

# Cassies 2006 Cases

**Brand/Case: SickKids. Believe.**

**Winner: Not for Profit—Silver**

**Client Credits: SickKids Foundation**

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**Crossover Notes:** All winning cases contain lessons that cross over from one case to another. David Rutherford has been identifying these as Crossover Notes since Cassies 1997. The full set for Cassies 2006 can be downloaded from the Case Library section at [www.cassies.ca](http://www.cassies.ca)

- Crossover Note 1. What a Brand Stand For.
- Crossover Note 2. Brand Truths.
- Crossover Note 12. Changing the Goalposts.
- Crossover Note 32. Internal Marketing.

To see creative, go to the Case Library Index and click on the additional links beside the case.

## EXECUTIVE SUMMARY

**Business Results Period (Consecutive Months):** Fiscal 2005  
**Start of Advertising/Communication Effort:** September 12, 2005  
**Base Period for Comparison:** Fiscal 2004

SickKids needed to develop a marketing campaign in support of a dramatic new vision, which included the most ambitious hospital fundraising goal in Canadian history.

SickKids is a well-known and respected 130-year-old institution, but it was not remotely top of mind when it came to donations. We had to get it into the “consideration set” of not-for-profit causes. [Crossover Note 12](#).

Results were extraordinary. The goal was \$64 million (compared to \$50 million in 2004) and we took in more than \$70 million. All measures of perception shifted positively and anecdotal evidence proved that top-of-mind awareness increased significantly.

## SITUATION ANALYSIS

### a) Overall Assessment

The Hospital for Sick Children, or SickKids as it is affectionately known, is one of the world’s most renowned children’s health care and research facilities. Its Research Institute has been responsible for countless world-changing discoveries. Many of the most respected clinician-scientists in the world have been trained and/or work at SickKids, and children from around the world come to the hospital for treatment.

SickKids Foundation is the hospital's fundraising arm. It is the largest non-governmental granting agency in child health in Canada, and it has raised over \$300 million for SickKids since 1972. Though the public views the Hospital and Foundation as one “brand,” the client for this case is the SickKids Foundation.

**Competition:** Canadian fundraising has become fiercely competitive. What were once considered innovative tactics are now commonplace - walks, runs, lotteries and “a-thons” overwhelm the sector. In order to attract donations, an organization must be seen as distinctive and essential. Successful not-for-profits understand the power of branding and consistently work to maintain top-of-mind awareness levels.

**Taken for Granted:** SickKids inspires pride in Torontonians and Canadians. But its flow of funding was in jeopardy. This could be attributed to a misperception. Because of its reputation, as a world leader, the public assumed that SickKids was well-off. They also assumed that the government covered SickKids' costs. People had no idea how much SickKids relied on public support. *People had to understand that SickKids needed money.*

**Ambitious Revenue Goals:** New leadership at the Foundation and Hospital had set an aggressive long-term goal, to raise \$500 million by 2011. This was the largest hospital campaign in Canadian history, and one of the most ambitious campaigns in the world.

## b) Resulting Objectives

In line with this, the objectives for the 2005 campaign were:

1. Raise the awareness and profile of the SickKids brand
2. Transform the misperception that SickKids does not rely on donations
3. Get annual revenue of \$64 million — up from \$50 million in 2004

## STRATEGY & INSIGHT

### *Transcending the Category: From Hospital to Visionary Not-for-Profit*

We did significant research to understand the perceptions of SickKids, and the place it held in the minds and hearts of key stakeholders. 70% of people named SickKids unaided when asked to name hospitals, but only 7% named it unaided when asked to name *charitable* organizations. SickKids was well behind United Way, the Heart & Stroke Foundation and the Canadian Cancer Society.

So, while SickKids stood out on attributes such as “world leader” (79%) and “national treasure” (74%), other organizations owned attributes like “recommended by friends to donate” and “relies on donations”. [Crossover Note 2](#).

SickKids had to shift its positioning from a wonderful hospital to a hospital that needed public support to continue its work, caring for children, and discovering groundbreaking new cures and treatments. [Crossover Note 1](#).

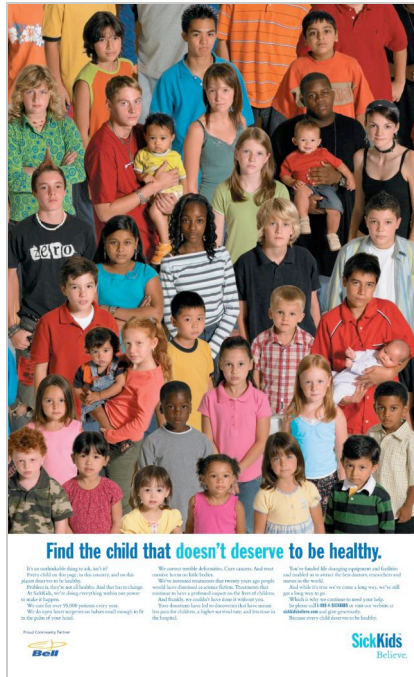
Given that SickKids is truly one-of-a-kind, it could own kids' health. This would broaden the purview of the SickKids brand to embrace a future where “every child deserves to be healthy.” This in turn would give SickKids a new status as a major charity that merited significant donor support.

We captured this in the inspirational tagline: “SickKids. Believe.” This worked on all levels—emotional, rational, and spiritual. It encapsulated the unrelenting passion of the hospital, and also became the rallying cry for the institution, galvanizing staff and volunteers behind one idea for the first time in SickKids' history. [Crossover Note 32](#).

## EXECUTION

We needed to reflect SickKids' new positioning as an advocate for child health, where “every child deserves to be healthy.” Kids became advocates, speaking for themselves using bold, stunning and high impact images. All executions used the “Believe” theme, and the campaign included 2 television spots, 5 print ads, 4 outdoor banners, 3 transit posters, 2 wild postings, 2 radio ads and a campaign website.

## Creative



Television featured healthcare professionals and patients in hospital settings singing the song “Lean on Me”. The spot ended with the tagline “They need us. We need you.”

Print ads expressed the belief that every child deserved to be healthy, using provocative statements and kids of diverse backgrounds and ages. This helped identify SickKids as an advocate for the health of all children.

We used several non-traditional channels to feature the creative and make direct requests for donations.

One such execution was a Polybag for a major newspaper. On October 19<sup>th</sup> 2005 175,000 customers got a surprise delivery on their doorsteps: a baby. A reply mechanism encouraged donations.



Out of home ads featured high impact executions. We chose downtown locations to reach maximum audiences and generate buzz about SickKids’ new vision. One such example was a 100-foot wide hand painted mural that spelled out a new equation for Torontonians – that they were an important part of what made SickKids a great place.



## Media

The campaign was in field from September 12 to November 28, 2005, with staggered media throughout, complemented by fundraising activity, direct response, public relations and launch events.

	September	October	November
Television	■	■	■
Cinema	■	■	■
Newspaper	■	■	■
Polybag		■	
Out of Home	■	■	■
Wild Postings	■	■	■
Transit	■	■	■
Magazines		■	■
Radio		■	■
On-site banner	■	■	■
Believe website	■	■	■
Internal staff Launch Event	■		
"Reasons to Believe" Launch Event	■		

## BUSINESS RESULTS

We had systematic metrics in place to measure success, and across the dashboard the needles moved – dramatically. Awareness, perceptions and financial results all improved, often well beyond expectation.

The most dramatic results were the financials. In the base year (fiscal 2004 ending March 31, 2005), total revenue was \$50 million. For fiscal 2005, the target was \$64 million, and in fact we raised over \$70 million.

In terms of marketing ROI, the total campaign budget was \$3 million, correlated to incremental revenue of \$20 million—a very healthy 6.7:1 ratio of revenue to investment.

The following are highlights of Overall Impact, Perception and Fundraising results:

### ***Overall Impact***

- Leaders of major not-for-profit organizations (e.g. MS Society of Canada, Children's Miracle Network, University Health Network) said that the campaign has forever raised the bar in Canada.
- For the first time, the hospital's 7,000 staff members were united behind a single idea – and were enthusiastic ambassadors of it.
- Traffic on the SickKids Foundation website increased 392 per cent versus 2004
- Media coverage for the PR launch generated 28 million audience impressions, with 100% positive media coverage.
- TV creative won a Marketing Certificate at the 2006 Marketing Awards for Public Service Campaign Single, and also won a 2006 Bessie.

### ***Indications of Perception Shift***

- Aided awareness of the television advertising was 84 per cent
- 70% said that SickKids is more than a hospital
- 67% said that the message is important
- 51% are more likely to donate as a result of the ad
- 21% said they learned something new
- 62% said they were interested in getting more information about SickKids

*Millward Brown Study December 2005, 400 online respondents*

Within mothers aged 25 – 34:

- “Have donated and would again” increased from 29% to 39%
- “Highly recommended by friends to donate” up from 35% to 51%

Within 55+ males and females:

- “Have not donated but would consider” increased from 23% to 40%
- “SickKids relies on donations” increased from 49% to 61%

### ***Fundraising Results***

Results from select fundraising divisions are as follows (Sept. – Dec. comparisons):

Direct Mail holiday program results improved by 40%

- 2004: 7.39% (\$383,215) response rate
- 2005: 10.43% (\$703,623) response rate

Direct Dialogue (street canvassers) donations increased by 63%

- 2004: 1,120 donors, with an average gift of \$21.45
- 2005: 1,832 donors, with an average gift of \$32.11

Web traffic improved by 280%

- 2004: 21,586 visitors
- 2005: 60,359 visitors

On-line donations increased by 56%

- 2004: 4108 gifts (\$365,309)
- 2005: 6448 gifts (\$705,952)

### ***Additional Detail***

The marketing campaign was in-field in the 3<sup>rd</sup> quarter of 2005, and this corresponds to the *single greatest* amount of revenue (\$26,197 million) across all eight quarters.

Fiscal Year Ending March 31	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2004/5	9,891	7,508	17,100	16,223	50,722
2005/6	16,409	9,304	26,197	18,996	70,906
% Increase	66%	24%	53%	17%	40%
\$ Increase	6,518	1,796	9,097	2,773	20,184

Furthermore, the \$20 million increase was distributed across all departments.

<b>Fiscal Year ending March 31</b>	<b>% Increase 2004/5 - 2005/6</b>
Community Involvement	23%
Annual Giving	26%
Corporate Partnerships	57%
Major Gifts	45%
Total	40%

Finally, we have this quote: “Increasingly, charities like SickKids Foundation must work with the marketing departments of major corporations to secure corporate donations and partnerships. As a result of the increased profile and the heightened brand awareness from the campaign, we were able to close deals more successfully and quickly with corporations during and after the campaign season. There was an undeniable correlation between this brand campaign and my bottom line results.”

Sharon Avery, Director of Corporate Partnerships, *SickKids Foundation*

### **CAUSE AND EFFECT BETWEEN ADVERTISING AND RESULTS**

**Timing:** There is a clear connection between the timing of our campaign and the jumps in response rates, donations, and traffic.

**Research:** The post-wave results given earlier confirm the relationship between advertising messages and perception.

**Stakeholder Response:** SickKids Foundation staff reported that their fundraising efforts yielded significantly better results because of the inspiring message. They were able to engage more people more successfully in channels as diverse as street canvassing, direct mail, online, and one-to-one gift acquisition.

**Internal Response:** Staff report that the campaign was a rallying cry across all sectors.

**No Other Changes:** There were no significant staff or structural changes at SickKids Foundation that would account for the spikes in activity.