

## INNOVATION AWARD NOMINATION FORM

The Page Up Innovation Award recognizes Page Up members who develop and implement groundbreaking approaches used by their organizations to chart new pathways in the profession. We present the Innovation Award annually to one or more individual Page Up members at the Annual Meeting to celebrate and reward new ideas and approaches to evolving communications practices. The Innovation Award is similar to the Page Society's [Hall of Fame](#) and [Distinguished Service](#) awards presented at the Page Annual Conference. But while these awards showcase a lifetime of achievement and service to the profession, the Page Up Innovation Award looks forward by highlighting individuals who exemplify the Page Up mission by charting a new course for their organizations and for the communications field.

### Award Criteria

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- This year, we will be looking for forward-thinking approaches to stakeholder capitalism, engaging employees in virtual workplaces, and even applying the lens of our new reality to ourselves by reorganizing around emergent platforms, constituencies and business realities.
- The innovation cited should align with the spirit and intent of the [Page Principles](#).
- Ideally, these ideas and approaches should be replicable by other companies/organizations.
- Examples of exemplary innovations can include the following:
  - Novel approaches to managing teams, such as unique professional development approaches, team-building strategies or unique ways to use outside agencies and other resources.
  - Initiatives that have significant societal impact, such as environmental stewardship, focusing the power of Communications to positively impact inclusion and diversity.
  - Groundbreaking brand-building initiatives.
  - The application of technologies in novel ways (not simply the application of technology.)
  - Novel crisis response strategies, such as use of social media to diffuse a stakeholder issue.
  - Net new engagement of previously unaddressed audiences or communities.
- Questions to think about:
  - What have you learned and how can you apply that to communications?
  - How are you reinventing the work in this new space?
  - We all had to do the unexpected in the past couple years. How have you tested preconceived notions and redefined “normal”?

## Eligibility

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- The recipient must be a Page Up member in good standing.
- The award recognizes individual achievement, rather than a department, company or other organization.
- The recipient should have had a primary leadership role in conceiving, developing, and implementing the innovation recognized.
- Awards Committee members and others judging the awards in a given year are not eligible to receive the award that year.
- Nominations come from other Page Up or Page Society members. **Self-nominations are allowed and encouraged!**
- The project or product offered as evidence must have launched or have been completely redesigned in calendar year 2022 (between January 1, 2022 and the date of submission).

**SUBMIT THE BELOW INFORMATION BY SEPTEMBER 26**

**Nominations must be received by September 26th.** For questions, or to submit a completed nomination, please email Dan Strouhal, [dstrouhal@page.org](mailto:dstrouhal@page.org).

### A. Basic Information

<b>Nominee Name</b> Dan Nestle
<b>Nominee's Current Affiliation</b> Leader, Communications and Corporate Responsibility, LIXIL Americas
<b>Nominee's Email</b> daniel.nestle@lixil.com

<b>Nominator's Name (If Different)</b> Ethan McCarty
<b>Nominator's Affiliation</b> CEO, Integral
<b>Nominator's Email</b> ethan@teamintegral.com

### B. Please answer the following questions (be sure to include any attachments):

<b>What is your relationship with the nominee? Have you worked together directly?</b> Our agency, Integral, supported Dan in bringing to life his idea that we could use marketing technology to both build the LIXIL reputation and attract new customers.
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<b>To whom does (or did) the nominee report in her or his role for which s/he is being nominated?</b> John Short, Leader, Communications & Corporate Responsibility at LIXIL
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<b>Describe the innovation for which you are nominating this individual.</b> LIXIL is the Japanese parent company of a number of well-known plumbing brands worldwide (American Standard, Grohe, and others). But LIXIL itself is not well known, especially in the US. Dan approached us in late 2021 with the idea of launching a pilot program that would 1) integrate LIXIL Marketing's new CRM platform, HubSpot, into a US brand awareness campaign run by
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Corporate Communications, and 2) manage the campaign in a highly agile and iterative way based on customer response. The idea was to build awareness of LIXIL as a brand within the US, develop the team's learning about how to run new campaigns, and possibly generate leads.

The details of the campaign touched on many areas of LIXIL's business:

- The overall theme was office hygiene and the return to work – emphasizing LIXIL's ability to help businesses meet their corporate responsibilities and create safe and welcoming environments for employees.
- To help employers meet employees' expectations, we conducted a nationwide survey with the Harris Poll to understand those expectations. This was the first such poll ever conducted by LIXIL.
- The campaign's core assets were a white paper and a video by a senior LIXIL sales SME, both of which were based on the poll plus SME interviews.
- Creating the campaign landing pages, registration form, and other web assets required a first-of-its-kind collaboration between the US LIXIL Communications organization and members of LIXIL's digital team based in Japan. Later, it involved identifying and working with an external HubSpot vendor to implement more advanced functionality.
- The team faced an unexpected crisis when the senior SME featured in the video left LIXIL the day after the campaign launched to work for a competitor. This required us to redesign the flow of the campaign pages, and rewrite significant amounts of the copy, on very short notice.
- The LIXIL team continuously monitored campaign results and made adjustments. We changed page designs, refined the targeting of our LinkedIn advertising, and eventually converted a static landing page to an online survey in which participants could compare their own companies to what poll respondents said they wanted. We also created assets for content syndication.

"The pivot from the standard 'hey here's a great report, download it' approach to 'Let's see if you're ready for the return to work – take this quiz, see what you need to do, and by the way here's a report for further info' is the most interesting part of this" said Dan Nestle. "It's an acknowledgement that at least on LinkedIn, our brand didn't have the trust / credibility yet, so we had to reach people earlier in their journey and shift to an interactive, more intimate experience. I think the scope is too small to really show the power of that approach but given time we would want to run more experiments to leverage the on-page activity."

While Integral was a partner in developing and executing this effort, Dan came up with the overall concept and most of the execution ideas, and was a very active leader in directing the work, reviewing its results, and guiding future iterations. He was both our organizational leader and our thought leader.

**Were there areas of work outside of communications impacted by the nominee's innovation?**

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|---|---|--|
| <input type="checkbox"/> Human Resources    | <input type="checkbox"/> C-Suite          | <input checked="" type="checkbox"/> Business Development |
| <input checked="" type="checkbox"/> Sales   | <input checked="" type="checkbox"/> CSR   | <input type="checkbox"/> Employee Recruitment            |
| <input type="checkbox"/> Events/Hospitality | <input type="checkbox"/> Customer Service | <input type="checkbox"/> N/A                             |

**How did the nominee's innovative idea impact the selected business areas (if any)?**

- The campaign was successful from a thought leadership perspective, generating more than 1.6M impressions of LIXIL content and 3K+ visits to the campaign landing page from LinkedIn Sponsored Media. Overall, content performed within the forecasted CTR range of .27% > .42%, totaling .39%. Among the target audiences, Engineers had the highest CTR at .47%, followed by Designers at .43%
- The campaign was also successful from a learning perspective: the team developed multiple capabilities around campaign design and management, research, content creation, video, paid media, content syndication, and use of the HubSpot platform.
- LIXIL also broadened the paid outreach through insertion in an industry newsletter, WorkDesign.
- However, content did not drive significant conversions (downloads of the white paper). That is an area for continued exploration.

**In one sentence, what is the most innovative dimension of this work?**

This was an entirely new kind of initiative for LIXIL in that Dan built a virtual team from across geographies and organizational silos, brought marketing technology to bear in Communications, and drove a months-long agile project that continuously adapted to the way audiences responded.

**In what way does it align to the [Page Principles](#)?**

First, the campaign we created *told the truth*. Rather than leading with our own talking points, we built a campaign around a poll – around what employees nationwide said they wanted. Our story was built on that quantitative data.

We also *listened to stakeholders*: As explained above, we identified appropriate target audiences for our content and continuously adapted our communications based on how those stakeholders reacted.

We *proved it with action* – the “it” being the team’s ability to successfully execute an untested idea, which not only produced business results but also created a new capability within Corporate Communications.

We *remained calm, patient, and good humored* through all of the campaign’s twists and turns, most notably when the SME who was the face of the campaign quit the day after it launched.

And finally, we *managed for tomorrow*. This campaign was a pilot in which we experimented with new technology, new cross-organizational partnerships, and new ways of working.

**What impact did the innovation have on the organization and its stakeholders? What can Page Up members learn from this?**

The primary impact on LIXIL has been the creation of new capabilities within Corporate Communications. The team has learned how to develop, design, launch and manage iterative campaigns using digital tools. For example:

- We demonstrated LIXIL’s thought leadership through insights developed in partnership with The Harris Poll.

- We now have an operating model for creating and publishing a variety of digital content through both paid and owned channels.
- We can instrument and deploy a campaign using the HubSpot platform.
- We developed our own HubSpot platform skills, while also identifying a HubSpot vendor we can use in the future if needed.
- We can execute paid media through LinkedIn audience targeting and campaign management.
- We developed relationships with Forbes Business Council and WorkDesign that enables us to syndicate content to our target audiences.

The lesson for Page Up members is to experiment with new things – internal and external partnerships, technologies, ways of working – and make learning one of the key goals. Our pilot accomplished what it set out to do for the LIXIL brand and for the LIXIL Comms team, but it never drove a significant number of leads – and that’s OK. Now we have a far more experienced team that will keep setting new goals, testing, and learning.

### C. Frequently asked questions:

- *Must the nominee be a Page Up member?*  
Yes, the nominee must be a current member of Page Up.
- *Does the candidate need to currently be serving in the same role for which that individual is nominated?*  
No. You may nominate a candidate for a past achievement.
- *When will the award be announced? When will the nominator be notified?*  
The 2022 award winner will be announced publicly at the Page Up Annual Conference on October 16-18. Only the recipient will be notified in advance.
- *Who selects the winner?*  
An Awards Committee made up of Page Up Operating Committee members and other Page Up members from a diverse range of industry and agency backgrounds will review all nominations and recommend a recipient or recipients to the Operating Committee.
- *What happens to nominations that do not win?*  
The Awards Committee will save nominations for future years and will evaluate those nominations as part of its candidate pool. There is no need to resubmit a nomination for the same person and project, though nominators are welcome to add to their nomination if they would like to—for example, in cases where the impacts of the innovation become more apparent over time.