

Live For What Matters

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LIVE FOR WHAT MATTERS CAMPAIGN

Mission Statement

Cardinal Health employees should value our overall employee experience that focuses on well-being. Communications must promote active use of company benefits and programs.

Situation Analysis

Cardinal Health is an organization focused primarily on logistics, product, business and patient solutions. Cardinal Health provides medical products and services to a variety of hospitals and other medical institutions. They are constantly looking for new ways to reduce costs and increase efficiency for all of their customers. Cardinal Health is headquartered in Dublin, Ohio, but has locations in 60 countries worldwide. Founded in 1971 by Robert D. Walter, Walter began by opening a small distribution center in Columbus, Ohio, that focused on distributing food regionally. In 1979 they purchased a Zanesville drug distributor. In 1983 they acquired more than a dozen US drug distributors and in 1989 they sold their food distribution business to focus solely on pharmaceuticals. Cardinal Health has continually evolved as the healthcare industry has rapidly grown. Currently, Cardinal Health is ranked number 15 in Fortune 50's best company to work for. They are a large, well-respected company with over 50,000 employees worldwide.

Cardinal Health wants more of their employees to utilize the numerous benefits that are offered to them. Surveyed employees claim they want an easy and efficient way to get in contact with coworkers and supervisors, and have a more accessible way to navigate the benefits that are available to them. Although Cardinal Health has earned several awards, including the number 15 spot in Fortune's 100, they are looking to enhance their ability to communicate with their employees; they currently do not have an efficient way to communicate to all of their employees. While there is a company intranet that is accessible to Cardinal Health employees, there are roughly 20,000 employees that do not have computer access or their own company emails.

Strengths

With more than 50,000 employees in nearly 60 countries, one priority of Cardinal Health is their employees' satisfaction. Cardinal Health has received positive feedback from employees regarding their compensation, benefits and career advancement opportunities. Another strong quality Cardinal Health possesses is their commitment to their diverse workplace, and have won many awards to show for it: Best Places to Work for LGBT Equality, Top 60 for Executive Women, 2015 Best Practices Company for Community, 50 Out-front Best Places for Women & Diverse Managers to Work, 2020 Women on Boards and America's Top 50 Inclusion Corporations.

Since Cardinal Health has been in the healthcare industry for almost 100 years they are established and fairly well-known. With over $120 billion in annual revenue, Cardinal Health is adamant on adapting and growing alongside the healthcare industry. Their commitment to the highest level of ethics, customer compliance and their pride in business integrity is one of the many reasons they are ranked 15th on Fortune's 500.

Weaknesses

Since Cardinal Health has a vast amount of employees, they are susceptible to communication issues within their company. Their inability to communicate with all of their employees ranks at the top of their weaknesses. Currently, 20,000 Cardinal Health employees do not have a company email account and rely solely on supervisors to relay company-wide messages to them. With employees all around the globe, the work they do ranging from the warehouse, call centers and offices, we believe an efficient method of 'one-voice' communication is imperative. The general lack of knowledge Cardinal Health employees have of the benefits that are available to them prevents the usage of these benefits, affecting corporate salary-paid positions all the way to warehouse hourly-wage positions.

Although employees are given a brief packet during their on-boarding, the packets are brief to a fault and are more than likely forgotten about throughout an employee's time with the company. The company's intranet site also provides similar information for those who prefer to navigate the benefits online; however, more than one-third of Cardinal Health employees do not have access to the internet at work, and some do not have the ability to access the information at home.

The high turnover rate with warehouse employees is also a weakness Cardinal Health is facing. Warehouse employees could be leaving for a $.15 hourly increase, but aren't aware that by taking advantage of the benefits Cardinal Health provides is worth much more than a minute hourly increase. Due to the lack of knowledge employees have of their benefits, Cardinal Health's loss of employees could be prevented with further education.

Opportunities

Opportunities derived from this campaign Cardinal Health could take advantage of range from reaching an external audience of potential employees to creating enthusiasm about their benefits program for current employees. There is an opportunity to create a new method of communication for Cardinal Health that makes it easier and more efficient to communicate with each other. One way this could be done is by creating a company app that can be used be all employees. An app could also provide information to employees that is readily accessible.

When people are given knowledge it is almost as if they are given power. If Cardinal Health can provide that knowledge to all of their employees, it could lead to higher participation rates for benefit programs, and a potential increase in company morale. This campaign also gives Cardinal Health an opportunity to further show their commitment to their employees.

Threats

Cardinal Health is not the first company to create this narrative focusing on employee benefits, which means that they will have a sizeable amount of competitors. Cardinal Health has to compete with a vast array of companies, including those in the healthcare industry and even those who are not. Warehouse and call center employees do not need to stay within the healthcare industry, so keeping current/hiring new warehouse and call

center employees can be competitive. The biggest threat to Cardinal Health are the companies that might provide higher pay or higher benefits.

Secondary Research

In 2017, Michelin Tires won the Silver Anvil Award of Excellence for increasing engagement with their field sales employees. Like Cardinal Health, Michelin found that their employees, who were such an essential piece of their business, didn't have the right communication tools for success in their workplace. Through research, Michelin discovered that their corporate office's awareness and communication about company happenings was not a concern. However, their employees out in the field and in sales were having trouble navigating the messages sent to them with their current communication tools. They sought clearer communication amongst one another in the company, showing that it is a common desire amongst employees in all areas to have clear communication channels.

In 2013, Transitions Optical encountered head on that even though their company was dedicated to improving vision, nearly half of their employees did not use the vision plan that was provided to them. Through the company's research, they found the main reason behind their employees lack of participation merely came down to their lack of knowledge. They switched their goal of promoting their vision plan to promoting the knowledge of employee benefits and the drawbacks of poor eye-care. Cardinal Health has the opportunity not just to promote their benefits but to promote a healthy lifestyle by redirecting their employees' minds towards the health benefits as a healthy lifestyle choice.

Princeton Healthcare System made a monumental transition into a new medical center in early 2013 and conducted research among their employees to discover how their staff would like to receive new information. They received an overwhelming response from the staff stating the need for electronic communication paired with events and meetings in the workplace. Keeping Princeton Healthcare System's research in mind, the rebranding of Cardinal Health's benefits program needs to apply to all elements of their company in order to reinforce their 'one-voice' message.

In 2012, Hewlett-Packard Co. created a global wellness challenge for their employees. It utilized online tools to have a company-wide competition having employees work towards health goals and could do this together. Whether be it by improving their diet or exercising more, the goal was to get employees engaged in a life dedicated to wellness in a fun way. Their goal was to engage 50,000 employees and have an overall satisfaction score of approximately 80 percent. Their event brought together 54,000 employees and exceeded their satisfaction goal, reaching 94 percent. While encouraging employee wellness, the company also created a healthier and more focused staff. It also promoted dialogue amongst employees on a global scale. The large company was able to feel smaller as employees could talk to one another and work towards the same goals. Cardinal Health could learn from this challenge and its effects on employee involvement and engagement through whatever medium Cardinal Health chooses to use. A friendly wellness competition could be something employees could look forward to as a way to engage with the company and engage in their personal health and wellness.

Another case study we examined was “Linhart Public Relations Campaign: Creating a Great Place to Work, Thrive, & Grow.” Linhart Public Relations wanted to improve the culture of their growing and ever-changing company while also trying to get their employees to be more satisfied with their workplace climate. They not only wanted to create a place for PR professionals to work, but also wanted to create an environment that allows employees to grow as not only a thriving member of the company but also as an individual. The company improved their internal communications program by collecting employee feedback in order to come up with a strategic plan that focused on improving the workplace climate and communication and employee satisfaction. The company executed their campaign using specific techniques, including supervisors holding quarterly meetings with employees to aid in open communication and support while incorporating team building activities. Their successful campaign to improve the culture of their company by improving workplace climate, communication and employee satisfaction is something to keep in mind throughout our current campaign with Cardinal Health.

Phillips 66 is a downstream energy company derived from ConocoPhillips who had a goal of encouraging their employees to live up to their company’s Vision and Values campaign. Their communication plan focused on a “Moving Forward” video that highlighted the company’s core values; relating not only to work-life but also to family-life. They reached their global-wide employees by using multiple communication methods: email, intranet and home mailers. They also strategically chose the date and time that the video launched so that it would be convenient for their employees. After the video launched, more information on the company’s Vision and Values were posted on the company’s intranet site. The video and intranet views surpassed the goal and the employees were overall more aware of the company’s Vision and Values after the launch. This strategic video built awareness and created an attitude change among employees, something Cardinal Health is also trying to do.

The Doe Run Company set up a campaign to spread awareness of their new business strategy as an attempt to get their employees involved. The Doe Run Company is a mining company that specializes in mining metals. Due to changes in the success of the company, executives decided to analyze and make changes to the company’s business strategy, vision, mission and values. Based on survey results, the company came to the conclusion that only 30 percent of employees were informed and aware of the current business strategy. The company marketed the strategy with the clever acronym “DRIVE” and incorporated interactive meetings to grab the attention of their employees. Each letter of the acronym represented a concept of the company’s business strategy; they thought using this acronym could be a helpful tool for employees to better understand the business strategy. To further enhance their campaign, they also incorporated materials such as videos, newsletters and posters. By using the “DRIVE” acronym, the company was able to be successful in their campaign. This case study pertains to Cardinal Health’s campaign, as it was successful at spreading awareness to their employees..

Cardinal Health’s Values and Leadership page on their website helped us learn about the kinds of individuals they hired, what they looked for in employees, and what they valued as a company. Understanding the company’s values is important in helping us understand what an effective plan of getting individuals interested in their benefits would look like. We discovered that their primary values are based on doing what is right for the community in an efficient, helpful manner. Their leaders are individuals who are willing to go above and beyond to create a welcoming environment at Cardinal Health.

The Blue Cross Blue Shield Tennessee (BCBST) case study is an example of how another campaign was able to get their employees to participate in their benefits plan. The BCBST case study showed us that by giving their employees the information in a variety of ways, it helped the information stay fresh in their minds.

The Careers page on Cardinal Health's website informed us that they are an equal opportunity employer that is interested in attracting a diverse group of individuals, but there was no description of the benefits to employees. Cardinal Health's lack of transparency for their benefits serves as a weakness for current and potential employees seeking information on their website.

The Fact Sheet available on Cardinal health's website helped give us a better understanding of the company as a whole. Having knowledge on what it is that Cardinal Health does makes it possible for us to create goals for this campaign that align with their company brand.

Problem Statement

Employees may not fully understand company programs, or they underutilize them because they do not know how to access them.

Goal statement

To find a way to communicate to employees that wellness is important inside and outside the office and Cardinal Health is here to help with that. Cardinal Health understands that they might not know what is best for each individual employee, but they will provide employees with great options to find what it is that will work best for each individual's specific needs. If the objectives for selected key publics are met then what will be established is a system for getting in contact with all employees in one way, and a way for Cardinal Health to easily and clearly communicate the benefits available to all employees.Primary Research

Primary Research

Client Memo

TO: Brett Ludwig- VP of Global Internal Communication, Ellen Barry- Sr. VP Global Corporate Communication, Mark Mills- Communications Manager
FROM: Nick Aiello, Amanda Collins, Nate Graham, Mackenzie Sandor, Heidi Schubargo, Tucker Smith, Anna Soppelsa
DATE: September 9th, 2017
RE: Client Meeting on 9/6 Regarding "Live for What Matters" Campaign

Thank you for taking the time to come in and meet with us last Wednesday to discuss the "Live for What Matters" campaign. It is our goal to create a campaign that will help communicate all of the benefits and programs available to all current and Cardinal Health employees. It is our understanding that the number of employees currently taking advantage of Cardinal Health's programs and benefits is low. It is our goal change that.

To summarize the details of our meeting; it is our understanding that many of Cardinal Health's employees may not fully understand all of the programs and benefits that are available to them. Because of this, many of

these benefits and programs are being underutilized. So, not only are employees missing out on these benefits, but Cardinal Health may be also losing employees because of this. It is great to see that Cardinal Health care's so much about their employees that they are working on ways to promote employee well-being both at work and at-home. You discussed the theme for this project as "Live for What Matters." The key components of that theme were that Cardinal Health has its employee's best interests at heart as well as focusing on what's most important in the employee's life so they can live for what matters. Also that Cardinal Health is not going to pretend that they know what's best for every employee, but rather help their employees find what's "best" for them, both at work and at home. We understand you have also given us a budget of 1-1.5 million for this campaign. This campaign will be focusing on the target audience of your over 50,000 employees. We also understand that of these 50,000 employees, over 20,000 employees that currently do not have a company email account.

Our action items are as follows: We will review and assess the statistics from past employee surveys including the VOE survey you discussed with us on Wednesday. We will take all of this this information and look for information such as what employees currently like or dislike about benefits available to them, how they want to receive benefit-related content and try to find out things that are related to the well-being theme. From there we will assess the strengths, weaknesses, opportunities and threats of the current environment and come up with a plan centered around creative expression to in turn create a better overall associate engagement in the programs Cardinal Health has for its employees. we will reach back out to you in two weeks with more information. If you have any questions before then, please don't hesitate to reply to this email or contact me via cell at 614-440-4479.

Regards,
Nick Aiello, Nate Graham, Amanda Collins, Anna Soppelsa, Heidi Schubargo, Mackenzie Sandor, Tucker Smith

Survey

We conducted a survey in order to gauge Cardinal Health's employees' attitudes towards how the company communicates their health and wellness benefits. With this information we formulated which modes of communication and communication strategies worked best for all employees at Cardinal Health. This survey also helped us gauge which benefits employees were interested in, which benefits employees expect and desire, and anything that limited employees from utilizing their benefits. Overall, this survey helped us understand the values, ideals, and circumstances of all employees at Cardinal Health. By being consciously aware of each of these aspects of employees at Cardinal Health, we were able to formulate strategies and tactics that we believe are effective in increasing awareness and participation in Cardinal Health's benefits.

This survey was taken online through Qualtrics by 60 emerge professional.

Research findings

Our group utilized three different audiences for primary research to help aid our efforts and discover more information regarding Cardinal Health and its employees. The first approach we used, and arguably most important, was a survey that we distributed to 180 Emerge professionals, which are high potential Cardinal Health

employees who have recently graduated college that are currently enrolled in a three-year rotation program at Cardinal Health. The survey received 60 responses, helping us understand to what extent these current employees understood their benefits and what they would like to see be improved.

Nearly 50 percent of these Cardinal Health employees felt that they only moderately understood the benefits available to them. When asked if they were interested in learning more about the benefits available to them at Cardinal Health, more than 75 percent did. Employees reported that email and direct mail were the most frequent means that they have received information regarding Cardinal Health's benefits. Of those surveyed, 100 percent reported that they owned a smartphone; most claiming that they used social media at least two hours per day. Regarding improvements these employees requested, the most frequent was more paid time off. More than 80 percent of those surveyed felt that they were included in a culture of wellness at Cardinal Health.

The method in which Cardinal Health delivers their information to the warehouse and call center employees needs to be improved upon. An interview with Columbus-native Nicola Rippingale, a warehouse employee for Kimball Midwest, gave us some insight as to what a warehouse employee might like, dislike, and like to see be improved in the workplace.

Nicola has worked at Kimball Midwest, a company that distributes maintenance, repair and operations products, for three years as a warehouse employee. Nicola liked the idea of a company-wide application, believing that it would make communication easier for employees, adding that information would also be more accessible if it were provided on one platform. Nicola added that a calendar aspect on the application would be a very useful way to keep track of deadlines and the events Cardinal Health hosts.

Nicola also commented on the high turnover rates warehouses experience, stating that higher paying jobs at big companies like Amazon are the reason the turnover rate is so high. However, Nicola said that Kimball Midwest tries to prevent their employees from leaving by providing incentives like free lunches, health fairs, and fun competitions (N. Rippingale, personal communication, October 22, 2017).

Kimball Midwest is a large company with a large amount of employees similar to Cardinal Health, so speaking with Nicola has helped us further understand what employees want, giving us ideas to improve communication in a large business setting.

The final source being that of Joel Stephens, founder and CEO of Switchbox Inc., a web and application development company in Columbus, Ohio. Stephens assisted in giving some figures for our application idea, giving us cost numbers and a time frame. He stated for the most basic application, only giving information and to anyone specifically the cost would be $15,000 to $25,000. To add in the ability to swap shifts, add in health information i.e. tracking steps and so on, it would be an additional $5,000 to $15,000. Stephens stated that once Cardinal Health decided they would make it specific to their employees, requiring a login and therefore having to bring in more work for security purposes, the cost could add on $50,000 to $100,000. The total being $140,000 for the most expensive of all three options. With a larger project, Stephens estimated it would be around 5-6 months for completion (J. Stephens, personal communication, October 25, 2017).

Target Publics

Warehouse Employees

The main key public for our campaign are the Cardinal Health warehouse employees. The warehouse employees make up the majority of Cardinal Health's employees, and are also susceptible to high turnover rates, job dissatisfaction, and ignorance to employee benefits due to their lack of reachability. Cardinal Health's warehouse employees have the highest turnover rate when compared to their call center and corporate employees. Since they are the least educated public regarding employee benefits, we hope that be being able to educate them on the benefits provided to them, they will see the value they have and continue to choose Cardinal Health as their employer.

With Cardinal Health being an essential link to the healthcare supply chain, the warehouse operations are the backbone to Cardinal Health's success. Cardinal Health relies heavily on the warehouse employees to ensure that supplies and orders are filled and distributed efficiently and effectively. The company would not thrive without the thousands of employees that make up warehouse operations.

Call Center Employees

Our second public we have chosen are the call center employees. This public is especially important, because like the warehouse employees, they could find a call center job at a variety of companies that do not have to be specific to Cardinal Health or the healthcare industry. We want to ensure that they continue to choose to work at Cardinal Health, and we aspire to do so by educating the call center employees of all of the benefits they have available to them, and why these benefits should influence them to keep working for Cardinal Health, even if there is a potential pay raise at another competing company.

These employees help Cardinal Health clients quite literally: Questions, compliments, complaints and general help concerns are directed to the call center employees everyday. These employees speak directly with Cardinal Health's clients, so their employment satisfaction should be very important to Cardinal Health.

Millennial Office Employees

Millennial office workers are our third key public. We focused on this group of individuals because Cardinal Health wants to ensure that these individuals will stay with the company. This public includes Cardinal Health employees that were born starting in 1982 through 2002. These individuals must be working in the Cardinal Health office in Dublin Ohio.

The main channels to reach these individuals would be through text, email and social media like Facebook and Twitter, because of their generations' high usage of social media. The application will be the best place to contact this group, because they are frequently on their phones and are familiar with smartphone applications. These individuals are important because if we can target a younger audience and make them aware of the benefits available to them, they will be more likely to stay with Cardinal Health. They can help the client by expanding their client and employee base. Millennials are more likely to talk to their friends about where to find jobs and if they

have positive things to say about Cardinal Health more millennial workers will be drawn to the company, especially if they have good benefits. If Cardinal Health is able to effectively communicate the benefits available to millennials, it will entice those workers to not only stay at Cardinal Health, but also talk about Cardinal Health in a positive way to their peers who could be for jobs. The degree of influence millennial office workers have with the organization is pretty high because they are taking over the workforce. With this in mind, attracting and keeping millennials around will be vital to Cardinal Health's growth.

Message

The goal of the first part of our message strategy is to appeal to personal growth. Our tagline, "Creating a lifestyle of wellness to lead to a life of well-being," highlights the aspect of personal growth we are encouraging. We believe this appeal will be effective because it aligns well with Cardinal Health's current culture of employee growth.

The goal of the second part of our message strategy is to appeal to reason and logic. We will do this by using testimonials, statistics and propositions that are believable, relatable and familiar to each of our publics. By using these forms of rational appeals, we will demonstrate Cardinal Health's benefits as practical, functional and certified. Using this strategy will help inspire confidence in each of our publics and will encourage them to participate in Cardinal Health's benefit programs.

The final part of our message strategy is to use love and social appeals. We will use these appeals as the general undertone of the campaign rather than for the specific content. Both of these emotional appeals will be used to create a sense of belonging and comfort within Cardinal Health's culture of wellness. This will be executed by communicating with a sense of compassion and unity throughout all of our tactics, and implementing a heart-shaped icon for the smartphone application. These appeals will be important for increasing the participation and acceptance of Cardinal Health's benefits.

Objectives

Objectives for warehouse workers of Cardinal Health:

- To have an effect on the awareness of warehouse employees of Cardinal Health; specifically, to increase their awareness and understanding of all of the benefits and programs that Cardinal Health has made available to them. The goal is to increase awareness by 50 percent in the next 12 months.
- To have an effect on the acceptance of the benefits and programs available to the employees of Cardinal Health; specifically, to increase the enrollment of these benefits and programs by 40 percent in the next 12 months.
- To have an effect on the action of job sustainment of the warehouse employees of Cardinal Health; specifically, to lower the turnover rate of these employees by 5 percent within the next six months and 15 percent within the next 12 months.

Objectives for call center employees of Cardinal Health:

- To have an effect on the awareness of warehouse employees of Cardinal Health, specifically to increase their awareness and understanding of all of the benefits and programs that Cardinal Health has made available to them. The goal is to increase awareness by 40 percent in the next 12 months.
- To have an effect on the acceptance of the benefits and programs available to the employees of Cardinal Health; specifically to increase the enrollment of these benefits and programs by 30 percent in the next 12 months.

Objectives for millennial corporate office employees of Cardinal Health:

- To have an effect on the awareness of warehouse employees of Cardinal Health, specifically to increase their awareness and understanding of all of the benefits and programs that Cardinal Health has made available to them. The goal is to increase awareness by 40 percent in the next 12 months.
- To have an effect on the acceptance of the benefits and programs available to the employees of Cardinal Health; specifically to increase the enrollment of these benefits and programs by 30 percent in the next 12 months.

Strategies

Our three-part strategy to accomplish our goals and objectives begins with a company-wide and user-friendly smartphone application. The application will provide employees with a platform to access the benefits that are available to them, giving them the knowledge they need to understand which benefits are right for them. This will then help increase the enrollment in benefit programs.

The second part of our strategy is the creation of a Cardinal Health Facebook page focused solely on their benefits. To start a following and get employees to interact with the Facebook page, we will host a Facebook post contest that will be promoted on social media and advertised on flyers and posters at all of Cardinal Health's call centers, warehouses and offices. The contest will get employees thinking about the way they utilize their benefits and increase employee's awareness and acceptance of Cardinal Health's benefits through the exchanging of personal stories on how their benefits have helped them lead a life of wellness. The Facebook page will help unite the company's culture of wellness by giving Cardinal Health a platform to easily communicate to all of their publics, which will increase awareness of all of their benefits.

The third part of our strategy is the application launch and benefits fair. The launch event will inform employees on how to use the new application. And the benefits fair will provide employees with a hands on way to learn how to utilize the benefits available to them and give them an easy way to enroll in benefits.

Tactics

Smartphone Application

Our first, and quite possibly most significant tactic, is the implementation of a Cardinal Health smartphone application tailored specifically for Cardinal Health employees. In a country where almost 77 percent of the population have smartphones (Pew Research, 2017), we believe that a smartphone application will be the most efficient method to reach the largest number of employees at Cardinal Health. In support of this, our primary research showed that 100 percent of the 60 Cardinal Health employees surveyed had a smartphone that they use daily.

To start, we will outline the basics of what the application will look like, followed by a section by section overview of what the application will be capable of. Upon downloading this new application, the Cardinal Health employee will be able to login with a specific user identification and password. This login information will be protected by two-factor authentication if that technology doesn't already exist inside of Cardinal Health. There are a variety of options as to what this app could look like upon opening it. Our goal is to create an application that is easy to navigate with pertinent information employees want to know more about.

Upon logging in, the user will see a customized front page, with basic employee information, any messages Cardinal Health has sent, five fixed navigation buttons at the bottom of the screen and a central home screen button that will be fixed at the top right hand corner of the screen for quick navigation. The five buttons at the bottom of the screen, from left to right, will be 'Benefits Portal', 'Benefits A-Z', 'Search', 'Contact' and 'My Account'.

Through the 'Benefits Portal', Cardinal Health employees will be given a short survey that will cover a variety of information (such as personal health information, benefit interest, etc.), that will populate recommended benefit plans that are tailored to each user's lifestyle needs and schedule. This section could mimic the current benefits portal that is offered on Cardinal Health's intranet. Each plan will have a 'learn more' button that would give an easy to understand breakdown of what the benefit is and how it will be helpful to the employee. This will assist and motivate employees to consider each benefit available to them, and have tailored options to specific to them if they are unsure of which plans are right for them.

The 'Benefits A-Z' page will provide a comprehensive list, in alphabetical order, of all of the benefits that are available to them. The employee will either search for a benefit, or scroll through the right side of the screen to quickly navigate to a certain letter/benefit. Each benefit will include a link that will direct the employee to an information page where they can learn about each benefit. This page will include general information about the benefit and a section that further explains why they should take advantage of that benefit. This page will also include personal testimonials from Cardinal Health employees that have shared their experiences with that particular benefit. In addition to these three things, there will also be a 'comments' and 'contact us' section for employees to communicate with each other and have quick access to be able to contact the right person about the benefit they are inquiring about.

The ‘Search’ tool section will allow the employee to use keywords to search for any benefit they would like to know more about. For example, if an employee wants more information about what counseling options are available to them, they can search for ‘counseling’ through the search screen and see all of the options available to them through the Employee Assistance Program. These search inquiries will not only help the employee quickly and easily navigate to the benefits that are available to them, but it will also allow the mobile application to tailor specific results for the employee. For example, if the employee searches for ‘maternity leave’ the application could then tailor the home page to the employee with news, information, and videos to the employee regarding having a child.

The fourth navigation button will be a ‘Contact’ button. This page will provide the employee an easy-to-navigate page with phone numbers for each of the benefits’ providers. Like the ‘Benefits A-Z’ screen, the employee will be able to slide up and down on their touch-screen phone to quickly find a phone number. Also included in this page is a ‘Find a Provider’ search function. This will allow the employee to search for a provider based on the benefits packages they have enrolled in. For example, if the employee is enrolled in a dental plan, they can use the ‘Find a Provider’ tool that will search for providers that are in-network and even out-of-network dentists, based on the employee’s current location or zip code.

The fifth and final navigation button will be a ‘My Account’ button. This section will provide the employee with information regarding the benefit plans they are currently enrolled in, including links to those providers’ websites. For instance, if an employee is enrolled in Cardinal Health’s 401(k) plan, they can quickly navigate to the Wells Fargo website to check account balances or change their contribution amount.

The application will provide Cardinal Health employees a single platform that can be accessed anywhere at anytime, making it easier to access information, ask questions and provide resources to employees.

Cardinal Health Benefits Facebook Page

Our second tactic is the implementation of a Cardinal Health Benefits Facebook page. In a country where 72 percent of adults with internet access use Facebook (Pew Research, 2016), and 32 percent of all Facebook users are between the ages of 25 and 44 (Statista), we believe that Facebook will serve as a useful medium for communicating and interacting with all of our publics at Cardinal Health. In support of this, our survey found that Facebook was the most used social media site among the 60 Cardinal Health employees who participated. The Cardinal Health Benefits Facebook page will serve as a single platform for Cardinal Health to post updates and important information regarding all of their benefits quickly and conveniently to a large portion of our publics. They will also be able to use this page to share videos, articles, statistics, testimonials, infographics and other media material that promotes and supports the use of their benefits. All Cardinal Health employees in the continental US will be able to access and follow this page.

Through the Cardinal Health Benefits Facebook page, a contest will be held to spread awareness of the Facebook page. Cardinal Health will promote this contest by posting digital flyers to their Facebook, Twitter and Instagram pages the week prior to the contest. Also during the week prior to the contest, Cardinal Health will advertise the contest on posters and flyers displayed in the workplace (warehouses, call centers, corporate offices,

etc.). This will help spread the word of the contest among the publics that might not expose themselves to social media as frequently.

The flyers and posters promoting employee participation in the Facebook contest will include four-step instructions. Step one will direct employees to like and follow Cardinal Health's Benefits Facebook page. Step two will ask employees to share a story on the wall of Cardinal Health's Benefits page, describing how Cardinal Health's benefits have helped them lead a life of well-being, including photos at their own discretion. Step three will ask employees to include "#LeadALifeOfWellbeing" and "@CardinalHealthBenefits" in their post to officially enter them into the contest. Step four will encourage employees to follow up on their post, and read and like stories posted by other employees. These flyers and posters will also list the contest's beginning and end dates, general guidelines and information on the prize incentives. The post with the most likes by the contest's deadline will receive a free one-year gym membership, and will have their name announced on Cardinal Health's Benefits Facebook page.

The Facebook page and the contest will work together simultaneously. The promotion of the contest will serve as a way for Cardinal Health to gain more likes, followers and overall engagement on their Facebook page, which will then increase the use of Facebook among our publics, increasing participation in the contest.

Application Launch And Benefits Fair

The third tactic in our campaign is the implementation of an application launch event and benefits fair. The application launch event and benefit fair will be held together in Cardinal Health's corporate campus in Columbus, Ohio. The event will begin with the announcement of the new smartphone application, with a short presentation displaying all of the application's features, with demonstrations being utilized to demonstrate how user friendly the application is.

For employees located at other branches of Cardinal Health, a teleconference will be available. A live video stream of the presentation will also be streamed on Cardinal Health's Facebook page.

After the presentation, employees at the event will be welcomed to attend the Benefits Fair, giving employees the opportunity to learn and/or enroll in each of Cardinal Health's benefits. All thirteen categories of benefits offered at Cardinal Health will be represented by individual booths. Each booth will have informative banners, displaying information on what each benefit offers and information on the enrollment process, and a representative who will be present for questions and enrollment assistance.

Evaluation

For the evaluation of Cardinal Health's warehouse employees, we will provide them with a survey, via the method Cardinal Health currently has in place, prior to the implementation of our tactics to measure their initial awareness of the benefits and programs available to them. After the implementation of our tactics, another survey will be distributed, via the Cardinal Health Employee smartphone application, to measure the awareness of the benefits and programs available to them. By introducing the second survey through the new application, we will

not only be able to measure the results, but we will also be able to see the change in the amount of employees that are reached via the new mobile application.

To measure the objective of “increasing enrollment and participation in the Cardinal Health benefits and programs”, we will start by measuring the current enrollment. This will be followed by another measurement of enrollment following the 12-month timetable we have set in place. To measure the turnover rates, we will compare the current turnover rate during the last 12-months, prior to the implementation of our tactics, with the turnover rate during the 12 months after our tactics are implemented.

When evaluating the objectives regarding Cardinal Health’s call center employees, we will first start by measuring the current awareness of the current benefits and programs by offering surveys to the call center employees, via the method Cardinal Health currently has in place, prior to the implementation of our tactics, to measure their initial awareness of the benefits and programs available to them. After the implementation of our tactics, another survey will be distributed, via the Cardinal Health Employee smartphone application, to measure the awareness of the benefits and programs available to them. By introducing the second survey through the new application, we will not only be able to measure the results, but we will also be able to see the change in the amount of employees that are reached via the new mobile application.. To measure the objective of “increasing enrollment and participation in the Cardinal Health benefits and programs”, we will start by measuring the current enrollment. This will be followed by another measurement of enrollment following the 12-month timetable we have set in place.

When evaluating the objectives regarding Cardinal Health’s millennial office workers, we will first start by measuring the current awareness of the current benefits and programs by offering surveys to the call center employees, via the method Cardinal Health currently has in place, prior to the implementation of our tactics, to measure their initial awareness of the benefits and programs available to them. After the implementation of our tactics, another survey will be distributed, via the Cardinal Health Employee smartphone application, to measure the awareness of the benefits and programs available to them. By introducing the second survey through the new application, we will not only be able to measure the results, but we will also be able to see the change in the amount of employees that are reached via the new mobile application. To measure the objective of “increasing enrollment and participation in the Cardinal Health benefits and programs”, we will start by measuring the current enrollment. This will be followed by another measurement of enrollment following the 12-month timetable we have set in place.

Budget

Phone Application		
Creative costs	$	100,000
Production costs	$	400,000
Development costs	$	200,000
Total	**$**	**700,000**
Advertisements/distributables		
Application Posters @600	$	997
Contest Posters @600	$	997
Contest flyers @600	$	15,659
Benefits fair posters @600	$	997
Total	**$**	**18,650**
Social Media		
Digital flyers for fair, Facebook page and application	$	300
Social media contest prize: gym membership 12 months @ 40.00/month	$	480
Total	**$**	**780**
Benefits Fair		
Administrative costs @26 workers	$	655
Fair banners @13	$	7,657
Fair tables @13	$	520
Refreshment costs (snacks and drinks)	$	1,000
Total	**$**	**9,832**

Budget	**Leftover**	**Total costs**
$750,000	**20,738**	**$729,262**

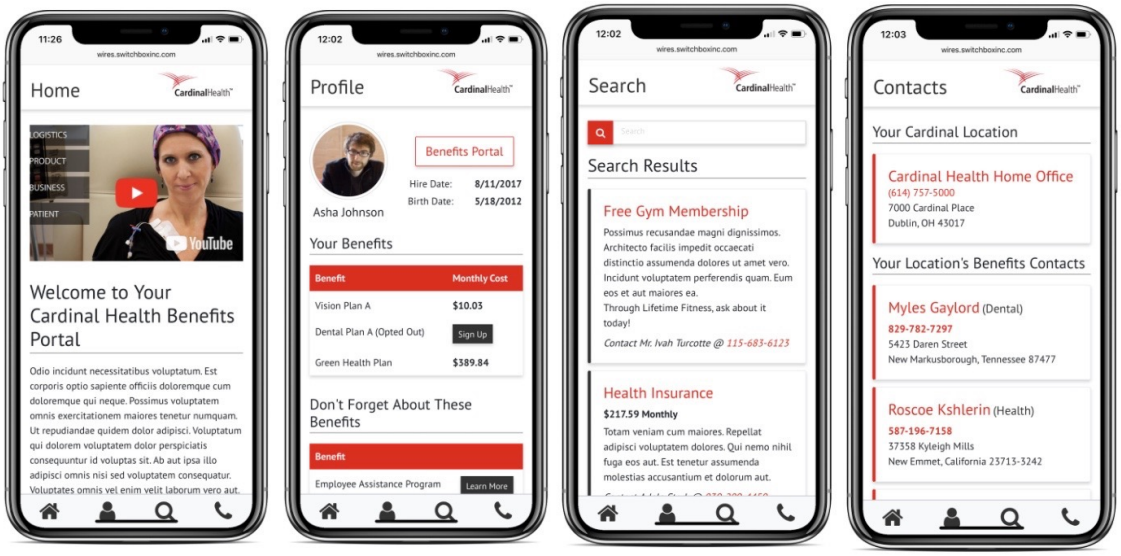
Appendices

Live for What Matters Campaign Logo

Live for what matters

Creating a lifestyle of wellness to lead to a life of well-being

Smartphone Application Renderings



Survey

What benefits are you currently involved in at Cardinal Health?

What benefits do you wish Cardinal Health provided to you?

In your opinion what is the most important benefit a company can provide to you?

How well do you understand the benefits available to you at Cardinal Health?

	Very well	A lot	A moderate amount	A little	Not very well
Understanding of benefits					

How often are you exposed to the benefit plan at Cardinal Health?

	Far too much	Moderately too much	Slightly too much	Neither too much nor too little	Slightly too little	Moderately too little	Far too little
Exposure to benefits							

How well are Cardinal Health's benefits tailored to your own needs?

	A great deal	A lot	A moderate amount	A little	Not at all
How well benefits are tailored to your needs					

I am interested in learning more about all of the benefits offered at Cardinal Health.

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
.							

How have you received information about Cardinal Health's benefits?

	Check all that apply
Email	☐
Supervisor	☐
Company meetings	☐
Direct mail	☐

Please list any other modes of communication you have received information about Cardinal Health's benefits through.

I feel included in a culture of wellness at Cardinal Health.

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
.							

Please rate the following

Strongly agree		Agree		Somewhat agree	Neither agree nor disagree	Somewhat disagree		Disagree	Strongly disagree
0		1		3	4	6	7	9	10

Special events would be helpful for learning more about Cardinal Health's benefits

A phone application would be helpful for learning more about Cardinal Health's benefits

Company seminars would be helpful for learning more about Cardinal Health's benefits

I would embrace company contests at Cardinal Health

Do you have a smart phone that you use daily?

How many hours a day do you use social media? Please list which applications you use (Facebook, twitter, etc.)

Which appeals of a message are most important to you?

Emotional appeals										Rational appeals
0	1	2	3	4	5	6	7	8	9	10

I am interested in learning more about all of the benefits offered at Cardinal Health.

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
.							

How have you received information about Cardinal Health's benefits?

	Check all that apply
Email	☐
Supervisor	☐
Company meetings	☐
Direct mail	☐

Please rate your perception of Cardinal Health's culture on the following.

Conservative							Innovative
Carefree							Serious
Youthful							Mature
Unfriendly							Freindly
Liberal							Conservative
Classic							Contemporary
Family-oriented							Self-oriented
Unique							Standard
Organized							Unorganized

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