

## AGENCIES

CAWLEY NEA\TBWA



## CLIENT



## AWARDS

**CORPORATE, FINANCE & SERVICES**  
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BRONZE



## COMPANY PROFILE

The foundations of the **Cawley Nea\TBWA** Group were laid in a humble two-roomed office in Dublin's Leeson Street in 1992. The driving vision in the early years was to challenge conventions within advertising and to lead the thinking within the industry. 22 years later and we're still doing just that. In 2002 we joined TBWA\ one of the world's largest communications networks.

Today the group is an acknowledged thought-leader within the industry, creating innovative and disruptive responses to the challenges and opportunities of the digital age. We pioneered the break out of the traditional siloed departmental systems creating instead specialist One\Teams of planners, creators, technologists and producers working collaboratively across a much broader media canvas.

With consumer insight driving communications ideas, these multidisciplinary teams have the creative and technological capability to create meaningful conversations and powerful brand experiences across the entire media landscape.

You will find Agency.com and TEQUILA\ Ireland working together also under the Cawley Nea\TBWA umbrella in our unique art deco building in Rathmines.

### MediaVest

MediaVest was launched in Ireland in January 2000. Since that time, we have grown from a single company of 9 people to become the largest media group in the market, with 143 people. With combined billings of €163m as part of Core Media, our scale allows us to deliver the best trading terms available in the market for our clients and also shape the future of the media industry. Our scope of services includes strategy, planning and buying across all media. Increasingly, we have been broadening our offering to include expertise in digital consultancy, econometrics, online community research, web design and development.

Our diverse client portfolio gives us up-to-date knowledge across a diverse range of industry sectors and we work with leading brands in the market such as the Road Safety Authority, Mars Ltd., O2 and Aer Lingus.

## INTRODUCTION & BACKGROUND

Imagine one in four people in the country, during a wet week in November, saying to a friend or neighbour, 'let me make you a cup of tea, or, 'sure, I'll trim that hedge for you.

That's what happened. All around the country houses were scrubbed, cars hoovered and flowers delivered. Taxi drivers gave a fiver off, radio stations gave out bicycle covers when it rained, George Hook washed windows, Tubridy made tea for Mrs Doyle, Stephen Fry thought we were great, and for all we know, Enda became Brenda and washed someone's floor.

Such was the wide spread influence of Powering Kindness and the strength of 'Social Karma' (we'll explain this phenomenon a little later in the case study).

We knew we were onto something that had the potential to be seismic.

As spokesperson for Powering Kindness, Dr Maureen Gaffney, Professor of Psychology and Society, UCD, said, "when someone performs an act of kindness, it makes them feel good about themselves. Both parties involved in the act of kindness benefit'

At the time Electric Ireland needed to humanise it's newly renamed brand and were disconnected from the audience they needed to engage most, the 25-45yr old digital enthusiasts who would switch energy provider in a heartbeat. They simply had no currency with these people.

Added to that, Electric Ireland had suffered considerable casualties in a price war, CSR was uncharted territory for them and national giving was down 40%.

Yet we knew if we could get onto the radar of this elusive group, the rewards for brand differentiation and business, and for Ireland's cash strapped charities, would be tremendous.

Research also revealed that in a market where price differentials were low, consumers remain loyal to the brand to which they have the most affinity. Kinship was what we sought.

So what began as a two year social experiment went from a concept around the agency table to 45,116 people doing deeds of kindness, the campaign reaching 4.3m people, a hastag reach of 18.9m, trending for 5 days, our video being watched by 237,000 people, brand social mentions quadrupling, scoring campaign awareness/attribution to client 69.7%, 63% in brand trust among Electric Ireland customers, and one in two who logged onto our website actually doing a deed.

## INTRODUCTION & BACKGROUND

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Powering Kindness works because it's a magnetic proposition that takes the very nature of Irish people and plants it firmly at the forefront of the campaign. It is positive energy in raw form and no-one harnesses it better than Electric Ireland.

It is also CSR in three-dimensional form, a campaign model that lives online but has touchable impact in the real world.

Powering Kindness got under the skin of our nation and is now a social movement warming up the heart of the country every November.

## MARKETING OBJECTIVES

### Powering Kindness – A Two Year Journey

Electric Ireland's stated mission is to 'continue to build a strong, coherent and compelling brand to support the future success of their business.'

The spotlight on its renewed identity meant that whatever proposed 'good' the campaign set out to achieve, it had to work at shaking off its semi-state image and appeal across the broad church of all its customers, prospective customers and stakeholders. Commercially, it had to support an online migration strategy to reduce reliance on more costly service channels, like call centres.

From a marketing perspective we had to succeed in building relationships with the digital enthusiasts in order to sell products at a later date. Customer lifetime value is the lifeblood of the marketing effort.

Although we were in experimental territory, and had two years to see if it would catch fire, it didn't allay the need for some hard goals.

Even though we felt we had an idea that was in harmony with public sentiment and what Electric Ireland believed in now as a twenty first century company, we wondered exactly how many people would do the good deed? What level of social engagement could we expect? What is it going to do for our brand in terms of building that affinity?

Some tough questions and spiky debate followed, out of which came the following year one KPIs:

- ▶ Good Deeds expected – 20,000
- ▶ Social Engagement - a growth in Twitter (+500) and Facebook (+5k) fan bases and engagement levels.
- ▶ Campaign Awareness ) – 25%

On an emotional level Electric Ireland wanted customers and potential customers to see, think about and engage with Powering Kindness as a lever to a new beginning in the relationship.

Year One marketing objectives were not just exceeded (see Results section) but what was achieved was unexpectedly delightful support from businesses, exceptional delivery from media partners and an overwhelming display of kindness from strangers.

## MARKETING OBJECTIVES

We had developed such a solid foundation for the campaign in year one that our same four key objectives for year two were even more ambitious. We also had a benchmark.

Specific KPIs for Year Two were therefore:

- ▶ Deeds expected – 40,000
- ▶ Social Engagement

Total site visits	70,000
Video Views	200,000
Facebook Likes	7,000
Talking About Us	25%
Twitter Followers	1,000

- ▶ Brand Affinity Scores on average +2% increase across all statements
- ▶ Campaign Awareness – 38% Note: In terms of brand awareness, in Year One, we achieved 37% awareness. For year two, we maintained caution around an increment due to the fact that budget had been cut by 40%.

## THE TASK

In year one, our challenge was to literally act as a rally call to the nation, to ask them to do something small, to give of themselves to help people in ways perhaps they have never done before.

We were also mindful of the fact that although among the most altruistic in the world, the company call out needed to be compelling enough to withstand any entrenched cynicism and encourage people out of inertia. It was a tough time, souls were bruised.

Another challenge was the fact the category, having educated the consumer to think about price and price only when it came to energy suppliers, could we turn that around and have real and tangible effects on brand affinity scores, with just one campaign?

More importantly, would they take to their phones, tablets and the streets to carry out and log good deeds?

The year one task was to launch, explain, enthuse and convert the nation in one week.

With what, it is must be said, was a moderate budget, we needed to develop a transformative communications campaign, one that was ignited principally online, was capable of being dramatized through the line, being promoted by word of mouth, adopted by influencers and reach into every home. No small task.

It had to work across all customer touchpoints and be taken to heart by the public because media money could only go so far.

We also tasked ourselves with ensuring the 3 charities worked their resources, employed their voluntary armies and social tentacles. Electric Ireland too had to ensure all its channels, staff, social groups and resources were full shoulder to wheel.

In year two the task became, in pure campaign management terms, to smartly apply learnings from year one while continuing to build momentum and improve the actual experience of the campaign.

Year two was also challenged by the presence of two other major charitable initiatives, Movember and the 1% Difference campaign.

We also had a 40% reduction in budget meaning we had to task ourselves even harder to gain buy-in and popularity.



## THE STRATEGY

Back at the table in year one, the strategy to try to unlock that campaign idea opened with our thinking on the fact that Irish people are empathic and compassionate. We shine in terms of per capita giving. We then began thinking about the word 'energy' itself and that it can mean everything from a spirit, a force, a powerful attitude to a kilowatt.

Energy come in many forms and Electric Ireland understands them all was the brand's core belief. It's in their DNA from dealing with millions of people every year in terms of providing a vital service which, they knew, goes well beyond traditional needs of heat and light.

The second thought was that whatever we came up with needed to be something that was within everyone's gift to give. Some people will run marathons, climb mountains, fast or sell goods. Others will build townships, donate clothing, write a cheque. We needed our idea to be open to everyone, to be free, easy to do, and available everywhere.

Although the central idea was to tap into people's selflessness, the persuasive idea was that Electric Ireland would repay every single act of kindness by donating to the 3 charities. To be involved wouldn't cost a member of the public a red cent.

Once we had fixed our vision, we teamed up with our media agency, MediaVest, who added layers of value and oodles of passion. The campaign literally took off and Powering Kindness became a contagious force of goodwill for the nation.

Year two was much more than a numbers game. And while we outlined hard aims in the Task section above we knew our strategy had to continue to explain, expand and build. We had to become more nimble in our mechanism and reconfigured our media strategy. General campaign evolutions included a simplified user journey online, re-expression and refreshment of some of our creative assets, providing extra deed entry mechanisms and optimising our media choices which meant dropping channels and increasing others.

Interestingly too, year two meant less reliance on 'recruited' celebrity endorsement and more on a celebrity's willingness to be involved.

Finally, and it came as some surprise, we started to really understand the power of payback for people.



## THE STRATEGY

We called it 'Social Karma' which some will snigger about from their days of flirting with eastern philosophies, but regardless of believing in future fortune, the fact is that getting people to use their energy to help others will immediately result in them feeling better about themselves. When we took into account the 'pass it on' element of the campaign, and the possibility of multiple good-doing, it meant people could put themselves in a position of social innovators. This led us to commission Dr Maureen Gaffney to produce a Kindness Survey during Powering Kindness week which ask 'Are we kind as a nation'? The results were phenomenal and proved the real impact and success of the campaign. (see Behaviour Impact for full story)

As the one newspaper headline put it for us, 'Powering Kindness - Doing Good To Make You Feel Good'.

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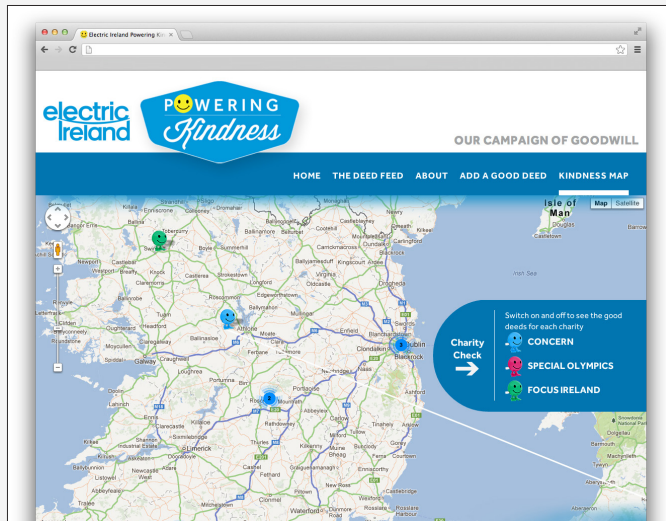
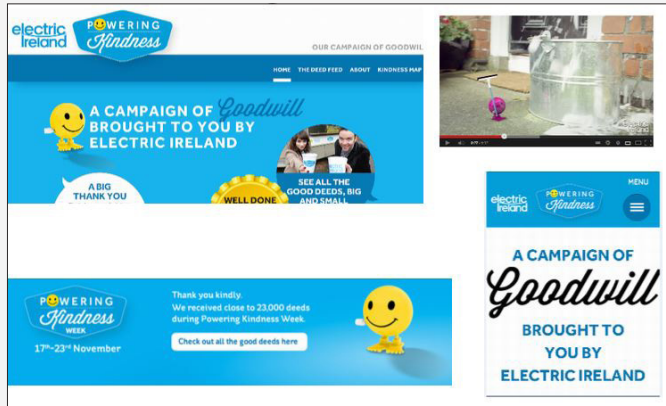
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## THE IDEA

The process for submitting a deed for Powering Kindness had to be plain and easy.

- ▶ Log your 'good deed' on to mobile, Facebook or website.
- ▶ Pick Your charity From one of 3 charities.
- ▶ Pass on your Good Deed. Pass the deed on to a friend, encouraging them to do their own.

The engagement was strictly laid, involving less than 2 minutes of a person's time.

### Communication Channels

#### Social media

As we have said, Powering Kindness was designed the outset to live via social networks. This is where our audience hangs out and where we knew we could gain the greatest traction in the shortest space of time.

Social networks allowed us to promote Powering Kindness in vivid, dramatic real time and encouraged great spontaneity. The electronic bush wire was the backbone of the campaign and had the opportunity for rapid spread of good deeds in the real world during our week. It also allowed us create waves of on other online platforms (website, blog, etc).

#### Homepage/Microsite

We created a campaign home online (mobile, microsite & Facebook app), where consumers could pledge and socially share their good deeds. They could hand pick Facebook friends, Twitter Followers or email onto contacts the campaign message.

The mobile site was built to allow instant access, and mobile ads were also included in the overall plan. Social only content was posted, videos, images, suggestions and deeds of the day, sharing the message of kindness from one person to another.

#### Media Partnerships

In year one, we struck gold with our media partners TV3 and the Communicorp Group of radio stations (Today FM, Newstalk, Phantom, Spin 103.8 and Southwest and 98FM). In year two, to strengthen the national reach of the campaign, we added 2FM.





## THE IDEA

This campaign was innovative from the get-go, but perhaps one of the most innovative things about this campaign was how our media was purchased.

Working with MediaVest a huge gamble was taken in placing 80% of our media budget into non-tangible media placements. We were entirely reliant on on-air mentions, tweets and ultimately the passion and goodwill of our broadcast partners.

And like the other experimental elements of this campaign, it worked because of our genuine partnership approach. We could place enormous trust in each other to deliver the right kind of messaging and to be on brand.

### TV

TV3 recorded a series of nine 30" TV ads featuring a celebrity ambassador, spokesperson and TV3 presenter giving a message of support for each of the three charities.

These were aired across the week to create awareness and encourage people off their couches. They were also designed to educate the public about the great work each charity was doing.

The campaign was promoted across all of TV3's digital and social channels. Ireland AM presenters called out daily deed counts and picked a deed of the day to highlight.

### Radio

Every participating radio show across 2FM and Communicorp was allocated a charity to support. MediaVest worked closely with the sales teams and producers in each station to ensure equal listenership numbers for each charity and a good fit between the show's presenter and the charity.

Then the real fun started! The shows were in competition with each other, which meant all the DJs passionately getting behind their chosen charity.

Our learnings from the first year of the campaign in 2012 had taught us that radio DJ's and celebrities were very much the engine that powered the campaign. The campaign was mentioned repeatedly across all selected shows, with live call to actions by DJs, deeds carried out on air, interaction with listener's texts, outside broadcasts from on-street good deeds and free concerts. There was also an extensive push across DJ's personal Twitter accounts.

### THE IDEA

The stations also mobilised their on-street teams, carrying out good deeds like washing their cars, buying them coffee or paying their parking fees. Spin and 2FM went a step further, creating superheroes who travelled across Dublin spreading goodwill wherever they went.

At the end of each day we circulated the deeds logged by each show to all stations, promoting a healthy sense of competition and urging them to do better.

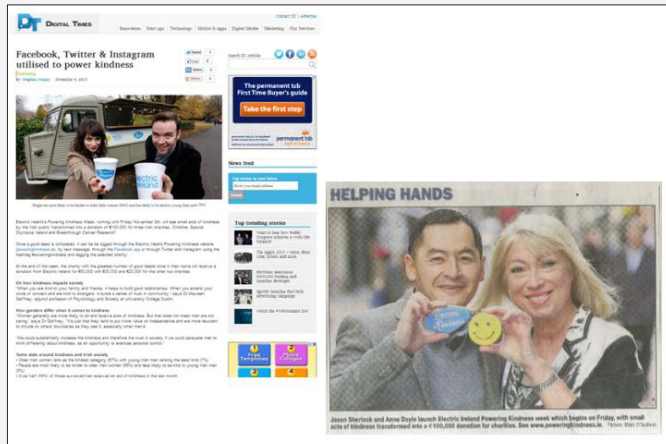
Such was the appeal of the idea, all of our communication and content was created by our broadcast partners and the public, often at very short notice or on the fly.

#### Celebrity As A Channel In Themselves

As mentioned earlier in our strategy piece, although a mandatory for participation and a driver in the first year, in 2013 celebrity involvement with each charity became less of a 'requirement' for 2013. Ironically and fortuitously their participation organically grew and their support bolstered the campaign and was essential to elevate the reach of our campaign beyond our reduced budget.

#### Own Networks

We also developed a suite of communications for our own networks, eg direct marketing and internal marketing. Both Electric Ireland and the 3 Charities activated their own workforce and voluntary networks, by mobilising people into a force of 'good-deeders'.



## THE RESULTS

As set out at the top of our document, this was a two-year social innovation experiment by Electric Ireland. Powering Kindness undoubtedly is a social and marketing success. In setting specific goals and KPIs we had gaps as we were in uncharted CSR territory, we were launching the campaign on untried social media channels for the company. We had nothing remotely similar to benchmark the campaign against. And we had a reduction in spend in year two.

In 2012 the three charities who benefited were: Concern Worldwide (who else?)

In 2013 charities involved were Break Through Cancer Research, Special Olympics Ireland and Childline.

Year One donations reached €100,000, Year Two donations €130,000.

### **Objective 1 : For 2013 – Drive 40,000 Deeds**

We exceeded our target by 13% coming in with a grand total of over 45,116 deed, which itself is just under 100% on first year.

### **Objective 2 : For 2013 – Drive Engagement**

Our engagement levels exceeded all of our expectations:

- ▶ 1.9 million people on Facebook saw our message.
- ▶ The #poweringkindness reached 18.9 million people and the campaign trended for 5 days, with international celebrities like Stephen Fry and Niall Horan getting involved.
- ▶ Over 237,000 people watched the You Tube promotional video
- ▶ We added 6,675 new likes to our Facebook page in just one week.
- ▶ We quadrupled our social media mentions

### **Objective 3 : For 2013 – Increase Brand Affinity Score**

Awareness of the campaign was high at 44% after just one week of activity. Electric Ireland's existing customers were more likely to have noticed the campaign than non-customers, meaning we were getting through to the customer base and driving affinity.

## THE RESULTS

We also saw significant increases on all other brand scores, with jumps based on a campaign with such a short duration.

Although awareness of Powering Kindness had not increased year on year, awareness/attribution of Powering Kindness as an Electric Ireland campaign rose to 69.7% amongst those who were aware of the campaign.

Awareness is a metric largely driven by coverage. Considering budget was decreased by 41% in 2013, awareness remaining stable is a great result.

Objectives	2012 Target	2012 Results	2013 Target	2013 Results
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NOTE: 2013 BUDGET REDUCED BY 40% ON 2012

No. of Deeds	20,000	22,883 (+)	40,000	45,116
No. of Facebook likes	5,000	6,939	7,000	6,675
% engagement on Facebook	N/A	25%		10%
Facebook reach	N/A	2.1 million		1.9 million
No. of new Twitter followers	500	401	1,000	713
# Powering Kindness reach	N/A	N/A		18.9 million
Trended for	N/A	N/A	N/A	5 days
Social Media mentions	N/A	1,200		3,681 ( 4 times the norm)



## THE RESULTS

No. of website visits	N/A	49,865	70,000	53,513 (1 in 2 ?(but deeds were 45,116) people who visited site logged a deed)
No. of You Tube video views	N/A	178,437	200,000	237,000

## PR STATISTICS

Media Value		€223,218		€315,983
Total Reach		1,277,651		4,363,767
<b>BRAND AFFINITY METRICS</b>	<b>Target 2012</b>	<b>Results 2012</b>	<b>Target 2013</b>	<b>Results 2013</b>
<b>Total Respondents (post campaign research)</b>				
Aware of Powering Kindness	25%	37%	+2%	38%
Believe Electric Ireland is changing for the better	N/A	42%	+2%	46%
Agree that EI is a brand they can trust	N/A	49%	+2%	50%

## THE RESULTS

Agree that EI cares about the community it serves	N/A	50%	+2%	52%
Agree that EI understands and values its customers	N/A	42%	+2%	44%
Agree that campaigns like PK give confidence in recommending EI	N/A	49%	+2%	50%
<b>BRAND AFFINITY METRICS – ELECTRIC IRELAND CUSTOMERS</b>		<b>2012</b>		<b>2013</b>
Agree that EI understands and values its customers	N/A	37%	+2%	44%
Believe Electric Ireland is changing for the better		46%	+2%	51%



## THE RESULTS

Agree that EI is a brand they can trust		50%	+2%	63%
Agree that EI cares about the community it serves		52%	+2%	54%
Agree that EI understands and values its customers				

## THE IMPACT

As mentioned earlier, the biggest and most gratifying impact of the campaign was the spread of kindness throughout the country. We commissioned Dr. Maureen Gaffney to undertake a survey during Powering Kindness week and to add her insights to the Irish attitudes to kindness and find out how kind we are as a nation. The results were outstanding.

71% of the survey population experiencing an act of kindness within a week period. 1,000 people were surveyed on kindness for the Electric Ireland Powering Kindness Week with some surprising results:

- ▶ 79% of those surveyed found no cost acts of kindness (giving up your seat, offering to assist with daily chores) more satisfying than acts of kindness associated with cost
- ▶ 29% rated a simple smile and greeting as the kindest act a stranger could do for them
- ▶ 71% had experienced an act of kindness within a week's period

According to Dr Maureen Gaffney, Adjunct Professor of Psychology and Society at University College Dublin, kindness plays a huge part of the grammar of civil society and is integral to providing quality of life among Irish people, 'Kindness not only affects the person who receives the act of kindness, but has a greater impact on the person performing the act of kindness. Kindness is elemental to quality of life and an antidote to the culture of entitlement that was creeping into society around the time of the boom in Ireland. It is important for people to realise that they are agents of change and simple acts of kindness have the power to change civic life.'

'Kindness is not just a nice feeling, it is one of the ten major positive emotions that drive an individual's behaviour and a character strength; a cardinal civic virtue and one of the invisible ties that binds us together.'

'This survey reveals some interesting results in terms of how we perceive kindness and how it makes us feel. Small acts with no cost attached have the greatest impact on people. A campaign like Electric Ireland's Powering Kindness gives permission to people to act kind to each other and allows the habit of kindness to develop.'

On how kindness can lift spirits of the person performing the kind act, Dr Gaffney added, 'Simple acts of kindness empower people, reminding them of their own resources, skills, time and courtesy, distracting you from your own worries and changing your mood.'

## THE IMPACT

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'The secret to a happy life is to appreciate the small good things and develop a habit of gratitude. Campaigns like this initiated by Electric Ireland provide people with an impetus to do something kind and inspire such behaviour in others.'

## NEW LEARNINGS

- ▶ We knew that the last thing we should try and do to attract the digital enthusiasts was to devise a TV campaign targeted directly at them, this would be far too easily dismissed. However, Powering Kindness is by its very nature an inclusive and all involving platform, which doesn't favour any particular cohort over another. Yes, It rewards the more socially active, hence this audience's attraction to it but it doesn't make them feel like they are being singled out.
- ▶ **LOYALTY GAINS THROUGH SOCIAL MEDIA.** One of the biggest learnings for us is that people who participated in the campaign via Twitter were 76% more loyal. We had research from Stanford University which told us that in markets with low price differentials, customers were more likely to be loyalty to companies they had an affinity with. We all understand that affinity is made up of a so-called natural marriage, a liking or an inclination towards. So where customers can 'be themselves, express themselves in their own loosened up language, enjoy the un-authoritative forum of a social media like Twitter, then maybe brands need to try harder to be in that unpreachy space when it comes to tackling tough issues like price increases.
- ▶ We talk about humanising the brand, and Powering Kindness has served us well already, but continuing to humanise a utility we now know has to involve day in day dialogue with those who tweet, click, post, upload and wouldn't pick up the phone or drop into us in a blue fit.
- ▶ **LINK BETWEEN SOCIAL MEDIA MENTIONS AND ONLINE SALES** As referred to in November our share of social media voice was 76%, (9,567 mentions) and in the same month we achieved 25% increase in online sales. So increase social media mentions and sales rise.  
The challenge for us is to reach those social media heights in order to continue to grow online sales, all year round. A project team is currently looking at how what else we can do during the year to add value to Powering Kindness? Is there another campaign within it? Do we look at seasonable expressions of the campaign?

## NEW LEARNINGS

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- ▶ **INNOVATION IN DESIGN AND TECHNOLOGY TRACKING.**  
We employed some breakthrough technology in tracking and visualising the spread and reach of deed doing and social media interactions. We recorded deeds from Ireland but also internationally, with kind deeds being recorded in Australia, the US, Canada, South Africa, Pakistan, India, Thailand and Africa as the goodwill movement spread. The mapping of this data was a mash up of multiple technologies including multiple public API's from Google, Facebook and Twitter, IP detection and data sets from the Microsite to build up a clear picture of the campaigns achievements. The User Interface was built in HTML 5 using responsive design techniques, which were only just starting to take hold in the market at the time.

## SUMMARY

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In summary Powering Kindness allowed us, from the outset, combine cutting edge digital technology, powerfully drive social media participation, harness true altruism from within the Irish people and, since its inception, give away €230,000 with great fanfare to 6 extremely hard working charities. We've seen the results, the expected and unexpected and as a project group, we are satisfied.

Electric Ireland's corporate and social responsibility effort now has a face, a public life. It has a salvation army of almost 50,000 people all willing to give a helping hand.

Extrapolate that, one hundred per cent, year on year, and we will have a group larger than any political party, a group with totally selfless aims, people who will get good things done, all year round.

Having put our case study to bed, 'anyone for a cup of tea?'

## MEDIA GALLERY

### CREATIVE

