



Proposal for a Marketing and Communications Plan
Strengthening the Cochrane Collaboration Brand

Presented to:

The Cochrane Collaboration
Canadian Cochrane Centre
Institute of Population Health
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January 12, 2011



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1.0 Executive Summary

The Cochrane Manual lists the 10 Key Principles of the organization and the first item on the list is, appropriately, collaboration. It is fitting, then, that we should begin our proposal in response to the Request for Proposal (RFP) for a Marketing and Communications plan by noting that Delta Media specializes in a very collaborative approach to strategic marketing communication planning. Our approach has been refined since 1991 as we worked with dozens of client organizations – most of them not-for-profit organizations and most of them organizations focused on health care. We, like you, have learned that there is great power in collaboration. We have learned that staff, boards and committees are more than clients; they are a resource. As planners, our role is to find effective ways to leverage that resource and tap into the collective insight and expertise each organization brings.

This proposal will present just that approach. In particular, we will outline what makes our plans *strategic*, how we work in a disciplined way to build strategic plans, and how our approach delivers on the specific requirements expressed in the RFP.

In section 3.0, the proposal will present a detailed list of the deliverables for the project. We begin with a comprehensive situation analysis, on which we will build a strategic marketing communication plan and creative strategy for the Cochrane Collaboration. We then propose eight specific vehicle strategies designed to ensure you receive detailed, actionable recommendations on how to make optimal use of the following eight key communication vehicles and activities:

1. The Cochrane.org website
2. Media relations
3. Social media
4. Publications
5. Advertising
6. Endorsements
7. Online integration of multiple websites in the Cochrane family
8. Event marketing

We also present Delta Media's project management approach in section 4.0, focusing on the leadership of the firm, our approach to teamwork and client service. This section also covers our pricing commitment to clients as well as our approach to secure project filing.

In section 5.0 you will find detailed itemized pricing for all the deliverables we propose. The pricing is broken down by deliverable and shows the anticipated level of effort for each member of our team. This section also includes *optional* implementation services that are beyond the scope of the RFP but that we feel could allow for a more integrated and effective implementation. These are for you to consider and they are modular; you can select none or only those you feel are particularly relevant. Finally, this section includes a preliminary timeline to show you how we plan on completing the work by August 31, 2011.

In section 6.0, we present our approach to the evaluation of strategic marketing communication plans. Our approach is based on the Logic Model and our final plan to you will include specific recommendations on what measures to use when assessing the resources, activities, outputs, outcomes and impact of the tactics we recommend. The evaluation will also detail how and when to gather those measures.

In section 7.0, we present three current client references for whom we have performed similar services in the past year. This is followed in section 8.0 by biographies of the members of our team – members from Delta Media and from our preferred web development supplier, MARSWorks. As you'll see, our two firms have worked together for more than a decade.

In section 9.0 we present overviews of both Delta Media (the prime vendor) and MARSWorks. This leads us to section 10, where we provide you with case studies and samples of our work on relevant projects.

We hope that after reading this proposal you will share our confidence that Delta Media and MARSWorks are ideally positioned to raise the global profile of the Cochrane Collaboration and build a stronger, more integrated presence for the Cochrane brand around the world.

2.0 Approach and Methodology

The Hallmarks of our Work: Strategy, Collaboration and Integration

For 20 years now, Delta Media has specialized in serving the needs of clients in the not-for-profit sector, with particular emphasis on health care. In that time, our work has been distinguished by three qualities: strategy, collaboration and integration.

We pride ourselves on the rigour and sophistication we bring to communication **strategy**. We have developed and continually refined a comprehensive approach that always includes thorough situation analysis, focused strategy development and meticulous action planning. The result is an enviable track record of plans that are built around clearly defined goals and key audiences. The plans optimize resources, capitalize on opportunities and mitigate threats effectively.

Because of our immersion in the world of not-for-profit organizations, our work is also marked by a spirit of **collaboration**. We embrace the decentralized decision-making model of our clients. We value the insights and experiences of broad and diverse groups of staff members, volunteers and stakeholders. And we have created unique and effective processes that allow us to leverage these individuals fully. As we describe it: strategy is something we do *with* our clients, not *to* our clients.

Finally, our work is continually marked by our insistence on **integration**. Simply put, we create unified and coherent programs of communication for our clients, not merely a list of vehicles and activities to undertake. We build powerful links between various tactics we recommend, allowing them to work *cumulatively* and deliver a *consistent* message. In this way, the whole campaign is certainly greater than the sum of its parts.

Delta Media's Collaborative Strategy Development Process

1. Work with the client to select participants from staff, volunteers and, perhaps, external stakeholders
2. Work with the client to design a blend of face-to-face, teleconference and web-based interactions that will fit the requirements of the group
3. Create a secure way to share files and gather input from participants (i.e., a virtual work space)
4. Share preliminary findings from the situation analysis with participants and interact with them to validate findings and deepen our understanding
5. Share preliminary strategic directions with participants and interact with them to validate and refine our thinking
6. Engage participants in a collaborative brainstorming process to build and refine key messages and a campaign theme
7. Report back to participants with the final results of the process

A Disciplined Approach to Strategy

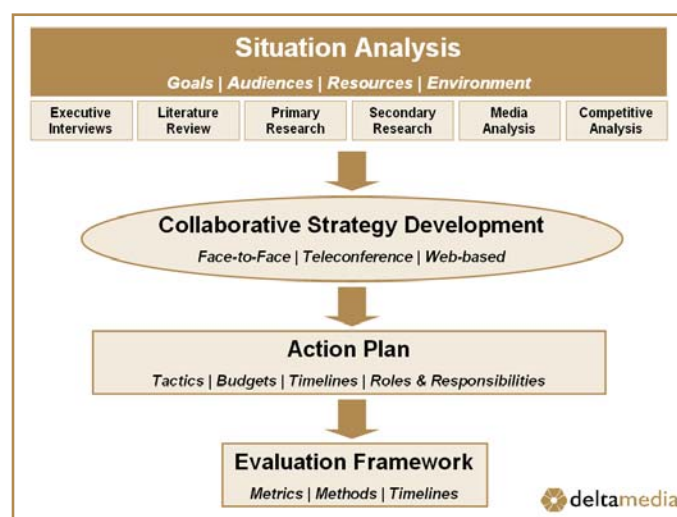
We believe truly strategic communication plans must include a number of essential ingredients. The plans we develop consistently feature all of these elements.

1. Our strategic communication plans articulate clear communication **goals** and measurable **objectives** that are evidently tied back to the organization's overall strategic plan and priorities. These goals and objectives need to move beyond simple awareness or opinion and answer the fundamental question: "What does the organization want the audience to do now that they are aware and hold particular attitudes?"
2. Our campaigns are focused on a realistic list of **optimal audiences**. We **prioritize audiences** that, once reached effectively, can change their behaviour in ways that allow the client to achieve its communication goals and objectives. These audiences include those that directly take action as well as those that can influence other audiences. Our work here also includes an *analysis* of the audiences, with particular attention to the language they prefer, the biases they bring to the communication process and the expectations they have of the Cochrane Collaboration. This understanding of the audience will be essential when developing the creative strategy.
3. Our strategic communication plans are always built on a thorough and frank assessment of the client's **internal resources** and capacities in marketing and communication. The strategy must include ways to leverage the strengths and overcome weaknesses we identify.
4. Our strategic communication plans are also based on a comprehensive scan of the **external environment**. That way, the strategic directions we develop are able to capitalize on opportunities and mitigate any threats.
5. Our plans also include a solid and effective **creative strategy** that lists key messages for each target audience and includes overarching themes that will tie together the various vehicles and activities into an integrated campaign. Those messages must be strategic and address the reasons why an audience might not act in a sought-after way, while aligning the organization with the reasons why an audience member would act in that way.
6. We consistently deliver campaign plans that include a detailed **action plan** listing the optimal communication vehicles and activities that will reach and engage audiences in a way that is targeted, cost-effective and fully integrated. The more limited an organization's budget, the more important it is that all the tactics within the action plan work *together* to deliver targeted messages at just the right time.
7. Finally, all of our strategic communication plans include a realistic and cost-effective series of **evaluation measures** with which to regularly evaluate the effectiveness of the plan and adjust the strategy and tactics as required. Effective evaluation allows for continual learning and continual improvement in the return on investment generated by your campaign budget.

A Proven Methodology

To achieve these seven qualities, we take all of our clients through a consistent and comprehensive strategic marketing and communication planning process. Each step is highly interactive and designed to move the strategic plan forward.

Situation Analysis: Our work always begins with a four-part situation analysis – the building blocks of strategy. We work with the client to clearly articulate the goals and objectives of the campaign and, from these, determine the key audiences to reach and engage. Next, we conduct a thorough assessment of the communication resources our client organizations have at their disposal. Through executive interviews, reviews of current communication vehicles, secondary research and media analysis we determine the key strengths and weaknesses of each client. Third, we undertake a scan of the environment in which our client organization operates. Our work can include primary and secondary research, executive interviews, competitive analysis, literature review and media analysis. We identify both the opportunities and the threats with which our clients must contend. Our findings are distilled into a statement of strengths, weaknesses, opportunities and threats.



Strategy: As mentioned above, we view strategic planning as an inherently collaborative exercise. In this stage of our work, we work closely with the client – through face-to-face workshops, teleconferences and web-based collaboration to turn the findings of our situation analysis into strategy. For clients with a global presence, this mix of workshop approaches allows maximum participation across multiple time zones and schedules. Each client is unique and we work with you to determine the optimal mix of staff, board and committee members and external stakeholders to participate in the strategy workshops. Together, we develop an effective strategy that leverages the strengths we identified within the organization, while overcoming weaknesses. We capitalize on the opportunities in the external environment while mitigating key threats. This will also include a creative strategy, as we work together to create the key messages and overarching themes that will yield the greatest impact.

Action Plan: Once the strategy is approved, we move to develop a detailed and effective action plan that will bring the strategic directions to life and get your key messages out to the right audiences at the right times. We explore all channels, vehicles and activities to find options that are fitted to your budget and to your audiences' habits and preferences. Our deep experience allows us to plan effectively for campaigns that use a strategic blend of media, including print and electronic, social media, special events and media relations.

Evaluation Framework: We know that the best time to plan on evaluating a campaign is when the campaign plan itself is being developed. That way, evaluation is an integral part of the campaign, and not an afterthought. We will prepare a detailed evaluation framework that includes detailed recommendations on the right metrics to focus on as you measure the effectiveness of the campaign, as well as how and when to gather them.

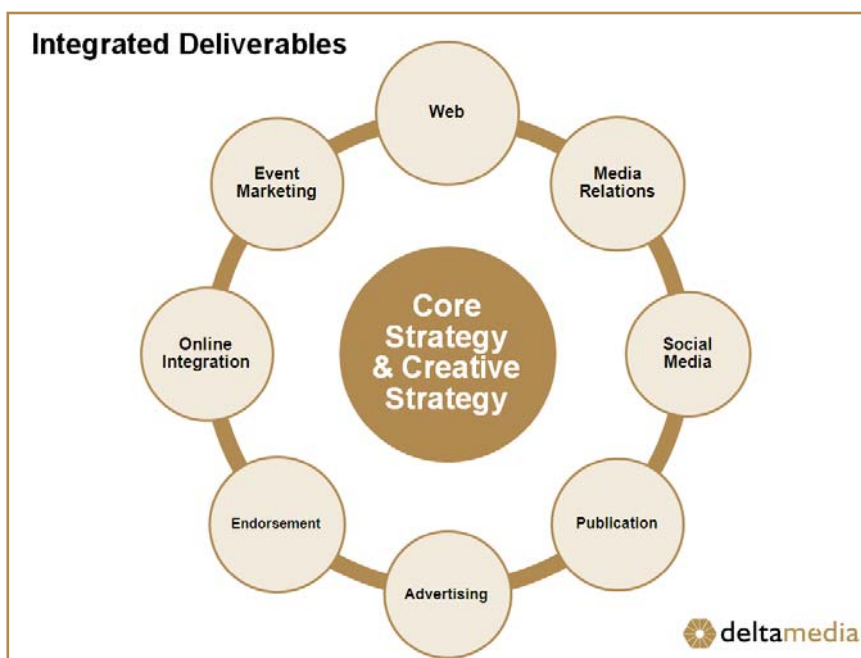
About the RFP

The RFP document points to a few critical deliverables that the Cochrane Collaboration is seeking as part of this project. The table below indicates how each of these deliverables will be addressed in our overall strategic planning process.

Deliverable Stated in the RFP	How Addressed in our Strategic Communication Planning Process
<ul style="list-style-type: none"> Audience analysis 	The audience analysis will form a key part of the situation analysis as we identify the key audiences and their codes, biases and expectations.
<ul style="list-style-type: none"> Social media penetration testing 	As part of the scan of the external environment that is a key component of the situation analysis phase of our work, we will scan both the web and social media channels to determine the positioning of the Cochrane Collaboration relative to comparable organizations.
<ul style="list-style-type: none"> Website critique Paid advertising assessment Unpaid advertising assessment Publications assessment 	The review of all four of the vehicles listed here, along with the other principal vehicles used by the Cochrane Collaboration, will be the subject of the resource assessment that will also be a core component of the situation analysis phase of our work.
<ul style="list-style-type: none"> Media analysis 	We will scan the news media in key markets in which the Cochrane Collaboration is active to determine the extent and nature of media coverage. This will be included in the environmental scan of the situation analysis.
<ul style="list-style-type: none"> Evaluation plan for post-implementation 	The final deliverable in this project will be a detailed evaluation framework that clearly identifies the metrics to use when evaluating the impact of each tactic, the optimal methods for gathering these metrics, as well as the timing of the evaluation program.

3.0 Project Deliverables

In order to clearly demonstrate our response to the RFP document, we have broken down the project deliverables using the same categories and steps as the RFP. As we noted earlier in the document, however, we see the strategic communication planning project and the campaign that will follow as **an integrated campaign**. The various deliverables will be implemented together and strategic decisions made for one element will inform all others. We will ensure that the web, media relations, social media, publications, advertising, endorsements, online integration and events all work cohesively and cumulatively to build the Cochrane Collaboration brand.



To ensure this level of integration, all of the various vehicles will be guided by the same strategic marketing and communication plan and inspired by the same creative strategy. These strategies, of course, will all be built on the same comprehensive situation analysis process. These first three elements (3.1.1, 3.1.2 and 3.1.3 below) will constitute the core strategic marketing communication plan. These will be presented in section A below and will be followed by a number of more specific vehicle strategies that will be presented as appendices to the core plan and that are presented in section 3.2 below.

3.1 Core Strategic Marketing Communication Plan

3.1.1 Situation Analysis

Our work will begin with a comprehensive situation analysis including up to 15 executive interviews with staff and volunteers inside the Cochrane Collaboration as well as select stakeholders outside the organization. Though we will provide guidance on the selection, the final list of participants will be set by the client. We will also propose and secure approval of a questionnaire to guide the interviews before proceeding with the telephone interviews.

The literature review we will conduct will draw from literature produced *by* the Cochrane Collaboration (e.g., planning documents, annual reports, newsletters, websites, social media channels, presentations) as well as literature *about* the Cochrane Collaboration by stakeholders, funders and other organizations (e.g., reviews, assessments, reports).

We will similarly review media coverage generated by the Cochrane Collaboration over the course of the past two years in key markets around the globe. These will include news media but also medical and leading health care media outlets. We will conduct our own search using publicly available resources and hope to count on the support of the client to provide any media clippings in their possession for this review. Our media analysis will be both quantitative (i.e., total numbers of stories, topics, reach) as well as qualitative (i.e., assessing the tone of the coverage and the extent to which key messages are communicated).

Finally, using the web, we will undertake a competitive analysis of organizations offering similar services and products as the Cochrane Collaboration. We will seek your guidance in identifying the key competitors and will assess their offerings as well as the manner in which they communicate.

The final deliverable from this phase of our work will be a Situation Analysis document which summarizes our findings in four key areas:

1. Potential goals and objectives for the marketing communication program
2. Potential audiences for the Cochrane Collaboration and an analysis of each audience's codes, biases and expectations
3. Assessment of Cochrane Collaboration resources, including: time, money, people, infrastructure, goodwill, strategic intelligence, internal cohesion and stories to tell
4. Scan of the external environment for the Cochrane Collaboration, including principal trends of the following types: political, economic, social, technological, demographic, and the news media

3.1.2 Strategic Marketing and Communication Plan

The second phase of our work begins with the findings from the situation analysis. From the list of potential goals, objectives and audiences, we propose a shorter list of strategic goals and objectives for the marketing communication program, along with a list of the optimal audiences to reach for maximum impact and return on investment. We will also present preliminary strategic directions for the marketing communication program, designed to leverage the strengths of the organization, mitigate weaknesses, capitalize on opportunities in the external environment and mitigate threats.

These recommendations (i.e., goals, objectives, audiences, strategic directions) become the foundation for a collaborative strategy development process that could include (at the discretion of the client) staff, volunteers and outside participants from around the world. Using a blend of face-to-face meetings, teleconference calls and web-based collaborative tools, we will enable wide participation in a process to *validate* the findings of our situation analysis, *refine* the strategic recommendations and *build* the framework for an action plan to bring those strategic directions to life. We will also collaborate to develop a creative strategy for the program, including key messages and an overall theme to integrate the different elements of the program. The exact blend of face-to-face, teleconference and web-based collaboration is unique for each client, but we anticipate three to four instances of interaction.

A detailed action plan (incl. web, media relations, social media, publications, advertising, endorsements, online integration and event marketing) will then follow from the collaborative workshop. Using our considerable experience in all facets of marketing and communication, we will recommend an optimal blend of communication vehicles and tactics that reflects our understanding of the resources at your disposal. The action plan will include a detailed critical path over the next three years, and an itemized budget.

As section 6.0 of this document details, our final deliverables will include a detailed evaluation framework for all of the tactics we recommend in the plan. Based on the Logic Model approach to evaluation, the framework will list: the specific measures or metrics the Cochrane Collaboration should use to assess the resources invested; the processes and procedures used to implement the marketing communication program; the outputs of the program (i.e., vehicles, activities and messages); the extent to which these actually reached and were noticed by the key audiences (the outcomes); and, finally, the impact the program had on awareness, attitudes, behaviour and relationships between the Cochrane Collaboration and its stakeholders. In addition, the evaluation framework will include recommended methods to gather these measures and the budgets and timelines required. A preliminary evaluation framework will be shared with the client and revised based on the feedback we receive from the participants in the collaborative strategic planning process.

3.1.3 Creative Strategy

As an extension of the overall strategic planning process, we will work collaboratively with participants in the collaborative process to develop key messages for the marketing communication program. These will include overall messages and messages specific to particular audiences. We will also prepare an overall campaign theme and tagline to tie the various tactics of the program together into an integrated whole. These will be presented in English but we will be mindful of the need to eventually translate the messages into various languages to reflect the diversity of the audiences addressed by the Cochrane Collaboration. We will look for language that is clear and that touches on more universal themes. We will present preliminary messages and themes based on the overall strategy and will work collaboratively with the client (again using a mix of face-to-face, teleconference and web-based collaboration) to refine these and arrive at a final creative strategy.

See appendix for samples – Moving Forward, OPA

3.2 Specific Vehicle Strategies

The following deliverables will appear as appendices to the core strategic marketing communication plan. These appendices will build on content in the core plan and provide additional details, insight, recommendations and creative materials for specific vehicles (3.4 – 3.11). The clear links back from these specific vehicle strategies to the core plan will ensure full integration, consistency and cumulative impact for these vehicles.

3.2.1 Web Strategy – Cochrane.org

The web strategy portion of our work will flow from the overall situation analysis and, in particular, from the resource assessment we undertake. As part of that process, we will carefully assess the usability of the current site (www.cochrane.org) using benchmarks established by Delta Media through more than 15 years of web usability testing. These benchmarks include everything from search engine rankings and main page architecture, to pathways to information and the functionality of key tools on the site. The same assessment will also consider the aesthetic quality and overall branding value of the site. Simply put, is the Cochrane Collaboration brand evident of the site and is it advanced or made *more* valuable by the site? Based on this assessment, the web strategy will include specific recommendations for enhancements to the architecture of the site and to the design of the site. These recommendations will be geared to improving the functionality and branding power of the site. We will provide preliminary recommendations, secure feedback and revise until final.

As an option, this deliverable can also move *beyond* strategy to provide key design elements that the Cochrane Collaboration can then implement. Our web development partners – MARSWorks – have extensive experience in developing using Drupal and will provide design elements (i.e., images, graphics, fonts, frames) that are custom-made for Drupal, along with guidance to ensure their smooth implementation.

Please see section 10.1 for samples and case studies of our work in web development

3.2.2 Media Relations Strategy

The media strategy will also build on the overall situation analysis and, in particular, on the international media analysis we undertake as part of the scan of the external environment. With this and the understanding of goals and audiences we develop, we will propose detailed media strategy that recommends an overall approach to media relations, news angles to pursue, and specific recommended media relations tactics to undertake. Building on the overall creative strategy, we will propose a series of key media messages to ensure consistency around the world and across different media opportunities. Here again, these will be provided in English but with a keen understanding that they will need to be translated and articulated in many other languages. We will provide these in a draft format, secure your feedback and revise until final.

As an optional service, we propose to offer media training to key spokespeople for the Cochrane Collaboration. Using a webinar or teleconference format, we can provide training for spokespeople around the world in a consistent fashion that does not demand too much of their time.

Please see section 10.2 for samples and case studies of our work in media relations

3.2.3 Social Media Strategy

Once again, the situation analysis will form the foundation of the social media strategy. Our resource assessment will review the resources and processes used by the Cochrane Collaboration to build a presence on key social media channels, while the external environment considers how competing organizations are capitalizing on these new channels. Based on these and on our understanding of goals and key audiences, we will develop a customized social media strategy and policy for the Cochrane Collaboration. This will be shared with participants in the collaborative strategic planning process and refined based on the input we receive. Once the overall strategy and policy is in place, we will develop a social media action plan, including key channels and the audiences, activities and timing for each. This will also be shared, validated and refined based on the input we receive.

Please see section 10.3 for samples and case studies of our work in social media

3.2.4 Publications Strategy

The resource assessment we conduct will include a review of the current design approaches in use by the Cochrane Collaboration, with particular attention to consistency and the impact of publications on the Cochrane Collaboration brand. Based on the assessment and on the creative strategy we develop with you, we will prepare a new design approach for all publications to enhance consistency and build the branding. We will present a draft strategy, secure your feedback and revise until final.

As an option, this phase of our work can also go beyond strategy to include templates for newsletters, brochures, posters, reports and other key publications. These templates would be effective for both print and electronic publications and would help make implementation of the new design approach easier, less costly and more consistent.

Please see section 10.4 for samples and case studies of our work in publications

3.2.5 Advertising Strategy

Our resource assessment will include a careful review of the current approaches to advertising by the Cochrane Collaboration while our competitive analysis will review how competitors currently use advertising (paid and not) for marketing communication. Based on these, we will prepare an advertising strategy that recommends an overall approach to the content, design, placement and frequency advertising. Our work in this stage will also include a global media plan for the advertisements, listing the optimal publications and websites in which the Cochrane Collaboration could place its advertisements. The strategy will be presented in draft form and, once we secure your feedback, will be revised until final.

As an option, we can move beyond strategy to prepare a series of corporate advertisements to raise the profile of the Collaboration and strengthen the Cochrane brand. We would prepare preliminary text and designs, share these with the client and revise until final. Here again, development would be in English but we would be mindful of the need to eventually translate into multiple languages.

Please see section 10.5 for samples and case studies of our work in advertising

3.2.6 Endorsement Strategy

As we assess the goodwill the Cochrane Collaboration has at its disposal during the situation analysis phase of our work, we will focus on identifying case studies, media coverage, clients and other testimonials that have the greatest potential for endorsements. We will then propose to you a short list of individuals and organizations that we feel could provide an effective endorsement for the Cochrane Collaboration.

As an option, we can move beyond strategy to prepare English-language materials that will allow the Cochrane Collaboration to approach these individuals and organizations as effectively as possible. The materials will be based on the overall creative strategy we develop with you. Preliminary materials will be presented to you and revised based on the feedback we receive.

Please see section 10.6 for samples and case studies of our work in endorsements

3.2.7 Online Integration Strategy

Our resource assessment will go beyond the www.cochrane.org site to consider the broader family of Cochrane sites (including the Cochrane Library and the various regional centres and branches) around the world. Our assessment will consider the level of consistency and integration across these various sites and the overall branding impact they generate. Based on this assessment and the overall creative strategy for the program, we will prepare recommendations to enhance the integration, consistency and branding impact. We will present preliminary recommendations and refine these based on the feedback we receive. All recommendations, like the web strategy in section 3.4, will be based on our deep experience with Drupal and will include the design elements required to ensure greater consistency and brand impact across all sites.

Please see section 10.7 for samples and case studies of our work in online integration

3.2.8 Event Marketing Strategy

As part of our resource assessment, we will review how the Cochrane Collaboration is currently using events and presentations to achieve its marketing communication goals. We will also identify the presenters and potential presenters the organization currently has at its disposal. Through our environmental scan, we'll also consider optimal events in key markets that the organization *could* be using. This will be the foundation for an event marketing strategy that includes optimal events, optimal presenters and an optimal approach to using presentation templates to build in consistency and alignment with the overall creative strategy.

This phase of our work will go beyond strategy as we develop presentation templates in English and develop some core slides on the Cochrane Collaboration that could be included in any presentation. Finally, using webinars and teleconferences, we propose to provide training for presenters on how to use the templates and how to present more effectively.

Please see section 10.8 for samples and case studies of our work in event marketing

4.0 Project Management Approach

Leadership

Since 1991, Delta Media has evolved and refined an approach to project management that has contributed to the ongoing success of the firm and of our clients. The agency is headed by three partners (Tim Kane, Sheena Pennie and Bernard Gauthier) who have worked together and grown the agency consistently. These three are joined by two other seasoned communication professionals, Ken Anderson and Mike Storeshaw, who serve as Executive Counsel for the agency. Each account team is led by one of these five senior team members who provide hands-on, day-to-day leadership of the project. They are responsible for delivering the project on-time and on-budget and meeting or exceeding your expectations.

Teamwork

The account team is then supplemented by a Senior Consultant and an Account Coordinator. This team-based approach to service delivery ensures multiple points of contact for our clients and the assurance that one of the most senior members of the agency is providing counsel and overall leadership of the project. In addition, as the needs of the client dictate, we bolster our team by turning to a small number of carefully selected suppliers who provide services and expertise complementary to ours. We choose our suppliers carefully and work with them consistently to ensure a seamless experience for our clients. In the case of Marsworks, whose web developers and designers are part of our team, we have collaborated for more than a decade on work for a number of international (e.g., Stanton Chase International) and national (e.g., Task Force Two: A physician human resource strategy for Canada) clients.

Access

As a client, you have the right to immediate access to the members of your team and we work hard to ensure we deliver. Clients can contact us directly using business and cellular phone. Our email system is robust, secure and can be accessed via the web no matter where our travels take us. Team members also carry BlackBerry smartphones for maximum accessibility. With our offices in downtown Ottawa, we can be available for face-to-face meetings in Ottawa on a moment's notice and we never charge for local transportation.

Turnaround and Flexibility

Delta Media prides itself on exceeding our clients' expectations for timely turnaround and flexibility. We operate every day in a fast-paced environment and we excel in working with our clients to meet or exceed deadlines – success in communication and marketing demands nothing less. We prepare detailed critical paths for all projects and report on progress regularly, using a schedule that meets your needs. Above all, we ensure deadlines are met. Whenever extenuating circumstances arise to challenge those deadlines, we communicate with you early to avoid surprises and propose solutions.

We also understand that client needs and expectations can change quickly, especially in the not-for-profit environment, where decision-making is deliberative and decentralized. As an agency, we have adapted to the needs of our clients by becoming a nimble organization, able to change our approach quickly – all while remaining faithful to an overall strategy and budget.

4.0 Project Management Approach, Continued

Pricing

Among the most important commitment to clients that we make is a “no-surprises” approach to pricing and invoicing. Our estimates are detailed and show precisely the effort and cost for each deliverable. We use exactly the same elements to create our invoices. This way, you know what has been delivered, what you have paid and what remains of the project. Here again, if circumstances arise such that it appears we cannot deliver on budget, we immediately alert you, explain the situation and propose solutions. Our insistence on not surprising clients with our invoices is one the principal reasons why repeat clients and referrals remain such an important part of our business.

Project Filing

Delta Media maintains a comprehensive project filing system that is fully integrated into our project management and accounting systems. Project codes are assigned and used to classify all work done and expenses incurred. All consultants follow the same coding procedures for their working files. Central files are maintained on-site for six months and transferred to our secure off-site storage facility thereafter. Electronic files are kept on our secure server and backed up automatically on a daily basis. Our physical offices and IT infrastructure are cleared to *Secret* by Public Works and Government Services Canada.

This promise of sound management, strong teams, fast pace, flexibility and no surprises is backed by the very best evidence an agency can provide: 19 years of success and a growing list of satisfied clients, many of whom have been with us to a decade or more.

5.0 Detailed and Itemized Pricing

The itemized pricing in this section is based on the following schedule of professional fees.

Position	Team Member	Hourly Rate
Executive Counsel (EC)	B. Gauthier	\$200
Senior Consultant (SC)	K. Bennett, M. Leroux	\$125
Account Coordinator (AC)	A. Brazeau	\$85
Senior Web Developer (WD)	S. O'Neill	\$125
Creative Director (CD)	A. Whalen	\$125

The itemized pricing below covers both the core strategic marketing communication plan and the specific vehicle strategies that were detailed in sub-sections 3.1 and 3.2 of this proposal. In addition, we have provided itemized pricing (see section 5.3) for *optional* services that Delta Media could provide to assist the Cochrane Collaboration in implementing the plan. The writing, design, guidance and training we propose would all build on the overall strategy and plan, helping to further integrate the marketing communication program and allowing us to more fully become an extension of the Cochrane Collaboration marketing communication team.

5.1 Core Strategic Marketing Communication Plan

Phase and Deliverables	Effort	Cost
5.1.1 Situation Analysis		
Executive Interviews: Conduct 15, 40-minute interviews with staff, volunteers and external stakeholders; includes development and approval of list and questionnaire	10 hrs. EC 10 hrs. SC 5 hrs. AC	\$2,000 \$1,250 \$425
Literature Review: Gather and review internal and external documents as supplied by the client and as researched by Delta Media	5 hrs. EC 10 hrs. SC 2 hrs. AC	\$1,000 \$1,250 \$170
Communication Vehicle Assessment: Conduct a thorough review of the current line-up of communication vehicles used by the Cochrane Collaboration, including the web, media relations, social media, publications, advertising, endorsements, online integration and event marketing	10 hrs. EC 20 hrs. SC 8 hrs. AC 8 hrs. WD	\$2,000 \$2,500 \$680 \$1,000
International Media Scan: Gather and analyze clippings provided by the client and researched by Delta Media; includes qualitative and quantitative analysis	2 hrs. EC 10 hrs. SC 5 hrs. AC	\$400 \$1,250 \$425
Competitive Analysis: Research and review the communication and marketing activities of up to 6 competitor organizations as selected by the client	5 hrs. EC 10 hrs. SC 5 hrs. AC	\$1,000 \$1,250 \$425
Report of Findings: Prepare a report to summarize the situation analysis, including goals and objectives, key audiences, resource assessment and environmental scan	5 hrs. EC 7 hrs. SC 5 hrs. AC	\$1,000 \$875 \$425
Sub-Total: 5.1.1 Situation Analysis		\$19,325

5.1 Core Strategic Marketing Communication Plan, Continued

Phase and Deliverables	Effort	Cost
5.1.2 Strategic Marketing and Communication Plan		
Goals and Audiences: Develop a prioritized list of goals and objectives and key audiences for the marketing communication program, based on the situation analysis	2 hrs. EC	\$400
SWOT Analysis and Strategic Directions: Develop a strategic list of key Strengths, Weaknesses, Opportunities and Threats and propose a series of strategic directions that draws from the SWOT analysis	4 hrs. EC	\$800
Collaborative Strategy Workshop I: Develop and undertake a blend of face-to-face meetings, teleconferences and web-based collaboration to engage staff, volunteers and external stakeholders in the validation of the goals, audiences, SWOT analysis and strategic directions	8 hrs. EC 10 hrs. SC 3 hrs. AC	\$1,600 \$1,250 \$255
Action Plan: Drawing from the approved strategic directions, prepare a detailed action plan that includes tactics and specific strategies for the web, media relations, social media, publications, advertising, endorsements, online integration, event marketing as well as other channels deemed strategic	7 hrs. EC 10 hrs. SC 5 hrs. AC	\$1,400 \$1,250 \$425
Collaborative Strategy Workshop II: Develop and undertake a blend of face-to-face meetings, teleconferences and web-based collaboration to engage staff, volunteers and external stakeholders in the validation of the action plan	4 hrs. EC 5 hrs. SC 3 hrs. AC	\$800 \$625 \$255
Critical Path and Budget: Prepare detailed timelines and budgets for all tactics in the final and approved tactic plan	3 hrs. EC 5 hrs. SC 5 hrs. AC	\$600 \$625 \$425
Evaluation Framework: Prepare list of the measures to gather to evaluate each tactic, along with methods to gather and optimal timelines	4 hrs. EC 6 hrs. SC 2 hrs. AC	\$800 \$750 \$170
5.1.3 Creative Strategy		
Key Messages: Based on the approved SWOT analysis and strategic directions, develop a series of English-language key messages, including targeted messages for specific audiences and overall key messages for all audiences; includes review by the client, revisions and approvals	4 hrs. EC 6 hrs. SC	\$800 \$750
Program Theme and Taglines: Based on the approved SWOT analysis and strategic directions, develop an English-language theme for the marketing communication program, along with a tagline to express the theme and position the Cochrane Collaboration consistently in all tactics; includes review by the client, revisions and approvals	3 hrs. EC 5 hrs. SC	\$600 \$625
Sub-Total: 5.1.2 & 5.1.3 Core Strategic Marketing Communication Plan		\$15,205

5.2 Specific Vehicle Strategies

The specific vehicle strategies are intended to be modular in the sense that not all of them have to be delivered as part of this project. If the Cochrane Collaboration feels some are of more urgent priority than others, you can simply select those and adjust the pricing downwards accordingly.

Phase and Deliverables	Effort	Cost
5.2.1 Web Strategy – Cochrane.org		
Recommended Enhancements: Based on the review of the site's usability and branding impact conducted as part of the situation analysis, recommend specific and detailed enhancements to the site's architecture and to the site's overall look and feel	5 hrs. EC 3 hrs. SC 10 hrs. WD 5 hrs. CD	\$1,000 \$375 \$1,250 \$625
5.2.2 Media Relations Strategy		
Media Strategy and Plan: Based on the approved goals, audiences and strategic directions and based on the results of the media analysis, develop a detailed media strategy and action plan to raise the profile and enhance the position of the Cochrane Collaboration in key media outlets in key markets; present to the client, secure feedback and revise to final	6 hrs. EC 10 hrs. SC 5 hrs. AC	\$1,200 \$1,250 \$425
Media Messages: Based on the approved creative strategy, develop key media messages to be used in media materials and interviews; present to the client, secure feedback and revise to final	4 hrs. EC 2 hrs. SC	\$800 \$250
5.2.3 Social Media Strategy		
Social Media Strategy and Plan: Based on the review of the current social media approach conducted as part of the situation analysis and based on the approved goals, audiences and strategic directions, develop a customized social media strategy and action plan for the Cochrane Collaboration; include specific recommendations on content, timing and optimal channels as well as recommendations on how to integrate the social media activities of the Collaboration, the Library the centres and branches; present to client, secure feedback and revise to final	4 hrs. EC 6 hrs. SC 3 hrs. AC 10 hrs. WD	\$800 \$750 \$255 \$1,250
5.2.4 Publications Strategy		
Publications Strategy and Plan: Based on the assessment of current publications undertaken as part of the situation analysis and based on the approved goals, audiences and strategic directions, prepare a strategic approach to the design and distribution of publications (print and electronic) in an effort to enhance branding impact and enhance cost effectiveness	4 hrs. EC 6 hrs. SC 3 hrs. AC	\$800 \$750 \$255

5.2 Specific Vehicle Strategies, Continued

Phase and Deliverables	Effort	Cost
5.2.5 Advertising Strategy		
Advertising Strategy: Based on the review of current approaches to advertising by Cochrane Collaboration and competitors, prepare detailed recommendations on how to enhance advertising in terms of messaging, design, timing and frequency; present to the client, secure feedback and revise to final	4 hrs. EC 6 hrs. SC 3 hrs. AC	\$800 \$750 \$255
Advertising Media Plan: Research and develop a list of optimal publications and websites in which to place Cochrane Collaboration advertisements for maximum impact; present to the client, secure feedback and revise to final	3 hrs. EC 6 hrs. SC 4 hrs. AC	\$600 \$750 \$340
5.2.6 Endorsement Strategy		
Endorsement Strategy and Plan: Based on the SWOT analysis and approved goals, audiences and strategic directions, develop an endorsement strategy that identifies potential individuals in key markets and proposes tactics to approach them and, if successful, leverage their endorsement	4 hrs. EC 6 hrs. SC 3 hrs. AC	\$800 \$750 \$255
5.2.7 Online Integration Strategy		
Online Integration Strategy and Plan: Based on the review the family of Cochrane sites around the world we undertook as part of the situation analysis, propose specific changes to the approach that will enhance the level of integration and consistency, and increase the cumulative branding impact of the various sites; present to the client, secure feedback and revise to final	4 hrs. EC 6 hrs. SC 3 hrs. AC	\$800 \$750 \$255
5.2.8 Event Marketing Strategy		
Event Marketing Strategy and Plan: Based on the results of the situation analysis and the approved goals, audiences and strategic directions, identify the optimal events in key markets and the optimal presenters; include detailed recommendations on specific topics to address, timing and frequency, as well as content of the presentations (i.e., text, images, layout, duration); present to the client, secure feedback and revise to final	6 hrs. EC 10 hrs. SC 6 hrs. AC	\$1,200 \$1,250 \$510
Sub-Total 5.2: Specific Vehicle Strategies		\$22,100
Final Report		
At the close of the project, Delta Media will present a final report that summarizes the approach, findings, and recommendations associated with this project. We will also prepare a PowerPoint deck to summarize the plan and vehicle strategies. We will be available to present to Cochrane Collaboration staff and volunteer leadership at no cost, assuming no travel outside of the Ottawa region is required.	No charge	\$0
TOTAL FOR THIS PROPOSAL <i>Applicable taxes extra</i>		\$56,630

5.3 Optional Implementation Services

We are pleased to present the following itemized pricing for *optional* services that will help the Cochrane Collaboration implement the action plan more fully and consistently to ensure a more integrated program. All of these optional services are modular and the client is invited to select those they deem most relevant and useful to them.

Phase and Deliverables	Effort	Cost
Web Strategy – Cochrane.org		
Specific Web Elements: Provide key text and design elements to implement the recommended enhancements to the site	2 hrs. EC 4 hrs. SC 30 hrs. CD	\$400 \$500 \$3,750
Ongoing Web Support: Work with the client to provide guidance and support in the implementation of the approved enhancements	2 hrs. EC 6 hrs. SC 10 hrs. WD	\$400 \$750 \$1,250
Media Relations Strategy		
Media Training: Provide media training/coaching to key spokespeople using a blend of face-to-face, teleconference and webinars	10 hrs. EC	\$2,000
Publications Strategy		
Publication Templates: Prepare templates for newsletters, brochures, posters, reports, etc.	2 hrs. EC 27 hrs. SC 20 hrs. CD	\$400 \$3,375 \$2,500
Advertising Strategy		
Advertising Templates: Prepare the text (English-language) and design for a series of corporate advertisements to raise the profile of the Collaboration and strengthen the Cochrane brand	2 hrs. EC 7 hrs. SC 30 hrs. CD	\$400 \$875 \$3,750
Endorsement Strategy		
Endorsement Approach Materials: Prepare and design detailed English-language approach materials the Cochrane Collaboration can use to approach possible endorsers and secure their partnership in promoting the Collaboration; includes contact information, letters, background information sheet and statement of expectations	2 hrs. EC 4 hrs. SC 4 hrs. AC 8 hrs. CD	\$400 \$500 \$340 \$1,000
Online Integration Strategy		
Specific Online Integration Elements: Provide key text and design elements to implement the recommended enhancements the family of Cochrane sites around the world	2 hrs. EC 4 hrs. SC	\$400 \$500
Event Marketing Strategy		
Presentation Template and Core Slides: Based on the approved event marketing strategy and plan, and based on the approved creative strategy, create a presentation template that maximizes branding impact, along with a short series of core slides that raise awareness of the Cochrane Collaboration and maximize branding impact	2 hrs. EC 8 hrs. SC 10 hrs. CD	\$400 \$1,000 \$1,250
Presentation Training: Provide presentation training/coaching to key spokespeople using a blend of face-to-face, teleconference and webinars	10 hrs. EC	\$2,000

5.4 Preliminary Timelines

We recognize that time is of the essence and that the Cochrane Collaboration is looking to receive the final plan by August 31, 2011. The table below sets forth how we plan on delivering within these timelines.

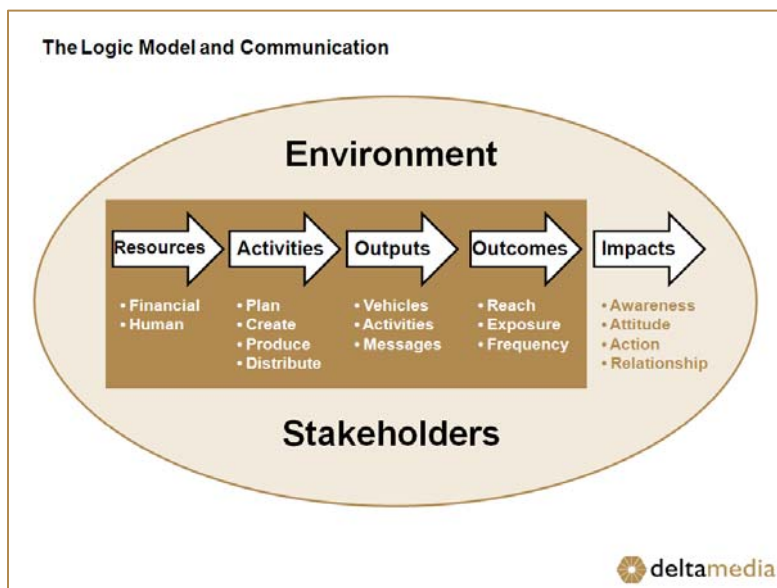
Phase and Deliverables	Completed by...
Situation Analysis	April 30, 2011
Strategic Marketing Communication Plan and Creative Strategy	June 15, 2011
Specific Vehicle Strategies (8)	August 26, 2011
Final Report	August 31, 2011

If any of the optional support services are selected, these too will be completed and delivered by August 31, 2011.

6.0 Evaluation of the Plan

Our approach to evaluating and auditing communication programs is grounded in the Logic Model. The Logic Model is a widely used conceptual tool in program evaluation that prompts evaluators to consider all elements of the program and the relationships between them.

The Logic Model understands that organizations – be they associations, governments or corporations – operate in a complex environment which can facilitate or impede their success. Organizations also interact with stakeholders as they operate: members, volunteers, voters, taxpayers, citizens or customers.



Communication programs – like any program or service offered by an organization – begin with the decision by that organization to invest certain **resources**. More often than not, these are financial and human resources invested in communication and marketing. Those resources are then modified through specific **activities** – from planning and creating campaigns to producing and distributing the key vehicles. In the case of communication programs, words, images and sounds are transformed into **outputs**: the messages, vehicles and activities of a campaign or program. If they reach their intended audiences, those outputs can be said to generate **outcomes**: messages that reach their intended audiences frequently enough to be noted and remembered. Finally, if those messages are effective, they generate long-term **impact** in the form of changes to awareness, attitudes, behaviour and relationships both among stakeholders and among the broader external environment.

The power of the Logic Model as a framework for evaluation and auditing is that it guides the evaluators in where to look for the contributors to success and failure.

- Did the organization invest the right amounts and the right kinds of resources?
- Are the processes and procedures used efficient, effective and strategic?
- Did the organization produce an appropriate amount of high-quality outputs?
- Did those outputs – messages, vehicles and activities – actually generate outcomes by reaching their intended audiences frequently enough?
- Finally, did those messages actually bring about change in opinions, behaviour and relationships? Did they generate impact with stakeholders and other audiences in the environment?

Working with the Logic Model

When each element of the Logic Model is given close attention, the communication program as a whole is evaluated and all the possible lessons are learned to ensure stronger performance in the future. The evaluation framework we create as part of this marketing communication plan will propose specific measures to look for in each of the categories of the Logic Model. We will also propose specific evaluation methods that can be used to gather and analyse those methods, along with timelines and budget estimate for each. The final evaluation framework, then, will be a road map of how to evaluate every aspect of the marketing communication program and when to undertake the evaluation.

7.0 Appendix: References

We are pleased to provide the following three references from clients with whom we have worked in the past 12 months, providing a range of assessment, planning, media relations and marketing communication services.

For Delta Media

Susie Grynol, CAE

Vice-President, Policy and Public Affairs
Association of Consulting Engineering Companies
Tel: (613) 236-0569
sgrynol@acec.ca

Jayne Johnston

Communications Manager
The College of Family Physicians of Canada
905-629-0900 or 1-800-387-6197, ext. 303
jjohnston@cfpc.ca

Dorianne Sauvé

Chief Executive Officer
Ontario Physiotherapy Association
Tel.: (416) 322-6866, ext. 226
dsauve@opa.on.ca

For Marsworks

Kevin Falkingham

Marketing & Communications Manager
Great Canadian Theatre Company
Tel: 1-613-236-5192 ext 229
publicity@gctc.ca
Website (Drupal): <http://www.gctc.ca>

Chris Greenfield

President
clever communications
Tel: 1-647-202-4344
greenfield@getclever.ca
Websites: NxLabs.com, MySlimquick.com, swiggtalk.com

For Delta Media and Marsworks

Ward Garven

Vice Chairman Business Excellence
Stanton Chase International
Tel: 1-403-262-6780
w.garven@stantonchase.com

8.0 Appendix: Project Team Staffing

We have assembled an experienced and creative team of communication professionals for this bid. All have worked together on past projects and all are covered by Delta Media's corporate liability insurance for up to \$1 million.

Bernard Gauthier, MA

CEO & Executive Counsel

Bernard Gauthier has 25 years of corporate communication and marketing experience. His career encompasses the private sector, the public sector and the national association sector. Bernard possesses a broad array of communication skills, including strategic communication planning, crisis communication, advocacy advertising and marketing research.

Since joining Delta Media in 1994, Bernard has built and led the continuing growth of the firm's health care practice. In that time, he has provided strategic communication planning and counsel to many of the nation's leading professional associations, including the Royal College, Canadian Pharmacists Association, the College of Family Physicians of Canada, the Canadian Agency for Drugs and Technologies in Health, the Canadian Association of Speech-Language Pathologists and Audiologists, and the Canadian Society of Respiratory Therapists. He has also led teams providing full-service communication support to a number of ongoing health-related initiatives such as the Canadian Patient Safety Institute, the Academic Health Council, Task Force Two: a physician HR strategy for Canada, and the Future of Medical Education in Canada Postgraduate Project.

Prior to joining Delta Media, Bernard provided communication services to leading financial services companies, national associations in the sport and health sectors, and to a community college.

Fluently bilingual (French and English), Bernard holds a Bachelor of Arts degree in Communication from Concordia University and a Master of Arts degree in Communication from Carleton University. He is currently completing a PhD in Communication at Carleton University, where his research focuses on communication and interprofessional collaboration. Bernard also serves as a sessional lecturer in advertising and public relations at Carleton University.

Bernard is an active member and former Board member (communication co-chair) of the Canadian Society of Association Executives, and a former Board member and current member of the Learning Disabilities Association of Canada's Professional Advisory Committee.

Martin Leroux

Senior Consultant

Martin joined Delta Media in 2006 after five years of progressive experience with a leading national media monitoring service. He oversaw the collection and distribution of print and electronic clippings and analyses for a host of private and public sector clients. His in-depth knowledge of the Canadian media landscape and skills in meeting client expectations led to a smooth transition from media monitoring and analysis to a full-service strategic communication and public relations agency.

Since joining Delta Media, Martin has provided qualitative and quantitative media analysis to a range of clients including the Office of the Auditor General, the Office of Consumer Affairs and Industry Canada's Industrial Technologies Office. He has also been a key member of teams offering full-service public relations and communication services to clients such as the Ontario Physiotherapy Association, the Future of Medical Education in Canada initiative and Siemens Canada. Martin leads our agency's work with the global executive recruitment firm Stanton Chase International, which – much like the Cochrane Collaboration – has member organizations around the globe and seeks to present an integrated brand in a decentralized environment.

Martin is fully bilingual (French and English) and has a Diploma in Advertising from La Cité collégiale, in Ottawa. He is also an active member of the Canadian Public Relations Society (CPRS).

Karen Bennett

Senior Consultant

Karen Bennett has provided public relations, strategic communication and evaluation expertise to leading organizations in the association and public sectors. Her experience encompasses all aspects of communication and marketing within both new and emerging communication channels. She has successfully planned and implemented campaigns incorporating local, national and international communication services, online projects and strategic marketing programs. She has a keen interest and expertise in social media, online communities and website development.

Karen's clients in the health care sector include the Canadian Association of Occupational Therapists, the Canadian Public Health Association, the Academic Health Council, the Canadian Agency for Drugs and Technologies in Health and the College of Family Physicians of Canada. Her public sector experience includes communication audits and evaluations for the Natural Sciences and Engineering Research Council and Infrastructure Canada.

Karen joined Delta Media following seven years serving the public, private and not-for-profit sectors. Her experience encompasses all aspects of communication and marketing. She has successfully mounted campaigns incorporating local, national and international communication services, event planning and strategic marketing programs.

Karen is a graduate of the University of Ottawa's Communication program and a board member of the Ottawa chapter of the Marketing Research Intelligence Association.

Alex Brazeau

Account Coordinator

Alex is involved in the planning and the execution of a wide range of projects contributing his expertise and energy to communication and media relations plans, event management tactics, and research and writing projects. He has worked on many successful media and public relations campaigns on behalf of several leading health-related organizations, including the Academic Health Council, the Heart and Stroke Foundation of Canada, the College of Family Physicians of Canada and the Canadian Public Health Association.

Alex has also contributed to PR, media relations and web development projects for clients such as the Canadian Council of Human Resources Associations, the Exchange Pub, and the Canadian Council of Provincial Child and Youth Advocates. He also coordinates training programs for a number of clients in the public and not-for-profit sector.

Alex holds a diploma in Public Relations from Algonquin College, in Ottawa.

Sean O'Neill

Senior Web Developer

Sean is a Partner in Delta Media's preferred web development provider, MARSWorks. He is an expert in the web development field and specializes in understanding a client's needs and ensuring that the best possible solutions are designed to meet those needs. He specializes in learning about a client's needs and taking those abstract and non-technical requirements and fashioning solutions that involve the web and social media in order to best fulfill organizational goals and objectives.

Sean is an expert facilitator and has spent years in classrooms training programmers, managers and executives on a variety of technical and strategic topics. This experience has given him the ability to take complex technical material, and to explain it to both technical and non-technical people in seminars, training courses and workshops. In addition, Sean has led numerous focus groups in a variety of projects in order to assess client needs, and to direct clients to the best possible courses of action.

Over his career at MARSWorks Sean has worked on sites and digital media initiatives for the City of Ottawa, various Federal Government Departments, Unilever, Bell Canada, Alcatel-Lucent, Mead Johnson, Ontario Tourism, HID, and Calvin Klein. In particular, Anthony has provided design services for Delta Media clients including Stanton Chase International, Task Force Two: a physician HR strategy for Canada, the Interagency Advisory Panel on Research Ethics and the *It Starts with You* campaign for the White Ribbon organization.

He has experience in architecting and planning web applications for many popular platforms and purposes and has led his team in the development of over 20 Drupal based websites.

Anthony Whalen

Creative Director

Anthony began his design career at Corel Corporation in 1994 designing packaging and advertising for various Corel software applications. In his later years with Corel, he moved into a project manager role where he was responsible for ensuring that the hundreds of weekly design projects were completed and delivered on time.

In 1998, Anthony co-founded MARSWorks. As Creative Director, Anthony has worked with clients such as Alcatel-Lucent, Bell Canada, Mead Johnson, The Government of Canada and many others in developing web sites, interactive applications, and user interface designs. In particular, Anthony has provided design services for Delta Media clients including Stanton Chase International, Task Force Two: a physician HR strategy for Canada, the Interagency Advisory Panel on Research Ethics and the *It Starts with You* campaign for the White Ribbon organization.

Anthony's experience in both print and digital environments is vast and he has been the Creative Director for virtually all of the design projects produced by MARSWorks in its 13 year history...including these projects which are relevant to this proposal:

- swiggtalk.com – An online community for young women with a variety of content posting features, social media linkages, contests, event registration and more. (this website uses Drupal)
- NewfieldWireless.com – A corporate website for a unique company that specializes in a highly unique form of analysis on wireless usage data. (this website uses Drupal)
- NxLabs.com – A corporate website with a consumer focus, CMS, Shopping Cart, Online Bodybuilding Competition. (this website uses Drupal)
- MySlimquick.com – Similar in requirements and functionality to NxLabs, published in various languages (English US, Spanish, German, French and English Canadian) all managed from the same CMS installation. (this website uses Drupal)
- ItStartsWithYou.ca – A uniquely designed website that helps discuss the concepts of a healthy relationship between mentors and young boys.

9.0 Appendix: Company Overview

Official Registered Name:	Delta Media Inc.
Address:	350 Sparks Street, suite 802 Ottawa, ON K1R 7S8 Canada
Telephone:	(613) 233-9191 or 888-473-3582
Fax:	(613) 233-5880
Key Contact:	Bernard Gauthier, MA CEO
Person authorized to contractually bind the company:	Same

In order to be able to provide the full range of services outlined in the RFP document, we have assembled a vendor team featuring our own firm – Delta Media - and our preferred web supplier for the past decade, MARSWorks. Delta Media will act as the prime vendor and will be fully responsible for all contract performance. This section provides an overview of both firms.

9.1 Delta Media Inc.

Established in 1991 and now with offices in Ottawa, Ontario and Victoria, BC, Delta Media is one of Canada's leading



communication agencies in the not-for-profit health care sector. Our firm offers a solid track record of helping clients reach and engage health professionals, the general public, patients and family members, governments, health administrators and the news media. Focused as we are on not-for-profit health organizations, our specialties include health promotion and education, advocacy, partnership development and knowledge exchange.

The Health Collective Network

In 2009, Delta Media was among the select group of firms that formed the Health Collective Network – a growing network of independent agencies that are focused on meeting the needs of clients in the health care sector. Like Delta Media, our partner agencies in the Health Collective Network specialize in reaching and engaging health care professionals, policymakers and legislators, as well as patients and their families. Membership in the Network brings a more global perspective to our work and allows us to learn from one another about the challenges and opportunities in different regions of the globe.

In addition to Delta Media, The Health Collective Network currently has member firms in:

- New York, USA (Cooney/Waters Group)
- London, England (Red Door Communication)
- The Hague, Netherlands (Public Matters)
- Hamburg, Germany (MasterMedia)
- Hampton Hill, UK (Kendle Healthcare)
- Mougins, France (GD Communication)
- Brussels, Belgium (APCO Worldwide)
- Tokyo, Japan (COSMO)
- Sydney, Australia (Haystac)

While we anticipate that the services required for this project will be carried out by Delta Media and its preferred web development supplier, we know from past experience that our partners will provide valuable insight into the leading health care organizations, media outlets, opinion leaders and important trends in their region. This information will complement the insight offered by the participants in the collaborative strategic planning process we have proposed.

Highlights of our experience are listed below.

Association of Faculties of Medicine of Canada: As secretariat for the project, the AFMC retained Delta Media to provide ongoing communication support for the Future of Medical Education in Canada initiative (postgraduate project). The project is ongoing and our work includes strategic planning, writing, counsel and – as the project draws to a close – support for the announcement of the study findings and recommendations.

Canadian Agency for Drugs and Technologies in Health (CADTH): Delta Media and its wholly-owned research subsidiary (Vision Research) have provided a wide range of research and communication services to this government-funded agency as it seeks to provide guidance and recommendations to governments in Canada on the cost- and clinical-effectiveness of drugs and other health technologies. We have conducted numerous interviews and focus groups with health professionals and patients, as well as providing communication support for key studies. This includes media relations and outreach and engagement with health professionals across the country.

Canadian Patient Safety Institute (CPSI): Delta Media has served the communication needs of the CPSI since the organization's inception in 2003, building on our successful work for the Royal College of Physicians and Surgeons on the issue of patient safety between 2001 and 2003. We have provided a wide range of media relations and communication services to launch influential and highly sensitive reports, build the profile of the issue with the news media and sensitize health professionals and patients to their important role in enhancing patient safety.

Canadian Pharmacists Association: Delta Media provided ongoing communication support for the *Moving Forward* initiative of the CPHA – a collaborative effort to study and map out new directions for the pharmacy profession in Canada. Our work included strategic communication planning, writing and ongoing support through the period of the project.

College of Family Physicians of Canada: Delta Media has provided media coaching and training to volunteer executives for the College for more than three years now. In addition, we have provided national media relations support for the College's Family Physician of the Year program and for major policy announcements at its Family Medicine Forum event.

Health Canada – Sodium Working Group: Approached only eight days before a planned media event, Delta Media provided planning, writing and media relations services to the Sodium Working Group and Health Canada in support of the launch of a national strategy to reduce sodium in the food Canadians consume. Our quick work and strategic approach led to significant and positive media coverage for the announcement.

National Physician Survey: Delta Media worked closely with the College of Family Physicians of Canada, the Canadian Medical Association and the Royal College of Physicians and Surgeons of Canada to promote the 2004, 2007 and 2010 editions of the National Physician Survey (NPS). Each project required ongoing support through the pre-survey promotion, the field phase, and the post-survey dissemination of results. In each case, our work began with a strategic communication plan to map out the initial campaign to promote participation and post-survey campaign to disseminate findings. Once the strategic plan was approved, we provided communication support and writing for the NPS web site (www.nationalphysiciansurvey.ca), print promotion materials and promotional items to raise the profile of the NPS and generate participation. Once the findings were in, we provided extensive media relations that generated several waves of national media coverage for the NPS and its partners. These services included preparation of all media materials, coaching spokespeople and liaising with the news media to encourage coverage. All services were provided in both official languages.

Royal College of Physicians and Surgeons of Canada: Delta Media provided strategic communication planning, media relations and media training services to the Royal College on a number of high profile issues and announcements. We support the Royal College as it led the way on developing a national strategy to address patient safety in Canada, beginning with a seminal round table on patient safety as part of its annual conference and continuing through to the release of a national strategy one year later. We also supported the Royal College as it responded to the Romanow Commission on the future of health care in Canada, providing media relations counsel, writing, coaching and full event services at a high profile media conference to announce the Royal College's position.

Task Force Two: Delta Media provided a complete range of communication support services to this three-year collaborative initiative to develop a physician human resource strategy for Canada. Our work included planning, writing, media relations, event management and counsel to the three co-chairs.

9.2 MARSWorks

Official Registered Name:	MARSWorks Inc.
Address:	950 Gladstone, suite 200 Ottawa, ON K1Y 3E6 Canada
Telephone:	(613) 860-6277
Fax:	(613) 860-1477
Key Contact:	Sean O'Neill Partner
Person authorized to contractually bind the company:	Same

Established in 1998, MARSWorks develops custom websites and web applications that help our clients realize their online goals and objectives. MARSWorks has been Delta Media's preferred supplier of web development and design services since shortly after the company's founding. Indeed, one of our first clients together – Stanton Chase International – is still a client today.



MARSWorks specializes in the development of challenging and unique websites that harness the power of the Internet to deliver innovative solutions. From simple websites to complex Web2.0 Applications, their developers and designers treat each project as a new challenge, and attempt to create unique systems that build on the expertise and knowledge they've gained from over a decade of online experience.

While a small organization, the experience within MARSWorks is vast. They have worked with a variety of public and private sector clients, mostly focused in the Ottawa area. Currently their work is focused on the following areas:

- Custom Web Application Development – MARSWorks builds complex and unique solutions using ASP.NET or PHP
- Multimedia Development – Skilled designers build engaging content using Flash, Video, Animation and 3D
- CMS Driven Websites – For several years, MARSWorks has been using Drupal as our key platform for CMS-driven websites

Content Management Websites have been a regular staple of MARSWorks since the company's inception and the company now boasts hundreds of successful projects. Each project is approached as a unique challenge and, while they apply their expertise and learning from project to project, each engagement is a new situation that starts from a "blank slate."

10.0 Work Samples and Case Studies

In this section, we are pleased to present you with a small sample of our work in the specific areas mentioned in the RFP. We would be pleased to provide more detailed case studies and portfolios on any of the projects listed below.

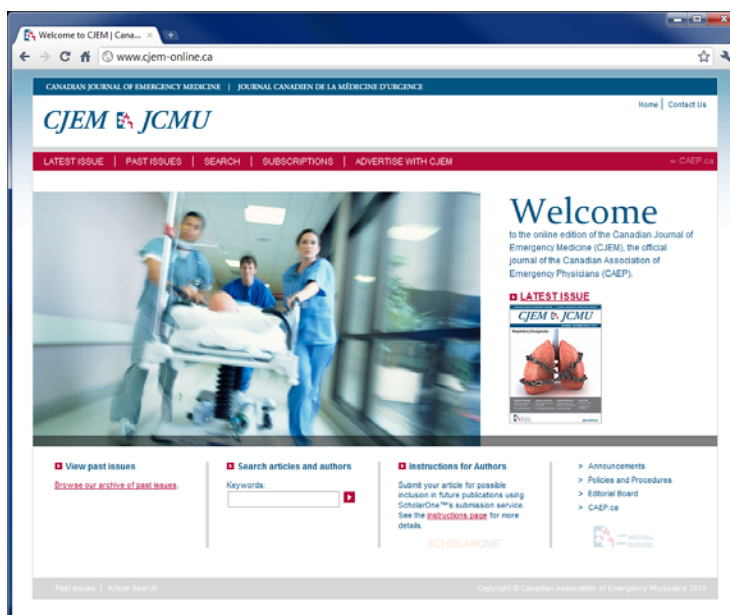
10.1 Web Design and Development

Together, Delta Media and MARSWorks have developed dozens of websites for clients in all sectors of the economy. Both firms agree that excellence in web design starts with strong graphic appeal, intuitive architecture, clear text and meaningful labels. Highlights of the work by both firms are presented below.

Canadian Journal of Emergency Medicine – Online Edition

www.cjem-online.ca

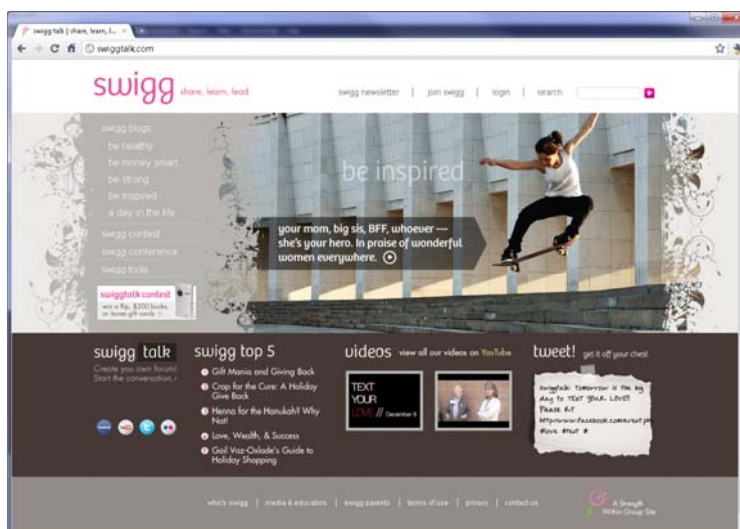
Key Elements: Drupal CMS, integration with internal database for member and subscriber authentication, payment processing for individual articles via PayPal, over 1,500 active articles with Drupal advanced search and taxonomy system



SWIGGTalk.com

<http://swiggtalk.com>

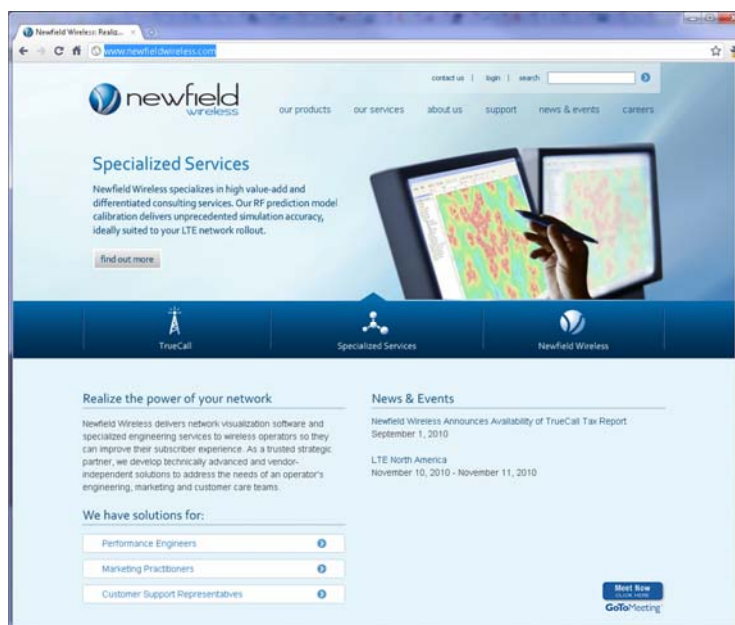
Key Elements: Drupal CMS, Social Media connections to Twitter, YouTube and Facebook (via Facebook Connect), Event Registration System through Drupal, Payment processing via PayPal



Newfield Wireless

www.newfieldwireless.com

Key Elements: Drupal CMS, customer support “portal” via secure login mechanism and role management in Drupal



Canadian Pharmacists Association: Moving Forward

www.pharmacyhr.ca

Key Elements: Developed for the client's CMS, text and graphic elements provided by Delta Media, online resource centre for sharing research reports with health professionals and policymakers



White Ribbon Campaign: It Starts with You

www.itstartswithyou.ca

Key Elements: Full content and design developed by Delta Media and MARSWorks, extensive use of Flash animation and social media tools



10.2 Media Relations:

Project: ITU Telecom World 2003, Geneva Switzerland

Industry Canada's Information and Communication Technologies Branch (ICT) retained Delta Media to plan and undertake a targeted media relations campaign focussing on domestic, regional, trade and international media to further profile Canada's innovation in telecommunication and IT technologies.

Delta Media's media relations team developed domestic and international media plans, wrote and designed a media toolkit, identified media opportunities and generated media lists. We provided supplementary media relations services to exhibitors before ITU Telecom and during the event in Geneva, Switzerland. We also coordinated and scheduled photo opportunities and interviews as part of a day-to-day media program for the Canada Pavilion while at the event.

The result was a tremendous level of response and cooperation from the Canadian companies due to the success of the media toolkit. Our team was able to add profile to the media events of six exhibitors by having the Assistant Deputy Minister (ADM), Michael Binder participate in their corporate announcements and product unveilings. Prior to the ITU Telecom show, our team was successful in arranging a feature interview with the ADM that appeared on ITBusiness.ca. The live broadband demonstrations from Geneva to Canada generated national print and on-line media coverage through CANWest News Service. Finally, our media program provided international media with access to the Canadian companies, interviews with the ADM, footage of the demonstrations and photos of latest Canadian innovations in telecommunications and IT.

Project: Health Canada – Sodium Working Group

The Sodium Working Group team (SWG) turned to Delta Media for assistance in announcing the final report of recommendations by this consortium of multiple stakeholder organizations. The Sodium Reduction Strategy for Canada contained six over-arching and 27 specific recommendations aimed at reducing sodium intake among Canadians. The news conference was held in Ottawa, in order to attract the attention of Parliament and national media outlets.

Within an eight day period, Delta Media created a media strategy, draft media materials, targeted media list, spokesperson Q & As plus media kits to support the news conference. Strong project management, a close attention to detail and the ability to work fast-paced under strict timelines were essential capabilities the Delta Media team brought to the table.

The objective of the media relations campaign was to attain an abundance of national, regional and community media coverage surrounding the group's report in both mainstream and healthcare/medical focused publications.

The event was a success, with multiple news services, television news crews and print reporters in attendance. Coverage included a blend of national and local television, print and online media, including The Globe & Mail, CTV News, Global National, along with trade publications and health professional media.

Project: College of Family Physicians' Family Medicine Forum

Family Medicine Forum (FMF) is the premier family medicine conference in Canada and the site of major policy announcements by the College of Family Physicians of Canada every year. In 2008, for example, the College announced the recipients of its Family Physician of the Year awards and released its "Report Card" on access to family physicians across Canada (*Supporting the Future Family Medicine Workforce in Canada* Report Card). Building on a longstanding relationship between Delta Media and the College, our firm was retained to provide national media relations planning and implementation for both announcements.

Our strategic media plan considered timing, location and the overall goals of the client. A pitch strategy was developed to minimize "message" fatigue with members of the media and to avoid any confusion from a series of multiple releases leading to and during FMF. Our work included providing counsel, writing and editing media materials, compiling an extensive list of national, regional and health care media contacts, distributing the releases, pitching to media and monitoring media coverage.

Thanks to careful planning and flawless execution, the two announcements both received extensive national coverage in news and health care media. Coverage included *Macleans* magazine, the *Medical Post*, the Canadian Press, Sun Media, *L'Actualité médicale*, Canoe C-Health, Canoë Infos, CBC.ca, CTV Canada AM, CTV Newsnet, *The Globe and Mail*, *Toronto Star*, and numerous CBC regional radio and local print dailies. Although the news conference was held in Toronto, Francophone media outlets across the country were provided with French materials and pitched. French interviews were made possible with La Presse Canadienne, Radio Canada - *Ontario Aujourd'hui* and *RDI Le Téléjournal*.

Our work supporting the College and the Family Medicine Forum has continued with similar support in 2009 and 2010, along with media training for all incoming executives of the College.

10.3 Social Media

Delta Media is working continually with new social media channels to help our clients understand their potential, mitigate the risks and make the most of the new interaction and reach these channels present. CBA, White Ribbon, OPA

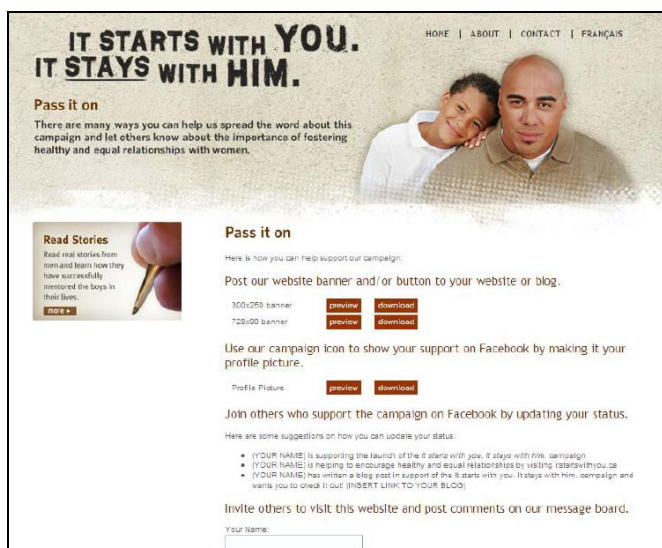
Canadian Bar Association: Social Media Strategy and Policy

Delta Media is working closely with the Canadian Bar Association to develop a social media strategy and policy that will allow the organization to tap into new channels such as YouTube, Facebook and Twitter without facing undue risk and while protecting the integrity of its brand. Our work is collaborative and involves staff from the head office and regional branches as well as key volunteers involved in marketing and communication.



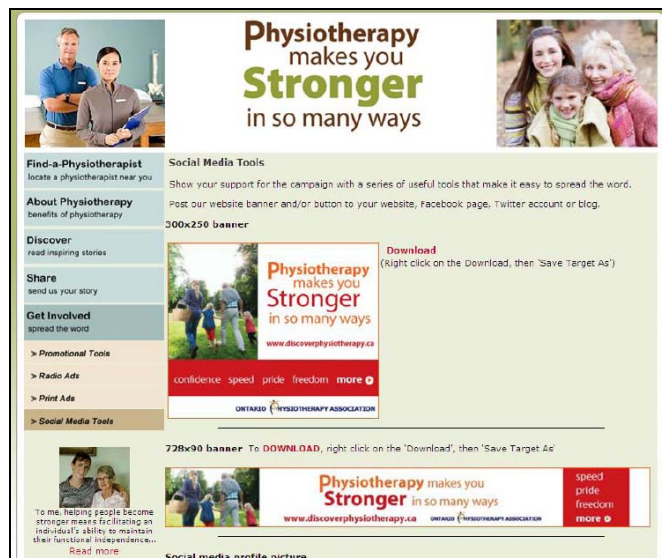
White Ribbon campaign: It starts with you

Our work on www.itstartswithyou.ca included a number of social media tools that would enable visitors to share the messages on the importance of mentoring boys as part of preventing violence against women.



Ontario Physiotherapy Association: *Stronger in so Many Ways*

In 2010, the OPA hired Delta Media to plan and implement a three-year campaign to raise the profile of physiotherapy in the province. The campaign included a dedicated website (www.discoverphysiotherapy.ca) and numerous social media and more traditional tools to allow individual physiotherapists to participate in the campaign. A campaign survey revealed that more than 90% of physiotherapists did so.



10.4 Publications

Delta Media has a long track record of helping clients use publications to reach and influence the public, governments and health care professionals. We strive for design that is clean and consistent to boost readership and build brands.

Task Force Two: A physician HR strategy for Canada

Delta Media provided a full suite of marketing communication services to this multi-party effort to research and develop a human resources strategy for Canada's future. Our work included the design and distribution of numerous reports and *Progress Report*, the official newsletter of the initiative. All publications were made available in print and sent to a list of the country's most influential policymakers, health profession leaders and legislators.

In addition, publications were available in electronic format, sent via email to subscribers and posted to the Task Force Two website we developed at (www.physicianhr.ca).

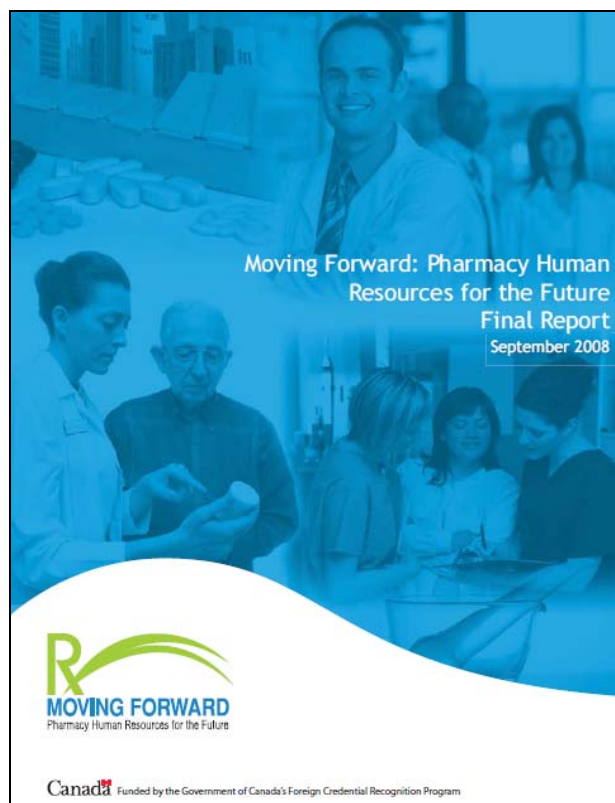


Canadian Pharmacists Association: *Moving Forward*

When the CPhA set out to work on a road map for the future of the profession, they adopted a collaborative approach and turned to other pharmacy associations and stakeholders across Canada. They also retained Delta Media to ensure the work was communicated effectively and a strong brand could be built within a collaborative process featuring so many different participants.

We provided graphic design and editorial services for a range of reports and newsletters. We also ensured all material was available on the initiative's website (www.pharmacyhr.ca). A small number of key publications were also printed and distributed to key stakeholders, along with personalized cover letters.

Finally, we developed templates and guidelines that allowed staff at the CPhA to produce other publications that were cost-effective and consistent with the overall program brand.



10.5 Advertising CBA, LDAC

Learning Disabilities Association of Canada

LDAC turned to Delta Media for a national campaign to raise the profile of learning disabilities among the public, governments and health professionals. Our comprehensive strategic planning process led us to recommend a Public Service Announcement campaign using radio. We created and produced a 30-second commercial, researched a list of key stations and program directors across Canada and carefully distributed and pitched the spot to encourage stations to provide free airtime.

The success of the campaign is measurable and impressive. Over two years, no fewer than 115 million impressions were created by the radio PSAs alone. Traffic to the new LDAC website we created grew significantly. Most importantly, calls and emails to the national association and its local and provincial chapters also increased rapidly from coast to coast.

Radio PSA Script (30 seconds)

Sound Effects:

Soft, empathetic music

Voice #1:

My child has been diagnosed with...

Voice #2:

One of my students has been diagnosed with...

Voice #3:

I've been diagnosed with a learning disability

Announcer:

You have questions. You need support from people who've been there. A source you can trust.

Visit LDAC dot CA. Find practical information and connect to one of the 75 local chapters of the Learning Disabilities Association of Canada.

We know the challenges. We see the potential. We're here to help.

LDAC dot CA.

Ontario Physiotherapy Association

Delta Media was retained to plan and develop a three-year advertising campaign to raise the profile of physiotherapists in Ontario and boost demand for their services. The campaign featured a blend of radio and print advertisements in major towns and cities across the province. We worked collaboratively with the Board of the OPA to validate our strategy and refine the creative for the campaign. The “Stronger in so many ways” tagline has proven to be very popular with members and after two years anecdotal evidence suggests the campaign is reaching its intended audience and boosting traffic to the OPA website and to physiotherapy clinics.



Her **physiotherapist** helped her strengthen...

- Her mobility
- Her endurance
- Her confidence and independence

For **strength** in all its forms, turn to the health professional with extensive clinical experience and a university degree in **physiotherapy**.
See a registered physiotherapist.

Physiotherapy makes you **Stronger** in so many ways

ONTARIO PHYSIOTHERAPY ASSOCIATION discoverphysiotherapy.ca

Canadian Bar Association

The CBA turned to Delta Media for a national advertising campaign that would enhance the image of the legal profession. Our extensive audience research revealed that the volunteer work done by lawyers in the community was a source of goodwill and worthy of more attention. With this insight, we developed, produced and placed a series of television and print ads in key outlets across Canada. The ads featured real Canadian lawyers and the ways they give back to their communities.

Post-campaign testing revealed that the ads were on the mark and were favourably received by the audience. In addition, more than 80% of members expressed support for the campaign in a membership survey, leading to an additional two years of the campaign.

Professional. Committed. Community-Minded.



Canada's lawyers are **making a difference.**

"I'm proud to be a lawyer. It's satisfying to find solutions that benefit my clients. I'm also committed to giving back to the community. That's why I volunteer my time to teach young people about Canada's legal system, and the rights and opportunities it affords us all."

Discover the many ways Canada's lawyers are serving their clients and their communities.

THE CANADIAN BAR ASSOCIATION
L'ASSOCIATION DU BARREAU CANADIEN

www.cba.org

10.6 Endorsements – White Ribbon, CPHA Immunization, ICT

Delta Media has considerable experience in helping clients find and secure the endorsement of third parties as part of an overall communication campaign. Our work always proceeds methodically, beginning with the identification of ideal endorsers based on an overall strategic approach. We look for individuals and organizations with a high profile, a clear link to the topic at hand, and a high level of credibility in the community. Next, we work with the client to determine the manner in which the person or organization will express their endorsement. An endorsement can come in the form of a spokesperson, for example, who lends their voice to the campaign. When Delta Media launched the Canadian Consumer Information Gateway, we secured CTV's consumer affairs reporter Pat Foran to play that role, leading to a very successful event and campaign. Similarly, radio personality Stu Jeffries (CHFI, CMT) lent his voice to our campaign promoting mentorship for boys as a way to end violence against women. Stu is a father of a young boy and identified with the campaign. His support was evident at the launch event and on the air.

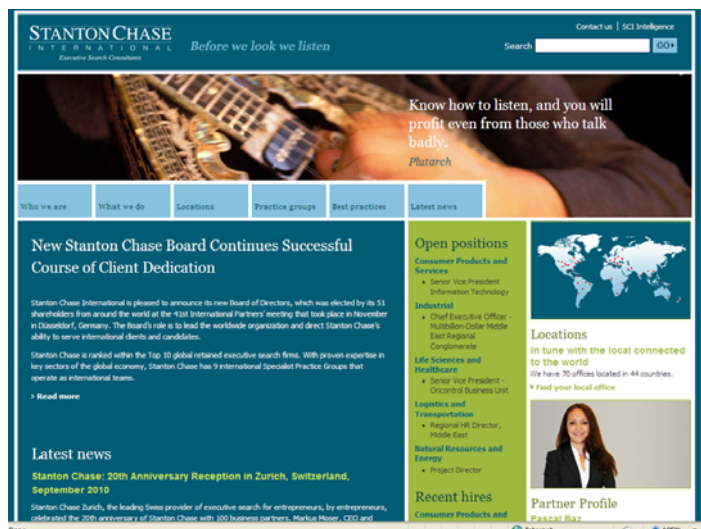
Endorsement can also come in the form of access to an organization's members. A good example of this approach is the endorsement we secured from dozens of medical associations across Canada as we promoted the National Physician Survey in 2010. These associations posted banners to the NPS website on their sites and published articles on the NPS in their newsletters. Many of the editors added their personal endorsement in their editorials. It was the right source of endorsement for a survey targeting physicians, residents and medical students and it added significantly to the response rate.

Finally, endorsements can also come in the form of more formal partnerships. When Canada's Information technology Council was preparing to launch a new program (I-Advance) to guide ICT professionals in their career development, they retained Delta Media to help them secure the recognition of influential organizations ranging from employers and educational institutions to the providers of industry certifications. We undertook an extensive review of the leading organizations in each category, researched detailed lists of contacts within these organizations and prepared detailed approach materials that presented not only the case for endorsement but also the ways in which these organizations would themselves benefit from the endorsement. We created, in short, win-win situations.

10.7 Online Integration

Perhaps the best example of online integration is the work Delta Media and MARSWorks have done together for nearly a decade. We have carefully constructed a brand identity for the global executive recruitment firm and refined it over time.

We also work to help each of the Stanton Chase offices and consultants around the world build a consistent and integrated online presence. We provide graphic elements they can use on their websites and advertisements for print and online placement that build the same consistent brand image. We even developed a standard email signature that helps ensure all consultants are building the brand consistently and cumulatively.




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STANTON CHASE
 INTERNATIONAL

Stanton Chase is ranked within the top 10 global retained search firms. We have 10 specialist practice groups that operate as international teams which gives us a unique opportunity to listen carefully to our clients. Stanton Chase is owned by its partners who take individual responsibility for delivering outstanding quality for each assignment. Stanton Chase is a member of the Association of Executive Search Consultants www.aesc.co.uk

10.8 Event Marketing

Given our extensive experience with health care clients, we understand that events can be among the most powerful communication vehicles, especially for reaching health professionals and policymakers. Opportunities to present to the right audience, matched with an effective presentation and competent speaker will often generate more impact than print and electronic channels combined. Delta Media has nearly 20 years of experience with helping clients prepare to make the most of events and their speaking opportunities.



PowerPoint Template

Colours (RGB values):

- Blue = red 0, green 84, blue 164
- Bright Yellow = red 252, green 238, blue 30
- Darker Yellow = red 241, green 203, blue 0

Font

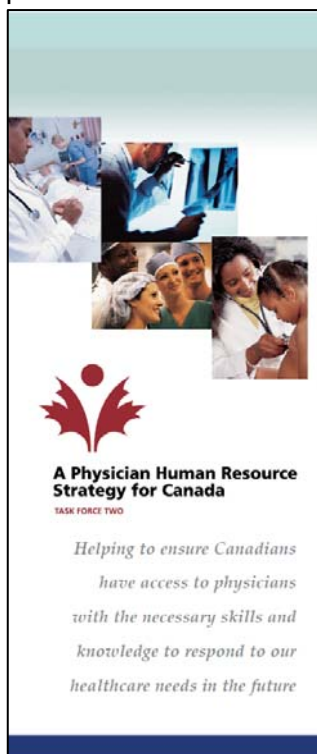
- Trebuchet

Footer

- Optional: Requires you to paste the text box on each slide where it appears

FMECPG Project
Communications Update

Clients such as Task Force Two: a physician HR strategy for Canada and the Future of Medical Education initiative have turned to Delta Media for professional templates that ensure presentations are effective and build a consistent brand. We have also crafted core slides for presentations, ensuring that essential information on the client organization is prominently featured.



We also excel at researching events that will create ideal opportunities to present. We consider the key audiences, the credibility of the event and, of course, the schedules of those presenting. Finally, we create effective materials to leave behind at the event or to use in an exhibit area of the event. All elements work together to create a positive and lasting impression for those who attend.

11.0 Conclusion

Since 1991, we have offered a full suite of communication and marketing service backed by disciplined and informed strategic planning. We have focused our energies on organizations which, like the Cochrane Collaboration, are active in health care and guided by the interests of patients and communities rather than profits. Our focus has allowed us to learn, to continually improve and to gain a deep understanding of the changing realities of health care. Over time, we have developed true expertise in reaching out to and engaging a variety of audiences with information on health care topics: the public, health professionals, patients and their families, health care administrators, policymakers and legislators.

Our experience in this sector also means we are experienced working with collaborative, decentralized organizations. We know the challenges and, more importantly, we have embraced the many opportunities that come with working in this way. We have created unique processes that allow us to collaborate effectively and tap into the collective insight and expertise our clients have to offer.

Finally, like the Cochrane Collaboration, ours is a global organization. We belong to The Health Collective Network - a multinational group of marketing and communication firms dedicated to developing and managing healthcare communication programmes across international markets with global and local connections and expertise. Our partner firms around the world will help provide insight into different regions, complementing the insight we are sure will come from the participants in the collaborative strategy development process we have proposed.

We see much that is similar between our two organizations. We are focused on health care. We deeply believe in the power of collaboration. And we think and act both locally and globally. These similarities give us great confidence that Delta Media would meet or exceed all of your expectations and deliver a marketing communication plan that is worthy of the Cochrane Collaboration.

We thank you for the opportunity to present this proposal and look forward to your feedback. We would welcome the opportunity to meet with you and address any questions you may have.



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