2021 IMAGE AWARDS GUIDE & GLOSSARY

A Step-by-Step Explanation of Every Section with Examples!

Winning an Image Award doesn't mean reinventing the wheel. Didn't understand some of the new parts required in the two-page summary? Don't worry, it is all in here.

Explore three Golden Image Award winning entries that are broken down section-by-section. Use them as a guide when you sit down to write your submission. You Got This!

Have questions? I bet you do! Contact your local image chair for more information.

RESEARCH

Situation Analysis: Think SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis. What are the internal and external forces at play?

Ex: Premier Sotheby's International Realty (PSIR) is the leading luxury real estate brokerage in Southwest Florida. In 2019, the company sold $5.2 billion in real estate throughout its 40 offices in Florida and North Carolina. PSIR is franchisee of Sotheby's International Realty (SIR) and their offices are independently owned and operated.

Ex: As the government entity in charge of regional transportation planning for Central Florida, MetroPlan Orlando (MPO) creates a collaborative environment for various audiences to work together. Because of this, we were asked to lead a transportation study for Corrine Drive, a challenging road in disrepair involving three local governments.

Ex: For 32 years, the Crystal River Nuclear Plant in Citrus County, Fla., served as the bedrock of the community – providing 600 high-wage jobs and hundreds of contract jobs. The plant's community-minded workers also opened their wallets and volunteered to help local nonprofits succeed. However, in 2013, Duke Energy made a business decision to instead of pursuing a costly first-of-its-kind repair to a structure needed for the plant's continued operation. The decision caused community discord and negative media coverage

Problem Statement: What problem does this PR Program or deliverable solve?

Ex: Within the crowded luxury market of Naples, Florida, there are 6,000 licensed real estate associates and 225 real estate companies. PSIR, with 420 sales associates, needed to find a creative solution to increase the company's visibility in the Naples region. Recruiting for top-producing associates is fiercely competitive in the Naples market. Equally as important as recruitment is the retention of top talent and meeting the marketing needs of those associates is an utmost priority.

Ex: The project had been controversial from the start, and the plan introduced several unusual features to accommodate various residential, commercial, recreational, and school zone needs in the area.

Ex: The decision to retire the nuclear plant coupled with poor economic conditions, a merger with a company 500 miles away and negative media headlines led to public distrust and poor satisfaction. To address this problem, we designed a strategic stakeholder engagement plan that aligned with a six-year (2013-2019) technical process to close the plant.

RESEARCH: The formal or informal gathering of information to understand a situation, check assumptions and perceptions, helps to define the problem and publics to determine the appropriate course of action.

- **PRIMARY RESEARCH – Research that is done by us**
  - Focus groups, online survey, research databases, observations, complaint reviews, metrics for social media (likes, views or shares)

- **SECONDARY RESEARCH – Research others have done**
  - Content analysis (i.e. PR management software like Cision or Meltwater), online articles, research databases

- **FORMAL RESEARCH – Research conducted through data management.**
  - Focus groups, online surveys, telephone surveys, app surveys

- **INFORMAL RESEARCH – Research conducted by talking to people**
  - E-mail messages, In-person interviews, media analysis, online articles, complaint reviews, metrics for social media (likes, views or shares)

Ex: Through the informal, primary, and qualitative research conducted by the Sr. Director of Public Relations, she conducted 1:1 conversation with leading associates and managing brokers revealing their shared desire for more local company branding. PSIR tended to promote listings rather than their people, since associates know it's an individual's reputation and work ethic that attracts buyers and sellers. As a result, PSIR conducted formal, secondary research via content analysis. The research revealed that other SIR affiliates in major US cities were utilizing a film production studio called Evoker to produce associate films to solve similar branding obstacles. The feedback PSIR obtained from their fellow affiliates led them further to explore video and visual storytelling as a potential solution. According to Diode Digital, video promotion is 600% more effective than print and direct mail combined, and Forbes proposed that buyers and sellers, "Don't choose an agent based solely on experience, they choose someone relatable and real." Video branding would positively portray the personality traits of associates, resulting in more business.

Ex: To address this problem, we designed a strategic stakeholder engagement plan that aligned with a six-year (2013-2019) technical process to close the plant. To inform our plan, in 2013, we reviewed secondary qualitative research compiled by others in the nuclear industry who had managed communications for a closing nuclear plant. We reviewed guidance from regulatory agencies, benchmarked five other retired nuclear plants and served on industry task forces. We also conducted formal and informal primary research in 2013 to provide baseline data, confirm community concerns and identify communications channels our audiences deemed most valuable. We hired Hart Research to poll our audiences and provide statistically valid formal

research that revealed: 70% of respondents did not support the decision to close the plant; information from Duke Energy was less trusted than information from local media; only 21% were satisfied with Duke Energy's communications about the nuclear plant's closure; and 40% were not confident Duke Energy would retire the plant "in ways responsible to community interests." We conducted informal research by polling 30 community leaders during a meeting we hosted. Leaders said they wanted more details about community impacts and the work schedule and scope. Respondents to both surveys identified face-to-face events, written communications (mail, email and web content) and traditional local media as their preferred communications channels. They also said they wanted information provided quarterly.

Ex: This 2.5-year study concluded in 2019 with the unveiling of a plan for Corrine Drive (study phase 3). We conducted extensive primary research during the first two study phases to better understand public opinion and create a community-driven transportation plan. We used secondary research from the U.S. Census to identify demographics and assist in audience identification and communication channel selection. Primary research in Phase 1 included an online survey of about 1,700 people to identify the public's desires and perceived obstacles for improving the road. During Phase 2, we gathered input via an online platform where the public rated various street design options. Primary research from the first two phases showed public opinion was divided, although there was a definite desire to make the road safer – especially for pedestrians and cyclists. During our public outreach, we were asked often by participants for help visualizing potential designs, so we knew communication about our recommended plan should include a component that made people feel as if they were experiencing the street first-hand. A previous video, produced at the conclusion of Phase 1 of the project, had been viewed more than 900 times and was well received.

PLANNING

GOAL/GOAL-DIRECTED STRATEGIC THINKING: Longer-term, broad, global and future statements of being.

Ex: The main goal of the Share A Story Sunday campaign was to increase awareness of PSIR's Naples associates and company leadership, obtain new clients/listings and increase satisfaction regarding the branding needs of our associates in the Naples region over one year.

Ex: Our stakeholder engagement plan had two goals: 1) build goodwill and trust among our audiences and 2) improve satisfaction with our communications. These goals also aligned with organizational goals to build awareness and understanding of a safe and cost-effective plant closure.

Ex: The goal was to offer a clear idea of how the recommended design would work, so people could make informed comments.

SMART OBJECTIVES: (Strategic, Measurable, Achievable, Realistic and Time-specific) OR Who, does what, by when and how much/many? Objectives can measure activities, inform/educate or set out to make specific changes in awareness, opinions or behaviors. They are shorter-term than goals.

Ex: To promote PSIR's associates and utilize micro branding to tell their stories in the Naples market, the company had to: (1) Promote the 28 agent films on PSIR's Naples Facebook page and Instagram implementing the Share a Story Sunday campaign from February 1, 2019 – December 31, 2019, with an average engagement rate per post of 3.22%; (2) Drive traffic and increase engagement of the videos with an average of 25 views of each video on the PSIR YouTube page by from February 1, 2019 - February 28, 2020; (3) Obtain at least ten new clients and $10 million in new listings or sales from viewers of the videos by between February 1, 2019 - February 28, 2020.

Ex: We established five evidence-based objectives in 2013 to be measured by formal survey data and achieved by December 2019: 1) Increase satisfaction with our communications about the nuclear plant by 100%. 2): Become the most trusted source of information instead of the second most trusted source of information. 3): More than 50% of respondents will agree Duke Energy is a good community neighbor. 4): More than 50% of respondents will agree they trust Duke Energy to continue contributing to the vitality of the local community. 5): Conduct outreach quarterly for a total of 24 touchpoints in six years.

Ex: To attain this goal, we set these objectives: 1) Create a short (under 3 minutes) video to explain the design, in time for a May 1 public launch and obtain a 75% positive rating of the video on public comment surveys; 2) Make the video available on 3 communications channels (website, email newsletter, and social media), exceeding industry average click rate overall, with at least 30% of clicks going to the video from the email newsletter; an average 5% engagement rate (per impression) for social media, and 1,500 YouTube views during the May 1-31 period.

STRATEGIES– the road map to your objectives. *Strategy is the ladder, and tactics are the rungs. *

Ex: Our strategy was to offer Evoker videos as a branding option to our top associates and promote and disseminate the videos through digital marketing and social media to our various publics.

Ex.: Our strategy was to explain important technical aspects of the design in an easily understandable, short format and distribute it across various digital platforms to encourage public comments during the month of May, getting support from government partners in amplifying the message. We chose the 3-D animated flyover format, because it could do the

best job simulating travel from one end of the road to the other. Often, presentations for transportation projects of this type use aerial views of the area, sometimes overlaying the plan features. We wanted to take that a step further to "fly" the viewer over a simulation of the changed landscape. This way, audiences didn't have to guess what the final plan would look or feel like – they could experience it. This was instrumental in gaining public support and building trust.

Ex: Strategies: 1) Tie outreach to major milestones (work schedule and scope), 2) provide proactive updates using communications channels audiences prefer, 3) maintain messaging documents that simplify the retirement process and address community concerns and sensitivities and 4) use plant leaders, employees and retirees as company ambassadors. 5) The most creative strategy called for leveraging remaining nuclear plant workers to continue community giving and volunteerism programs during the six-year technical process to close the plant instead of ending these programs in 2013.

TACTICS – specific elements of a strategy or tool for accomplishing a strategy

Ex: The tactics implemented for the campaign included: planning and executing two events with Evoker, the first is to garner interest and secure agent participation and the second as the screening of the completed films; creating digital marketing pieces to be used by the associates; and providing tutorials for the associates on promoting the videos through digital marketing and social media.

Ex: Tactics included: producing a professional, animated video that covered proposed changes on the entire 2-mile stretch of road; presenting the video at the beginning and end of the May 1 public meeting for the 220 people who attended; providing links to YouTube through the organization's website, social media (Facebook & Twitter), and through a digital project newsletter.

Ex.: Our plan used four tactics: 1) community giving activities, 2) face-to-face events, 3) written communications and 4) traditional local media outreach.

AUDIENCE IDENTIFICATION

TARGET AUDIENCES: Who you are speaking to – the people most likely to be interested in what your business /service or solution offers.

Ex: There were two target audiences, the first being PSIR's Naples associates and managing brokers who are seeking increased branding efforts. The associates and brokers are men and women with a passion for real estate, selling a minimum of $10 million or more a year, and tech-savvy. The second target audience consists of clients or future clients of the associates featured in the films and followers of PSIR Naples' social media accounts. They are men and

women who live in southwest Florida or wish to purchase or sell property in the Naples region. They are active on social media and search for real estate listings online.

Ex: There were two primary target audiences: 1) decision-makers who desire to improve the road and have the final say on whether the plan moves forward, including local government transportation staff and elected officials with constituents in the study area; and 2) people who use Corrine Drive regularly and want changes in the road's design, such as residents, visitors who eat/shop/play in the area, business owners, and commuters.

Ex: Duke Energy's key audiences included 16,000 residents living within 10 miles of the plant, 47,000 Duke Energy customers and 45 Citrus County community influencers.

TARGET PUBLIC'S DEMOGRAPHICS - tactical data for a group of people, often defined by age or generation, education, gender, health, occupation & income, race, living situation, and often used to identify target audiences.

TARGET PUBLIC'S PSYCHOGRAPHICS - relates consumer lifestyles (attitudes, beliefs, loyalty, preference, public opinion) to behavior (activities, spending habits or expenditures, usage) by analyzing demographics.

Ex: The associates and brokers are men and women with a passion for real estate, selling a minimum of $10 million or more a year, and tech-savvy. The second target audience consists of clients or future clients of the associates featured in the films and followers of PSIR Naples' social media accounts. They are men and women who live in southwest Florida or wish to purchase or sell property in the Naples region. They are active on social media and search for real estate listings online.

Ex: About 141,000 people live in Citrus County. The community is largely reliant on tourism. The median age is 56, and about 32& of the population is 64 or older.

IMPLEMENTATION

Implement/Plan execution: What are the actions you/organization is taking as part of the plan? The implementation section outlines the action and communication employed for achieving the stated goal(s) and objectives. How and when the plan's key message(s) were communicated should be addressed. These message(s) should work to motivate the receiver's (identified target audience) interest, as determined by research, and cause a response (goal directed). Who was responsible for which tasks?

Messaging for Key Audiences: What will you say and how will you say it to each specific audience?

Ex: We focused on leveraging the idea of visual storytelling to convey the people behind our brand. The key message to our associates and managing brokers was, "Let us tell your story." Our message to current and future clients was, "Meet our team, one story at a time."

Ex: 1) The new Corrine Drive will have a five- lane section and a three-lane section; each section has features that will make the road safer and improve travel for everyone. (Pedestrian/bicyclist safety was a top community concern expressed in primary research). 2) Public comment period extends through May 31. Use this video tool to experience the new design, send us questions, and give us your feedback via a survey. MESSAGE FOR DECISION-MAKERS: This video can help build public support for the plan, because it demonstrates solutions to concerns expressed by hundreds of people. It deserves your support.

Ex: To ensure message consistency, we maintained robust messaging and FAQ documents (pages 97-144 in the support PDF) and a library of presentations, fact sheets, photos and graphics.

Timeline/ Sequence of Events: The order in which the strategies and tactics were implemented.

Ex: In August of 2019, we hosted a private screening for the associates to view sample Evoker associate films from other SIR affiliates. At that time, we secured 28 associates to commit to producing their associate films financially. The marketing team worked with Evoker on production schedules and helped associates during the filming process to ensure they followed brand standards. Once production was complete, we hosted a semi-private screening party for the featured associates, their families, and associates in their offices on February 12, 2019. Nearly 150 associates attended, and PSIR delivered the company and associate's key messages through the associate's storytelling on screen. On February 12, 2019, at noon, the videos were posted to the company's website by the senior project manager and on February 26 on the YouTube channel. PSIR's marketing team facilitated zoom training sessions detailing how to incorporate their video into their current marketing and sales efforts to drive traffic to their videos. Assets created for associates included personalized e-blast templates and graphics for associate's database distribution and their own social media posts. "Share-a-Story Sunday," became a weekly post on the Naples regional Facebook page, and the company's Instagram page for 28 consecutive weeks, with targeted boosting to Naples real estate buyers and sellers reiterating the "get to know us" messaging. A post-campaign survey was distributed to participating associates to measure the success of the campaign by requesting information on the acquisition of new clients or listings/sales that stemmed from someone who watched their film and overall satisfaction of the branding initiative.

Ex: In October of 2018, we started preparing for video production, because we knew the animation would require substantial lead time. We reviewed research from the first 2 phases of the project in preparation for developing the video tool, which we would introduce in Spring 2019. Our 2-person communications team (manager and strategist) met in late October with the video consultant of record to discuss ideas and get a budget quote on the video. We included the planning project manager to answer technical questions and ensure the video conveyed the most pertinent information. Then, working with the planning project manager, we put together a script for the video team, augmenting narration with pop-up labels. We supplied the animators with photos of plan details to make sure the final animated product was accurate. In early 2019, the video team finished animation, and we fine-tuned the information, voice-over, and other details as we prepared for launch. We previewed the video for elected officials and local government staff and got feedback. On May 1, the much-anticipated recommended design went public. We showed the video at the start of the public meeting, presented more technical information, took questions, then showed the video again at the end to help attendees fix the plan's main features in their minds. We made the YouTube link public and placed the video on the web page dedicated to project information. We sent an email May 2 to about 900 people who had asked for project updates. Two subsequent emails reminded recipients about the closing date for public comment. We also began a social media push on Facebook & Twitter. We prepared our transportation and government partners, by giving them a preview of our roll-out plan and providing sample web copy and social messages. This helped amplify our outreach efforts on their digital channels and point people toward information about the recommended design. The video accumulated views quickly and climbed throughout the 30-day comment period. We used posts about the video to encourage people to comment on the recommended design via an online survey. The survey included a link to the project page where the video was housed and asked about the effectiveness of the video, while soliciting reactions to the design and the outreach process in general.

Ex: The timeline for our plan was six years and used a combination of four tactics annually to coincide with major milestones. Community giving activities: The nuclear plant team sponsored underprivileged kids at Christmas; hosted food, clothing and back-to-school supply drives; removed algae from a local spring; and picked up litter from local roads and coastlines. They also read to children, judged science fairs, made disaster kits for seniors, served on community boards and participated in fundraisers benefiting nonprofits. The Duke Energy Foundation contributed $1 million to Citrus County organizations focused on economic and workforce development and $20,000 to help a team of nuclear plant employees and retirees build a new community center. Duke Energy also gave more than $580,000 in sponsorships and grants to local nonprofits. The nuclear plant team hosted or participated in 59 community giving activities and logged more than 2,300 volunteer hours in six years. Community giving activities: The nuclear plant team sponsored underprivileged kids at Christmas; hosted food, clothing and back-to-school supply drives; removed algae from a local spring; and picked up litter from local roads and coastlines. They also read to children, judged science fairs, made disaster kits for seniors, served on community boards and participated in fundraisers benefiting nonprofits. The Duke Energy Foundation contributed $1 million to Citrus County organizations focused on

economic and workforce development and $20,000 to help a team of nuclear plant employees and retirees build a new community center. Duke Energy also gave more than $580,000 in sponsorships and grants to local nonprofits. The nuclear plant team hosted or participated in 59 community giving activities and logged more than 2,300 volunteer hours in six years. We also maintained a nuclear plant webpage, duke- energy.com/CR3, that included a "Contact Us" feature for audiences to ask questions in real time. Most web users accessed the site through a Google search and spent on average 3 minutes and 43 seconds on it – significantly longer than many other company webpages. Traditional local media: To demonstrate transparency and guide the narrative, we invited local media, including editorial staff, to behind-the-scenes plant tours. We provided media rare access to employees for human interest stories, to plant leaders for technical insights and to the control room and used nuclear fuel area for interesting visuals. In six years, we earned 22 placements (print/online), and all coverage was positive.

EVALUATION

EVALUATION – measuring the effectiveness of the program against the objectives. Behavioral changes are considered the ultimate sign of public relations effectiveness. The evaluation section determines if goals and objectives of the entrant's program or project were met and the extent to which the results or outcomes of the program's/project's have been accomplished. This section is meant to answer the question "How well did the entrant do?" *SHOULD MATCH THE OBJECTIVES EXACTLY*

Ex: The goal to increase awareness of PSIR's Naples associates and company leadership, obtain new clients/listings, and increase satisfaction regarding the branding needs of our associates was met and exceeded all established benchmarks. (1) Every Sunday, starting on February 24, 2019, an Evoker associate film was posted to the Naples Facebook page through October 13, 2019, with an average engagement rate of 5.05%, and PSIR exceeded the goal by 1.86%. (2) The company exceeded its goal of 25 views for each YouTube video with total views of 1,802, and average views per video of 66.46, a 265.84% increase. (3) PSIR far exceeded the goal of ten new clients and $10 million in sales, with 30 new clients, a $10.5 million sale, and $33 million in listings as a direct result of the campaign. The post-campaign survey revealed that 75% of those who responded were satisfied with how the video branded them and PSIR. As a benchmark, the pre-campaign satisfaction level of company and associate branding was at 25%.

Ex: Renewed trust, increased goodwill and improved satisfaction with our communications allowed us to shift community perceptions from negative to positive, turn contentious relationships into supportive ones, gain public acceptance of the plant's closure and successfully complete the technical process to retire the nuclear plant. As measured by a formal, statistically valid survey conducted in September 2019, we exceeded all 2013 objectives. 1) We increased satisfaction with our communications about the nuclear plant by 233% (100% objective). In 2019, 70% of respondents were satisfied with our communications whereas only 21% were satisfied in 2013. 2) We became the most trusted source of

information. In 2013, Duke Energy was the second most trusted source of information and less trusted than local media. 3) 64% of respondents agreed Duke Energy is a good community neighbor (50% objective). 4) 64% of respondents agreed they trust Duke Energy to continue contributing to the vitality of the local community (50% objective). 5) We provided 59 touchpoints in six years (24 objective) using communications channels audiences preferred – face-to-face events, written communications and traditional local media outreach.

Ex: All objectives were met or exceeded, except one. The final video was 2 minutes, 35 seconds and – after a favorable reaction at the May 1 meeting – proved effective in reaching people on all 3 targeted channels. (See support material.) The video has been viewed almost 2,400 times on YouTube to date; 2,182 views occurred during the May 1-31 comment period. During the month-long social campaign for the recommended plan, we posted 5 times specifically on the video. Those posts had an average engagement rate of 6.5%. Our email newsletter got a click-through rate of 37.9% (transportation industry average is 15.7%). Of those who clicked a link in the email, about 42% went to the video. Subsequent emails resulted in bumps in video views, as well. Of the 500 people who took the public comment survey, almost 74% agreed or "strongly" agreed with the statement: "The video about the recommended design was informative." While that missed the 75% objective, 11% were neutral on the video's impact, and 11% said they had not yet seen it. Only 4% disagreed or strongly disagreed with the statement. An unexpected success was that 10-15 members of the area planning community contacted us to discuss the making of the video. They felt the combination of animation, narration and pop-up labels was highly effective.

BUDGET

BUDGET: To properly assess an award-winning program, all costs associated with the project/entry must be identified, either in dollar figures or the percentage/ratio of cost to the department's or organization's overall budget. This includes staff time and in-kind contributions, if applicable. The primary purpose for budget documentation, is to demonstrate why the submitted program/project equates to a worthwhile investment.

Ex: The project did not exceed the $7,500 budget. The hard costs totaled $5,094, including the screening event ($3,358), boosted Facebook posts ($155), and staff time consisting of 5 hours of design, 14 hours of social media coordination, and 20 hours of planning ($2,600).

Ex: The six-year budget was $73,600, and we finished the project $8,045 under budget. We spent $49,360 on formal research and $16,195 on mailings, face-to-face events and collateral. Investing in formal research allowed us to design an evidence-based plan in 2013 and quantify the plan's effectiveness in 2019.

Ex: The consultant cost for videography animation and editing totaled $22,000. Staff time was valued at $1,942. The video remains active and can serve as a reference point in coming years as local governments consider how to complete the project. The animation serves this purpose well, since it won't become outdated. We made the most of the animation work by reusing

screenshots from the video in the final report, as well as in social media, newsletters and on the website.

BUDGET JUSTIFICATION: Must demonstrate a return on investment. A return on investment was demonstrated (a comparison of the program's/project's overall cost to the return received as a result of the implemented program or executed project)

Ex: The campaign had an impressive ROI with an increased satisfaction rate from associates and leadership in the post-campaign survey. The project exceeded the sales goal by $500,000, tripled the client acquisition goal, increased social media engagement for featured associates, and increased website traffic to the Evoker associate films on YouTube. A total of 30 new clients directly resulted from the films, where people from the Naples market asked one of the featured associates to list their home or represent them as a buyer's associate. Friley Saucier, a featured associate, sold a $10.5 million property in Naples as a result of the video's social media exposure. The company's leadership was pleased with the campaign's success, and the managing brokers are now using Evoker films as a recruiting tool to obtain new associates, setting PSIR apart from the competition in the Naples market.

Ex: This helped derive better value for the cost of production. The video also was used by a television station in explaining the project, and video screenshots accompanied a newspaper story.

Ex: Without this research, we could have wasted time and money on in-vogue tactics when our audiences preferred traditional tactics. One Corporate Communications employee spent 41% of her time implementing the stakeholder engagement plan with support from leadership and the local community relations manager.

SUPPORT MATERIAL

This section should contain the materials that support or substantiate information provided in the two-page summary. An effective support material section works to quickly summarize the program/project entry for the reviewing judges.