This is a huge reward for anyone looking to go into the film industry. If it were not for this contest creating a commercial would not be plausible. Please see figure 7 in the appendices for a full breakdown of the budget.

APPENDICES

APPENDICES

FIGURE 1: BILLBOARD QUOTE

Media	GRP	# Signs	Total 4 week Net Rate	CPM
Billboard (32x75)	25	multitude	\$55076	1.67
TOTAL (7 Months)			\$385582	

FIGURE 2: BUS QUOTE

Media	GRP	# Buses	Total 4 week Net Rate	CPM
Full Wrap (No Window)	24	2	\$4141	1.92
Basic signage	60	1	\$1726	1.88
TOTAL (7 months)			\$41069	

FIGURE 3: CTV RATE CARD

AD UNIT	News & Ent ¹	Comedy & MTV	Much ²	BNN	Sports ³	Science & Adventure ⁴	RON
Leaderboard	\$20	\$20	\$25	\$25	\$20	\$20	\$13
Skyscraper	\$20	\$20	\$25	\$25	\$20	\$20	\$13
Big Box	\$25	\$25	\$30	\$30	\$20	\$25	\$16
Half Page	\$35	\$35	\$40	\$40	\$30	\$35	\$23
Top Layer	\$35	\$35	\$40	\$40	\$30	\$35	\$23
Transitional	\$70	\$70	\$70	\$70	\$40	\$70	\$42
Catfish*	\$35	\$35	\$40	\$40	\$30	\$35	\$23
Pre Roll	\$50	\$40	\$50	\$60	\$40	\$40	

Pre Roll with accompanying ad unit	\$55	\$45	\$55	\$65	\$45	\$45
Two or more targets minimum + 10%						
15 second or less: 85% of a 30 second rate.						
* CTV standard is 90x1000. Premiums will be added to non-standard creative.						
Standard rich media ads will have a 15% premium. Specific rich media ads that we deem intrusive may have an additional premium attached. This will be determined on a case by case basis.						
¹ CTV, Retail CTV, A Channel, CP24, Bravo, ChumFM, FT.						
² Muchmusic, Muchloud, Muchmore, Muchmusic, Muchvibe, Punchmuchi.						
³ TSN, RDS.						
⁴ Discovery, Discovery HD, Animal Planet, Travel and Escape, Space.						

FIGURE 4: STREET TEAM CALCULATIONS

Provided by Mango Moose Media.

DESCRIPTION	CALCULATIONS
Street team rep per hour wage	\$37
Travel wage (Per hour)	\$5
Number of reps per event	5
Number of hours per event	4
Number of Events	10
TOTAL COST	\$8400

* Approximate Population
 SPOT BUY 25 DAILY GRPs 50 DAILY GRPs 75 DAILY GRPs
 4 Week Approximate Number of Faces 4 Week Approximate Number of Faces 4 Week
 NET Cost* Number of Faces NET Cost Number of Faces NET Cost

FIGURE 5: PATTISON OUTDOOR VANCOUVER 'HORIZONTAL SIGN' RATE CARD

MARKET	Estimated 5+ Population 2009	SPOT BUY 4 Week NET Cost*	25 DAILY GRPs Approximate Number of Faces	4 Week NET Cost	50 DAILY GRPs Approximate Number of Faces	4 Week NET Cost	75 DAILY GRPs Approximate Number of Faces	4 Week NET Cost
Major Markets :: 1 Million +								
Montreal CMA	3,595,200	\$2,850	26 - 28	\$66,500	52 - 56	\$133,000	78 - 84	\$199,500
Toronto CMA/Hamilton CMA/Oshawa CMA	6,317,600	...	75 - 81	\$128,700	151 - 159	\$255,750	229 - 237	\$384,450
Calgary CMA/Lethbridge CA/Medicine Hat CA	1,246,300	...	18 - 20	\$32,775	36 - 40	\$65,550	55 - 59	\$98,325
Edmonton CMA	1,030,200	\$2,800	16 - 18	\$23,800	32 - 36	\$47,600	48 - 52	\$70,000
Vancouver CMA/Abbotsford CMA/Chilliwack CA	2,425,300	...	27 - 29	\$55,076	54 - 56	\$108,185	80 - 84	\$161,294

FIGURE 6: PORTION OF LAMAR OUTDOOR RATE CARD

Media	Size	18+ Pop	GRP	# Buses	Total 4 week Net Rate	Flight	Avg DEC / Panel	CPM
Bus-King (Traditional)	30' X 139'	740,785	25	3	\$1,467	4 weeks	3,455	\$5.05
Bus-King (Traditional)	30' X 139'	740,785	50	6	\$2,934	4 weeks	3,455	\$5.05
Bus-King (Traditional)	30' X 139'	740,785	75	10	\$4,890	4 weeks	3,455	\$5.05
Bus-King (Traditional)	30' X 139'	740,785	100	12	\$5,868	4 weeks	3,455	\$5.05
Bus-Seventies (Traditional)	Non Standard	740,785	--	1	\$318	4 weeks	2,970	\$3.82
Bus-Seventies (Traditional)	Non Standard	740,785	25	4	\$1,272	4 weeks	2,970	\$3.82
Bus-Seventies (Traditional)	Non Standard	740,785	50	7	\$2,226	4 weeks	2,970	\$3.82
Bus-Seventies (Traditional)	Non Standard	740,785	75	11	\$3,498	4 weeks	2,970	\$3.82
Bus-Seventies (Traditional)	Non Standard	740,785	100	14	\$4,452	4 weeks	2,970	\$3.82
Bus-Super King (Traditional)	Non Standard	740,785	--	1	\$747	4 weeks	6,409	\$4.16
Bus-Super King	Non Standard	740,785	25	3	\$2,241	4 weeks	6,409	\$4.16
Bus-Super King	Non Standard	740,785	50	5	\$3,735	4 weeks	6,409	\$4.16
Bus-Super King	Non Standard	740,785	75	8	\$5,976	4 weeks	6,409	\$4.16
Bus-Super King	Non Standard	740,785	100	10	\$7,470	4	6,409	\$4.16

							weeks
Bus-Super Tail	Non Standard	740,785	--	1	\$545	4 wks	5,694 \$3.42

FIGURE 7: BUDGET BASED ON ACTIVITIES

Budget Based on Activities				
Expenditure	Cost	Percent of total	Timing	
Television: Production and Airing	\$1,008,000.00	56%	May-August	
Research	\$10,000.00	6%		
Outdoor Advertising	\$433,601.00	24%	April-November	
Billboards				
Transit				
Interactive Communications	\$54,000.00	3%	May-December	
Website				
Online Advertisements				
Event Sponsorship	\$168,400.00	9%	May-August	
Vancouver Open Title			May-August	
Wake Fest			July 6-8	
6 Concerts			June-August	
2 other presenting events			June-August	
Street team			June-August	
Contests	\$23,500.00	1%	March-November	
Prize money				
Secondary prizes				
Totals	\$1,787,501.00	100.00%		

FIGURE 8 – DETAILED SWOT ANALYSIS

STRENGTHS

- Extensive local history and reputation
 - In business since 1936
- Excellent advertising – TV, Public Relations, Testimonials, event sponsorship etc.
- Effective website – content and layout
- Recent horizontal expansion through merger with Central Credit Union of Ontario
 - created Central 1.
- Successfully targets small business
- Membership Loyalty
- Appropriate organizational structure
 - Dedicated Staff
- Product/Service differentiation - unique services to clients
 - Vancity has multilingual tellers/ads
- Excellent customer service
- High community involvement
 - Kwantlen library, 'Prospera place' in Kelowna

WEAKNESSES

- Limited variety of client base. Do not attract big business
 - Not a place for significant deposits, deposits don't grow
- Limited product width
- Doesn't generate revenue like banks – Not for profit
- Insignificant vertical expansion plans
- Customer awareness low
- Restrictive legislation
- Decreased loan demand
- Need to increase age and ethnic diversity
- Stagnant membership growth
- Inability to differentiate from competition (banks).
- Many people inherit their parent's choice of banking institution.

OPPORTUNITIES

- Increasing bank fees might create customer dissatisfaction and cause a switch to a credit union
- Ability to potentially take market share from banks with increasing bank customer dissatisfaction.
- Create a new advertising/awareness campaign
 - Highlight the value gained from having ownership in banking institution
- Create new services to differentiate unions from competitors
- Promote the benefit of local banking to economic refugees that have negative feelings towards the big banks

- Younger customer base is becoming more independent and will often choose the credit unions contemporary approach to banking
- Target small businesses for lending
- Seek untapped markets

THREATS

- Banks are numerous and always competing for market share
- Difficult to differentiate services
- Poor product differentiations - Similar services offered at banks
- Banks tend to have larger budget for recruitment
- Economic hardships have caused credit unions to suffer
- Customer base is aging
- Lack of consumer confidence makes it difficult to attract new customers
- Community culture is hindered by internet age

FIGURE 10: TARGET MARKET EXPANDED

DEMOGRAPHIC

Primary Market: 18-29 and both male and female. The target demographic makes up 27% of the area's total population and only 8% of CUBC members. Income: \$9,000 – \$60,000+ per year. Generation Y: intellectual strivers and achievers.\

Secondary market: These ads are also intended for a broader market of 18-55 year olds who will be impacted less by the ads. It will only be used on this the broader market for more exposure and reminding forms of advertising.

PSYCHOGRAPHIC

This target market believes in honesty, loyalty, trust and independence. They are confident about their capabilities and display optimism when it comes to thinking about the future. This group is very socially conscious and believe they can personally make a difference.

BEHAVIOURAL

This demographic has high community involvement and awareness. They are just beginning to think about how finances can affect their future. However they are stubborn in admitting they are confused and intimidated by personal finance. They have low awareness of what credit unions are and how they can benefit them. Many of the target consumers are in the early stages of the family life cycle (getting married, new-born babies).

GEOGRAPHIC

Urban, suburban, and rural communities in BC, primarily the lower mainland.

FIGURE 11: EXPANDED RATIONALE FOR SELECTED MEDIA

TELEVISION

Our commercials are meant to encourage the target market to visit the CUBC website and become educated on the benefits. The commercials will educate the viewers on how credit unions have helped others on their journeys however they will not overload them with information. **Impact and Effectiveness of messages** – Stands out as a multi sense medium, combination of sight and sound offers maximum impact to its audience, requires only passive involvement, ideal for delivering exciting and emotional messages. **High Reach** – Ability to send the message to many potential viewers, reaches a broad range of demographics, especially used by financial institutions as an advertising medium of choice. **Frequency Potential** – Advertising during a set program or time slot gives you the ability to reach a large number of your target market. **Some Demographic Selectivity** – Specific programs match psychographic /demographic profile to the target market, allowing you specify your message and reach a large audience. **Coverage Flexibility** – Allows you to pin point geographic regions of interest. **Demonstration capability** – TV offers creative flexibility, convincing demonstrations, allows you to demonstrate a powerful message.

OUTDOOR ADVERTISING

Purpose is to encourage the target market to visit the CUBC/Be Remarkable websites and become educated on the benefits as well as enter a submission for the contest. Outdoor advertising will help build brand awareness. We want our message to be portrayed in the most powerful format, and outdoor advertisements, for their size and quality, are an excellent means of doing so. **Target Reach and Frequency** – Opportunity to reach a very large cross section of a markets population in a short timeframe, potential for multiple exposures. **Targeting Flexibility** – depending on where the advertisements are located, outdoor advertising has the ability to match markets demographic characteristics, which makes it appropriate for a profile-matching strategy, very appropriate medium to supplement other advertisements (TV, contest, and website). **Size and Quality of Message** – ability to deliver monumental impression on consumers with quality reproduction. **Compatibility With Other Media** – can reinforce the message of other media in 2 ways; first, extends reach and frequency of a campaign (complementary medium), more than 1 medium can accomplish, second, can increase the total number of impressions (total audience reached – total exposures) made on a target market, that a medium like TV can't reach successfully. **Cost** – In terms of reach potential the medium is an efficient media buy, CPM (cost per reaching a thousand people) is low (especially around transit).

ADVANTAGES OF TRANSIT: **Continuous Exposure and Creativity** – commuters are exposed to the same ads on a daily basis, average transit ride is 30 minutes, passengers can relieve boredom by reading ads – good medium for reinforcing TV (home media). **Reach and Frequency** – reaches a mass audience quickly, high reach and frequency equals overall high impressions on a target market. **Market Coverage** – Transit covers all sections of a community. Approx. 16% of the Vancouver population takes public transit to work and has to spend the time in commute observing these cost effective ads. (<http://www40.statcan.gc.ca/l01/cst01/labr88g-eng.htm>) **Cost** – cost is low for CPM.

INTERACTIVE COMMUNICATIONS (WEBSITE, SOCIAL NETWORKING)

Tracking and accountability that can give us the detailed results we need to see if the medium is effective. **Interactivity and Action** - gets consumers to be interactive and probe for information that is relevant or of interest, compel consumers to action. Website already exists, also used to supplement the television advertisements, and to compel the target market towards action. Social networking sites are highly concentrated when it comes to demographic profiling. 34% of Facebook's total visitors fall into the 18-24 age group. Consumer-generated content (videos made by people documenting their remarkable journeys for the contest) gives brands credibility, since the content was generated by a consumer for the purpose of sharing their individual experiences with other interested

users. Gives power to the consumers; interactive communications is the future of advertising. Allows for extreme selectivity of target market.

EVENT SPONSORSHIP

This is the most effective way of advertising to our target market since it allows us to reach them directly while they are open and receptive to receiving our communication. It can also provide the face-to-face interaction between audience member and advertiser that is so important for this campaign, because it can give the push that is needed for an audience member to consider actually switching financial institutions, and also lets the audience know that Credit Unions are 'real people' here to help. These events will help generate brand awareness and establish a good public image for our demographic. Since there is often a need for long-term commitment to sponsor these events, it will help create a lasting brand presence for this campaign. Brand strengthening is accomplished by creating the desired image of being cool at the socially accepted events. Such events as Vancouver volleyball open still need a title sponsorship and fit perfectly into the target market. By being the title sponsor of an event such as this, there are many opportunities: their website will receive 750,000 hits, their newsletter is sent to 14000 people, and there will be walk-by traffic during the event of 25000-75000 people. Booths can also be set up with information on the contest. All of this will significantly help inform and strengthen the CUBC brand.

FIGURE 13: WEBPAGE SAMPLE

The screenshot shows a web browser window for the website www.creditunionsofbc.com. The page has a green header and footer. The main content area features a large image of a person climbing a metal lattice structure against a blue sky.

Credit Unions of BC

Be Remarkable

I Want to travel to China to see the great wall. - John ----- Have my dream wedd

Click for contest details. Win your DREAM JOURNEY

Sample "Be Remarkable" Videos

Your Remarkable Journey?

Type your 'Dream Journey' here to see it scroll across the marquee!

WHY join a CREDIT UNION?

Sponsored Events

May 20 - Fleet Foxes @ Vogue Theatre

June 15 - Beach volleyball

GREEN NOTES

LoveAtTheEndOfThe

Navigation icons: back, forward, search, etc.

Bookmarks: Bell, Webing, PenFM, Spanish, PI School, Other bookmarks

FIGURE 14 PRINT AND BILLBOARD ADS



FIGURE 15: TELEVISION STORYBOARD



I want to know that I will be able to get to where I'm going



I want to know that I will my education costs won't limit what I can have in the future



We want to know that no matter what happens she will be ok

My Names Michael



My Names Jessica



We're Ashley and Chris

And my remarkable journey is travel



My Names Matt



And my remarkable journey is University
And my remarkable journey is buying my house



And our remarkable journey is our family