



CSL

**Communications**

*Helping others plug in to modern  
communications*



**Cork Chamber**  
**is \_\_\_\_\_**

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# About CSL Communications



**Crystal Anderson is an American journalist with a passion for nonprofit communications. Prior to undertaking her masters in Public Relations, she worked as a craft beer reviewer and general assignment reporter in Denver, Colorado.**

**She is encapsulated by a good story, and loves being dorky and traveling. She's has a flair for writing and media relations, and hopes to make a difference, one story at a time.**



**Sinead Lodge is a Galwegian experiencing what the Peoples Republic of Cork has to offer while she studies for her masters in Public Relations. She has an invested interest in fashion and consumer PR and hopes to work in the lifestyle sector upon graduation.**

**Although Galway is her one true love, she loves traveling the world, experiencing new cultures and ways of life.**



**Luke Murphy is an English-born Irish Public Relations master student with family roots in Cork City. His background is in Fine Art, specifically printmaking and art design.**

**With a passion for computer games industry, he hopes to use this degree to adapt to the universal nerdy archetype and manage stakeholder communications, social media and community projects throughout the industry.**

## Campaign Mission

**This campaign intends to capitalize on the existing profile of the Cork Chamber while enticing new membership, renewing current members' interest and showing the valuable role the Chamber plays in the larger Cork community.**

**Our tactics target key areas including internal and external communications, new media use and media relations strategies that will engage and entice members and local business owners, while supporting the local community. We found, through our primary and secondary research, the above to be vital components of the Chamber's story, and ones we could enhance to help effectively communicating the Chamber brand.**



## **Executive Summary**

**The Cork Chamber of Commerce knows business.**

**And for the past 198 years, the organization has lead the way as the region's leading advocate for Cork business while providing small, medium and large companies opportunities to connect, expand their offerings, learn valuable skills and grow their business locally and around the world.**

**The Chamber “Works for your business.”**


**The Cork Chamber is the region's main business advocacy group, and as such seeks promote and develop diverse economic and commercial activity on the local and national level for more than 100,000 people working in 1,200 companies around Cork.**

**We at CSL Communications are delighted to have been asked to research and design an awareness campaign to help showcase the Cork Chamber as a modern and proactive organisation which is of utmost value to the industry and community of Cork. With this campaign, we seek to showcase this value through simple, practical and adaptable tactics.**

**The ensuing 12-month campaign offers the Cork Chamber, simple, practical and engaging tactics they may implement throughout their organisation. Through new and traditional storytelling we hope to link content across several platforms; release bimonthly media content; repurpose existing online content and optimise existing and potential opportunities.**

**We believe this campaign will promote the story of the Chamber while positioning it as the leading organisation for business growth, networking and opportunity in Cork.**

**We hope our work reflects the passion and driven nature exhibited by the employees of the Cork Chamber, and seek to honour it's rich and vibrant 198-year history in Cork.**



# Primary Research

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## Analysis

# SWOT Analysis

## Strengths

- High Brand Value
- Strong Twitter Reach
- High Membership
- Networking Events
- Advocate for Cork Business
- Credibility
- Strong leadership

## Weaknesses

- No Strategic Communications
- Mainly Reactive in Approach
- Content usually Quantity over Quality (Website)
- Slow to Repurpose Content
- Low Political Visibility
- Training Events Low Attendance
- Unaware of Membership Value

## Opportunities

- NPF-Showcase Cork
- Storytelling
- Growth of SMEs in Cork
- Transatlantic flights from Cork
- Implement CSR strategy
- Targeted Communications

## Threats

- Brexit
- Other Business Organisations in Cork
- Diverse Nature of Members
- One Way Engagement-Social Media
- Lapsed Membership

# PEST Analysis

## Political

- Brexit
- Strong Links with Government and TD's
- Successful Lobbying Department
- Lacking Political Voice

## Economic

- Increase in SME's
- Economy is Recovering and Growing
- Low Taxation for MNC's
- Reduced Spending
- Decreases Funding and Subsidies
- Low Confidence in Government

## Social

- Transport and Parking in Cork City
- Unavailability of Skilled Workforce
- Emigration is High
- International Immigration High
- Work-Life Balance is Important

## Technological

- Large number of Technology Firms in Cork
- Opportunity to Draw Large Conferences
- Online Shopping Taking business Away from Local Businesses
- Broadband



# Primary Research

**CSL Communications undertook primary research to learn about and better understand the perception, benefits and potential challenges of being a member with the Cork Chamber. In order to examine individual membership across a range of business in Cork, we interviewed individual members in the following areas:**

**\*Please see Appendix ## for full interviews**

**Small business**

**Arts organizations**

**Nonprofit Organization**

**Small to Medium Enterprise (SME)**

**Multinational Corporation (MNC)**

**Chamber ambassadors and employees**



# Analysis



**Our main takeaways from this primary research included aspects about their individual membership, the benefits and potential shortcomings of it, and what they would like to see from the Chamber moving forward.**

**From this, the following key themes developed:**

- **Industry targeted communications and events**
- **More activity on LinkedIn**
- **Advance notice on news items, prior to their release to the press.**
- **Video used to stand out**

**All members interviewed also expressed discovered strong support for the Chamber, and for several of its communications tactics:**

- **Weekly E-bulletin,**
- **Chamberlink magazine**
- **Information on upcoming business events, news and projects in Cork.**

**Four of the seven interviewed elaborated on this point, seeking a “less is more” approach to events and communications. Of those interviewed:**

**7 on Twitter   2 Desire SnapChat   1 on Facebook**

**Members suggested a targeted, industry-specific communications system would gauge more engagement and interest from members.**

## **Interviewees**

- **Niall Kenny, Owner AB Sales**
- **Anne-Marie O'Sullivan, Founder AM O'Sullivan PR**
- **Renate Murphy, Owner of Cameo Communications**
- **Padraic Vallely, CEO of the Cork Foundation**
- **Fergal McGrath, Public Affairs Manager, Ervia**
- **Alison O'Brien, PR consultant with Fuzion Communications**
- **Tina Darb, Marketing Manager with Triskel Arts Centre**

**Two of our team were also able to attend the Chamber's monthly Business Breakfast in April. Here, the team gathered information from several members and were able to experience a Chamber event firsthand.**

## Publics (specific to campaign)

**Through our research we have identified the following key publics:**

**General Public**  
**Current Cork Chamber members**  
**Lapsed Cork Chamber members**  
**Business Owners (SME, MNC)**  
**Government and local TD's**  
**Entrepreneurs**  
**Local and national media**



## Issues

**There is no strategic communications plan for the Chamber, internally or externally. With so many departments within the organization structure, there is a challenge to know whose story needs to be told and when. The large quantity of content available on the Chamber's website and social media feeds is hard to navigate and hinders engagement.**

**Members are unaware of the specific impact and value their Chamber membership can have on their business. When it comes to renewing membership, members need to be reminded of what specific benefits they receive from it.**

**The Chamber tend to be reactive not proactive on issues, often letting key communication opportunities around events, politics and partnerships fall to the side. In order to gain credit for their work, they need to consistently and proactively inform members and the general public on the work they are doing. Sharing this information should be instinctual and not an afterthought.**

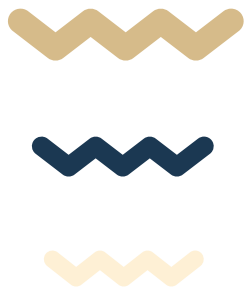
## Objectives

To demonstrate the **value** Cork Chamber has to the community

Share and heighten the Cork Chamber's **story**

Optimize the Chamber's external existing and future **content**

Engage current and potential membership through offline and online **communications**.



## Messages

In order to ensure the success of our campaign we wanted to deliver four key messages to our publics:

Cork Chamber is **THE** leading business organization in Cork.

Cork Chamber membership provides business' of all sizes extensive value, opportunities, and the ability to expand and grow within Cork's economy.

Cork Chamber is **plugged** into business in Cork. The Chamber looks to be present online and offline to actively promote Cork as a business hub.

Cork Chamber grows business in Cork, promoting long-term prosperity throughout the region.

# Tactics

**Internal  
Communication  
Media Relations  
Target  
Communications  
Video**



# Internal Communications

**“Internal communication gives external content”**

Internal communications are at the core of the success of a company. In our research, we found that each department is struggling to tell their own story. Internal communications gives the opportunity to inspire and motivate employees which leads to job satisfaction.

Creating a community within the workplace will be the objective of this tactic. providing a stronger link between departments and employee-centered activities. We hope this tactic will provide a strong sense of job satisfaction and facilitate clear communications, internally and externally, from the top down.



## Dedicated Communications Officer

**“The single biggest flaw in communication is the illusion that it has taken place”**

Internal communications can often rank low on the scale of priorities. We recommend assigning a staff member to manage the communications between departments, and facilitate the following strategies.

Alongside liaising with human resources, this staff member will arrange and manage briefings and meetings that take place, encouraging an open flow of two-way communications throughout the organisation. This reduces an overload of information and provides a clear pathway for staff to share their work, their stories and the value of the organization.

Designating one person to organize feedback will ensure any problems will be dealt with promptly and suggestions may be taken on board.

By designation an internal communications officer, the Cork Chamber can ensure communications will be managed clearly and effectively between departments, and to all outside stakeholders.

## Bi-Monthly Video Newsletter

In a sea of online communications, the standard corporate newsletter can get lost. In order to ensure this doesn't happen, we suggest the communications officer create a bi-monthly video newsletter.

The video will feature a member of each department e.g. lobbying or member services, highlighting the work they've been doing over the past month. Then the employee will outline goals and objectives for their department for the following month.

This can be inspirational as you will be able to visually see and hear the enthusiasm your colleagues have about the work they do.



## CSR: Group Volunteer

A number of individuals in our primary research and from previous research carried out by the Chamber perceived the Chamber as being segregated, or the "House on the hill".

To combat this perception, we recommend implementing a monthly volunteer day with local groups, such as Reimagine Cork, to create valuable content for social media and improve the Chamber's reputation among its key stakeholders.

Reimagine Cork is a volunteer-based organisation which redesigns the canvas of Cork City through clean-up and beautification operations. They wish to create a visually appealing city. We recommend staff join with them to help beautify the city, and build relationships with a new, and potentially lesser known, stakeholder.

This CSR activity will generate social media content which will increase engagement.\*

\*See Appendix Two for examples

# Evaluation & Measurement

## Email Survey

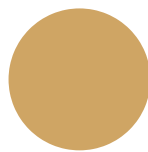
An email survey will be sent out to staff monthly to evaluate the success of the previous month's communications. This will allow the communications officer to assess the tactics which were used and allow for improvements moving forward.

## Word of Mouth

Word of mouth communications is a simple method of measurement and can happen informally, as well as at meetings, events or lunchtime. Hearing from your employees is crucial to a well-rounded evaluation of this tactic.

## Suggestion Box

A suggestion box will be placed in reception. It will be used as a method of idea generation and also for feedback for existing tactics. Suggestions will be reviewed monthly in line with the email survey so results can be correlated.



# Modern Media Relations

Our primary research revealed stakeholders have heard of the Cork Chamber, but little to no one had read or heard of the Chamber through regional and online media channels.

To combat this gap in awareness and promote the firm regionally, we at CSL Communications, have provided a modern media relations strategy.

This plan targets three existing channels of communication within the firm and introduces a new avenue to help optimize the Cork Chamber's current communications opportunities, entice new media attention, and engage members, businesses and the greater Cork community in the work of the organization.



## Print Media:



Cork has several engaging print resources including the Cork Independent, the Evening Echo, The Southern Star, Irish Examiner and The Corkman. During our secondary research, CSL Communications found the Chamber's news, events and partnerships were underrepresented in all of the above publications, if mentioned at all.

To increase this presence, we suggest the following:

- **Bi-Monthly News Releases**
- **Quarterly Coffee Dates with Journalists**
- **Ongoing Business Column in Cork Independent**



## Bimonthly News Releases

To help spread awareness of membership with the Chamber, we recommend releasing bimonthly news releases, one to two weeks in advance and/or immediately following a news event.

This ensures timely publishing while considering journalists' deadlines, furthering relationships with various publications.

To optimize any press coverage, share all releases and coverage on the Chamber's online newsroom, weekly bulletin and on social media the day it publishes. **This leverages the value of the Chamber membership and engages new and existing members and the greater Cork Community.**

## Chamber President Column

As an industry leader, and major voice in the business community, we recommend the current Chamber president write a monthly column in the Cork Independent.

This highlights the Chamber's position on topical issues facing Cork, while satisfying requests from key stakeholders who stated they would appreciate reading his, and the Chamber's perspective and insight.

Benefits Chamber's brand, reaches key publics/stakeholders, furthers reach, educates and strengthens Chamber's position in Cork.

## Quarterly coffee dates with key journalists

A vital way to ensure you have a foot in the media game is to build and maintain relationships with journalists.

To establish and maintain this alliance, we recommend dedicating a member of staff to set up a routine check in, or coffee date, four times a year.

These dates provide the Chamber with an opportunity to share news and insights with the journalist, while learning about what they're interested in covering and what the publication has in store for the quarter.

This will raise awareness of the Chamber brand and gives journalists a positive association with the organization.

## Radio

Radio is widely used and listened to throughout Ireland, and as one of the nation's leading communications tools, the Chamber should be regularly weighing in on air.

### Interviews with Cork Chamber President

We suggest the president be featured quarterly in interviews with RedFM's Neil Prendeville to highlight the Chamber's perspective on relevant topics.

These can be aligned with the above Cork Independent column or organisational news. For example, having the president weigh in on the importance of having TransAtlantic flights in Cork, from the Cork business perspective. Share all content leading up to and following the airing of the show on the Chamber's respective social channels.

**Expands the reach and awareness of Chamber programming and work in Ireland.**



## Social Media

Social media is a necessary and invaluable resource for the Chamber.

We recognize and applaud the organization for the extensive Twitter and LinkedIn following they've built. CSL Communications believes this work can be enhanced and linked to provide optimal reach and return on investment, with little to no additional costs.

## LinkedIn:

Members specifically asked to see more industry-related news, tips and other exclusive Chamber content on LinkedIn. Create a variety of short, 350-word posts in this vein, linking back to the Chamber's website where content can also be hosted.

LinkedIn can be an invaluable resource for exclusives. To optimize this feature, we recommend posting weekly reports of what the Chamber is working on. This will entice the Chamber's members to check back at a specific time, and can be promoted through other media - Facebook and Twitter.

When posting on LinkedIn, content should inform, engage and build upon relationships with members and other organizations. By creating and sharing platform-specific content, like “**5 tips to grow your LinkedIn business page**” or “**How to nail your next networking night**” members and organizations will find your content exciting, engaging and relevant.

In turn, they will share your content with their networks, expanding the Chamber's reach and cementing the firm's online brand presence.

## Facebook:

When searching on Facebook, it is difficult for a user, member or interested party to find the page, “Faces of Cork business - Cork Chamber of Commerce” because the name doesn't match the searched terms. Changing the name to “Cork Chamber of Commerce” would make this process easier.

We understand the page to be a hub for members to promote themselves, and currently less of a priority for the Chamber. A few tweaks to the page will help increase likes and engagement and make it a viable platform the Chamber can use to show how great Cork City is to live and do business in.

Use Facebook Insights to see what time and what style of content is most engaging to your audience. This will ensure you're reaching the maximum amount of people on a regular basis, with content they'll enjoy and engage with.

**Post short, two-sentence releases with a photo or video, including a link to the original content on the Cork Chamber site.**

**Advertising can expose your business to hundreds of thousands of people within your surroundings for relatively little cost. Set a €100 budget for the year, and watch as your reach rapidly expands. Winner chosen at the Chamber discretion.**

**This will engage followers through organic sharing and discussions on the platform.**

**By utilizing the above tips, the Chamber can build a strong and engaged following, help entice new businesses to join the organization and strengthen its online presence.**

## **Tweet Monitoring**

**Keeping up-to-date with all Chamber activity can be difficult, especially during the working day. Tweet walls provide a popular way to see and engage with hashtags and accounts at events, and they can be an effective media monitoring tool.**

**By bringing a Tweet wall into the office, Chamber staff remain updated throughout the day on online activity with members in a format that is instantly available. This will reduce time spent on individual devices and create conversations about events happening throughout the city, and introduce members to topics they may be unfamiliar with.**

## Blog

**A monthly “Notes from the President” blog, dedicated on the chamber site, will provide timely updates on the Chamber’s activities and/or a perspective on a topical event/theme relevant to the business community.**

**These posts should be short, around 350 words in length and contain business tips, showcase featured individuals or topics, or photos and videos from events.**

**This content is extremely sticky, and attracts people to your website. It promotes the relevance and value of the Chamber while meeting members on their level.**

# Evaluation & Measurement

With the rise in accessibility of analytical software, the effectiveness of the above recommendations may be easily monitored, tracked and tweaked.

## Use Google Analytics and Google Alerts

To measure media mentions, news articles, blog traffic and unique visits to the Cork Chamber website.

Media monitoring will be completed by a member of staff on a continual basis to assess the audience reach and awareness gained.

## Track Facebook Insights and Twitter Analytics

We understand the Cork Chamber to already implement these evaluation tools, but we recommend further use to track the above changes in strategy.

This will show the efficacy of these changes and give valuable input to what stakeholders are engaging with. Future content can be curated to reflect these analytics. so that future content can be curated to reflect this.

## Analyse radio reach

By analysing the daily reach of the Neil Prendeville show, and the engagement of promotional social posts, the Chamber will gain valuable insight into how stakeholders interact with them on this platform.

# Video

To tell its story — and that of its 1,200 members — we propose the Cork Chamber launch a monthly video series and optimize the use of LIVE video technologies.

It provides a business or brand a relatable, inclusive avenue to gain extensive exposure and loyalty.

## "9 Questions With"

In 12, 30-second videos, this series will highlight the Chamber's various publics and give insight into the organization and highlighting their members' pivotal role in the city.

The first video will be released September 6, and feature one of the Chamber staff answering a couple fun, experiential questions, and then a few key questions about their line of business in the Chamber.

All videos will be filmed by the communications officer, and will be released via Facebook on the same date each month, They will also be featured on the Chamber's website and shared amongst its LinkedIn, Twitter and YouTube platforms to ensure optimum linkbacks and visibility.

## Facebook Live

Facebook LIVE is one of the latest trends in the video realm.

Using Facebook LIVE provides a quick, instant and relevant avenue for the Chamber to highlight the value of events, speakers and being able to network with those in the room. Staff simply need to open the Chamber's Facebook account on their phone and go LIVE.

This will engage members who are unable to attend the event and reach new members who are perusing Facebook at that time — all at no cost.

Facebook Live will be a great addition to events such as the Cork-Dublin Chamber dinner, Cork Digital Marketing Awards and the Cork Company of The Year awards.

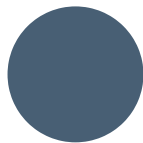
# Evaluation & Measurement

## Google Analytics and Facebook Insights

**Google Analytics and Facebook Insights can efficacy of this tactic can be easily monitored.**

**To do so, we recommend checking Google Analytics monthly, to review the website hits, click rates, video and page views and monthly subscriptions.**

**We also recommend checking Facebook Insights following the video feed and a week after to see optimal video reach, user engagement, and timeliness of the post. Use of the #9QuestionsWithCC hashtag will also help track these results.**





# Targeted Communications

## Industry Specific

Throughout our primary research, we noticed members were inundated with various emails, information, and publications that didn't apply to them. We have devised a tactic to provide niche communications, to reduce the amount of unrelated content a member receives.

Organise members into industry-specific sections. This will tailor information to members' work, needs and desires, and will be useful, rather than irrelevant to their specific work.

This tactic would be implemented quarterly, starting with one specific sector, e.g. members who own restaurants, and then rolled out for a three month period. Now they will receive information and events invitations that are targeted to them.

In the following term, target this sector and a second, e.g. finance. This will continue until all members' industries are being targeted, which will go into years two and three.

On the website's training section, the sidebar drop down menu could be amended to represent each industry, display events or training courses representing each sector. Members will be directed to their industry section of the website, avoiding any events or training that they would not be relevant to them. This could also be accomplished through targeted emails.

Events would also be tailored. To start, the Chamber could host a food-centered event with a known culinary influencer or renowned chef. A well known individual in the industry is always a draw for attendees.



## A Targeted View

The current events that are happening in May 2017, for e.g. Be Better @ Digital Marketing, are an ideal example of how industries or tasks could be sectioned.

Food events can be listed as so: Food @ Ballymaloe

» Training Courses

» Cork Digital Marketing Awards

» Training for Jobseekers

» Trainers

» Client Testimonials

### Training Courses

Click on the **+** to show further dates or to register as a Jobseeker.

Course Title	More Dates	Start Date	Member Rate	Non-Member Rate	Places Available
<a href="#">Be Better @ Digital Marketing</a>		11th May '17	€30.00	€30.00	0
<a href="#">Be Better @ Reaching Your Potential</a>		18th May '17	€30.00	€30.00	3
<a href="#">Be Better @ IT</a>		25th May '17	€30.00	€30.00	9
<a href="#">HR Forum</a>		8th Jun '17	€0.00	€0.00	33
<a href="#">Adobe InDesign</a>	+	17th May '17	€200.00	€220.00	10
<a href="#">Adobe Photoshop</a>	+	24th May '17	€200.00	€220.00	7
<a href="#">Advancing Leadership Programme - Why should anyone be led by you? (QQI Level 6)</a>	+	20th Sep '17	€760.00	€980.00	6
<a href="#">Certificate in Supervisory Management (QQI Level 6)</a>	+	18th Jul '17	€565.00	€680.00	5
<a href="#">Certificate in Training &amp; Development</a>			0	€680.00	2
<a href="#">The New Trainee</a>			0	€195.00	6
<a href="#">Change Management</a>					

#### Be Better @ Digital Marketing

Thursday May 11, 2017

Digital, marketing, be, better, @, ... [read more →](#)

Categories: Training, Cork Chamber Event

[Register Now](#)

#### Be Better @ Reaching Your Potential

Thursday May 18, 2017

be, better, @, reaching, your, potential ... [read more →](#)

Categories: Training, Cork Chamber Event

[Register Now](#)

#### Port of Cork After Hours Networking

Thursday May 18, 2017

... [read more →](#)

Categories: Cork Chamber Event, After Hours

[Register Now](#)

#### Be Better @ IT

Thursday May 25, 2017

be, better, @, IT ... [read more →](#)

Categories: Training, Cork Chamber Event

[Register Now](#)

# Evaluation & Measurement

## Email Survey

An email survey to the members who have been targeted in the first set of communications will allow for the Chamber to evaluate if this tactic is benefiting its members.

## Word of Mouth

The Communications officer will speak with members at events and gather feedback informally on how communications have changed.

## Twitter Poll

A Twitter poll will be created to ask followers what industries they would like to see targetted in the following terms. The poll function on the Chamber website could be utilized to gain an overall view of members opinions on the targeted communications roll out.

# Campaign Evaluation

**“Evaluation directs us to prepare our next performance from the past and today's experiences”**

**It's crucial to evaluate a campaign to measure if objectives have been met. Future campaigns will benefit from this evaluation as improvements can be made and unsuccessful tactics avoided.**

**Our tactic-specific evaluation methods are listed at the end of each tactic. To evaluate the overall campaign, we recommend the following:**

**and using individual methods to analyze the results and measure their effectiveness.**

## Online Digital Media Review

**At the end of Year 1, CSL Communications recommends performing an Online Digital Media Review where the views, interactions and user engagement on various platforms will be measured.**

**This can be done by evaluating the 12 months of activity on the Chamber's social media and website in Google and Twitter Analytics and Facebook Insights. By looking back, the Chamber will be able to see the impact of their digital story and use this knowledge to adapt content creation and continue recommendations into Years 2 and 3.**

## Media Monitoring

**At the end of Year 1, staff can round up all media mentions and resulting articles from regional and national press, and compare it to previous years statistics. This will help ensure content is reaching both markets, showing the Cork Chamber's relevance and value to the community.**

# Year 2

## Internal Communications

Based on the success of the bi-monthly video newsletter, we recommend making it a monthly communication tactic, to increase the communication between staff and build company culture.

We also recommend hosting quarterly employee appreciation events for staff. These can be as simple as catering lunch in or treating staff to a night out at the Everyman or the Cork Opera House.

## Modern Media Relations

We suggest holding a business after hours event for media contacts to show the Chambers appreciation throughout the past year, and to nurture the relationships formed.

## Targeted Communications

Evaluate the success of the targeted communications model, and move forward and allow for necessary changes. Continue the roll in of industries and introduce them to the concept.

## Video

Based on the success of the video series, “9 Questions With”, we recommended in Year 2 a new series, “A Day in the Life Of”. A one-two minute video log following a Chamber member in their daily routine, allowing a personal insight into Cork business life.

# Year 3

## Internal Communications

Award key members of staff with recognition for exemplary work done throughout the quarter. Making it an integral part of the day to day culture will strengthen company culture.

## Targeted Communications

Send out a industry-specific survey to receive updated information on members' perception of communications and what they would like to see, now that the targeted communications strategy has been fully implemented.

## Video

Collaborate with local videographers and popular Cork influencers on platforms such as YouTube to align the Chamber's reputation with perceptions already established in the community. This will keep the digital natives of Cork interested in the Chamber activities, both for the benefit of Cork business and Corks unique online presence.

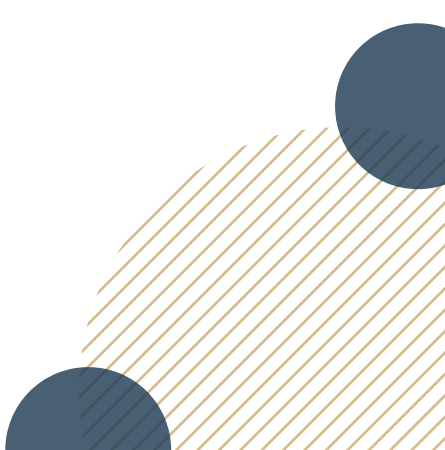


# Appendices

# Interviews



# Interview Questions

- **When and why did you initially join the Cork Chamber?**
  - **Since you have been a member of the Chamber, how has your business evolved?**
  - **How does being a member benefit you?**
  - **How long have you been a member?**
  - **As a member, what level of engagement do you have with the Chamber?**
  - **How do you perceive the Chamber?**
  - **How do you get you best receive information or news from the Chamber?**
  - **Where would you like to see the most contact from the Chamber? (Email, post or online through social media)**
  - **Do you follow them on social media?**
  - **Is anything missing from your membership/involvement?**
  - **Do you feel the Cork Chamber falls short for business owners? If so, where?**
  - **What would you like to see from the Cork Chamber in the future?**
- 



## Interviews

### Small business Niall Kenny, AB Sales

**“The Chamber has a lot of very local businesses that we (AB Sales) target to build connections.”**

**Key Words: Promotion, Local representation, service-oriented**

**Is connected as a member and ambassador, and enjoys benefits to both. Specifically, he enjoys getting to be involved more with the business side of the Chamber and building connections with other members he may not otherwise have met.**

**Finds the Chamber on point, but mentioned trying to get to everything is taxing. However, he added, his membership’s benefits outweigh this con.**

**Finds the Chamber is a little too focused on larger corporations, like multinational corporations, rather than small businesses in Cork. He’d like to see more representation and involvement from the small business sector.**

### Arts organizations Tina Darb, Triskel Arts Centre

**“I believes that Cork Chamber are building a better city which will lead to a better arts culture”**

**Key Words: Facilitating, Opportunities, Networking**

**Being a part of the Chamber provides a lot of opportunities for networking and publicity.**

**Training days and events allow for face time with business leaders and unite the business community. Networking and collaboration easy to achieve.**

**In terms of the arts, they are under represented but it is not directly the fault of the Chamber. Triskel realize they are tiny, but the Chamber facilitate their requests as efficiently as they would even the largest members.**



## Interviews

### Nonprofit Organization Padraic Vallely, Cork Foundation

**“For Cork really to progress, the Cork Chamber has to be crucial to that — it’s great at bringing in jobs, hosting events, letting people know about them, but less is more.”**

**Key Words: Local, Relevance, Innovation, Advocacy and Engagement**

**Enjoys membership greatly, benefits by being in the same room as major funding sources such as CEOs of multinational corporations, and can build connections with business owners of all sizes.**

**Finds the Chamber communications aren’t streamlined enough, and would like to see them linked across all its platforms: Website, Ezine, LinkedIn, Twitter and Facebook. He added while he’s aware of the Chamber’s Facebook page, it’s hard to find and needs revamping, and to consider possibly jumping in on Snapchat or Instagram with events.**

**Would like to see both a more regional media strategy and internal Chamber-specific media features, as in a monthly staff editorial or a bimonthly piece on one area of service the Chamber provides, to tell the story of the Cork Chamber, expand reach and gauge interest.**

**Appreciates the level of advocacy and lobbying the Chamber provides charities and small businesses. He would like to see more communications around this, with the possibility of targeting lobbying communications.**

**“Make it personal and show me what makes Cork great.”**



## Interviews

### Small to Medium Enterprise (SME)

**Renate Murphy, Cameo**

**Communications**

**Alison O'Brien, Fuzion**

**Communications**

**Anne-Marie O'Sullivan, AM**

**O'Sullivan PR**

**“The Cork Chamber is very effective, it’s the No. 1 Chamber in the country and they are the go-to organization to business locally.” (AMOS)**

**Key words: Access, Visibility, Relevance and Innovation**

**A lot of communications, many get lost, suggest looking at the volume of information being sent to members. (AMOS)**

**Strong networking opportunities. (AOB, RM, AMOS)**

**Website’s press release section helps individual clients and to grow business. (AOB)**

**Online directory is “my little black book for dating businesses in Cork.” (RM)**

**Lack of engagement on Facebook and website - Facebook isn’t accessible or doesn’t exist, website doesn’t give updated information. (AOB, RM, AMOS)**

**Celebrate members more (AOB, RM, AMOS)**

**Love the Business Breakfast, but Business After Hours doesn’t work. (RM, AMOS)**

**Highlight board of directors, Chamber employees and specific services more. (RM, AMOS)**

**Broaden services to all members, such as expanding the Corporate Partners program, to help strengthen the “works for your business” motto. (RM, AMOS)**

**“Connect to Cork through sharing.” (AOB)**



## Interviews

### Multinational Corporation Fergal McGrath Ervia

**"Cork Chamber has your back."**

**Key words: Networking, Partner, Key Player**

**Established network to connect to; you get out of your membership what you put into it.**

**Chamber is willing to help, useful partner, advocate and important player in the Cork business community.**

**Not engaged online, save the Ezine. Would like to see more LinkedIn activity, promotion of Chamber programs and events.**

**Would like to see more niche workshops and industry-specific seminars.**



## Interviews

### Chamber Staff

**Deborah Barrett,  
Member Services Executive**

**Barbara Anne-Richardson,  
Director of Membership Development and  
Services**

**“We’re looking for an engaged year by hoping to target members...by us knowing our members more we will be able to target more and be relevant to them.”**

**Key words: Practical, Easily implemented, Engaging, Simple Storytelling**

**Desire a simple, easy to implement strategy to drive growth, visibility and share the Chamber’s story with Cork and the Cork story with Chamber members.**

**The future is a benefit-led membership, but not quite there yet.**

**We need to own our own story more.**

**Sheer volume of communications is potentially problematic. Team is pulled thin, need more resources.**

**What are three things we can do after we host an event, or when there’s news?**

**Content Strategy Calendar, more resources (or an employee was implied) to implement tactics.**

**See Facebook as a platform for members to show their business to other members, not seen as a vital communications tactic. Twitter and LinkedIn are essential B2B networks for us. Would love to use video more and effectively.**

## Appendix Two: Supplementary Material

# Reimagining Volunteerism with Reimagine Cork



## Appendix Two: Supplementary Material

### Online Blogs

# Reimagining Volunteerism with Reimagine Cork

**We are bringing the office outdoors and giving back to our city by volunteering with Reimagine Cork.**

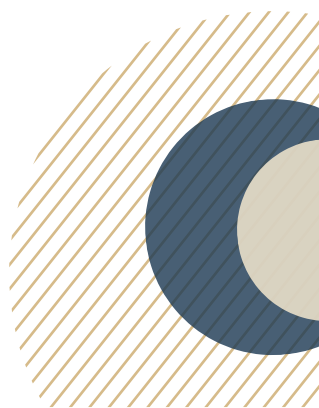
**The community group have been active since 2014, working to make the derelict areas of Cork City come alive once again, through colour and greenery.**

**Six members of our team will hit the North Banks of the city to help clean up derelict areas and plant flowers and shrubs, as part of a larger project by Reimagine Cork to clean up the spaces around the River Lee. The project is called “A River Runs Through It”.**

**Reimagine Cork will be introducing a fairy trail, adding numerous flowers and shrubs, and increasing the seating in the area by using repurposed material such as wooden pallets.**

**We hope to encourage our members to get on board with volunteering with the many community projects that take place in the Cork region.**

**The Chamber are excited to get outdoors and give back to the wonderful city many of us call home.**





## Appendix Two: Supplementary Material

### Online Blogs

# Chamber Notes: Insight from Barrie O'Connell, Cork Chamber president

Ahead of this year's budget, council members and chambers across Ireland have crafted strategic goals and visions for their cities and towns as part of the National Planning Framework.

And Cork is no exception.

Looking forward, the Cork Chamber of Commerce hopes to continue to attract and encourage talent from across Ireland and the world to do business in the city. We have the existing conditions in place with capacity to scale to accommodate 121,000 more jobs and an additional 221,000 people and create an infrastructure to facilitate this and the smooth movement of goods around the region.

The proposal is set to be approved by the Dáil in October.

With this in place, and local investment in Cork, growth will come for the city and the country.

## Appendix Two: Supplementary Material

### Press Releases

# Cork Chamber visualizes the business through monthly video series

**Cork Chamber Is ... ?**

Ever wonder what exactly the answer to that question is? What does the Cork Chamber of Commerce do? Who are its members? How does the Chamber ‘work for my business’?

To tell its story — and that of its 1,200 members — the Chamber, Cork’s largest business association, is launching a monthly video series.

“We haven’t used video to our advantage previously, but it is the magic bullet,” said Barbara-Anne Richardson, the Chamber’s director of membership development and services.

In 12, short, 30-second videos, the Chamber answers these questions and gives the Cork community insight into its, and business’, pivotal role in the city. From a jaunt in Fitzgerald Park with Chamber staff to What’s On, these videos showcase the uniqueness of Cork.

“The Chamber have a great opportunity here to tell a story,” said Padraic Vallely, chief executive officer of the Cork Foundation

The first video will be released September 6 on the Chamber’s Facebook page.

To enquire about this visit [www.corkchamber.ie](http://www.corkchamber.ie).

Notes to the editor

Chamber is a nonprofit organization

Facebook: Cork Chamber of Commerce

# Win a one year membership for Cork Chamber of Commerce

Cork Chamber have revamped its Facebook page from “Faces of Cork Business-Cork Chamber of Commerce” to a leaner “Cork Chamber of Commerce”.

To celebrate, the Chamber will launch a competition exclusively to business owners and Facebook fans.

Entrants will be asked to like and share the facebook page for the chance to win a one year's Chamber membership to a company that has between 1-30 employees. Terms and conditions are available on the Cork Chamber of Commerce Facebook page.

The winner will be chosen on the 11th of June, and announced via a live video stream on the page.

Deborah Barrett, membership services executive for the Cork Chamber explains, “As we will be increasing our Facebook presence in the following months, we hope to encourage lapsed members and business owners to re engage with the Chamber in order to win the coveted prize.”

Conor Healy, chief executive of Cork Chamber explains, “As we expand our social media presence, we hope to express the valuable support membership to the Chamber can bring to a business, big or small.”

**Notes to Editor:**

There will be a press launch at Fitzgerald House, Summerhill North on the 2nd of May at 2 p.m.

Enquiries contact 021 4509044 or email [info@corkchamber.ie](mailto:info@corkchamber.ie)

## Appendix Two: Supplementary Material

### Press Releases

# Cork Chamber envisions 220,000-person growth in Cork by 2040

Cork is growing, and to highlight this and call for more investment in the region, the Cork Chamber has submitted a plan to the National Planning Framework.

This submission outlines a need for national policies, planning, execution of and investment in proposed and new development in the region.

“A key differentiator for Cork is that we have the existing conditions in place with capacity to scale to accommodate 121,000 more jobs and an additional 221,000 people,” said Barrie O’Connell, president of Cork Chamber.

Specifically, the Chamber is seeking to further position Cork as an international high-rise city; increase connectivity to Limerick, Waterford and the region; reduce the Dublin - Cork travel time to one hour; and grow population to 846,000 people who live, work and play in Cork.

The final National Planning Framework document is expected to be approved by the Dáil in October.

“With investment for Cork, growth will come for the country.”

To learn more visit [www.corkchamber.ie/policy\\_and\\_research\\_introduction.cfm](http://www.corkchamber.ie/policy_and_research_introduction.cfm)

Notes to the Editor:

Contact (021) 4509044

Cork Chamber of Commerce serves 1,200 businesses and more than 100,000 employees.

## Appendix Two: Supplementary Material

### Features

# 5 Things you didn't know about the Cork Chamber of Commerce

By Crystal Anderson

Cork Chamber is \_\_\_\_\_ (Fill in the blank)

The Cork Chamber of Commerce is Cork's leading business association, and for its members, that means hundreds of things. Below are five things to know about the nonprofit and the work it does in Cork.

# 1

**Nearly 200 years old and still going strong:** The Cork Chamber of Commerce was officially founded in 1819 by a group of businessmen in Shinkwin's Rooms (later the home of the Victoria Hotel) on Patrick Street. The group had 19 members who worked as glass and wool manufacturers, distillers, butter and tallow chandlers and food processors. The organization was effective and grew until 1883, when a Presidential controversy split the membership, thus creating the Cork Incorporated Chamber of Commerce and Shipping. The two organizations remained split until 1948 when then member J.J. Elliot instigated negotiations, which were completed in 1950. And in 1951, the Cumann Trachtala Corcaighe, the Cork Chamber of Commerce, was reconstituted.

# 2

**Presiding from a room with a view:** Sitting high above Cork City is the “Carribeg” or as it’s known today, the Fitzgerald House. This Georgian-style home sits half-way up the hill in Montenotte, and was once home to Richard B. Tivy. Now renovated, these offices still pay homage to the house's historic charm with colorful green and purple carpeting, ornate white crown molding around the ceilings, original hard wood floors and more.

Call in to learn more about the chamber and tour the offices by contacting Naoimh Frawley  
[naoimh@corkchamber.ie](mailto:naoimh@corkchamber.ie)

# 3

**Is more than just events:** Did you know the Chamber offers the community and members more than networking opportunities and events?

Outside their robust series of events, the Chamber: Acts as an advocate for small, medium and large business at regional and national government; provides training courses to help members and the community grow professionally; offers expert advice on entering and exiting international markets, how to trade with the European Union, and gives key insight into local and international business trends.

# 4

**Community-focused:** The Chamber has and will continue to support initiatives and organizations around the community.

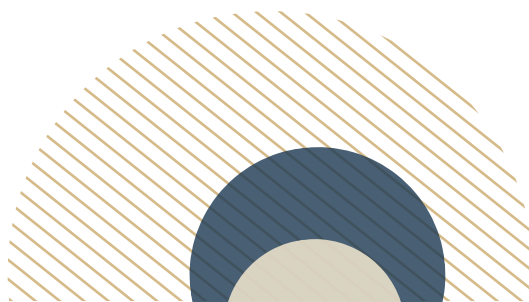
Currently, the organization works with the following organizations: Cork Innovates, BizNetCork SkillNet, Enterprise Europe Network, Smallbusinessadvice.ie, Energy Cork, Cork Convention Bureau, Cork Foundation and Connecting Cork. The chamber supports their work by promoting their brand and mission across the region. The firm is also active in the greater Cork community, attending and promoting events, festivals and sharing news that will advance and highlight the vibrant Cork community.

# 5

**Major player on the local and national scale:** As a business organization, the Chamber is focused on influencing decisions at a city, county and national level to foster a thriving business environment in Cork.

Most recently, the firm was instrumental in creating an open runway for the transatlantic Cork-USA flights with Norwegian Airlines. The organization has also provided extensive feedback and input in the National Planning Framework, a document which will help move Cork forward and realize the Cork 2040 vision.

“We’re beyond events,” said Barbara-Anne Richardson, the Chamber’s director of membership development and services. “We’re here to make Cork a better place, and make it better for you and your business.”



# 9 Questions With ...

## Cork Chamber spotted in Vogue

By Sinead Lodge

Vogue's popular video series '73 Questions', is the latest inspiration for a new video series by the Cork Chamber of Commerce launched on the Chambers YouTube channel last week.

In the Vogue version, Nicole Kidman gives the reporter a tour of her Australian ranch; Lena Dunham expresses what she really thinks about Donald Trump; and model Emily Ratajkowski speaks her native language, Gaelic, in her LA loft.

But closer to home in Cork, along the banks of the River Lee, these videos will highlight Cork at its finest, and give an insight into the characters that create Cork.

"We chose to incorporate the beautiful Cork landscape with the stories of our staff and members to allow for a fun and flirty look into Cork life," said Deborah Barrett spokeswoman with the Chamber.

Featured in the first video was Conor Healy, CEO of Cork Chamber, who walks around Fitzgerald Park, as the camera follows him asking fun questions about his favourite Cork eateries and his favorite show on Netflix.



The video series is part of a larger organisational move to showcase a more personal aspect of Chamber staff and its members. Usually, members view each other in a business setting, this gives them the chance to see the personality behind the business.

"We had such great fun, none of us were actors so being in front of the camera was both terrifying and entertaining".

The videos will be released monthly on the Chamber's YouTube channel.

"The videos will introduce Cork as a serious contender as a hub of activity," Healy added. "It is the real capital after all. "



The image shows a YouTube video player interface. The video title is "73 Questions With Nicole Kidman | Vogue". The video has 3,052,101 views and was published on 20 Jul 2015. The description mentions that Nicole Kidman invites the viewer to her rustic farm and home for a rapid-fire round of 73 Questions. The video player shows a woman in a white dress walking up the steps of a large, white, arched building. The text "73 Q's with Nicole Kidman" is overlaid on the video. The video player controls show a progress bar at 0:04 / 8:49. The video is from the channel "Vogue" and has 1.1M subscribers. The video has 31,832 likes and 607 comments. There is a "SHOW MORE" link at the bottom of the description.

73 Q's  
with  
Nicole Kidman

73 Questions With Nicole Kidman | Vogue

Vogue

1.1M

3,052,101 views

31,832 607

Published on 20 Jul 2015

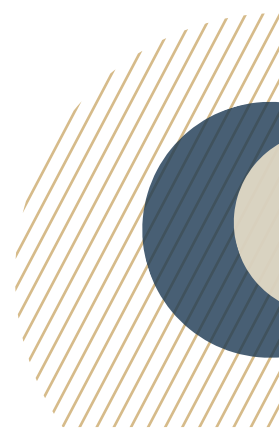
Nicole Kidman invites us to the land down under for a rapid-fire round of 73 Questions. During a tour of her rustic farm and home, the Oscar-winning actress reveals what she really thinks of country music, the biggest shock of her life, why an otter is her spirit animal, and what happened when she surprised husband Keith Urban with a '67 Mustang.

SHOW MORE

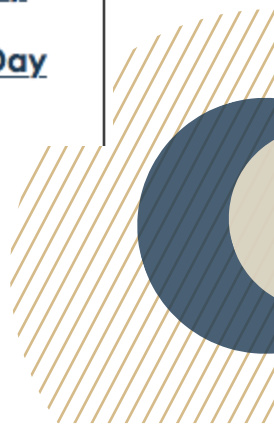
# Appendix Two: Supplementary Material

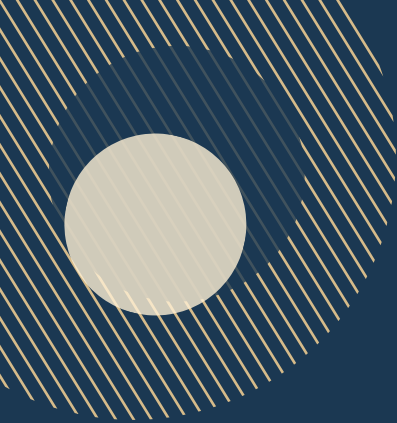
## Content Calendar

September	October	November	December
<b>9 Questions With Video Release</b> <input type="checkbox"/>	<b>9 Questions With Video Release</b>	<b>9 Questions With Video Release</b>	<b>9 Questions With Video Release</b>
<b>Cork Indo Column</b>	<b>Cork Indo Column</b>	<b>Cork Indo Column</b>	<b>Cork Indo Column</b>
<b>Group Volunteer</b>	<b>Group Volunteer</b>	<b>Group Volunteer</b>	<b>Group Volunteer</b>
<b>Notes from President on Blog</b>	<b>Coffee Meeting Journalist</b>	<b>Notes from President on Blog</b>	<b>Notes from President on Blog</b>
<b>Interview RedFM Neil Prendeville Show</b>	<b>Notes from President on Blog</b>	<b>Change Facebook name and Launch Membership Competition</b>	<u><b>Days of Interest:</b></u>
<u><b>Days of Interest:</b></u>	<u><b>Days of Interest:</b></u>	<u><b>Days of Interest:</b></u>	<u><b>1st: World AIDS Day</b></u>
<u><b>22nd: Business Women's Day</b></u> <b>(Link with Network Cork to host event)</b>	<u><b>16th: Boss Day (FB Live with CEO)</b></u>	<u><b>13th: Accountants Day</b></u>	<u><b>10th: Human Rights Day</b></u>
<u><b>27th: Tourism Day</b></u> <b>(Connecting Cork post)</b>	<u><b>28th: Make a Difference Day</b></u> <b>(Announce ReImagine Cork collaboration)</b>	<u><b>17th: World Peace Day</b></u>	



January	February	March	April
<p>9 Questions With Video Release</p> <p>Cork Indo Column</p> <p>Group Volunteer</p> <p>Notes from President on Blog</p> <p>Coffee Meeting Journalist</p> <p>Interview RedFM Neil Prendeville Show</p> <p><u>Days of Interest:</u></p> <p><u>8th: Clean off your Desk Day</u></p> <p><u>25th: Fun at work Day</u></p>	<p>9 Questions With Video Release</p> <p>Cork Indo Column</p> <p>Group Volunteer</p> <p>Notes from President on Blog</p> <p><u>Days of Interest:</u></p> <p><u>4th:World Cancer Day</u></p> <p><u>22nd: World Thinking Day</u></p>	<p>9 Questions With Video Release</p> <p>Cork Indo Column</p> <p>Group Volunteer</p> <p>Notes from President on Blog</p> <p><u>Days of Interest:</u></p> <p><u>8th International Women's Day (Collaboration with Network Cork)</u></p> <p><u>17th: St.Patrick's Day</u></p>	<p>9 Questions With Video Release</p> <p>Cork Indo Column</p> <p>Group Volunteer</p> <p>Notes from President on Blog</p> <p>Coffee Meeting Journalist</p> <p><u>Days of Interest:</u></p> <p><u>1st: April Fools Day</u></p> <p><u>12th: Equal Pay Day</u></p> <p><u>22nd: Earth Day</u></p>
May	June	July	August
<p>9 Questions With Video Release</p> <p>Group Volunteer</p> <p>Cork Indo Column</p> <p>Notes from President on Blog</p> <p>Interview RedFM Neil Prendeville Show</p> <p><u>Days of Interest:</u></p> <p><u>4th: Star Wars Day</u></p> <p><u>17th: Telecommunicati on Day</u></p>	<p>9 Questions With Video Release</p> <p>Group Volunteer</p> <p>Cork Indo Column</p> <p>Notes from President on Blog</p> <p><u>Days of Interest:</u></p> <p><u>5th: Environment Day</u></p> <p><u>24th: Take Your Dog to Work Day</u></p>	<p>9 Questions With Video Release</p> <p>Group Volunteer</p> <p>Cork Indo Column</p> <p>Coffee Meeting Journalist</p> <p>Notes from President on Blog</p> <p><u>Days of Interest:</u></p> <p><u>2nd: World UFO Day</u></p> <p><u>4th: American Independence</u></p>	<p>9 Questions With Video Release</p> <p>Group Volunteer</p> <p>Cork Indo Column</p> <p>Notes from President on Blog</p> <p>Interview RedFM Neil Prendeville Show</p> <p><u>Days of Interest:</u></p> <p><u>2nd: Ice Cream Sandwich Day</u></p> <p><u>12th: Youth Day</u></p>





**Thank  
you**

