

★ Moonlight Snacks

★ A Public Relations Campaign for Organic Valley
Prepared by Samantha Leon
Contact: leonsmc@gmail.com



Table of Contents

| | |
|---------------------------------------|----|
| Executive Summary..... | 3 |
| Situation Analysis, Introduction..... | 4 |
| Client Background..... | 5 |
| Marketplace Reputation..... | 6 |
| Social and Political Climate..... | 7 |
| Media Analysis..... | 9 |
| Dairy Milk Market Trends..... | 11 |
| Past Campaigns..... | 12 |
| Competition Analysis..... | 15 |
| SWOT Analysis..... | 18 |
| Target Audience Analysis..... | 20 |
| Goals and Objectives..... | 33 |
| Themes and Messages..... | 34 |
| Strategies and Tactics..... | 35 |
| Budget..... | 37 |
| Timeline..... | 38 |
| Evaluation..... | 40 |
| Conclusion..... | 42 |
| References..... | 43 |

Executive Summary

As the dairy milk market evolves, organizations like Organic Valley will need to position their milk in fresh, relevant ways through results-driven communication strategies.

At its heart, public relations is all about relationships rather than sales. This is, perhaps, what distinguishes the field the most from marketing and advertising. "MOOnlight Snacks" is a strategic public relations campaign that aims to create meaningful, lasting relationships on behalf of Organic Valley, all while increasing sales and improving CSR efforts. The campaign capitalizes on themes that resonate with millennials through relevant and impactful messaging that is both engaging and research-based.

The four goals of the campaign are to broaden Organic Valley's CSR scope by extending its efforts into mental wellness and sleep health realms; to improve and enrich Organic Valley's relationship with millennials in digital spaces; to strengthen millennial consumers' loyalty to Organic Valley dairy milk; and to educate millennials about the lifestyle uses of dairy milk.

These goals and their accompanying measurable objectives have inspired innovative strategies that encompass paid, earned, shared and owned media channels; relevant, cost-friendly tactics; and research-driven messages that are projected to not only generate a significant 2,632% financial return on investment (ROI), but to generate a positive ROI in non-financial realms as well.

Under the supervision of a public relations manager, a public relations specialist and a social media manager, the campaign will be carefully executed with a special attention to the measurement and monitoring of campaign objectives. Before, during and after the campaign, the team will use measurement tools to inform campaign adjustments, if needed, and to demonstrate the ultimate impact of "MOOnlight Snacks" on Organic Valley's triple bottom line. And at the campaign's conclusion, a comprehensive written evaluation report will be distributed to executives and relevant Organic Valley department heads.

In terms of logistics, the projected cost of the CSR campaign is \$164,015, and it would run from March 1, 2022, to March 31, 2022. The total cost of the tactics and research expenses can be viewed in light of Organic Valley's triple bottom line, which balances profit with purpose. Arguably, dedicating organizational resources to a campaign that sheds light on sleep health and mental wellness is worth the cost for a co-op that values people, animals and the planet. Today's consumers expect organizations to deliver on CSR promises, and "MOOnlight Snacks" addresses key societal issues that matter to millennials.

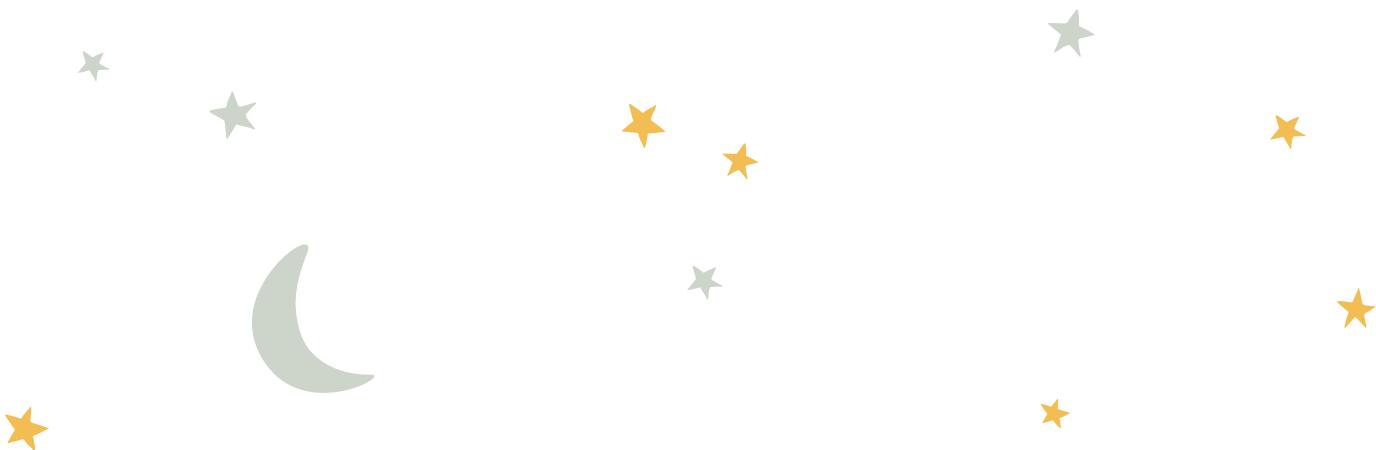
Situation Analysis | Introduction

The most effective communication campaigns stem from comprehensive situational analyses. The following situational analysis includes background on the co-op, an examination of where it stands in today's marketplace from a reputational standpoint, a media analysis, insight into Organic Valley's past communication campaigns, a survey of competition, a SWOT analysis and a target audience analysis.

As Luttrell and Capizzo (2019) have explained, a SWOT analysis is an important type of qualitative research that examines organizational attributes that are helpful or harmful to achieving a communication goal and external conditions that are helpful or harmful to achieving the goal. Essentially, the authors explained, a SWOT analysis encapsulates findings from secondary research on an organization's industry, its competitors and factors that influence market trends, all of which lend a "complete picture of an organization's strategic environment" (pp. 71, 252).

The aforementioned areas of secondary research will substantiate the need for the proposed "MOOnlight Snacks" campaign, addressing three communication needs and issues.

- The first issue is that Organic Valley (2022a) has centralized its CSR efforts in sustainability and has largely ignored other CSR opportunities.
- Second, Organic Valley is missing an opportunity by focusing its communications on its farming processes, production differentiators and milk features rather than its products' lifestyle benefits.
- Third, millennials are not averse to dairy, and they are the top U.S. generation to purchase organic dairy products, but Organic Valley has not taken advantage of the best interactive social media tools to connect with them (Olson, 2021, p. 73; Statista, 2020, p. 28).



Situation Analysis | Client Background

In 1988, George Siemon, a family farmer in the Coulee region, recognized the dangers of industrial, chemical farming, and rallied with local farmers in the area to create the Coulee Region Organic Produce Pool, or CROPP, which is the parent organization of Organic Valley (2022a). Other brands that operate under the CROPP label include Organic Prairie and Mighty Organic. Today, privately-owned Organic Valley is a co-op that has grown to 1,800 members, bringing in more than \$1 billion annually by selling dairy products, soy milk, produce, juices, eggs, meats and poultry – all from organic farms in North America and Australia (D & B Hoovers, 2022c).

Because the co-op is owned by family farmers who are dedicated to producing quality, organic food through humane and sustainable farming practices, Organic Valley has the unique ability to make business decisions that are independent of mainstream agricultural demands. According to D & B Hoovers (2022c), Organic Valley's strategy is "to quench consumers' growing thirst for organic milk with new products" through a regional business model that allows milk products to be distributed in regions where it is farmed, which supports local economies and ensures fewer miles between farms and consumers. Geographically, most of Organic Valley's farmers are based in the U.S. Heartland region, although Organic Valley products are sold in every state.



Headquartered in La Farge, Wisconsin, Organic Valley (2022a) has a triple bottom line, and its mission and values are grounded in sustainability, compassion, quality and community: "We believe in the idea that, if consumers demand high-quality organic food, grown the right way, we could all change the way we treat our land, our animals and our bodies." And although it has grown considerably throughout the years, Organic Valley has emphasized that it is an "un-corporation," stating: "Our farmers own the company. Not the other way around."

According to D & B Hoovers (2022c), at the executive level, Organic Valley's C-suite is headed by CEO Bob Kirchoff, and includes chief financial officers Joseph Eagleeye and Michael Bedessem; chief revenue officer Staci Kring; chief marketing executive Theresa Marquez; and chief information officers Audreyona Chavez and Frank Dravis. In terms of public relations and communications, the Organic Valley team is small and consists of Scott Champion, the senior director of communications, and Karen Long, the marketing and communications manager.

Situation Analysis | Marketplace Reputation

According to a recent study from Weber Shandwick (2020), an organization's reputation accounts for 63% of its market value. Furthermore, the study has shown that the top factors that contribute to an organization's reputation include quality of products; quality of employees; quality of customer service; safety of products; respect for customer or employee privacy; product innovation; industry leadership; financial performance; value for the cost of products; and ethics and values. In terms of Organic Valley's current reputation, the co-op's dedication to transparency, authenticity, product excellence, employee relations, financial success, and ethics and values allow it to maintain an overwhelmingly positive reputation.

In fact, the Cornucopia Institute (2022c) honored Organic Valley with a "4-Cow" rating (equating to "excellent"). Nosowitz (2018) has explained that the Cornucopia Institute is a "watchdog group that monitors ethical agriculture in the U.S." and issues scorecards for organic producers. In his article, he emphasized that not all organic farms are equal, suggesting that while smaller farms usually fare better, "plenty of larger farms are rated highly, including ... Organic Valley." Organic Valley goes above and beyond in its farming and production processes, holding high standards that served as the framework for the U.S. Department of Agriculture's (USDA) organic rules, and its efforts are reflected in its favorable reputation (Organic Valley, 2022a).

Organic Valley's (2021c) annual "Impact Report" provides the most concrete insight into the actions it takes to maintain its positive reputation. From "keeping more than 440 million pounds of synthetic chemicals off the land," to allowing cows to "spend more time grazing outside than 95% of dairy cows in the United States," to supporting employees with superb benefits, the report shed light on how Organic Valley cares for people, animals and the planet (p. 8).

Market Share

Overall, Organic Valley's reputation in the marketplace is promising, and it also has a significant share in the organic dairy market. According to a Statista (2020) report, the organic dairy market in the U.S. is approximately \$6.6 billion. Organic Valley's (2020) annual sales totaled \$1.1 billion in 2020 for the fourth consecutive year, so it has an impressive 16% market share in the organic dairy industry. For further context, Organic Valley experienced a 17% sales growth in 2021 (Statista, 2021).

For perspective, the market size for both organic and non-organic dairy products is \$118 billion, according to IbisWorld (2021). And, like many other industries, the dairy industry has been impacted by the pandemic: "The global outbreak of COVID-19 ... caused significant turbulence in fluid milk prices, dropping sharply in the first half of 2020 and then rocketing back to new highs in November 2020 to settle at a small decline for the year" (IbisWorld, 2021).

Situation Analysis | Social and Political Climate

To further situate Organic Valley within its industry, it is critical to identify how it is navigating today's sensitive social climate and turbulent political climate, both of which have been deeply influenced by COVID-19; the last presidential election; racial tensions; environmental issues; the economy and inflation; and more.

In the U.S., it is arguable that division is one of the only unifying themes. The Associated Press (2022) has effectively summarized the state of the U.S. in the introduction to its "Divided America" series:

It's no longer just Republican vs. Democrat, or liberal vs. conservative. It's the 1 percent vs. the 99 percent, rural vs. urban, white men against the world. Climate doubters clash with believers. Bathrooms have become battlefields, borders are battle lines. Sex and race, faith and ethnicity ... the melting pot seems to be boiling over.

Edelman's (2022) freshly released "2022 Edelman Trust Barometer" report has reflected these sentiments, with the study finding that distrust is at an all-time high. Some of the top societal fears reported include job loss, climate change, hackers and cyber-attacks, losing citizen freedoms and experiencing prejudice or racism (p. 11). According to the report, restoring trust is essential for societal stability, and the way to restore trust is through tangible solutions, long-term thinking and "clear, consistent, fact-based information" (p. 37).

Fortunately, for Organic Valley, family-owned businesses are the most trusted among all types of businesses, according to the Edelman (2022) report (p. 54). Although Organic Valley is technically farmer-owned, this finding is still promising. Trust in the food and beverage industry sector improved, too, increasing by three points (p. 52). Additionally, it is important to note that although 63% of people believe business leaders are dishonest and misleading, CEOs are expected to be a "face of change" and should be visible and vocal about how their companies benefit society (pp. 15, 29). Stakeholders are holding businesses accountable, and 58% of people will "buy or advocate for brands based on their beliefs and values" (p. 26).

Furthermore, on the social climate, mental wellness has been steadily declining. According to Gilbert's (2020) Mintel report, "A mental health crisis is occurring in the US, buoyed by increasing suicide rates and the global COVID-19 pandemic which has completely disrupted everyday life" (p. 7). And although the U.S. is transitioning back to normalcy, mental health will continue to influence the U.S. social climate. In light of Edelman's (2022) report, it is arguable to conclude that society's top concerns and worries are intrinsically connected to mental health.

Situation Analysis | Social and Political Climate

Millennials, especially, are struggling to manage their mental health, and they have higher rates of mental health issues in comparison to other generations: “Just as COVID-19 has challenged Millennials emotionally, physically and financially, many have seen their mental health deteriorate over the last year” (Horton, 2021, p. 27). Massively pro-organic, millennials are expected to become the organic parent of tomorrow, so it will be critical for Organic Valley to sensitively tap into their emotions and concerns (Organic Trade Association, 2017).

Looping back to the economy, Hamdi (2022) has found that U.S. millennials and Gen Zers are the least likely out of all generations to cut back on nonessential spending, despite rising inflation (p. 24). And while Organic Valley’s core products are essential items, this finding is beneficial in relation to the proposed campaign theme that would position milk as the ideal counterpart of indulgent midnight snacks. Hamdi noted that 2021 saw “consistent gains across a variety of economic indicators, from GDP growth to declining unemployment rates month after month” (p. 19). Additionally, consumer confidence was steadily increasing heading into 2022 (p. 17).



In response to today’s social and political climate, Organic Valley has already taken concrete actions to combat some of the top issues raised in the Edelman (2022) report. For example, Organic Valley (2021c) emphasizes diversity, equity and inclusion: “Our cooperative is on a continuous journey of improvement in the area of diversity. We see justice for all as vital to the sustainability of our society, our culture, and our food system” (p. 8). Additionally, the co-op appointed a “Diversity, Equity, and Inclusion Core Team” to better integrate racial equity into business initiatives (p. 8).

Regarding other social issues, Organic Valley prioritizes the environment. In the CSR realm, Organic Valley’s attention to sustainability and environmental health is its top priority. Organic Valley (2021c) farmers combat climate change by putting more than half their land “in pasture and woodlands, sequestering carbon from the atmosphere, installing renewable energy systems, and keeping more than 440 million pounds of synthetic chemicals off the land” (p. 1). Also, all Organic Valley facilities are powered by 100% renewable energy and follow green practices (p. 1).

In response to the pandemic, Organic Valley (2021c) took “decisive and early action to protect employees and communities,” implementing rigorous safety programs and providing support for remote work (p. 6). For example, during the pandemic, Organic Valley stepped up to the plate through large-scale hunger and disaster relief programs, sending “truckloads of organic food to cities hit hardest by COVID-19” to tackle food insecurity and hold true to its promise that it cares about small communities and local needs (p. 10).

Situation Analysis | Media Analysis

In terms of media attention, Organic Valley does a decent job of garnering news coverage, although it could elevate its communications and marketing to increase visibility. A simple Google search of “Organic Valley” in the news section produces months of positive (although intermittent) news coverage, with more recent news stories covering Organic Valley’s commendable initiative to save Northeast family dairy farms.

In an Organic Valley (2022c) press release shared on Markets Insider, the co-op shared how it rescued five organic farms from going under: “Organic Valley representatives visited each farm and offered membership to five farms that no longer had a place to send their milk.” The farms were dropped by Maple Hill, a minor competitor, in late 2021. According to the press release, the initiative is just the first step in Organic Valley’s plans to step up to the plate and help where it is needed: among small, organic farms in the Northeast.



Organic Valley (2022d) maintains an online newsroom on its website, but it does not update its “OV in the news” section regularly. For example, a local news station covered Organic Valley’s generosity toward Vermont organic dairy farmers, but Organic Valley did not share this in its online newsroom (Gaiss, 2022; Organic Valley, 2022d). However, Organic Valley publishes press releases regularly. Press releases cover topics such as co-op news, product launches and victories in sustainability realms.

In digital spaces, Organic Valley (2022a, 2022b, 2022c, 2022f, 2022g) connects with stakeholders through its website, Instagram, Facebook, YouTube and Twitter. Organic Valley’s digital brand tone — although less distinct on social media than in Organic Valley’s commercials, videos and web pages — is friendly and personable.

Organic Valley makes an effort to be authentic and transparent, highlighting the behind-the-scenes aspects of organic dairy farming as often as possible. For example, on Instagram, Organic Valley (2022f) regularly posts videos and pictures taken by the co-op’s farmers on their dairy farms as they provide tours of barns, pastures, facilities, etc. Organic Valley (2022b, 2022c, 2022f, 2022g) is most interactive on Instagram and Facebook and less on Twitter and YouTube.

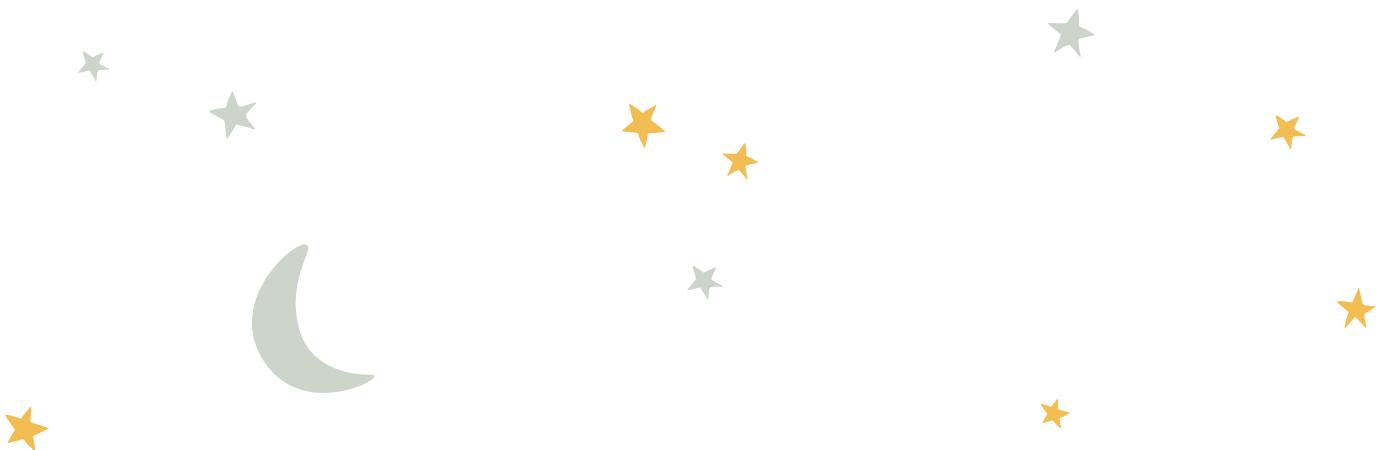
Situation Analysis | Media Analysis

However, Organic Valley's content on YouTube is the richest in terms of driving home messaging through colorful storytelling and branding. Additionally, to connect with young farmers beyond tweets and posts, Organic Valley launched Gen-O, a brand ambassador program that connects young farmers to the public and with organic farming resources and travel opportunities (Torres, 2021).

In terms of owned media, the Organic Valley (2022a) website provides thorough insight into the co-op's farming practices and production methods. Its web pages provide consumers with background on the co-op's history, information about its products, details about its farms and farmers, a breakdown of what "organic" truly means and access to hundreds of recipes that call for Organic Valley ingredients. Organic Valley also has a blog called Rootstock, which is updated consistently. The blog is authored by Rootstock editors, guest bloggers and Organic Valley farmers, and topics include dairy benefits, recipes, farm life, sustainability and more.

Organic Valley's online presence is good, but it could be much stronger and more consistent from a branding perspective. Organic Valley's Instagram posts, for example, lack visual cohesiveness. And Organic Valley does not regularly take advantage of the best interactive tools, such as Facebook Live and Instagram Live, which are phenomenal for connecting with stakeholders.

Most critically, Organic Valley is missing the mark with the massive millennial audience, especially, as this audience values immersive engagement in digital spaces. Millennials enjoy dairy products, and they are the top U.S. generation to purchase organic dairy products, so Organic Valley must adopt the best interactive social media tools to connect with them (Olson, 2021, p. 73; Statista, 2020, p. 28). Furthermore, the Organic Trade Association (2017) emphasized that millennials are projected to be tomorrow's organic parent, essentially suggesting that parenthood will only strengthen their affinity for choosing organic.



Situation Analysis | Dairy Milk Market Trends

Overall, Olson (2021) has suggested that trends in the organic industry show the importance of refreshing and reframing milk among target audiences who are not averse to dairy, which points to millennials (p. 15). Although most U.S. adults believe dairy positively impacts health, and while “dairy-based milk rises above all measured dairy alternative bases in perception of nutrition,” dairy alternatives are rapidly rising in popularity, and Olson has concluded that the marketing of dairy milk is lacking in terms of highlighting non-nutritional qualities (p. 15). Looking ahead, dairy milk will “remain the dominant category player through 2026,” but this market may lose much of what it gained during its pandemic resurgence (pp. 20, 23). Organic Valley must navigate the market carefully, strategically and proactively.

Ultimately, two key market opportunities are of particular significance to Organic Valley. First, it is an opportune time to position milk as the ideal canvas for late-night snack pairings, as Olson (2021) has recommended (p. 59). To provide further context, she underscored that the foundation of this opportunity is in time-of-day expansion, as the share of cereal consumers who “enjoy it as an afternoon or evening snack is significant and nearly matches those who report morning snack usage” (p. 59).

Looping back to generational differences, although a percentage of the younger consumer base is turning toward dairy alternatives, Olson (2021) explained that “fresh takes on existing usage occasions, such as midnight cereal snacking, can help the iconic beverage retain relevance” (p. 12). Winning over younger adults will help Organic Valley secure consumers who will remain loyal to the brand as they age and begin to grow their own families. Second, current market trends suggest that it is advantageous to associate milk with sleep health and mental health, especially among millennials (Olson, 2021, p. 60; Horton, 2021, p. 27).

This theme effectively ties in with time-of-day expansion as well as the current mental health crisis, ultimately posing an opportunity for Organic Valley to broaden its CSR efforts to wellness realms. This angle will not be particularly difficult in terms of communications – although dairy milk is typically marketed as a morning item, it is already a popular ingredient for evening snacks, and this will be a nostalgic and familiar theme to tap into (Olson, 2021, p. 59).

Mental health and sleep health are important to millennials, who struggle with both, and launching a communications campaign around Sleep Awareness Week will potentially bring more light to Organic Valley’s CSR efforts and communications (Horton, 2021, p. 27; National Sleep Foundation, 2022; Nettesheim, 2021, p. 36).

Situation Analysis | Past Campaigns

In the past, Organic Valley has launched strong, memorable communications campaigns that are worth reviewing in light of launching a new CSR campaign. Two of its largest and most recent campaigns, “From Outside With Love” and “Call Us Crazy, but It’s Working,” were both created and launched through Organic Valley’s partner agency, Humanaut (2022).

The bold and humorous “Call Us Crazy, but It’s Working” campaign was well-received by target audiences and the media alike. Humanaut (2017) helped Organic Valley with campaign strategy and development, video, digital displays and animation, website design, content creation, shareable content and public relations. For context, the campaign was designed to target the “growing population of people who care about where their food comes from and how it's made” (The Drum, 2017).

The nucleus of the campaign, a mini-documentary with an energetic narrator, chronicled the backstory of Organic Valley and its eccentric beginnings – it is a video that piques interest, captivates the attention of viewers and captures the essence of Organic Valley (Humanaut, 2017). On YouTube, the video has garnered more than 24 million views (Organic Valley, 2018). The video effectively set the tone for the present-day brand personality that Organic Valley embodies.

The campaign was successful and impactful, and Humanaut summarized the initiative with the following statement: “An integrated campaign that left people rooting for the brand, was AdWeek’s Ad of the Day and Forbes called their ‘new favorite campaign of the year.’” Nearly five years later, Organic Valley still showcases the mini-documentary on its “About Us” web page, inviting visitors to “watch our crazy video” (Organic Valley, 2022a). And in his article for Forbes, advertising veteran Burns (2017) called the campaign his favorite of the year, concluding:

Call me crazy, but I think this campaign will work. Why? A smart brand idea that inspires wildly authentic and compelling communications. A platform as big as the fields in which the cows roam. This idea could go on forever.

The successes of the campaign include its attention to integrated media; its recognition among secondary audiences such as Forbes and AdWeek; its ability to set the long-term brand tone for Organic Valley; and its level of authenticity. As Burns (2017) argued, the execution of the campaign was “nearly flawless.”

Situation Analysis | Past Campaigns

Next, Humanaut's (2020) "From Outside With Love" campaign for Organic Valley is centered around the creative and imaginative idea that the inside of Organic Valley's products are filled with the best of what is outside. For context, the campaign was developed to "simplify confusing health claims and highlight the farmer-owned dairy co-op's standards of animal care," as Ellwanger (2020) explained. In terms of key audiences, the campaign was targeted at parents seeking quality, nutritious food for their families. Organic Valley's senior director of integrated marketing, Jaclyn Cardin, is quoted as saying in an article for IBB Online (2020): "These parents know that not all food is created equal, and seek confidence that they are making the right choices for their family. How the animals are treated is one of the most important things they care about."

The integrated media campaign successfully utilized a variety of media channels, including television, over-the-top (OTT) and social media. Like the "Call Us Crazy, but It's Working" campaign, the "From Outside With Love" campaign centered around a short video featuring Organic Valley's "Grassmilk." The video received more than 6 million views on YouTube, which is far less than the main video from the "Call Us Crazy, but It's Working" series, but it was well-produced and full of messaging that drove home the key theme: "People are always asking, 'What makes Organic Valley milk so much better?' Well, here it is. It's right here. It's outside! We hold ourselves to higher animal care, giving our cows more time outside – because happy, healthy cows make better milk (Organic Valley, 2020).

Promisingly, the campaign even inspired some quality user-generated content. On Twitter, the video was recreated by young Organic Valley fans, which Organic Valley enthusiastically supported (Organic Valley, 2022f).



Situation Analysis | Past Campaigns

As Humanaut's founder and chief creative officer, David Littlejohn, is quoted as saying in Ellwanger's (2021) article: "Understanding all the claims of the dairy aisle can be difficult, but we were able to distill all of the advantages of Organic Valley down to one word: outside." The campaign idea stemmed from extensive research exploring how consumers think when they buy dairy, which uncovered the finding that there is a growing demand — among more engaged consumers — for increased assurance that products are organic.

The campaign was successful in three ways. First, it effectively differentiated Organic Valley milk and Organic Valley farms, specifically. Second, it was developed from findings within cutting-edge research. Third, it embraced the Organic Valley brand personality set forth in the "Call Us Crazy, but It's Working" campaign while still feeling fresh and new.

The central film for the campaign emphasized authentic storytelling that was tastefully laced with facts, statistics and humor. The campaign and film aged well, and much of the content and themes from the campaign are still weaved throughout Organic Valley's website.



In conclusion, Organic Valley's past communication campaigns have been innovative, engaging, amusing, entertaining and overall impressive. They have set the precedent for all future campaigns, including the proposed CSR campaign, "MOOnlight Snacks," that aims to bring Organic Valley into sleep and mental wellness realms as well as communicate that milk is the ideal canvas for late-night snacks.

Situation Analysis | Competition Analysis

In terms of competition, Organic Valley has two direct competitors, Horizon Organic and Aurora Organic Dairy, that are appropriate to evaluate in consideration of the three top communication issues that Organic Valley currently faces in relation to its CSR efforts, its relationship with millennials and the marketing of its milk (IMARC, 2020; 360 Market Updates, 2021). As Pono (2018) has emphasized, a competition analysis is “the process of identifying your competitors and evaluating their strategies to determine their strengths and weaknesses relative to your own business, product, and service.” It is critical for developing a solid campaign.

Horizon Organic and Aurora Organic Dairy are among top global players, and they most closely align with Organic Valley in terms of their product lineup, target consumers, company values and branding (IMARC, 2020; 360 Market Updates, 2021). In relation to the aforementioned communication issues that the proposed campaign seeks to address, it is important to review what these competitors are doing in CSR realms, in targeting audiences and in product branding.



Danone's Horizon Organic is the largest competitor of the two. Founded almost 30 years ago, it has a considerable 5% share of the overall dairy market, saw “double digit growth” in 2020, is B Corporation certified and has health- and ethics-centric market positioning, according to Olson's (2021) Mintel report (p. 40). Olson explained that its more recent promotional efforts have been concentrated on the healthy development of children, with a “strong focus on its Growing Years product line” in 2021 (p. 40). The promotional efforts have been heavily focused on Horizon Organic's social channels, and the target audience is parents (p. 53). By marketing its products as critical elements of a healthy diet, Horizon Organic is finding ways to resonate with parents with messaging that hits close to home.

Horizon Organic's (2022a) mission is to treat cows well, share its passion, exceed expectations and lead the way. Founded by Mark Retzloff and Paul Repetto, Horizon Organic (2022b) has asserted that it helped initiate the organic movement, claiming it was the first organic milk to be distributed nationwide and helped create the USDA's national organic program. This assertion is similar to Organic Valley's (2022a) claim that it inspired the framework for the USDA's organic rules.

Situation Analysis | Competition Analysis

Because one of Organic Valley's strongest attributes is its attention to ethics and sustainability, Horizon Organic's accomplishments in this realm pose a significant threat. Olson (2021) outlined that in 2020 and 2021, many brands worked to position themselves as sustainable and ethical through concrete actions that established authority in the marketplace, and Horizon Organic was one of these brands. Horizon Organic's B Corp certification is perhaps its largest advantage over Organic Valley, as this prestigious certification has been awarded to just 4,000 companies (B Corporation, 2022). Obtaining B Corp certification is a rigorous process, and Organic Valley would greatly benefit from this distinguished certification.

| Comparison Factors | Horizon Organic | Organic Valley |
|--------------------|---|---|
| Employees | 76 | 342 |
| Products | Milk, yogurt, eggs, cheese, butter, sour cream, cottage cheese, ice cream | Dairy products, soy milk, produce, juices, eggs, meats, poultry |
| Market share | 5.3% | 16% |
| Number of farms | 500 | 1,800 |
| Cornucopia rating | "1-Cow" rating, out of five | "4-Cow" rating, out of five |

Note. These side-by-side comparison factors provide a glimpse into some of the key differences between the two dairy brands (Cornucopia Institute, 2022b; Cornucopia Institute, 2022c; IMARC, 2022; Olson, 2021; Statista, 2020).

Moving on to Aurora Organic Dairy, this competitor is a smaller threat, but it is still a major player in the dairy market (IMARC, 2020). Founded in 1976 and headquartered in Boulder, Colorado, Aurora Organic Dairy's mission is to "deliver organic dairy integrity, from cow to carton, to everyone, everywhere." On its website, the privately held dairy company projects its passion for people, animals and the planet, with an emphasis on transparency and sustainability.

Like Organic Valley and Horizon Organic, Aurora Organic Dairy has undertaken sustainability initiatives. In 2020, Aurora Organic Dairy (2020b) announced that its CSR initiative regarding sustainability was recognized as the No. 1 CSR and sustainability initiative of the year in the World Dairy Innovation Awards. Aurora Organic Dairy (2020a) was also recognized for its excellence in sustainability by the Corporate Register Reporting Awards. And, in terms of its internal relations, Aurora Organic Dairy (2021) was recognized as a top workplace by the Denver Post in 2021.

Situation Analysis | Competition Analysis

However, Aurora Organic Dairy's victories are overshadowed by a tarnished past, and the company is still working to overcome a public relations disaster from 2007. As Kastel (2007) wrote, the USDA published an "emergency news release announcing that they had sent a Letter of Revocation to the Aurora Organic Dairy." Kastel elaborated that the USDA had been alerted by the Cornucopia Institute that Aurora Organic Dairy had purchased feed from herbicide-laden crops; used cows from a non-certified contract heifer ranch; transitioned conventional animals into organic production; and had not been allowing animals access to pastures.

Today, Aurora Organic Dairy's rating from the Cornucopia Institute (2022a) remains a "1-Cow" rating, which translates to "poor," and the institute has suggested that consumers steer clear of the brand due to its lack of transparency. Additionally, as recently as 2017, an investigative report from The Washington Post stated that Aurora Organic Dairy's milk was "nutritionally deficient compared to organic family-scale production" (Cornucopia Institute, 2020).

Regarding the company's communications, Aurora Organic Dairy (2020b) announced that its "2019 Sustainability Report" was a finalist in the category of "Best Marketing Campaign or Initiative." The dairy company worked with Genesis Inc. (2019) to "create a distinct brand voice capable of communicating [Aurora Organic Dairy's] unique position in the market." The marketing agency cultivated a cohesive brand identity on behalf of Aurora Organic Dairy, which is still maintained by the company in digital spaces. However, Aurora Organic Dairy does not have any social media accounts, which may damage the company's communications in the long run.

| Comparison Factors | Aurora Organic Dairy | Organic Valley |
|--------------------|---------------------------------------|---|
| Employees | 725 | 342 |
| Products | Milk, butter, cream, non-fat dry milk | Dairy products, soy milk, produce, juices, eggs, meats, poultry |
| Market share | N/A | 16% |
| Number of farms | Five | 1,800 |
| Cornucopia rating | "1-Cow" rating, out of five | "4-Cow" rating, out of five |

Note. These side-by-side comparison factors provide a glimpse into some of the key differences between the two dairy brands (Aurora Organic Dairy, 2019; Cornucopia Institute, 2022a; Cornucopia Institute, 2022c; IMARC, 2022; Olson, 2021; Statista, 2020).

Situation Analysis | SWOT Analysis

In light of the preceding secondary research, the following SWOT analysis encapsulates organizational strengths that Organic Valley embodies, which will help it achieve campaign goals; weaknesses that may undermine progress; opportunities that are essential to capitalize on; and threats that must be considered and monitored before, during and after the campaign.

Strengths

- Offers a variety of high-quality organic dairy products
- Has sustainable farming processes and facilities that help mitigate climate change
- Runs as a co-op versus a corporation, emphasizing family farms
- Has a triple bottom line
- Emphasizes transparency and authenticity
- Has superb credibility due to USDA ties
- Powers facilities with 100% renewable energy
- Boasts unmatched (and verified) animal care standards
- Has excellent employee relations
- Involves farmers in all business decisions

Weaknesses

- No B Corporation certification
- Lacks affordable products
- Fails to connect with critical audiences in digital spaces
- Lacks cohesiveness in social media branding
- Does not engage in a broad spectrum of CSR efforts
- Offers just one non-dairy milk (soy milk)
- Only 10% of Organic Valley farms are powered by renewable energy
- Because Organic Valley works with more than 1,800 farms, it can be difficult to manage the brand image

Opportunities

- Massive pro-organic millennial audience to target
- New social media tools to optimize to engage stakeholders
- Time-of-day expansion (for dairy milk) is a lucrative niche market trend to tap into
- Evolving consumer preferences indicate the need for food brands to provide mental wellness and sleep health solutions
- Above-average organization visibility, combined with favorable brand image, allows for the expansion of Organic Valley's consumer base

Threats

- Some competitors offer a larger variety of non-dairy milks
- People with dairy intolerances or dairy allergies will choose non-dairy alternatives regardless of the benefits of Organic Valley's dairy milk
- Environmentalists will continue to challenge and pressure both organic and non-organic farming organizations
- Post-pandemic social and political climates are likely to remain tense
- Rising inflation and economic volatility are inevitable

Situation Analysis | SWOT Analysis

From the SWOT table above, it is clear that Organic Valley boasts an impressive list of strengths. Most notably, the co-op has strong ties to the USDA, and it offers a wide variety of quality organic products that are produced sustainably, ethically and humanely (D & B Hoovers, 2022c). It also maintains phenomenal relationships with employees and farmers, practicing as much transparency and authenticity internally as it does externally (Organic Valley, 2021c). However, because the co-op consists of 1,800 family farms, it could be difficult to manage the brand image if a public relations crisis arose.

Furthermore, on weaknesses, “MOOnlight Snacks” addresses two of the most pressing weaknesses and issues — those that deal with Organic Valley’s small range of CSR efforts and its lack of audience engagement and brand cohesiveness in digital spaces. Additionally, Organic Valley is not a B Corporation, although it is able to meet rigorous certification requirements. In terms of Organic Valley’s higher priced items and its offering of just one non-dairy milk, these are smaller concerns, due to the target audience’s outlook on pricier brands that tout ethics, as well as the audience’s favorable perspectives toward dairy milk (Horton, 2021, p. 40; Olson, 2021, p. 15).

Regarding opportunities, most of these were discussed in the previous section of this analysis dealing with market trends and opportunities. The “MOOnlight Snacks” campaign will tap into lucrative niche market trends by positioning milk as the perfect counterpart to midnight snacking, and it will simultaneously support the massive millennial audience in mental wellness and sleep health — two realms in which millennial consumers demand increased support (Horton, 2021, p. 16; Nettesheim; 2021, p. 36; Olson, 2021, p. 79). The campaign will also utilize more interactive social media tools, like Facebook Live and Instagram Live, to communicate campaign messages to millennials more effectively.

Regarding threats, the most preeminent items are connected to today’s tense post-pandemic social and political climates, as well as the volatile economy. However, with sensitive and strategic messaging, Organic Valley should be able to address millennials (who advantageously have a positive outlook on the economy) with themes of emotional support and positivity (Hamdi, 2021, p. 17).



Situation Analysis | Target Audience Analysis

The following sections in this analysis will include psychographics and demographics related to the target audience (U.S. millennials); channel consumption habits among the target audience; and two buyer personas. As Ellering (2020) has explained, buyer personas allow communicators and brands to better understand their audience as well as outline what they care about so that campaigns are results-driven and relevant to the audience. He also noted that brand personas support messaging unification so that the target audience experience is more cohesive and consistent.

However, before analyzing the audience for the proposed “MOOnlight Snacks” campaign, it is important to revisit the fact that the campaign’s focus developed from key communication needs that opportunely align with one another and clearly point toward a millennial target audience. Millennials are the ideal target for a public relations campaign that extends Organic Valley’s CSR efforts into mental wellness realms because millennials are the No. 1 U.S. generation to purchase organic dairy products, and they have the highest rates of mental health issues out of all generations (Olson, 2021, p. 60; Horton, 2021, p. 27; Statista, 2020, p. 28).



In her Mintel report, Olson (2021) shed light on the finding that when U.S. adults were asked which benefits would make them try more milk, millennials demonstrated “outsized interest in every measured attribute [including sleep improvement], with the greatest margin seen in interest in stress relief, athletic recovery and mood improvement” (p. 79). As Olson explained, millennials are likely launching their careers or starting their own families, and they are notorious for experiencing high levels of stress (p. 29). A significant 62% of adults in the millennial category reported their lives as somewhat stressful, and almost 20% reported their lives as very stressful, so this generation welcomes and prioritizes food and drink brands that support them in their day-to-day lives (p. 79). Highlighting the overall mental health benefits of Organic Valley milk, from a sleep health angle, will help Organic Valley stand out from other brands and connect with millennials on a meaningful, relevant level. The pandemic has challenged the wellbeing of millennials “emotionally, physically and financially,” and now is the time to help them improve their lifestyles (p. 27).

Ultimately, the campaign will target millennials not only because of trends and opportunities, but because millennials are at a pivotal phase in their lives. Other groups of consumers are important to establish good relationships with, but the vantage point that the millennial audience is critical to target for this campaign simmers down to the fact that Organic Valley and millennials are in the ideal position to strengthen a mutually beneficial relationship with one another, which is the primary ethical dimension underlying the choice of this audience.

Situation Analysis | Target Audience Analysis

Winning over millennials' loyalty is critical to Organic Valley's long-term success because they are expected to become the organic parent of tomorrow, and Organic Valley must sensitively speak to the emotions and concerns of this large and powerful consumer group and seek to support the audience's needs (Organic Trade Association, 2017).

CP Communications (2019) argued that the ideal target audience is made up of people who have the greatest influence on business outcomes and who "affect whether you fail or succeed." Strengthening and deepening millennials' affinity for choosing Organic Valley milk will greatly benefit the co-op's triple bottom line as well as benefit millennials navigating mental health and sleep health.

Demographics

In the U.S., millennials are large in number and diverse and complex in nature, so examining them from a communications standpoint first requires attention to the fact that all communicators "carry subconscious biases" that can contribute to "othering," as Luttrell and Capizzo noted (p. 118). Othering is when stereotypes and privilege structures are reinforced through the act of separating a subset of individuals from more powerful people within society, which is not inclusive (p. 118). Despite best intentions, othering is a subconscious activity that is often integrated into campaigns. However, as the authors instructed, communicators can create more "inclusive and community-centered campaigns" by being aware of and removing personal biases; by incorporating audience feedback into early stages of campaign development; by considering audience identities in terms of how they fit together versus isolating them via single demographic factors; and by broadening concepts of diversity (p. 119).

As Holberg (2020a) has explained, demographic factors include gender, age, income, education background and more. For the purposes of this campaign, the following demographics on millennials will reflect information drawn from several Mintel reports because these reports include credible, holistic findings from surveys with large sample sizes – and from surveys that slightly oversample Hispanic and Black populations to account for adequate representation of these groups (Horton, 2021, p. 56).

Given the complexity of the millennial audience and the complexity of the communication issues (especially those related to CSR and mental wellness), Mintel is a resource that is highly trustworthy, combining data from credible sources such as "Bloomberg, Business Insider, Bustle, CNBC, Forbes, Inman, Pew Research Center, The New York Times, The Washington Post, Very Well Mind, The Wall Street Journal and WebMD" (Horton, 2021, p. 56). Approaching the campaign's audience analysis from this research angle provides a strong level of comprehensiveness.

Situation Analysis | Target Audience Analysis

Demographic snapshot

- Age cohort
 - 26 to 42 years
- Gender
 - Male, Female
- Racial/ethnic diversity
 - 56% White, 14% Black, 21% Hispanic, 6% Asian, 3% Other
- Birth era
 - Younger millennials: (Born between 1987 and 1994; ages 26 to 33)
 - Older millennials: (Born between 1980 and 1988; ages 33 to 41)
- Home ownership
 - Average of 65% own homes
- Household size
 - One to three
- Income
 - Average of \$47,000 among all millennials

Socioeconomic snapshot

- Education
 - Most educated generation, with 39% of all millennials holding a bachelor's degree or higher
- Employment rates
 - Younger millennials: 57% employed full-time; 13% employed part-time; 7% self-employed
 - Older millennials: 65% employed full-time; 7% employed part-time; 6% self-employed
 - Total percentage of unemployed millennials: 20%
- Occupation
 - Popular occupation titles include statistician, bartender, financial analyst, advertising manager, emergency medical technician, physician assistant, web developer, market research analyst, camera operator or film editor, firefighter

Note. Millennial demographic and socioeconomic factors that are key to better understanding the diverse audience (Horton, 2021, pp. 18, 19, 23; Cautero, 2021; Fry & Bialik, 2019; Miller, 2019).

Situation Analysis | Target Audience Analysis

As evident from the snapshots above, millennials are a hugely multi-faceted audience. A communicator could group them into sub-categories based on single demographic factors, like income or education – or even a handful of demographic factors – but it is far more advantageous to adopt the vantage point from which the audience identities are summarized in terms of how they fit together, as Luttrell and Capizzo (2019) underscored (p. 119).

However, one form of segmentation is important to highlight, and that is age-based segmentation. As Horton (2021) has suggested, “Brands will want to treat the Millennial generation as two separate cohorts as they are at different life stages and require different approaches” (p. 17). These two cohorts consist of younger millennials, 37.6 million people who are between the ages of 26 and 33, and older millennials, 39.8 million people who are between the ages of 33 and 41. For the “MOOnlight Snacks” campaign, this distinction and vantage point is helpful because it supports more thoughtful message development in light of contextual factors that are related to millennials’ life stages. As Holberg (2020a) has reminded, different audience segments require different messaging that speaks to what they, specifically, need to hear. This messaging approach is necessary in order to completely engage different segments and persuade them to take a desired action.



On that note, several key characteristics from the snapshots above stand out as ones that are especially relevant to campaign messaging and to the millennial audience. First, all millennials are between the ages of 26 and 41, and they are highly educated – more than any generation, in fact, as Horton (2021) has highlighted (p. 22). Their educational background directly ties to their income and employment rates, with most millennials working either full-time or part-time and bringing in a decent amount of income (p. 23). Frey (2018) asserted that their educational accomplishments are “tied to higher future earnings and well-being.”

And while the average millennial salary is \$47,000, which is somewhat low for consumers who often choose organic products that are pricier than non-organic alternatives, more than 40% of older millennials make more than \$100,000 per year (Cautero, 2021; Horton, 2021, p. 22). This statistic helps to explain why many working millennials are able to afford pricier staple items like organic milk, which is an advantage for Organic Valley.

Situation Analysis | Target Audience Analysis

Furthermore, on socioeconomics, Horton (2021) has suggested that two key events have influenced millennials' income levels: the COVID-19 pandemic and the Great Recession (pp. 10, 23). The latter impacted older millennials, who are still playing catch-up, and the former mainly impacted younger millennials, who were highly affected by pandemic-related payoffs. Additionally, as Cautero (2021) highlighted, many millennials are battling "college loan debt ..., higher housing costs, and an overly competitive job market." However, older and younger millennials remain optimistic about their careers, which they see as part of their identity. They seek growth, stability and flexibility in the workplace, and they are proud of the work they do, whether they are bartenders or statisticians (Horton, 2021, pp. 16, 23-24; Miller, 2019). Weaving their career-centric identities into campaign messaging will be critical.

Also related to millennials' economic status is homeownership. Unlike Gen Zers, most millennials have moved out of their parents' homes and 65% have purchased places of their own, as Horton (2021) has explained (p. 18). In light of "MOOnlight Snacks," the fact that millennials live on their own provides fuel for campaign messaging that suggests millennials have the independence to make distinctive – and sometimes pricier and more indulgent – purchase decisions for their household, including opting for organic milk as adult decision-makers (even if their parents did not). In terms of racial and ethnic diversity, millennials are far more diverse than older generations, and Frey (2018) has provided highly useful insight into this demographic factor:

Despite today's divisive generational politics, millennials are poised to become a demographic bridge between the largely white older generations (pre-millennials) and much more racially diverse younger generations (post-millennials). ...
Millennials will continue to pave the way for the generations behind them as workers, consumers, and leaders in business and government in their acceptance by and participation in tomorrow's more racially diverse America.

Frey's narrative sheds light on the diverse demographic factors that lend complexity to the nature and scope of the millennial audience. However, given the straightforwardness of the three communication issues (dealing with mental and sleep health, product branding and social media) that "MOOnlight Snacks" seeks to address, the racial and ethnic diversity among millennials will only support campaign development, due to the fact that the campaign will highlight how every busy millennial, no matter their background, deserves time to indulge in a midnight snack that improves sleep.

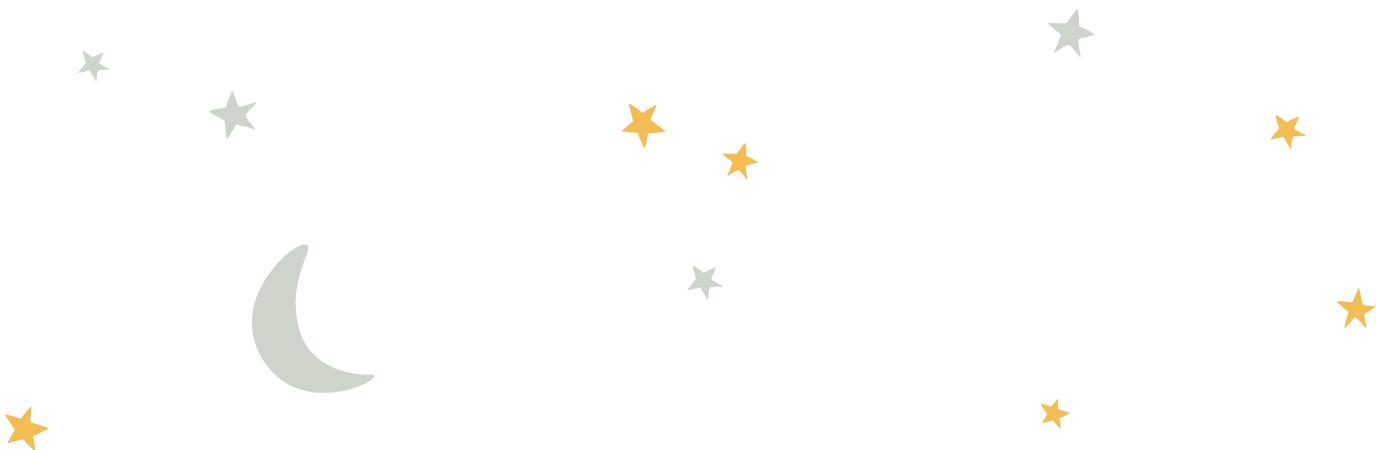
Situation Analysis | Target Audience Analysis

In terms of psychographic factors that help define millennials, this audience analysis will delve into millennials' top needs, wants and values, discussed in light of today's social and political climate and with regard to ethical dimensions. Holberg (2020a) has explained that an audience's needs, wants and values are key to fleshing out a psychographic profile that provides a clear image of audience members, and they must be explored thoroughly and sensitively.

To expand upon the importance of a psychographic analysis, Luttrell and Capizzo (2019) have explained that this form of analysis helps communicators create a holistic view of their audience through examining the audience's "ideological, spiritual, economic, and familial attitudes" (p. 121).

The following snapshots outline the psychographic factors that have been selected for examination based on best practices in public relations and in light of the communication needs tied to the "MOOnlight Snacks" campaign. Combined with the previously discussed demographic analysis, these psychographic factors paint a more complete picture of millennials as a group.

As Luttrell and Capizzo (2019) have heavily emphasized, it is not in the best interest of organizations nor publics to create campaigns that "[single] out representative or core characteristics of groups of individuals" (p. 119). Rather, the authors noted, it is more ethical to "prioritize understanding and communicating with whole people rather than just one part of them at a time" through emphasizing the intersectionality among their identities and experiences (p. 119).



Situation Analysis | Target Audience Analysis

Psychographic snapshot

- Core identity components
 - Career-driven, creative, unique, motivated, shaped by experiences, shaped by parenthood
- Priorities
 - Work-life balance, improving physical and mental spaces, career stability, financial stability
- Ideology
 - Believe in democratization of everything, lean politically liberal, left-leaning on social issues, open to change, distrustful of politicians, averse to large institutions
- Spirituality
 - Less interested in organized religion than other generations
- Values
 - Individuality, security, a sense of community, sustainability, ethics
- Needs
 - Mental health, respect, physiological wellbeing, perfection, recognized accomplishments, uncertainty avoidance, positive encouragement

Psychographic snapshot, continued

- Wants
 - Convenience, high quality and trustworthy products, self-care, permission to say “no,” connection, reducing anxiety, making a difference through purchases, friendly competition, everyday ways to bond with others, financial independence, engagement and entertainment in social media spaces
- Economic outlook
 - Optimistic about the economy, prepared to spend money on essential items (despite inflation)
- Familial attitude
 - Prefer delayed marriage, look forward to having children more than getting married
- Parental status
 - Majority of parents are millennials

Note. Millennial psychographics that are key to better understanding the diverse audience (Horton, 2021, pp. 18, 19, 23; Cautero, 2021; Fry & Bialik, 2019; Miller, 2019).

Situation Analysis | Target Audience Analysis

From the data above, it is easy to understand why it can be difficult to nail down the most effective ways to understand and connect with millennials. The scope of the generation, alone, is enormous, and at the primary intersection of their identities is their desire to be seen as different, special and one-of-a-kind.

However, they also see themselves as creative, motivated and deeply shaped by their experiences. Among younger millennials, their careers are central to their identities, and among older millennials, being a parent is key to identity (Horton, 2021, p. 9). Their core identity definers also lend insight into what they prioritize: work-life balance, physical and mental spaces, career stability and financial stability. Finally, their identity is shaped by their ideology. Millennials are politically left-leaning, open to change, in favor of “democratization of everything,” supportive of increased racial and ethnic diversity, and distrustful of politicians and large institutions (Fromm, 2017; Parker, Graff & Igielnik, 2020; Yang & Frazee, 2021). Additionally, they find themselves more averse to organized religion in comparison to other generations (Mody, 2021).

Furthermore, Horton (2021) explained, “Millennials grew up being told how incredibly special and unique they were. This mentality of needing to stand out from the crowd and be creative, motivated and especially unique has resulted in Millennials viewing themselves as such into adulthood” p. 39). However, these qualities are not always reflected in millennials’ actual behaviors, and they struggle with confidence – fearing that they are not adulting properly nor achieving their full potential (p. 38). On social media, millennials often select to showcase their highs rather than their lows, unlike Gen Zers (p. 38). They are often misbranded as free-spirited, over-confident and adventurous, but they are cautious decision-makers.

As Horton (2021) explained, from purchase behaviors to personal lifestyle decisions, millennials make calculated decisions and appreciate brand messaging that is simple and straightforward (pp. 39-40). They have been through two recessions, a pandemic, 9/11 and more, and with today’s divided political environment and tense social climate, it will be wise for Organic Valley to meet millennials where they are in life with honesty, support and encouragement (Associated Press, 2022).

One of the ways to do this is to appeal to their “treat yourself” mentality, which Horton described as “impulsive purchasing habits as a mode of self-care or emotional regulation” (p. 11). This mentality is hugely trending among millennials, she explained: “Brands are connecting with Millennials by encouraging them to feel good about themselves. The ‘treat yourself’ generation connects with this type of messaging as it feels like brands are giving them permission to put themselves first” (p. 30). Even brands that operate outside of the health and wellness realm are beginning to position their offerings as ones that support “me time” and self-care (p. 30).

Situation Analysis | Target Audience Analysis

Given the difficulty of the past few years, it will be advantageous for Organic Valley to do the same by encouraging millennials to take time for an indulgent midnight snack that helps them sleep and unwind from the chaos of life. While Gen Zers feel lonely, millennials feel deeply overwhelmed. Navigating the social climate with messaging that is sensitive, engaging and entertaining will be key to breaking through the noise. As Horton (2021) urged, “Marketers should aim to ease Millennials’ feeling of being overwhelmed” (p. 39). Additionally, as millennials have a deep love for experiences – whether they be travel experiences or leisure activities – “MOOnlight Snacks” will frame midnight snacking as an experience rather than an item on a checklist (p. 54). The “experience” factor is critical, as millennials consider their love for experiences as part of their identity.



Before moving on to an exploration of millennials’ values, it is important to further distinguish the life stages of older millennials and younger millennials. As Horton (2021) outlined, although all millennials view life as a “sequential checklist, having to check one box before moving onto the next,” when older millennials reach parenthood, it sets off a huge identity shift (p. 42). While millennials are notorious for delaying milestones like getting married, starting families and buying homes, older millennials see their parental status as a key element of their personal identity. Being a parent makes them feel stronger and more capable while also spurring on increased caution, impulsiveness, loneliness and a feeling of being overwhelmed (p. 42).

Parenthood gives millennials’ lives a narrower scope because they tend to hyper-focus on raising their children, and this gives brands an easy entry point. Formanski (2020) has further contextualized this finding, explaining that organic shoppers are most likely to be millennials adults in the middle- to high-income category, with women slightly outperforming men in their likeliness to shop organic (p. 36). Formanski also added that “parents are significantly more prone to purchase natural and organic foods than are nonparents,” which is key to note for messaging (p. 36).

Younger millennials, on the other hand, claim identities that are heavily focused on their career. Horton (2021) explained, “Millennials without kids may have broader goals, looking to improve their careers, find partners, enjoy their freedom or a variety of other things. ... Brands will want to determine how their audience is prioritizing these areas of their life so they can meet their specific needs” (p. 41).

Situation Analysis | Target Audience Analysis

Regarding values, Forsey (2021) has explained that target audience values can be thought of as the “bigger-picture values and motivators,” such as “nature” or “autonomy at work.” For millennials, core values include individuality (which was previously explored), security, a sense of community, sustainability and ethics. These top values paint the narrative that millennials want to do good – through ethical behavior; through attention to sustainability and the environment; and by offering their unique talents to the world – but they still value support from others through community, and they seek security in all areas of their lives (Horton, 2021, pp. 14, 39).

Next, in terms of needs and wants, Horton (2021) has provided excellent insight into connecting with this diverse and influential group. Regarding their needs, she explained that millennials need positive encouragement, respect, recognition of their accomplishments, and mental and physiological health resources (pp. 29, 34, 40). They also demonstrate a strong need for security and perfection, which brands like T-Mobile have capitalized on (p. 29). Regarding wants, millennials desire convenience, high quality and trustworthy products, time and resources for self-care, permission to say “no,” human connection, anxiety reduction, friendly competition, everyday ways to bond with others, financial independence, and engagement and entertainment in social media spaces (pp. 31, 33, 36, 38, 52).

Millennials also want their purchases to count, hoping that brands will provide ways for them to make a difference through their purchases (Horton, 2021, p. 52). For Organic Valley and the “MOOnlight Snacks” campaign, this “want” will be rather straightforward to supply, as all sales of milk during Sleep Awareness Week will be donated to the National Sleep Foundation.

An additional advantage stems from the fact that the campaign is centered around promoting organic milk, which is a staple item that millennials are prepared to purchase, despite inflation, as Hamdi (2021) has highlighted (pp. 17, 24). Millennials want to spend their money wisely, although they are optimistic about the arguably unstable economy (Hamdi, 2021, p. 17; Horton, 2021; p. 40). As Horton reminded, older millennials have more money than younger millennials, but they are judicious spenders: “They can purchase from brands that tout ethics, something that may come with a higher price point, but makes Millennials feel good about a purchase.” “MOOnlight Snacks” will help millennials feel good about the money they spend on organic milk, feeding into their desire to be personally ethical.

Furthermore, the campaign will tap into the wants concerning self-care, permission to say “no” and anxiety reduction through mental wellness messaging. It will also emphasize friendly competition through a sweepstakes incentive, and it will supply social media engagement and connection through Facebook Live and Instagram Live.

Situation Analysis | Target Audience Analysis

Channel Consumption Habits Among Millennials

In terms of channel consumption, Luttrell and Capizzo (2019) have emphasized that communicators can make well-informed assumptions about their audiences based on their media consumption habits. The authors expanded upon this by explaining how channel consumption connects audience demographics, psychographics and interests to various media outlets, adding that multiple channels of communication should be used and prioritized (p. 121-122).

For millennials, media consumption is rather straightforward: millennials are the digital pioneers of the world, and virtually all millennials use and prioritize social media, according to Horton (2021, p. 47). In terms of marketing and communications, Moraes (2020) argued that traditional media is typically avoided by millennials because they want to “feel connected and involved” in the buyer’s journey. She elaborated, “Outbound marketing methods, like magazine ads, direct mail campaigns, and radio spots, do not impress Millennials.” Horton echoed these sentiments, asserting that brands should prioritize their social media presence in order to genuinely connect with millennial consumers (p. 47).

Horton (2021) has explained that the top platforms to reach millennials are Facebook, YouTube and Instagram, and each platform fulfills a different role in millennials’ lives (p. 48). Facebook is used for getting news, sharing opinions and joining groups; YouTube is used to consume educational content and to explore brands’ products and services; and Instagram is used to find entertaining content and to discover brands. With content creation, attention to these distinctions helps campaign materials stand out and meet people in the right presentation and tone.

Facebook is the most important to prioritize, Horton (2021) has recommended, but it is important for brands to communicate positivity and optimism in this digital space (p. 48). Next, on Instagram, brands should share “entertaining, aesthetically pleasing and engaging posts.” Finally, on YouTube, brands should “teach Millennial consumers about their brand and answer frequently asked questions about their product or service” (p. 48). Essentially, a brand’s YouTube channel should be an extension of its blog or website.

However, while prioritizing social media is critical, there are other media trends to tap into. Social media is not the only type of media consumed by millennials. This generation also enjoys podcasts, blog posts (which Organic Valley has) and streaming services, which can all be utilized in the “MOOnlight Snacks” campaign. As a Statista (2020a) report has highlighted the “keenest podcast users” among the different generations in the U.S. are millennials, with the share of American millennial podcast consumers amounting to 48% (p. 132). Almost half of all millennials listen to podcasts weekly, and they listen mostly on Spotify (p. 133).

Situation Analysis | Target Audience Analysis

Video streaming is also popular among millennials, which presents an opportunity to dedicate some of the campaign budget to paid media channels such as Hulu advertisements. According to Statista (2020a), an impressive 88% of U.S. millennials have video streaming service subscriptions, which reflects their cord-cutting nature (p. 61). They spend almost two hours each day streaming TV or movies (Taylor, 2020). This behavior is connected to findings that show millennials gravitate toward video content, as An (2021) discussed: “Marketers who invest in producing quality video content today are best positioned to get the undivided attention of many people online.”

Finally, while channel consumption habits are essential to integrate into the “MOOnlight Snacks” outreach methods, it is also important to note that friends are an “extremely influential component of the purchasing process” for the millennials, and they are 25% more likely than other generations to agree with the statement that a friend’s recommendation would prompt them to pay a slightly higher price for a product, as Horton (2021) noted (p 53). She urged, “Brands should be aware of this connection and the power of positive word-of-mouth, especially on social media apps where sharing specific brands or products only takes a click” (p. 53).

For the “MOOnlight Snacks” campaign, the strong influence of word-of-mouth will tie into experience-related tactics. As Sumrak (2021) outlined, “One of the best ways to capitalize on word of mouth is to create experiences that get people talking. ... Create a shareable experience, and you’ll inherently spark word of mouth marketing.” On social media, especially, it is effective to tap into the motivators that get people to share about an experience a brand has created, and “MOOnlight Snacks” will embrace this public relations strategy.

Buyer Personas

In light of the target audience analysis above, the following buyer personas were developed to reflect the intersections of the millennial generation’s identities, experiences and life stages. The first buyer persona colors some of the key characteristics of a younger female millennial (“Jessica Wells”), and the second buyer persona represents an older male millennial (“Michael Estes”). From the choice of the names (which were the two most popular names for millennial babies) to the fictional buyers’ backgrounds, the narrative within the personas sets out to provide a “composite sketch of target market based on validated commonalities for content marketing to steer productive buyer engagement” (Bologna, 2018; Ellering, 2020).

Situation Analysis | Target Audience Analysis



**MICHAEL
ESTES**
STATISTICIAN

- Male
- 39 years old
- Married with children
- Located in Atlanta, Georgia



Background

Michael, an older millennial, is a statistician and a proud father to two boys. Fatherhood defines him more than his career, and he now sees work as a way to pay off student loans and achieve financial stability. He wants to establish a work-life balance but struggles to wind down or find "me time." Michael works hard to be able to afford the highest-quality, organic products for his family, but only from brands he trusts. Before he makes purchases, he needs to know how they'll support his lifestyle.

Motivations

Children and family, financial security and stability, personal ethics, work-life balance, recognition, community, mental health, friendly competition

Frustrations

Uncertainty, sleep issues, inauthenticity, overwhelming purchase options, big companies, food/drink products that are unhealthy for his family, unethical brands



**JESSICA
WELLS**
MARKETING
SPECIALIST

- Female
- 26 years old
- Single
- Located in Tampa, Florida



Background

Jessica is a younger millennial who just moved to Tampa, Florida. Because Jessica views herself as imaginative and unique, she sees her work as a way to express her creativity. However, career-focused Jessica feels burnt out and overwhelmed after the past two years. She wants to find more time to treat herself and to prioritize her mental health. She embraces a clean, natural lifestyle, but only buys pricier items from brands that are socially responsible.

Motivations

Career, money, security, travel, self-care, milestone goals, accomplishments, positive encouragement, mental health

Frustrations

Anxiety, negativity, limited free time, dishonesty, brands that don't take time to engage her on social media, low-quality products

Goals and Objectives

Goals and objectives have the potential to steer the “MOOnlight Snacks” campaign toward measurable success for Organic Valley and its stakeholders. While the goals are broad, they provide direction and purpose. And the objectives, developed using the S.M.A.R.T. framework, as Holberg (2020b) has recommended, lend the structure and details needed to keep the campaign on track and in tune with Organic Valley’s business and brand as a whole.

The objectives are specific to the campaign, audience and larger goals they reflect; they are measurable, with the inclusion of intended percentage increases in audience behavior, perceptions, etc.; they are attainable and realistic; and they are time-bound, with dates and deadlines.

- **Goal 1:** To broaden Organic Valley’s corporate social responsibility (CSR) scope by extending its efforts into mental wellness and sleep health realms that matter to millennials.
 - Objective: To raise favorable attitudes among millennials toward Organic Valley’s CSR efforts by 15% by March 31, 2022.
 - Objective: To raise \$100,000 during Sleep Awareness Week to donate to the National Sleep Foundation by March 19, 2022.
- **Goal 2:** To improve and enrich Organic Valley’s relationship with millennials in digital spaces.
 - Objective: To increase social media engagement with the millennial audience on Facebook, Instagram and YouTube by 15% by March 31, 2022.
- **Goal 3:** To significantly strengthen millennial consumers’ loyalty to Organic Valley dairy milk as opposed to non-dairy milk from alternative brands.
 - Objective: To reinforce positive perceptions of Organic Valley dairy milk among millennials by 10% by March 31, 2022.
- **Goal 4:** To improve millennials’ understanding of the lifestyle uses of Organic Valley’s dairy milk.
 - Objective: To increase sales of Organic Valley dairy milk by 15% by March 31, 2022.
 - Objective: To raise awareness of dairy milk’s sleep health benefits among millennials by 10% by March 31, 2022.



Themes and Messages

Theme: Organic Valley understands the important connection between sleep health and mental wellness, and it has partnered with the National Sleep Foundation (for Sleep Awareness Week) to remind busy, stressed millennials to take time to unwind at the end of the day and indulge in a creamy midnight snack (a “MOOnlight Snack”) to help them sleep.

MESSAGE
01

Here's permission to say "yes" to "me time," a MOOnlight Snack!

In the quiet of the kitchen, creamy midnight snacks, or “MOOnlight Snacks,” as we like to call them, seem more indulgent, more decadent, and more relaxing — and they are. Not that you need it, but we’re giving you permission to say “no” to late-night emails, “no” to the dirty dishes and “no” to the to-do list you’re building in your head at this very moment. Say “yes” to a “MOOnlight Snack” and a little “me time.”

MESSAGE
02

Milk helps you sleep, not counting sheep — try MOOnlight Snacks.

Can’t sleep? Counting sheep doesn’t work — the cows are where it’s at. Research shows that milk helps you sleep. It’s science: cow’s milk has tryptophan and melatonin, two things that help humans relax and unwind (Hill, 2020). So treat yourself, and indulge in a creamy midnight snack, or a “MOOnlight Snack,” as we like to call them at Organic Valley.

MESSAGE
03

Unwinding and treating yourself isn't just fun, it's important.

This Sleep Awareness Week, as part of Organic Valley’s “MOOnlight Snacks” initiative, we’re partnering with the National Sleep Foundation and donating 10% of our sales on dairy milk — all to help the foundation spread awareness about the important connection between good sleep and good mental health. Why? Because self-care and treating yourself isn’t just fun, it’s important.

While the theme encapsulates the overarching idea of “MOOnlight Snacks,” the messages will break through the noise in today’s divided attention economy, allowing Organic Valley to connect with its target audience meaningfully and successfully. Most importantly, the messages support the campaign objectives and Organic Valley’s (2021) triple bottom line

Strategies and Tactics

As Luttrell and Capizzo (2019) have helpfully emphasized, strategies and objectives are intrinsically connected: “Strategies are the approaches through which objectives are accomplished. They act as a compass for practitioners to navigate from written objectives to completed objectives” (p. 111). Additionally, the authors explained tactics as the “events, media, and methods to implement the strategy” (p. 111). Therefore, the tactics for “MOOnlight Snacks” align with and support both objectives and strategies, all while keeping the target audience at the forefront.

- **Strategy 1:** Partner with the National Sleep Foundation to shed light on sleep health awareness by sharing information with busy career-focused and family-focused millennials on paid, earned and shared channels.
 - Tactic: Create a humorous but informative short film that connects the dots between sleep health, mental wellness and the benefits of drinking dairy milk before bedtime to aid sleep. Use the short film to drive home key messages that emphasize self-care, “me time,” the “treat yourself” mentality, and permission to indulge in a midnight snack. In the short film, explain that 10% of Organic Valley milk sales made during Sleep Health Awareness Week will be donated to the National Sleep Foundation. Promote the film via boosted social media channels, the Organic Valley website and Hulu ads.
 - Tactic: Pitch a story idea to a journalist at a larger news organization (such as The New York Times) regarding a feature story on the sleep health crisis and Organic Valley’s “MOOnlight Snacks” CSR initiative that supports tired and overworked millennials.
- **Strategy 2:** Engage millennials with entertaining and interactive content (image-rich social media posts, short videos, blog posts, etc.) and share the content via social media channels.
 - Tactic: On Organic Valley’s social media accounts, host weekly Instagram Lives or Facebook Lives with midnight snack ideas that incorporate dairy milk.
- **Strategy 3:** Identify thought leaders who specialize in mental health, sleep health, work-life balance, nutrition, and other campaign-specific topics to lend credibility to Organic Valley’s pro-dairy “MOOnlight Snacks” campaign theme in owned and shared channels.
 - Tactic: Launch a limited-time branded podcast, with weekly episodes co-hosted by thought leaders and Organic Valley’s CEO. Use the podcast to expose millennial listeners to the lifestyle uses of dairy milk and to encourage purchases of Organic Valley dairy milk. Social media users will be encouraged to submit questions to the hosts, via Instagram story comments and Facebook comments, prior to the release of podcast episodes.

Strategies and Tactics

- **Strategy 4:** Incentivize interaction between millennials and Organic Valley in digital spaces to strengthen relationships with the target audience and encourage exploration of campaign topics.
 - Tactic: Create a sweepstakes that Instagram users can enter by sharing their favorite “milky” midnight snack ritual, using the hashtag #MyMOOnlightSnack or by tagging Organic Valley in their Instagram stories. One person will be chosen at random and will win a trip to a luxury Wisconsin resort, near the Organic Valley headquarters. Two people will win “MOOnlight Snacks” boxes. Along with incentivizing organization-stakeholder interactions, the sweepstakes will inspire user-generated content.
- **Strategy 5:** Generate interest in the “MOOnlight Snacks” campaign among influential food bloggers to elevate reach and credibility through earned media.
 - Tactic: Send press kit boxes to 25 food bloggers whose brands align with and complement the “MOOnlight Snacks” campaign theme and target audience.

Ultimately, the strategies and tactics support Organic Valley because they not only address Organic Valley's communication needs, but they embrace all aspects of the PESO model, which allows practitioners to "see the wide range of possible tactics to implement," as Luttrell and Capizzo (2019) have asserted (p. 132). The strategies and tactics also stem from research that shows the best channels to reach the critical millennial consumer group in light of key market opportunities, and they will help Organic Valley's "MOOnlight Snacks" CSR initiative conclude with success (Horton, 2021, pp. 11, 47-48; Olson, 2021, pp. 12, 59; Statista, 2020, pp. 132-133).



Budget

“MOOnlight Snacks” has been developed to launch during a timeframe that encompasses Sleep Awareness Week (March 13 to March 19), which is sponsored by the National Sleep Foundation. Furthermore, the campaign entails a donation of up to \$100,000 at the culmination of Sleep Awareness Week, based on the donation and this number has been accounted for in the overall return on investment (ROI).

The **total projected cost** of the campaign is **\$164,015**, which is reasonable for an organization that has a triple bottom line and has made more than \$1.1 billion annually for the past several years (Organic Valley, 2020). In terms of the ROI, the campaign’s sales-oriented objective is to increase sales of Organic Valley milk by 15%, so a rough estimate of the ROI has been calculated based on that objective. For context, the formula for calculating the ROI is “ROI = Marketing revenue – marketing spend / marketing spend x 100,” according to Brooks (2022).



Without knowing what percentage of Organic Valley sales is related to milk, it is not possible to calculate an exact ROI, but because milk is Organic Valley’s specialty, it is safe to assume that a large portion of revenue stems from milk sales. However, to account for the lack of data, the **projected ROI of 2,632%** has been calculated based on a more modest 5% increase in overall sales for one month (rather than a 15% increase in sales of milk).

The budget has been broken down in an attached spreadsheet, categorized under personnel, infrastructure expenses, media costs, materials, administrative costs and unexpected costs, based on Luttrell and Capizzo’s (2019) suggestions for campaign budgets (p. 150). Additionally, the selected marketing communications methods (such as email marketing, social media ads, Hulu ads, podcast ads and print promotional materials) have all been incorporated based on the campaign’s millennial target audience and the best ways to reach this group.

In terms of the process used to finalize the budget, all campaign costs have been estimated via Sprout Social (2022), Frederikson (2022), Glassdoor (2022), Hecker (2014), DesignLoud (2022), Shewan (2022), the SMB Guide (2020), Podcast.co (2022), GetApp (2021), YouTube (2022), the U.S. Postal Service (2022), Etsy (2022), WebFX (2022) and Podchaser (2022).

All items in the budget have been calculated based on the three-month timeline. However, the majority of the campaign budget will be spent during March. Costs before and after March are related to personnel as well as research and evaluation processes, such as surveys, focus groups, media coverage analyses and social media monitoring services. Finally, 10% of the total campaign cost has been added to the budget to account for any unexpected expenses. This protects Organic Valley from unanticipated costs and provides an element of flexibility within the budget.

Timeline

In terms of key dates for “MOOnlight Snacks,” the following timeline is rooted in Luttrell and Capizzo’s (2019) ROSTIR model (p. 17). As evident below, the timeline reflects the concept of heightened communications during Sleep Awareness Week, and it provides deeper context for the budget:

- **February 1:** With the approval of the campaign proposal, review details of “MOOnlight Snacks” with Organic Valley executives, and send memos to marketing and finance department heads; the legal team; and the graphic design team. Provide February 16 as the deadline for all final campaign materials.
- **February 3:** Conduct the first focus group session and distribute the first survey to test key messages and collect audience insights, then create campaign materials after results have been analyzed. Additionally, collaborate with the video production company for the “MOOnlight Snacks” campaign video.
- **February 17:** Compile all campaign content and materials to be used for “MOOnlight Snacks” and send to legal for a final review.
- **February 24:** Touch base with the co-hosts for the branded podcast to finalize talking points to ensure that the podcast content aligns with the campaign theme.
- **February 27:** Purchase Facebook, Instagram, YouTube, Hulu and podcast ads to run until March 31. Additionally, complete all scheduling of social media content.
- **March 1:** Officially launch the “MOOnlight Snacks” campaign. Share the “MOOnlight Snacks” short film on social media; release the first of four podcast episodes via Podcast.co; host the first Facebook Live with information about the sleep and mental wellness initiative, distribute a press release with details about the “MOOnlight Snacks” initiative; distribute media kits to national news organizations as well as local news organizations in La Farge, Wisconsin; and have the Organic Valley CEO hold a virtual press conference to announce the launch of “MOOnlight Snacks.”
- **March 2:** On Organic Valley’s website, temporarily change the visual design of the home page to one that is “MOOnlight Snacks” themed, and post a “MOOnlight Snacks” blog on the website.
- **March 3:** Host the first Instagram Live.
- **March 4:** Release the downloadable “MOOnlight Snacks” digital recipe booklet on social media.
- **March 8:** Release the second podcast episode.
- **March 9:** Ahead of Sleep Awareness Week, send press kit boxes to 25 food bloggers whose brands align with the “MOOnlight Snacks” campaign theme and target audience.
- **March 10:** Host the second Instagram Live.

Timeline

- **March 13:** To kick off Sleep Awareness Week, in partnership with the National Sleep Foundation, launch the sweepstakes that Instagram users can enter by sharing their favorite “milky” midnight snack ritual, using the hashtag #MyMOOnlightSnack or by tagging Organic Valley in their Instagram stories. Additionally, host the second Facebook Live.
- **March 14:** Across social media, emphasize that 10% of Organic Valley milk sales made during this week (Sleep Awareness Week) will be donated to the National Sleep Foundation. Additionally, unveil the “MOOnlight Snacks” profile picture frame that followers can use to show support for Sleep Health Awareness week. Also release the “MOOnlight Snacks” branded Instagram stickers.
- **March 15:** Touch base with the 25 food bloggers and invite them to guest blog on the Organic Valley website about the “MOOnlight Snacks” they created with their free Organic Valley milk coupons. Additionally, release the third podcast episode.
- **March 16:** Pitch a story idea to a journalist at a larger news organization (such as The New York Times) regarding a feature story on the sleep health crisis and Organic Valley’s “MOOnlight Snacks” CSR initiative that supports tired and overworked millennials.
- **March 17:** Conduct the mid-campaign survey and mid-campaign focus group session to collect benchmark data and evaluate campaign effectiveness at the halfway point. Additionally, host the third Instagram Live.
- **March 19:** To conclude Sleep Awareness Week, close the #MyMOOnlightSnacks sweepstakes and announce the winners. One person will be chosen at random and will win a trip to a luxury Wisconsin resort, near the Organic Valley headquarters. Two others will win “MOOnlight Snacks” prize boxes, similar to the bloggers’ press kit boxes.
- **March 20:** On social media, share the total amount of money raised during Sleep Awareness Week. Additionally, host the third Facebook Live.
- **March 22:** Release the fourth and final podcast episode.
- **March 24:** Host the fourth and final Instagram Live. Send the grand prize winner to the sweepstakes destination.
- **March 27:** Host a free sleep health workshop for employees at the Organic Valley headquarters (to thank them for their support during the “MOOnlight Snacks” initiative). Invite a local reporter to conduct a brief interview with a handful of employees to bring attention to Organic Valley’s commendable company culture.
- **March 31:** Host the fourth and final Facebook Live.
- **April 3:** Conduct the post-campaign survey and the final focus group session.
- **April 7:** Begin the final evaluation process.
- **April 13:** Send the final evaluation report to C-suite executives and department heads.
- **April 14:** Send a shortened evaluation memo to all Organic Valley employees.

Evaluation

As Luttrell and Capizzo (2019) have suggested, public relations campaigns “cannot be successful without proactive, strategic planning that includes measurable objectives, grounded in research and evaluated for return on investment” (p. 95). Although some aspects of public relations are arguably unmeasurable, there are plenty of metrics that can be tracked to clearly demonstrate a positive return.

Therefore for “MOOnlight Snacks,” the objectives have been designed with the ultimate ROI in mind. As Watson and Zerfass (2012) have highlighted, there are two approaches to evaluating the ROI for a campaign: one method is financial, and the other is non-financial. Both methods will be integrated into the measurement and evaluation processes. The financial ROI will be evaluated by tracking the increase in milk sales tied to the campaign and the non-financial ROI will be tracked by evaluating an improvement in positive perceptions among the target audience toward Organic Valley's dairy milk and Organic Valley's CSR efforts.

From a more detailed perspective, for the financial ROI, sales metrics will be tracked from the launch of the campaign to its conclusion. A 15% increase in sales will be used as an indicator that the campaign was successful, and the projected financial ROI is 2,632%. As for the non-financial ROI, before-and-after surveys will be used to analyze positive and negative attitudes from the target audience toward Organic Valley's dairy milk and Organic Valley's CSR efforts. If favorable attitudes have increased by 15% in both areas, a positive non-financial ROI will have been achieved. Surveys will be distributed and analyzed via Qualtrics.

However, all objectives associated with the four campaign goals will be monitored and measured. A breakdown is as follows:

- Measurement of objectives associated with Goal 1 (To broaden Organic Valley's CSR scope by extending its efforts into mental wellness and sleep health realms that matter to millennials): social media analyses, surveys, focus group sessions, sales analysis, podcast data
- Measurement of objectives associated with Goal 2 (To improve and enrich Organic Valley's relationship with millennials in digital spaces): social media analyses, podcast data
- Measurement of objectives associated with Goal 3 (To significantly strengthen millennial consumers' loyalty to Organic Valley dairy milk as opposed to non-dairy milk from alternative brands): surveys, social media analyses, focus group sessions
- Measurement of objectives associated with Goal 4: (To improve millennials' understanding of the lifestyle uses of Organic Valley's dairy milk): media coverage analyses, surveys, focus group sessions, sales analyses

Evaluation

As evident above, several measurement tools will be used to measure the impact and success of the campaign objectives. These include Qualtrics surveys, focus group sessions, social media analyses via Sprout Social, media coverage analyses via Burrelles Luce, podcast data via Podcast.co, and sales analyses.

To provide more context, the public relations team will be able to evaluate the final financial and non-financial ROIs by analyzing the following metrics, which provide insight into outcomes in paid, earned, shared and owned media channels:

- Social media sentiment, social media engagement rates (likes, comments, shares, account mentions associated with keywords) and effectiveness of ads on YouTube, Instagram and Facebook
- Correlation between Organic Valley website traffic and "MOOnlight Snacks" social media activity on YouTube, Instagram and Facebook
- Performance of paid social content versus organic social content
- Unique branded podcast downloads and branded podcast subscriptions
- Media coverage from the vantage point of reach and sentiment
- Number of sweepstakes entries
- Primary takeaways from focus groups sessions, including attitudes toward the Organic Valley brand and its CSR efforts in mental wellness realms
- Findings from Qualtrics campaign surveys, including increases in brand awareness and changes in attitudes and perceptions among millennials
- Increase in purchases of Organic Valley milk and the financial ROI

While financial ROIs are more straightforward and deal with increases in sales, donations, etc., Watson and Zerfass (2012) described non-financial ROIs as “an expression of achievement of objectives.” At their core, both methods will link the success of “MOOnlight Snacks” to Organic Valley’s (2021) triple bottom line, which balances profit with purpose.

In terms of reporting campaign progress, biweekly meetings are suggested to ensure that the status of the campaign is communicated clearly and punctually. Finally, an extensive written evaluation will be delivered to C-suite executives on April 13.

Conclusion

Ultimately, in order for Organic Valley to meaningfully connect with stakeholders and successfully navigate today's marketplace, economy, and social and political climates, it will need to embrace communication strategies that build on the co-op's internal strengths, that minimize its weaknesses, that tap into market opportunities and that combat potential threats from competitors and changes in the economy or market. The co-op's long-term success depends on its ability to address communication issues now.

Organic Valley is well-equipped to capitalize on trends in the dairy milk industry through a communication campaign that sensitively blends CSR initiatives with public relations strategies — all to solve pressing communication issues that the co-op faces. The "MOOnlight Snacks" communication campaign will help Organic Valley broaden its CSR scope and step up to the plate in mental health realms, all while increasing sales, leveraging market opportunities and resonating with the valuable, diverse millennial consumer group.

Most critically, the campaign is results-driven. The "MOOnlight Snacks" campaign will embrace a comprehensive focus on both the financial ROI and the positive societal impact of the initiative in mental wellness realms. By using measurement tools to track the progress and success of the campaign, the ultimate impact of "MOOnlight Snacks" will be clear in the final evaluation report.

At its heart, "MOOnlight Snacks" will suggest that a consistent midnight snack ritual can be part of a self-care experience rather than an ordinary, mundane habit. The campaign's goals, objectives, strategies and tactics all carry and support this core theme. And, importantly, the key campaign messages were developed to be interpreted by millennials as informative and entertaining, all while remaining relevant to today's sensitive social climate and the high-pressure demands of adulthood.