

2023 MARKETING CANADA AWARDS – EDAC/ACDE

CATEGORY 2: BRAND LINE OF BUSINESS AND SERVICES

Project: Illustration of Québec International’s business lines (Birds) and Typical CAMP accelerator-incubator clients (Personas)

Purpose of project (including anticipated outcomes)

For the past few years, Québec International (QI) has been searching for ways to improve knowledge about its services and clients, both within the organization and outside. This reflection led to the realization of two projects which were finalized over the past year: one for QI’s business lines, and one for LE CAMP, the accelerator and incubator managed by the agency. The first project consisted in illustrating each of the agency’s business lines in the form of personas. To do so, QI partnered with graphic design students from Université Laval to create a family of personas that illustrate its various mandates. The second project was designed to accurately define the typical startup clients of the accelerator and incubator LE CAMP, thus helping match them with the appropriate coaching programs and development phases. LE CAMP’s team benefited from the help of a resident coach throughout the development of this in-house project.

Effectiveness/Meeting Objectives

For the persona illustration project, the agency wanted to clarify the services offered to the region’s businesses and the general population. Furthermore, the organization wanted to make its services known to better meet the needs of local businesses in the greater Québec City region. For that reason, it was crucial to showcase the agency as a unique gateway for business support services, as well as integrated and multidisciplinary services. Extensive feedback, both from inside and outside the organization, confirmed that the comic strips created as part of the project accelerated the understanding of the scope of services offered by QI. While the accelerator and incubator LE CAMP’s personas were meant to help clients better understand the steps of a coaching journey within the programs offered to startups, this project was meant as an internal tool to help LE CAMP’s team better guide its marketing strategies and communications to its target audiences.

Challenges and Changes Made

The pandemic allowed Québec International to really take the time to decide how to adapt its services and communications to better meet the emerging needs of businesses in the greater Québec City region. The research and consultation process, along with interviews with entrepreneurs, helped conceptualize a “family” of personas in a believable yet fictional world to illustrate the organization’s main activity sectors. Without necessarily being human, these characters needed to present some human characteristics in order to easily communicate emotions to the audience. The team of students performed a complete analysis to confirm the relevance of creating these personas and identify the best way to meet the desired goals. The team interviewed and surveyed business leaders from the region and decided to create ten birds using the colours of each line of business within the organization, making sure to align with QI’s graphic design standards. For LE CAMP, the whole team was solicited to properly define the different types of startups and match them to the appropriate programs. In both cases, the main

challenges were to improve knowledge about each line of business, and improve knowledge about the various types of clients to better guide the marketing strategies in an original way. It is worth noting that many clients only know about the services that match their current needs. Furthermore, several members of QI's team unfortunately only focus on their own line of business and have a limited understanding of the services offered by the other lines of business within the organization.

Target Audience

The persona illustration project had two target audiences. On the one hand, QI's staff, to increase their understanding of the organization's overall service offering, thus improving customer service and allowing the team to make more effective referrals to other teams based on the specific needs of each business. On the other hand, the initiative also targeted people from the Québec City region's business community to help them better understand what QI does and how the agency can help them continue to grow and address the challenges in their particular industries. LE CAMP's personas project was aimed at team members of the incubator and accelerator. However, finer knowledge of client profiles will help guide marketing actions for promoting the programs. The project also allows for a better understanding of the challenges faced by startups and entrepreneurs, which in turn will help the organization meet their needs more effectively.

Specifics of the Category

In an attempt to innovate, renew itself, and diversify its media mix, QI thought of a new concept to illustrate its various services and customize the agency's expertise. The concept chosen for the personas was birds. Why birds? Because they represent the idea of migration, often associated with the term "international," because the province of Quebec is home to hundreds of bird species, and because these tetrapods came up most often during discussions with the businesses surveyed. Once the QI bird family was created, short comic strips were also developed for each persona, illustrating in four pictures what each line of business has to offer. The QI family is presented in both official languages on the organization's website. The comic strips were then shared individually over a period of time on social media, including Facebook, LinkedIn and Instagram. Four personas were developed by LE CAMP's team, each paired with a description sheet explaining who they are, their challenges, their obstacles and their irritants. Each sheet also states the three stages in each persona's journey and program: awareness, consideration, and decision-making. This material will help LE CAMP's team guide its marketing decisions.

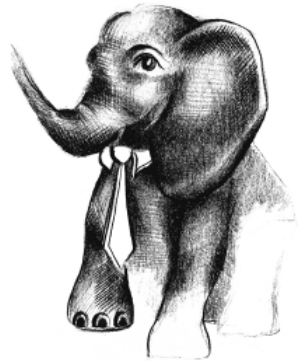
Sustainability of the project

Before thinking about how to present its service offering, QI had to quickly review the main elements of its service offering. Due to the emerging challenges, QI's service offering evolved quickly, also forcing the organization to evolve. Fast growth became an even more important element for QI and the businesses it serves. The personas will evolve over time based on the services offered and their deployment on communication platforms. Who knows, perhaps someday the QI family will even become animated online and speak to businesses directly? As for LE CAMP's personas, they exist within the startup ecosystem. It is essential for LE CAMP's team to monitor the trends and its client base to properly communicate its services to startups and effectively support their momentum. Another project—creating personas that illustrate the typical clients of QI's lines of business—is also underway and will further support the team's promotional efforts and business development strategies.

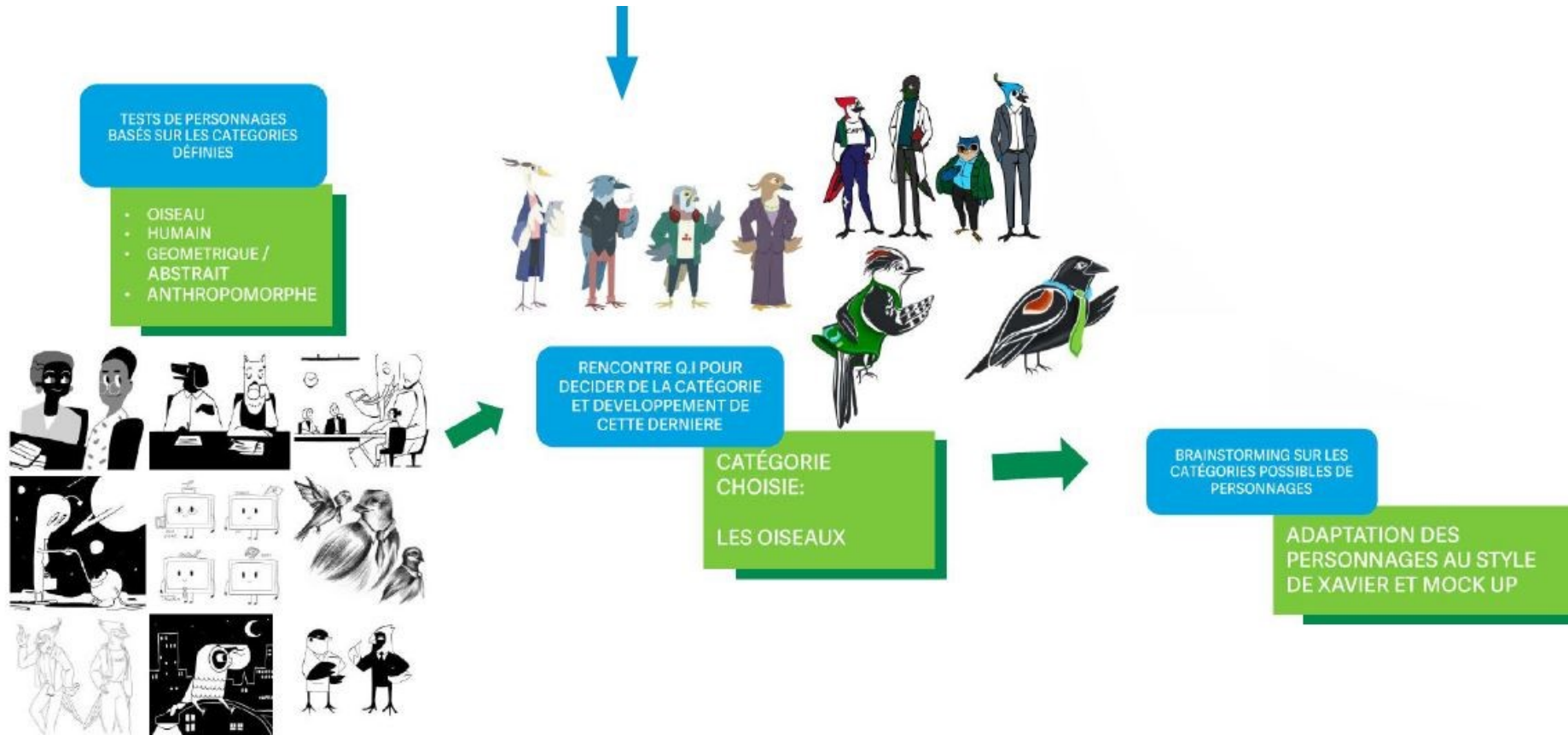
APPENDIX

Project: Illustration of Québec International business lines (Birds) and Typical CAMP accelerator-incubator clients (Personas)

FIRST PHASE OF CREATION



FIRST PHASE OF CREATION



SECOND PHASE OF CRÉATION



- Orientation to the series of birds
 - Represents QI well for their nomadic and international spirit
 - Many Quebec bird species, enough to represent each line of business
- Premières esquisses :



SECOND PHASE OF CREATION





2

PRESENTATION OF VISUALS

QI FAMILY

THIRD PHASE OF CREATION

DDM - Rouge gorge



DDM possède à sa tête Donna, elle connaît sur le bout des plumes tout ce qu'il faut savoir sur son domaine. Elle n'hésitera pas à se battre bec et ongles pour ses clients !



Choix final

- Couleurs qui vont avec celles de la charte graphique de Québec International
- Oiseau du Québec
- Air professionnel et compétent

Business lines are associated with a bird

CEI - martin-pêcheur



Martin c'est le pro de l'industrie, avec son instinct il va naturellement trouver le gros lot pour son client ! Il n'a pas peur de se mouiller les plumes dans cet écosystème d'experts.



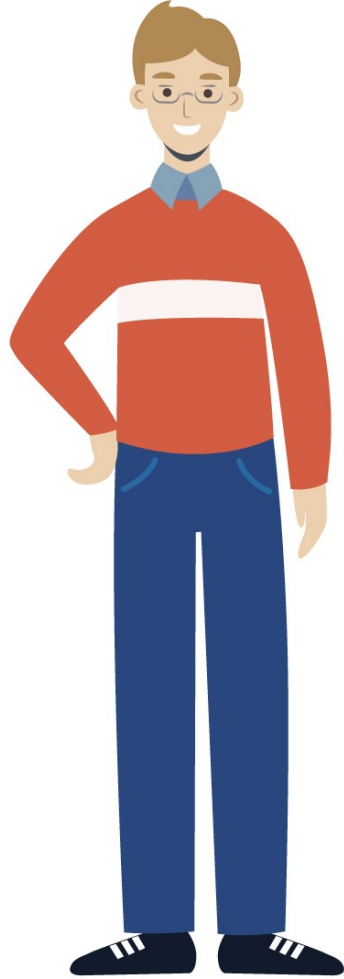
Choix final

- Couleurs qui vont avec celles de la charte graphique de Québec International
- Oiseau du Québec
- Air professionnel, mais décontracté et approchable

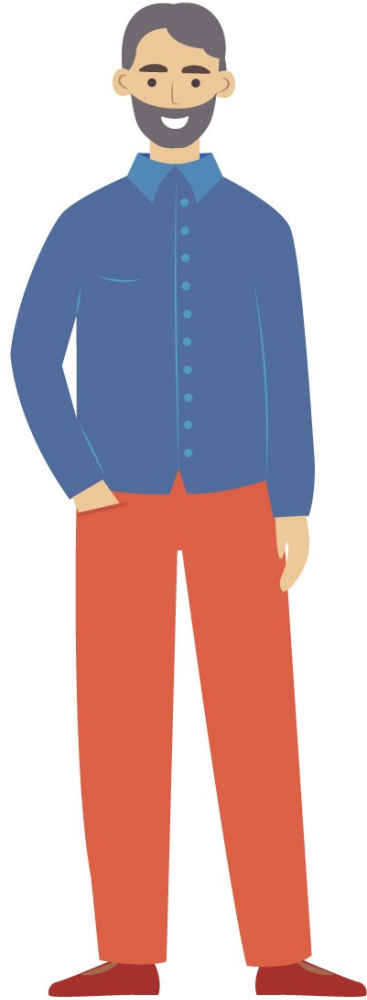
OUR PERSONAS

Meet Alex, Barney, Collette and Martin





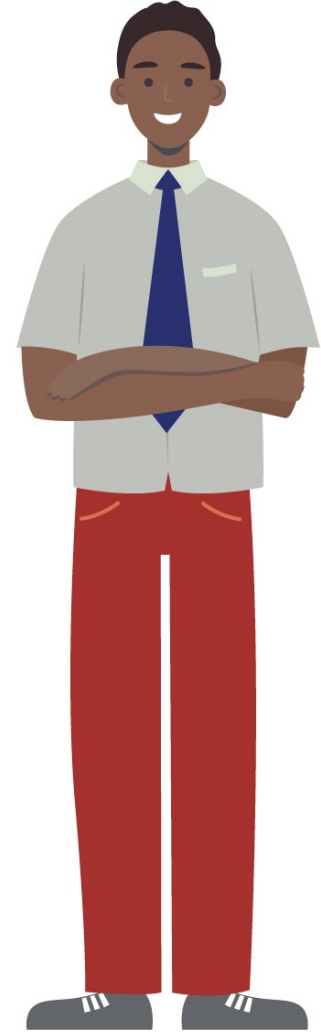
Smart Alex



Michael Monney



Greta Success



Marty National



Smart Alex

MVP Program – Exploration Program

→ **Business project validation. Ideation support.**

Who is he

Alex is a recent Université Laval graduate in business administration.

He's had an entrepreneurial streak from an early age, and now believes he has a revolutionary business idea: an app to find out all the discounts available at restaurants worldwide.

He works part-time on his project while retaining his job at Desjardins. He wants to revolutionize the restaurant industry and be the best in the market.

Alex is a bit disillusioned about the workload and deadlines involved in startup life.

His challenges

- Lack of structure
- Time management
- Product validation
- Little technical knowledge
- Financial management

His obstacles/irritants

- The time required for support
- Taking a step back to evaluate the market
- Difficulty trusting external resources

Awareness

Consideration

Decision-making

1 Strong interest in entrepreneurship and would like to find financing to get his project off the ground.

2 Researches on the Web, listens to podcasts and asks friends and family for information.

3 In the course of his research, he discovers that he needs to structure his project to gain access to financing, and at the same time discovers the existence of incubators/accelerators.

4 Researches incubators.

5 Finds out about the different organizations offering support services in the Québec City area.

6 Researches the region's various organizations.

7 Reads and compares the different programs.

8 Realizes that the pre-start-up programs are suitable for his stage and needs.

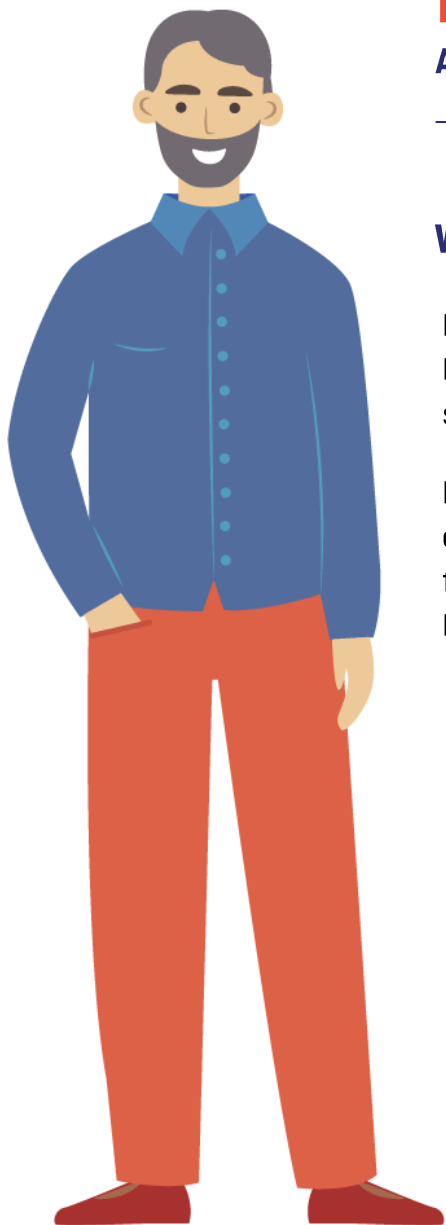
9 Attends a free information session (Info CAMP).

10 Contacts an advisor for a private evaluation.

11 Will be part of the next LE CAMP MVP cohort.

COMM/Marketing measures





Michael Monney

Acceleration Program – Traction Program

→ **Support in the commercialization phase.**

Who is he

Barney Barter has been working on his business project for two years. Initially part-time, he recently quit his job to devote himself fully to his startup: a technology solution for cleaning polluted beaches.

His prototype is finally ready, his customer base has been identified and he has received funding. Now he needs to take his project further, find his first B2B customers and coordinate production of his ICLEANBEACH robot.

His challenges

- Business coaching
- Managing financial and human resources
- Suitability, commercialization, first steps towards sales and marketing, building his first tools, closing first customers, pricing strategy, etc.

His obstacles/irritants

- The time required for support
- Not aware of all the advantages of being a Camper
- Lack of coachability, realization that his product doesn't meet customer needs, competitors are too strong, capital at stake, valley of death, etc.

Awareness

Consideration

Decision-making

1 Needs guidance and advice to market his business project.

2 Asks for recommendations from his network (Junior Chamber of Commerce, etc.), financial advisor, etc.

3 After discussion, he determines which aspects he needs help with (legal aspects, first tools, closing the first customers, pricing strategy, etc.).

4 Researches the organizations who can help him with these aspects.

5 Finds out about the different organizations offering support services in the Québec City area.

6 Researches the various organizations in the region.

7 Reads and compares the different programs.

8 Realizes that acceleration programs are best suited to his stage and needs.

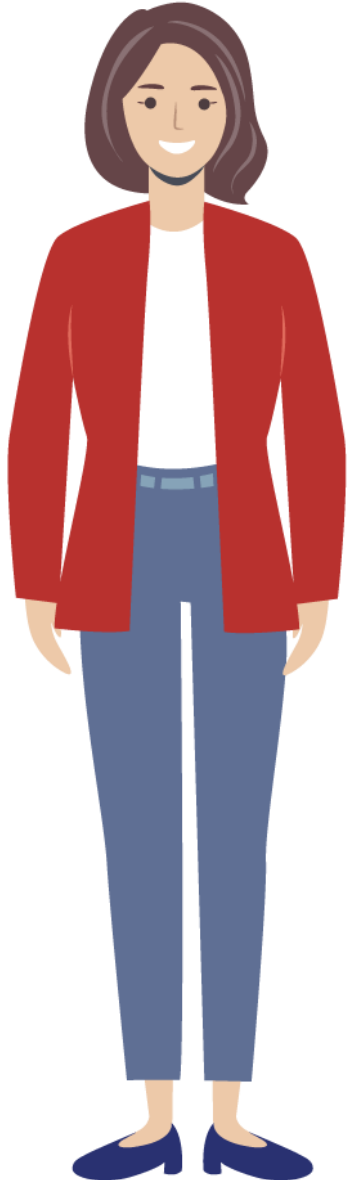
9 Reaches out to his contacts for a referral to a LE CAMP consultant.

10 Contacts an advisor for a private evaluation.

11 **Will join the Acceleration program.**

COMM/Marketing measures





Greta Success

Acceleration Program – Propulsion Program

→ **Support in the growth phase.**

Who is she

Collette, a nurse by training, is CEO of the company UrgentAI, a tech startup in the healthcare industry, founded in 2019. Last year she raised a seed round and subsequently hired over 25 employees.

She has the wind in her sails, but has never managed a technology company. She needs coaching to help her manage growth and make the right decisions for the next steps.

Her challenges

- Lack of time and expertise to manage HR
- Prioritization of issues encountered
- Fundraising management
- Legal aspects

Her obstacles/irritants

- Doesn't feel attracted by an incubator
- She doesn't see herself as a startup
- Time to invest in coaching
- Thinks she's too advanced for the support style

Awareness

Consideration

Decision-making

1 How do I manage the financing I've received, and HR management, while still accelerating my sales? Need for guidance.

2 Is told that technology accelerators support hyper-growth companies like hers.

3 Researches Canada's top accelerators.

4 Contacts entrepreneurs she knows who have already received support from LE CAMP.

5 Asks one of LE CAMP's resident coaches (Dany Grimard) whom she knows well to introduce her to the LE CAMP team.

6 **Collette will start the LE CAMP Acceleration program as soon as possible.**

7 She talks about it through her networks (Chamber of Commerce, Desjardins financial advisor, network of coaches and mentors, other entrepreneurs at the same stage as her).

8 Discovers that LE CAMP has a very impressive economic impact and a network of coaches with sharpened expertise.

9 Realizes that LE CAMP's Acceleration program could give her access to a bank of high-level coaches and experts to meet her challenges.

10 Contacts the team of consultants and agrees to do the Camper pitch.

COMM/Marketing measures



Marty National

Softlanding Program

→ Support for setting up in the North American market.

WHO IS HE

Martin founded his cybersecurity company *Atak* in 2016, and already has offices in Paris, his home town, as well as Brussels. His company has been supported by La French Tech. He now wants to break into the North American market, as he sees great potential there with his line of business.

Before taking all the necessary steps, he wants to check his new market and find out more about Canadian business potential. To do this, he will delegate the task to one of his employees, the director of foreign market development.

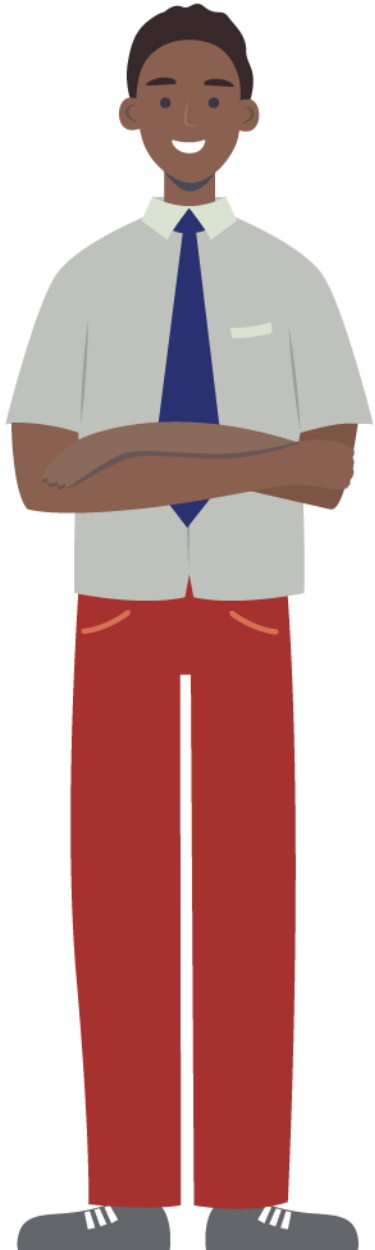
He needs support to help him set up his business in a country he doesn't know, and where the business culture is different from what he already knows.

His challenges

- Marketing his product to North American customers
- Building his business network/contacts
- Needs a physical address in the host country
- Legal aspects

His obstacles/irritants

- Little knowledge of the North American market
- Labour recruitment



Awareness

1 ● Wants to set up his business in a new market.

2

● Sees great potential for cybersecurity in Canada.

3

● Researches business opportunities in this country through French economic development organizations (e.g., Business France).

4

● Someone recommends Quebec as the ideal location for his business. They refer him to local organizations as a first official point of contact.

5

● Gets in touch with Danielle Bériaud at Québec International for answers to his questions and guidance through the next steps.

6

● Realizes he needs an incubator to benefit from a physical space and support on international aspects.

7

● A first call with Rosalie Simard from LE CAMP who tells him about the Softlanding program.

8

● The LE CAMP incubator would be the best place for him to set up in Québec City.

9

● Contacts Rosalie and agrees to do the Camper pitch.

10

● **Martin is now part of LE CAMP's Softlanding program.**

COMM/Marketing measures

