

COMMUNICATION STRATEGY

FOR KMG / 11.30.2019

DIFFERENTIATION VS. POSITIONING

I see differentiation as more rooted in the product, category, market... whereas brand positioning is where you live in people's minds. Differentiation happens at different levels— product, organization, genre, category, characterization, consumer or societal need, etc. A unique brand positioning usually combines differentiation at multiple levels. Brand positioning is often the most powerful differentiator.

The purpose of this document is to begin compiling the necessary identity pieces and lay the foundation for more substantive work on a company positioning.

ASSUMED BRIEF

1. Look at ways to intrinsically build equitable and sustainable practices that foster an environment of self-correction and openly invites new people in.
2. Explore messaging approaches with the intention of coalescing internal motivation and external affinity (given the fractured trust amongst partners, investors, etc).
3. Define an approach for engaging investors (with specific goals of building shareholder value, reducing miscommunication, and building an investor base).

GOOSE DUCK DUCK

The v-formations of flying geese are an apt metaphor for how an umbrella brand interacts with their portfolio— momentum, efficiency, ensuring the ability of each goose to take the lead at different times...

An umbrella positioning should both galvanize the spirit of the flock and outwardly represent what they're about.



TABLE “STEAKS” YUM!

Competitors all seem to say similar things, cross-pollinate across production and distribution value chains, with slight character differentiation, mostly derived from their history and recent product repertoire. Most claim to be destinations for creatives or creativity with the promise of globally breakthrough programming. Aside from maybe a love for the business and narrative, few attempt to strongly address a bigger “why?”

THE BIGGER “WHY?”

Why the bigger “why?”

It's a leadership stance... and you're already doing it.

Demonstrating the belief that value accrues socially, in addition to other measures.

a world lacking empathy — the absence of which underlies war, neglect, racism, abuse, marginalization; shining a light on dark corners

promoting healthy media diets — how media plays a role in being informed global citizens, balancing entertainment and education; it's part of making responsible choices in their upward mobility

gender equity — not a diversity issue, but a balancing of scales

intergenerational friction — people are living longer and annoying each other more; media alleviates this (or is an anaesthesia)

There could be other “whys?” ... how do we find out?

EXAMPLE

Anaesthesia

Kew Media is an emerging player at the forefront of the media anaesthesiology field. We're big believers in the healthy use of media anaesthetics to provide space, to pause and reflect, gain insight, alleviate boredom, distract, inform and entertain. In the turbulent world we live in, we feel individual access to media anaesthesia to address any mood state, is a basic human right.

We pride ourselves on its embedded healing properties — comprised mostly of love — underpinning the development of our programming, the immediacy of immersion and the heightened therapeutic state viewers derive from continuous viewing. Our proprietary media equivalents to laughing gas are available in varying intensities and characters, while our political and music documentaries have proven to be some of the most popular anaesthetics on the global market this year. A selection of our factual and drama remedies are formulated with a media form of pre-emptive analgesia — to provide pain relief or defer pain from being felt. Our entire portfolio is non-medicinal, non-sedating and mostly approved for mainstream consumption.

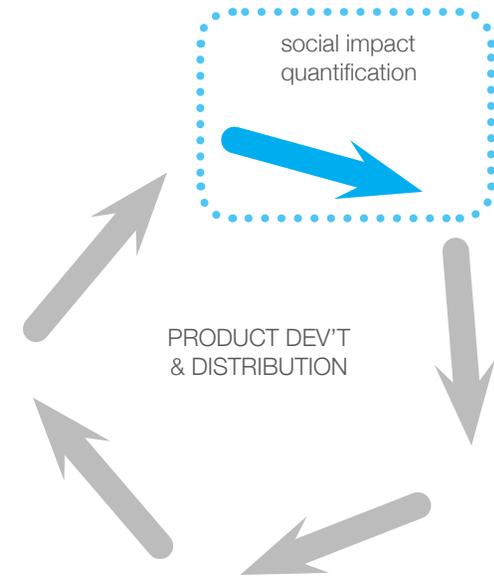
What if a collaborative doc could continuously pass between all the companies — kinda' like the Netflix culture doc — but instead of defining HR constraints, use it as a dream document.

Explore possibilities, what it means to be part of the organizational ecosystem. The goal is to create a living document, in part a manifesto (eventually) that galvanizes internal spirit and synergy through the process. Evolves, ebbs and flows, informs research, communications, and encourages intra-company dialogue. The choice/ design of collaboration platform is key. It should be designed to snowball.

WHO ARE WE? WHAT DO WE BELIEVE?
WHAT ISSUES ARE IMPORTANT TO US?
WHAT WOULD WE LIKE TO DO ABOUT THEM?
WHAT POSSIBILITIES EXCITE US MOST?
WHERE ARE WE HEADED?
WHY IS THIS GREAT? ...CREATIVELY?
INDIVIDUALLY? ...FOR THE BUSINESS?
...FOR THE WORLD?

From the living document, opportunities to further explore, to design research or activity around will likely emerge. An intentional near-term outcome could be to inform umbrella positioning directions to be further tested. The values and possibilities that excite people most will point to where along the social responsibility spectrum the company should plant itself moving forward... where it should develop programs, benchmarks, design KPIs and incentives around.

A focus on the ecosystem, the "why?" of meaningful issues, and quantification of social impacts of specific products will provide a more holistic balance between distribution and production and strengthen understanding of what the ecosystem provides. It will also illuminate where shifts are needed to create space for individual employee-driven, values-based activity.



DEFINING IT... ?
 social entrepreneur = a type of person
 social enterprise = a type of organization
 social innovation = an activity or process
 social impact = a goal or outcome



WHAT COULD THESE LOOK LIKE IN THE **FILM, TELEVISION AND BROADER MEDIA** FIELDS, GIVEN CURRENT + ANTICIPATED INDUSTRY-SPECIFIC ISSUES?

SOCIAL ENTERPRISE

SOCIALLY RESPONSIBLE BUSINESS

CORPORATION PRACTICING SOCIAL RESPONSIBILITY

TRADITIONAL FOR PROFIT

UMBRELLA POSITIONING

MEAN IN THE
MEANTIME...

IMMEDIATE NEEDS

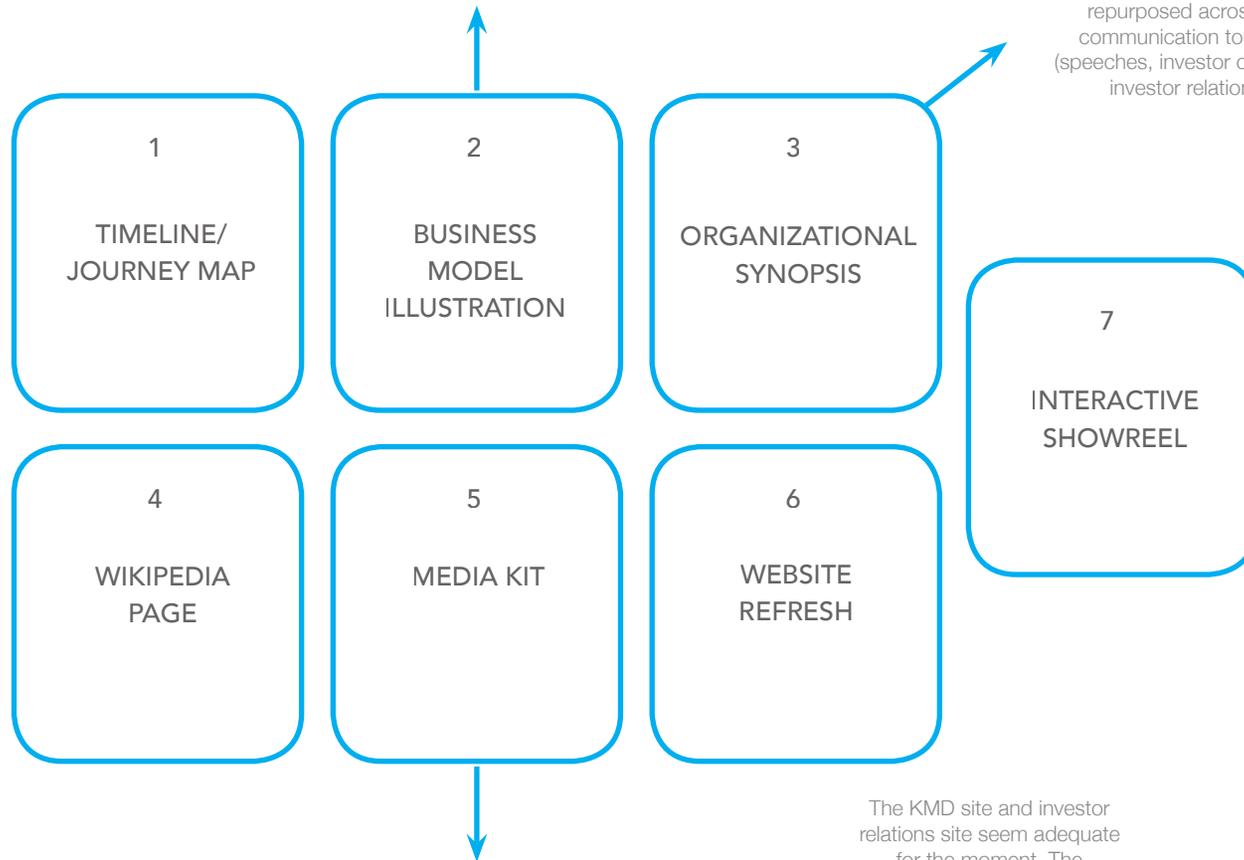
An illustration of how the business model capitalizes on industry fragmentation (assuming there's a differentiator here, but even if there isn't, it...) provides clarity and reassurance.

Connect aerial view of industry trends to your vision & beliefs... and how your organization meets needs presented by these changes. When well crafted, this can be repurposed across various communication touch points (speeches, investor calls, media & investor relations, etc)

A timeline/ journey map would illustrate how far the company has come in a short time, rather than be seen as underperforming relative to more established players

A wikipedia page inherently lends credibility without cost and can be connected to the wikipedia pages of all companies in the group. Should expand on company timeline details

An annual show reel that reveals more info about the film each clip represents, when viewers interact with it, could repurposed across the distribution site, media kit, investor relations, etc



Prepared materials can address media attention without enquiries infringing on team's day-to-day activities

The KMD site and investor relations site seem adequate for the moment. The corporate site could use a refresh, that includes an curated news feed/ blog at the forefront

FOUNDATIONAL CONTENT



RABBIT HOLES

Create one (rather than letting them drag you down one not of your choosing... ie. control the experience) ... and don't leave them confused and in the hole!

There's a need for (at least one) destination where investors can view curated content emphasizing partners, industry perspectives, values, approaches, etc. **Earned media** should be brought to the forefront and augmented with **branded content** alongside **investor relations specific content**.

The goal is to provide a point-in-time snapshot of the company, by creating a widening confluence of high quality content about the organization, companies, culture and achievements that continuously captivate investors. Content should be curated with an eye towards creating narrative arcs either quarterly or annually.

THE GOOD STUFF!

Earned media content

A fair amount of earned media is being generated. A handful of the best should be brought to investor's (and maybe everyone else's) attention. Most are either scattered to far and wide for investors to find, or are buried too deep (ie. twitter feed, distribution site, etc). The best should be brought forward in a news feed/ blog on the home page of the investor site (alongside the stock price).

- C21 Media podcast episodes — Carrie Stein (1.17.19), Jeff Norton (5.21.19), etc. Both good examples of thought-leadership, showcasing company culture, priorities, long-term vision, etc.
- Examples of earned media highlighting values, character and notable successes
 1. *Suzi Q documentary - a salutary journey from idea to exhibition* (11.21.2019) ArtsHub
 2. *Kew Media Distribution Signs Distribution Deal with Participant* (10.2.2019) Variety
 3. *Michael Jackson doc goes global* (7.30.2019) C21 Media
 4. *Kew Media Distribution: Beyond Neverland* (6.25.2019) TBI

In absence of anything else, the Carrie Stein C21 Media interview should be brought forward, as it's the strongest piece about the organizational culture so far.

Define a set of criteria for the companies to pass along and centralize curation within the marketing team

- ie. a. programming-specific articles should also focus on market impact, illuminate culture or production process, b. culture specific pieces should always be brought forward, c. awards/ nominations should be accompanied by a short statement framing its significance to their company.

THE GOOD STUFF!

Branded content

Create a range of content that can be individually repurposed across the companies' communication streams. Content should cover objectives across a range of internal & external channels + outreach efforts (intended for both investor relations and broader use).

- Rotate a few focal points annually— employees, industry perspectives, specific genres, regional geographies, founder's backstories, etc.
- Around this time of year, have partner companies summarize successes + challenges of 2019 and hopes for 2020, in any media form they choose (ie. Carrie Stein's C21M interview is a good example of this).
- Pull a couple of the distribution catalogues (ie. Frantic Films & Music Docs) to illustrate expansiveness of programming, and invite investors to peruse the summary page for all distribution catalogues (consider including these in a media kit as well).

Investor relations specific

Involve an IR agency to address content creation needs articulating clear growth-oriented value propositions (quarterly, acquisitions, divestitures, etc) + upstream management (perception audits, investor targeting & outreach).

- Use this previously discussed IR relations campaign (or another of your choosing) as an example of an investor base building campaign, and have the IR agency use it as a baseline solution to tailor or improve upon (<https://www.agilitypr.com/pr-news/public-relations/best-investor-relations-pushpays-ir-team-creates-award-winning-annual-report/>)

LOOSE ENDS

Mistakes made when there's little peripheral info about the company, are felt more. The more well crafted, reassuring info that's out there... the more mistakes you can make! (... to a degree)

Finally, channelling some hubris in this direction might help (... or not?)

LOOSE ENDS

what is the seasonality, exactly?

Assuming it follows the school year (household routines, viewing habits solidify during these times) and broadcasters capitalize on this? This should be made explicit because it's about the category you play in, not the company.

what are the incremental lift expectations of a high-profile award win?

... on the program, organizational profile, business results? How does an Oscar campaign grease distribution wheels? Unless you're in the industry, no one really understands this (beyond being abstractly beneficial).

what is the avg revenue for 100 hours of content sold?

How does this differ if sold to Netflix vs. traditional broadcasters vs. others (or across genres?) ... wherever there's a meaningful ratio. How do you see these changing over time? All of this is unclear, so highlights leave investors questioning how meaningful recent hours sold are to the overall financial picture.

what is your philosophical approach?

Aside from chasing category growth... what characterizes your pursuit of product, acquisition, etc? It currently sounds indecipherably more than throwing spaghetti on the wall and seeing what sticks. Bringing your philosophical approach to the forefront is the glue.

how has *Leaving Neverland* impacted profile, revenue, etc?

This really needs an answer (even if only "success begets success"), otherwise you're diluting your claim to its success. Even better, deconstruct why this was a global success as an illustration of the company's thinking/ approach.

gngha.media