

Introduction to Integrated Campaigns

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THINK AHEAD

- 1.1 Identify the need for new models of public relations planning.
- 1.2 Describe the six steps of the ROSTIR public relations planning model.
- 1.3 Articulate the significance of planning models.
- 1.4 Summarize the diversity-first approach and understand how to utilize the Diversity & Inclusion Wheel when developing integrated campaigns.

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There are moments in the life cycle of an organization when public relations (PR) efforts may signal the difference between the success and failure of a brand. Our approach to planning begins with the premise that, while there are many valid choices that PR practitioners can make over the course of a campaign, not all are created equal. How can we craft objectives and select strategies and tactics that serve as the foundation for successful, ethical campaigns and respected organizations? Our industry has long suffered mixed perceptions regarding the role of PR professionals. We have been called “PR flacks” and “spin doctors,” and have battled mightily in defense of our expertise, budgets, and professional worth. By using a research-first approach and addressing challenges, failures, corrections, and revisions incorporating

real-world, integrated campaign situations, students will be provided the necessary tools to make more thoughtful and informed choices as practitioners.

A NEED FOR NEW PUBLIC RELATIONS PLANNING MODELS

A recent study¹ by Marlene Neill and Erin Schauster highlighted that traditional competencies required to be successful within PR, including writing and presentation skills, remain a foundation within the profession; however, additional proficiencies are now necessary. Newly created roles in today's workforce including **content amplification** of earned media, **native advertising**, **online community management**, **programmatic buying**, **social listening**, and **social media analytics** are contributing to the rapidly expanding vocabulary for those teaching and learning about the profession of PR. Content amplification allows practitioners to use paid tactics to increase the reach of messages to publics across multiple channels, including websites, and social media sites. At present, a gap exists in PR education as a result of the evolution that our field has experienced over the past ten years. Two factors of particular importance are the impact of **social media**² on the profession and the need to incorporate **diversity and inclusion** within the PR curriculum.³ The second edition of this book identifies three new models supporting successful integrated campaign planning and execution and also highlights methods that today's practitioners use to plan, execute, and measure their PR campaigns.

Emerging Models

The process of conducting effective PR is grounded in sound methodologies for solving problems and robust planning. The role that research plays to fully understand a situation and set communication goals; the identification of clear, measurable objectives; the execution of the campaign itself; and the evaluation and reporting of the campaign's success are all critical elements to consider as a practitioner. Within this text, we will explore a new evolution of this process using the ROSTIR (Research/Diagnosis, Objectives, Strategy, Tactics, Implementation, and Reporting/Evaluation) model. This emerging model emphasizes those steps critical to the development of successful campaigns in today's rapidly changing PR landscape, including the incorporation of **PESO's** (paid, earned, shared, and owned media) wide variety of related tactical elements. In fact, these two models reflect work practiced on a daily basis in PR agencies around the globe. As a result of the integration of many PR, **marketing**, and **advertising** functions within organizations, new models need to be adopted that prepare the next generation of professionals.⁴ The third and final model we will explore is the Diversity & Inclusion Wheel, which incorporates diversity at the very start of any integrated campaign—the research phase—and follows through to reporting and evaluation.

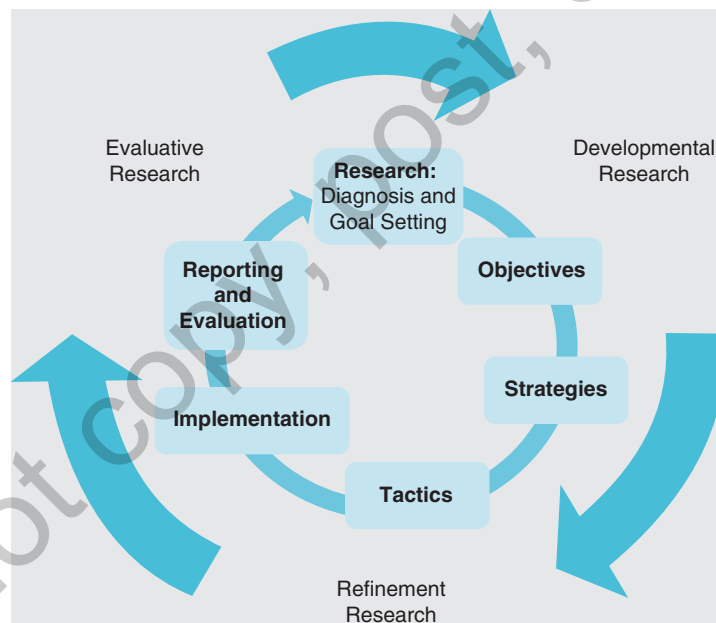
PRo Tip

AMPLIFYING CONTENT

Developing integrated campaigns blends complementarity communication channels and tactics, which is why content amplification is used so frequently. This method allows

practitioners to use paid tactics to increase the reach of messages to publics across multiple channels, including websites and social media sites.

FIGURE 1.1
The ROSTIR Model



Research is critical at every stage of campaign development and execution. Insights from before (developmental research), during (refinement research), and after (evaluative research) implementation should inform public relations outreach and future campaigns.

THE SIX STEPS OF ROSTIR

ROSTIR stands for Research/Diagnosis, Objectives, Strategies, Tactics, Implementation, and Reporting/Evaluation. As we explore in subsequent chapters, this model appropriately reflects the needs of today's practitioners. While the traditional models of PR including R.A.C.E. (Research, Action, Communication, Evaluation) and R.O.P.E. (Research, Objectives, Programming, Evaluation) certainly apply, the industry has experienced a clear shift toward approaches that not only position an organization as a strategic leader in its respective industry but also as a genuine, authentic, and progressive organization desiring to connect with its audience.

THE VALUE OF PUBLIC RELATIONS PLANNING MODELS

The value of any model is in its ability to help enrich our understanding of how an industry or function is practiced. In the world of PR, traditional models can only take the task of planning so far. Plans should be reviewed and revised on a regular basis, leveraging research at every stage, not merely during the initial planning phase as depicted in R.A.C.E. and R.O.P.E.

TABLE 1.1
ROSTIR PR Planning Guide

Stage	Actions
Research and Diagnosis	<ul style="list-style-type: none">• <i>Perform Developmental Research:</i> Conduct secondary and primary research to better understand the organization and its environment.• <i>Diagnose Challenges and Opportunities:</i> Define the problems or possibilities for the organization.• <i>Set Communication Goals:</i> Connect organization-wide goals to communication or public relations goals to define the impact role for communication and set the scope of the campaign.• <i>Target Key Audiences and Stakeholders:</i> Research, select, and prioritize audiences, publics, and stakeholders.• <i>Diversity and Inclusion:</i> Perform research with publics, not just on publics; consider extraorganizational impact of goals.• <i>Diversity and Inclusion:</i> Work to become more aware of your own biases, considering how they might come into play in the specific campaign at hand.• <i>Diversity and Inclusion:</i> When soliciting participants for original research, ensure members are from heterogenous groups.

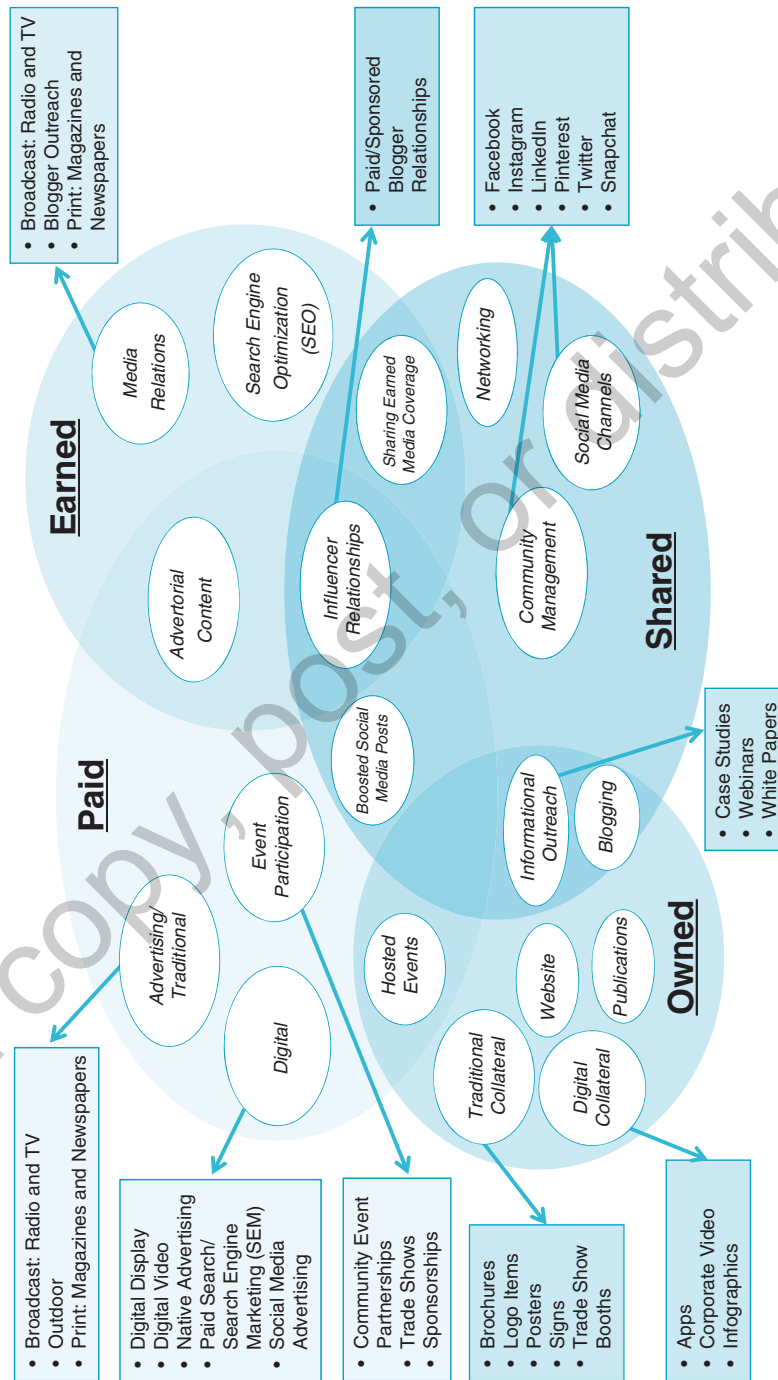
Objectives	<ul style="list-style-type: none"> • <i>Set S.M.A.R.T. Communication Objectives</i> <ul style="list-style-type: none"> ○ <i>Specific</i>: Focus on the situational communication problem or opportunity at hand for a particular public. ○ <i>Measurable</i>: Define success through output, outtake, and (preferably) outcome metrics. ○ <i>Attainable</i>: Make objectives realistically achievable within budgetary, time, and competitive constraints. ○ <i>Relevant</i>: Support and prioritize an organization's mission and goals. ○ <i>Time-Bound</i>: Create a clear timetable for execution and measurement. • <i>Diversity and Inclusion</i>: Consider why some audiences are targeted and not others, as well as how achieving objectives might impact diverse publics and stakeholders.
Strategies	<ul style="list-style-type: none"> • <i>Leverage Organizational Strengths</i>: Strategies should reflect the unique internal and external organizational environment to place the campaign in the best possible light. • <i>Complementary Channel Selection</i>: Support objectives through complementary channel approaches reflecting different audiences, implementation stages, or message components. • <i>Diversity and Inclusion</i>: Develop messages and select channels with publics, not just for publics.
Tactics	<ul style="list-style-type: none"> • <i>Craft Effective Messaging</i>: Create memorable campaign-wide and audience-specific messages supported by research. • <i>Define a Campaign's PESO Approaches</i>: The tactical mix should reflect audience(s)/publics, timeline, budget, messaging, and team expertise. <ul style="list-style-type: none"> ○ Paid Media ○ Earned Media ○ Shared Media ○ Owned Media ○ Converged Media • <i>Diversity and Inclusion</i>: Review the diversity wheel and look for opportunities to include more representative examples, stories, images, and experiences in campaigns.
Implementation	<ul style="list-style-type: none"> • <i>Project Management</i>: Define the budget, timelines, and workflow processes needed to execute the campaign. • <i>Implementing the Plan</i>: Demonstrate persistence, perseverance, and flexibility in communicating with stakeholders. • <i>Continuous Improvement</i> <ul style="list-style-type: none"> ○ <i>Self-awareness and Self-evaluation</i>: Create space for reflection and to regularly adjust personal processes in outreach efforts. ○ <i>Refinement Research</i>: Track metrics and responses to outreach and messages to see which strategies and tactics are most effective. ○ <i>Embrace Change</i>: Rather than executing a plan exactly as written, practitioners should regularly examine the lessons learned throughout a campaign and adjust accordingly.

	<ul style="list-style-type: none"> • <i>Diversity and Inclusion</i>: Monitor for unintended consequences; willingness to revise, update, and adjust tactics and messages as conversations and publics emerge and change.
Reporting and Evaluation	<ul style="list-style-type: none"> • <i>Evaluative Research</i>: Review objective-centered metrics and examine unexpected results—both qualitatively and quantitatively—to create a holistic perspective on your campaign. • <i>Turning Evaluation into Improvement</i>: To inform future campaigns, define lessons learned for the PR team as well as for the organization itself. • <i>Reporting Results</i>: Generate easy-to-understand, scannable, and customized reporting documents for key stakeholders and organizational leaders. • <i>Diversity and Inclusion</i>: Evaluate for social and community impacts. Segment reporting (how did the campaign impact a variety of audiences differently). If needed, communicate outcomes to diverse audiences inside and outside the organization.

PR should be considered a strategic management function, adding value to organizations through the continual assessment of the organizational environment and then adjusting communication strategies and tactics accordingly. It is important to note that many of the best **public relations campaigns** are rarely ever finished. Real-world campaigns are judged on impact, actions that consumers take, and awareness with regard to a brand, product, event, or even an individual. When planning and executing a PR plan, organizational leaders are interested to see that their audience is connecting, purchasing, attending, sharing, and engaging with them. Campaigns are not only about creating a perfect plan, rather, they are also about connecting the targeted audience(s) with the correct message(s) at a specific time in order to drive action/change. In truth, **C-suite** (Chief Executive Officer, Chief Marketing Officer, Chief Operating Officer, etc.) leaders are generally less interested in the approach or tactics (media relations, marketing, or social media) used in developing a successful plan and more interested in the results. This is why it is critically important to understand the appropriate tools to implement at the right time. At the end of the day, good PR models incorporate the development of solid **strategic communication** targets with aptly defined goals and objectives, tied to a clear organizational purpose.

The process of appropriately planning a campaign requires a practitioner to anticipate challenges, ensure that audiences are clearly defined, identify objectives, and prioritize resources efficiently in order to work best with each **stakeholder**. The practice of PR should take on an integrated approach. When we commit to our audience, mission, and goals, we ensure that the best resources are being allocated to our campaign efforts. Let's face it, not every challenge or opportunity will be solved in the same way. Tactics may change over time, but the underlying rules of effective communication will remain the same.

FIGURE 1.2
The PESO Model



What's more, as organizations attempt to engage with diverse stakeholders through purposeful campaigns, it is their responsibility to make **diversity, equity, and inclusion (DEI)** a core element of their brand and its subsequent PR endeavors. In this second edition, we introduce the diversity-first approach.

THE DIVERSITY-FIRST APPROACH

Employing a diversity-first approach means that we have to start with understanding the differences between diversity, equity, and inclusion (DEI). The University of Michigan sums up the three areas well: “Diversity is where everyone is invited to the party. Equity means that everyone gets to contribute to the playlist. And inclusion means that everyone has the opportunity to dance.”⁵ To be truly inclusive, according to the Public Relations Society of America (PRSA), organizations must “champion diversity of thought, cultures, disciplines, ideals, gender, disabilities, sexual orientation and age.”⁶ Rather than making DEI add-on elements of an integrated campaign, practitioners must make conscientious decisions to prioritize diversity, equity, and inclusion at each step—starting with research through to planning, execution, and reporting. This can only be accomplished when practitioners take the time to develop their skills and knowledge in these areas.

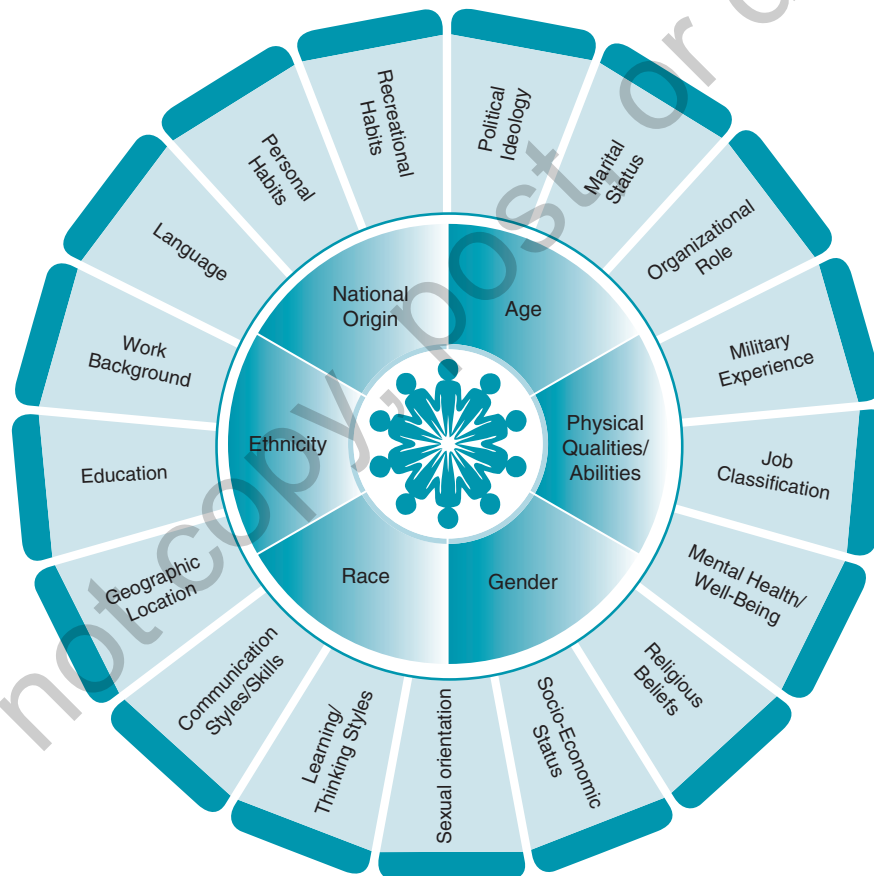
How many times as a student have you found your professor showing yet another offensive campaign from a big brand and asking the same questions: “Who approved this? How did this make it to mainstream media?” H&Ms Monkey of the Jungle, Pepsi’s gaff of Kylie Jenner reimagining a Black Lives Matter protest, Gucci’s blackface sweater, or Dolce and Gabbana’s racist ad that included a woman eating pizza with chopsticks. We are continually asking: Why can’t brands do better? We have to stop asking ourselves these questions and change our processes.

The diversity and inclusion model was first introduced in 1991⁷ and created by DEI pioneers Dr. Lee Gardenswartz and Dr. Anita Rowe,⁸ two researchers who have dedicated their careers to diversity, equity, and inclusion. Since then, the model has been modified repeatedly. The literature reveals that much of what we know about DEI centers on people, human resources, and workplace settings. In fact, one of the earlier images of the model, illustrated in 2008 by Lynn Perry Wooten, was used to start a dialogue surrounding workplace diversity initiatives.⁹ The Intergroup Relations Researchers at the Spectrum Center housed at the University of Michigan developed the Social Identity Wheel and the Personal Identity Wheel based of early research in this area. According to the Spectrum Center, “the Social Identity Wheel worksheet is an activity that encourages students to identify and reflect on the various ways they identify socially, how those identities become visible or more keenly felt at different times, and how those identities impact the ways others perceive or treat them.”¹⁰

While the Personal Identity Wheel encourages students to reflect on how they identify outside of social identifiers.¹¹ Both help people consider their individual identities and how privilege operates within society to normalize some identities over others. As PR practitioners, we can learn much from previous research in this area and apply it to our tasks as professionals and brand advocates.

The model illustrated in this book is yet another modified version of Gardenswartz and Rowe's original model. Building upon previous research, scholars have adapted these tools and developed a version for PR students and practitioners, calling it the Diversity & Inclusion Wheel for PR practitioners.¹² As you will see, this is an amalgamation of similar identity tools that can be found widely in journals and online.^{13,14}

Diversity & Inclusion Wheel For PR Practitioners



The center of the wheel has six core spokes that organizations should consider when first beginning to develop a campaign. Did your initial research include people from heterogeneous or varied groups and identities? Is your planning team made up of people with diverse thinking styles, life experiences, management skills, or team members with different roles in the company? Does your campaign or plan represent people of various genders, ages, physical qualities or abilities, different ethnicities, or places of origin? If not, deepen and expand your initial research and the overall campaign you are about to develop. The outer layer of the wheel, beginning at the top and moving clockwise around the wheel, includes 17 diverse and inclusive areas such as marital status, religious beliefs, mental health/well-being, language, communication styles, thinking styles, education, or language. The idea is not to incorporate every spoke or external layer represented in the Diversity & Inclusion Wheel, but to consider deeply whether the same people are continually represented and create a campaign that includes two or three inner spokes and an array of external layers presented here. Research has shown that diverse teams bring multiple perspectives to the strategic decision-making process and that diverse outcomes more fully reflect client demographics.

Creating processes that make us more aware of the nuances of diversity and inclusion helps PR professionals adjust strategy, messaging, and execution. By using the Diversity & Inclusion Wheel and following these simple guidelines practitioners can develop more purposeful campaigns.¹⁵

- **Diversity-first approach:** Be intentional with every element included in all aspects of campaign research, development, planning, and execution.
- **Personal biases:** Become overtly aware of the bias you may be harboring. If you're unsure, visit Harvard University's Project Implicit website and take a free test <http://bit.ly/ProjectImplicitHU>. Educating the public surrounding their hidden biases is the overall goal of the implicit bias project.¹⁶
- **Heterogenous groups:** Deliberately create heterogenous groups because they offer a more equitable space for conversation and decision making.
- **Be an advocate:** Promote diverse and inclusive practices.

True diversity and inclusion initiatives require commitment. Many PR practitioners have a seat at the management table. It's up to us to lead the decisions that impact our organizations. We must hold our companies accountable for their DEI initiatives—or lack thereof.

CONCLUSION

When considered together, the ROSTIR and PESO models fortified with the Diversity & Inclusion Wheel create a comprehensive framework for PR practitioners to plan effectively and use all of the resources at their disposal to create inclusive, award-winning campaigns. ROSTIR helps practitioners to execute each critical step within the campaign planning and implementation process. PESO reminds us of the wide variety and complementary value in a diverse array of channels and tactics for outreach. The Diversity & Inclusion Wheel ensures a variety of perspectives are taken into consideration when developing integrated campaigns. The remainder of this book will provide an in-depth review of these frameworks and the tools for practitioners to implement them with organizations large and small.

THINK CRITICALLY

1. Can you identify which communication and media trends are transforming the PR industry? In which ways are they most impactful? What is the importance of developing a clear set of outcomes for strategic campaigns?
2. In what ways has PESO influenced the way in which PR strategies and tactics are formed? How does ROSTIR build an organization's strategic plan implementation? Give specific examples.
3. Identify a recent campaign from one of your favorite brands. Using the Diversity & Inclusion Wheel ascertain whether or not the campaign represents a broad spectrum of people, opinions, voices, images, languages, and views.
4. After reading the case study "Ambev Wants You to Drink Responsibly" consider the following stance. The nonprofit organization Alcohol Justice (<https://alcoholjustice.org/>) maintains that there are inherent problems with the

notion of *drink responsibly* coming from alcohol companies. They have asserted that awareness campaigns, such as the one highlighted in this chapter, are distractions and lack evidence-based true reform. They are quoted as saying "There is no evidence to show that 'drink responsibly' messages are an effective strategy for reducing alcohol consumption or related harm. Much like Big Tobacco's anti-smoking campaigns, alcohol industry facades like 'drink responsibly' are counterproductive and could backfire, increasing intent to use the product instead of decreasing alcohol-related harm."¹⁷ Do you agree with this statement? Support your response by first conducting a search on the Internet for data that support both the pros and cons of this issue. As a future PR practitioner, imagine your creative agency was hired to develop alcohol conscious campaigns on behalf of a beverage company. What do you do?

KEY TERMS

Advertising 16	Inclusion (DEI) 22	Public relations campaign 20
Content amplification 16	Marketing 16	Social listening 16
C-suite 20	Native advertising 16	Social media 16
Diffusion Theory 32	Online community	Social media analytics 16
Diversity 22	management 2	Stakeholder 20
Diversity and inclusion 16	PESO 16	Strategic communication 20
Equity 22	Programmatic buying 16	

CONCEPT CASE: INTRODUCING COMMUNITY FLOW YOGA

The fitness studio industry has grown by leaps and bounds over the past decade, with dozens of new concepts opening nationwide. Cycling, boxing, aerobics, barre classes, and interval training have turned into a multi-billion dollar business. Yoga, by contrast, has been left largely to mom and pop local studios, with the exception of the US-wide CorePower Yoga chain. Community Flow Yoga is a new startup chain, designed to offer a high standard of quality and consistency (like CorePower), but also give back to the communities where it does business like a local studio.

As discussed in this chapter, effective integrated PR and marketing campaigns take considerable planning. You have just been hired as the company's new Vice President for Public Relations. Executives are looking to you for direction and leadership of the communication department and programs, including media relations, social media, community relations, brand management, studio/employee communication, and member/customer engagement.

Founded by a collective of long-time yoga instructors and studio owners in several cities, the chain aspires to bring a local, humane approach to the chain concept. Ownership is private, but communal. The chain's leaders are focused on making tangibly beneficial contributions to each of the communities where they operate, such as free classes for local elementary and middle school

students, reduced rates for college students and seniors, and an environment that promotes conscious community-building among members. Each studio puts 5 percent of membership dues into a fund for community development and charitable projects, the focus of which is decided with the help of local studio members. It's approach puts corporate values—such as inclusion, community, acceptance, equality, and harmony—at the center of its brand and customer experience. These values have driven community giving projects, which have included supporting localized refugee resettlement, low-income housing assistance, mental health programs, and rehabilitation/anti-recidivism programs.

The company operates (like CorePower Yoga) on a primarily monthly subscription model, with rates based on the cost of living in each metro area. Additionally, members can take classes at any studio in the network. Today, the company has fifty studios in twenty cities across the US, but they have several important goals: To grow the brand (by converting existing studios and owners) to ten new cities in twenty-four months, to improve brand perception in the twenty cities where it does business, and to gain national and international brand awareness to lay the groundwork for further expansion. These values, while a differentiator in a crowded fitness marketplace, may be at odds with a

low-margin business model and with prevailing political views in some areas where the company may want to expand.

A few initial thoughts to consider:

- What would you see as the main strengths of the brand in the marketplace?
 - What would you see as significant weaknesses?
 - Who are the key stakeholders and publics for this company?
- Where can communication play the most important role in helping this organization to achieve its goals?
 - Consider how the ROSTIR planning model informs the creation of a strategic PR campaign.
 - Highlight how the Diversity & Inclusion Wheel can be applied strategically for Community Flow Yoga. Identify the areas of the wheel that can be used in their PR planning and execution.

CASE STUDY: AMBEV WANTS YOU TO “DIRNK REPSNOSILBY”

*Contributors: Sophie Estep, Laura Nolan, Jessica Zuk
Ambev with SunsetDDB*

Campaign Focus: Consumer Engagement, Consumer Awareness

Initiated in the spring of 2019, Ambev, the largest brewing company in Brazil and a branch of Anheuser-Busch InBev, deployed a strategic campaign to help consumers “Dirnk Repsnosilby.” Ambev partnered with one of the leading marketing firms in Brazil, SunsetDDB, to develop a clever and well-thought-out integrated campaign. The agency redesigned labels on specific brands of beer sold in Brazil, then distributed the new bottles to consumers to bring attention to the impact of alcohol and inebriation.

Research/Diagnosis

Ambev (NYSE: AMBV), the Latin American branch of Anheuser-Busch InBev, developed an ingenious campaign by shuffling the letters on eight of its most well-known beer labels—Stella Artois, Budweiser, Corona, Brahma, Skol, Colorado, Original, and Antartica—to emphasize the perils of drinking and driving while emphasizing the safe consumption of alcohol. The campaign, titled “Dirnk Repsnosilby,” caused a global reaction from audiences worldwide.

The campaign, derived through Ambev and SunsetDDB, crafted a message through strategic alterations on their beverage labels. Ambev is active in nineteen countries, manages thirty-two breweries in Brazil, and distributes 30 brands. The company currently employs 35,000 people in Brazil. The campaign, created by SunsetDDB, a marketing and advertising firm in São Paulo, Brazil, wanted to bring awareness of altered perceptions, but also fulfill with Ambev’s goals of educating consumers on the benefits of developing smart drinking habits.

Brazil has an entrenched history of drinking and driving, making this campaign particularly relevant.¹⁸ The international journal, *Sleep Medicine and Disorders*, published a report dealing with drinking implications specific to Brazil. The findings included a trauma center showing 28.9 percent of patients had alcohol in their systems with similar results in a neighboring city, at 27.2 percent.¹⁹ Of course, impaired driving is not limited to Brazil: According to the World Health Organization, 500,000 people are injured and 17,000 die from alcohol-related

vehicle accidents in the US each year.²⁰ The costs associated with such accidents exceed the billion-dollar threshold on an annual basis. Between 25 and 50 percent of all car accidents worldwide are associated with at least one driver being inebriated and above the legal limits set forth by that country.²¹ Brazil is considered one of the largest consumer markets of alcohol in the world, and it continues to grow. The consumption of alcoholic beer is expecting to surpass 13.48 billion liters annually by 2021.²² In 2010, the annual revenue related to alcohol products revealed 56 billion reals, compared to 128 billion reals eight years later in 2018.²³

In 2010 Ambev, in concert with public health officials, launched what they called Global Smart Drinking Goals. These were programs and initiatives centered on changing social norms, consumer behaviors, and their own business practices to help reduce the harmful use of alcohol globally.²⁴ By 2014 the company had exceeded all six initiatives which included partnerships, public education initiatives, retailer training, and other activities that reinforce responsible drinking.²⁵ Realizing the importance of addressing drinking implications worldwide, Ambev determined taking these goals to the next level would assist with the company's goals and objectives.

Objectives

The “Dirnk Repsnosilby” campaign objectives falls under Ambev’s overall Global Smart Drinking Goals, which is a set of programs and initiatives that focus on shifting public perception, social norms, and consumer behaviors regarding safe drinking practices. The desired impact of this campaign was reducing the harmful use of alcohol globally. The four specific S.M.A.R.T. objectives that Ambev implemented included these:²⁶

- **Objective 1:** Reduce the harmful use of alcohol by at least 10 percent in six cities by the end of 2020. Implement the best practices globally by the end of 2025.

- **Objective 2:** Invest \$1 billion USD across our markets in dedicated social marketing campaigns and related programs by the end of 2025.
- **Objective 3:** Ensure No- or Lower-Alcohol beer products represent at least 20 percent of AB InBev’s global beer volume by the end of 2025.
- **Objective 4:** Place a Guidance Label on all beer products in all markets by the end of 2020. Increase alcohol health literacy by the end of 2025.

The “Dirnk Repsnosilby” campaign itself aligns most closely with the first objective of reducing the harmful use of alcohol by at least 10 percent in six cities, including São Paulo, Brazil, where Ambev is headquartered. Beyond targeting drinking and driving, the campaign connects to the objective of investing money into social marketing campaigns, as this is an effective and educational advertisement that brings awareness to the dangers of harmful drinking habits, such as drinking and driving.

Strategies

Ambev’s objectives were substantiated by specific strategies created for the organization’s customers and Brazilian society. To tackle the objectives outlined in their Global Smart Drinking Goals, Ambev designed a subliminal graphic design campaign to encourage consumers to think about their safe consumption. The idea started with the company purposely misspelling popular adult beverage names by shuffling the letters on their most popular labels. Modifications were made to physical product containers, social media posts, and advertisements all indicative of the disorienting effect of alcohol on the mind. SunsetDDB deliberately designed the campaign components in this manner to spark consumer awareness on the thought that

sometimes things appear clear after alcohol consumption, but in reality, you are impaired.

SunsetDDB and Ambev wanted to use communication channels that were familiar to their consumers. The first release of these modified designs occurred during a Brazilian national televised event.²⁷ Then, social media and traditional print were utilized to target consumers accustomed to seeing these brands online and in print. This campaign employed a secret release, and eventually carried weight from earned media, influencer engagement, and consumer engagement. Strategically, the primary component of the campaign—switching labels with misspelled versions—propelled them into the next phase of the campaign allowing them to encourage safe and thoughtful drinking.

Tactics

The “Dirnk Repsnosilby” campaign used memorable and sticky tactics to deploy their messaging. Ambev decided to change the labels of their eight most popular beers in Brazil: Stella Artois, Budweiser, Corona, Brahma, Skol, Colorado, Original, and Antarctica.

These beers chosen for this campaign have well-known labels that utilize special typefaces,



The images here illustrate the new misspelled labels presented on various brands of their most consumed beer.

imagery, and coloring. Shuffling a few letters of the beverage names was subtle enough that a consumer would have to be paying attention to notice the change. “Budweiser” became “Bwedusier” and “Corona” turned into “Cronoa.” Without notifying the public about the switch, the first twenty-four hours spurred an avalanche of organic reactions from consumers of the switched labels and advertisements. This campaign used all elements from the PESO model (paid, earned, shared, owned).

Paid

Paid ads were purchased on the Globo television network during one of their largest events of the year, Campeonato Brasileiro, the national football championship, adding to the legitimacy of the campaign.²⁸ Because 18 million people were watching or attending this game, this was an effective paid ad that hit the target audience more than social media ever could. In addition, featured billboards, print, and social media ads were purchased.

Earned

The agency relied on consumer and influencer sharing to spread the message of the campaign. Earned media loved to carry this story. Upward of forty Brazilian media outlets reported on the confusion, and later the message that came from the campaign. Because this issue is impactful to a large portion of Brazil’s news-consuming audience, the story was repopulated to share with more viewers.

Shared

Social media sites were used to perpetuate the dissemination of the campaign’s subtly altered images and brands. Because of the large followings of these brands, this campaign could be seen and shared easily. Brahma, the popular Brazilian beer

first changed for this campaign, has over 4 million page likes on its Cerveja Brahma Official Facebook page.²⁹ The subtle messaging that was shared through these social networks drove significant engagement.

Influencers were a core component utilized by SunsetDDB. They shared specific content while posing with misspelled bottles and pointing out the misspellings, without indicating any idea of the underlying meaning. The influencers connected to this campaign, who were geographically and culturally relevant to Brazil, had a potential reach of 22 million people in total. Some of the partnerships included accounts like *ale_oliveiraoficial*, who has 1 million followers, and *naiaraazevedo*, who has over 3 million followers. These partnerships were a great way to further the message and combine paid and shared media for a wide-reaching message.³⁰

Owned

Within owned media, traditional collateral materials are found. This includes logos, brochures, and signage among other items. Ambev took a risk in altering its labels and logos. The powerful ownership of these iconic images added to the mystique that arose from the small changes. For instance, the Budweiser: King of Beers logo has been the same since 1999, utilizing a proprietary typeface and icons specific to the beer. Many viewers of this campaign were left wondering how a brand could have misspelled their own famous label in such a public way.

Implementation

Secrecy was a central component of the success of this campaign. The campaign launched on Sunday, April 28, 2019, during the opening matches of the national Brazilian football championship, or the Campeonato Brasileiro. An impressive 18 million people were watching this championship on Globo, Brazil's most popular TV network,

when the first advertisements aired. With no further explanation, the traditional logo of Brahma, one of Brazil's most popular beers, was changed to read "Bhamra." This was strategically planned so it would surprise those who were watching or attending the game, and lead to speculation on social media about the misspelled labels. Simultaneously, other Ambev brands like Budweiser, Skol, Antarctica, and Stella Artois changed their social media profile pictures and covers on Facebook, Instagram, and Google to instead show labels with changed letters, which grabbed the attention of those who followed the beers on social media, or were told about it through word of mouth.

These changes were quickly noticed by the brands' followers, which proved to be extremely effective in gaining attention on social media. Hundreds of thousands of people tweeted about the confusion. One fan, @DaniloMaciel said "I think the graphic designer intern drank too much, probably the marketing guy too to pass up that wrong name."³¹ To which Ambev replied, "Without blaming the interns. This idea is an action by Cervejaria Ambev to remind everyone that, when we drink, things seem to be in order, but they are not. So don't forget: if you drink, don't drive. #Everythinginorder."³²

The misdesigned labels were then released everywhere in Ambev's home district of Brazil. The company worked with bars and restaurants to serve beer bottles with altered labels, which matched all the new social media avatars for the different brands. Influencers further spread the message by posting with the altered products, but did not reveal the secret.

Because the change was made so quickly and without warning, the majority of viewers eagerly awaited a response from the company to explain what had happened to their labels. This, of course, set Ambev and SunsetDDB up perfectly to share their warning message to a captive audience who

already had piqued interest in the company. A buzz grew through social media and, by the next day, the reasoning behind the switches was revealed through popular social media channels, as well as print advertisements and out-of-home advertising like billboards. The company responded to tweets pointing out the “mistakes,” thanking those engaged for their sharp vision and urging them to think twice about their own impairment after drinking. The campaign explained that “*soemtimes you drnik and evethyring appaers* to be ok. But it’s not. If you drink, don’t drive.”

The labels reflected the idea that sometimes people drink and feel as if everything is in order (the labels “looked” correct in color and likeness), but it isn’t. As one of the world’s largest brewers, Ambev felt a responsibility to change their labels to start a conversation around safe driving habits, and, hopefully, to change people’s behaviors to reduce the number of drunk drivers. In the

company press release, the CEO of Anheuser-Busch InBev, Carlos Brito said, “As the leading global brewer, we believe we have a unique role to play in championing a culture of smart drinking globally. For more than thirty years, we have invested in initiatives to promote responsible drinking and discourage harmful drinking. Now, we are taking our efforts to the next level, moving beyond awareness raising to driving real impact for the communities in which we live and work.”³⁴

People shared their delight on social media, stating with posts such as “[I]t wasn’t a mistake, it was so clever,” and that it was an “amazing idea to switch the letters.” This short turnaround of confusion to enlightenment allowed the public to become intrigued and invested and revealed the hard-hitting awareness message in a timely fashion, as to not lose the interest and buzz that had been built around the labels.³⁵



These ads illustrate the focus of the campaign: to visually represent how easy perceptions can be altered after drinking.³³

Reporting/Evaluation

The campaign drove impressive results. Within its first twenty-four hours, more than 200,000 people noticed the “errors” on the beer labels and responded via social media. The number of interactions quickly increased after the campaign message was revealed through print ads, magazines, and direct social media responses, leading to 619,000 interactions within the first forty-eight hours of the campaign. The engaged audience was more susceptible to the lesson-based campaign messages because they had engaged in the first part of the campaign with the scrambled words on the beverage labels.

In just twenty-four hours, Google searches regarding the names of the eight beers increased by 1,550 percent, driving more engagement to the campaign.³⁶ Partnerships also arose from this campaign. Cabify, a Spanish network transportation network similar to Uber, took this as an opportunity to partner with Ambev to promote safe drinking habits.³⁷ They offered 30 percent off of a customer’s next two rideshare trips by using the code “Cafiby.” This misspelling of the company’s name was a spin on the campaign itself, engaging more of the Brazilian population in the campaign’s message.

Earned media also added to the campaign’s stickiness. The campaign resulted in coverage from 40 different news channels and sites that are popular in Brazil, sharing the message and thoughtful reflection that came from the confusion.³⁸ Finally, overall engagement of the campaign enhanced regular brand awareness by 15.6 percent.³⁹ In total, the campaign garnered more than 157 million impressions on social media. These are quite successful metrics, considering the location-specific efforts of the campaign and the brief length of time it ran.

Theories

Diffusion Theory: This theory is typically concerned with the spread of messages that are perceived

as new ideas. By secretly launching the campaign, Ambev and SunsetDDB created buzz among consumers arousing their curiosity and creating a natural bridge for fans to engage and respond on various social media channels. Additionally, by unveiling the campaign during a national football game, Ambev’s reach and visibility skyrocketed.

Agenda Setting Theory: Agenda setting theory states that the media does not tell people how to think, but it does tell people what to think about.⁴⁰ The “Dirnk Repsnosilby” campaign could be considered a public awareness campaign. Ambev attempted to raise the public’s level of understanding about the importance and implications of drinking responsibly.

Diversity- and Inclusion-First Approach

Evaluate for social and community impacts:

Through the company’s Global Smart Drinking Goals they attempted to educate the public by reinforcing the importance of drinking responsibly. This campaign was a direct result of their initiative. While the Global Smart Drinking Goals represent a positive first step toward recognition and management of the potential harms and dangers of alcohol abuse, they did not seem to be deeply integrated into the measurement and evaluation framework of this campaign. For example, Ambev could also have investigated whether there were any short- or long-term campaign-related impacts on behaviors such as drunk driving or binge drinking (two of the factors explicitly mentioned in the Global Smart Drinking Goals) in Brazil.⁴¹ A broader conceptualization of the campaign impact and evaluation may help PR professionals help companies such as Ambev to live up to the mission and values they espouse.