



AJ  
CONSULTING



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## Executive Summary

Wellspring is a nationally recognized wellness support organization accredited by Health Canada as an outstanding example of organizational excellence in community-based health care. Its mission has always been to provide a safe space for those dealing with cancer to manage physical, emotional and financial stress in an environment with no fees or referrals needed. Our team at AJ consulting aims to see this welcoming and open environment thrive by helping Wellspring reach a broader audience in need of its services.

While Wellspring has developed a robust line-up of stakeholders, its brand recognition and digital footprint have been at the centre of some of its challenges. These include social media activity, community engagement and brand equity. As the company aims to re-open its in-person programs in 2022, we suggest Wellspring aims for a growth strategy to increase volunteer and membership sign-ups. By targeting a wider age demographic while also narrowing in on the Ontario locations, Wellspring can capitalize on local demographics to create a more engaged community.

Increasing social media activity and evergreen content will be a focal point to address both challenges. Our strategy of boosting brand awareness relies on a steady flow of digital activities spearheaded by many of the tactics outlined in this plan. The overarching goals should help increase overall engagement and sign-ups by the end of December 2022.

Our team at AJ Consulting has created a line-up of campaigns for a year-round calendar of activities. We have re-envisioned what Wellspring could look like to make the company well-known to an audience outside of the current membership. These campaigns aim to increase engagement, bring people back to in-person activities and broaden the brand recognition of Wellspring. We want to bring the company into a more modern, accessible and approachable esthetic while cultivating the supportive community of Wellspring.

AJ Consulting has analyzed past tactics and outlined areas of improvement. From this deep dive into Wellspring activities, we have created recommendations for the 2022 year to help meet new objectives across public relations, marketing and social media.

## Situational Analysis

Since 1992, Wellspring has been providing supportive care programs and services for people with cancer, as well as their caregivers and families. Wellspring services are available to those battling any type of cancer at any stage of their journey. Wellspring offers programs and services in six main categories, emotional wellness, exercise and symptom management, chronic and oasis, financial and workplace, family and educational.

The organization was founded by Anne Armstrong Gibson, who had experienced immense isolation while battling cancer. Her vision was to create a Canada-wide network of community-based centres to provide people with the tools needed to cope with cancer.

Wellspring's mission is to help people living with cancer elevate their quality of life and strengthen mind and body through innovative cancer support programs. Wellspring's programs are offered at no charge, and no medical referral is needed. The organization is funded entirely by donors, sponsors, and proceeds from events. It receives no government funding.

Currently, Wellspring operates in 10+ locations across Canada. The organization also has several community partnerships. During the pandemic, these centres had to close to in-person programs, and the organization experienced financial loss from cancelled events. The pandemic has also delayed cancer treatment and diagnosis and has left many cancer patients feeling heightened isolation and fear. Wellspring was able to accommodate patients during the pandemic by offering services and programs online, as well as individual support by phone. By providing services online, the organization saw an increase in participation.

In 2022, Wellspring is preparing to reopen its centres while also keeping its online resources and services. The organization has approached AJ Consulting to help build brand awareness and expand its audience. AJ Consulting wants to specifically build awareness about its many unique programs and services and partnerships. Awareness can be built by partnering with influencers in medical and social service fields to promote services to patients. Another primary goal is to expand Wellspring's social media growth and engagement to reach new audiences.

## SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"><li>• Great humanization of the brand</li><li>• Provides in-person and online programming</li><li>• A lot of community partnership increases the validity and need of a program</li><li>• Programs are free</li><li>• Targeting multiple locations in Canada</li><li>• Funded by donors</li></ul>	<ul style="list-style-type: none"><li>• Smaller brand than competitors</li><li>• Not utilizing government grants and bursaries</li><li>• Not utilizing JobBank</li><li>• Limited media impressions and backlinking to website</li><li>• Consistent branding on posts</li><li>• Little to no budget for PR and marketing activities</li></ul>
Opportunities	Threats
<ul style="list-style-type: none"><li>• Leveraging partners and community members</li><li>• Ability to use client review to add the importance of programming</li><li>• Events could garner media hits</li><li>• Increased demand for services due to COVID-19</li><li>• Established media spots could help with gaining new sponsors</li></ul>	<ul style="list-style-type: none"><li>• Loss of funding could affect programs and marketing</li><li>• Annual events by competitors</li><li>• An increase in clients could create a bottleneck</li><li>• Higher reputation with competitive programs</li><li>• Broad audience; competitors have more niche/targeted audiences</li></ul>

## Competitor Analysis

### Gilda's Club

Gilda's Club Greater Toronto is a registered charity in the Greater Toronto area. The charity supports people and families through cancer support programs, workshops, social events and panel discussions. The charity has been running for over 20 years and is one of Toronto's oldest cancer support programs.

To become a member of Gilda's Club Greater Toronto, a person must sign up through its website. Gilda's Club will have a new member meeting to discuss clients wants and needs from the organization after, can access the many programs and services it offers. All programs Gilda's Club offers are free of charge and have both online and in-person options. Programs are targeted to multiple audiences from the 20s to 30s support groups, kids support groups and family wellness workshops.

One important support Gilda's Club gives out is a volunteer award called The Lorna Rosenstein Youth Volunteer Leadership Award. This award is in honour of Lorna Rosenstein, one of the Gilda's Club's founding members. This \$1,500 award is given to a mentor or volunteer who has been impacted by cancer and has shown volunteer leadership in the community.

Gilda's Club marketing efforts consist of Instagram, Facebook, Twitter, Youtube and LinkedIn. All accounts are branded with the charity's colours and post content regularly on all platforms. Engagement with posts is not high, but its social media accounts have a hashtag strategy on Instagram and Twitter.

Its Instagram account posts current programs, events and workshops it is hosting. It is good with self-promotion prompting any achievements or media hits it may get. It also promotes Gilda's Club's partner's events even if it is not involved. There are no evergreen tweets or posts on social media, and it does not interact with social media trends.

## YACC

Young Adult Cancer Canada (YACC) is a non-profit established in 2000 focused on educating and supporting young adults battling cancer. Its headquarters is in St. John's, Newfoundland, but it runs programs all across the country. YACC provides many of its programs online to make sure it is available to its young audience no matter where its clients are.

YACC provides a ton of free programs and are focused on peer support. Some programs include YACC Web: Chats, an online conversation with young adults battling cancer. YACC also hosts a retreat called Retreat Yourself Adventure to help young adults deal with the transition and bring community support to answer their many questions.

YACC has regular blog posts on community member stories and how the program has helped their lives. YACC also has an annual Impact Report to show the results of its many programs and new programs it will be hosting the following year. It even hosts a yearly survivor conference for three days to bring the community together for scheduled bingo and wellness workshops.

It has accounts on Twitter, Facebook, LinkedIn and Instagram. Twitter and Instagram have the highest number of followers but have low engagement with its posts. It has a hashtag strategy posted across its social media and regularly engages with community members and partners. It has never posted content on its LinkedIn.

YACC posts are all branded with its colours, logo and typography. It regularly posts community members and reviews on its social media to show the need for its programs. It also promotes events through social media as well as supporter events and achievements. Besides events, it does not post any evergreen content as content consists mainly of reviews, events and community members.

## Candlelighters

Candlelighters is a non-profit and registered charity supporting children battling cancer in the Eastern Ontario area. It has three types of programs: treatment programs, treatment and family programs. These programs are all free, and any money donated is used to support the membership and programs offered to members.

Membership for Candlelighters works a little differently than any of the other competitors. To become a member of Candlelighters, you must be referred by a social worker or practising nurse through a treatment hospital in eastern Ontario. This is different from any other competitor as usually you either have to fill out a form with the non-profit or can join the program for free.

Candle Lighters is also the only non-profit offering a bursary for post-secondary education. It is one of the only programs with a financial assistance program. Like YACC, it has an annual impact report highlighting the money donated to membership and statistics on current programming. Donating can be very flexible since you can donate a total of nine ways.

Candlelighters has a small social media presence with only an Instagram, Twitter and Facebook, and Flickr account with over 317,000 views. Flickr is an image and video hosting site allowing an online community to download high-resolution photos from the person who posted them. It posts all its event photos and programs on Flickr, but it has not posted on the platform since March 2020 pre-covid.

Other than Flickr, its content does not get much engagement. These posts are branded with its logo only, and it does not have evergreen content. It does not have a hashtag strategy, and when it uses hashtags, it is mainly on its Instagram. It regularly reposts community events or partners events when supporting childhood cancer.

## LGFB

Look Good Feel Better (LGFB) is a registered charity cancer support program for women and family members battling cancer. It has a massive reach, with sister programs spanning over 26 countries and throughout Canada. LGFB provided many workshops and resources dedicated to helping women feel their best when fighting cancer.

Since its inception in 1992, it has delivered free workshops to over 200,000 women across Canada. It can host these programs by receiving product donations and monetary donations to help them train volunteers to deliver programs. Workshops range from skincare and cosmetics, wig fittings and teen workshops. LGFB also provides a magazine to honour caregivers, supporters and healthcare teams in their community.



LGFB has a range of supporters from Holt Renfrew to L'Oreal Canada. It has a dedicated sponsors page where corporate partners can apply to sponsor different events and workshops to target women battling cancer. LGFB hosts an annual event called the Mirror Ball, highlighting its achievements and celebrating the fight against cancer with community members.

LGFB has a healthy social media presence, with most of its followers being on Instagram and Twitter. However, it does have low engagement with its posts and tweets. Content includes French speakers as its captions are in French, highlighting the national presence.

All of its posts are branded with its colours, logo or typography. It regularly posts its workshops, reviews of the program and infographics about women battling cancer. It posts evergreen content regularly and celebrates healthcare days like Oncology Nursing Day. Lastly, it actively posts community members and tries to gain new volunteers through social media.

### Compassion House Foundation

Compassion House Foundation is a registered charity and has been in operation since 1998. It supports women fighting cancer by providing safe, comfortable and affordable accommodation during their cancer journey. It also offers programs and services for women going through treatment as well as after treatment.

One notable thing about the Compassion House foundation is it is good at telling stories of its community members. It has a whole page dedicated to blog posts written by volunteers, donors, and even guests. This brings validity to its brand, showing its programming impacts the people it interacts with.

One of its main events is an online speaker series including topics like parenting challenges with cancer and managing anxiety and distress for cancer survivors. It also hosts an annual fashion show called Fashion with Compassion where it raised a total of \$154,840 this year. Out of all the competitors, it has the most partnerships, with so many it has dedicated a whole pdf file to them.

Compassion House Foundation has social media account stats on Facebook, Instagram, Twitter and LinkedIn. Even though low, it has regular engagement on the content it posts. It has a hashtag strategy for all posts, and it posts evergreen content more than any other competitor. Each post is branded to create consistency across all social platforms.

Content on its page consists of programs, events and ways Compassion House Foundation helps the community around them. Even though it may post the same image on each platform, it writes different things to target different audiences. It uses LinkedIn the most to highlight events, staff and partnerships.



## Audience

### Primary Audience

Wellspring's audience is people with cancer or loved ones who have cancer. Overall, age is considered one of the most important risk factors in cancer diagnoses.

According to the Canadian Cancer Society, most diagnoses happen between the age of 65 and 69 for both men and women. Nine out of ten cancers are expected to be diagnosed in Canadians aged 50 and older. This means the main demographic for Wellspring are people 45 and older. However, this does not disregard the younger population, who can also get cancer and need these resources.

From a loved one's perspective, the demographic range varies more. Psychographics of this portion of the audience would be people who are generally very supportive, involved and looking for help. They want to learn more and do whatever they can to help. This means they value family, science and facts and emotional intelligence.

Both these audiences require messaging tactics appreciating the difficult time they are faced with while not pitying them for their situation.

### Customer Profile:

Jane Doe	John Doe
Age: 65 Gender: Female Family status: Grandparent, married, family of four Education level: Bachelor degree Income level: Lower middle-class Connection with Cancer: Has been diagnosed Values: Family, community, honesty, compassion, religion Desires: Socialization, seeing grandchildren grow up, supporting kids, being independent	Age: 37 Gender: Male Family status: Father, married, family of three Education level: Masters degree Income level: Middle-class Connection with Cancer: Parent has cancer Values: Family, trustworthiness, transparency, support, security, education Desires: Safety and happiness of mother, close family relationships, freedom to live life (not be tied down by disease)

### Secondary Audience

Medical professionals and organizations understand first-hand the struggles and problems those with cancer face. They can provide recommendations to patients and families on resources and support groups. Considering Wellspring's clientele, having medical professionals supporting what the company does means they are an important audience to consider for messaging.

Oncologists and support staff are trustworthy and reliable sources who cancer patients can turn to for advice and recommendations. While Wellspring does not require a referral to attend any of its activities or use its support, acquiring referrals can expand the brand's reach.

According to the American Society of Clinical Oncology, the average age for oncologists is 52, with only 16 per cent of doctors being 40 years old or younger. They are a higher-income group with minimal free time and take many hours because of their job. According to the Canadian Cancer Society, there will be approximately 229,200 new cancer cases by the end of 2021. However, according to the Canadian Medical Association, there are only 625 certified oncologists in Canada as of 2019.

With limited resources and limited free time, attaining this audience requires getting into their place of work. From a psychographic standpoint, they are most likely workaholics who value science, facts, and patient care. They want to help make people better and aim for the public good. We suggest Wellspring proves themselves as a statistically helpful resource for this audience's patients in messaging. .

#### *Customer Profile:*

Dr. Jean Bailey
Age: 55 Gender: Female Family status: Married, no kids Education level: Doctorate Income level: Upper-middle-class Connection with cancer: Oncologist Values: Facts, safety, education, transparency, hard work, accountability, charity Desires: Stability, work-life balance, independence

#### **Strategy**

Based on the communications opportunities provided by Wellspring, this strategy will focus on the growth of the online community. Additionally, focusing on creating brand awareness across all mediums ( PR, Marketing and Social). AJ Consulting is committed to implementing the listed strategy to effectively create a plan to improve the overall productivity of the non-profit.

## SMART Objectives

### *Public Relations*

Focus on brand awareness by releasing information about Wellspring to 10 external media sources to increase traffic to its website and newsletter sign-ups by 15 per cent by December 2022.

### *Marketing*

Reach audiences in existing facilities to generate awareness of online and in-person programs. Expand program sign-up to 10,000 people by the end of December 2022.

### *Social Media*

Create a year-long social calendar using evergreen content to create an engaging online community. Increase social media engagement by 15 per cent by the end of December 2022.

## Key Messages

1. Wellspring believes dealing with cancer is not an individual pursuit. Everyone, whether those with cancer or the loved ones involved, needs accessible, informative, and welcoming support.
2. Life is more than a diagnosis. Wellspring aims to help maintain physical and emotional health because it is part of the process and deserves priority.
3. Getting a diagnosis of cancer is stressful for everyone involved. Wellspring can alleviate financial, educational, and emotional stressors to help elevate patients' quality of life, caregivers, and family.

## Tactical Considerations

### **PR Tactic 1**

#### *Blog and Podcast Relations*

For this tactic, AJ consulting recommends Wellspring create a blog featured on its website, pitch to be featured on other organization blogs, and give interviews on podcasts. With these suggestions, Wellspring will reach target audiences and build awareness. This tactic will also position Wellspring as a thought leader in the industry and develop its reputation.

#### *Blogs:*

The first suggestion is creating a blog feature on the Wellspring website. Blogs provide a space to post, streamline external communications, and provide insights to audiences. An organization's website is a primary source of information. A blog is a fast way to share news and updates, keeping existing Wellspring participants and those interested in Wellspring services informed.

Wellspring has several partnerships with other organizations, including **Bladder Cancer Canada** and **Myeloma Canada**. Both of these organizations have blogs featured on their websites. We recommend Wellspring reach out to partners to collaborate on blog posts highlighting Wellspring's offerings.

Another organization with a blog feature on its website is the **Canadian Cancer Survivor Network**. The mission of this organization is to promote health among individuals living with cancer and are survivors of cancer. This organization has a blog dedicated to sharing news with those who are part of the organization.

Here are some examples of blog post titles Wellspring can feature on its website:

- How Wellspring Supported Me Through My Cancer Journey
- 5 Ways to Manage Stress in The Workplace
- Supporting Children Through Uncertain Times
- How to Start Your Healing Journey
- Tips for Getting Ready for Your Treatment

(See Appendix B, Figure 1.1 For Sample Blog Post Graphic)

### *Podcasts:*

Podcasts would be a great media space for Wellspring to be featured in. Podcasts can reach large audiences of different age demographics. According to a study by Statista, of those who consumed podcasts in Canada in 2020, 41 per cent were aged 35-54, 35 per cent were aged 18-24, and 24 per cent were aged 55 and older. Another Statista study found 27 percent of Canadians surveyed listened to three podcasts per week.

Here is a list of podcast recommendations. We believe they would be a good fit for a feature/ interview from a Wellspring spokesperson.

#### **1. Healthcare Change Makers**

**Email:** communications@hiroc.com

This podcast features intimate and honest conversations with leaders about the joys and challenges of driving changes in complex and demanding healthcare organizations.

- Podcast has a rating of 4.9/5 on Apple Podcasts with 16 ratings overall.

## **2. Canadian Health Information Podcast**

**Email:**podcast@cihi.ca

The Canadian Institute for Health Information created this podcast. The podcast is dedicated to in-depth conversations about Canadian health systems. The podcast features interviews with those working in health policy, on the front lines and what work is being done to keep Canadians healthy.

- The podcast receives a lot of engagement on social media, with the Canadian Institute for Health Information having over 34,000 followers on Twitter.

## **3. The Gritty Nurse Podcast**

**Email/contact:** Grittynurses@gmail.com

This podcast is hosted by Amie Varley and Sara Fung, two experienced nurses who discuss topics related to nursing and healthcare. Their episodes will feature interviews with those working in and around the healthcare space. They also discuss many topics concerning equity in the health space.

- Podcast has a rating of 4.8/5 on Apple Podcasts with 45 ratings in total
- Podcast hosts have spoken on CBC News, CP24 and CTV News
- Podcast has a large nursing/healthcare worker audience

### ***PR Tactic 2***

#### ***User-Submitted Videos/Reviews***

The second PR tactic AJ consulting recommends Wellspring utilizing testimonials and reviews. Testimonials and reviews will highlight how Wellspring has impacted the lives of cancer patients and their loved ones. This tactic will allow Wellspring to attract new audiences and build brand reputation.

Wellspring's PR campaign will encourage those who have participated in programs and services to send in written or video testimonials and online reviews. These testimonials can discuss how Wellspring has positively impacted their lives through various initiatives. Testimonials can be put into compilations and featured on Wellspring's website and social media.

One of the reasons testimonials and reviews are so important is because having third-party endorsements adds to the credibility and reputation of an organization.

Video testimonials are helpful because they are engaging, easy to digest and have a high retention rate. Viewers retain 95 per cent of a message when they watch it on video, compared to 10 per cent when reading in the text. Additionally, videos will keep users on your website

longer than other information. In a study conducted by Vital, videos are the second most popular way people consume information, 45 per cent of people will consume video information for over an hour longer than by text.

Similarly, reviews can be a great way to gain more clients and have the ability to increase partnerships and supporters. Currently, Wellspring has zero reviews on Facebook, and there are only 10. Reviews help grow companies because they allow people to gain more trust. According to XM Blog, 92 per cent of B2B buyers are more likely to purchase after reading a trusted review. It will also help with search optimization because the more reviews a company has, the higher the search engine will rank them in results. According to iMPACT, 42 per cent of traffic goes to the top search result, while 11 per cent go to the second and 8 per cent go to the third.

Authenticity is important to make sure video testimonials are impactful. Make sure patients/Wellspring supporters are not reading off a script, and are showcasing genuine emotion. These campaigns will be posted via social media as ongoing evergreen materials on all accounts and populate Wellspring website pages. Wellspring will also ask community members to go on Facebook and Google to leave reviews to encourage more participation for those not willing to be on camera.

(See Appendix B, Figure 3.1 For Sample Testimonials)

### ***PR Tactic 3***

#### ***Event for Wellspring reopening***

AJ Consulting recommends Wellspring hosts a reopening event to build awareness and effectively communicate the return of in-person services. The event will be for current Wellspring users, support groups, and those interested in joining Wellspring.

As Wellspring prepares to open in-person services again, an event inviting parties to check out a location would publicize the re-opening and ensure current or prospective Wellspring clients feel comfortable with the return. For the event, Wellspring users would be able to tour the location. Some patients joined Wellspring during the pandemic, which had not yet a chance to visit a location. Having an opportunity to visit and tour a location could foster confidence in participating in in-person programs and services.

We recommend holding the event at one of Wellspring's Toronto locations, either Wellspring Downtown Toronto or Wellspring Westerkirk House. Therefore, those living in Toronto or GTA have access to be able to attend the event. Wellspring could provide refreshments for the event, including coffee, tea, and water.

To publicize the event, it will be included in newsletters/emails, shared across Wellspring social media and website/blog. Additionally, the event can be broadcasted on Wellspring partners' social media and websites for wider event exposure.

## Marketing Tactic 1

### Brochure Campaign

One key marketing tactic we recommend can help Wellspring reach its demographic and gain a more comprehensive reach is to capitalize on the existing hospitals, clinics, and outpatient care services. Creating printed materials is the easiest way to connect with the older demographics Wellspring generally attracts. Online tools work for longer-lasting content with a larger impact. However, printed brochures and flyers would provide bite-size information for the target audience in specific places they already go.

AJ Consulting recommends curating an introductory brochure highlighting specific programs Wellspring offers to gain this additional reach and brand awareness. This can include a general Wellspring brochure showcasing the emotional, physical and financial support programs. We suggest printing and distributing via regional cancer centres such as Toronto Central Regional Cancer Program (TCRCP) at the Princess Margaret Cancer Centre (more here: <https://www.cancercareontario.ca/en/find-cancer-services/regional-cancer-centres/list>).

The Princess Margaret Cancer Centre is an internationally recognized leader in the fight against cancer. In 2014 it treated 17,460 new patients and provided diagnosis, treatment and follow-up care at 370,000 clinic visits. Its staff includes experts in oncology, with specialties including surgical oncology, bone marrow transplantation, chemotherapy, hematology, radiation treatment, medical imaging and psychosocial oncology. The TCRCP is partnered with Mount Sinai Hospital, St. Joseph's Health Centre, St. Michael's Hospital, Toronto East General Hospital and Women's College Hospital. These targeted brochure plans will reach the patient audience and the healthcare professionals who can refer their patients to Wellspring.

### Printing Options:

Printing Company	# of Brochures	Printing Cost	Shipping Cost	Tax Cost	Total Cost
Printing Experts	2500	C\$275.00	Free	C\$35.75	C\$310.75
Minuteman Press	2500	C\$395.00	N/A	C\$60.65	C\$455.65
Zoom Printing	500	C\$280.00	\$35.00	C\$40.95	C\$355.95



Approximately 2,500 brochures will be printed for this campaign and distributed to 10 different locations. This would mean each location received 250 brochures for clinics, hospitals, and outpatient services. Priority locations for the brochures mail-outs include the Princess Margaret Cancer Centre, London Regional Cancer Centre, Odette Cancer Centre, Juravinski Cancer Centre, Carlo Fidani Regional Cancer Centre and Grand River Regional Cancer Centre. These centres are the closest in proximity to Wellspring locations in Ontario. AJ Consulting recommends sending out the brochures at the beginning of June 2022 as part of National Cancer Survivor Awareness month.

(See Appendix B, Figure 2.1 for Sample Brochure)

## **Marketing Tactic 2**

### *Social Media Paid Advertising Campaign*

A social media ad campaign can help put Wellspring on the map to gain more recognition and credibility as a brand. However, rather than advertising Wellspring resources, we recommend gaining more volunteers and advertising available positions to focus on gaining more volunteers to support the program.

Building a more robust volunteer program and branching out from volunteering at the individual Wellspring hubs and activities can help create a roster of talent to bring Wellspring into a more modern age. These volunteers can help out in administration, marketing, and communications spaces to alleviate the pressure from current staff and help Wellspring expand its reach. More people on staff means more room for campaigns and public relations initiatives.

In addition, actively advertising volunteer opportunities in more business spaces creates a persona for Wellspring. The company can be perceived as more willing to support its community through its initiatives and opportunities by actively recruiting.

According to Statistics Canada, 13.3 million people, or around 47 per cent of Canadians aged 15 and over, have done volunteer work in 2010. These younger demographics have the ambition to do good work, gain experience and the freedom to offer their time. If given the opportunity to volunteer, they can benefit from better job opportunities in the future and practice important job skills. These demographics also have better digital, and online literacy, which can help Wellspring update its materials.

According to Glassdoor, 79 per cent of job applicants use social media in their job search, with one in 10 finding their job through social media. Facebook and Instagram have paired marketing campaigns heavily targeted to particular demographics. Using these platforms, Wellspring can reach its target demographic for volunteers in a visually appealing way through a single payment plan. According to Sprout Social, Facebook's largest age demographic is 25 to 34-year-olds. Instagram shares the same age demographic, but in addition, it is also the platform with the second-highest amount of teenage demographics.

### Pricing:

Platform	Reach	Audience	Price
Facebook/Instagram	<ul style="list-style-type: none"><li>• Estimated 365 to 1.1K people reached per day</li><li>• 31 to 89 link clicks</li></ul>	<ul style="list-style-type: none"><li>• All genders</li><li>• Ages 16 to 35</li><li>• Within Toronto + 40 km radius</li></ul>	C\$3.00/day for 7 days = \$21.00

The advertising campaign's goal is to target people in the new year. New Year's resolutions should help boost charitable donations of time. It can also pick up on any students looking for a head start in career fields like communications, administration and marketing. According to Statista, focusing on financial goals is the second-highest New Year's resolution for Canadians. If people are looking for a head start in job experience or even just donating to charity, Wellspring volunteer opportunities are a good place to start.

AJ Consulting suggests National Volunteer Appreciation Week for the second round of advertising for volunteer callouts, which falls between April 24th to 30th. This will show appreciation to the volunteers, Wellspring has and frame the not-for-profit as a great place to work. This volunteer callout can help boost summer assistance for the Wellspring team. It can also catch the high school and university students looking for last-minute volunteer hours.

(See Appendix B, Figure 2.2 for Sample Social Media Advertisement)

### Marketing Tactic 3

#### Email Marketing Campaign

For email marketing, *Return to the Hub* is a campaign paired with the re-opening of Wellspring centres in 2022. Assuming the re-opening will happen in February 2022, we recommend this campaign runs at the end of January 2022 as a way to encourage people to come back to Wellspring locations. A second email campaign can also be sent out with the same goal on February 1, 2022, as a reminder for the day of opening. It can be sent out to existing Wellspring's newsletter subscribers, reaching approximately 17,000 people. This includes 5,000 members and volunteers and 15,000 hospital staff, partners and donors.

We suggest a digital revamp of the newsletter design to update it for more readability, brand recognition, and accessibility as part of this marketing campaign. This campaign can continue to use the same tools and resources as what Wellspring currently uses to send out emails, so it will be at no additional cost.

The campaign aims to educate the audience and encourage sign-ups for in-person activities in the new year. The messaging should be aimed at creating a safe and healthy environment where everyone can feel comfortable. Key information to mention includes the date Wellspring hubs will reopen across Ontario and Calgary, what activities will be available, and the COVID-19 regulations in place. Overall, this campaign should have a short copy, aim for link clicks to the website and activity sign-up pages and enforce heavy branding.

The importance of using this opportunity to revamp the email newsletter design is to create more modernized and easy to navigate content. Currently, the newsletter format is text-heavy, with limited design and minimal branding other than the colour of the borders. Bringing these newsletters into a more modern look can boost Wellspring's credibility, increase interactivity with the content, and create more brand equity. In addition, using more images and link backs to the website with less text on the actual newsletter can increase website traffic and newsletter impressions.

(See Appendix B, Figure 2.3 for Sample Newsletter)

### **Social Media Tactic 1**

#### *Contest*

As a non-profit aimed at bettering people's lives affected by cancer, a contest to celebrate those people and give back to them is a great way to show solidarity and care. Wellspring has done contests on its social media to increase donations in the past. These contests are important in creating hype around a brand, encouraging active participation in the company and creating a community online.

This contest will run similarly to those in the past. The prize would be gift cards for healthy living or personal care supplies to stay on brand with what Wellspring does. Three winners will be announced by the end, a grand prize winner and two secondary prize winners. The contest rules would require individuals who want to participate to sign up for the Wellspring newsletters. This will boost community engagement, newsletter sign-ups and overall community growth for Wellspring. It will also garner more impressions for each newsletter and more clicks on its websites and activities to increase overall traffic. The contest will be held across all social media platforms Wellspring uses.

#### *Prizes:*

Company	Cost
Saje	C\$30
1-month Headspace Subscription	C\$12.99 (x2)

The contest will be held a week before National Patient Appreciation Day (August 11, 2022). This will align the contest to Wellspring's main values: patient care and support. The goal is to highlight what Wellspring does, increase community growth and create clear brand association with the care and support. According to Outgrow, 33 per cent of contest participants are open to receiving information about the brand and partners. Creating incentives to join is the first step into expanding Wellspring's brand reach.

## **Social Media Tactic 2**

### *Blog Post Series (Earned and Owned Media)*

Following up on the PR tactics to create a blog feature on the organization's website. Blogs streamline external communications and provide better insight; they add credibility to the website by affirming the content and information shared. Consumers prefer learning from a company through a blog post over an advertisement. The creation of the blog and each blog post following will be shared across social media platforms to increase awareness of its new features.

Sharing blog posts across social media automatically expands the reach and growth of your post. The increased traffic to your post increases brand reach and boosts returns. It gives people a reason to spread the word about the available Wellspring services. According to 99Firms, businesses maintaining blogs received 55 per cent more visitors.

Blog post sharing on social media is more than cost-effective; you can reach a huge pool of traffic for free. Content will be posted and shared at different times on each platform to ensure we reach the target audience. This blog post series will create additional content to be re-shared in the future, adding to the convenience of the nonprofit.

We recommend creating a hashtag strategy for the promotion of these blogs and then be implemented on all social platforms to increase content reach by 25 per cent by July 2022. Hashtags should be an integral part of any social media campaign to increase the reach and engagement with the content posted. Due to Wellspring not using hashtags, this will be a well-added benefit to its social media accounts.

The creation of blogs will increase evergreen content for Wellspring, each blog post will use the hashtags suggested below to increase traffic from search results and social media. We will create a hashtag bank for the posts and blogs, including evergreen content, events, partnerships, reviews, and programs. Each hashtag bank will include 15 hashtags Wellspring can use on its social media accounts.

We believe hashtags will work great for Wellspring because it is a niche and supportive industry. People want to promote and support cancer supports like Wellspring and making it easier for people to find its accounts will allow for more interaction and reach.

Example hashtag bank for evergreen content:

#MyWellspring #wellspring #canada #toronto #cancer #cancersurvivor #cancerawareness  
#cancerfighter #cancerfree #oncology #cancersupport #cancerreseah #health #chemotherapy  
#wellspringrelief

### **Social Media Tactic 3**

#### *Testimonial and Wellspring Program Insights*

Pairing with PR tactic 2, the testimonial and Wellspring program insights social media tactic will promote programs and entice community participation. Social media is the ideal platform to gain testimonial videos and convince Wellspring's audience to send the company their reviews.

According to Lyfe Marketing, 71 per cent of consumers who have had a positive experience with a brand on social media are likely to recommend the brand to their friends and family. The more interaction encouraged on social media, and the more likely the company can gain brand equity.

The main part of this social media tactic is creating organic, and evergreen content for Wellspring inspired and created by its audience. Wellspring is a company made for and by its audience. It aims to better their lives, and its programs are inspired by its audience's needs. Its social media should follow the same concept.

Through this tactic, Wellspring will post videos and pull quote testimonials from users. Still, it will also be posting insights into the programs Wellspring offers through the perspective of its users. This means recording clips of yoga classes and other programs offered where appropriate. This will give people who are not part of Wellspring a look into what kind of things they would do if they joined the community. In addition, it will curate personalized content existing clients can relate to and see themselves in.

This kind of person-led content makes Wellspring seem more personable and less like an untouchable entity. Brand storytelling and product storytelling are key to creating an approachable, trustworthy and amicable brand voice. According to Georgia Tech, pictures with faces are 38 per cent more likely to get a like and 32 per cent more likely to get a comment. The general understanding is people like seeing other people. To gain more interaction, including sign-ups and link clicks, increasing the content with people will increase engagement.

This tactic will be branded with the hashtag #MyWellspring to emphasize the personalization of this evergreen content. Every testimonial or program insight will offer a quote or voiceover for videos of an existing client or company employee. The important thing to include is a name and a face to tie it to so people can look at a natural person rather than just a brand logo.

(See Appendix B, Figure 3.1 for Sample Testimonials)

## Social Media and Website Comparison

Wellspring's website has potential, but it lacks depth. There is good branding on the website with matching typography and brand colours on each page. The programs are easy to find through the event calendar. Another benefit of this site is no matter the location, by scrolling down, you can find the Wellspring location to find the upcoming event in the area.

However, Wellspring's website needs much work and can be fixed through a new website. The website is currently ancient and outdated. There are only four tabs at the top of the website, limiting the areas visitors may want to see. Events and Online Programs tabs can be condensed into one. Wellspring will need to add more tabs including a Home Page, FAQ, Blog, Supporters, and a donate tab for people to donate easily.

## Website SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"><li>• Good branding</li><li>• Easy to find locations</li><li>• Easy to find programs</li><li>• Event calendar shows upcoming events</li><li>• "Our Story" goes over all the business history, mission, value and vision.</li><li>• First hit on Google search</li></ul>	<ul style="list-style-type: none"><li>• No blog</li><li>• Dated website</li><li>• No FAQ</li><li>• Positioning is off</li><li>• Spacing is off on mobile</li><li>• No Instagram or LinkedIn social media buttons</li></ul>
Opportunities	Threats
<ul style="list-style-type: none"><li>• Impact Report can show the need for programs and organizations</li><li>• Newsletter sign up sheets will be at the front of the page allow for visitors to easily sign up</li><li>• Frontpage could show achievements and story of Wellspring</li><li>• Photos tab can show the community Wellspring has created</li><li>• Moving the donate tab to the top could potentially increase donations</li></ul>	<ul style="list-style-type: none"><li>• Competitors have a cleaner looking website</li><li>• Lack of resources and information for partnerships</li><li>• No resources for website visitors</li><li>• Lack of blog and SEO will make them rank lower in search engines</li><li>• Sense of community on competitor websites could draw clients away</li></ul>

### LGFB Website

LGFB has a much cleaner website. It is easier to navigate than Wellspring. Once you enter, anything you are looking for is in the top tabs. These tabs include Workshops, Resources, Get Involved, About LGFB, Facing Cancer Together, Magazine and Donate. Once you hover over these tabs, a dropdown menu appears, showing more pages to where you navigate to find what you are looking for. Other than the front tabs, the front page easily allows you to sign up for an in-person or online workshop and shows you how many people the LGFB helped. The whole website is branded in LGFB colours and typography and invites you to learn more about the organization and its offer.

### Recommendations:

We suggest the Wellspring website be updated to the alignment and spacing of the writing. From a desktop to a mobile device, the alignment of the text is off and is hard to read at some points. Adding more tabs to the top can help with more straightforward navigation for visitors. Some examples could be sponsors, resources, events and a donate tab for people who specifically came to the website to present. Wellspring has some fantastic reviews on Facebook, and it would be a shame to hide them there. Putting reviews on the front page for newcomers to see can show how Wellspring has impacted people's lives for the better.

(See Appendix B, Figure 3.2 for Sample Blog Landing Page)

### Competitor Website Comparison

	Wellspring	LGFB	Candlelighters	YACC	Gilda's Club	Compassion House Foundation
Home	X	X	X	X	X	X
About	X	X	X	X	X	X
Services	X	X	X	X	X	X
Photo				X		
Events	X	X	X	X		X
Members		X	X			
Donate		X	X	X	X	X
FAQ		X		X		



## Social Media SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Constant promotion of programs and achievements</li> <li>• Good use of Twitter</li> <li>• Good engagement with other social accounts</li> <li>• High reviews on social media</li> <li>• Promotes and displays digital activities through YouTube</li> </ul>	<ul style="list-style-type: none"> <li>• Low engagement with social media posts</li> <li>• No consistent branding on any posts</li> <li>• No use of LinkedIn or Instagram</li> <li>• No use of hashtag strategy on social media</li> <li>• No consistent posting on any social media</li> <li>• No brand voice; marketing focused language</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Partnering with cancer influencers who are either battling or in remission</li> <li>• Digital transformation will garner more traffic to the website</li> <li>• The use of LinkedIn could lead to business partnerships</li> <li>• Event marketing could increase sponsorship donations</li> <li>• Leverage partner and supporter accounts</li> </ul>	<ul style="list-style-type: none"> <li>• Hard to find social media; could push away potential audiences</li> <li>• More niche competitors dominate social media</li> <li>• Lack of external reviews can push potential clients away</li> <li>• Limited support of partnerships could push away potential partners</li> <li>• Competitors with a sense of community on their social networks may draw potential clients away</li> </ul>

### LGFB Social Media

LGFB has a significant social media presence, with most of its followers being on Instagram and Twitter. However, it does have low engagement with its posts and tweets. LGFB posts are all branded the LGFB colours or event colours it has created. It has a very encouraging and kind voice in the captions and tweets. Also to note, all its Instagram posts are in French as well.

Posts vary from evergreen content to promotion of its events and community members. It supports and uplifts its community members and regularly posts reviews of its programs and workshops. It has a hashtag strategy used for every post and gains regular interactions with its position even if it is small. It also doesn't post the same content on all accounts and keep a certain range for a specific demographic. For example, it only posts events and partnerships on its social media, while on Facebook, it posts community member pictures and stories.

### Recommendations:

AJ Consulting recommends Wellspring creates branded posts to ensure organizational branding is seen throughout its social media accounts. A hashtag strategy will amplify the reach and engagement to gain more engagement with posts. AJ Consulting recommends leveraging partnerships within Wellspring to increase reach and engagement with its targeted audience.

Most importantly, AJ Consulting recommends Wellspring posts more often on all its accounts. Currently, its last post on Instagram was in March 2020, while other platforms see a variation of 2-5 posts per week. Consistency is key to maintaining and curating a community on social media. AJ Consulting recommends as well to take on the brand archetypes of Caregiver and Explorer. These archetypes will show Wellspring as emphatic and compassionate while at the same time being encouraging through daunting life-events.

### Social Media Overview - August Content Calendar

Legend: Evergreen content Social Media Tactics National Days Program Insights

August 2022						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
1	2 Blog Post Series	3	4 Patient Appreciation Day Contest Announcement	5 Wellspring Program Insights	6 Evergreen content	7 National Friendship Day- Share how to support friends with cancer blog
8	9 Evergreen content	10	11 Patient Appreciation Day Contest Winner Announcement	12 #MyWellspring Video Testimonial	13	14
15	16 Blog Post Series	17 National Nonprofit Day	18 Evergreen content	19 Wellspring Program Insights	20 Evergreen content	21
22 National Surgical Oncologist Day  Appreciate posts for doctors	23	24 Evergreen content	25	26 #MyWellspring Video Testimonial	27	28
29	30 Blog Post Series	31				

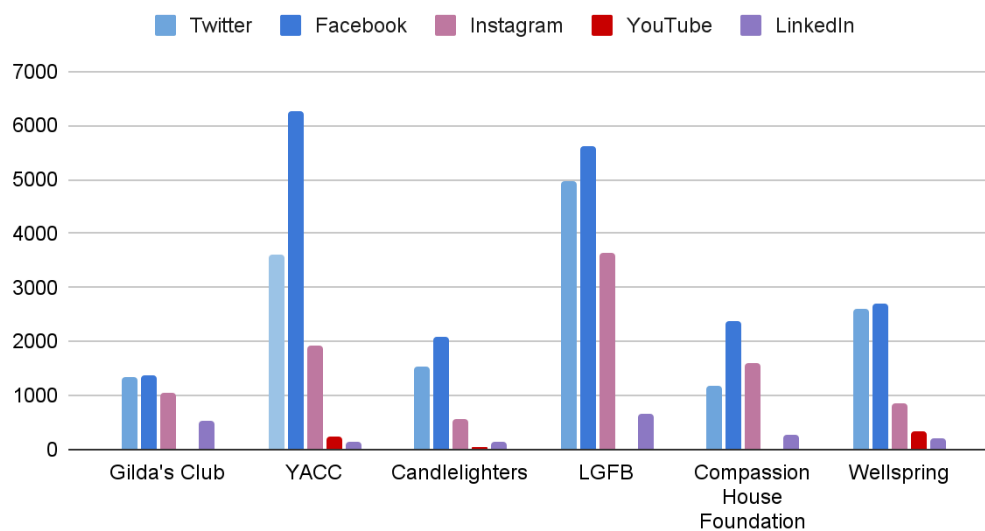
## Evergreen Content

- #Wellness Wednesday
  - Tips on how to support people with cancer
- Sundays; Promote Weekly programs
- “Why Wellspring” promotion
- Online/in-person program promotion
- #FeelGoodFriday - share uplifting content

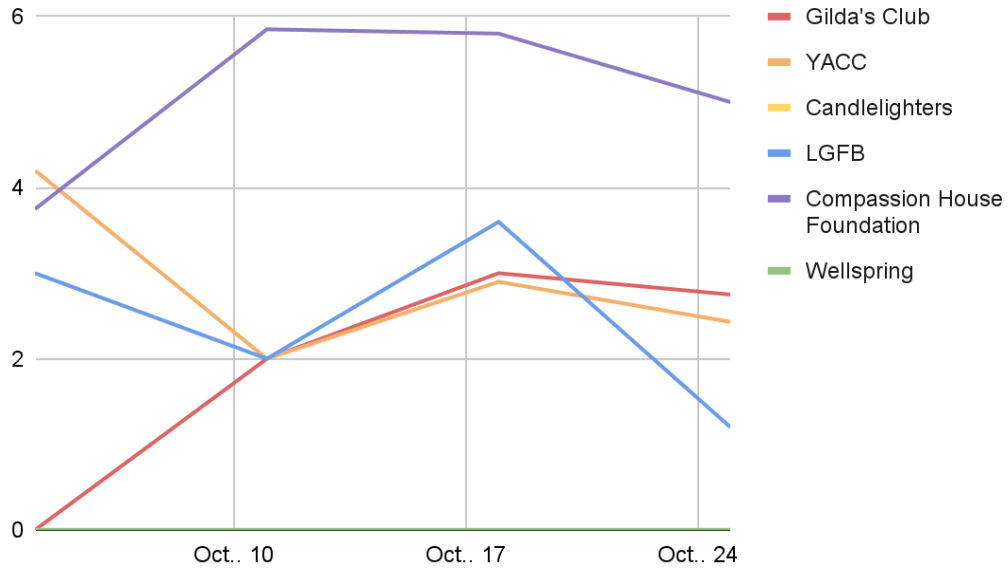
## Social Media Competitors Comparison

	Wellspring	LGFB	Candlelighters	YACC
Twitter	2,603	4,968	252	3,612
Instagram	850	11,300	1,680	1,928
Facebook	2,717	44,693	5,889	6,274
Youtube	334	94,113 (views)	45	247
LinkedIn	197	668	159	147
Pinterest	N/A	128	N/A	N/A

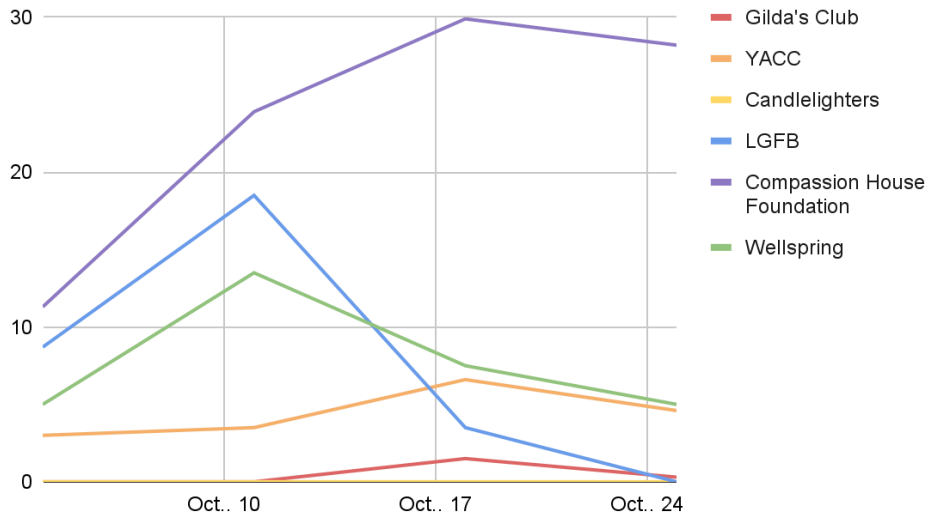
## Social Media Follower Count



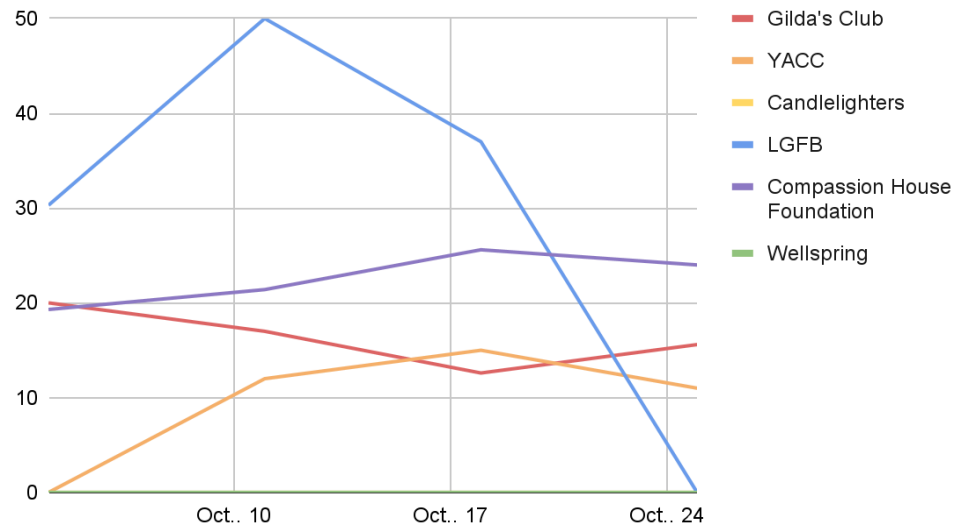
## October 2021 Average Twitter Likes



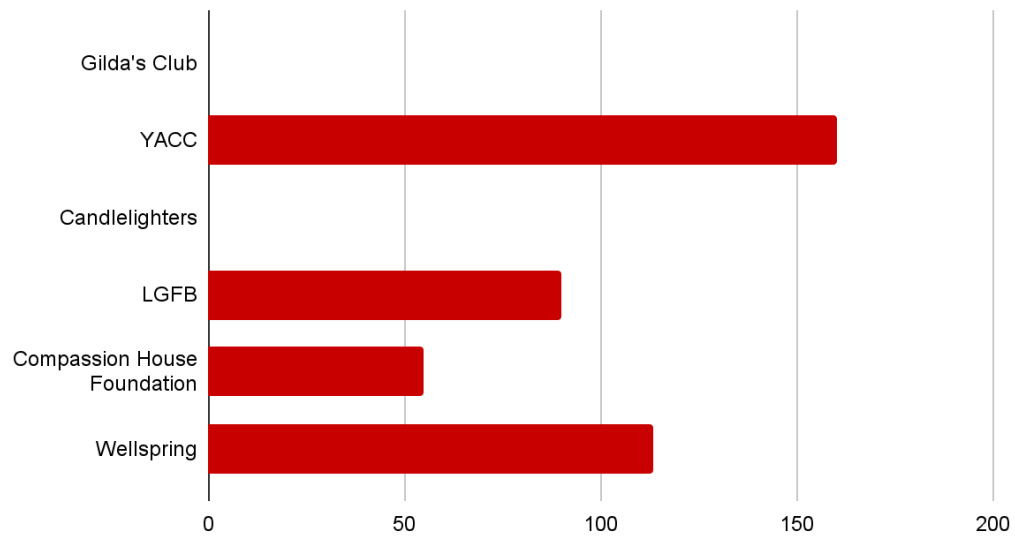
## October 2021 Average Facebook Likes



## October 2021 Average Instagram Likes



## Average YouTube Views in 2021



## Budget

Description	Amount of Units	Cost per Unit	Approx. HST (Dependent on Location)	Total Cost
Brochures	2500	N/A	C\$35.75	C\$310.75
Social Media Ads	2	C\$21.00	C\$2.95	C\$47.90
Contest Prizes - Saje Gift Card - Headspace Subscription	- 1 - 2	- C\$30 - C\$12.99	- N/A - C\$1.80	C\$59.58
Refreshments for event	1 Coffee can 1 Cream carton 1 Milk carton 1 Sugar bag 20 Tea bags	Coffee- C\$17.99 Cream- C\$4.79 Milk- C\$3.45 Sugar- C\$2.99 Tea- C\$6. 29		C\$40.00
Grand Total				C\$458.23
Contingency				C\$41.77

# Outline for Wellsprings Communication Plan

TIMELINE OF OF PR, MARKETING AND SOCIAL MEDIA TACTICS

## JANUARY- MARCH

### First Steps

#### PR:

- Commence social media paid advertising campaign.
- Host re-opening event.
- PR campaign for testimonials and reviews (ongoing).
- Blog and podcast relations (ongoing)

#### Social:

- Promote earned and owned blogs bi-weekly starts February 1, 2022

#### Marketing:

- Volunteer SM campaign 1 from December 31, 2021 to January 7, 2022.
- Return to the Hub email marketing campaign send out on January 25 and February 1



## APRIL- JUNE

### Boosting Reach

PR: Brochure Campaign launch in June 2022

Social: Promoted earned and owned blogs bi-weekly ends June 30, 2022

#### Marketing:

- Volunteer SM campaign 2 from April 24 to April 30
- Distribute brochure campaign on May 18 to put on display on June 1



## JULY- SEPTEMBER

### Creating Community

PR: Brochure Campaign launch in June 2022

#### Social:

- Patient Appreciation Day Contest August 4 to 11
- Testimonial posts start July 1 2022



## OCTOBER- DECEMBER

### Evaluating Goals

#### PR:

- Evaluate traffic to website and newsletter sign ups
- Amount of online reviews

#### Social:

- October- Cancer Awareness Month Campaign
- Testimonial posts end November 26 2022

#### Marketing:

- Evaluate growth in program, newsletter and volunteer sign-ups by November 21





## Evaluation

Each tactic can be measured using online analytics, after each month, we will assess the results of the website traffic, social analytics, signups to its programming and engagement on its socials.

This communications plan aims to increase awareness, and this can be measured using online analytics, which can be accessed through Hootsuite. This platform will house all socials and website traffic to understand the traffic on websites better. Analytics will be compared each month to re-evaluate the best way to reach the target audience.

To better understand the attitudes of our audiences surrounding these changes, we will send out a survey through the newsletters. The questions will be ranked on a scale for best results.

The quantifiable success will be assessed at the end of December 2022. We hope to see an average of 5 to 10 per cent increase in signups and engagement on socials, in addition to having reached at least eight external media sources.

The overall success of the plan will be determined through program sign-ups. As this is the main focus of Wellspring, we hope to gain close to 10,000 new people in its online and in-person programs.

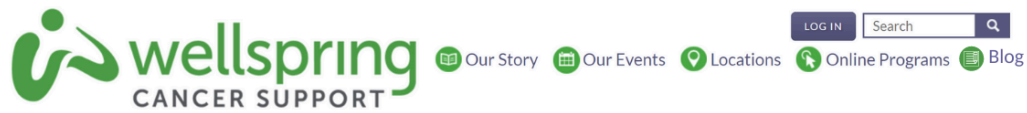
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## Appendix B

### 1.1 Sample Blog Posts

A photograph of two hands clasped together in a supportive grip, with a soft-focus background of what appears to be a window with blinds.

## BEST WAYS TO SUPPORT A FRIEND WITH CANCER

If you find out that one of your friends has cancer, it may be stressful figuring out what to do. Even though you may want to jump into action and help right away, if you've never been in this situation, you may not know what they need. Here are some tips to help you support your friend with cancer that you can do when the time is right.

### Be Understanding

This goes with visiting someone or even before you support. Learning that you have cancer can be challenging to process. Give the person the opportunity to say no to visit or deny support at that moment. Remember not to take offence if they say no, being sick can be unpredictable and just reaching out can mean the world!

### Help with daily tasks

The little things that matter and helping out around the house can make a big difference. You don't even need to break your daily routine to do this, it can be as simple as picking up groceries for them when you are at the store. If you have a large friend group, you can even make a group chat to...

## 2.1 Sample of Marketing Brochure



### About

Wellspring is a Canada-wide network of community-based centres, each offering programs and services, at no charge and without referral, to anyone, with any type of cancer, at any stage in their journey.

Our centres are located in Calgary, Edmonton, Niagara, London, Stratford, (Downtown Toronto, at Sunnybrook, Oakville and Brampton).



**Wellspring Canada**  
A Lifeline to Cancer Support

**Contact Us**  
105 Wellness Way  
Toronto, ON, M4N 0B1  
[www.wellspring.ca](http://www.wellspring.ca)  
416-961-1928

**Follow Us**  
f @WellspringCAN  
i @wellspringcan  
t @WellspringCAN  
y @Wellspring Cancer



**wellspring**  
A Lifeline to Cancer Support



"Wellspring has always been a welcoming place for me and my family. They have always been there for us to make us feel like we always have support."

Jane Doe

### Workshops

Giving people opportunities to join activities proven to provide stress relief and help ease the mind, Wellspring offers a collection of workshops throughout the year. These include art, music and meditation series available for anyone to join to promote self-care and community.

### Support Groups

Whether you are a person with cancer or a caregiver, Wellspring offers an array of support groups so everyone can connect with people in similar situations. We believe that no one should have to go through anything alone. Cancer is more than just a diagnosis and everyone needs help. Meet other people you can connect with through our support groups running year-round.





### Be Well Talks

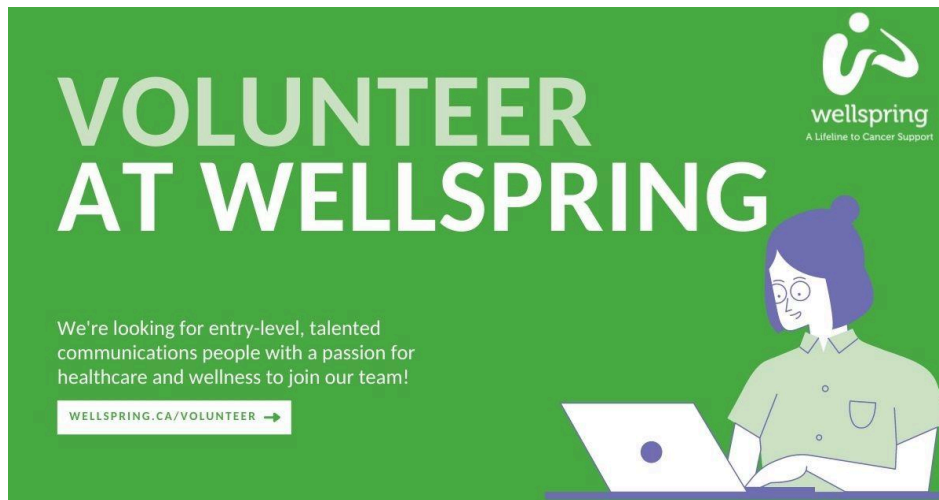
Join conversations with experts to learn how to prepare for cancer treatment and the latest innovation in cancer research. Wellspring aims to educate and inform our community to ease the stress of everything going on after a cancer diagnosis.

### Available Online and in Person

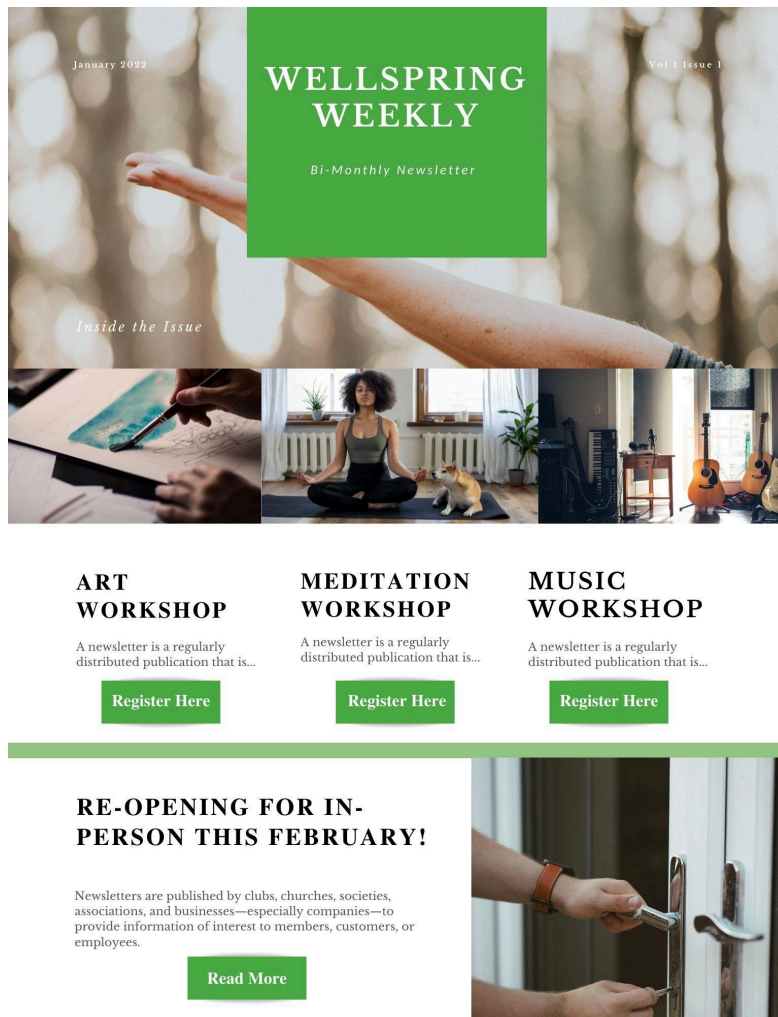
Wellspring programming runs year round both in-person and online so it is accessible to everyone. We do not require referrals but are supported by multiple organizations across Canada.




## 2.2 Sample Social Media Advertisement



## 2.3 Sample Newsletter



### 3.1 Sample Testimonial




## TESTIMONIAL

"Wellspring has always been a welcoming place for me and my family. They have made us feel like we always have somewhere to go for support from the very beginning."

Jane Doe


#MYWELLSPRING



“Wellspring taught me that life doesn't have to end after a diagnosis. I still have a lot to live for, and I have to thank Wellspring to teaching me how to live again.”

CATHERINE BASS  
#MyWellspring

### 3.2 Sample Blog Landing Page




LOG IN


[Our Story](#) [Our Events](#) [Locations](#) [Online Programs](#) [Blog](#)

## Blog


Wellspring offers lessons, patient insights and wellness tips from our experts to you. We believe education helps to overcome emotional, physical, functional and practical challenges you may be experiencing. Our blog is a space to learn at your convenience and for your wellness because Wellspring is here to help.



5 WAYS TO MANAGE STRESS IN THE WORKPLACE



SUPPORTING CHILDREN THROUGH UNCERTAIN TIMES



TIPS FOR GETTING READY FOR YOUR TREATMENT



## Appendix C

### Team Charter

Team Member	Task
Joshua Wiggins	<ul style="list-style-type: none"><li>- Competitor Analysis</li><li>- Social Media Tactics (x3)</li><li>- Content Creations - Social media Calendar, Blog</li><li>- SWOT Analysis (x2)</li></ul>
Aileen O'Sullivan	<ul style="list-style-type: none"><li>- PR Tactics ( x3)</li><li>- Situational Analysis</li><li>- Budget</li></ul>
Alysa Stationwala	<ul style="list-style-type: none"><li>- Marketing Tactics (x3)</li><li>- Graphics</li><li>- Budget</li><li>- Key Messages</li><li>- Audiences</li><li>- Executive Summary</li></ul>
Jessica Anderson	<ul style="list-style-type: none"><li>- Strategy</li><li>- Smart Objectives</li><li>- Cover Page</li><li>- Social Media Tactics (x1)</li></ul>

## Meeting Minutes

Date	Description	Length
Wednesday Nov, 3rd 2021	Initial Meeting, creation of team charter and Division of work	10:30 a.m. -11:00 a.m.
Tuesday Nov 9, 2021	First review of the doc, Main Components have been entered  Meeting Preparation for Shar & Creation of presentation  Edits made to PR Section	8:30 a.m. -10:40 a.m.
Tuesday Nov 16, 2021	Review all components of the doc  Social Media Additions Organizations of the sections and layout of the document  Meeting with Shar	8:30 a.m. - 10:40 a.m.
Thursday Nov 25, 2021	Meeting with Naeema Review of Marketing Section Edits made to marketing & Social Media Section	8:00 a.m. - 10:40 a.m.
Tuesday Nov 30, 2021	Meeting with Shar for Final Questions	8:30 a.m. -10:40 a.m.
Friday December 3, 2021	Presentation Practice Meeting with Andrew- Social Media Tactics & Section	8:00 a.m. - 9:45 a.m.
Monday December 6, 2021	Final Edits & Review Presentation Preparation	9:45 - 11:00 a.m. 6:30 - 8:00 p.m.