



Target Public Relations Campaign



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IMC 618
May 12, 2014

Executive Summary

Target is at a critical point in its 52-year history. Consumers are wary, stocks are falling, revenues are dropping, and amid all of the company's internal struggles, competitors are gaining traction. If Target wishes to retain its share in the competitive retail market, steps need to be taken immediately.

The retail industry is a fickle and saturated market. With lots of competition around the world, both from brick-and-mortar and online retailers, it is important to stand out among consumers. However, it is even more important for a retailer to make sure it is standing out to consumers because of positive news, and not because of negative factors. Target's data breach woes have garnered it international attention, but unfortunately, this is the type of attention that has a negative affect on the brand's image. A strategic public relations campaign is necessary to restore consumer trust in the brand, as well as help build awareness for the company both globally and online.

This campaign seeks to right the ship by addressing Target's core problems of lost revenue and brand loyalty. The focus of this campaign is transparency and engagement. The best way to begin turning the tide means providing consumers with the knowledge they need to trust Target, and treating consumers as you would treat friends, and reach out to them and actively address their concerns.

Although research indicates Target's target market are middle-class consumers between the ages of 25 and 54, this campaign focuses on three key publics that have the means to change overall consumer perception and spur revenue growth:

- Mothers of children younger than 18
- Unmarried young adults

🔴 Target employees

This campaign recommends using low-budget ways to reach these consumers with transparent messages that speak to Target's commitment to consumer security, low prices and community involvement. Digital initiatives, including blogging, social media and online shopping, will be at the forefront of this campaign. Social media and blogs are becoming an increasingly influential means for information, so this campaign seeks to make sure the information posted about Target is truthful, positive and informative.

This campaign also encourages Target's corporate executives to reach out to consumers directly, in the form of targeted emails and press releases, with messages that show Target has its consumers' security at the forefront of its efforts.

However, there is an expensive portion of this campaign, which will be spent on a renewed effort to build a positive workplace for team members. Through training sessions and informational meetings, this campaign will strengthen the bond between team members and improve team members' pride in their employer. Once team members see themselves as valuable members of the Target family, they will become strong brand advocates for Target.

Currently, Target's revenue is declining. Target's fourth-quarter sales decreased by 2.5 percent after the data breach, and it is likely that first quarter earnings will also reveal a drop in sales. Now is the time to take action to keep Target from sliding down this slippery slope. A small investment of \$1.2 million – the estimated cost for this campaign -- now to re-create Target's image in the eyes of consumers will result in a substantial revenue boost in the future.

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The External Environment

Currently, many economic factors, including global recession, inflation and high unemployment rates, are negatively affecting the retail industry. “The retail industry is highly fragmented and is dependent on macroeconomic factors such as GDP, disposable income, and consumer spending” (Wood, 2012). However, urbanization, technological advancement, rise in product demand and selection, and growing popularity of online purchasing positively affect the retail industry.

The Global Retail Industry 2012-2017: Trends, Profits and Forecast Analysis predicts that rising Gross Domestic Product growth, rising population, more disposable income and increased consumer spending will drive the retail market to an estimated \$20,002 billion by 2017 (Wood). Additionally, as the economies of developing nations begin to recover from recession and unemployment rates fall, the market segments are experiencing renewed growth.

The 2013 annual retail outlook survey found that 55 percent of retail executives think the economy will improve over the next year (KPMG, 2013). However, this is a decline from the 2012 survey, when 65 percent anticipated the economy would improve. Executives say that weak consumer confidence, prolonged unemployment and increased government regulation are factors that will hurt the growth of the retail industry.

Additionally, lingering uncertainty over political and regulatory issues – including healthcare reform, immigration laws and federal tax policies – have a large impact on the retail industry (KPMG). Retailers could be negatively affected by legislation in these areas, which could ultimately hurt revenues.

The Industry

During the 1980s, consumers spent extravagantly to demonstrate their wealth. At that time, buying things on sale meant you couldn't afford full price. However, the 2008 recession led consumers to become more smart with their money, and as a result, purchasing products on sale became preferable to paying full price. Retailers have responded, using a push strategy of weekly sales and advertising "red tag sales", "red dot sales", "dollar day sales" or "20% off sales" (Bickle, 2013). Nowadays, in order for retailers to attract consumers, they have to offer sales and discounts.

Since the late 1990s, nontraditional retailers – warehouse clubs, supercenters and drugstores – have increased market share in food sales. Most of the growth in food sales is because of supercenters and warehouse clubs, which more than doubled food sales from 2000 to 2011 (USDA, 2014). Target is among these, ranking as the 14th largest grocer in 2012.

The 2013 annual retail outlook survey found that technology is driving the retail industry. Respondents indicated that social media and mobile channels affect the retail market as these channels are used for shopping, coupons, online promotions, price checks, product comparisons and information. As a result, retailers are increasing their use of these channels to reach more consumers (KPMG, 2013). Of the technology factors, social media has the biggest effect on consumers.

Online and mobile shopping are increasingly becoming consumers' preferred methods for commerce. Forrester Research indicated that e-commerce spending was expected to hit \$262 billion in 2013, up from \$231 billion in 2012 (Rueter, 2013). By 2017, online spending will reach \$370 billion, a nearly 10 percent compound annual

growth. Internet Retailer research indicates that e-commerce accounted for 7.6 percent of total retail sales during 2011, up from 6.8 percent a year earlier (Rueter). Rueter attributes the growth in e-commerce to retail chains investing in efforts to tie together stores with web and mobile, including apps. “Online retail’s growth will outpace that of physical retail stores” (Rueter). The number of new consumers expected to start shopping online is only 4 million; current consumers, who move from smaller purchases to more pricey purchases as they become experienced, drive most of the e-commerce traffic online.

The most prominent player on the e-commerce market is Amazon.com, whose 2013 e-commerce sales of \$69.7 billion totaled more than those of the nine other largest U.S. merchants combined (Goldin, 2014).



The KPMG survey reports that despite technology increasing competition for brick and mortar retailers, it is breathing new life into them by providing innovative ways for retailers to strategize. “Many are leveraging technology to provide outstanding customer service and increased personalization, all in an effort to make their stores more exciting, entertaining, and emotionally engaging” (KPMG). Brick and mortar stores can offer personal interaction that online and mobile technologies don’t allow, and this face-to-face component gives brick and mortar retailers an advantage.

When it comes to consumer behavior, loyalty program information and the ability to track customer buying behavior gives retailers a wealth of information about consumers.

Collecting and analyzing that data is a key resource for retailers to understand consumers and make branding, product management and pricing decisions. However, the survey found that more than half of survey respondents reported low analytical literacy, which means they aren't utilizing the data fully (KPMG).

When it comes to spending and workforce, more than half of executives plan to invest on driving growth. This increased spending will be mostly used for geographic expansion and information technology, followed by advertising and marketing, expanding facilities and new products. While retailers are investing in growth, the retail workforce is shrinking. Over the last year, 40 percent said they increased headcount, down 19 percent from the previous year. Future expected headcount is also down, with 46 percent expecting an increase, down from 53 percent in 2012 (KPMG).

Retail revenues are up, as 74 percent of retail executives reported an increase, up from 64 percent in 2012 (KPMG). Executives expect revenues to continue to increase, and they say retaining customers and adding new ones will be the key drivers of revenue growth. They say that improving economic conditions will also help bolster revenues.

Retailers say pricing pressures, labor costs, lack of customer demand, regulatory and legislative pressures and increased taxation are the biggest barriers affecting retail industry growth.

The Client

The first Target store opened on May 1, 1962, in Roseville, Minn., when Minnesota-based The Dayton Company decided to expand its department store business into mass-market discount retailing. "Company leadership recognizes an opportunity to develop and introduce a new kind of mass-market discount store that caters to value-oriented

shoppers seeking a higher-quality experience” (Our history). Company president Douglas J. Dayton said the new retailer would offer 75 departments and be fun and welcoming for the whole family. By the end of 1962, there were three additional stores (Our history).

By 1967, Target had expanded to St. Louis, Dallas and Houston, and in 1969, the first Target distribution center opened in Minnesota. By 1989, Target was a national retailer from coast to coast with store in 32 states (Our history).

In 1969, Dayton Company merged with J.L. Hudson Company of Detroit, and by 1975, Target was the merged company’s highest revenue producer. In 1979, Target Stores celebrated achieving \$1 billion in annual sales (Our history).

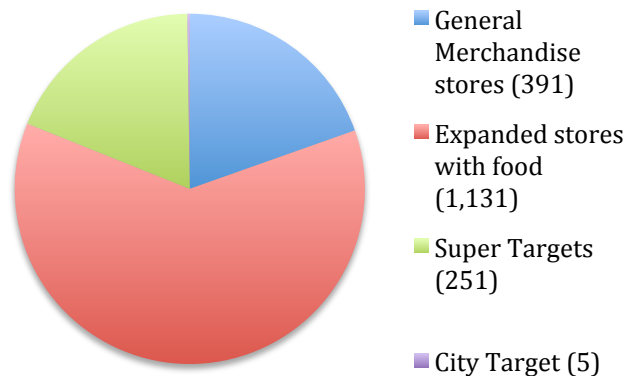
In 2000, Dayton-Hudson Corporation was renamed Target Corporation. In 2005, Target exceeded \$50 billion in annual sales (Our history).

In 2008, Target expanded beyond the continental United States when it opened two stores in Alaska. It later opened another store in Anchorage. In 2009, Target opened its first stores in Hawaii, and now has four Hawaiian stores.

As of October 2013, there were 1,797 stores in the United States and 127 stores in Canada (Corporate Fact Sheet). During 2012, 23 new stores were opened (Annual Report, 2012).

Target had 237,847 square feet of retail space as of Feb. 2, 2013, across four different types of

Total square footage



stores (Annual report).

There are 1,131 Target stores that have been expanded to include grocery products as well as beauty, décor and basic household products. There are also 391 general merchandise stores that have not been expanded to include groceries (Annual report). Target is actively remodeling its expand stores; during 2012, 252 stores were remodeled.

The first Super Target, which includes fresh produce, deli, meat and a bakery in addition to Target's normal product selection, opened in 1995. There are currently 251 Super Target stores (Annual Report). Target also introduced City Target, a smaller format store designed for urban neighborhoods, in 2012. According to the 2012 annual report, there were five initial City Targets with more expected in 2013.

Target's revenue has consistently grown in the past five years, and in 2012, Target saw a 4.9 percent increase in revenues. During 2012, revenues exceeded \$73



million, and Target's retail sales topped \$72 billion (Annual report).

Target has more than 361,000 team members around the world, and the corporation is committed to fostering an inclusive culture. "We enable all of our team members to leverage their unique talents and high performance standards to drive innovation and success" (Culture). Target maintains a fun, fast-paced workplace, and encourages team members to provide guests the best shopping experience possible. "Every team member is encouraged to innovate, contribute ideas and discover solutions as an important part of

a world-class team” (Culture). Target is committed to diversity in hiring, which includes race, ethnicity, gender, sexual orientation, age, religious beliefs, military status and education, among other characteristics.

Target has received numerous world awards and recognition recently. Awards within the last year include: No. 22 on *Fortune* magazine’s 2013 list of “World’s Most Admired Companies;” No. 62 on *Corporate Responsibility Magazine’s* 2013 list of “100 Best Corporate Citizens;” one of Ethisphere Institute’s “World’s Most Ethical Companies;” No. 9 on the Chronicle of Philanthropy’s list of most generous companies; and No. 7 on *Fortune Magazine’s* “Top Tweeter: Social Media Champs” list. Additionally, Target has been recognized for its workplace diversity. Recognition within the past year includes: A score of 100 on The Human Rights Campaign’s 2014 Corporate Equality Index; one of The National Association for Female Executives’ Top 50 Companies for Executive Women for 2014; and No. 18 on the DiversityBusiness.com list of the Top 50 organizations for Multicultural Business Opportunities (Awards and Recognition).

The Product

Target breaks its products down into five categories: household (pharmacy, beauty, personal care); hardlines (toys, electronics, music, movies, books, sporting goods); apparel and accessories (clothing for men, women and children); food and pet supplies (dry grocery, dairy, frozen food, beverages); and home furnishings and décor (furniture, lighting, kitchenware, small appliances, home décor, bed and bath). These products are available in both brand names and private label.

Target's original private label grocery products include Market Pantry and Archer Farms. Archer Farms is branded as premium food products, while Market Pantry offers every day food products—including milk, butter and non-



perishables — at low prices. Additionally, Target was one of the first grocers to become certified in organic produce; today, the average Super Target offers more than 600 organic items (Our history).

In 2013, Target introduced Simply Balanced, a healthy eating option for consumers. “The products include wholesome ingredients, and more than 40 percent of the assortment is organic. There are no products with hydrogenated or partially hydrogenated oils, high-fructose corn syrup, synthetic colors, artificial preservatives, artificial flavors or artificial sweeteners” (Target Press, 2013). More than 200 Simply Balanced products, including dairy, pasta, frozen food and breakfast items, made their way to the store shelves in 2013.



In addition to private label grocery products, Target offers toiletries and household cleaning products under its brand, Up and Up.

Target also offers exclusive home and fashion products from top designers. In 1999, architect Michael Graves was the first of more than 75 designers to create an exclusive line of products for Target. The line ended in 2012, but since its debut, Graves and Target introduced more than 2,000 innovatively designed products (Target Pressroom, 2012). Additionally, the company has launched numerous fashion lines over the years with well-known designers, including: GO International in 2006; Liberty of London in 2010; a line Italian fashion house Missoni in 2011; and a limited-edition holiday collection through Neiman Marcus (Our history).

About one-third of sales in 2012 were related to Target's owned and exclusive brands, according to the annual report (p. 19, 2013).

Brands only available at Target include:

Owned Brands

Archer Farms®
Archer Farms® Simply Balanced™
Boots & Barkley®
Circo®
Embark®
Gilligan & O'Malley®

Market Pantry®
Merona®
Play Wonder®
Prospirit®
Room Essentials®
Smith & Hawken®

Spritz™
Sutton & Dodge®
Threshold™
up & up®
Wine Cube®
Xhilaration®

Exclusive Brands

Assets® by Sarah Blakely
Auro® by Goldtoe
C9 by Champion®
Chefmate®
Cherokee®
Converse® One Star®
dENiZEN™ by Levi's®
Fieldcrest®

Genuine Kids by OshKosh®
Giada De Laurentiis™ for Target®
Harajuku Mini for Target®
Just One You made by Carter's
Kitchen Essentials® from Calphalon®
Liz Lange® for Target
Mossimo®

Nate Berkus for Target®
Nick & Nora®
Paul Frank® for Target
Shaun White
Simply Shabby Chic®
Sonia Kashuk®
Thomas O'Brien® Vintage Modern

Promotions

Giving back to the community is at the forefront of Target's mission, and Target is involved in many promotions aimed at this mission. Since 1946, Target has given 5 percent of its income to make positive changes in local communities, and since 2012, the

company has been committed giving \$4 million a week (Our history). This money is used for educational initiatives, fighting hunger and disaster preparedness and relief.

Target's biggest focus is on education, and the corporation strives to help kids do well in school. The Take Charge of Education program donates 1 percent of in-store and online REDcard purchases to schools of the consumer's choice. Through this program, Target has donated \$387 million since 1997, and is on track to meet its goal of donating \$1 billion by the end of 2015 (Take Charge of Education).

Target's educational initiatives expanded to include the Give with Target campaign, which combines social media, celebrity endorsements and community giving. During the campaign, guests are encouraged to visit Target's Facebook page and vote for the school of their choice once a week. After a school receives 25 votes, Target will donate \$1 per vote, up to \$10,000 per school. The campaign runs until \$5 million has been donated (Corporate Target, 2013).

In addition to education, Target helps feed the hungry. In June 2013, Target joined with FEED USA in an effort to build awareness for hunger and help feed hungry Americans. Target created a line of home and apparel products such as burlap bags, bears, T-shirts and other accessories, with a portion of each sale going as a donation to FEED USA. Each product had the number of people fed stenciled onto



it, which helped consumers associate with the benefit of their purchase (FEED, n.d.). During the short campaign, there were 10 million meals provided, and about \$12.5 million in sales (Meland, 2013).

Not all of Target's public campaigns have been successful. Target has gotten public flack several times recently because of its advertisements.

In January, Target used a pregnant model in ads for plus-sized clothing. The ad was quickly removed once someone noticed it, and a Target representative apologized, saying, "As soon as we were made aware of the error, we worked to remove the image from Target.com. This error was completely unintentional and the result of an unfortunate oversight" (Krupnick, 2014). This wasn't the first time Target got in trouble for its plus-sized advertisements. In 2013, a customer noticed that a plus-sized gray dress was labeled as "manatee gray," while the same dress in regular sizes was "dark heather gray." Once again, Target promptly apologized and removed the offending posting on its website. The customer who noticed the discrepancy said, "@Target handled it really well. I'm still a big fan" (Bercovci, 2013).

More recently, Target ran into issues after a terrible Photoshop job that cut out half a model's pelvis in an attempt to trim her thighs. Like its other incidents, Target quickly issued a statement apologizing, and removed the image. Critics said because the ad was



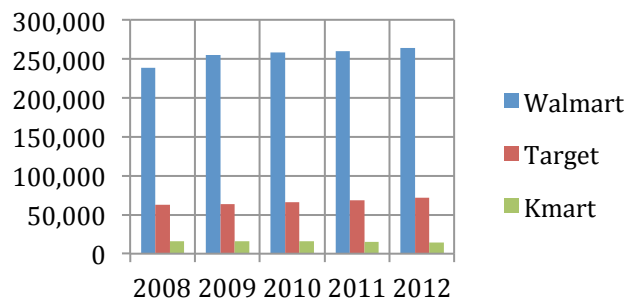
aimed at teenage girls, it fueled an ongoing body image debate. "Target has put out these totally unrealistic images, and they're really laughable, but at the same time you have to question what they were going for" (Key, 2014).

Market Share

Interbrand rated Target the second-best retail brand in 2013, behind Walmart (2013.) The third-rated discount retailer in the United State is Kmart. Like Target, Walmart is also seeing increased revenues. Its 2012 sales topped \$443 billion, up 5.9 percent from 2011 (Walmart, 2012). Kmart, on the other hand, is seeing a decline in revenue, with sales of \$15 billion in 2012, a 2 percent drop (Yahoo!, 2013).

Five-Year Retail Sales for U.S. Stores (In millions)

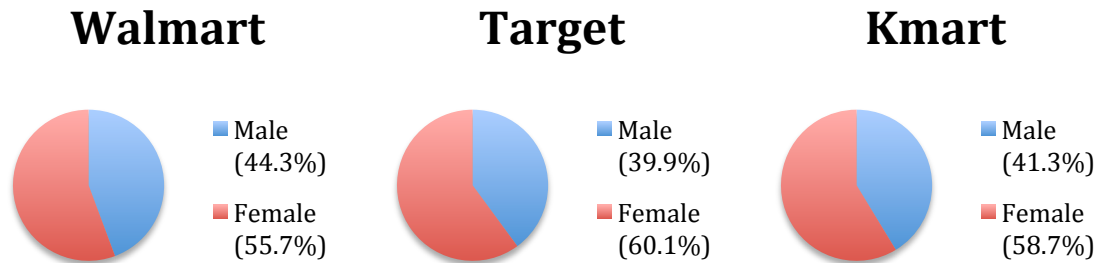
	Walmart	Target	Kmart
2008	\$238,915	\$62,884	\$16,219
2009	\$255,348	\$63,435	\$15,743
2010	\$258,229	\$65,786	\$15,593
2011	\$260,261	\$68,466	\$15,285
2012	\$264,186	\$71,960	\$14,567



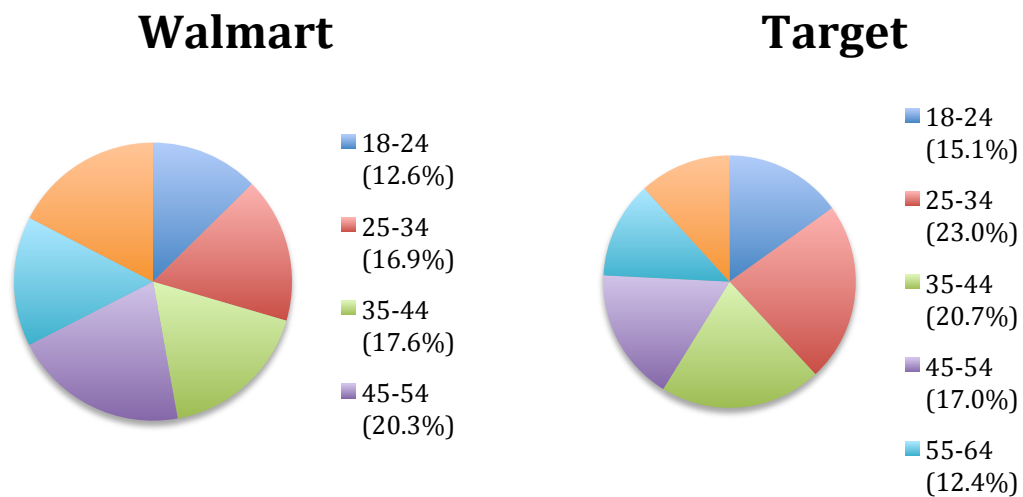
Competition

A 2012 analysis by Ad Age broke down the gender, age, household income, marital status and region of customers at the three leading retailers – Target, Walmart and Kmart (Carmichael, 2012).

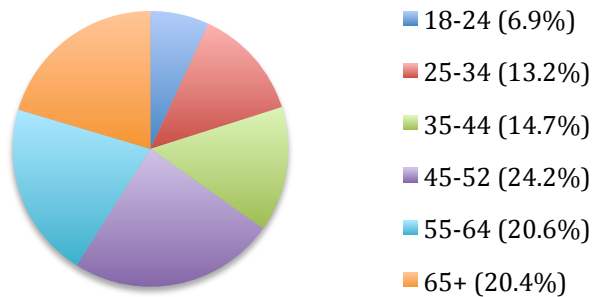
The analysis found that 60 percent of Target shoppers are women, while Walmart and Kmart have a more even gender distribution for consumers, with 56 percent and 58 percent of female customers, respectively (Carmichael).



The majority of Target shoppers are between the ages of 25 and 54. This is a younger demographic than Walmart and Kmart, which attracts an older customer base. While 12 percent of Target shoppers are older than 65, 17 percent of Walmart customers and 20 percent of Kmart customers are older than 65. By contrast, 23 percent of Target customers are between 25-34, compared to 16.9 percent of Walmart customers and 13.2 percent of Kmart shoppers (Carmichael).

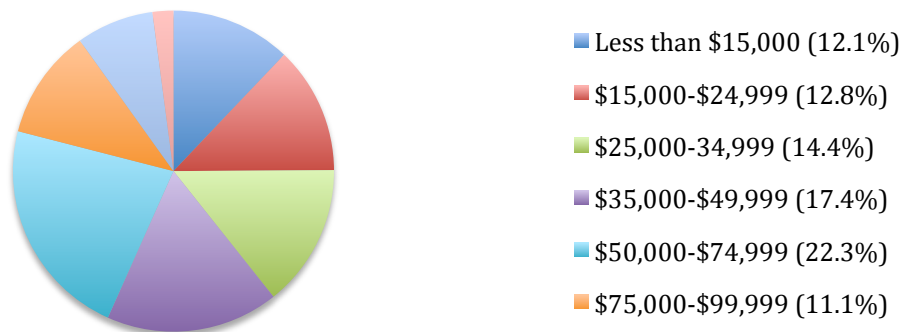


Kmart

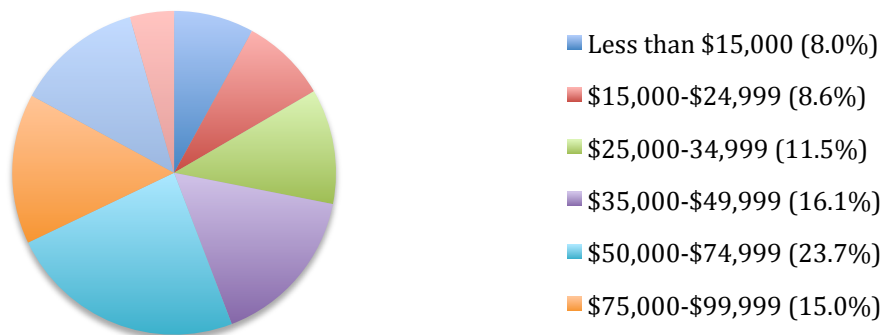


Of the three retailers, Target draws the fewest low-income customers. Target also has a more even distribution levels than its main competitors. The majority of Target's customers have incomes between \$25,000 and \$100,000. The majority of Walmart and Kmart customers have incomes below \$75,000.

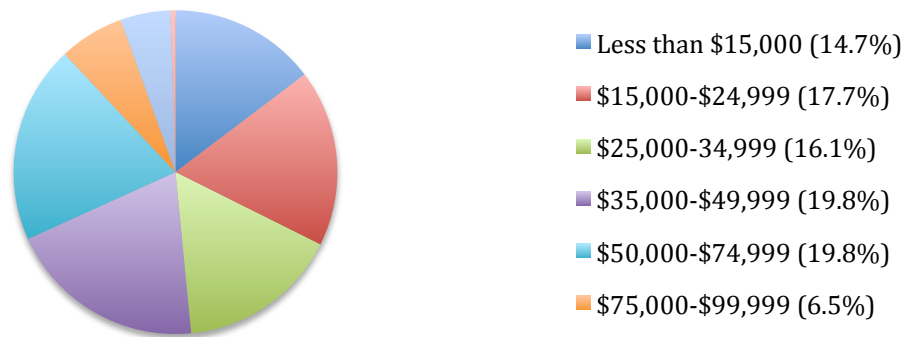
Walmart



Target



Kmart



Resources

Target has a strong social media presence, which it uses to engage consumers and fans on a consistent basis. Under Jeff Jones, who was named Target's Chief Marketing Officer in 2012, Target began emphasizing digital efforts as part of its overall marketing strategy. Jones' goal is to introduce change to the company's marketing efforts while maintaining the brand reputation Target had established over the past 50 years. "What we have to add to it is to embrace accountability, the modern world of data and technology, the social world of all of the ways we can harness our guests to speak on our behalf" (Lee, 2013). Target's adherence to this philosophy is evident on the company's Facebook page, which has more than 22.7 million followers. The company quickly responds to consumer questions and complaints, which encourages consumers to visit the Facebook page to get answers.

One major feature of Target's digital marketing strategy is the introduction of Cartwheel, which aims to bridge the gap between social media and getting customers into the store. Through Facebook, Target promotes the e-commerce service, which allows customers to log in and select deals. However, instead of shopping online, customers

must then bring in a printed or mobile barcode to the store to get the discounts. “Linking offers through Facebook will let the retailer know exactly what Facebook can or cannot accomplish for it” (Staff, 2013). The Facebook aspect allows consumers to see what deals their friends have chosen, and to earn extra offers by encouraging their friends to sign up.

In addition to Target’s main Facebook account, the company maintains separate accounts for Target Australia, Target Canada, Target Baby and Target Style. Outside of Facebook, Target uses four Instagram accounts, six Twitter accounts, two YouTube accounts, Tumblr, LinkedIn, Pinterest, a blog and an online magazine to reach consumers in the social sphere.

It has used all of these social networks to not only promote its brand, but also to disseminate information crucial to consumers.

Just before the 2013 holiday season kicked off, a hacker installed malware on Target’s security and payment systems designed to steal credit card data used at U.S. stores. When consumers swiped their cards, malware captured the consumer’s credit card number and stored it on a hacked server (Riley, Elgin, Lawrence and Matlack, 2014). The data breach became public on Dec. 19, a week after federal law enforcement officials contacted Target about the breach on Dec. 12. The breach resulted in a loss of public trust, and Target began to feel the effects of that immediately. The company’s profit for the holiday shopping period fell 46 percent as a result of the announcement, and the number of transactions suffered its biggest decline since it began keeping track in 2008.

Social media became an integral part of Target’s efforts to keep customers informed about what steps were being taken. Target has spent \$61 million through Feb. 1 responding to the breach, including setting up a customer response operation. “In an

effort to regain lost trust, [Target CEO Gregg] Steinhafel promised that consumers won't have to pay any fraudulent charges stemming from the breach" (Riley, Elgin, Lawrence and Matlack). Target is also offering one year of free credit monitoring for consumers, and has an entire web page devoted to breach information and resources (Response & Resources).

However, in March, it became public that Target had installed malware detection software long before the breach. But when the system flagged the data breach software on Nov. 30, and again on Dec. 2, Target didn't respond. "Not only should those alarms have been impossible to miss, they went off early enough that the hackers hadn't begun transmitting the stolen card data out of Target's network" (Riley, Elgin, Lawrence and Matlack). If Target had responded, the theft wouldn't have happened. *Bloomberg Businessweek* reporters talked to former employees, and "the story they tell is of an alert system, installed to protect the bond between retailer and customer, that worked beautifully. But then, Target stood by as 40 million credit card numbers—and 70 million addresses, phone numbers, and other pieces of personal information—gushed out of its mainframes" (Riley, Elgin, Lawrence and Matlack).

In the beginning of May, CEO Gregg Steinhafel resigned. The company issued a statement commending Steinhafel for his many years of success and contributions at Target, but offered little in the way of explanation for the resignation. "The seemingly out-of-the-blue timing of the resignation and the lack of clear succession plans have quickly led to speculation that this was a last minute decision, and one that could indicate more bad news is coming when Target reports first quarter earnings on May 21" (Sharf, 2014). Target's stocks dropped 3 percent after the news, according to Sharf.

SWOT Analysis

Strengths <ul style="list-style-type: none">• Brand equity and loyalty• Exclusive brands and private labels• Increasing revenue, solid financial position• Widespread, growing locations• One-stop shop• Online/social media presence• Award recognition• Community involvement	Weaknesses <ul style="list-style-type: none">• Loss of public trust over data breach• Doesn't have lowest prices in market• Low global presence
Opportunities <ul style="list-style-type: none">• Further expansion into Canada• Global expansion• "Going green" trend	Threats <ul style="list-style-type: none">• U.S. Economy• Strong competition• Hackers• Cyber attacks

Public Profiles**College students**

This group comprises young adults between the ages of 18 and 24 who are working toward a higher education degree. In 2013, 21.8 million students were expected to attend American colleges and universities. Females account for 12.5 million of these students, compared with 9.3 million males. The population of minority college students has increased – 15.1 percent of college students are black, and 14.3 percent are Hispanic (U.S. Department of Education, 2013).

College students have limited budgets, but that doesn't keep them from spending money to decorate their dorms and apartments. In summer 2013, the National Retail estimated that 42 percent of families will spend an average of \$104.76 dorm furnishings, and another \$104.44 on food items (Lee, 2013). Target regularly adds back-to-school products targeting the college student demographic. Additionally, college students are digitally savvy and active on social media.

Current relationship: Currently, 15.1 percent of Target's customers are college-aged, the biggest percentage for mass-market retailers (Carmichael).

Self-interests: Altruism, education, social life, friends

Influentials: Friends, parents, professors

Unmarried young adults

Older Millennials – those ages 25 to 31 – are postponing marriage while instead focusing on careers. These young adults are ambitious and goal-oriented. They are just starting out professionally and are still paying off student loans. Like college students, they are digitally and socially savvy, and are connected to the world around them with smartphones.

Current relationship: This demographic makes up a quarter of Target's customer base.

Self-interests: Altruism, community good, career advancement, success

Influentials: Friends, coworkers, bosses, parents

Mothers of children younger than 18

According to the U.S. Census Bureau, there are 36,648,000 mothers living with children under the age of 18. Of these, 75 percent live with their spouse. Most of these women work, with only 19 percent not in the labor force. Of these mothers, 34 percent are college educated, and 28.3 percent have attended some college (U.S. Census Bureau, 2013). These women, especially the ones who work, have busy schedules juggling children and employment. They appreciate saving money when they can, but often don't have the time it takes to bargain hunt. They are digitally savvy and frequent mommy blogs to see what information other mothers are sharing.

Current relationship: Mothers with children who shop at Target do so because it offers the convenience of one-stop shopping.

Self-interests: Household finances, children's well-being

Influentials: Spouses/significant others, other mothers

Business professionals

This group is comprised of male and female college-educated individuals who are experiencing financial success. These professionals often travel for work, and as a result, spend a lot of time away from home. They pay attention to current events and the stock market, and are mindful of their own personal financial situations. They often access news electronically, and are constantly connected via email on their mobile devices.

Current relationship: Customers with higher incomes make up a large ratio of Target consumers, with 23.7 of Target's customer base being made up of consumers with incomes between \$50,000 and \$74,999 (Carmichael).

Self-interests: Financial security, convenience

Influentials: Family, employers, co-workers

Hispanics

The buying power of minorities in the United States is continually growing. Hispanics, the biggest and fastest growing minority, have a buying power of \$1 trillion annually (Moylan, 2013). Organizations that emphasize diversity in their marketing and communications strategies will be gain favor with these groups. Minorities favor retailers and brands that promote similar values to the minority. For example, Hispanics place a large emphasize on family, and advertising that focuses on family would appeal to this group. Bilingual advertisements that focus on Hispanic tastes in style, beauty, music and food also resonate with Hispanics.

Current relationship: Target is working hard to capture this market segment. The company ranked 29th among the 50-largest advertisers in Hispanic media in 2011, spending \$46 million (Moylan).

Self-interests: Heritage, diversity, family values

Influentials: Family

Members of non-profit organizations

Members of churches and other non-profit organizations have an interest in community involvement and giving back to others. They are active in their communities and use local news outlets as a way to spread the word about their efforts and to follow relevant local events. The demographics of these members vary in age, gender and socioeconomic status, but most are in a comfortable position that allows them to give time and money to others.

Current relationship: Target has a strong emphasis on giving back to the communities, which resonates with this group.

Self-interests: Altruism, volunteering, charity, community

Influentials: Community leaders, peers

Situational analysis

Target has built strong brand equity and loyalty through the products it offers and the investment it puts back into the community. However, Target has recently experienced a loss of public trust after consumers' private information was hacked, and especially after the public found out Target was not as forthcoming as initially thought. Target has also had a public perception problem after two separate advertisements gained negative attention because of Photoshopping and color names. While Target struggles with this public image crisis, it also faces growing competition from other mass market retailers and online shoppers. Target's prices aren't the lowest on the market, and coupled with public distrust, Target is seeing a decline in revenue. Additionally, Target locations are limited to the United States and parts of Canada, which diminishes potential for global reach in an already saturated retail market. By addressing these concerns, and focusing on restoring consumer faith, Target can begin to reclaim public trust and restore revenues.

Core Problem/Opportunity

Target is losing revenue and brand loyalty amid a competitive retail market and consumers' concerns over the retailer's ability to provide a secure shopping experience.

Key Publics

Three key publics have been chosen for this campaign – two key groups of consumers who make up Target's target demographic in addition to being active digitally, and a group that is in a large way the face of Target. Mothers of children younger than 18 are a large part of Target's key audience, and keeping and gaining their business is important

to the success of the retailer. Additionally, young professionals, otherwise known as unmarried young adults, also represent a large part of Target's consumer base. Finally, Target employees are the consumers' direct connection to the brand, and ensuring that employees are ambassadors for the retailer will help attract and retain consumers.

Mothers of children younger than 18

According to the U.S. Census Bureau, there are 36,648,000 mothers living with children under the age of 18. Of these, 75 percent live with their spouse. Most of these women work, with only 19 percent not in the labor force. Of these mothers, 34 percent are college educated, and 28.3 percent have attended some college (U.S. Census Bureau, 2013). These women make most of the grocery purchase decisions for families, so they are an important segment of Target's target audience.



This group is also very digitally savvy, and uses social networking to both influence other members of this group as well as to draw others' opinions. A big reason for this is the reach of mom bloggers. There are 4.2 million mom bloggers on the web, and on average, the well-established mom blogger has a monthly audience of 20,000 or more views (Amaral, 2013). A 2012 survey found that 61 percent of consumers make purchase decisions based on blog recommendations (Amaral). "Mom bloggers hold an immense amount of influence among moms because they've developed a trust with their readers that brands might not necessarily have formed yet" (Amaral). It is crucial for Target to

reach out to this demographic and regain trust, because that can have a ripple effect in terms of Target's perception.

Target's appeal for these consumers is the easy and convenient one-stop shopping experience offers. Target must reassure these consumers that Target is still a safe, secure place to do all their grocery shopping.

Current relationship: Mothers with children who shop at Target do so because it offers the convenience of one-stop shopping.

Self-interests: Household finances, children's well-being

Influentials: Spouses/significant others, other mothers, social networks

Objectives: This group can help Target increase its reputation as a safe and secure retailer, as well as increase consumer traffic to Target stores. This group can also include Canadian women, which would emphasize the objective of building awareness for Canadian stores.

Primary messages: Target is still a secure and headache-free way to purchase groceries, both in-store and through the convenience of mobile and online.

Secondary messages:

- ⊙ Despite a drop in Target's revenue, a poll conducted in Minnesota shows that most retailers in the retailer's home city still feel confident with the retailer. The poll shows that 82 percent of respondents still shop at Target just as often as before the data breach, with 11 percent saying they will shop less and only 5 percent saying they won't go back at all (Bjorhus, 2014).
- ⊙ Target has taken numerous steps to avoid another situation that compromises consumer data, most recently joining Financial Services Information Sharing and

Analysis Center, a non-profit private sector initiative aimed at detecting, preventing and responding to cyber attacks (Target, 2014).

- Target is innovative and strategic with its e-commerce, and strives to make e-commerce simple and convenient for consumers. Most recently, Target was named the 2013 Mobile Retailer of the Year and Mobile Commerce Website of the Year, according to Mobile Commerce Daily (Tode, 2013). “By consistently focusing on moving the mobile shopping experience forward and quickly jumping on board to test the latest consumer-driven technology trends, Target is able to hold a prominent place in the shopping habits of the fashion-forward, price-conscious moms who make up its core audience” (Tode).

Unmarried young adults

Older Millennials – those ages 25 to 34 – are postponing marriage more than previous generations. Pew Research indicates that 26 percent of this generation is married (Pew, 2014). These young adults are ambitious and goal-oriented.



They are just starting out professionally and are still paying off student loans.

This demographic is considered “digital natives” – the only generation for which new technologies are not something they’ve had to adapt to. As a result, they are the most avid users, and are connected to the world around them with smartphones and social media (Pew). Their connection to peers through social networks makes them an influential consumer, and they are also susceptible to the opinions others post on social networks.

According to a 2013 study, 68 percent of millennials get their information from social media, followed by word-of-mouth, news websites, television, radio and newspapers (Bennett, 2013). However, the same study found that 66 percent are not confident that news they receive from any source is accurate.

This group is most likely to utilize e-commerce, with a January 2013 survey showing that males and females ages 18 to 34 were more likely than those ages 35 to 64 to engage in online shopping. The survey also found that 40 percent of males and 33 of females in the younger demographic would prefer to buy everything online (eMarketer, 2013).

This demographic currently makes up a quarter of Target's customer base (Carmichael, 2012), but that leaves a lot of potential to draw new consumers. With this group's preference for online shopping, Target can seize the opportunity to gain new online consumers.

Self-interests: Altruism, community good, career advancement, success

Influentials: Friends, coworkers, bosses, parents

Objectives: Targeting younger millennials will help meet the objective of increasing traffic to Target.com, and possibly even by increasing consumer traffic to stores. Additionally, establishing a positive relationship with millennials aims at increasing the number of consumers who trust Target.

Primary message: Target is a 24/7 retailer for shoppers who are always on the go, and always connected online.

Secondary messages:

- Target is connected where its customers are, as evidence by a mobile strategy emphasizes the use of Facebook, Twitter and Pinterest. "A commitment to

harnessing the convergence of mobile and social is one of the factors that makes Target a winner in 2013” (Tode).

- Target ranks among the best for mobile marketing strategies and mobile commerce websites, receiving top recognition in both categories in 2013 (Tode). “A strong mobile commerce site is a critical pillar of a winning mobile strategy, as Target clearly knows” (Tode). The website is well-organized and optimized for small screens, which makes it easy for browsers to find what they are looking for.
- Target makes shopping online even easier with its shipping options. The retailer allows consumers to place an order through the mobile app, mobile site or website, and have it shipped directly to a store for free pickup.
- Target is committed to cybersecurity and educating the public about the dangers of phishing scams, as evidenced by the company’s \$5 million investment in a multi-year campaign for this effort. Under the campaign, Target will learn about the complexities and challenges of cybersecurity from three top trusted organizations so that it is better informed to help protect consumers (Target Corporate, 2014).

Target employees

As of Feb. 2, 2013, Target had 361,000 full-time, part-time and seasonal employees, which the company refers to as team members (Annual report). Many of these team members are in entry-level or part-time positions, which have high turnover rates.



Team member demographics were not available, but Target is committed to creating a diverse workplace. As a result, the company aims for diversity in hiring based on age, gender, sexuality, ethnicity, religious belief, educational attainment and more. This creates a customer service base that can relate to a wide variety of consumers.

Team members also embrace Target's commitment to giving back to communities – team members donated more than 679,000 hours of volunteer service during 2012 (Annual report). Like the retailer itself, employees recognize the benefit of serving those who are less fortunate. Team members who share the corporate philosophy mean that those team members are more likely to be loyal advocates for the brand.

Current relationship: Target team members are at the forefront of the brand's image, and interact with the customers on a daily basis.

Self-interests: Employment, financial security

Influentials: Superiors, co-workers, friends

Objectives: By serving as brand ambassadors both in-store and in their personal lives, team members can help increase the number of consumers who view Target as a safe and secure retailer.

Primary messages: As a brand ambassador for Target, it is important for you to provide quality customer service to reaffirm Target as a fun shopping experience.

Secondary messages:

- 🔴 A survey in March found that satisfaction with Target's shopping experience was down almost 2 percentage points after the data breach, with the biggest decline among middle-and-upper-income shoppers. In the customer service area, Target's scores dropped 3.3 percentage points, with a 9 percent drop among upper-income

shoppers (Cheng, 2014). It is important for those in customer service roles to do whatever they can to improve customer satisfaction.

- A managing director at a customer service consultant firm Stativity says that engaged employees deliver better customer satisfaction and ultimately higher profits. “A retailer’s employees must understand what is needed to remain relevant and interesting to the customer. They all have the ability to deliver exceptional experiences that will retain customers” (RetailWeek, 2013). Employees have more influence on consumers than they might realize, so it’s important to make sure employees are satisfied and engaged with consumers.
- Target’s customer service extends beyond the stores into social media. Through online platforms, Target team members engage with shoppers. A holiday campaign was particularly successful when guests were asked to tweet their holiday wishes, and team members surprised some customers by making those dream come true (Target, 2014). This type of campaign builds positive brand engagement between Target’s team members and customers, and in turn, can have a positive influence on perception.

The strategies in this campaign aim to raise positive awareness for Target by creating ambassadors for the brand, who will spread those positive messages to their individual networks.

In today’s digital age, information travels faster and has greater reach on the Internet more than any other outlet for information. Because of this, many of the best tactics to reach the key publics in this campaign will be across digital channels, including email, social media and blogs.

If the tactics in this plan are successfully carried out, and the strategies accomplished, then Target should see an increase in the number of consumers who trust Target as a safe and secure retailer; increase traffic to Target.com; increased awareness of Canadian stores; and increased consumer traffic in stores.

Campaign goal

The goal is to provide consistent and transparent messages to improve Target's public perception, and increase Target's role in the global and online retail markets.

Campaign objectives

1. In three months from start of campaign (June 1, 2014), increase by 10 percent consumer confidence and trust in Target.
2. Increase traffic to Target.com by 25 percent six months from start of campaign.
3. Increase consumer awareness of Target's Canadian stores by 50 percent nine months from start of campaign.
4. Increase consumer traffic to Target stores by 8 percent by June, 2015.
5. Improve employee satisfaction by 10 percent by six months from June 1, 2014.

Persuasive Discussion

These objectives aim to recoup the damage done by last year's data breach, as well as allowing for modest growth. The Associated Press reports that Target's fourth-quarter profit fell 46 percent on a revenue decline of 5.3 percent after the data breach, resulting Standard and Poor downgrading Target to an "A" from an "A+" (Staff, 2014). These objectives will help improve Target's standing in the community, which should result in an increase in revenue and sales.

To measure consumer opinion on Target as a safe and secure retailer, surveys and polls will be conducted before the start of the campaign to determine Target's starting

point. Through public relations efforts, this campaign will take steps to gain positive impressions from at least 10 percent of those who originally had a negative impression.

Target currently doesn't report online sales (Team, 2014), but with the growing use of mobile price comparisons, online reviews and e-commerce, Target needs to enhance its online presence in order to stay relevant in today's retail market. Pushing awareness of Target.com and encouraging visits to the site will eventually translate into sales.

According to The Associated Press, Target's entry into Canadian markets has been disappointing, but Standard & Poor expects performance at Canadian stores to improve after hefty losses in the first year (2014). Launching a public relations campaign to increase awareness for the store's presence in Canada should help increase sales as well as expand Target's stake in the international market. In order to set a benchmark, pre-campaign research will be conducted to determine the current awareness of Target stores in Canada.

Increasing in-store traffic by 8 percent will recoup the loss experienced by the data breach, in addition to allowing for modest growth. The Star-Tribune reported in December that traffic fell 3 percent compared to the same day a year ago, while other retailers saw an increase in traffic (Lee, 2013). Improving Target's public trust issue as well as promoting in-store incentives will help draw consumers back to the store.

Through these efforts, Target will see its market share increase in stores and online across the United States and Canada, and public perception of the company will rebound.

Mothers of children younger than 18

Strategy: Build a positive relationship for Target on social networks, including Facebook and mom blogs, the digital outlets most frequented by this key public.

Tactics:

- Have Target Corporate leaders send a personal email to top mom bloggers around U.S. and Canada, which will explain Target's commitment to providing a secure and convenient shopping environment for families.
- Invite top mom bloggers listed on TopMommyBlogs.com to write a post about Target by sending them a press kit, which will contain not only information about efforts to protect consumer security, but also about Target's commitment to education and other community involvement efforts, the store's convenient shopping for busy parents, and Target's continued expansion and growth, including into Canada and other new cities.
- Regularly publish promoted Facebook posts that depict Target as a shopping destination for mothers with children, showing a happy mother/child relationship happening in the aisles of Target. For example, a mother pushing a child in cart, both of them laughing, while the mother picks up a product that is one of Target's current promotions.
- Use Target's Facebook page to engage with consumers by answering any questions or complaints in a timely manner.
- Continue using Target's Facebook page to keep fans updated on company's efforts to keep consumers' identities secure, including posts that provide detailed descriptions of what the company is doing to protect its customers.
- Create a social community for moms. The community will be hosted through Target's corporate website but will utilize social networks for promotion. The social community will allow moms to share tips and ideas with one another. Target's moderators will also contribute to the community by sharing Target's special mom tips, which could include recipes, product promotions or educational tips. To build the community, Target will send emails to registered users on Target.com as well as promoting on social networks.

As the demographic and psychographic study of this key public revealed, mom blogs and social media have a large influence on mothers. For this reason, Target needs to approach mom bloggers directly and gain favor with these top influencers. If Target's top executives reach out to them with a positive message about Target's commitment to providing a convenient, secure, quality shopping experience, the hope is that these bloggers would take that message and spread it to their followers. Additionally, the use of

a press kit will ensure that Target is providing bloggers with information that supports a positive perception of Target.

While mom bloggers are a strong source of persuasion for consumers, Facebook is also a driving factor in consumers' decision making. Target can use this to its advantage by having a steady, positive presence across the network, both by buying sponsored posts as well as using its brand page to engage consumers and present a favorable, positive image to consumers.

Unmarried young adults

Strategy: Motivate key public to view Target as trusted source for online shopping activities.

Tactics:

- Send emails from Target's marketing department to all registered Target.com users in key public encouraging them to visit website by offering them incentive to do so, such as 5 percent off a purchase.
- Use Twitter and Facebook, which are frequently used by this key public, to promote Target.com and mobile apps. These posts should reiterate that consumers who use Target.com were not affected by the data breach, and as a secure source for shopping.
- Send press releases to business media outlets and blogs touting benefits of Target.com. Be sure to include one major benefit to using Target.com is that it was not affected by the data breach, and is therefore a secure shopping option.
- Invite new users of Target.com to take advantage of one-time free shipping if they don't have a RedCard, or an additional 5 percent off purchase if they do. This invitation can be delivered via social media and through promotion in press releases to business publications. The benefits of the RedCard include free shipping as well as 5%, so using these incentives to entice shoppers to take advantage of Target.com, and perhaps even sign up for a RedCard.

Unmarried young adults are digitally savvy, as the psychographic profile revealed. This means that e-commerce through sites like Target.com is something that appeals to this key public; the challenge lies in getting them to view Target.com as their primary e-commerce destination. Through targeted email blasts to anyone who has registered on

Target.com in the past, and social media posts to attract users who haven't registered, Target can raise awareness for its mobile offerings and website.

Once Target attracts these consumers to the site, and entices them to make a purchase by offering a discount, Target must make sure the service is flawless so that consumers will be motivated to continue using the service without a financial incentive.

News organizations that have a strong business focus, in addition to popular blogs, can help raise awareness for Target.com and the advantages to shopping there over competitors.

Target employees

Strategy: Enlist Target team members to be active brand advocates.

Tactics:

- ① Hold mandatory informational meetings for team members at every Target store, warehouse and corporate office that will present information about Target's response to the data breach, which these team members will then be able to pass on to customers, friends and family who have questions about the store's security.
- ① Conduct customer service training seminars, which will include team-building exercises, the opportunity for team members to openly discuss grievances with superiors without fear of repercussions, and suggestions on how to provide excellent service to customers.
- ① Conduct team member satisfaction surveys to get feedback on how team members see Target standing among consumers and get their suggestions on possible areas for improvements.
- ① Provide team members with brochures, which they can then distribute to consumers as well as family and friends. The brochures will detail Target's efforts to maintain secure transactions as well as emphasize some of Target's positive initiatives, such as community giving, excellent customer service and convenient shopping experiences. These brochures should be customized by location, so that recipients feel their area is individually recognized by Target.
- ① Launch an online community for Target team members, where they will be able to find resources related to their employment and the company. This community will also connect Target team members across the country and in Canada, so they can reach out to one another with questions, concerns or to share stories.
- ① Hang posters in break room and warehouses reminding team members about importance of providing excellent customer service.
- ① Hold weekly interviews with a different Target team member each week, where the team member will discuss why Target is a great place to shop. These

interviews will be published on Target's website and distributed on social media as well as to media outlets.

Target's greatest resource is the people who work in the stores day in and day out. This key public interacts with consumers more than anyone else, and this gives them inside insight into how consumers are viewing the store. Target needs to channel the power of its team members to advocate for the brand, both inside and outside the store. Once Target uses the tactics described in this plan to ensure team members will be appropriate brand advocates, the team members will be encouraged to actively endorse their company with family, friends and their communities.

Through informational meetings and training seminars, Target can provide its team members with resources, information and motivation to pass on to consumers.

Target should also recognize the wealth of information team members have about the corporation, and take advantage of that. Through surveys with team members, the corporation can get a different perspective on the situation in its various stores. This will also make the team member feel like a more valuable asset to the company.

Additionally, Target should utilize its team members to become the public face of the company. With weekly appearances from various team members across the country, consumers will have an opportunity to hear firsthand how committed Target's team members are to the company.

Most importantly, however, is to make sure team members are satisfied. If team members are unhappy with their role in the company, or feel they are being mistreated or under-valued, they will be less likely to advocate positively for the brand. To ensure the satisfaction of team members, Target needs to actively seek out feedback that addresses job satisfaction, and encourage team members to discuss problems.

Calendar and Budget

The objectives in this campaign aim to increase consumer confidence in Target, increase traffic to Target.com and Target stores, and improve employee satisfaction. Over the course of the next 12 months, the tactics detailed below will aim to meet those objectives by targeting three key publics: mothers, unmarried young adults, and employees.

When looking at the calendar (Appendix A), most of the tactics will be aimed at the start of the campaign. Target is already hurting because of the fallout from the data breach, so a concentrated effort is needed initially to reach these publics. Efforts to reach each public will be handled by a different member of the team, so that each public is receiving dedicated attention.

Some of the tactics used in this campaign will be ongoing – such as social media engagement – while others will be used only a few times – such as directly targeting bloggers or the media.

The two online communities created in this campaign – one for mothers and one for team members – will be launched at the beginning, but promotion of them will continue throughout the campaign via social media posts and promotion on Target.com.

This campaign is mostly social media and online driven, which means a low budget (Appendix B). In fact, most of the projected costs in this campaign go toward improving employee satisfaction. Investing in employees will help make them more satisfied team members, and in turn, make them better representatives of the brand.

The social media component of this campaign is free, except where the campaign elects to use promoted Facebook posts to get its message seen. In these instances, the

campaign budgets \$100 a month for five months throughout the year. This investment will increase the number of people who see Target's posts, and will raise awareness for Target stores and Target.com.

The biggest costs come from holding employee informational meetings and training seminars. These efforts aim to gauge and improve employee satisfaction, so it is important to make sure these are done right. Part of the cost comes from printing information packets for Target's 361,000 employees, which will be handed out at the meetings. At the training sessions, which will be conducted by supervisors, it is important to provide snacks and drinks to keep employees interested and happy. Because Target sells these products, they can be obtained a low cost, averaging out to \$2 per person. The projected budget assumes that all employees will attend; however, employees will RSVP beforehand so that an exact count can be attained to avoid overspending on these sessions.

The evaluation techniques used in this campaign will all be conducted via Internet surveys or analytics. Not only will this keep costs down, it makes it easier for consumers/team members to respond to, and for the public relations department to analyze.

Although the projected budget of \$1.2 million seems like a large sum, it is supporting a yearlong campaign that is targeting not only consumers, but also team members who will become brand advocates for the company. Considering all that this campaign aims to accomplish, \$1.2 million isn't asking very much at all.

Evaluation

Objective: *In three months from the start of the campaign, increase by 10 percent consumer confidence and trust in Target.*

Tools: Internet surveys will be conducted at the beginning and end of the campaign to gauge the key publics' perceptions of the brand. The surveys will be disseminated through QR codes on Target checkout receipts, upon check out at Target.com, and through email blasts. These surveys will use a Likert scale to ask questions including:

- ⦿ How confident are you in Target as a retailer?
- ⦿ How confident are you in Target's ability to protect your security?
- ⦿ How likely are you to shop at Target over similar retailers?

The ideal responses to these questions will include: very likely or likely, very confident or confident. Neutral, very unlikely, unlikely, very unconfident and unconfident will be considered negative responses. The campaign will be considered successful if the percentage of positive responses increases by 10 percent during the campaign.

Objective: *Increase traffic to Target.com by 25 percent over next six months.*

Tools: Use Google Analytics or a similar website impression analyzer to track website visits during a six-month period. These analytics will also indicate what areas of the website visitors are viewing, how long they spend on the website, where their location is and where they are coming from (social media, blogs, Google Search, etc.) These evaluation tools will help gauge how many consumers are visiting the site, and where they are spending their time. The campaign will be considered successful if a steady increase in the number of visitors is observed during this time, resulting in a total gain of 25 percent by the end of six months.

Objective: *Increase consumer awareness of Target's Canadian stores by 50 percent over next nine months.*

Tools: Use convenience polling and Internet polls targeted at key publics in Canadian markets to determine awareness of Target locations and likelihood to shop at those stores. Because this campaign will last nine months, polls should be conducted at the beginning of the campaign, after three months, after six months and after nine months.

Questions on these polls will include:

- ⊙ Are you familiar with Target?
- ⊙ Have you ever visited a Target store? If so, where?
- ⊙ Do you know that Target has opened stores in Canada?
- ⊙ How likely are you to visit one of Target's Canadian locations?

The campaign will be considered successful if there is a steady increase in the number of respondents who indicate they are aware of Target Canada, and if there is ultimately a 50 percent increase by the end of the campaign.

Objective: *Increase consumer traffic to Target stores by 8 percent in one year.*

Tools: Track number of transactions conducted at beginning of campaign and then throughout the campaign. An increase in transactions would indicate an increase in the number of shoppers. However, because the objective is to get consumers into stores, not about sales, the campaign should also track the number of people entering the store, either through security camera data or by installing a device on the entry doors that would count bodies. The campaign is simply aiming to get bodies in stores, where marketing and advertising can take over to drive sales. The campaign will be successful if it is able to attract an increase in consumers, especially those from the key publics.

Objective: *Improve employee satisfaction by 10 percent by six months from now.*

Tools: Conduct an anonymous survey of every employee at the beginning and end of the campaign to determine satisfaction levels. Questions on these surveys might include:

- ⊙ How satisfied are you with working at Target?
- ⊙ Do you feel Target offers you job security?
- ⊙ Do you feel comfortable taking concerns to your supervisors?
- ⊙ How likely are you to shop at Target?
- ⊙ Would you shop at Target if you didn't work there?
- ⊙ How likely are you to recommend friends and family shop at Target?

Throughout the campaign, use an outside research group to conduct focus groups and in-depth interviews with small groups of team members to determine whether tactics are having an effect on satisfaction. Some of the questions these focus groups might ask include:

- ⊙ Do you feel Target has made an effort to make you feel like a valued team member? Why or why not?
- ⊙ Is there anything Target should be doing to improve employee morale? If so, what?

Team members are Target's most valuable resource for engaging consumers, so frequently evaluating their satisfaction is crucial to the overall success of Target's public relations efforts. Determining team member's attitudes toward their co-workers, direct supervisors, and the overall store atmosphere will give Target the opportunity to address any areas of dissatisfaction, and ensure the overall work environment is conducive to promoting a strong brand image.

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