

Campaign Plan:

Carrot Rewards

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### Executive Summary

Carrot Insights created the Carrot Rewards mobile application, which is a fitness supporting application with government-funded financial incentives for active users. The app tracks physical activities and collects knowledge-based surveys, and in exchange users receive reward points for SCENE, Aeroplan, Petro-Canada, and Drop cards. These are usable in popular corporations like Cineplex movie theatres and Petro-Canada gas stations.

Carrot Rewards' target audience are within the ages of 16 to 45, tech-savvy late teenagers to early middle-aged individuals, women and men, who want to stay both physically and mentally health-conscious. The apps strengths and opportunities are in its reward points development and well-meaning health messages. The apps weaknesses and threats are in its technical limitations, bugs, and opposing competitors (e.g. fast food, tobacco, alcohol, other fitness applications, and environmental conditions).

In this report's campaign efforts, the overarching goal is to successfully expand the Carrot Rewards' Canadian market share, through three communication objectives: increase awareness, shape consumer attitudes, and increase downloads. Based on these three communication objectives, creative and media strategies have been pitched. The creative strategies are the development of intermediate messages, inclusive messages, and a catchy health slogan. The media strategies are the promotion of google play store, app store, and media distributions.

### Carrot Rewards

Carrot Rewards is a government-funded and supported mobile application, created by the Toronto-based Carrot Insight company. Carrot Insights is a certified “B Corp”. This is a certification for for-profit companies that have high social and environmental performance (Rooke, 2017). The Carrot Rewards mobile application encourages healthy lifestyle choices, through the tracking of physical activities and knowledge-based surveys (e.g. flu shot, tax, and sustainable energy surveys) in exchange for reward points for various programs such as: Cineplex SCENE, Aeroplan, Petro-Canada points, and Drop cards and points (Cross, 2017; Rooke, 2017).

### SWOT Analysis

Carrot Rewards' strength and weaknesses are controllable and internal to the company, while their opportunities and threats are uncontrollable and external to the company.

#### **Strengths**

By looking at its competitive advantage, value proposition, and comparative advantage, the organization's strengths are evident. Carrot Rewards' competitive advantage articulates the implementation of a healthy lifestyle in exchange for reward points that can later be redeemed. There are plenty of reward cards available based on monetizing ones purchases to turn them into discounts/points. The fact that a consumer does not need to spend on products or pay for services to obtain rewards makes it easier for a lot of customers to sign up for and recommend the application to friends and family. In addition, they would get more reward points when referring or inviting others to sign up for the Carrot Rewards app. The Carrot Rewards application is based

on motivating individuals to pursue healthier lifestyles, while answering surveys to further educate them about healthy life choices. Another strength includes using pre-existing rewards systems or loyalty programs that people are interested in (e.g. SCENE and Aeroplan). Many people get held back by the idea of signing up for new loyalty programs, so the fact the Carrot Rewards app is based on a variety of known rewards systems makes it more appealing to consumers.

#### Competitive Advantage

When looking at competitive advantage, dynamic is notable. Which means it constantly needs to be updated according to market need and what other competitors have to offer. What makes the Carrot Rewards application favorable to some consumers is that it motivates individuals to practice a healthy lifestyle in exchange for points that can later be redeemed. Not many rewards systems motivate their user to be healthy in exchange for redeemable points.

#### Comparative Advantage

Comparative advantage consists of providing certain services at the lowest opportunity cost (Harvard Business Review, 2011). In this case, the opportunity cost is the fact that the application does not have its own rewards system. Users do not have to directly link to an account that collects points and strictly redeem them within the realm of the Carrot Rewards application.

#### Value Proposition

Value proposition is what makes products and services seem appealing to consumers in comparison to other producers' products in the same industry (The Balance, 2018). By looking at the Carrot Rewards application, the thing that distinguishes this application is the use of

something trivial and cost free, like calculating the number of steps per day the user takes, or the number of surveys a user fills, and turning them into points that later get added to the user's account.

### **Weaknesses**

The Carrot Rewards application rewards its users. However, it contains a few drawbacks. Specifically, this mobile application has three main weaknesses. It is important to recognize and acknowledge the limitations of Carrot Rewards and aim to improve them.

#### Lack of Access & Compatibility

The Carrots Rewards app is currently available for use in only three provinces across Canada, which are Ontario, British Columbia, and Newfoundland and Labrador (Government of Canada, 2016). The application aims to gain a wide variety of Canadian users. However, currently, the application lacks access for people in various provinces within Canada, who may want to use the app as a health incentive.

Also, the mobile application is not compatible with most of the current common devices. It is not compatible with HTC M8 devices, Windows phones, and Samsung gear devices (Carrot Rewards Help, 2017). This is a huge disadvantage for individuals who have these devices and wish to connect their Carrot Rewards app to these devices.

#### Technical Difficulties

Customers have commented on its issues, while using the Carrot Rewards on a regular basis to stay fit and earn points. The overall customer rating given for the application is 3.4 stars out of 5 (Carrot Rewards, 2018). Among all the criticism, one of the most common was the applications inability to correctly synchronize their footsteps (daily movements). The app would

suddenly stop syncing steps taken, or not sync even a single step taken, into the individual's account, resulting in the loss of rewards/points (Carrot Rewards, 2018). One individual commented, "I can no longer register my steps as it won't sync it to my account correctly and now I am missing out on my rewards" (Carrot Rewards, 2018). Many people have the same problem with their Carrot Rewards application.

### Step Goal vs. Active Minutes

The application focuses on providing users with a specific number of footsteps goal to reach, where the goal slowly increases daily depending on the person's use. In this situation, the app solely emphasizes on the number of steps taken by an individual rather than the active minutes spent doing other outdoor activities (Woods, 2016). For instance, an individual could be biking for over an hour with their Carrot Rewards app synced with their device and would not meet their daily footstep goal, which eventually leads to no points (Woods, 2016). Instead, the app should consider the active minutes that an individual spends or combine it with their daily step goals. This means actively synchronizing pro-active movements (e.g. bike riding), rather than just steps.

### **Opportunities**

A company's management is responsible for taking the appropriate steps to best position the company to benefit from the opportunities present in the global macroeconomic environment and business ecosystem, while simultaneously ensuring that the company has taken adequate measures to hedge exposure to unfavorable external operating conditions.

The Carrots Rewards application caters to the health, wellness, and fitness sector within Canada, where macroeconomic factors and industry conditions seem to be favorable. In Canada,

like the majority of developed international markets, consumers are placing more emphasis on foods and beverages that are natural or less processed. There is a shift away from Genetically Modified Organisms (GMOs). The Carrots Rewards application can position itself to capitalize on the structural change in production preferences. There are three big opportunities for the Carrots Rewards application that could assist the company in scaling its business operations and increase customer acquisition.

#### Change in Consumer Preferences

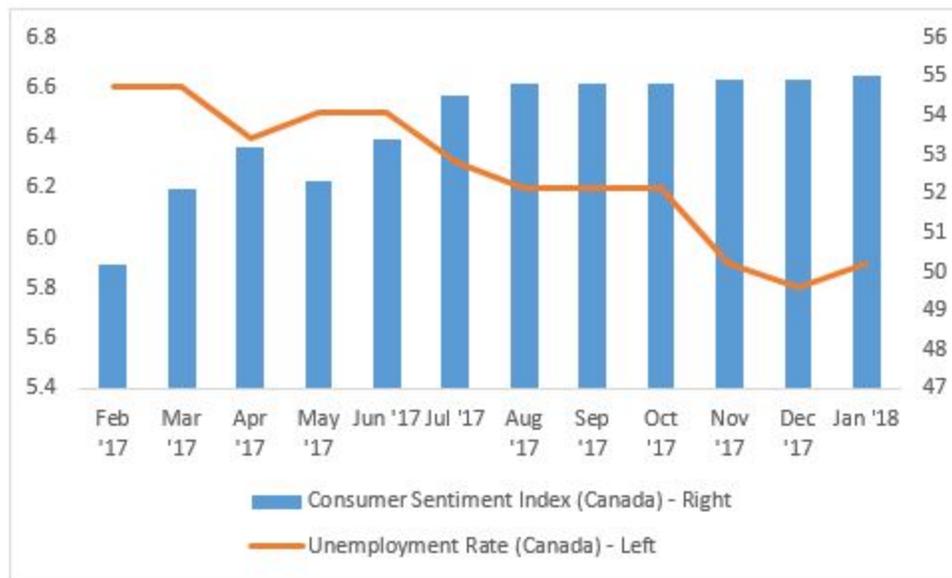
As awareness about the benefits of healthy eating continue to emerge, we see substantial growth for companies that assist consumers in making lifestyle changes. The Carrots Rewards application offers a good platform to keep track of basic physical health exercises like measuring daily steps and provides users an incentive to make this change in the form of rewards. These reward points can be redeemed for dining or entertainment (e.g. movie tickets).

A Euromonitor report on the health and wellness sector in Canada shows that, in addition to millennials who are already very conscious about their health, many baby boomers are following this trend towards maintaining fitness. According to the same report, by 2030, nearly one in every four Canadians will reach the age of retirement. A survey conducted by Statistics Canada reveals that a majority of the baby boomer populations, entering the age of retirement, intend to focus on using their spare time to exercise for at least 30 minutes a day. Furthermore, this segment of the population has more discretionary money than their counterparts to commit to wellness programs.

#### Favorable Macroeconomic Conditions

Every individual has a hierarchy of human needs, which can be summarized from Maslow’s hierarchy of human needs. It is reasonable to assume that, first and foremost, most individuals will strive for fulfilling basic needs such as having shelter, clothing, and food to survive on. However, as economic conditions improve, this typically brings about an increase in striving for utmost wellbeing by individuals.

The Carrots Rewards application is a service that most people would use after they have fulfilled their basic needs. In Canada and across the globe, the macroeconomic conditions are finally showing signs of improvement. After operating in a low interest rate environment for almost a decade, equity capital markets have soared to all-time highs. The labor market is tightening. This is now translating to the inflationary pressures on wages, increasing household incomes.



Sources: Euromonitor, Stats Canada, and FactSet

The graph above summarizes the macroeconomic conditions in Canada over the past year, implying that the unemployment rate has fallen to 5.8% from 6.6% around the same time

last year. The favorable economic conditions are reflected through the Consumer Sentiment Index (CSI) that shows that Canadians feel very comfortable and optimistic about their economic and financial conditions as the index reached a high of 55 in January.

An increase in disposable household income, fall in the unemployment rate, and increase in consumer sentiment, presents a good opportunity for the Carrots Rewards application to scale its business processes because consumers are willing to change their lifestyle. They have the necessary financial and economic resources to do so.

#### Growth in Digitalization

In addition to a change in consumer preferences towards healthy eating and tracking fitness levels, consumers are relying on online platforms to help them make this transition. The demand for mobile applications catering to the health, wellness, and fitness sector has proliferated. A research report conducted by an intelligence and insights company, *ReportsNReports*, provides a more detailed landscape of the industry's key drivers and growth prospects (2017). The report shows that the global fitness application market will grow by a staggering CAGR of 29.4% between a brief time span of 2017 to 2021, based on the increase in consciousness about health and fitness, and coupled with the rise in incidences among the aging population (ReportsNReports, 2017).

The Carrots Rewards application has a unique business model that its management can leverage to capitalize on these three opportunities: change in consumer preferences, favorable macroeconomic conditions, and growth in digitalization. By scaling their business, the company should see an increase in Daily Active Users (DAU), while an increasing portion of the Canadian

population is willing to transition towards a healthier lifestyle, with the economic resources to do so, and high dependence on digital platforms to assist them.

### **Threats**

PESTLE analysis identifies numerous factors that threaten the mobile application: political, economic, social, technological, legal, and environmental threats. Political and legal threats refer to government messaging and incentives within the mobile application. Although government messaging and incentives encourage public engagement in social and environmental proactive activities, the mobile application has been linked to breaches in personal information (Walsh, 2017; Benzie & Rushowy, 2017). Realistically, privacy policy criticisms will continue to be a reoccurring topic for the application's data collection (via tracking and knowledge-based questionnaires). Economic and social threats refer to the application's competitors. Carrot Insight's competitors for its Carrot Rewards wellness application is generally limited to private companies that oppose their social and environmental proactivity. For example, opposing companies like the tobacco, alcohol, and fast food industries. Carrot Rewards needs to assist in the decrease of their impact on Canadian lives.

Technological threats refer to the faults of the mobile application. Carrot Rewards' reviewers have commented on its inability to synchronize with footstep trackers and other applications (e.g. Fitbit), decrease in achievable reward points, and increase in app bugs and crashes (Google Play, 2018; App Store, 2018). These faults decrease the customer rating for Carrot Rewards. Therefore, reduces the amount of new and returning users. Environmental threats refer to the physical environment of Carrot Rewards users that affects their proactivity, like the availability of non-renewable resources (e.g. fossil fuels), climate change, consumerism,

and the consumer “throwaway culture”. These interfering factors affect people’s social and environmental proactive capacity.

### Organizational Goal

Carrot Insights’ overarching goal for their Carrot Reward application is to successfully expand its Canadian market share.

### Communicative Objectives

The Carrot Rewards application needs to converse, actively reach, and expand its user base (Newswire, 2018). This is done through communicating with its consumer base. Therefore, Carrot Rewards’ communication objectives will impact its advertising.

### **Increase Awareness**

The Carrot Rewards application is partnered with large companies like Cineplex and Petro-Canada for their reward programs. These corporate partnerships can bring Carrot Rewards new customers through outreach activities. For example, Cineplex was able to make 4,000 customers download the Carrot Rewards app on its launch day just by forwarding one notification to its users in BC (Rooke, 2017). Hence, the Carrot Rewards app should create awareness for itself through its partner companies, whilst using other innovative ways to reach the Canadian audience.

### **Shape Consumer Attitudes**

The Carrot Rewards application needs to ensure that it communicates its purpose properly, like its ability to provide more engaging and accessible methods for healthy living. As a mobile application, Carrot Rewards will not gain high response with one-sided communication because this will leave no incentive for the user to even remember what is said or shown. The company’s

goal of energy conservation and environmental awareness should align with its communication practices. Health-conscious responses to consumers should be represented by the company, which will constantly encourage personal fitness.

### **Increase Downloads**

The Carrot Rewards application should be promoted as a health promoting tool; a innovative way to promote a healthy-living message that caters to the individual, but also provides overall societal and environmental benefits for Canada. This should be the focus of transcending advertisements and public relations, promoting the benefits of healthy living through Carrot Rewards' favorable and effective incentives.

### **Target Audience**

Given the current state of the economy or any business, identifying a well-defined target audience has become more significant. A target audience is known as a specific group of people with common characteristics, who are most likely to be interested in the same products or services (Hallsisey, 2017). In this case, the Carrot Rewards app targets its service to a specific target audience looking to make healthy lifestyle choices. Since the app cannot appeal to everyone at once, it is crucial to breakdown its audiences according to its demographics, psychographics, and geographics.

### **Demographics**

This aspect of the target audience seeks to focus not only on those who currently use the product or service, but also on other potential users, who are most likely to use the Carrot Rewards app. Factors such as age, gender, location, income level, and more, all come under the demographics segment (Porta, 2017). Since the app's main purpose is to motivate users to have a

healthier lifestyle by rewarding them, the app is open to anyone for use, to all genders, to all who want to constantly stay active. Specifically, the app markets to individuals between the ages of 16 to 45, tech-savvy late teenagers to early middle-aged individuals, women and men, who want to stay both physically and mentally health-conscious.

### **Psychographics**

Another segment that identifies a target audience is psychographics, which is based on the principles of a person's lifestyle, attitude, interests/hobbies, and the overall personality (Porta, 2017). In this case, the Carrot Rewards app aims to target people who wish to maintain being healthy in all aspects of their life, despite their busy professional or family schedules. Furthermore, it is mostly targeted towards people who have an interest in day-to-day health related activities to improve their overall condition and well-being.

Besides the app targeting healthy individuals or those who wish to become healthy, it also targets users who want to regularly earn points through their loyalty program cards such as Aeroplan Miles, Scene points, Petro-Canada Points, and so on (Woods, 2016). In other words, Carrot Rewards recognizes the fact that most users are eager to earn reward points, and so, the idea of combining rewards while still encouraging people to stay active is one strategy that the app uses to further broaden their target audience.

### VALS Framework

According to the "Values and Lifestyles" (VALS) framework, Carrot Rewards' target audience are identifiable achievers, experiencers, and survivors (Gevorgyan, "Module 3", 2017). What these distinctions have in-common are independence, resourcefulness, and economy:

#### Achievers

Carrot Rewards' target audience are goal-oriented. They want to be able to provide the needs and wants of their family, friends, and themselves. They have pride in their success, prestige, and establishment in their community. Through the Carrot Rewards app, achievers win reward points that will assist in the provision of basic necessities and entertainment product and services in their household or community.

### Experiencers

Carrot Rewards' target audience appreciate the tech-savvy features of the health and fitness application. When these features are developed well, they interact effectively with them. They are into, or do not mind doing, the exercise and possible outdoor activities required to achieve incentives from the application.

### Survivors

Some of Carrot Rewards' target audience are primarily focused on achieving needs and other people's desires (e.g. children and grandparents), not their own desires. While purchasing goods and services, they value security and incentives; they are loyal to brands with security and incentives. Through the Carrot Rewards, survivors can safely receive reward points/discounts for themselves and others.

## **Geographics**

A target audience that is segmented towards geographics, mainly focuses on the location. The Carrot Rewards app is currently launched in only three provinces within Canada, which means that individuals living in Ontario, British Columbia, and Newfoundland and Labrador are the only ones who can access and download the app (Carrot Rewards, 2017). This limits the app's ability to target to a wider audience nationally, which restricts many other individuals

across the country from using this app, especially those who would like a financial fitness incentive but are unable to use the app because of location boundaries. However, the Carrot Rewards app is currently working with the Canadian federal and provincial governments to make the app available across the rest of the country, so that it can be accessible to all Canadians (Carrot Rewards, 2017).

### Creative Strategy

A creative strategy is built on extensive research that explores target audience, media messages, and effective communication (Lake, 2017). Although, a creative strategy is not exclusive to only strategic planning and analytics, that does not mean that there is no Key Performance Indicators (KPI) used to measure the effectiveness of the creative strategy such as conversion rates and click through rates (McCrae, 2017). Many more KPIs that can be used to measure the efficiency of any other implemented strategy. Creative strategy is supposed to implement the objectives by embracing the strengths and lessening the impact of weaknesses and external threats. Things such as slogans or testimonials usually leave an impact on the audience, which makes it easier to effectively communicate the key messages of the campaign ad

The three main objectives for the Carrot Rewards campaign ad are to increase awareness, shape consumer attitudes, and increase downloads. There has to be a consistent alignment between the objective and creative strategies:

#### **1) Intermediate Messages**

For the “increase awareness” objective, an aligning creative strategy would be to not limit advertisements to those who have already been indulged in a healthy lifestyle. Advertising messages should also target those who wish to pursue such a healthy lifestyle, but do not have

enough resources or motives to do so. Since the app uses existing rewards, its ad messages can animatedly (e.g. in excitement) refer to popular participating reward systems such as SCENE and Aeroplan Miles. Each popular participating rewards system has different platforms, which puts the Carrot Rewards app at an advantage as it eases the process of appealing the target audience.

## **2) Inclusive Messages**

A “shape consumer attitudes” oriented creative strategy would focus on the ad messages consumers encounter on a daily basis. They are becoming extremely widespread, which means more emphasis needs to be placed on conversational (participatory) and relatable messages in Carrot Rewards' marketing, rather than just having an informative one-sided campaign ad. The factor of interactivity and engagement needs to be the focus of creative strategies. An example of that would be implementing online crowdsourcing because it creates two-sided creative opportunities.

## **3) Health Message Slogan**

The “increase downloads” oriented creative strategy would focus on using Carrot Rewards' systems, in relation to its popular supporting organizations, such as SCENE, Aeroplan Miles, Petro-Canada, and Drop points to market a clear health message: “we are a health promoting tool”. The creation of a health message slogan or tagline in a catchy format, represented underneath the logo in advertising will increase people's identification with Carrot Rewards' health agenda.

### Media Strategy

A media strategy is the plan of action that results in a company reaching its intended audience, when dealing with a niche market. In the case of the Carrot Rewards app, it is focal

that we understand the precise specifications of the demographic and how to gain their traction (adopters) in the most effective way. It incorporates media planning and media mix. Media planning involves determining the best combination of mediums to achieve the campaign objectives. Media mix is the integration of communication forums that are used to achieve marketing objectives.

The three main objectives for the Carrot Rewards campaign ad are to increase awareness, shape consumer attitudes, and increase downloads. There has to be a consistent alignment between the objective and media strategies:

### **1) Google Play Store & App Store**

For the first objective, “increase awareness”, since the brand’s current traction (early adopters) are teens to middle-aged people, tech-savvy, and actively seeking a fitness and rewards app. This is clearly the target audience that is working for this objective. To attract more of these customers, Carrot Rewards’ focus should be on cleaning and streamlining their current media channels like editing their app store description, current key words, and current icons to match their target audience’s lingo. For example, the description of the app in the Google Play Store is currently too cluttered and contains too many extra details, which if removed could make it easier for the target audience to familiarize themselves with the app and instantly try it out.

For the final objective, “increase downloads”, once again, along with the creative strategy, the media strategy should be focused on mediums that influence purchasing or downloading of the app. Hence the app store is key here, in terms of achieving this objective for the company.

The screenshots of the app, in the app store, should be demonstrating the benefits of using the app in terms of fitness and rewards, and not just demonstrating how to use the app. Instructional screenshots are less attractive to the casual person viewing the Carrot Rewards app page. Moreover, the Carrot Rewards app should be placed in the right categories on the app store because that makes a huge difference in terms of viewership as well. For example, categories such as 'free' and 'fitness' are more popular than categories for 'rewards' and 'health'.

## 2) **Media Distribution**

For the second objective, "shape customer attitudes", the media strategy for that should align with the creative strategy and focus on methods that reach out to the customer in the most direct and communicative way. The media strategy should impact the psyche of the consumer and make them empathise with and think about changing their attitudes to a more health and fitness oriented mindset.

Carrot Rewards is a mobile app, not a physical/tangible product. Therefore, the target audience segment are intensive digital users, so most of the media strategy is comprised of digital methods. Whilst it is true that the discovery of Carrot Rewards app by new consumers doesn't happen often in the app store anymore, general research shows that 1 in 4 users discover a new app through frequent searches (Tiongson, 2017).

### Twitter

10 percent of the campaign's media distribution, the lowest portion, goes to Twitter because it allows limited blogging, microblogging, which is the sharing of messages within an identified word limit. Yet, microblogging effectively shares quick messages, pictures, and hyperlinks to other websites. Carrot Rewards should engage with its customers in a personalized

level, just like businesses like Wendy's have done successfully. For example, creating fun surveys and discussions for its twitter followers, where people can willingly share their experiences. Also, linking to interesting videos and articles created by or related to the Carrot Rewards application can spur interactive conversations with followers.

### Blogs

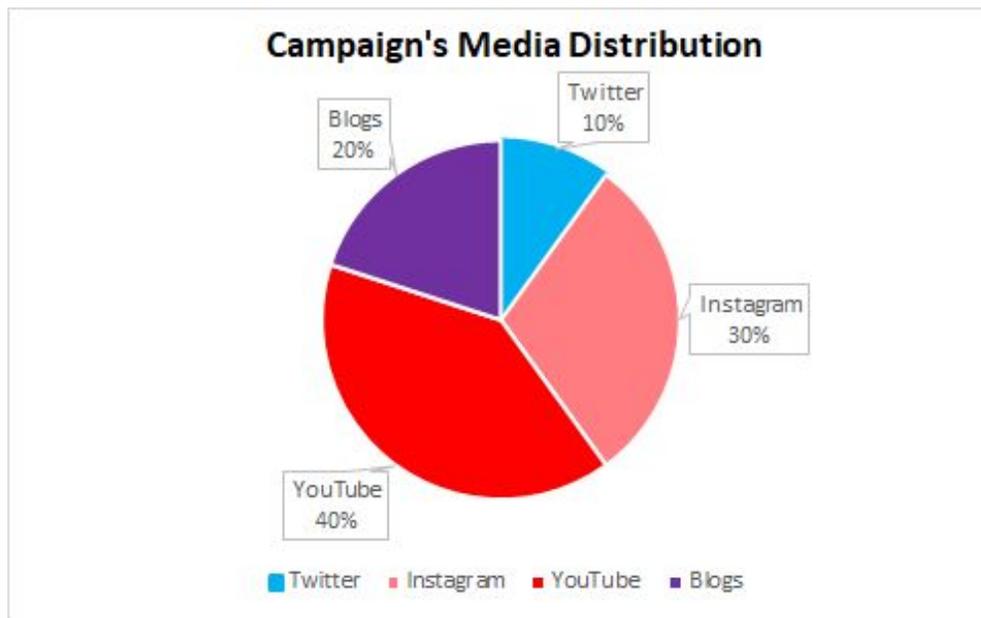
20 percent of the campaign's media distribution goes to other lifestyle blogs and Carrot Rewards' own content blog: supporting health, fitness, and narrative blogs with relatable content that allow advertising (e.g. WordPress blogs). Although this is extremely related to Carrot Rewards' function, promoting the health and fitness lifestyle, the media distribution for this is minimum because of its performance metrics like overall conversion and click-through rate capabilities needs to be thoroughly analyzed first.

### Instagram

30 percent of the campaign's media distribution goes to Instagram, which is a higher than the twitter distribution because this is where Carrot Rewards can find a lot of its health-conscious target audience. People on Instagram actively look for health and fitness centric products and opinion leaders. These health-conscious target audience will willingly download a health and fitness app with incentives. However, the company has to gain their attention first. On instagram, high-quality visual images depicting a health and fitness lifestyle with diverse male and female representations will gain more viewership because people love to look at someone else's lifestyle. The goal is to make people look at the 'Carrot Rewards lifestyle' wishfully or approvingly.

### YouTube

40% of the campaign's media distribution, the highest portion, goes to YouTube. One effective method of advertising would be to place pre-video ads on Youtube, mostly targeted to play before soundtracks and fitness motivational videos, that pushes the customer to think about their own fitness, how to be better and the ways that the Carrot Rewards app can help get them there. Also, following the footsteps of other digital companies like Wattpad and Spotify, Carrot Rewards can upload several videos that showcase their corporate culture to its followers, not just advertising. These videos can be shared on the other medias, which are Twitter, Instagram, and blogs.



Medium: Excel Spreadsheet

Conclusion

The Carrot Rewards mobile application is a fitness supporting tool with a target audience within the ages of 16 to 45. These are tech-savvy late teenagers to early middle-aged individuals, women and men, who want to be both physically and mentally health-conscious.

An effective way to accomplish Carrot Rewards' three communicative objectives, which are to increase awareness, shape consumer attitudes, and increase downloads, is through the amalgamation of its collective features placed into the creative and media strategies. Also, constantly updating and tracking the stats of the Carrot Rewards app to maintain and maximize its exposure.

The creative strategies are the development of intermediate messages, inclusive messages, and a catchy health slogan: animatedly (e.g. in excitement) referring to popular participating reward systems, developing conversational (participatory), relatable depictions in marketing (e.g. crowdsourcing), and the creation of a slogan or tagline underneath the logo in advertising to increase people's identification with their health agenda.

The media strategies are the promotion of google play store, app store, and media distributions: streamlining current media channels like google play and app stores, targeting social medias like Instagram, where their health-conscious target audience are looking for health and fitness centric products and opinion leaders on Instagram, placing pre-video ads on Youtube targeted to play before soundtracks and fitness motivational videos, promoting the benefits of using the app with high-quality visual imagery on blogs and microblogs (twitter).

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