

CONTRACT CASE ROUND 2



UNIVERSITÉ DE SHERBROOKE

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Case presentation

If you have this document in your hands, congratulations! Your marketing agency has distinguished itself. Don't delay, it's time to #takeaction. Cascades wants to put your creative strategy talent to the test.

Presentation of the company

Cascades is a Quebec-based company that has been offering sustainable, innovative and value-creating solutions in packaging, hygiene and recovery since 1964. For more information about the company, please refer to the following link:

- <https://www.cascades.com/en/about-us>

This Quebec flagship has operating units in containerboard, specialty packaging, tissue and recovery. Cascades relies on its various green and sustainable innovations to offer high performance and quality products that meet the needs of its customers. Thanks to its many years of expertise and its culture of innovation, Cascades is today the leading producer of containerboard, corrugated board and tissue paper in Canada. It is also the largest recycler of recyclable fibers in North America.

The problem and mandate

Having been well established in Canada since 1964, Cascades has acquired a significant level of appreciation and notoriety, particularly in Quebec, which allows it to have a better return on investment in its recruitment campaigns. However, like many other companies, Cascades is affected by the chronic labour shortage that is disrupting the Canadian and American labour markets. As Cascades continues to grow in the United States, it must succeed in establishing itself as an employer of choice in a very competitive market. In order to do so, the company wants to take into consideration the local culture of each of its business unit sites; Cascaders like to get involved in their community. The company's challenge in pursuing its American growth is to establish itself as an employer of choice in the face of powerful manufacturing competitors who are often well known to the population. The company cannot rely on its reputation to obtain qualified candidates in sufficient quantity to meet its business objectives and fill its positions.

For this reason, Cascades wishes to create a 360° HR marketing campaign (web, experiential and HR marketing strategies) with the objective of recruiting and building brand recognition in the United States. In order to achieve this, you will have to select one of the three American plants below and design this 360° HR marketing campaign to allow Cascades to position itself well, increase its reputation and finally, attract more qualified candidates.

Facilities presentations (see appendix) and positions to be promoted

- Bear Island (Ashland, Virginia), a business unit of *Cascades Boxboard Packaging*
- Wagram (Wagram, North Carolina), a business unit of *Cascades Tissue Group*
- Warrenton (Warrenton, Missouri), a business unit of *Cascades Specialty Products Group (Plastics)*

In these three facilities, the positions to be filled are for labourers, assistant operators, operators, electromechanics and electrical technicians. Your strategy will aim to enable Cascades to attract a large number of candidates in these job categories.

Requirements for the 360° HR marketing strategy

Cascades continually distinguishes itself by its values, its innovative actions and the place it gives to initiatives promoting sustainable development. For three consecutive years, it has been ranked among the 100 most responsible companies in the world by Corporate Knights' prestigious Global 100 list. The strategy developed will therefore have to make room for this characteristic, which is important to Cascades.

The company wishes to explore various avenues in the event industry to meet its brand activation objective, always taking into account the products coming out of the selected business unit.

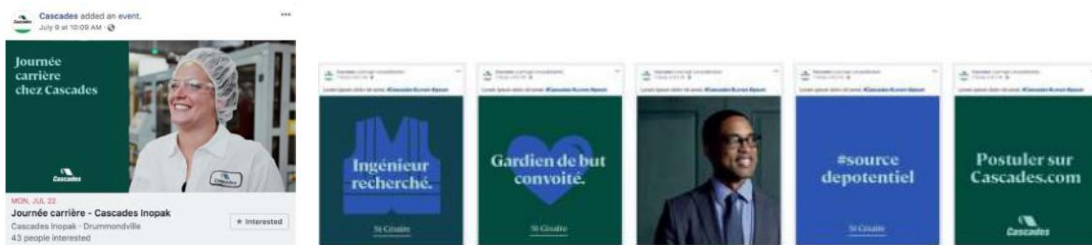
To guide you in your HR 360° marketing strategy, Cascades provides information on its use of media platforms and visuals used in its rebranding. The company is open to the use of all major web media platforms; however, it wants the strategy to demonstrate variety and most importantly, creativity. Cascades' HR marketing activities include job fairs (in its business units or at public events), partnerships with colleges, universities and trade schools. It is involved in community activities and activities with various associations and organizations (e.g. Centraide, Charles-Bruneau Foundation, veterans, etc.). Recruitment activities are carried out through traditional and web media, as well as campaigns on various platforms (Indeed, Facebook, etc.).

Facebook : <https://www.facebook.com/cascades>

Role of the platform: The engine of the ecosystem where the heart of the action takes place. We talk to clients, **Cascadeurs** and candidates at the same time. Refined media targeting allows for better targeting based on the messages to be conveyed.

Publication Frequency:

- Every day
- Stories when relevant
- Hashtags: #sourcedepossibilités, #sourceofpossibilities, #révélezvotrepotentiel, #revealyourpotential, #laviechezCascades, #lifeatCascades (possibility of developing new ones)



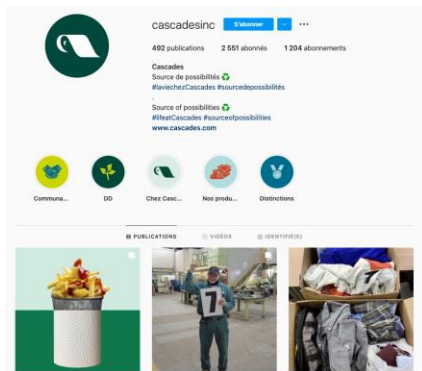
Instagram : <https://www.instagram.com/cascadesinc/?hl=fr>

Role of the platform: The showcase of what is happening at Cascades, and especially the new positioning. The Instagram account is mainly used to position Cascades as an employer of choice by showing all the good things about working there and by giving visibility to the employees.

Posting frequency: It takes on greater importance on Instagram, as the algorithm favors accounts with a steady posting pace. The goal is not to post for the sake of posting, but to plan the creation of content so that you can see the big picture.

- For the launch phase, about two publications per week
- After the launch, at least one publication per week
- Stories when relevant

- Hashtags: #sourcedepossibilités, #sourceofpossibilities, #révélezvotrepotentiel, #revealyourpotential, #laviechezCascades, #lifeatCascades (possibility of developing new ones)



LinkedIn : <https://www.linkedin.com/company/cascades/>

Role of the platform: The corporate magazine that keeps Cascades' various target audiences informed of everything there is to know about the company, from news about Cascades to job offers. All the content in the magazine highlights the employer brand. A special place is given to the employees' positions.

Publication Frequency:

- Ideally about two or three publications per week
- Job offers as soon as they come out + one summary publication per week
- Hashtags: #sourcedepossibilités, #sourceofpossibilities, #révélezvotrepotentiel, #revealyourpotential, #laviechezCascades, #lifeatCascades (possibility of developing new ones)



Strategy objectives, budget and timelines

The communication objective is to increase awareness of Cascades' employer brand in the United States in order to acquire new talent.

For this strategy, you have \$250,000. Note that this amount is granted for the facility of your choice and not for all the proposed facilities.

Your 360° HR marketing strategy should have a short, medium and long term vision. Do you like a challenge? Cascades would like to be able to implement the strategy within three months.

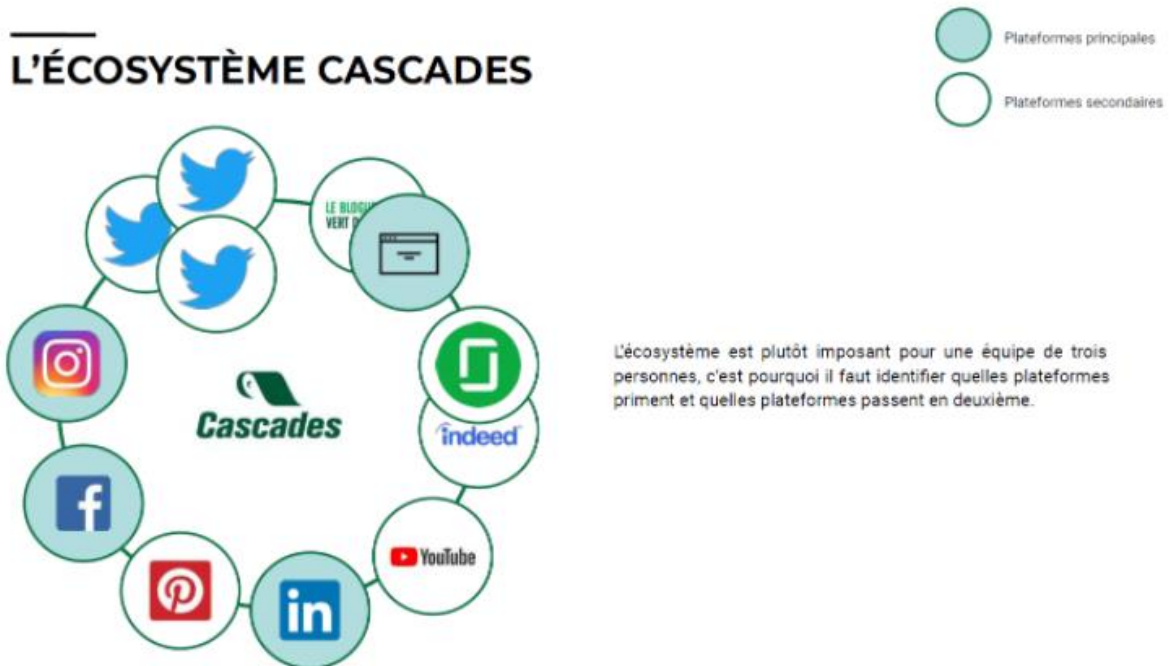
Good resolution!

APPENDICES

The positions:

Integrate the PDF "Sample job description" (5 pages)

Platform Ecosystem



Relevant links

- <https://www.cascades.com/en/about-us/our-company/leader-containerboard>
- <https://www.cascades.com/en/about-us/our-company/leader-packaging>
- <https://www.cascades.com/en/about-us/our-company/leader-hygiene-tissue-papers>
- <https://www.cascades.com/en/about-us/our-company/leader-recycling>

Presentation of the facilities

- Warrenton - Missouri : <https://www.cascades.com/fr/unites/cascades-plastics>
- Wagram - North-Carolina : <https://www.cascades.com/fr/unites/cascades-groupe-tissu-wagram>
- Bear Island - Virginia : Not available

ATTACHMENT :

- Visual identity (PDF)
- The brand guide (in both languages)
- Cascades' recruitment strategy (in French only)