

The logo for the CIPR Pride Awards 2019 Gold Winner. It features the text 'CIPR PRIDE AWARDS 2019' in white on a black background, followed by 'GOLD WINNER' in large, multi-colored letters (pink, orange, yellow, green, blue, purple).

**Category:** Travel, Leisure or Tourism Campaign

**Company:** Barefoot Media

**Entry title:** Hospitality Hacks

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**Brief and objectives:**

Be the Business launched in November 2017 with funding and support from the UK government and some of Britain's leading companies. Its mission is to close the UK's productivity gap, spearheading a movement to help businesses improve performance.

Brief:

Research from the Department for Business, Energy and Industrial Strategy found that the UK's hospitality sector suffers from below average productivity. Be the Business chose Cornwall's hospitality sector for a pilot project because the county suffers from poor productivity generally, and its economy heavily relies on the sector.

In July 2018, Barefoot was tasked with devising the concept for, promoting, and delivering a new awards scheme, encouraging Cornish hospitality businesses to make steps towards improved productivity, whilst raising local awareness of Be the Business and the Cornwall Hospitality Leaders Network.

Objectives:

- Engage with 100+ Cornish hospitality firms, encouraging them to identify and action changes to deliver a measurable impact on productivity
- Achieve 150+ award entries
- Build the Cornwall Hospitality Leaders Network to 100+ members. Achieve 25+ sign-ups to action-learning groups.

**The idea, research and planning:**

Based on initial research we created three concepts:

- Hospitality Heroes: Championing Cornish hospitality talent, showing how individuals have made a positive impact on their business through productivity improvements

- Hospitality Hacks: Finding the best “hacks”: clever or time-saving ideas that Cornish businesses have used to improve productivity
- Innovation: Showcasing imaginative ways of solving problems, working more effectively at a strategic level.

Hospitality Hacks and Hospitality Heroes were chosen for testing. We created a concept presentation and carried out face-to-face interviews with nine hospitality businesses to gauge opinions.

Hospitality Hacks emerged as the favourite, due to the focus on sharing ideas rather than ‘winning’, and the option for both operational and managerial employees to enter.

Research showed that the entry method, and campaign timing, would need to overcome certain barriers:

- Business owners have limited time, so the entry process needed to be quick and easy
- The concept would need to be explained in simple language
- The scheme would need to run in low season, due to time pressures in peak months.

It was decided that participants would submit hacks via a website, or use #HospitalityHacks across social media.

### **Strategy, tactics, creativity and innovation:**

The campaign encouraged entrants to create and share user-generated content, with the messaging having a strong focus on collaboration and sharing knowledge. The celebratory awards event would recognise the best ideas in multiple categories, chosen by industry expert judges.

With a tight timeframe and ambitious targets, we took an integrated marketing communications approach using a blend of channels.

**Paid – tactical targeting to build an audience from scratch:**

- Social accounts were brand new, so paid campaigns were required to amplify organic reach in a limited timeframe
- Direct mail to reach individual business owners/leaders
- Radio advertising to reach a large number of Cornwall listeners.

**Earned – building awareness of the campaign via relevant media:**

- News stories in local media, to reach high density of Cornish hospitality businesses
- Key trade titles contacted to increase business leaders’ awareness.

Shared – engage target audiences through own channels and partners:

- Organic social media content to underpin advertising and build following
- Appoint brand ambassadors/influencers to promote the campaign
- Email campaigns via relevant third party databases, and Be the Business own database.

Owned – engage businesses, and drive entries/data capture:

- Experience-led roadshow visiting key towns to engage with Cornish hospitality businesses and build campaign awareness
- Hold an awards event at a high quality venue to make entry appealing to target audience
- Website created to host information and gather data, and act as a platform to submit hacks if users were uncomfortable with social media.

### **Delivery:**

Work on the concept development began in August 2018, with the awards campaign launching in December. The campaign concluded with an awards event in February 2019.

Paid:

- Placed 21 social adverts across Facebook and Instagram, targeting specific locations with a high density of hospitality businesses
- Sourced business details and sent postcards promoting the scheme to business owners
- Placed radio adverts with Pirate FM – the largest commercial station in Cornwall.

Earned:

- Media relations activity combined five press releases and tailored pitching to local and trade media, including Boutique Hotelier and The Caterer
- Pitched multiple stories to regional television media, radio, and local print and online media.

Shared:

- Created standalone Facebook, Instagram and Twitter pages. Created and scheduled a four-month organic social media campaign to complement existing advertising, driving entries via the website and #HospitalityHacks
- Appointed brand ambassadors from leading Cornish hospitality businesses/local influencers to promote the roadshow and awards event via their marketing channels

- Sent information to the Visit Cornwall and Cornwall Hospitality Leaders Network's email marketing databases.

Owned:

- Assisted the Be the Business marketing team in delivering a roadshow visiting four key Cornish towns, identifying appropriate locations and running workshops with hospitality marketing experts, whilst promoting awards entry. Contacted experts such as journalist Sally Shalam (The Guardian and Conde Nast), agreeing workshop content, and sourcing follow-up feedback
- Organised and hosted final awards event at Nancarrow Farm, including networking and prize giving
- Gathered user-generated content (existing hacks), shared to encourage ongoing entries, and for future marketing collateral
- Used all channels to encourage entrants to submit hacks via dedicated website for GDPR-compliant data capture.

During the campaign, we found that many people found it easier to submit hacks in person. To make the process more people-led, we added the option of writing hacks on branded card, to be added to the website by the team.

### **Measurement and evaluation:**

Outputs:

- Digital reach of 508,418 across social media (paid and organic), with 8,000 engagements
- 24 pieces of media coverage, including BBC Spotlight, resulting in reach of 411,694
- 3,301,108 impressions via radio advertising (based on 1,128 impacts and audience of 165,000)
- 4,282 website visits
- 540 businesses reached via direct mail
- 2,200 reached via email.

Outcomes:

The campaign exceeded all targets for business engagement:

- 271 people joined the Cornwall Hospitality Leaders Network (target 100)
- 43 joined action learning groups (target 25)
- 232 hacks shared (target 150)

- 120 awards event attendees (target 100)
- 251 roadshow attendees (target 180).