
Tea is for Together

A PUBLIC RELATIONS CAMPAIGN
FOR BIGELOW TEA

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Table of Contents

Executive Summary.....	3
Situation Analysis.....	4
Overview of Company.....	4
Strengths.....	6
Weaknesses.....	6
Opportunities.....	7
Threats and Challenges.....	7
Campaign Proposal.....	8
Strategies and Tactics.....	8
Campaign Goals.....	11
Target Audiences.....	11
Recommendation of Media Choice.....	15
PESO Associated Metrics.....	15
Recommendation of Communication Measurement Tools.....	16
KPIs, Benchmarks and the Use of Data.....	18
Benchmarks.....	18
Use of Data.....	19
Cost of Campaign.....	22
Timeline.....	23
Evaluation Process.....	25
Conclusion.....	27
References.....	28

Executive Summary

This strategic campaign, #TeaIsForTogether, aims to improve brand awareness, increase revenue and build relationships with female target audiences in mental wellness realms on behalf of Bigelow Tea. Bigelow Tea (2019) is a Certified B Corporation with a bold triple bottom line approach, and it is fully dedicated to making positive contributions within society. However, Bigelow Tea has launched few, if any, initiatives that concretely demonstrate its commitment to balancing profit with purpose. Approximately 75% of Americans expect companies to “make the world a better place,” and while Bigelow Tea is doing so within small community settings, its commendable values and efforts must be brought to the forefront (Stobierski, 2021).

In today’s complex social climate, Bigelow Tea can capitalize on the opportunity to make meaningful connections with some of the people who have been most affected by the pandemic, such as the “61% of young adults and 51% of mothers with young children [who] feel ‘serious loneliness’” in what (Weissbourd et al. (2021) have called an “epidemic of loneliness.” Weissbourd et. al (2021) have suggested that people "have commitments to [themselves], but [they] also have vital commitments to each other, including to those who are vulnerable.”

Bigelow Tea can hone in on this societal need through #TeaIsForTogether, a monthlong campaign in May 2022 that would emphasize togetherness, friendship and the comforts of tea. The campaign is expected to generate \$1,310,000 after \$43,175 in expenses (a 2,934% return on investment) and the campaign team would monitor progress and make any necessary adjustments by tracking insights on target audiences, running before-and-after surveys and focus groups, using media coverage tools and conducting social media monitoring analyses. The final outcome of the campaign would be demonstrated in a return on investment (ROI) report and a C-suite presentation.

Communications Campaign for Bigelow Tea: #TeaIsForTogether Campaign

This report contains a comprehensive review of Bigelow Tea's core values, strengths, weaknesses, opportunities and threats as they relate to today's social environment and the goals and objectives set forth in the #TeaIsForTogether campaign. The campaign's strategies, tactics and media choices have been selected and developed to best reach target audiences (female millennials and mothers with young children) and to best contribute to Bigelow Tea's triple bottom line. The timeline reflects when these tactics would be implemented.

Along with carefully selected measurement platforms and specific measurement tools, surveys and focus group sessions would be essential to produce qualitative and quantitative data. All data obtained would be available to leaders and managers within Bigelow Tea in a final measurement report, but a more concise summary of the most relevant data would be reported via a campaign measurement dashboard. At the conclusion of the campaign, the campaign team would evaluate success and make recommendations for future initiatives.

Situation Analysis

Like companies around the world, Bigelow Tea is navigating a complex transitional space in which the social climate is tense, the economy is rapidly fluctuating, and the COVID-19 virus remains unpredictable. However, working around potential threats and challenges, #TeaIsForTogether, a public relations campaign, will allow Bigelow Tea to bring its corporate social responsibility (CSR) efforts to the forefront through relationship-building strategies.

Overview of Company

Bigelow Tea was founded in 1945 by Ruth C. Bigelow with her creation of America's first specialty tea, titled, "Constant Comment" (Bigelow Tea, 2021a). Headquartered in Fairfield, Connecticut, the privately held company sells specialty teas and coconut water nationwide to

bring in an estimated \$79 million in annual sales (D & B Hoovers, 2021). Bigelow Tea's top competitors include Unilever, the parent company of brands such as Lipton and Tazo, as well as Starbucks, the parent company of Teavana (Diment, 2020). Bigelow Tea products are sold in grocery stores and by online retailers.

Bigelow Tea is a family-owned and family-operated company that adheres to a triple bottom line approach. In selling nearly 1 billion cups of tea per year, its mission is to satisfy its customers; to maintain good relationships with its suppliers; to satisfy and respect its employees; and to be a good corporate citizen (Bigelow Tea, n.d.-a; Bigelow Tea, n.d.-b). Additionally, as a Certified B Corporation, Bigelow Tea is "committed to good citizenship, ethical business practices, accountability and transparency, protecting the environment, sustainability and supporting our communities," according to its CEO, Cindi Bigelow (Bigelow Tea, 2019). It is one of merely 3,700 Certified B Corporations in the world (Bigelow Tea, 2019).

Today, publics hold organizations to increasingly higher standards, and Bigelow is rising to the occasion. Jackson (2020) has emphasized that B-Corp certification is an achievement that can position a company as one that intentionally drives societal and environmental change, thereby establishing itself as a contender in ethical consumerism realms.

In terms of Bigelow Tea's past strategic communication efforts, it has focused primarily on promoting its products through launching an influencer campaign and by investing in a "mobile tea bar" that toured across the U.S. to "drive trial of new flavors and build brand awareness by promoting its family-owned story" (Bigelow Tea, 2014; Gryffin, 2017). Currently, it is maintaining its Tea Proudly campaign, which aspires to communicate that Bigelow Tea is family-owned and "hasn't outgrown its American roots" (Sean Tracey Associates, n.d.).

The latter campaign was launched to combat a micro-narrative that Bigelow Tea products are merely American-manufactured rather than grown in America. The Tea Proudly campaign has mostly kept this public relations challenge at bay, and an overview of Bigelow Tea's online presence (social mentions, recent news coverage, etc.) is overwhelmingly positive (Greenbaum, 2021).

Strengths

Family-owned and family-run Bigelow Tea has a commendable mission to satisfy customers and employees, cultivate strong business relationships and act as a good corporate citizen (Bigelow Tea, 2021b). It also claims to manufacture all of its teas in the U.S. and owns America's only tea garden (Bigelow Tea, 2021a). Additionally, as a Certified B Corporation, Bigelow Tea sets itself apart from competitors as a force for good (Bigelow Tea, 2019).

In the marketplace, Bigelow Tea is the top specialty tea company in the U.S. with a 24% market share (Bigelow Tea, 2021a). It produces 1.7 billion tea bags each year and makes \$79 million annually (Bigelow Tea, 2021a; D&B Hoovers, 2021).

Weaknesses

In terms of weaknesses, Bigelow Tea has a tight budget that limits its marketing and expansion goals. For example, initially, Bigelow Tea did not pursue its "Mobile Tea Bar" idea because it thought it could not afford to fund the marketing initiative (Bigelow Tea, 2014). Additionally, while Bigelow Tea consistently engages its social media followers, it has a weak social media presence. Bigelow Tea (2021b, 2021d, 2021e) has roughly 30,000 followers on Instagram, 30,000 on Twitter and 330,000 likes on its Facebook page.

Finally, Bigelow Tea has had negative media coverage in relation to a lawsuit against the company in which plaintiffs argued that Bigelow Tea should not misleadingly claim its teas are

manufactured in the U.S. when some of its teas are imported from other countries (Greenbaum, 2021).

Opportunities

Regarding opportunities, Wenner (2020) explained that stay-at-home habits formed during the pandemic have “changed consumer behavior in ways that benefit the [tea] category,” and brewed tea, especially (pp. 10-11). It is expected that tea will retain the majority of its pandemic gains.

In terms of opportunities among audiences, women lead as the top consumers for brewed tea and are more likely than men to try new teas and use them as calming remedies (Wenner, 2020, pp. 46, 53, 56). Additionally, given the loneliness epidemic, it will be advantageous to target mothers with children and younger female millennials, which are highly affected groups (Weissbourd et al., 2021). Mental health is a pressing issue in today’s social climate, and according to Gilbert (2020), “The market potential for mental health management solutions is vast ... and the COVID- 19 pandemic has made this notably clear” (p. 9).

Threats and Challenges

Regarding brand awareness, Lipton, Nestea and Celestial Seasonings ranked above Bigelow Tea in terms of tea brands consumers are familiar with, which poses a potential threat to Bigelow Tea (Statista, 2017).

Additionally, the U.S. economy is massively unpredictable as it emerges from the pandemic, and there is “little precedent for what the country has endured since early last year” (Stein, 2021). However, because tea is a lower-cost beverage choice, it can withstand economic uncertainty better than many product categories (Wenner, 2020, p. 10). Bigelow Tea is expected to maintain a 10% market share in the U.S. tea production industry (Diment, 2020).

In terms of challenges, the primary concern remains the fluctuating nature of the COVID-19 virus as it relates to not only the economy but infection rates. While it is expected to be a virus of the past by May 2022, this cannot be guaranteed (Charumilind et al., 2021).

Campaign Proposal

Based on research that shows there is a loneliness epidemic in America, spurred by COVID-19, this proposed social media-centric CSR campaign would be launched during Mental Health Awareness Month in May 2022 (Hein, 2021; Weissbourd et al., 2021).

The communications campaign would incorporate user-generated content and a giveaway, ultimately incentivizing people to virtually or physically come together over a cup of Bigelow bagged tea; to share their experiences on social media platforms; and to enter to win an all-expenses-paid weekend in Charleston, South Carolina, to tour the Bigelow-owned Charleston Tea Garden.

Essentially, the campaign has the potential to increase Bigelow Tea brand awareness, to improve attitudes toward Bigelow Tea's CSR efforts and to increase Bigelow Tea product sales, all while contributing to important mental wellness discussions.

Strategies and Tactics

The #TeaIsForTogether campaign entails three main strategies that will resonate with target audiences and aid in accomplishing the following three measurable campaign objectives:

- To increase brand awareness of the Bigelow Tea brand within the female millennial audience segment and the mothers with young children audience segment by 10% by May 31, 2022.
- To improve favorable perceptions among mothers with young children and female millennials toward Bigelow Tea's mental health initiative by 10% by May 31, 2022.

- To increase sales of Bigelow Tea bagged teas by 20% by May 31, 2022 .

The first strategy is to engage female millennials and mothers with young children on Bigelow Tea's social media accounts with visually stimulating, discussion-provoking and incentivizing social media content and responses. Tactics associated with this strategy are as follows:

- Bring the campaign to social media communities on Facebook, Twitter and Instagram and consistently use the campaign hashtag #TeaIsForTogether to unify content.
- Schedule daily content on Facebook, Instagram and Twitter, and respond to comments and shares daily to meaningfully interact with followers.
- Use YouTube to provide a more in-depth explanation of the #TeaIsForTogether initiative and Bigelow Tea's dedication to discussing loneliness via social media and a limited-time podcast.
- On Bigelow Tea's Facebook and Instagram, have Cindi Bigelow host four live Q&A sessions with mental health experts. Arrange the background with cozy props, teacups and Bigelow Tea products.
- On Facebook, Instagram and Twitter, host a social media contest. Ask social media users to enter the contest by sharing pictures of themselves having tea with a friend and using the #TeaIsForTogether hashtag. Choose one winner at random, and award them with a free video call with Cindi Bigelow, in which she will give advice on creating a good work-life balance and accomplishing dreams.
- Launch a #TeaIsForTogether Sweepstakes on the Bigelow Tea website. The winner will receive an all-expenses-paid weekend in Charleston, South Carolina, and tour the

Bigelow-owned Charleston Tea Garden (this will also draw more attention to this Bigelow Tea asset and potentially drive sales within the garden).

- Create #TeaIsForTogether Instagram stickers and a #TeaIsForTogether Facebook profile picture frame.

The second main strategy is to generate interest in the #TeaIsForTogether campaign among local and national media outlets as well as among influencers and bloggers to add credibility to campaign messaging and to promote the initiative on a larger scale.

- Write a press release detailing the launch of the campaign and to inform the Fairfield, Connecticut, community about the goals of the #TeaIsForTogether initiative.
- Distribute media kits to local Fairfield, Connecticut, news outlets.
- Strengthen relationships with national reporters, journalists and food bloggers by connecting with them regularly on Facebook, Instagram and Twitter.
- Have Cindi Bigelow hold a virtual press conference at the launch of the campaign so she can interact with reporters and build a stronger relationship with the media.
- Pitch a story idea to journalists at larger news organizations (such as The New York Times and USA Today) in regard to a feature story on the winner of the “Tea is for Together Sweepstakes.”

The third strategy is to express compassion for those affected by the loneliness epidemic by providing resources on social media, a limited-time mental wellness podcast and a yoga day within the campaign headquarters. The tactics associated with this strategy are as follows:

- Host a free yoga session for Bigelow Tea employees at the Bigelow Tea headquarters, and invite Fairfield, Connecticut, journalists and reporters to conduct a brief interview

with one of the employees to ask them about mental health awareness within the Bigelow Tea company culture.

- On Facebook, Instagram and Twitter, release a tea steeping guide that ties in mental health by including mental health tips. Below the guide, provide links to mental health resources.
- Launch a limited-time mental wellness podcast that runs weekly in May 2022, in which CEO Cindi Bigelow interviews mental health experts and discusses the therapeutic benefits of tea and friendship.

Campaign Goals

There are two main goals of the campaign. The first goal of #TeaIsForTogether is to significantly strengthen Bigelow Tea's presence as a company that cares about its consumers just as much as its profits. The second main goal of the campaign is to improve sales of a core product, bagged tea, to enable the company to give back to communities and meaningfully contribute to important societal discussions – in this case, mental health.

Target Audiences

The target audiences for this campaign have been selected based on secondary research that shows the “wider use of brewed teas is very much led by women, who overindex in consuming bagged tea ... relative to men” (p. 46). Next, the audiences were further defined based on the fact that “61% of young adults and 51% of mothers with young children—feel “serious loneliness” due to pandemic-related effects (Weissbourd et al., 2021).

For the purposes of this campaign, it is helpful to consider Horton's (2020) segmentation of moms with young children, mothers whom she has dubbed the “Struggling Sidekick Mom Segment” (p. 65). According to Horton (2020), these moms are under the age of 35, married,

have more than three young children and have a household income of more than \$75,000 (p. 65). Additionally, these moms are easy for brands to connect with as they are avid social media users, and Horton (2020) has suggested that brands “reach the Struggling Sidekick Mom by finding ways to help them balance their work and family lives” (p. 65). It will be best to connect with these audiences through digital media such as Facebook, YouTube and Instagram (Horton, 2020, p. 19).

In terms of female millennials, Horton (2021) has identified this demographic as people between 24 and 41 who describe themselves as creative, motivated and unique (pp. 7, 11). They are at a time in their lives where they are tackling many new responsibilities, like careers and marriage, and “these pressures, especially over the last year, have left them feeling more overwhelmed and less resilient than other generations” (Horton, 2021, p. 11). Horton (2021) has suggested that brands give millennials “permission to put themselves first either by prioritizing their mental health or giving in to their impulsive nature by ‘treating themselves’” through products that allow them to “achieve emotional regulation and relief from feeling overwhelmed” (p. 11). This proposition is capitalized on in #TealsForTogether as it emphasizes emotional wellbeing. In terms of digital media, this audience can be best reached via Facebook, Instagram and Twitter (Horton, 2021, p. 48).

Based on audience research and relevancy, the following key messages have been developed to meaningfully resonate with the “loneliness epidemic” target audiences on digital mediums in Mental Health Awareness Month in May 2022, when the U.S. is projected to be in a post-COVID-19 state:

- “Recently, researchers have identified an ‘epidemic of loneliness’ brought on by the impacts of the pandemic (Weissbourd et al., 2021). Well, at Bigelow Tea, we

believe tea parties and loneliness can't coexist. May is Mental Health Awareness Month, and we are encouraging our fellow lovers of tea to bring tea parties back in style — because Tea is for Together, and togetherness keeps us all going.”

- “We know the last few years have been full of big transitions and life-impacting changes. The pandemic was isolating and marked by loneliness. But now, as social distancing is a thing of the past, we think it's time to share a comforting cup of tea with a friend — because togetherness is healing, and Tea is For Together.”
- “If you feel lonely, you're not alone. According to recent research, the uncertainty and isolation of COVID-19 put a negative strain on mental health and disrupted personal relationships (Gilbert, 2020). We'd like to ask you this: when was the last time you sat down with a friend over a steaming cup of tea and warm conversation? This Mental Health Awareness Month, invite someone to share a comforting cup of tea with you — because Tea is for Together.”
- “Did you know there's science behind the calming effects of tea? Psychology tells us that a calming aroma, warmth and a favorite mug all add up to a majorly de-stressing experience (Andrews, 2016). And at Bigelow Tea, we think friendship is the extra secret ingredient for a perfect tea-drinking experience. So, this Mental Health Awareness Month, grab a friend, your favorite mug and a bag of Bigelow Tea for a little rejuvenation and self-care.”
- “May is Mental Health Awareness Month, and at Bigelow Tea, we think a hot cup of tea and a warm conversation can give moms the deep breath they've been

needing for a long time. So, call a friend, brew a cup, and take time for togetherness. Because Tea is for Together.”

Figure 1

Mock social media post for mom audience segment.



Figure 2

Mock social media post for female millennial audience segment.



Recommendation of Media Choice

It is critical that Bigelow Tea take an integrated communications approach and incorporate paid, earned, shared and owned media channels (PESO) to demonstrate the organizational impact of #TeaIsForTogether (AMEC, 2021).

For paid media, #TeaIsForTogether would utilize sponsored posts on Facebook, Twitter and Instagram. Next, the campaign would pitch story ideas to local and national news outlets regarding the #TeaIsForTogether mental health initiative to attract earned media coverage. Regarding shared media, the campaign would engage audiences on Facebook, Twitter and Instagram using the #TeaIsForTogether hashtag. For owned media, Bigelow Tea would launch a limited-time podcast in which CEO Cindi Bigelow interviews mental health experts. Additionally, the campaign would drive traffic to the Bigelow Tea website through sweepstakes entries.

PESO Associated Metrics

For earned media, as part of increasing brand awareness and improving favorable attitudes toward Bigelow Tea's CSR efforts, #TeaIsForTogether seeks to garner coverage among local media outlets, newspapers and blogs. In this area, the campaign team would track the following three metrics: sentiment of media coverage (qualitative), reach of media coverage (quantitative) and mentions on blog posts and publications (quantitative) with the use of Google Alerts (Stoeckle, 2017; Watson & Noble, 2014, p. 160). Close-ended surveys help in the analysis of these metrics because success in brand awareness improvement (achieved in the paid, shared and owned categories, too) can be evaluated via surveys.

For owned media, the campaign would involve a limited-time mental health podcast and a sweepstakes with entries to be submitted via the Bigelow Tea website. For the podcast, the

team can track unique downloads (quantitative), as Booth (2018) has suggested, and the number of podcast subscriptions (quantitative). For the sweepstakes, the team can count the number of entries (quantitative). In addition, qualitative focus group summaries and responses to open-ended survey questions will be integral in this element of the PESO model as the campaign would require a deeper understanding of target audience demands in order to develop and adjust podcast content.

Recommendation of Communication Measurement Tools

For the #TeaIsForTogether campaign, it would be essential to measure and monitor relevant metrics and key performance indicators (KPIs) to ultimately demonstrate the impact of the campaign and its correlation to supplementing bottom-line goals. However, because a one-size-fits-all measurement approach is not recommended, the campaign would utilize several communication measurement tools and platforms with campaign-specific capabilities to analyze measurement goals and to report them to executives in a digestible format (Krueger, 2020).

First, because social media is at the heart of #TeaIsForTogether, a reasonably-priced tool for collecting and reporting social media analytics is imperative. Using Sprout Social, it is possible to track social media sentiment through the platform's social listening feature; to measure the effectiveness of social media ads promoting the #TeaIsForTogether social media contest and sweepstakes; to compare and contrast the performance of the aforementioned paid content with organic content; and to correlate website traffic with social activity through Sprout Social's Google Analytics report (Barnhart, 2019; Cover, 2020; Sprout Social, 2021). Tracking metrics tied to the sweepstakes on the Bigelow Tea website would be straightforward as this would simply entail counting the number of entries.

While digital media is integral to #TeaIsForTogether, the campaign also demands measurement of earned media and seeks to garner coverage among U.S. print media, blogs and national and local media outlets. Therefore, the campaign team would work with Burrelles Luce to build a customized monitoring solution that is capable of measuring sentiment and reach of media coverage as well as capable of providing traditional clipping services (Paine, 2016).

Next, as the campaign entails Bigelow Tea releasing a weekly mental health podcast, it would be important to utilize a podcast analytics tool. Therefore, the campaign would distribute podcast episodes via Podcast.co to take advantage of its analytical services; Podcast.co allows account holders to track unique downloads as well as podcast subscriptions (Podcast.co, 2021b).

While the aforementioned measurement tools and platforms are critical for tracking campaign KPIs, it is also important to conduct pre- and post-campaign surveys to operationalize brand awareness and to gather more detailed insights on audience perceptions and measure growth in favorable attitudes toward Bigelow Tea's CSR efforts. To conduct and distribute surveys, the campaign would use Qualtrics, a tool that is completely customizable in terms of survey content and audience sampling (Qualtrics, 2021a, Qualtrics, 2021b).

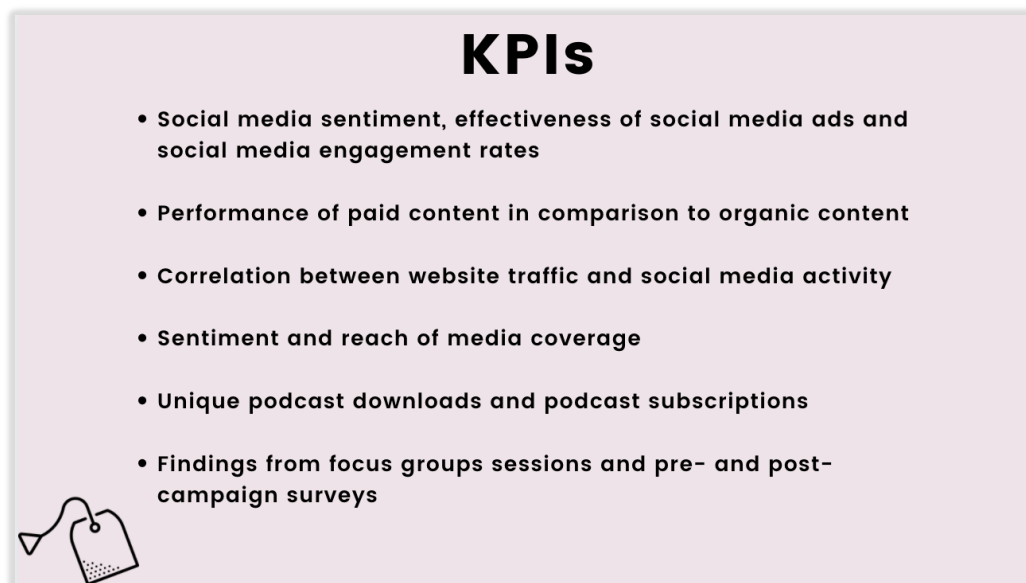
Additionally, focus group sessions would be used to test campaign messages; to determine how mothers with young children and female millennials feel about Bigelow Tea's dedication to improving women's mental health; and to clarify how tea and togetherness contribute to women's daily lives as a result of the COVID-19 pandemic. Focus groups would be conducted by an outsourced trained moderator, with initial focus group session questions and general discussion direction provided by the #TeaIsForTogether campaign director.

KPIs, Benchmarks, and the Use of Data

For #TeaIsForTogether, key performance indicators are at the heart of all phases of the campaign, as they guide and direct communication processes, adjustments and shifts in strategy, if necessary. The following KPIs have been identified to provide the most insight.

Figure 3.

Key performance indicators.



Benchmarks

To make sure the campaign is on track for ultimate success, it is also necessary to identify relevant KPI benchmarks. As Patel (n.d.) has emphasized, KPI benchmarks can help marketing and communications professionals “look past the surface and understand the real impact of [their] marketing tactics” and campaign strategies. Essentially, KPI benchmarks would allow the campaign team to remain results-focused and to make data-informed marketing and communication decisions that benefit Bigelow Tea’s triple bottom line.

KPI benchmarks tied to sentiment of media coverage, social media engagement and the mental health podcast would reflect progress associated with the campaign's measurable objectives as well as align with efforts in owned, earned and shared media channels. Essentially, they would demonstrate how well #TeaIsForTogether is helping the company perform in CSR realms from a benchmarking standpoint.

Regarding sentiment of media coverage, it is arguable that the campaign should seek to obtain media coverage that is at least 80% positive in sentiment (Shaheen, 2020). Additionally, a past influencer marketing campaign for Bigelow Tea increased the total media value for Bigelow Tea by "more than threefold" (Membrillo, 2019). Based on this benchmark data and industry benchmarks, #TeaIsForTogether would aim to increase positive media coverage by 30%.

Second, regarding social media engagement (likes, retweets, comments, account mentions, etc.), based on social media engagement benchmarks in the consumer goods industry, average inbound engagements average 270 per day (Arens, 2020). Therefore, #TeaIsForTogether would aim for at least 275 engagements per day to reflect this standard.

Third, in regard to the #TeaIsForTogether limited-time mental wellness, a campaign intention would be to receive 30 or more listens per day, based on industry benchmarks that suggest podcasts that receive 27 or more listens per day are performing above average (Gray, 2021).

Use of Data

In addition to the aforementioned KPIs and benchmarks, in public relations, pairing data with storytelling allows communicators to combine creativity with numbers in a way that is impactful and sincere. Notably, as Patel (2018) has written, "Data supports storytelling by

bringing credibility and reliability to the message your PR content is putting out.” At its foundation, data storytelling bridges trust gaps between organizations and their publics.

Because Bigelow Tea is a Certified B Corporation, it already has an upper hand due to its outward commitment to balancing profit with purpose. According to Bigelow Tea (2019) CEO, Cindi Bigelow, “[Bigelow Tea’s] purpose has always been about much more than making profits. We’re committed to good citizenship, ethical business practices, accountability and transparency, protecting the environment, sustainability and supporting our communities.” It would be wise to back this admirable claim with data-backed stories.

Ultimately, data-backed storytelling and carefully identified metrics to gauge which stories work best with audiences will significantly improve communication efforts when integrated into the campaign strategy. Because the campaign would seek to fight the loneliness epidemic, identified by Weissbourd et al. (2021) and brought on by COVID-19, through encouraging audiences to share a comforting cup of Bigelow tea with a friend, it would be wise to highlight how Bigelow Tea genuinely respects community, mental wellness and balancing profit with purpose. Wenzl (2019) has suggested, “Tie the storytelling of your social media campaign to something your brand and your audience believes in.”

Therefore, because #TeaIsForTogether is a social media-centric campaign, Bigelow Tea can identify which messaging themes resonate most strongly with the campaign target audiences of female millennials and mothers with young children by measuring and analyzing social media metrics. For example, by tracking engagement metrics such as likes, comments, retweets, post engagement rates and organic account mentions tied to different keywords and visuals within different campaign messaging posts and sponsored posts, Bigelow Tea can continually refine and adjust its data-backed storytelling efforts to meet audiences with content that is relevant and

meaningful (Chen, 2021). The campaign would use Sprout Social to monitor these metrics on Facebook, Twitter and Instagram. YouTube would play a smaller role in the campaign, but relevant YouTube activity would be monitored as well.

To improve the aforementioned message surrounding Bigelow Tea's B Corp status, #TeaIsForTogether would use data-backed storytelling to share exactly what measurements determine what makes Bigelow Tea a company that meets the "highest standards of social and environmental performance" (Bigelow Tea, 2019). Pairing data with statements can turn organizational claims into powerful truths. For example, Bigelow Tea could conduct a survey within the communities it serves, the organizations it partners with and the people it employs, then release findings such as:

- "Bigelow Tea has improved food insecurity within the Fairfield, Connecticut, community by 85% in 2021."
- "Bigelow Tea's partnership with Camp Hi Rock increased mental wellness among at-risk teens by 65%."
- "Nearly 90% of Bigelow Tea employees say they feel excited about coming to work each day."

In addition to the KPIs and relevant metrics, the campaign would entail qualitative and quantitative research. Qualitative research would produce data that provide insight into the in-depth thoughts and reactions of target audiences, and quantitative research would provide broader, more representative data.

For quantitative research, a close-ended survey would provide generalizable data regarding the opinions of target populations toward tea, loneliness, mental wellness and the act of sharing tea as an activity that does or does not generate positive feelings of togetherness. As a

primary and quantitative research methodology, the survey format would entail Likert-type measures for convenience and reliability (Michaelson & Stacks, 2017, p. 66).

In terms of qualitative research, focus group sessions would lend deeper insight regarding how female millennials and mothers with young children feel about Bigelow Tea's dedication to improving mental health among women (Weissbourd et al., 2021). For example, in-depth questions asked during these sessions would help the campaign team understand why people have formed positive or negative attitudes toward Bigelow Tea's past efforts to make a positive impact on society, such as its charitable donations to mental health organizations and the standards it meets to maintain its B- Corp certification (Bigelow Tea, 2019). Additionally, questions will be asked to further determine the role that tea, friendship and mental wellness play in these women's daily lives as a result of the pandemic, as well as how Bigelow Tea can sensitively approach these discussions through its messaging strategies.

Furthermore, because a campaign objective is to raise Bigelow Tea brand awareness by 10%, focus group sessions would be supplemented with pre- and post- campaign surveys to operationalize awareness of the Bigelow Tea brand as well as measure improvement. As Walgrove (2019) has written, it is imperative that communicators use "brand-awareness surveys to provide context to [their] quantitative data."

Ultimately, the success of #TeaIsForTogether would stem from the campaign team's dedication to measurement, data collection and thorough analyses of all findings.

Cost of Campaign

Because Bigelow Tea has a small budget, expenses for the campaign are minimal. Additionally, the campaign would be executed by Bigelow Tea's in-house communications team, so labor is not a factor. The total campaign cost is approximately \$43,175, and a

breakdown of the campaign's expenses, according to Sprout Social (2021), Podcast.co (2021), GetApp (2021), the SMB Guide (2020), Hecker (2014) and Shewan (2021), is as follows:

- Sprout Social Advanced Plan subscription for three months and three users: \$2,250
- Podcast.co Business Plan subscription for three months: \$300
- Burrelles Luce for three months: \$1,200
- Qualtrics for one year: \$1,500
- Three focus group sessions: \$15,000
- Facebook ads (\$300 per day x 31 days): \$9,300
- Instagram ads (\$200 per day x 31 days): \$6,200
- Luxury lodging near the Charleston Tea Garden for the sweepstakes winner: \$1,500
- Grand prizes for contest winners: \$2,000
- Unexpected expenses, if necessary (10% of \$39,250): \$3,925

As evident in the list of expenses above, most costs stem from subscriptions to Sprout Social, Burrelles Luce and Podcast.co, which would support the tracking and analysis of social media engagement and paid and organic social media content; the weekly mental health podcast launched in association with the campaign; website traffic and sources; and the sentiment and reach of media coverage. Additionally, surveys conducted through Qualtrics and the campaign focus group sessions are costly, but they would provide invaluable insights on target audiences.

Timeline

The detailed timeline below reflects the expected implementation of the entire campaign.

- April 8: Discuss the details of #TeaIsForTogether with Bigelow Tea executives and senior leaders through C-suite presentation, and send memos to marketing and finance department heads.

- April 12: Conduct the first focus group session and distribute the first survey to test campaign messages and gather audience insights, then create campaign materials after results have been analyzed.
- April 22: Compile all campaign promotional materials to be used for the campaign and send to legal for review.
- April 26: Purchase Facebook and Instagram ads to run until May 31.
- May 1: Launch #TeaIsForTogether social media contest, release #TeaIsForTogether YouTube video, distribute a press release detailing the launch of the campaign, distribute media kits to local Fairfield, Connecticut, news outlets and have Cindi Bigelow hold a virtual press conference to announce the launch of the campaign.
- May 2: Unveil #TeaIsForTogether Facebook profile picture frame that followers can use to show support for Mental Health Awareness Month and the #TeaIsForTogether initiative. Also unveil #TeaIsForTogether Instagram stickers.
- May 5: Launch mental health podcast on Podcast.co (release new episodes each Thursday in May).
- May 6: Host a free yoga session for Bigelow Tea employees at the Bigelow Tea headquarters, and invite Fairfield, Connecticut, reporters to conduct a brief interview with one of the employees to discuss the Bigelow Tea company culture. Also host first live Q&A session on Facebook and Instagram with mental health experts.
- May 11: On Facebook, Instagram and Twitter, release a tea steeping guide that stresses mental health. Below the guide, provide links to mental health resources. Also unveil the “Tea is for Together Sweepstakes” web page and share on social media accounts.

- May 13: Host second live Q&A session on Facebook and Instagram with mental health experts.
- May 16: Conduct the second focus group session and distribute the second survey to analyze audience perceptions and campaign messages. Make any necessary adjustments.
- May 18: Email tea bloggers about the #TeaIsForTogether campaign, and invite them to guest blog for the Bigelow Tea website on what tea, friendship and mental health mean to them. Share their blog posts on all social media accounts.
- May 20: Host third live Q&A session on Facebook and Instagram with mental health experts.
- May 27: Announce winner of “Tea is for Together Sweepstakes” on social media and the Bigelow Tea website.
- May 31: Pitch a story idea to journalists at larger news organization in regard to a feature story on the sweepstakes winner.
- June 3: Hold sweepstakes winner’s experience at the Charleston Tea Plantation.
- June 4: Conduct post-campaign survey and third focus group session.
- June 6: Begin final evaluation process.
- June 10: Send final evaluation measurement report to C-suite executives, senior leaders and marketing and finance department heads.
- June 15: Send shortened evaluation memo to all Bigelow Tea employees.

Evaluation Process

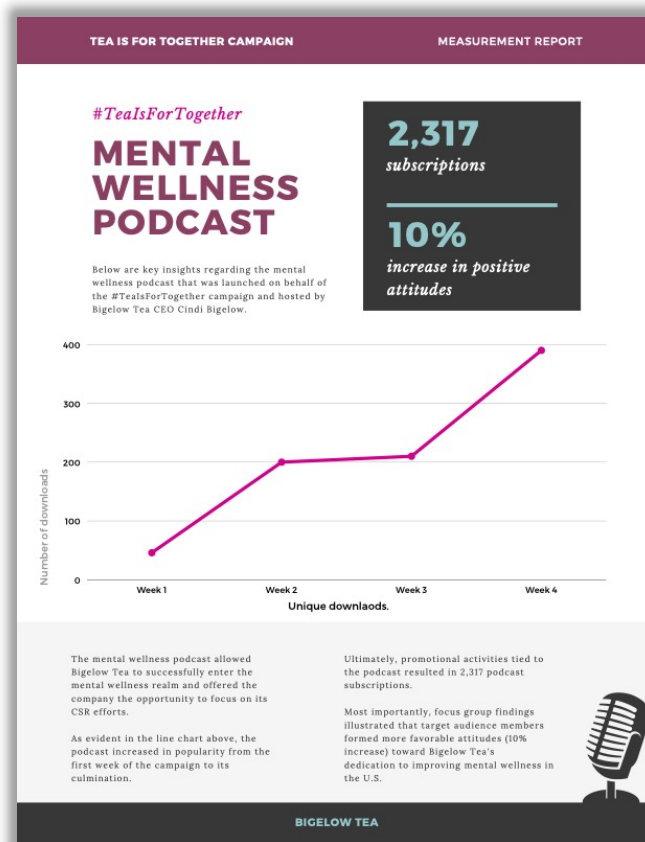
For the final evaluation of the #TeaIsForTogether, success would be determined based on whether the percentages set forth in the measurable objectives were met: to increase brand awareness by 10%, to improve favorable attitudes among target audiences toward Bigelow Tea’s

CSR efforts by 10% and to increase sales of Bigelow Tea bagged teas by 20%. Beyond the objectives, a more in-depth evaluation would entail analyzing data from Sprout Social, Burrelles Luce and Podcast.co to reveal progress in PESO media channels.

While there would be a campaign dashboard available for senior leaders to review throughout the campaign with key insights, the final evaluation would be delineated in a measurement report that details accomplishments, the most meaningful findings regarding the target audiences, benchmark data and recommendations for future communication initiatives.

Figure 4.

Mock-up of a potential page within the final evaluation and measurement report.



In the measurement report that would be sent to senior leaders and department heads in accounting and marketing, all metrics being monitored would be briefly discussed and

summarized succinctly. To convey a holistic evaluation of the campaign, the measurement report would contain easy-to-understand charts, visuals and graphs to represent media coverage analyses; share of voice comparisons; percentage increases in social engagement; percentage increases in unique visits to the company website; and percentage increases in change in awareness among target audiences, based on Paine's (n.d.) suggestions.

Ultimately, the final evaluation process would illuminate the metrics that demonstrate return on investment, which connect campaign outcomes with Bigelow Tea business objectives.

Conclusion

Few companies make the effort to balance profit with purpose, and because Bigelow Tea is a company that holds itself to this commendable standard, it is entitled to bring its triple bottom line approach to the forefront and increase its visibility as a Certified B Corporation.

The #TeaIsForTogether campaign has the potential to significantly increase Bigelow Tea brand awareness and improve relationships with female millennials and mothers with young children, all while increasing revenue through bagged tea sales. Driven by authenticity, data storytelling, in-depth research and best practices in communications, this initiative is projected to generate a 2,934% return on investment after just \$43,000 in campaign expenses.

Because specific KPIs are a primary element of the campaign, it will be simple to demonstrate the impact of #TeaIsForTogether on the triple bottom line. Ultimately, the loneliness epidemic identified by Weissbourd et al. (2021) presents an opportunity for Bigelow Tea to creatively connect with target audiences, the media and potential new customers through strategic communication processes that are flexible, effective and impactful.

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