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A research and briefing paper from

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Learning from the Obama Campaign

Barack Obama was little known outside US political circles when he launched his bid for the Presidency in March 2007. Yet, just 20 months later, he won the election with the largest popular vote in American history, and now his name is one of the most recognised 'brands' on the planet.

Clearly, Obama's political message struck a chord from the outset with millions of voters. But that message still had to be communicated with extraordinary effectiveness to catapult him from rank outsider into the Oval Office.

Freshwater has no political allegiances but, as a modern communications business, we follow emerging trends and techniques closely and see how they can be applied to our own client projects.

The media is changing at breathtaking pace. The Internet is becoming the main source of news for many people, social networking sites are linking millions of users, and print and broadcast media are re-inventing themselves as multi-media outlets with as much emphasis on the internet as on conventional tools.



Barack Obama

A diverse and fragmented media environment means a story can appear on dozens of TV channels, hundreds of websites and countless blogs. Simultaneously, there are far greater opportunities for communicating to diverse audiences and many more ways an organisation's reputation can be threatened.

Paradoxically, the tried and tested tools of PR, marketing, social marketing and communications generally are becoming even more important. In an age of more opportunities and threats, it is vital that organisations plan their communication campaigns with absolute clarity about the objectives, messages, issues, audiences and tactics.

The Obama campaign is an exceptional case study of this. It managed, for example, to combine the timeless oratorical techniques of Cicero, the outstanding public speaker of Roman times, with the viral methods of the Internet era. As the paper we present here shows, content was always king but there was total flexibility and technological sophistication about the ways it could be communicated.

The challenge facing the President-elect now is to protect the brand he has become and manage the expectations he has raised. That will be another fascinating story. But, first, let's digest the lessons from his election campaign.

The author of this paper, Cerys Howell, has first hand experience of the Obama campaign at grassroots level through running a field office in Philadelphia.

We hope you find her summary of the campaign's messages and methods useful.

Marie Louise Windeler
Chairman Designate, Freshwater UK

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The Obama Campaign: A Blueprint for Modern Communication



“Arguably, the biggest grassroots movement in American history.”

Businesses, public sector bodies and campaign groups around the world are studying the 2008 Obama Campaign to improve their media and marketing activities at a time when it has never been more crucial for them to do so.

Regardless of his merits as a Presidential candidate, Obama could not have won the election without a groundbreaking communication and data-gathering strategy, which delivered his message of change widely and effectively, broke down the anonymity and scepticism surrounding his candidacy, and rallied the American people to participate in, arguably, the biggest grassroots movement in American history.

The success of Obama's campaign hinged on three key things – the kind of message it delivered to the American people, the organised and rigid focus on key objectives, and how it used different media forms to deliver the message and meet these objectives.

These three components are summarised below. In Section 4, I explain how the mass integration of all forms of communications and data-gathering as mutually beneficial components of a cohesive political operation was the key to the campaign's overall success.

1 // Message

STRATEGY:

'Be consistent. Keep it simple. Choose big themes.' - Bill Clinton

Everything about the campaign was Big. From the stadium rallies and Obama's awe-inspiring oratory to the volume of phone calls made and the amount of literature pushed under voters' doors. This started with big ideas: Universal Healthcare, Ending the Iraq War, Energy Independence, Tax Breaks for Working Families. These core issues are crucial to the majority of Americans, and they were referred to again and again. They centred around one word which became the eponymous theme of the Obama Campaign: change. (As President-elect, his website is even called 'change.gov'.) The prospect of a movement away from the last eight years of a Republican government and a fundamental change in not only policy but also in America's social conscience became the defining objective of the campaign. Where Democratic candidates have often shied away from appearing overly optimistic, Obama unapologetically placed idealism at the heart of his campaign and used it to stir the nation. The campaign remained confident, positive and inspiring throughout and was boldly committed to what Obama described as 'the audacity of hope.'

Consistency and Repetition

Consistency is essential to gaining credibility and earning trust. In the face of the negative attacks the Republicans were building their campaign around, the Obama team showed remarkable discipline; they stayed on-message and rarely engaged with the Republican smear tactics. In his speeches, Obama doggedly referred to the same key issues. And his

public consistency was matched at all times in written communications: in emails, on leaflets and on the website. It was a classic and thorough case of the golden communications rule: 'Tell the people what you want them to hear. Tell them again. Tell them what you've just told them, and then remind them again what they've been told.'

Stability

Appearing strong and stable is always important, but especially during an economic crisis. Obama's consistency, particularly compared with the erratic and randomly antagonistic campaigning of the Republicans, created the overall impression of a reliable presidential candidate who could offer change without risk. Obama's rational and thoughtful handling of the question of the economy showed that, while he was setting out to improve American lives, by reforming healthcare for example, he offered steady leadership.

Simplicity

Keeping the message simple and straightforward not only appeals to the widest possible audience but creates transparency and helps convince the electorate of the candidate's dependability. When messages appear complicated or conflicting, it creates distrust and turns people away. Obama explained issues and his position on them clearly and concisely without question-dodging or convoluting his answers. Again, in written communication, the message was always equally simple and concise.

Pragmatism

When Bush declared an economic crisis, Obama showed he could tackle the issue and engage in talks about the economy with the current President whilst continuing his campaign, whereas John McCain suggested cancelling the forthcoming presidential debate. Moreover, where Obama had talked more about issues like the Iraq War in the primaries, his strategy changed to connecting with voters over their concerns about the economy in the last couple of months. He always made sure he stayed relevant to the political climate.

A Positive Message:

'Hope is the Bedrock of the Nation'

The Obama campaign showed that hope and optimism can be powerful resources for activism

and change – the campaign displayed faith in the inherent optimism of their audience and trusted that they could rally people around positive ideas. In turn, the majority of American voters backed the candidate who could 'make change happen.'

A Clear Vision of the Future: 'I have no doubt that if we come together at this moment of crisis, America will meet this challenge and weather this storm and walk once more in eternal sunshine.'

Obama tackled the economic crisis head on, making it increasingly central to his platform as the reality of the recession hit home. He offered a clear, intelligent and hopeful vision of the future of the American economy and inspired confidence in his ability to solve the crisis.

Transparency

With a controversial non-establishment Democratic candidate, the Obama campaign had to work to break down myths surrounding Obama's character and background. The campaign set about presenting their candidate as an accessible commodity – vast amounts of information about Obama's life and background were disseminated, including online videos, emailing the campaign was encouraged and made easy, and Obama made countless public appearances.

Empowerment:

'We are the ones we've been waiting for.'

The campaign also did something fundamentally different with the relationship between the candidate and the voter – they elevated the voter to the most important participant in the relationship. Obama famously said 'I'm asking you to believe. Not just in my ability to bring about real change in Washington. I'm asking you to believe in yours.' The campaign used this on materials distributed around the country. Every communication emphasised the importance of the individual over and above the candidate and the central philosophy of inclusion was referred to again and again, both by the candidate and on campaign materials, emails and online resources that recycled speech material and kept the motto 'Respect, Empower, Include' central to its message. This philosophy can completely change the way an organisation or brand is viewed: people respond to being respected and included.

2// Main Objectives



Campaign rally

The Obama Campaign was rigorously committed to its key objectives and every aspect of its communication activity was focused on achieving one, some, or, as often was the case, all of them simultaneously.

The key objectives were:-

- Informing, persuading and educating the electorate
- Gathering voter information
- Fundraising
- Getting people to campaign events
- Training local organisers and building volunteer bases in communities.

The latter was the campaign's most fundamental strategic innovation. It actively trained and mobilised everyday Americans to become organisers themselves, which ultimately built a grassroots movement of community organisers across America and increased voter contact exponentially. Individual advocacy is of course the biggest driver of 'sales' – turning one supporter into an advocate was worth at least ten votes. The push for local organisation was reinforced at every level of the communication campaign.

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3// Methods

STRATEGY: Use all media forms available

DIGITAL

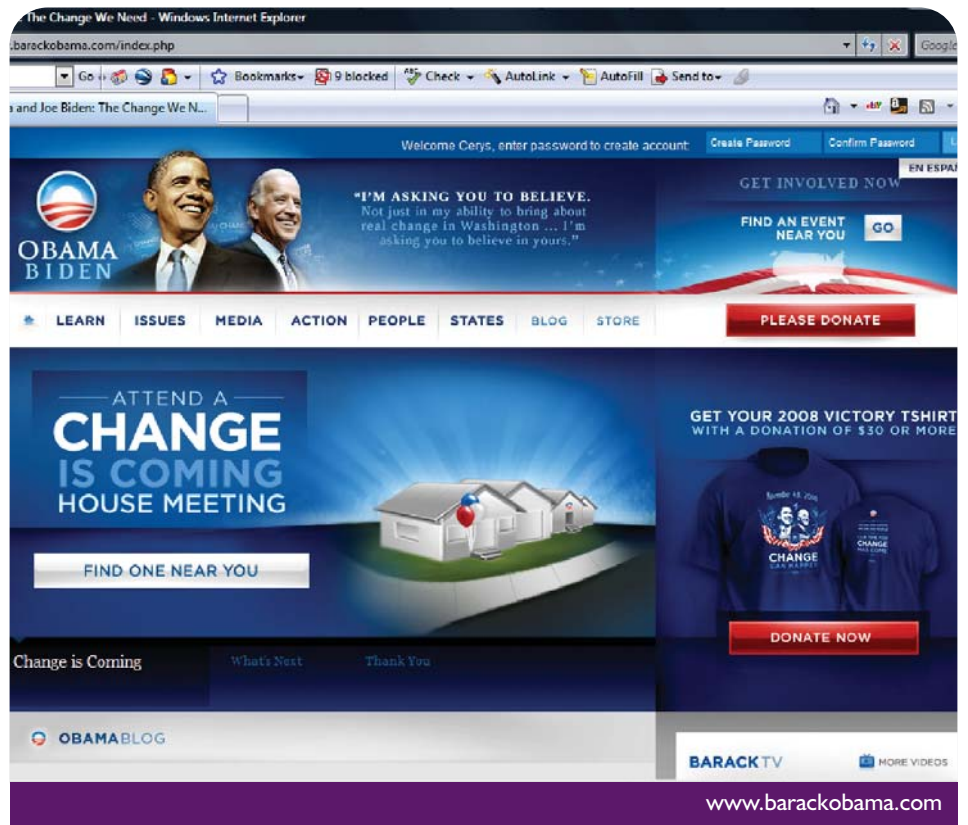
The Washington Post described Obama as the 'King of social networking.' By using interactive Web 2.0 tools, the Obama campaign changed the way politicians publicise policy, defend themselves against attacks and communicate with the electorate generally. The campaign also used new media to raise money, draw people to events and create a political organisation in America above and beyond the existing Democratic Party structure.

The Presidential contest saw new media become the largest single means of communicating:

- During the general election, 46% of Americans used the Internet, email or text messaging to get information about the candidate or to organise - compared to the 29% who watched network TV news, 34% who read newspapers daily and 39% who watched cable news.
- Obama's email list ultimately contained 13 million addresses, and a million people signed up for the text-messaging programme.
- Two million profiles were created on mybarackobama.com and there were 5 million Obama supporters in other venues such as Facebook and MySpace.

The Internet was also used to push offline action.

Obama's internet director, Joe Rospars, said; "We've tried to orient the tools less as a social network and more as a mobilization network. "We're creating opportunities for people to get out there and do things - the campaign is election-



outcome oriented." As well as the practical value of using the Internet in this way, the online campaign helped create a sense of accessibility around Obama. People started to feel close to him through, for example, his personalised Facebook page, which lists his hobbies and interests, and his website, which shows videos about his childhood and family. The Internet is a particularly effective tool for this because of the amount of information an online account can hold and its accessibility at any time.

The Obama Website

www.barackobama.com is a model of how a website can achieve multiple objectives. It is user-friendly and designed to inspire activism, donating and learning about the candidate. The home page links users to:

- The donations page
- Community events
- Barack TV (a pool of campaign YouTube videos)
- MyBo (my.barackobama.com)
- Obama Mobile
- The Obama Store

MyBo

www.my.barackobama.com is a social network, which gives supporters the tools needed to organise local events, share organisational tips and discuss issues. Account holders can incorporate personal profiles and receive updates and email action alerts. It has links to other networks, including Flickr where Obama volunteers and supporters can find photographs of themselves at various events, including the Democratic Convention. MyBo created fundraisers and community organisers who could be self-sufficient in recruiting volunteers, planning an event or raising money.



“The campaign raised more than \$500 million online after sending one billion ‘pieces’ of email.”

Social Networking

The campaign also used independent social networks on a scale not seen before, engaging with supporters through platforms such as Facebook, Twitter, LinkedIn, MySpace, YouTube, Flickr, MeetUp, UStreamtv, BlackPlanet, MiGente and Glee. Facebook alone had more than 26 million American users in August 2008. It is a crucial tool for connecting with younger target audiences and capable of fulfilling multiple functions. With this in mind, the campaign hired Chris Hughes, the 24-year old co-founder of Facebook, as a new media strategist. Obama's presence on the site focused on policy, news and events and had its own action pages linking to other social media tools and networking sites. It also gave information on the candidate, countered Republican attacks, provided Obama images for supporters to use on their own pages and provided links to YouTube videos. There were also personal 'notes' written by the candidate. Obama's Facebook presence not only brought supporters together nationally but it unified particular social and ethnic supporters by linking users to groups such as 'Latinos for Obama' and 'Women for Obama'. The 'Obama Action Wire' was another group people could join to report opposition smears to the campaign and receive 'calls to action'.

Emails

The campaign sent out vast numbers of emails to update supporters, advertise events and fight Republican smears. Personalised emails from Barack Obama, Campaign Manager David Plouffe, VP-candidate Joe Biden and Michelle Obama were a regular feature of campaign communications and further helped create a sense of inclusion and intimacy. Emails were always:-

- Regular
- Up-to-date and quick to respond to negative campaigning
- Personalised – Dear John
- Concise, well-structured and thoughtfully-worded
- Consistent with other communications in their message and tone
- Reliable – supporters came to expect to receive an email about, for example, who would be appointed VP-candidate, because the campaign made sure they always kept people informed
- Included links to YouTube, Facebook, www.barackobama.com or other sites
- Focused on the individual recipient – ‘Thank you for your support’, ‘We want you to attend this event’, ‘We need you to donate’ etc.
- Varied in their source (Barack Obama, Joe Biden etc.) – with emails going out frequently, different names were used to make people less likely to delete them
- Used current events and national news as a call to action
- Varied in their message and purpose - some were anti-McCain or anti-Palin, some were encouraging people to volunteer, some were asking for money, etc.

Text Messaging

Knowing that many young people rely on mobile phones and PDAs (Blackberrys, iPhones, etc) to communicate, the Obama campaign used text messaging highly effectively. More than 3 million people signed up to receive the announcement of Joe Biden as running mate, giving the campaign a database of numbers for the rest of the campaign. They also created an application for Apple's iPhone, timed to be available as a free download when the latest model was released in July 2008. This organised a supporter's contact list, using area codes to sort them by state, and kept a record of calls to facilitate tele-canvassing of friends, particularly in battleground states.

Online Fundraising

The campaign raised nearly \$750 million, of which 89% came from individuals. The success of Obama's fundraising was almost exclusively due to a shift from direct mail to online contributions. Three millions donors made a total of 6.5 million donations online. Of those donations, 6 million were in increments of \$100 or less.

Using the Internet to raise money cut costs hugely – the campaign raised more than \$500 million online after sending one billion 'pieces' of email. To raise this sum, Obama spent no more than \$25 million on all Internet efforts combined. A similar volume of snail mail would have used up the vast majority of the \$750 million raised overall. Overall, Obama's fundraising was twice as successful as McCain's.

VIDEO

Online videos were generally used to enormous effect throughout the campaign, to capitalise on Obama's oratorical appeal and to target the vast number of people who now browse YouTube and online video sites. In the past, political campaigns have shied away from aspects of new media that could seem tacky or beneath their dignity, but the Obama campaign embraced videos such as 'Obama Girl' and Will I Am's 'Yes We Can' and recognised the value and power of user-generated content in moving people to action.

Barack TV

Barack TV is a link from the website to new videos and a pool of old ones for users to browse. There are also personal histories such as 'Meet Barack', 'Meet Michelle' and 'Meet Joe' to familiarise the public with the candidates and their families.

YouTube

The campaign took advantage of YouTube for free advertising. Videos are, arguably, more effective than television advertisements because they are viewed voluntarily and are less disruptive. The campaign's official YouTube videos were watched for 14.5 million hours, which would have cost \$47m in television time. Putting those videos out there also meant that speeches were readily accessible for fact-checking and reference. Every time an attack was made against Obama with reference to, for example, Jeremiah Wright, people could look up Obama's speech on race and politics, 'A More Perfect Union' (which had been watched by 6.7 million people on YouTube by the time of the election).



COMBINING NEW AND TRADITIONAL MEDIA

The campaign also used the Internet to pump information to the print and broadcast media. The leading liberal websites - Huffington Post, Talking Points Memo and Think Progress - reshaped the news cycle to their advantage by releasing information to which the McCain campaign was then forced to respond. The Center for American Progress, the parent of Think Progress, said their role was to 'play in' the media. Previously the Republicans had dominated the news agenda through the website Drudge Report and Fox News. But, in 2008, the Democrats were more effective in pushing fact-based stories to CNN, MSNBC and the other TV networks and newspapers. Sometimes this was designed to force the McCain campaign into full defensive mode and at other times positive information about Obama or the campaign policy was released - either way, the Democrats achieved a far more influential relationship with the traditional mass media than ever before.

An essential part of this inter-play between different media was its speed. The campaign rebutted accusations, responded to smears and put speeches on the internet very swiftly to nip attacks in the bud. This included using rapid rebuttal microsites such as fightthesmears.com and responding immediately to conversations on Twitter.

Just as Franklin D Roosevelt used radio 'fireside chats' and John F Kennedy used television for the first time, Obama is ushering in an era of new media communications. Within 24 hours of his victory, the President-elect launched a new website - change.gov - to create what he called 'a new level of transparency, accountability and participation for America's citizens.' An example of this is that Obama will give the American public an online 'comment period' before he signs all non-emergency legislations. As Republican John

Culberson put it: 'We're moving very rapidly into an entirely new area where individual Americans will be empowered beyond their wildest dreams because of information technology becoming more pervasive and easy to use'.

THE OBAMA BRAND

The Obama 'brand' was driven by the candidate's personal charisma and the way he came to symbolise a new page in American history and a spirit of hope, unity and reconciliation. Its success was highly reliant on dynamism and momentum, fuelled by the candidate doing new things. Obama's television appearances and speeches were probably the biggest factor in keeping the brand energised. But there was also the 'cool factor' - if you are targeting youth, a brand has to be cool, and Obama was perceived as cool and his image became iconic. The campaign itself gained coolness by association.

For these various reasons, Obama merchandise came under heavier and heavier demand throughout the campaign, and the graphic portrayal of Obama's face and the horizon logo are now images engrained in the American consciousness.



Campaign materials were consistently designed to embody the campaign's message of hope and solidarity. The horizon logo (above) is fresh and bold and symbolises the coming of a new chapter in American history using a patriotic colour-scheme. All digital and printed publicity used the horizon, a standard font (Arial) and co-ordinated red, white and blue colours. The campaign also capitalised on Obama's good looks!

LANGUAGE

The campaign framed speeches, emails, online content and all its publicity materials in language that captured audiences and had maximum impact. The choice of words and tone of the campaign had to be in harmony with its vision and messages.

Sincerity and Humility: 'We The People'

Respect and inclusion were big campaign themes. Obama always stressed his 'faith in the decency and generosity of the American people'. His speeches used a language of sincerity and humility which showed that, while being a strong and able leader, he also 'bowed' to the American people and was prepared to serve them humbly. He always referred to the work of the future using a collective 'we'.

Addressing the Individual: 'It's in Your Hands'

The website and emails are framed around the individual, addressing 'you' as you browse or read. They were always personalised – Dear John or John, please help us – and their language pushed the importance of the individual effort and contribution to the cause - 'Thank you for your support', 'We want you to attend this event' or 'We need you to donate'.

Tone: 'The Fierce Urgency of Now'

All communications had a sense of urgency, encouraging people to get involved now, donate now, vote now. This both created excitement and activated people – Obama used a Martin Luther King Jr. quotation, describing 'the fierce urgency of now' to emphasise the importance of fundamentally changing the politics of America in this crucial historical moment.

Slogans: 'Yes We Can'

The campaign was also very effective at developing slogans to embody key messages and energise crowds at rallies. It took complex messages and boiled them down into simple, easy-to-remember statements:

- 'Yes We Can'
- 'For the Change We Need'
- 'John McCain: More of the Same'

My promise to you

From: Gordon Brown <info@email-new.labour.org.uk>
To: cerys.howell@wadh.ox.ac.uk
Date: Mon, 8 Sep 2008 14:28:25 +0000

If you can't see this email correctly please click [here](#)

Today, at our Cabinet Meeting held in the West Midlands, I am setting out to my Cabinet colleagues the current challenges as I see them and my response to them. I also wanted to write to you personally as a Labour Party member to share the following with you. For 10 years we've benefited from unprecedented growth, a rapidly expanding economy and rising living standards. But the global credit crunch is forcing people across the country to change how they live their lives. Our world has changed. While David Cameron's Conservatives may be willing to let people fend for themselves - I will not let this happen. I will not turn my back on those who need help. The quest to ensure that power, wealth, and opportunity are in the hands of the many, not the few, is fundamental to our purpose. This is why the Labour Party exists. People want a government that is always on their side - but at their side only when they need it. They want a government that is empowering, not overpowering. This is not about rhetoric. It's about fairness and unfairness. It's about providing support to those who played by the rules but are struggling with rising prices. It's about making sure that a fair chance is provided to all. I will not pretend that there is a quick fix. It requires leadership, squaring up to hard truths, being open with the British people about the choices we face, and making tough decisions on priorities for public spending. I know that there are people who feel that modern Britain has been unfair to them. Some of them are right. But there is nothing that is bad about Britain that cannot be overcome by what is good about Britain. In the coming weeks, I will set out how I - and our party, and our government, and our country - must rise to conquer those challenges and ensure fairness for all. Fairness is my purpose, my pride, my principle. And my promise to you. Gordon PS - We want to keep you in touch with all that we're doing over the coming weeks. Please forward this to other Labour Party members and encourage them to ensure that we have their email address by visiting labour.org.uk/membersnet. To unsubscribe, please click here. Privacy: we won't pass on your email address to anyone else. See <http://www.labour.org.uk/privacy> Reproduced from an email sent by the Labour Party, promoted by Chris Lennic, Acting General Secretary, the Labour Party, on behalf of the Labour Party, all at 39 Victoria Street, London, SW1H 0HA

Gordon Brown Email

It's in your hands, Cerys

From: Barack Obama <info@barackobama.com>
To: Cerys Howell <cerys.howell@wadh.ox.ac.uk>
Date: Wed, 29 Oct 2008 22:49:20 -0400

Cerys --

The next 6 days are going to be the toughest we've seen, and I need your support to reach as many voters as possible.

Donate \$5 or more today to strengthen this movement for the final push:

<https://donate.barackobama.com/forthefinish5>

This campaign is in your hands.

Thank you for everything you're doing,

Barack

Please donate: <https://donate.barackobama.com/forthefinish5>

Barack Obama Email

These use few words but encapsulate a lot and make people think. They can be applied universally to whatever issue people are most concerned about – the Iraq war, the economy, healthcare, education, energy etc.

The care that was taken with words and formatting is highlighted by comparing e mails from Gordon Brown and Barack Obama (above). It is not difficult to decide which one is more likely to be read and acted upon!

PEOPLE

The field organisation was the heart of the Obama Campaign – rather than just investing in advertising and top-down campaigning, the campaign relied on its field staff and volunteers across the country to work with and mobilise their communities. State directors instructed regional field directors who instructed field organisers to coordinate the registration, education and turn-out of voters in their wards and to mobilise volunteer bases to work with them to do so. Standardised instructions came from the top and daily targets were worked towards by volunteers, directed by field organisers, at the lowest level.

Fellowship Programme

Most of the field organisers were Organising Fellows during the Primaries. The Fellowship Programme meant that the campaign had a ready source of trained organisers to take over wards around America for the General Election. The campaign's foresight meant Obama generally enjoyed a 4:1 advantage over McCain in field offices in most states. (In some he had a bigger advantage, such as Ohio where he had seven times as many field offices.)

Data

Political strategists describe the Obama database as one of the most sophisticated ever built. The campaign used micro-targeting and data-matching for registration, persuasion and turn-out and targeted new voters in supposedly unwinnable constituencies. More than 10 million email addresses were collected.

The campaign geared all their canvasses, phonecalls, online communications and events, both big rallies and local meetings, towards the collection of data. On the Obama website, whether you were entering MyBo, donating, watching a video or simply browsing, you were encouraged and often required to enter your personal information. At rallies, the main task of staff and volunteers was to carry clipboards and take information from people queuing up. Attendees were given stickers to wear to show that they had given their details so staff and volunteers could seek out anyone in the crowds not wearing a sticker. In every door-to-door canvass and phone call made, volunteers gathered as much data on their contacts as they could.

All data was then meticulously entered into an online database – which, unlike previous campaigns, was centralised and integrated. Every detail was recorded, whether it was a person's attendance at a local meeting or where and when they worked a volunteer shift, to build up a profile of every person. Data captured online was also integrated with this.

Having a centralised database allowed cross-referencing of information and the creation of specialist call lists to target specific groups. People were defined as categorised under various headings – persuadable, sporadic voters, active canvassers, attended a specific event, and so on. Sporadic voters would be invited to see Bruce Springsteen perform at a Vote for Change rally, while people who had attended a Barack Obama event would be asked to volunteer for campaign activity. Every aspect of data-gathering and data-usage was standardised and organisers were given clear instructions on what data was to be gathered at every opportunity and exactly how and in what format it was to be entered. They were also directed on which target list to pull from the database for each daily calling campaign.



4// Mass Integration

The Obama campaign's overall success was achieved by its meticulous integration of all its components behind the common key objectives. Everything – from the field programme to the new media strategy – was designed to be mutually reinforcing to create exponential growth in interest and support.

Each element of the campaign incorporated a push towards other goals – events allowed for information-gathering and dissemination of campaign materials, information was used to send out emails, campaign materials were branded with the website address, fund-raising emails took people to the website; the website encouraged supporters to organise an event, and so on. Similarly, each aspect of the media campaign was integrated with others – the website linked to MyBo, which linked to Facebook, which linked to YouTube, which might encourage people to watch CNN coverage and so on.

While the Internet was at the heart of the campaign, it should not be seen in isolation. The new media channels always included a call to offline action and great care was taken to ensure consistency in messaging between online and offline communications.

Much of the campaign's success with new media was built on its ability to integrate both new and old methods of communication, which could run together and feed off each other. These synergetic relationships were further strengthened by consistent messages running through all levels of communication – when Obama spoke of inclusion and empowerment at a rally, for example, this was followed by a personalised email from Campaign Manager, David Plouffe and website content that immediately invited people to participate.

The Obama Campaign not only integrated data systems and communication methods to achieve the highest possible voter contact, persuasion, education and turn-out, but its consistency and integration of ideas created a single and powerful impression of a Presidential candidate and a political campaign which was sincere, straightforward, honest, and the right choice for America.

To say it broke new ground would be an understatement!

Cerys Howell

Cerys Howell is a 22-year-old English student who deferred her final year at Wadham College, Oxford to work on Barack Obama's Presidential Campaign in Philadelphia. She worked on voter registration at Penn University before becoming a field organiser with responsibility for the Get Out the Vote operation in the 46th ward in the city's deprived south west where 96% of electors voted for Obama. Cerys has also worked for Freshwater on a number of client projects, including researching and writing a Welsh Assembly Government funded website for young people and assisting with the UK-wide Dignity at Work roadshow, funded by Unite and DeBERR.

Marie Louise Windeler has been appointed Chairman of the Freshwater UK board having been a Non-executive Director since December 2007. She is an experienced senior executive with more than 25 years experience in the PR industry, including six years as CEO of Hill & Knowlton UK. She has also worked as a journalist for ITN and the Daily Express. In addition to her Freshwater role, Marie Louise is a Non-executive Director of a leading post production company, Prime Focus London PLC, and the search and selection consultancy, VMA Search.

“The campaign's official YouTube videos were watched for 14.5 million hours, which would have cost \$47m in television time.”



freshwater

Freshwater UK is the only PR group in the UK that offers a national network of regional offices combined with specialist teams working in all the major sectors of the economy. The agency's services include strategic consultancy, stakeholder communications, public affairs, crisis management, media relations, event management, conferences, training, social marketing, and multi-media design and marketing.

The group employs 125 staff based in ten offices in the UK and Brussels and has associate agencies in Ireland and the United States. It is listed on AIM.

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