Ben Baker
Dual US and Canadian Citizen
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Website | LinkedIn | Case Studies | Publications | Podcast | YouTube

To the hiring team,

I have spent most of my working life being brought into organizations when their strategy and their people stopped agreeing with each other.

That is the work I want to keep doing inside an organization rather than from the outside: Director or VP-level communications, stakeholder relations, customer experience or change in a public body, a crown corporation, or a national or international not-for-profit, where I own the function and the team.

Three examples, because they are the clearest.

A provincial health authority was rolling out a new system to unionized staff who had not chosen it and did not 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 finished thirty to forty days ahead of leadership's expectations and saved $25 million in the first year. The mechanism was not the campaign. It was that staff heard the change explained by people they already trusted.

A 50,000-employee company acquired an 8,000-employee one, and the integration raised every question about culture, purpose and fit that an acquisition raises. We built a private, internal-facing podcast so people could hear the answers in their own time, from the people responsible. Onboarding costs fell by nearly $20 million, and attrition finished ten percent below forecast. It also did something a memo cannot: it made 8,000 people feel they belonged within the new organization.

An international deep-water port had an injury rate no campaign had moved. We put the message in workers' hands instead: custom gloves, "think safety" on the left wrist and "act safely" on the right, with every piece of communication and every incentive built off that message. Leadership set the return at eight dollars for every dollar spent.

What those share is a method. I interview people, run focus groups and surveys, and collect stories anonymously so people say the true things rather than the safe things. I read across those narratives to find where teams describe the same problem in incompatible ways, because that gap is usually the real problem. Then I put the people who disagree in a room with one shared set of facts and help them decide. Technology is in the loop; humans are at the helm.

I should be direct about two things. I have not held this role as a permanent employee inside a public body or a not-for-profit; my twenty-five years of this work have been as an embedded consultant and as the owner of a firm, brought in when the decision had already been made and the trust had not yet been won, and I would rather say that than imply otherwise. What that has given me is two decades of working alongside hospital foundations and charities as clients, and years of writing communications directly for various communities, including Indigenous communities in Alberta with Alberta Health Services on smoking cessation, alcohol awareness, and addiction, and for a Native-owned enterprise. That work taught me the difference between consulting a community and being accountable to one. I would want to learn the second properly from the inside, rather than arrive assuming I already know it.

Second, I have recruited, led and developed teams of strategists, writers, designers, and project managers for twenty-five years, including hiring, coaching and performance, and I want to do that inside an organization rather than from the outside.

I am based in Richmond, British Columbia, and I have worked across Canada and the United States for most of my career.

If what you have read sounds like the gap you are trying to close, I would welcome a 20-minute conversation about it.

Sincerely,

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INTERNAL & EXTERNAL 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, brought in when the decision had already been made and the trust had not yet been won. Known for diagnosing what is actually happening before recommending what to say, for internal communications that help staff make sense of change rather than merely announcing it, and for building the systems and teams that keep an organization aligned after the engagement ends.

SELECTED IMPACT

- 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.
- **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.
- Communications programs for Indigenous communities in Alberta with Alberta Health Services on smoking cessation, alcohol awareness and addiction, written directly for those communities, alongside years of work for a Native-owned enterprise.

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 and staff engagement through organizational change, including 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 • Community-informed communications with Indigenous communities • 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 for seventeen years. Recruited, led and developed a multi-disciplinary team of strategists, writers, designers and project managers, including hiring, performance feedback, coaching and development planning. Operated the business end to end through 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.
- Three-year variable-data communication program for a gaming and hospitality client, generating $50 million in incremental revenue at a 45% response rate and growing the database 20 percent by segmenting audiences and speaking differently to each.
- 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 • Hospital foundations and charities

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