

**2013 Global Alliance COMM PRIX Awards**  
**Division B / Category 1: Global Communications**  
**Celebrating 150 Years of Bringing People Together**

**SITUATIONAL ANALYSIS:**

February 4, 2012, marked the 150<sup>th</sup> anniversary of Bacardi, the world's largest privately-held spirits company. The milestone presented an extraordinary opportunity to engage employees, trade partners, and consumers while educating them on the heritage of the family-owned company. The successful execution of the 150<sup>th</sup> anniversary became one of company's key global priorities. It was the first activation that involved all regions and functions and touched all 6,000 employees. A project team, led by Global Corporate Communications, managed internal/external anniversary communications and related programs. Internal objectives were to create passionate brand ambassadors; generate excitement; create a one-stop shop for assets; and support local market activities. Externally, objectives were to raise the company profile in the media (particularly challenging as a private company that does not share financial figures); share our history; and help consumers connect with our incredible heritage, innovation, perseverance and authenticity of the Bacardi Rum brand.

**PLANNING & RESEARCH:**

In summer 2011, Global Corporate Communications worked with local markets to better grasp anniversary communications needs. An audit of existing training and education materials unveiled limited historic facts which hindered the ability to teach employees about the 150-year history and the important role the company played within the spirits industry. It also identified decentralized sources of heritage information. Primary research via a global survey and focus groups regarding perceptions of the year-old intranet, ONE Bacardi, revealed an opportunity to better leverage this tool. While 85 percent of respondents of the survey viewed the intranet as "both a business resource and a way to connect with employees," only 42 percent indicated using the site to support daily business activities. Leveraging the global intranet as a central repository of anniversary assets presented an opportunity to increase number of users and online engagement while streamlining the information-sharing process.

The team worked closely with The Bacardi Archive to conduct secondary research of company history. This research identified compelling stories, available images and graphics, and helped verify historic facts that could be used to tell our unique story. A database of 150 facts was developed to serve as the foundation for materials created by countries and by the brand team. A database of images approved for internal and external use was also developed and these would serve as a source for brand teams developing social media posts and videos.

The team also addressed the challenge of an inconsistent communications structure. With no regional or in-country internal communicators, it was important to create the right support team. A global network of anniversary contacts was created in the summer of 2011 with nearly 100 members ranging from a variety of functions (sales, HR, country managers, marketing, etc) and covered all offices spanning 80 markets.

With a Corporate Communications budget of approximately \$600k (CONFIDENTIAL) to support both internal and external communications, a strategy was devised to create a clear, corporate story presented via events, timelines, videos, imagery, key messages, contests, infographics, and more. A final step in planning was the development of an online archive, available 24/7, with access to heritage images, videos and graphics pre-approved by legal and corporate communications for both internal and external use. A calendar was developed to cover 16 months of content in order to build excitement and education prior to the actual anniversary in February, and later, to sustain engagement.

**EXECUTION:**

In September 2011, the internal celebrations officially started—marking 150 days until the 150<sup>th</sup> anniversary. Global Corporate Communications launched the Anniversary Hub, a micro-site on ONE Bacardi, open to all employees. The Anniversary Hub merged all relevant anniversary-related activities, materials and information in a central place.

Global Corporate Communications developed more than 200 assets available on the Anniversary Hub. A clear, corporate story was crafted and assets such as timelines, videos, imagery, key messages, contests, and infographics helped tell the story. For months, weekly content ranging from videos featuring long-standing employees (25+ years) representing a combined 1,000 years of service, executives narrating some of the Company's most iconic stories, an "Ask the Archivist" series where employees could submit questions to the Company archivist, highlights from local activations, to contests centered on the information posted on the Anniversary Hub. Within the first five months, more than 2,000 documents and videos were posted on the HUB.

External communications kicked off January 18, 2012 with the launch of a redesigned external website ([www.BacardiLimited.com](http://www.BacardiLimited.com)) that included a special anniversary section and the distribution of the first of 12 anniversary press releases. The team leveraged a multi-media news release platform to create more dynamic content for releases that included downloadable videos, photo galleries, support documents and the ability for users to share details via social media platforms. Throughout 2012, a multi-media news release was issued each month to highlight specific anniversary stories. Each multi-media news release distribution was divulged to 47 countries and available in 14 languages to affirmatively drive international media interest and stakeholder engagement.

Activities spiked in February with local employee and consumer celebrations—all which leveraged centrally-created assets. While February was the biggest month of the campaign, new content was delivered to markets throughout 2012, including materials to communicate and celebrate the achievement of Bacardi rum exceeding 550 awards. This elevated the accolade of "world's most awarded rum" to "world's most awarded SPIRIT." In December 2012, the final anniversary event took place with the installation of the Bacardi Time Capsule at the Global Headquarters in Bermuda. The capsule contains more than 100 items submitted by employees from all regions and will be reopened in 2062 to mark the 200<sup>th</sup> anniversary.

#### **EVALUATION:**

Coordinating and successfully executing a global priority of this scale was a first and efforts received resounding accolades. The anniversary set a new benchmark for global employee activations and local market executions, delivered record-breaking participation, and exceeded internal and external objectives. Results included:

- **Creation of 200+ anniversary assets** to share our story consistently—resulted in local market production savings valued at more than US\$1M.
- **All locations hosted employee celebrations and 90% shared photos/videos**—the highest global engagement for a single program and highest contribution to online intranet content ever.
- **60% of the company visited the Anniversary Hub and, as of Jan. 2013, the Hub exceeded 140k views**—four times more than the previously most visited section. For the first time ever, more than half the company was on ONE Bacardi.
- **ONE Bacardi usage rose by more than 120%—dramatically exceeding its target of a 10% annual increase.** Anniversary communications helped change behavior as employees began adopting the global intranet as a business resource and everyday work tool.
- **Partnered with HR to update onboarding and recruitment materials** to showcase consistent heritage information and train new hires on company history as soon as they join.
- **Online archive reached 3,800+ registered users, and more than 8,800 downloads of assets.**
- Externally, the campaign achieved **91,444 views page views** of the multi-media news release (62% above average), more than **188,000 online video views** (150 times more than average), reached **more than 13B in audited audiences in more than 50 countries**, achieved more than **\$125M in ad value equivalency**, and more than **1,500 media outlets** covered Bacardi anniversary. **8,832 registered media** used the multi-media news release sites throughout the 12-month campaign.
- **Redesigned [www.BacardiLimited.com](http://www.BacardiLimited.com) received 60% boost in visits** on day of launch. By end of campaign, achieved **34% year-over-year increase in unique visitors**.
- **National Geographic "Ultimate Factories" ("Megafactories" outside the U.S.)** hour-long special featuring an insider look at the science and art of making Bacardi and of the creation of a special Bacardi anniversary blend. **Aired in 167 countries.** Episode is **currently airing on CNBC.**