

Communications Brief

Project Name: No Leave, No Life

Project Number:

Cost centre/Dept: Australia Marketing

Contract Number:

Briefed By: Katherine Paterson

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Type: Brand OR Co-op

DECISION MAKERS/STAKEHOLDERS

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REGIONS/MARKETS IN ORDER OF PRIORITY

Australia

BACKGROUND

In December 2005 Tourism Australia commissioned the largest national study into Accrued Leave Stockpiling. The results were used to formulate a pilot program which rolled out in 13 companies across Australia. The pilot program *No Leave, No Life* launched in May 2006 and ran until December 2006. Participating companies were from the public and private sectors and across small, medium and large sized organisations.

The program consisted of marketing collateral including workplace posters, on leave noticeboards, on leave tent cards and a website containing information on annual leave stockpiling, travel tips to assist planning a holiday and holiday package deals. The program also involved HR workshops provided by the Australian Human Resource Institute (AHRI) – Tourism Australia's partner in the program.

Following the *No Leave No Life* pilot, in December 2005, Tourism Australia added a measure to the Roy Morgan Single Source Survey for accrued leave. The results of this tracking show leave liability in the Australian economy is estimated at 120 million days and \$31.3 billion of leave accrued by Australian full time employees as at June 2008¹.

In 2009 Tourism Australia will roll out the successful elements of the *No Leave, No Life* pilot program. The program will be available to all organisations and will be targeted at both private and public sectors. The objective is to convert some of Australia's stockpiled leave into Australian holidays, ultimately benefiting individuals, businesses and the domestic tourism industry.

¹ Full time, 14+nationally, Sourced from Roy Morgan Holiday Tracking Survey to June 2008.

See Roundtable Briefing for further background.

MARKETING OBJECTIVES

(What are we hoping to achieve as a result of this campaign?)

Tourism Australia

To convert some of Australia's stockpiled annual leave into Australian holidays, ultimately benefiting individuals, businesses and the domestic tourism industry.

ACCI, APS & Associations Bodies (NLNL Partners)

To be defined by ACCI and APS.

Organisations

To adopt new human resources practices to improve employee well-being and broader organisational outcomes and therefore reduce leave liability and increase productivity.

COMMUNICATIONS OBJECTIVES

(What do we want our audience to think, feel, and/or do as a result of our communication?)

There are two distinct audiences within the No Leave, No Life program:

Employers/Organisations:

For employers, we want them to think about their leave liability and how they can make their business more productive and implement the program within their organisations as a result. Key issues to be communicated are:

- **Tax Liability:** Employers who allow staff to stockpile leave face a tax disadvantage. Accrued leave appears as a liability on employer's balance sheets, but cannot be claimed as a tax deduction until it is actually paid out. Employers also end up paying today's annual leave in tomorrow's dollars, at tomorrow's salary levels.
 - **Risk Management:** Employee fraud is more likely to be detected when people are on leave.
 - **OH&S:** A well-rested workforce is likely to have less accidents and sick leave. There is increased productivity from a rested workforce taking fewer sick days, generating immediate financial benefit to the organisation.
 - **Productivity:** Healthy, well rested people are more productive; they take fewer sick days and the strange phenomenon of "Presenteeism" (in which an employee stays too long) or "Mondayitis" becomes less prevalent. In companies where managers dissuade people from taking leave, they are increasing the cost of doing business long term.
 - **Staff Retention/Employer of Choice:** Organisations which have a positive work/life balance and leave culture are more likely to have a higher staff retention rate and are likely to see recruitment benefits as an employer of choice.
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Employees/Consumers:

For employees, we want them to feel that they are work in an organisation that is receptive to leave and to engender a positive attitude whereby they feel it is okay and healthy to take leave. Australian holidays should be top of mind as the solution to their leave problem.

MEASUREMENT

(How will we measure success for this campaign?)

- Public awareness of the leave accrual issue and *No Leave, No Life* program
- Business/organisational awareness of the leave accrual issue and *No Leave, No Life* program
- Website visitation
- Toolkit downloads
- Marketing collateral orders

TARGET AUDIENCE

(Who are we communicating to? Describe them in terms of demographics, attitudes and behaviour. What are the key barriers for our audience? What and who influences their choices? What are their media habits? Experience with our brand?)

No Leave, No Life will aim to shift the behaviour of *Leave Stockpilers*, who are defined as those in full time employment with 25+ days of leave accrued. They tend to:

- Be career focused
- Work full time
- Have an above average income and children living at home
- Are more likely to be tertiary qualified and hold professional, managerial and skilled positions
- Have some propensity for holiday involvement; however taking a holiday is not their priority at this stage

There are four segments within the *Leave Stockpilers* target audience, of which *No Leave, No Life* will target the first two groups due to their propensity to change their leave taking behaviour²:

1. **Holiday Takers (7%):** A small group who take high yield holidays but are likely to have just built up some leave over the years
2. **Career First (57%):** Career focused Australians – all have some propensity for holiday involvement, just not a priority at this stage
3. **Saving for Retirement (9%):** Approaching retirement, saving leave for the big payout
4. **Low Means (27%):** Many low income earners and those with little interest in taking leave

² BDA Marketing Planning, Quarter 4 2007 Tracker

In profiling *Leave Stockpilers*, it is also important to recognise the factors which are contributing to their accrual of annual leave, namely³:

- Around 40% of employees cite workplace issues as the most significant barriers to taking leave – this includes finding someone to cover for people on leave and increased workload before and after leave, as well as the dreaded email or in-tray overload when they return to work
- Less than 25% of employees accrue leave because of personal reasons – e.g. fitting leave around their travelling companions availability and family commitments or finding money for a holiday
- The longer you work in an organisation, and the more you earn, the more likely you are to naturally accrue annual leave

INSIGHT

(What is the consumer insight that drives this brief?)

Annual leave stockpiling is a critical issue for individuals, businesses and the economy. The financial liability for businesses is growing, employees' health and stress levels are increasing and broader industries, such as domestic tourism are suffering, as Australians choose to stay at work rather than take a well-earned break.

Consumers/employees also feel taking leave has shifted from an organisation pressure to an individual pressure.

SINGLE KEY MESSAGE

(In your own words, what is the clear message you want the reader to take away from this communication?)

No Leave, No Life!

WHY IS THIS BELIEVABLE?

(Outline the rational and emotional reasons that support the claim of our 'Single Key Message')

It is widely known that holidays are an important factor in contributing to our well-being. Younger couples want freedom, control & challenges. Families want reconnection, relaxation, recharge and certainty while older couples want personal enrichment, development and a deserved reward.

BRAND PERSONALITY AND TONE OF VOICE?

As per the overarching Tourism Australia Brand creative and guidelines.

³ No Leave, No Life Pilot Study & Research findings

REQUIREMENTS

The requirement for this brief is for DDB to assist in providing options for the creative direction for the program. We would like to resolve whether the NLNL message/call to action is incorporated in the transformation creative or whether we retain/refresh the NLNL creative from the pilot program.

- Do we run two campaigns in tandem or are the campaigns merged together as one.
- Regardless of branding should NLNL be its own site or should it be integrated into Aus.com

We would like to see mock-ups of how these options could be executed for presentation in our Opinion Leader's Roundtable briefing on December 12th.

Following are the pro's and con's we see from these options:

Transformation:

Benefits:

- Consistency, one core message and creative in market
- Resonates with both Leave Stockpiles and Experience Seekers
- Emotive call to action – less direct/overt
- Leverage media spend on Transformation as NLNL media \$\$ are minimal

Risks:

- Lacks a strong, simple call to action (i.e. go take leave in Australia)
- Requires an adaptation of the creative – may not stand out as a new direction/stand on its own
- NLNL will run into 09/10 and may become a 3-5 year strategy. Are we locking ourselves into transformation if we commit to using this creative (given end date of campaign is June-Sept)
- Could impact on co-op opp's from industry - NLNL may be different to the co-op partners who participate in our transformation print co-op

No Leave, No Life:

Benefits:

- A layered approach which talks to Leave Stockpiles with NLNL creative and Experience Seekers with Transformation
 - Simple, direct, strong call to action
 - Problem/Solution creative execution
 - Can stand alone from the core brand/destination campaigns in market for domestic – greater flexibility to execute multiple strategies to target experiences seekers versus leave stockpilers
 - Flexibility for co-op partners - NLNL may be different to the co-op partners who participate in our transformation print co-op
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Risks:

- Additional brand in market, could dilute TA core brand proposition
- Very strong message – may not be received well by employees in current climate

EXISTING ASSETS

(Are there existing assets locally or globally that could or should be used as part of this brief?)

No Leave, No Life Pilot:

Workplace Collateral:

Workplace posters

On leave noticeboards

On leave tent cards and a website containing information on annual leave stockpiling, travel tips to assist planning a holiday and holiday package deals – www.noleavenolife.com.au

NLNL Postcards

Destination Campaign:

TVC

Print

Digital Rich Media and Banners

Online Promotion

Ambient

Initial creative testing of the destination campaign was completed by Carat for Tourism Australia in November 2008. A filter for *Leave Stockpilers* (25+ days of leave accrued) was included in this testing. The results indicate that the transformation messaging does resonate with this audience, with 56% agreeing the television commercial inspires them to explore more of Australia which was in line with the general population. The print executions tested above the general population in appeal and slightly below *Experience Seekers*.

MANDATORIES

(List any mandatory requirements for this brief, including; logos, call to action, partner requirements etc)

Either:

Tourism Australia/Australia.com logo OR

No Leave, No Life logo

Website call to action

TIMING

(What is the delivery deadline for creative? Media commencement date? Campaign start and finish dates?)

Initial strategy and mock-ups of creative directions due for presentation to opinion leaders on December 12th.

BUDGET

(What is the budget for this project? Please provide all relevant breakdowns including production and media splits and specific allocations by market if appropriate.)

There is a \$150k marketing budget for No Leave, No Life which needs to encompass design and production of the following

elements:

- Direct mail piece to organisations – variations for public versus private sector
 - Website
 - Online Toolkit
 - Potentially media placements if it's deemed to be an above the line campaign
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