Ben Baker
ben@iambenbaker.com | 604-512-7174
Richmond, BC, Canada
Website | LinkedIn | Case Studies | Publications | Podcast

I have spent most of my working life with organizations where the work is not to sell something; it is to earn and keep public trust.

For 17 years I ran my own communications and stakeholder relations firm, working with a port authority, provincial health authorities, a hospitality association, hospital foundations and government clients, and a Fortune 200 manufacturer. The situations I was brought into were rarely about messaging. They were about the gap between what an organization had perceived and decided and what its people, its unions, its communities, and its government partners understood.

Three examples, because they are the clearest.

An international deep-water port with 25,000 workers had a climbing injury rate that no campaign had moved. The answer was a different type of safety program. We made custom work gloves, “think safety” on the left wrist and “act safely” on the right, so the message sat in a worker’s hands at the moment the decision was made. All communication stemmed from that message, and so did incentives based on learned behaviour. Leadership set the return at eight dollars for every dollar spent, and the injury rate fell.

A provincial health authority was rolling out a new IT system to unionized staff who did not want or trust it. Rather than another awareness push, we trained champions from the unions and put them on the floor in blue “Ask Me” shirts. The rollout landed 30 to 40 days ahead of leadership’s expectations and saved $25 million in the first year.

A 50,000-employee company acquired an 8,000-employee one, and the integration raised concerns about cultural fit, transition, purpose, vision and alignment. We created an internal-facing, private podcast. It cut onboarding costs by nearly $20 million and brought attrition in ten percent below forecast.

What those three have in common is a method I still use. I interview people, run focus groups and surveys, and collect stories anonymously so people will say the “true things” rather than the “safe things.” I read across those narratives to find where departments describe the same problem differently, because that gap is usually the real problem. Then I bring the people who disagree into a room with a shared set of facts, create trust and alignment, and help them agree on what happens next.

That is not brand work, and it is not marketing. It is how an organization finds out what is happening, and then gets its board, its executive, its unions, its staff, and its community moving in the same direction on a decision that has already been made.

What I would bring on day one is a strategic way of thinking and working, not a template. I am comfortable with accountability to a board and a ministry; unionized and distributed workforces; access-to-information and records obligations; plain-language and accessibility expectations; and the reality that, in a public body, the process has to be right as well as the outcome. I am based in Richmond, BC, and I have worked across Canada and the United States for most of my career.

I have also spent the last several years learning where AI genuinely helps this work rather than where it is sold as a shortcut. On my most recent large diagnostic, we used AI-assisted analysis of the narrative data, and it found the cross-departmental patterns in a fraction of the time it used to take. **Technology in the loop, humans at the helm.** In a public body, that distinction matters more than anywhere.

I would welcome the chance to talk about your next chapter.

Thank you for considering my application.

Sincerely,

Ben Baker

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Canadian Citizen

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COMMUNICATIONS, STAKEHOLDER RELATIONS AND CHANGE LEADERSHIP

Public bodies, not-for-profits and complex B2B organizations

PROFILE

More than 25 years leading communications, stakeholder relations and change in organizations where trust is the operating asset: port authorities, provincial health authorities, all three levels of government, manufacturing, and logistics. Founded and ran a communications and stakeholder relations consultancy for 17 years, working directly with executive teams, boards and unions on situations that had already gone wrong. Known for diagnosing what is actually happening before recommending what to say, and for building the systems and teams that keep an organization aligned after the engagement ends.

SELECTED IMPACT

- **$25 million saved in year one** on a provincial health authority technology rollout, delivered to unionized staff who had not chosen the change, landing 30 to 40 days ahead of leadership's expectations.
- **8:1 return** on a safety communications strategy for an international deep-water port with 25,000 workers, measured in fewer injuries and fewer compensation claims.
- Communications and alignment for a **Fortune 200 acquisition** bringing 8,000 new employees into a 50,000-employee organization, with onboarding costs down nearly $20 million and attrition finishing ten percent below forecast.
- **More than 10% lift** in citywide hospitality profitability following a public smoking ban, achieved through data-driven public engagement and a reframed narrative rather than a defensive campaign.
- Alignment and communications work touching **more than 100,000 employees** across unionized and distributed workforces.
- Diagnostic method scaled from focus groups in 100-person organizations to representative sampling across enterprises of 10,000 employees.
- **$50 million in incremental revenue** from a three-year variable-data campaign at a 45% response rate, with 20% database growth, for a gaming and hospitality client.

CORE STRENGTHS

Stakeholder and community engagement • Issues and crisis communications • Change communications and enablement • Organizational diagnostics and alignment • Executive and board communications • Government and public reporting • Internal communications for unionized and distributed workforces • Media relations and reputation • Facilitation and consensus building • Customer and client experience • Team leadership, coaching and succession • Measurement and plain-language reporting • AI-assisted narrative analysis

PROFESSIONAL EXPERIENCE

I AM Ben Baker — Principal
2025 – Present | Richmond, BC

Project-based consulting for executive teams.

- Organizational diagnostics, stakeholder alignment and change communications for clients across healthcare, government and B2B.
- Anonymized narrative collection and AI-assisted cross-departmental pattern analysis.
- Executive coaching and facilitation on decisions that have stalled.

Your Brand Marketing — Founder and Principal
2008 – 2025 | Vancouver, BC

Founded and ran a communications, stakeholder relations and customer experience consultancy serving public bodies, not-for-profits and B2B organizations across North America. Led multi-disciplinary teams of strategists, writers, designers and project managers. Operated the business end-to-end, including budget, forecasting, contracts and client retention.

- Led communications and stakeholder strategy for a provincial health authority technology rollout across a unionized workforce, with **$25 million in year-one savings**.
- Designed and delivered a safety communications strategy for an international deep-water port with 25,000 workers, returning an estimated **8:1** to the client.
- Built and ran a two-year onboarding program for 8,000 employees joining a 50,000-employee organization through acquisition, with onboarding costs down nearly $20 million and attrition finishing ten percent below forecast.
- Led public engagement for a port city's hospitality sector through a smoking ban, delivering a **10% lift** in citywide profitability.
- Designed variable-data customer programs for retail and hospitality clients, including a three-year campaign generating **$50 million in incremental revenue** at a 45% response rate.
- Advised executive teams on organizational alignment, market and product expansion, customer and stakeholder engagement, and leadership development.

VCR Print Ltd. — Communications Consultant and Sales Manager
1999 – 2008 | Vancouver, BC

Planned and executed Y2K readiness for WorkSafeBC, Air Canada and Canadian Airlines, and supported the rebranding of Canadian Airlines and its induction into the oneworld alliance during nine years at VCR Print.

Kinko's Corporate — Regional Sales Manager and Key Account Manager
1997 – 1999 | Vancouver, BC

Led a regional team of ten across brand, customer engagement and business development for clients in aviation, logistics, healthcare and manufacturing.

Ingram Micro — Key Account Manager – Future Shop North America
1995 – 1997 | Vancouver, BC

- Managed the Future Shop North America account with a multi-disciplinary team of 30, holding direct and indirect responsibility across the business.

- Grew the account from $60 million to $100 million in just over a year by rebuilding trust and alignment after a two-day summit that brought the customer and senior Ingram leadership together to set shared, attainable goals.

SELECTED CLIENT AND PROJECT SECTORS

Port and marine authorities • Provincial health authorities • Government, federal, provincial and municipal • Logistics and transportation • Manufacturing • Construction • Gaming and hospitality • Not-for-profit

EDUCATION AND DEVELOPMENT

University of Victoria, BA Political Science, International Relations, Victoria, BC

Continuing professional development in change management, stakeholder engagement, crisis communications, customer experience and applied AI. Ongoing webinars and courses through Content Marketing Institute and Informa TargetTech over the last twenty years.

PUBLICATIONS, SPEAKING AND SERVICE

- Author of two books and more than 200 publications on brand leadership, change enablement and communication strategy.
- Keynote speaker for more than 10 years on communications, trust and change leadership.
- Host, GnawOnThis... Business Bytes and the YourLIVINGBrand.live show, more than 1 million combined downloads over 14 years.
- Mentor to students and early-career practitioners through BCIT, SFU, Langara and PromoKitchen.
- Olympic Protocol Team, Vancouver 2010. Trade Show Manager, Steveston Salmon Festival, seven years.
- Bronze Medal, PPAI Image Award for branding. Small Business BC Award finalist.

TOOLS

Applied AI platforms including Claude, ChatGPT, Gemini and NotebookLM • Microsoft 365 and Teams • Slack • Salesforce and HubSpot • Adobe Creative Suite • WordPress • Canva • Podcast and video production

HELPING NATIONAL AND GLOBAL NOT-FOR-PROFITS BUILD THE SYSTEMS, PROCESSES, AND PEOPLE TO ACHIEVE THEIR MISSIONS.

→ Develop Leaders
→ Engage Donors and Stakeholders
→ Solidify Communication
→ Ensure Mission Remains Relevant for Decades to Come

ARE YOU READY to bring a Communications, CX or Stakeholder Relations leader in-house, within your mid-large-sized Not-For-Profit organization?

I create measurable impact and alignment, drive change, and coach/mentor and lead your next generation of leaders?

Driving Engagement Through Perceived Trust and Value

If Your People Do Not Understand What Makes You Unique and Valuable Your Stakeholders NEVER Will!

As a Customer Experience and Stakeholder Relations Leader, I will work with you to:

→ Define and develop your uniqueness
→ Define who you are valuable to and why
→ Build/Improve your customer experience system
→ Create a Brand Story that resonates
→ Develop the tools so your teams function as one unit with one mission and purpose
→ Drive change, growth, alignment, engagement, value and profits
→ Enable you to excite your community about the value of your mission



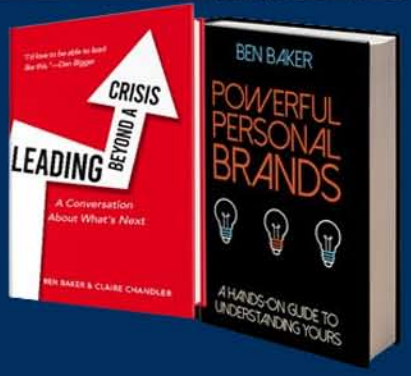
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Ben@IAMBenBaker.com

LET'S TALK!

www.IAMBenBaker.com

www.linkedin.com/in/iambenbaker

US and Canadian Citizen



The 5 Mistakes We All Make
That Cause Your Bad Customer Experience

and how to fix them!

1. Designing for Process, Not People

Too many companies design experiences around internal efficiency, and not human emotion. When processes are built for convenience instead of connection, customers feel like numbers, not people. The result? Frustration, disengagement, and churn.

Fix: Map the journey from the customer's point of view, not your org chart.

2. Focusing on Transactions Over Relationships

When every interaction is about closing a sale or completing a ticket, customers sense it. They want relationships built on trust, empathy, and shared success.

Fix: Measure long-term loyalty (like NPS, retention, or referral rates) — not just immediate conversions.

3. Failing to Empower Frontline Teams

Your customer experience is only as strong as the people delivering it. Yet too often, employees are left without the tools, authority, or context to actually solve customer problems.

Fix: Equip teams with clear CX principles, training, and the autonomy to act in the customer's best interest.



4. Ignoring Feedback (or Treating It as a Formality)

Many organizations collect feedback — but few listen to it. Ignoring data or dismissing complaints erodes trust faster than almost anything else.

Fix: Close the loop. Acknowledge feedback publicly, share what's changing, and make customers feel heard and valued.

5. Thinking CX Is "Someone Else's Job"

Customer experience isn't owned by marketing, service, or IT — it's owned by everyone. When departments operate in silos, the experience fragments and customers fall through the cracks.

Fix: Make CX a shared KPI across the organization and celebrate cross-departmental wins that improve it.

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