

**INTERNAL COMMUNICATIONS  
AND ENGAGEMENT AWARDS**

**2019**



# WELCOME



**Brittany Golob**  
Publishing editor, *Communicate* magazine

For years, *Communicate* magazine has covered internal communications as part of its examination of corporate reputation management and communications. It has been rewarding to see this area of communications develop into a mature discipline, with committed professionals supporting its establishment. We are proud to be identifying and awarding best practice in internal communications this year.

The winners of the Internal Communications and Engagement Awards represent the best in internal communications and showcase the ongoing commitments companies across Europe are making to improving their relationships with employees. This year's 'Grand prix' winner, RBS, has exemplified this across all its employee engagement and internal communications activities. It is a true winner of the premier prize of the evening.

The CIPR Inside's 'Team of the year' award goes to Nationwide, for its unique attitude and long-term strategic approach to improving the building society from the inside out. Its 'Internal communicator of the year' prize was given to Schroders' Meriel Crawford, who has spearheaded a company-wide improvement of its internal communications and employee engagement.

Congratulations to all of tonight's winners. You truly exemplify the best in internal communication and engagement.

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## THE JUDGES



**Debbie Aurelius, committee member, CIPR Inside**

Debbie is the director of communications consultancy, Peppermint Fish. From her 20 years of experience, working in a range of organisations, Debbie understands how important an open and collaborative culture is in creating the type of engagement and alignment that results in excellent customer service, change and business growth. Debbie has worked alongside the most senior leaders of large financial services organisations, supporting them with the development of their communications and engagement approaches. Debbie is a member of the CIPR Inside committee and has a diploma in internal communications.



**Rich Baker, communications manager, Jaguar Land Rover**

Rich is a qualified, strategic and results-oriented senior communications manager and employee experience expert. He has over 25 years of leadership experience, managing large and small teams in global brands and household names that include Virgin Trains, Carlsberg, HS2, the National Grid and is currently communications manager at Jaguar Land Rover. Passionate about helping communications professionals succeed, Rich is also a pro bono board director for the Institute of Internal Communication, a coach and mentor to practitioners and director of employee experience consultancy Hiyu.



**Mark Bunker, head of internal communications, Aldermore Bank**

Mark is a senior communications professional who trained as a history teacher, taking a career change into the world of corporate communications over 20 years ago. He has worked for a number of large, international organisations including Lloyds Banking Group, Burger King and Home Retail Group. He was, until 2016, communications director at Rexam plc where he led communications for that business through a complex M&A. Since then he has focused on his enduring passion for great employee communications and is currently co-lead corporate affairs & head of internal communications at Aldermore Bank.



**Tanya Burak, director, internal communications, Savills**

Tanya is responsible for the global internal communications function at Savills, including the global intranet. Savills' internal communication strategy is to ensure all the firm's professionals have the information they need to best advise their clients, provide a collaborative environment for them to share their expertise and experience and to contribute to the overall career and personal success of all Savills employees.



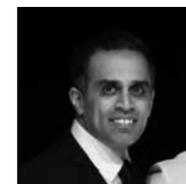
**Roland Burton, senior employee communications manager, M&S**

Roland has 15 years of experience in some of the UK's most iconic businesses including Sainsbury's, M&S and BT. In each, he's tried to provide the glue between the strategy of the business and the colleagues at the front line delivering it. Having built his skills in strategic and change communications, campaigns, storytelling and channel development, he leads and coaches others to consistently produce high-quality content, delivering energetic two-way communication which drives understanding, engagement and pride.



**Zoe Chiverton, head of internal communications, Great Ormond Street Hospital**

Having worked for several international companies across diverse sectors, Zoe now leads internal communications at a large NHS hospital. Making IC 'best in class' and ensuring strategic alignment is high on her agenda. In her previous role, she established an IC function from scratch to support 20,000 colleagues across 450 sites. This led to her being highly commended as 'Internal communicator of the year' in 2016, hailed as an 'inspiration to others.' Zoe has a CIPR diploma in internal communications.



**Asif Choudry, sales and marketing director, resource**

Asif is a multichannel communicator working with marketing and communications teams to deliver innovative comms campaigns that get results. He is the founder of #CommsHero the award-winning conference that is a celebration of the heroics comms people perform every day. Asif has remained true to the golden rule of communications – knowing his audience and sticking to a personalised approach – and allowed his personality shine through at the same time. Asif's approach has got people talking (and tweeting) too.

## THE JUDGES



### **Natalie Deacon, executive director, global communications, Avon**

Natalie has worked in communications for 20 years, and has experience across consumer PR, corporate affairs and internal communications and engagement. At Avon she is instrumental in developing and executing Avon's global communications strategy, working with Avon's senior leaders, and leading a network of communications professionals across more than 50 countries. In her current role she has overhauled Avon's digital channels, creating a new digital ecosystem strategy to drive content and engagement, and influence stakeholder perception. Prior to joining Avon, Natalie spent eight years with Citigate Dewe Rogerson.



### **Helen Deverell, vice chair, CIPR Inside**

Helen is an independent internal communications practitioner and the vice chair of CIPR Inside. Helen helps organisations listen to their employees and understand how they can improve their internal communications. She specialises in strategy, content creation, internal communication audits and writing skills training. Helen blogs about the profession, regularly judges awards and has spoken at events, and on webinars, on the topic of internal communications.



### **Jan Fitzgerald, committee member, CIPR Inside**

Jan is currently corporate communications manager at TFL and has over 10 years of in-house and agency experience, with a successful track record across the media, finance, civil engineering and retail sectors. She specialises in strategic internal communications across digital and traditional media channels. Jan is a media graduate, a PR postgraduate and a CIPR Inside committee member.



### **Will Foy, senior internal communications partner, Imperial Tobacco**

Will has been in internal communications for nearly 20 years, spanning many sectors including defence, FMCG, healthcare, logistics and waste management. Across this varied spectrum he's worked with many hats in building and leading IC teams, implementing digital, print and face-to-face channels, dabbling in strategy development, change and project management, culture, social media and everything in between. In his current role as global IC partner at Imperial Brands, he's able draw upon his various experiences to tackle what can be a challenging and quickly evolving sector.



### **Iggy Harris, former head of internal communications, Camelot**

Iggy is passionate about two-way communications that reaches every employee. She has experience in IC and engagement in a rapid-growth, startup culture at Asos as well as in the heavily regulated business environment of Camelot. Iggy is experienced in internal comms strategy and execution, employee engagement and change communication and is a strong believer that a positive employee experience will ultimately fuel performance which benefits the business strategy and the employee: it all starts with comms!



### **Lucy Henry, head of internal communications, Avanti Communications**

Lucy is the head of internal communications at Avanti Communications in London. Joining the global satellite operator in 2018, she was tasked with building a new IC function, in addition to overseeing corporate social responsibility. Prior to Avanti, she was manager of international communications for Discovery Inc where she worked across corporate and consumer communications and was responsible for events, talent management and programme publicity for brands including HGTV, the Food Network and the Travel Channel. Lucy was a publicist for UKTV and has held positions at Condé Nast, working across the digital properties including Vogue, GQ and Glamour.



### **Sian Jones, head of internal communications, Bank of England**

Sian has been head of internal communications at the Bank of England for over three years. Prior to that, she worked in a variety of internal and external communications roles in central government and the voluntary sector. This included stints as deputy director for internal communications at the Department of Work and Pensions and as a senior communications adviser at the now defunct Teacher Training Agency. She juggles full-time work with her role as an adult bench magistrate in east London.

## THE JUDGES



### **Jenni Kampf, committee secretary, CIPR Inside**

Jenni is senior internal communications officer with Cardiff University. With 15 years of experience in communications roles, Jenni is passionate about improving employee experience through increased engagement and targeted and consistent communications. She completed the CIPR Internal Communications diploma in 2015. Jenni has been a member of the CIPR Inside committee since 2018, and is currently committee secretary.



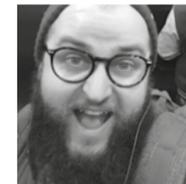
### **Midge McCall, group internal communications and engagement manager, ODEON Cinemas Group**

Midge joined Odeon Cinemas Group in 2015, creating an internal communications framework from scratch. She has developed and led a range of colleague comms for the company's sale, including a 15 country integration programme and major HR engagement initiatives. Midge has delivered creative comms across sectors in Australia and the UK, including at HarperCollins Publishers, the Office of Film & Literature Classification, Transport for London (for London 2012) and Asos.



### **Rachel Miller, director, All Things IC**

Rachel is the director of All Things IC and advises IC professionals via training, consultancy and her popular blog. Her clients include ARM, BBC, Lego, NHS, Jamie Oliver Group, HSE, the Guardian, O2, Royal Mail and the Zoological Society of London. She's a highly experienced and multiple award-winning practitioner who has trained hundreds of comms professionals via her monthly and bespoke masterclasses. Rachel is a chartered PR professional and fellow of both the Institute of Internal Communication and CIPR. She's a regular keynote speaker whose thoughts have been featured in a number of bestselling PR books.



### **Steven Murgatroyd, internal communications manager, AXA UK**

Steven has been part of the internal communications world for the last 10 years. Starting at Asda, he spread his wings to KCOM Group, Transport for London, River Island and finally AXA (with a few stops at agencies along the way). Steven enjoys challenging the status quo and asking the difficult questions. A digital specialist with a focus on culture, Steven can be found on Twitter using the handle @steve\_murg.



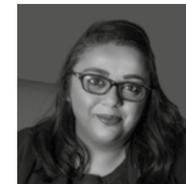
### **Chris Newstead, head of internal communications, Wellcome Trust**

Chris has worked in and around communications in the UK for over 20 years with time spent at BT and creative agencies, and in TV production and community regeneration. For the last 12 years he has worked at the Wellcome Trust most recently as head of internal communications. He's a chartered PR practitioner, an active member of the communications group of the European Foundations Centre, a trustee of the Music of Life Foundation and a fellow of the Forward Institute, which focuses on responsible leadership across UK business and government.



### **Emma Parker, head of internal communications, Herbert Smith Freehills**

Emma has many years of experience in the communications industry, most recently as global head of internal communications for international law firm Herbert Smith Freehills. She began her career in a small PR agency, working on accounts for Yellow Pages, the DSS, BT and Capita Group. Several publications she ran in those pre-intranet days won awards from what was then known as the British Association of Industrial Editors. She then moved to the London Stock Exchange, where she launched the organisation's first internet site. Emma led internal comms for Clifford Chance during its three-way international merger in 2000.



### **Advita Patel, chair, CIPR Inside**

Advita has worked in internal communications for the past 14 years in various industries including healthcare, education and transport. In late 2017, she decided to leave permanent employment to head up comms on a project within the nuclear industry and to start work on her own consultancy, CommsRebel. Advita is the chair for the CIPR Inside committee and she was also named on the Northern Power Future List for her contribution to the work she has done within communications in 2018. She regularly shares her insights, thoughts and musings on her blog or you can catch her on Twitter @advita\_p.

## THE JUDGES



**Simon Rutter, interim director of internal communications, Sage**

Simon is an experienced HR, employer brand, change communications and employee experience specialist, accredited coach, facilitator, trainer and mentor, and award-winning editor and writer. He has designed and delivered employer brand and change communications strategies in large, global FTSE 100 organisations. He coaches and counsels senior leaders on how to build compelling employer brands and communicate them strategically and effectively to achieve business objectives. Simon works collaboratively with global networks of HR and communications professionals to ensure a holistic, integrated and aligned approach.



**Jennifer Thomas, head of internal communications and experience, Direct Line Group**

Jennifer has risen quickly to the top as a corporate communicator, having been talent-spotted for rapid promotion at every company she has worked for. Currently, Jennifer is transforming the profile and reputation of Direct Line Group (DLG), now as head of internal communications, experience & sustainability and previously as head of financial communications. Jennifer is part of the group's strategic leadership team, responsible for developing the group's internal communications strategy as well developing and executing a new corporate social responsibility strategy.



**Lee Thompson, head of internal communications, CNBC**

Lee is head of international communications & strategic partnerships at CNBC International, the business and financial news network. Lee joined CNBC International in 2015 and leads a team responsible for all PR and marketing activities across EMEA and APAC, including media relations, consumer marketing and strategic partnerships. Before joining CNBC, Lee worked at freuds, the UK's leading strategic marketing and communications consultancy where he worked with a leading brands including PepsiCo, Vodafone and Lexus.



**Peter Timberlake, head of communications, Financial Reporting Council**

Peter has been head of communications at the Financial Reporting Council, the UK's regulator of accountants, auditors and actuaries, since 2013. He manages engagement with internal and external stakeholders in the UK and globally. Peter has over 30 years of experience of delivering communications in the financial services sector working with pensions, investment and insurance providers. Prior to joining the FRC, Peter was head of public relations at Friends Life and head of media relations for Standard Life. His early career was spent managing communications at Legal & General.



**Claire Wilson, content strategy director, Stratton Craig**

Claire is a communications professional with 18 years of experience. As content strategy director at Stratton Craig, she works with a range of clients to optimise their content marketing and communications strategies. Prior to joining Stratton Craig, Claire was head of communications for investment manager AMP Capital in Sydney. In this role, she led the investment communications, content marketing and internal communications teams. Over her career she has also held marketing and communication roles at Macquarie Bank, Rothschild Australia Asset Management and Warner Bros Consumer Products.

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# A hybrid approach to employee-generated content for internal communication



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An impressive array of super-sophisticated video kit can be found in most offices, warehouses and work vehicles around the world – usually it’s a smartphone – but often it can be something a little more ambitious like a tripod, external microphone or even a small drone. But does that mean we should all be commissioning our employees to shoot and edit their own films across the business?

I’ve recently worked on several projects that have captured employee-generated content (EGC) around the world. As part of one project, we ran a pilot to test the agreed approach, and I went along to facilitate the capture of pieces to camera using an iPhone. The plan was that, with a bit of coaching, the employees would have the skills and confidence to film themselves.

In reality it didn’t quite work like that, and in fact the process gave us a really useful insight into UGC and EGC in general. What I found was that, with the best will in the world, some people just aren’t comfortable filming themselves. For some, shooting a selfie is second nature. For others, it’s hell. So at best, you may be forcing people to do something with which they’re uncomfortable, and at worst you might immediately be excluding part of your workforce with this approach – which may mean the same people appearing in all of your content.

It’s also worth remembering that shooting usable video and sound isn’t as easy as is often thought, and audiences do have a minimum standard they expect – even with UGC. Crucially, those filming themselves won’t always have the same understanding of what’s required to tell a good story. Comscore shows that professionally produced video outperforms user-generated video by 30%, delivering a 24.7% lift, as compared with an 18.7% lift for UGC video.

If you ask most people why they think UGC is a good approach, there are usually two answers: cost and authenticity. Although cost is always a consideration, it shouldn’t be the only reason you choose the approach; cheap but ineffective is expensive. Executing good UGC isn’t always cheap anyway, as it takes time to find the right people to take part, their time is worth money and the content can be tricky to sort through and edit. Authenticity is the most valid reason to choose UGC in my opinion. But what if you could offer the same authenticity with a professional edge? Surely that would be the best of both worlds?

With all this in mind, the compromise we reached on this project was a hybrid approach combining expertly supported and edited UGC, and professionally shot footage – with new technology allowing interviewees to talk directly to camera in a completely natural and genuine way. It worked really well, and none of the available participants were excluded or traumatised. In fact, the film in question has been nominated for an award at the inaugural Communicate magazine Internal Communications and Engagement Awards.

Having said all of this, I really believe EGC has its place. Sometimes it just isn’t practical to have a film crew with you every step of the way or in all your locations across the globe, and the very best content filmed by employees can be magical.

But at the same time, with careful thought and planning, involving a professional crew doesn’t need to mean you lose the authentic feel of UGC or EGC. If you do choose to produce EGC, do it for the right reasons, not just because it’s cheap.

Simon Crofts is the client services director at Big Button

# The 10th annual Digital Impact Awards is now open for entries!

The Digital Impact Awards celebrates the best in strategic digital communications. It celebrates excellence in corporate communications across all digital channels.

Categories include:

Best digital employee communication

Best intranet

Best development of proprietary social media platform and tools

Best community development

+ more

# DIGITAL IMPACT AWARDS

Entries are accepted until 21 June.

[www.digitalimpactawards.com](http://www.digitalimpactawards.com)

## THE WINNERS

### Best internal communications campaign

**Gold** – UCB Pharma and Chamberlain Healthcare PR, a Syneos Health Company

Silver – Nationwide Building Society  
Silver – Nationwide Building Society and Sequel Group  
Bronze – Community Integrated Care  
Highly commended – Herbert Smith Freehills and blue goose  
Highly commended – Southwest Airlines and the Team

### Best ongoing commitment to internal communications

**Gold** – Slido

Silver – Curo  
Silver – MyCSP  
Bronze – Rail Safety and Standards Board and Big Button  
Highly commended – Action Against Hunger and Brandworkz  
Highly commended – Genus plc and Sweet Comms

### Best internal communications campaign across multiple markets

**Gold** – UCB Pharma and Chamberlain Healthcare PR, a Syneos Health Company

Silver – IMI Precision Engineering and Big Button  
Bronze – Action Against Hunger and Brandworkz  
Bronze – Essilor and Bladonmore

### Best communication of change or business transformation

**Gold** – RBS and Synergy Creative

Silver – Schroders  
Bronze – Photobox Group and the Team  
Bronze – Sovereign and Synergy Creative  
Highly commended – Baker Tilly and Brandworkz  
Highly commended – Renewi and Wardour

### Best internal communications in a crisis

**Gold** – RBS and Synergy Creative

### Best intranet

**Gold** – Travelex and Interact

Silver – Wheatley Group  
Bronze – Curo  
Bronze – Nationwide Building Society  
Highly commended – NBS and Interact

### Best use of mobile or apps

**Gold** – RBS and the Team

Silver – Sovereign and Synergy Creative  
Bronze – BP and wtv.  
Bronze – Vesuvius plc and Black Sun plc

### Best use of video and animation

**Gold** – Nationwide Building Society (Arthur Webb campaign)

Silver – Sovereign and Synergy Creative  
Bronze – Renewi and Wardour  
Bronze – Serco and Big Button  
Highly commended – Nationwide Building Society (driving conversations campaign)

### Best use of social media

**Gold** – Nationwide Building Society

### Best event

**Gold** – Leeds Community Healthcare NHS Trust Communications Team

Silver – Loughborough University  
Bronze – Community Integrated Care  
Bronze – Schroders  
Highly commended – Irwin Mitchell

### Best internal publication: Print

**Gold** – Connected magazine, for Drax Group, by Lucy Walton and RED

**Gold** – Renewi and Wardour

Silver – ODEON Cinemas Group  
Bronze – Sir Robert McAlpine  
Highly commended – Cobham and Wardour  
Highly commended – Nestlé UK & Ireland and Sequel Group

### Best internal publication: Digital

**Gold** – GSK

Silver – White & Case and Sequel Group

### Best innovation

**Gold** – Sovereign and Synergy Creative

Silver – BP and wtv.  
Bronze – Jaguar Land Rover and DRPG

### Best alignment of internal communications with external messaging

**Gold** – SSE Energy Services

Silver – Pernod Ricard and Bladonmore  
Bronze – Action Against Hunger and Brandworkz  
Bronze – Harry Fairclough Construction and Engage Comms Ltd

### Best engagement of brand ambassadors

**Gold** – Baker Tilly and Brandworkz

### Best use of storytelling

**Gold** – RBS and Synergy Creative

Silver – Sovereign and Synergy Creative

### CIPR Inside Internal Communicator of the year

**Winner** – Meriel Crawford, Schroders

### CIPR Inside Internal Communications team of the year

**Winner** – Nationwide Building Society

### Grand prix

**Winner** – RBS and Synergy Creative

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## Living the dream: Helping your organisation find its true purpose



Over three-quarters of the 200 richest economic entities on the planet are corporations, not governments, according to Global Justice Now. Add to that low levels of trust in official institutions, and you can see why there is growing pressure on companies to serve a purpose beyond the pursuit of profit: to take responsibility for tackling important social, economic and environmental issues, from gender equality to job creation to climate change.

Higher expectations are also being set by new generations. According to PwC, Millennials will represent 50% of the global workforce by 2020. They are the world's most powerful consumer group and on the receiving end of the largest wealth transfer in history: \$30tn over the next 30 years. What Millennials are looking for today foreshadows what others will demand tomorrow; they are demanding more from the companies they work for, buy from and invest in. In a recent survey of Millennial workers by Deloitte, 63% more favoured 'improving society' as the primary purpose of business than 'generating profit.'

When Larry Fink, chairman and CEO of Blackrock, the world's largest asset manager, sent a letter to CEOs of public companies in 2018, telling them his firm would consider social responsibility when making investments, it was hailed a watershed moment. But the idea of broader corporate purpose is now mainstream. The size of the impact investing market is estimated at \$228bn and leading corporations are changing the way they do business in light of wider environmental, social and governance issues. Fink's latest letter, published in January 2019, again urges CEOs to take leadership on issues "central to the world's prosperity," including doing more to ensure their workers have a good standard of living in retirement.

Purpose and profit are not mutually exclusive; in fact, purpose might be a source of competitive advantage in the long run. Research from the Harvard Business Review (HBR) and EY Beacon Institute, as well as BrightHouse and Boston Consulting Group, suggests that companies with a shared understanding of purpose significantly outperform their peers, thanks to a greater ability to attract and energise the best talent, unify management, employees and communities, inspire customer loyalty and streamline decision making. Speaking to the HBR, Hewlett-Packard's chief marketing officer (CMO) Antonio Lucio (now CMO at Facebook) said, "Purpose becomes the compass against which you're making decisions."

Elsewhere on the corporate spectrum, multinational beauty chain Sephora has identified its purpose as "inspiring fearlessness." Speaking to the same publication, the company's head of marketing Deborah Yeh said she had been "blown away with how profound it was to get at a deeper meaning with employees. Every day they choose to put on their uniform and spend time in our stores because they believe their work is meaningful. They will leap over mountains for each other, our brand and our client."

There is one big caveat to the positive relationship between purpose and long-term performance: it only exists when purpose is deeply entrenched. Many companies have invested time, money and effort into establishing their purpose, only to find the words never find life off the page. What's your purpose? And how are you making it stick?

Shreena Patel is a consultant at Bladonmore

# BEST INTERNAL COMMUNICATIONS CAMPAIGN

## Gold – UCB Pharma and Chamberlain Healthcare PR, a Syneos Health Company

Chamberlain Healthcare’s goal was to engage employees on UCB Pharma’s mission to create a world free from fragility fractures and encourage them to recognise the part they play in achieving this. The campaign reached thousands of UCB employees from 13 offices across Europe, Asia and the Americas, engaging them both online and in person.

Using World Osteoporosis Day as a hook, engagement took the form of a number of educational interactive experiences. The Spanish office accommodated a ‘Walking in the Patient’s Shoes’ experience hosted by a bone disease specialist, including a short film and interactive employee activities. France held a ‘bone friend’ breakfast and quiz session, where they compared employees’ perceptions of osteoporosis to global survey outcomes.

The judges were impressed with the outcomes. “Clever ways to forge links between the organisation, patients and employees,” said one. “An engaging campaign with a strong focus on making the link with the end user,” agreed another.



## Silver – Nationwide Building Society

To empower employees to try new things, Nationwide launched the Arthur Webb Challenge Cup, which was developed and managed by the internal communications team. “The simplest ideas are the best,” said one judge. “Great to see the authenticity of employees being championed and a lovely use of humour to unite colleagues,” added another.



## Silver – Nationwide Building Society and Sequel Group

Sequel delivered 1,000 blue resin gnomes to each Nationwide branch, supported with humorous posters. The posters went viral on internal social media, with employees posting pictures of their gnomes in exotic locations. “There was gnome way this campaign wasn’t going to work, well executed and creative,” parsed one judge.



## Bronze – Community Integrated Care

The IC team (of two) sought to bridge the gap between Community Integrated Care’s new CEO, senior leaders and its frontline staff, and within weeks mobilised a series of roadshow events to do so. “Good campaign which relied on the insight and experience of the small internal comms team,” said one judge.



Highly commended - Herbert Smith Freehills and blue goose

Highly commended - Southwest Airlines and the Team

# BEST ONGOING COMMITMENT TO INTERNAL COMMUNICATIONS

## Gold – Slido

Six year-old tech company Slido has grown from humble beginnings in Bratislava, Slovakia to a team of over 130 worldwide with offices in London, New York, San Francisco and Sydney. Its web-based Q&A and polling app provides an easy to use platform for internal and external meetings and events.

The company has expanded its team at an incredible rate of almost 300%, which has raised a number of challenges around maintaining its culture. Yet, it has remained committed to employee engagement which it sees as an essential foundation for company growth and success. Employee churn stands at less than 5% and the team barometer has an average response rate of 84%, scoring an average of 87% for ‘personal excitement.’ In one recent poll, 27% of respondents used the word ‘love’ when explaining why they work at Slido.

“Great entry which demonstrated a very integrated approach to comms and culture, which is impressive for a startup and will be integral to their future success,” said one judge. Another added, “They use some more unusual tactics such as a book club with the business book provided for free, which is clearly creating an interesting place where people want to work.”



## Silver – Curo

The ‘Limelights’ internal rewards programme has helped Curo achieve its rank of 44th in the Sunday Times national top 100 Not for Profit Organisations to work for in the UK. Judges were impressed, with one saying they “liked the involvement of all the people and the participation rates for a small organisation.”



## Silver – MyCSP

As the first mutual to spinout of the central government, MyCSP, the pensions administrator, has spent the past seven years making its employee communication fit for purpose. As one judge said, “A nice balance to the leadership engagement with the programme...Good use of channels and creativity, while keeping budget in mind.”



## Bronze – Rail Safety and Standards Board and Big Button

The RED programme is an ongoing series of long-form videos produced by Big Button and delivered by the Rail Safety and Standards Board. It’s used as an internal briefing tool for frontline railway workers, with 52 episodes released since 2001. “Bold style and tone for internal communications, akin to a BBC documentary,” praised one judge.



Highly commended - Action Against Hunger and Brandworkz

Highly commended - Genus plc and Sweet Comms



# Connecting your people at the heart of your brand

## The role of brand in unifying your teams



'One brand, one voice' is a maxim you hear more often these days, and quite rightly, so we believe. But what does it mean? Why is having a united and consistent brand so important for an organisation, even internally? Along with sharing a vision and values, sharing a consistent brand identity (both visually and verbally) can be a powerful tool in aligning and engaging teams to work together under one banner.

However, we see that when businesses are growing – through international expansion, through acquisition or through diversification into new markets or services – managing brand usage can become even more complex. Variations in brand usage can start to creep in (or be left behind as a legacy), and consistency takes a back seat.

This fragmented presentation can have a negative commercial impact in terms of customer perception (and indeed in attracting talent), especially when firms are trying to compete against established multinational brands. It can also mean that employees do not feel as though they are part of the same company, and are therefore not acting effectively as a true team.

Compounding this, even slight differences in brand identities makes it much harder to share assets and collateral, so there is considerable duplication of effort, and little collaboration on creating materials (not to mention cost inefficiencies).

Investing in brand consistency and engaging employees with that process can have a huge impact on their perceptions of the business they work within, and how connected they

feel towards colleagues in the rest of the organisation. For example, when leading accountancy and advisory network Baker Tilly recently undertook a global rebrand – to unite under one name, with one visual identity – it recognised how important it would be to engage 30,000 employees worldwide in swiftly adopting the new brand.

In order to realise this strategic vision and maximise the return on investment, Baker Tilly needed to find a way to ensure consistent usage and application of the new brand identity, and to provide the necessary tools to create touchpoints. By establishing a brand management platform to facilitate that, the team are reporting not just excellence in brand presentation and consistency, but are seeing a seeing a whole raft of benefits from actively bringing the team together to use one interactive portal. According to Jo Luck, brand manager at Baker Tilly International, "The global teams have been empowered...We are seeing greater engagement, and greater collaboration."

The role that brand – and effective brand management – has played in unifying the teams at Baker Tilly worldwide has been significant. In the words of Ben Lloyd, Baker Tilly International's chief operating officer, "A consistent brand position makes it easier for people to appreciate who we are, what we do, and how we operate across markets." And that, to us, is a fantastic example of what 'one brand, one voice' should really mean.

Jens Lundgaard is the founder and CEO of Brandworkz

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# BEST INTERNAL COMMUNICATIONS CAMPAIGN ACROSS MULTIPLE MARKETS

## Gold – UCB Pharma and Chamberlain Healthcare PR, a Syneos Health Company

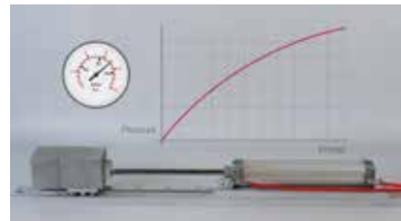
UCB Pharma wanted to use World Osteoporosis Day to galvanise its employees around its corporate mission of a world free from fragility fractures. It worked with Chamberlain Healthcare PR to craft a campaign that would reach thousands of employees across 13 global offices, engaging them with the message online and in person.

The internal communications team delivered a range of activities and activations designed to help each office reach its employees in the best possible way. As a result, individual offices responded with targeted events that communicated with their employees in unique ways. It was a hit internally, with positive metrics around participation and a 100% reach of the campaign's messaging. Judges loved it too. "Really fun and engaging campaign that worked across a number of locations, connecting with colleagues and families," said one judge. Another added, "Multiple avenues used to reach their audience, appreciating all employees don't consume content in the same way."



## Silver – IMI Precision Engineering and Big Button

Big Button used a combination of motion graphics, 3D animation and voiceover to introduce the science behind IMI Precision Engineering's products – originally in English but translated for internal audiences across the world. One judge said, "Good use of technology for knowledge transfer across territories and some evidence of positive outcomes is good to see."



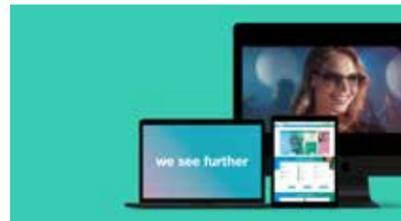
## Bronze – Action Against Hunger and Brandworkz

Using a global brand forum to act as a central resource for the entire Action Against Hunger organisation, teams across the world can instantly share and access the latest brand assets and guidelines for different use cases. "Effective use of consistent branding to bring coherence across a huge range of geographic locations," said one judge of Brandworkz strategy.



## Bronze – Essilor and Bladonmore

Bladonmore's creative concept for Essilor included two films, a social campaign, printed greetings cards and a number of digital assets and animations, each created in English and French and used globally. "The objectives were very clear and the corollary research led to a cogent solution, that allowed for strong creative and visuals," said one judge.



# BEST COMMUNICATION OF CHANGE OR BUSINESS TRANSFORMATION

## Gold – RBS and Synergy Creative

Ahead of the 10th anniversary of the 2008 government bailout, RBS knew it would be facing renewed media scrutiny. Specifically, it had to sensitively broach the subject internally with colleagues to ensure they felt confident and reassured, despite the potentially negative coverage.

The idea was for colleagues to reflect on the past, but not dwell; to feel proud and recognised for the part they have played in the bank's turnaround, and to feel optimistic about its future. Synergy's campaign included sharing employees' experiences via innovative audio booths uploaded to the intranet as well as a short film and an interactive timeline.

"Brave to be this open with staff and trust them with the reality of the situation, and it paid off in an uplifting campaign that captured staffs' sentiment," praised one judge. Another agreed, "Would have been very easy to brush it under the carpet, but to stand and up and talk about it should hopefully inspire colleagues."



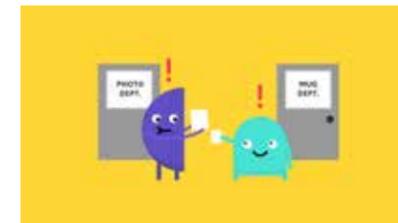
## Silver – Schroders

Schroders' office move included presenting information in visual and interactive ways, using animated videos, exhibitions and mock-up spaces, and hosting workshops to support employee's transition and understanding of agile working. "Impressive range of activities to research employee needs, support early adoption and transition to new ways of working," said one judge.



## Bronze – Photobox Group and the Team

Photobox worked with the Team to develop a film with a series of fun, animated characters that helped set new 'ways of working' standards, while its 'Herbal House newspaper' shared interesting facts about the new building and area. One judge said, "Love the storytelling approach with the 'moving house' analogy. The quirky execution is perfect for their audience."



## Bronze – Sovereign and Synergy Creative

A core part of Sovereign's digital transformation – developed by Synergy Creative – included using virtual reality to communicate with employees about the company's future – and excite them about the possibilities of digital. "I loved this – using VR is so innovative and what a way to bring the experience to life for people," said one judge.



Highly commended - Baker Tilly and Brandworkz

Highly commended - Renewi and Wardour



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**Anjali**  
R&D analyst, UK

## How we built and then tamed our email monster



When I heard GSK was piloting an all-company email newsletter that would serve personalised content to 130,000 plus employees and was on the hunt for an editor, I leapt at the chance.

Two months later we launched Your GSK News, our first all-company email newsletter which delivers relevant, targeted content to our entire employee audience on a fortnightly basis.

Each edition has 200 plus articles on average, which are produced by more than 220 communicators. Content is written in 13 different languages and targeted to 198 possible audience groups, but employees only receive news targeted to them based on their role, business unit and geography. These audiences have been defined using set data points in Poppulo, and dynamically updated through Workday each morning.

Prior to Your GSK News there were hundreds of email newsletters across the company that weren't centrally managed. One of the primary purposes of Your GSK News was to tame that noise into submission by consolidating them into one. We were also tasked with reducing email more broadly and engage our employees in our new company strategy and objectives through a 'one-voice' newsletter.

One of the biggest selling points to land Your GSK News with our comms colleagues was the fact that local news would appear first in the newsletter – and global, corporate news would appear at the bottom. Allowing local communicators to contribute news in their own language was also crucial.

Key to Your GSK News's success has been the fact that it is run by a committee of contributors, who have a vested interest in the channel. We run important decisions past them and give them a say in how the newsletter works.

This network that we have been able to build as a result of Your GSK News is the real achievement. We're now pulling together in the same direction and forward planning as a

group. Everyone shares their content plans in our fortnightly editorial board, we review how the last newsletter performed and we celebrate success.

We've also increased editorial capability – running clinics and workshops on everything from our brand and visual identity, to editorial tips and data and insights.

When you have over 220 contributors, plus all their stakeholders and extended network, you'll be balancing lots of different, and sometimes conflicting, demands and expectations. Our employee feedback so far, tells us we're on the right track.

On average, 93% of employees surveyed said Your GSK News helps them understand our strategic priorities. Ninety percent have also said Your GSK News is relevant to them – a sign that our audience segmentation is working as intended.

It takes a lot of time and resources to make something like this work. If you're considering doing this in your own organisation, just a few words of wisdom. Make sure your strategic objectives are guiding your decision making. In our case, it was reducing the volume of email-based communication and increasing the relevance of our content for employees.

A strong senior sponsor is essential, but don't forget to get your internal grassroots involved and give them some skin in the game. A dedicated editor role is a must have, as is a regular forum, like an editorial board.

Planning is also crucial. The team spent months planning and prototyping and even ran three full-scale rehearsals. It doesn't have to be completely perfect at launch, but take time to test and learn. Also, a sense of humour is vital: surround yourself with great people and don't forget to have fun!

Chelsea Jane Moore is the editor in chief of Your GSK News and internal engagement digital transformation lead

# BEST INTERNAL COMMUNICATIONS IN A CRISIS

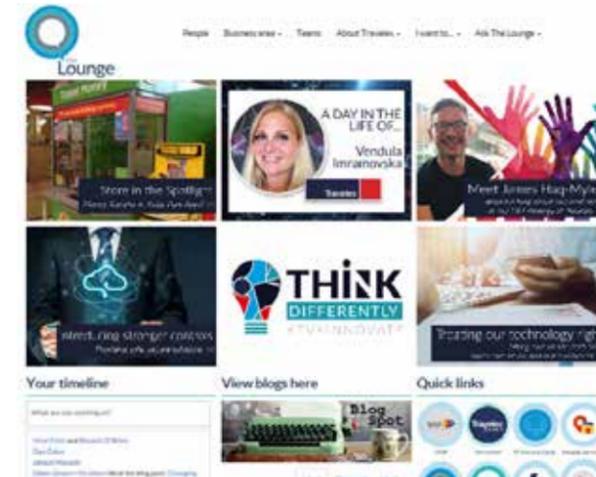
## Gold – RBS and Synergy Creative

Taking the brave step of acknowledging past crises, RBS worked with Synergy Creative to communicate with its employees on the 10th anniversary of the 2008 government bailout. It wanted to address the crisis, discuss how far the business had come and commend those who had worked to get to that point. It needed to be positive, but not necessarily celebratory in tone.

To do so, RBS launched the 'Ten years on' campaign which combined employee stories of positive moments and successes, an uplifting film and an interactive timeline showing key milestones from the past 10 years. The goal was to craft a subtle, considered campaign that would address the challenges of the past while preparing the company for moving forward. And it achieved just that. Viewership metrics were positive, as were employee sentiments regarding the campaign. It triggered a sense of pride among RBS' workforce, which judges commended in this challenging environment.



# BEST INTRANET



## Gold – Travelex and Interact

Travelex bridges the gap between a dispersed workforce in a decentralised organisation through the Lounge – a socially enabled intranet that aims to give all employees a voice. Every employee can blog freely on topics of their choice – work, or non-work related – which adds to its community feel. It allows senior leaders to engage directly, and problem-solve with colleagues around the business they may not previously have had the chance to meet. The Lounge was cited by virtually all respondents in a recent employee opinion survey as bringing a feeling of community.

Judges lauded Interact's work with Travelex in introducing the new platform. "Striking use of gamification to encourage dialogue and deliver improved employee engagement," said one judge. "A great way of connecting with front line employees and creating a sense of community," praised another.



## Silver – Wheatley Group

Wheatley's 'w.e. connect' intranet includes personalised content allowing all staff a scrollable BuzzFeed style newsfeed filter and a homepage that includes a widget where staff can share praise. "Sound campaign to turn the intranet into a collaboration platform which also incorporates recognition tools," said one judge.



## Bronze – Curo

The 'Limelights' internal rewards programme has helped Curo achieve its rank of 44th in the Sunday Times national top 100 Not for Profit Organisations to work for in the UK. One judge liked "the magazine style and opportunity for colleagues to add content/blogs." Another agreed, lauding the fact that the blogs were not moderated, but true user-generated content.



## Bronze – Nationwide Building Society

Nationwide's CEO blog is self-written, every two weeks, and regularly gets between 6,000 and 8,000 views and 100 employee comments. "Really like the CEO blog," said one judge. Another added, "I like how this intranet has evolved with user experience, the colleague engagement, the personalisation and the growth blogs."

## Highly commended - NBS and Interact

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**Heathrow**

## When your team isn't your team



Picture the scenario – you've got your next internal comms campaign ready to launch. Your team has created a suite of fantastic content and collateral aimed at improving awareness of staying safe at work, #worksafehomesafe. There's a head-turning design style, engaging copy, inspirational video content and colleague storytelling. You've invested time and money to make a positive impact, but not all routes to your intended audiences are owned and managed directly by your team.

As the UK's largest single site employer, at Heathrow Airport we face an internal communications challenge like no other. With 7,500 direct colleagues, and 67,000 contractors across 400 suppliers, we must communicate with highly diverse groups from baggage handlers to security officers, cabin crew to air traffic control. Every colleague plays an essential role in keeping the airport moving, keeping themselves and each other safe, so it is crucial that we are able to reach to the edges with our internal communications.

Communication champions, comms networks, embedded communicators. Many large organisations will have a group of people who don't report directly into the central comms team, but who are crucial in making your internal communications effective. When you have a campaign that needs to go business-wide, their local knowledge, channels and understanding the nuances of their audiences is essential. However, not all of them are full-time communicators, they often sit within a part of the operation that is both physically and culturally further away and have local leadership demands which can pull them in many, and often unhelpful, directions. How do you bridge that gap and help those colleagues not just be an extension of your team, but feel part of it?

A key part of our internal communications strategy last year was to improve the structure and support we gave

to our 'embedded communicators.' By recognising the challenges mentioned previously, we put in place a rhythm and routine that enabled our extended team to feel more connected with the central team. This includes fortnightly meetings with central and embedded team colleagues where we discuss the upcoming campaign plan, share best practice and understand what is happening at a local level. Our campaign approach is split into gold, silver and bronze depending on the level of investment, duration and number of touch points we reach across the airport. We involve the wider team in developing the plan for the year to take into account their local activity, avoid clash and duplication and to seek opportunities to align. By gaining their insight we can develop materials that are relevant to their audiences and can be easily adapted if needed.

We recognise that training and development is key, so we run quarterly masterclasses to hone skills on areas such as campaigning, filmmaking and strategy. As their line managers' expertise tends to be operationally focused, we support them with biannual performance reviews and objective setting so they are getting the same feedback and personal development any professional communicator would get.

Finally, we do two full away days a year where we look at the strategy and give the embedded communicators the opportunity to be part of that development so they feel invested from the outset. It's also a good excuse to enjoy some socialising and getting to know each other better.

The 'team' may not be 'my team,' but it certainly feels like it.

Richard Walden is the head of internal communications at Heathrow Airport

# BEST USE OF MOBILE OR APPS

## Gold – RBS and the Team

Following legislative changes that came into effect on 1 January 2019, 'ring-fencing' requires all major banks to separate everyday banking services from investment banking services. The Team's brief from RBS was to develop a multi-platform application to educate, engage and reassure employees, and collect data on audience understanding of ring-fencing.

Using entertainment as a hook, it used gamification to engage and educate staff. The game allowed for the peer-to-peer sharing of personalised Ringo characters via Workplace and email, so employees encouraged others to play the game. Correct game answers enabled the bank to check employee understanding prior to legislative changes and send followup communications to provide further education. "Good thinking outside the box for regulatory content and tapping into different ways of learning," said one judge. Another added, "The results clearly exceeded the expectations of the clients, underpinned by a logic of approach and a really pleasing piece of strategic content."



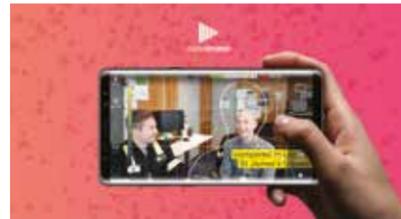
## Silver – Sovereign and Synergy Creative

Sovereign's digital transformation, supported by Synergy Creative, featured virtual reality, which showed employees an interactive vision of the company's future via Google Cardboard and iPhone app. As one judge put it, "Sovereign has clearly used technology to solve business problems, bring the future forward and successfully involve employees."



## Bronze – BP and wtv.

BP used wtv.'s latest app to capture the intimacy and authenticity of user-generated content, without the lack of quality often associated with the medium. "A great example of how comms teams can work with agency partners to implement innovation into the communications process," said one judge.



## Bronze – Vesuvius plc and Black Sun plc

Black Sun helped developed the V.LINK app at Vesuvius, which allows anyone within the company to get the latest news and updates about the company, and access company leaders and colleagues. One judge said: "Excellent approach to their challenge and link to their digital strategy."



# BEST USE OF VIDEO AND ANIMATION

## Gold – Nationwide Building Society (Arthur Webb campaign)

Nationwide Building Society launched the Challenge Cup in July 2017. Its first film for the Arthur Webb campaign was a huge success and was the company's fourth most-watched film of the 2017-2018 financial year. The sequel is a tongue-in-cheek film that inspires positive and innovative thinking around business improvements.

As the voiceover artist calls for the employees to stand up and proudly exclaim 'I am Arthur!' the film cuts to a sequence where Nationwide employees rise up in response to the rallying cry (reminiscent of Dead Poet's Society's 'captain my captain' scene,) in various locations across the business and beyond.

The judges loved the playfulness of the campaign. "Great use of humour and tone," said one. Another judge went further, saying, "I loved the tongue in cheek style of video and I'm sure employees were eager to share and talk about the video – I wanted to enter the campaign after watching it."



## Silver – Sovereign and Synergy Creative

Sovereign worked with Synergy Creative to launch an internal TV series based on 'Gogglebox.' It invited employees, managers and leaders onto the sofa to talk openly about business changes and impacts. One judge said, "Simple, easily made videos, using a popular format that have clearly helped colleagues understand and share experiences of the business changes."



## Bronze – Renewi and Wardour

Wardour crafted a video aimed at Renewi's employees, as a morale-boosting reminder of what they had achieved in the 12 months since merger that formed the company. "An interesting video, with clear messaging," said one judge. "The comparison to things employees can identify with helps to drive home the impact Renewi is having."



## Bronze – Serco and Big Button

Serco commissioned Big Button to produce a video that showed its diverse and disparate workforce across the globe why they should be 'Serco and Proud,' delivering a large-scale production on a tight timeline. "Good concept," said one of the judges. "Andrea's story packed a real emotional punch, and I liked that she filmed herself."



## Highly commended - Nationwide Building Society (driving conversations campaign)

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## Are events worth the effort?



Creating and delivering a successful event is no mean feat; once you're immersed in the process it can feel like it's taking over your life. Is all the hard work really worth it? What makes for a successful event?

We've all been to numerous parties and work events, attending them with a mixture of excitement, trepidation and sometimes with the mindset of 'I can't wait for this to be over.' Being on the other side as part of the team responsible for putting on an event – and armed with this knowledge – can be a daunting task.

You want to help your audience enjoy the day and make sure they leave wanting more.

My team and I look at events with the purpose of what we're trying to achieve before we do anything else. By 'we,' this typically means an extended group of stakeholders ranging from the most senior leaders to subject matter experts across the business. It's our job to distil these requirements and check that they will make sense to the attendees. And, by attending the event, colleagues will be engaged and understand their role in being there and what is expected of them after the event too; we don't view events as standalone, but as part of a campaign approach. Events should be an intrinsic part of an internal communications and engagement strategy and clearly aligned to the overall business strategy.

Once we've defined our purpose, we set some clear objectives and associated measures. Quite simply, that helps

us focus on the elements that come together to make the event work and how well they've landed with the audience – ranging from logistics to content. Asking for feedback shouldn't be seen as something to worry about, rather a great opportunity to improve your events. Insight is also a useful tool in helping stakeholders (at all levels) understand what the audience really engages with and why.

Maintaining momentum can be as difficult as delivering the event itself, especially where there's a requirement for attendees to do something as a result. Transparency is vital here – be clear with what you want people to do a result of what they're hearing, seeing and taking part in and why. Be equally clear about the tools and support available and how all of this will be shared with non-attendees. Then, share the information; make it accessible and easy for everyone to engage with – both from a content and channels perspective – and follow up with attendees and colleagues across the business to see what's actually happening as a result.

Finally, have fun and celebrate your success. We all work really hard to make events a success and that should be recognised, both internally and externally. A team that has fun working together and celebrates success together is a recipe for continued success.

James Powell is the head of internal communications at Irwin Mitchell

## BEST USE OF SOCIAL MEDIA

### Gold – Nationwide Building Society

In October 2016, Nationwide introduced employee social networking in a big way. Some employees had tried out Yammer and it had never taken off, but the company still saw the potential. It switched on a feature of its SharePoint intranet (called newsfeed), rebranded it NBS Social and began to drive engagement, supporting employees and encouraging usage.

Around two-and-a-half years later, it had a fully engaged audience, with around 1,200 posts every day, across its employee base of 18,000. Employees had a voice, using the platform to praise and update others. However, NBS Social was always expected to be an interim solution and the longer-term digital strategy pointed towards Yammer.

Yammer offered a clear business advantage and the task was to convert the dedicated, and happy, frontline users of NBS Social onto a different, unfamiliar platform without losing the great engagement it had already established, while getting its admin users to adopt it, too. It has proven successful with 12,000 enrolments and 1,200 posts per day.



## BEST EVENT

### Gold – Leeds Community Healthcare NHS Trust Communications Team

Leeds Community Healthcare's (LCH) 'Thank You Awards' is an internal communications event, launched in 2016, to recognise the contribution employees make and increase levels of engagement and value among staff members. They deliver a personal touch to recognise and celebrate individuals or teams. Replicating its community model of working where patients live or as close to their homes as possible, LCH visits the winners and highly commended staff at their workplaces.

Many of the judges were bowled over. "What an amazing event, truly inspirational and done without big budgets – I'm sure the impact is huge and employees feel massively valued," said one. Another added, "Wow! You've blown us away with a well-thought out yet simple initiative which celebrates our wonderful NHS and its incredible people with the power of a (very sincere) 'thank you'." One judge added simply that this event featured "simple ideas that motivate and reward staff for living the values and behaviours."



### Silver – Loughborough University

Loughborough University's CSR-focused event inspired, engaged and galvanised staff, students and its local community to come together as the #LboroFamily to help improve its regions physical health. "Impressive achievement to exceed objectives and a highly effective way to use an event as a way to share vital skills," commented one judge.



### Bronze – Community Integrated Care

Community Integrated Care's employees and national museums came together to develop an exhibition that charted the history of the care sector and the charity's role in shaping it. One judge said, "To deliver what they've delivered with a team of two and with all the other priorities is astounding."



### Bronze – Schroders

Made possible by the Schroders comms team, a staggering 1,250 employees saw the queen in person and 76 spoke to her during her one-hour visit to the firm, all witnessed via live broadcast video link. One judge said, "Fantastic coordination and lovely that they tried so hard to include employees in a very democratic way."



### Highly commended - Irwin Mitchell



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## Keeping the drum beat alive



Having an engaged workforce delivers dividends to the bottom line – we know that, it's a given now. At MyCSP, our approach to colleague engagement has been to ensure that we have a constant drum beat which sets the pulse of the organisation. Monthly updates from across the business with timely tabloid-style updates in our internal magazine, MyWord, drives a constant narrative.

A clear vision sets the agenda and the year's objectives provide the measure by which we monitor how we're doing month-on-month. Delivering key messages, consistently, in our monthly face to face Team Talk sessions, empowers managers to deliver the message and to make it their own.

Stylistically, our approach is to create eye catching, bold and more importantly, relatable content which catches the eye.

The nature of our industry means that we know more than most how to use words with multiple syllables – actuarial reduction anyone? Yet, one of our key roles is to engage our customers and to help them to understand their pension and associated benefits. Cutting through swathes of jargon is key to driving internal awareness which means in turn, we can deliver a better service to our customers.

Tabloid headlines, attention grabbing graphics, great photography and alliteration all play their part in driving our message home. We regularly feature colleagues in our

stories and bring to life the great job they do – celebrating success along the way.

Magazine features such as 'Behind the scenes,' 'A day in the life' and '20 questions' raise the profile of our colleagues, helping us to see the person behind the role. Information shared in pithy, conversational tones brings our business to life and reflects our culture of a young, vibrant and ambitious company. Our sector may scream sepia tone, but we revel in glorious technicalour!

At our recent annual general meeting (as a mutual, we all own a share in the business) our video looking back at the last 12 months reflected who we are – achievers, volunteers, colleagues and friends. Set to a diverse soundtrack including Rag 'n' Bone man, Paloma Faith and a snippet of the overture to Beauty and the Beast, what we captured on screen demonstrated our diversity and was the literal drum beat of the last 12 months.

What does the future hold? More transformation, new horizons to explore and undoubtedly more drive and determination to do things differently. After all, how can you stand out if you blend in?

David Boardman is director of communications and engagement at MyCSP

## BEST INTERNAL PUBLICATION: PRINT

### Gold – Connected magazine, for Drax Group, by Lucy Walton and RED

Drax Group is the UK's largest generator of renewable power and a global leader in biomass research and innovation. Internal comms agency RED has produced 'Connected,' Drax's employee magazine, since 2014. When the new editor took the helm in 2018, it was time for an overhaul. The relaunched magazine takes on board feedback from an in-depth comms audit and has been written and designed to reflect the group's changing readership. Picture led with bite-size content, the magazine targets a time poor, Millennial-heavy retail audience within the Group and is complemented by a rich media microsite.

The judges praised the excellent visual layout, creative approach and great audience feedback. "This was the outstanding entry in this category, with every element of judgement being met and explained clearly," said one. "The final product has clearly been well researched, well-produced and well-received, and all in all presents a compelling, visually pleasing and effective magazine."



### Gold – Renewi and Wardour

Formed in February 2017 by the merger of UK-based Shanks Group and the Dutch brand Van Gansewinkel, Renewi employs more than 8,000 people in 250 locations across nine countries. It was essential that staff were made to feel part of the newly merged company and that a united brand could be communicated. The magazine Wardour created, 'Renews', isn't just a digest of the latest company news. In the course of the first six issues it had created superheroes from staff members (and their children) and distributed wildflower seeds.

It was engaging, and useful too. As one of the judges said, "This is a new company with a clear plan of what it wanted to achieve with its internal communications. It has thought creatively about how it wants to engage and reveal its audiences." Another added, "A thoughtful and well-executed strategy has [created] an engaged workforce and a broader understanding of the company values."



### Silver – ODEON Cinemas Group

Using employee feedback, Odeon evolved its internal newsletter into a fun, informative and more resource-efficient comms channel. Judges praised the cinema brand's work to conduct employee research and create a content strategy that would be successful with the company's internal audience.



### Bronze – Sir Robert McAlpine

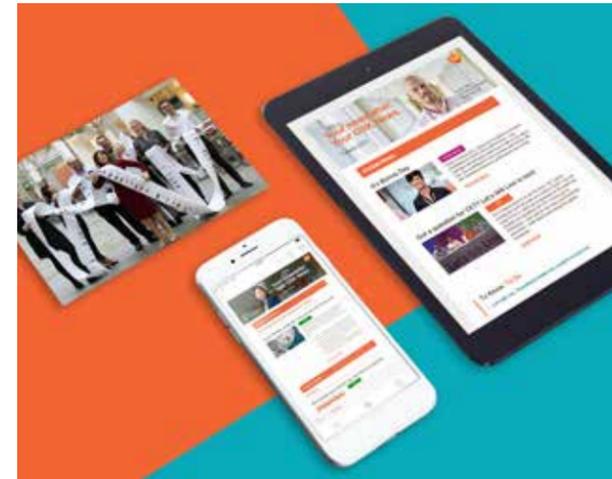
At the heart of Sir Robert McAlpine's in-house magazine revamp was a desire to break down silos and support a collaborative one-team approach. One judge said it was "a creative, well-presented entry which showcased the rebrand of the internal magazine focused on reaching the company's remote workforce."



### Highly commended - Cobham and Wardour

### Highly commended - Nestlé UK & Ireland and Sequel Group

## BEST INTERNAL PUBLICATION: DIGITAL



### Gold – GSK

The 'Your GSK News' email has been a 12-month long project to deliver a fortnightly personalised newsletter to 130,000 global employees at GSK. Produced by more than 220 communicators across the business, there can be up to 200 articles on average per edition. Content is written in 13 different languages and targeted to 198 possible audience groups, but employees only receive news that is targeted to them based on their role, business unit and geography. GSK puts the success of the project down to the production process and governance it has engineered, which ensures the right content gets to the right audience.

The newsletter has helped make GSK's internal comms more collaborative, with recipients also gaining a better understanding of GSK's communications matrix. Moreover, GSK has been able to increase editorial capability across its comms network – running clinics on brand, editorial principles and data and insights.



### Silver – White & Case and Sequel Group

Launched with Sequel Group in June 2017, 'The Reporter Quarterly' is White & Case's digital publication aimed at the law firm's 4,700 employees. It works alongside a daily news service, 'The Reporter Daily' to add context and examples of strategy in action, while building pride and togetherness across the firm.

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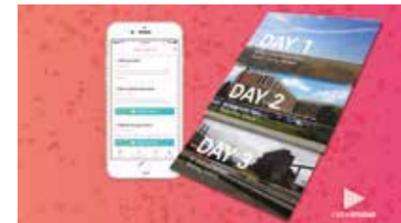
## BEST INNOVATION



### Gold – Sovereign and Synergy Creative

Sovereign's digital transformation featured virtual reality applications, which showed employees an interactive vision of their company's future via Google Cardboard and iPhone app and communicated about the future the business and their role in it. Sovereign also worked with Synergy Creative to launch an internal TV series based on 'Gogglebox,' which invited employees, managers, and leaders onto the sofa to talk openly about business changes and impacts.

"A clear winner," said one of the judges. "The VR headsets are great but the Gogglebox TV is the icing on the cake. Looks great fun and it must have been fantastic to be part of." Another added, "I really like the innovative solution, attention to budget and costs, and appreciate the long-term effect this campaign will have on employees. The team have executed not just a campaign, but a real step change for their organisation which will have a lasting impact."



### Silver – BP and wtv.

BP worked with wtv. to craft an app that supported user-generated film in order to curate thought-provoking, intimate and authentic content for its internal audience. "Potentially transformative for the role of filming within comms," said one judge. "Great use of app technology and UGC to drive engagement," praised another.



### Bronze – Jaguar Land Rover and DRPG

Launched on World Mental Health Day, Jaguar's 'Let's have the conversation' initiative encouraged JLR employees to get the right help. One judge praised, "Fantastic use of personal stories which had great impact, and a blend of content." Another added, "I like that the team can now use this as best practice in dealing with other organisational issues."

# The 'Best Banking Brand of the Year' isn't even a bank. Again.



## BEST ALIGNMENT OF INTERNAL COMMUNICATIONS WITH EXTERNAL MESSAGING



### Gold – SSE Energy Services

In November 2017, SSE Energy Services announced its intention to merge with npower to create a new, independent energy supplier. From announcement day to the project's close on December 2018, its small in-house communications team ran a closely aligned campaign to proactively explain the benefits of the merger to both internal and external audiences. It kept an active grip on communications, deploying a steady flow of content, and deploying messages to answer questions – whether from external or internal stakeholders.

And the judges were full of praise. "Very thorough with wonderful collaboration and great sensitivity to employee engagement," said one. Another added, "Refreshing to see employees treated with the respect they deserve during a period of change, such as the commitment to sending messages to staff quickly after external financial announcements." Another judge praised, "Fantastic demonstration of the cooperation and alignment needed between internal and external during the challenging complexity of M&A."



### Silver – Pernod Ricard and Bladonmore

Before launching its campaign externally, Pernod Ricard worked with Bladonmore to engage 18,500 employees in a week-long campaign around the topic of on 'How to be a Convivialist.' "The call to action [for] staff is clear right from the start," said one of the judges. "And the clearly broken-down editorial calendar made for a strategically aligned campaign."



### Bronze – Action Against Hunger and Brandworkz

Brandworkz helped Action Against Hunger create a multilingual global 'brand forum,' which became a central resource for the whole organisation. It allows all stakeholders to easily share content and brand assets to maximise fundraising efforts. One judge said, "Great platform with great engagement and ongoing interaction. I liked how it genuinely broke down silos."



### Bronze – Harry Fairclough Construction and Engage Comms Ltd

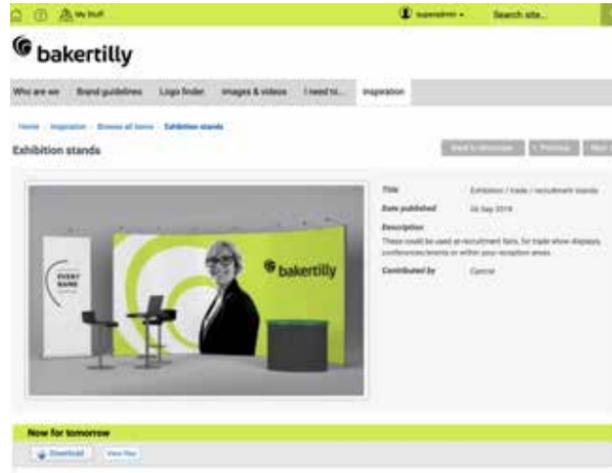
Part of Harry Fairclough Construction and Engage Comms' internal comms strategy included making sure ambassadors from across the business were heavily involved in the development of a new website, which includes a careers section showcasing what life is like at the firm. "A great 'inside out' approach to make staff the ambassadors – well thought-out and researched," said one of the judges.

# BEST ENGAGEMENT OF BRAND AMBASSADORS

## Gold – Baker Tilly and Brandworkz

The massive network of management and business advisory firms, Baker Tilly, had an internal comms challenge related to its complex structure. With 125 member firms, the company needed to work with ambassadors to ensure its internal communications messages were communicated effectively throughout the business. It assigned each firm a brand ambassador who would also work with an extended focus group to represent the needs of employees worldwide.

Baker Tilly collaborated with Brandworkz to develop the network and to create a forum that would empower people across the organisation to work together and share best practice. The result was a global brand portal that formed a central hub through which the company's new brand identity was communicated. This facilitated genuinely global communications across the network, reaching over 30,000 employees worldwide. Through implementing the Brandworkz portal, the new brand identity has been successfully and swiftly adopted by all 746 of Baker Tilly's offices.



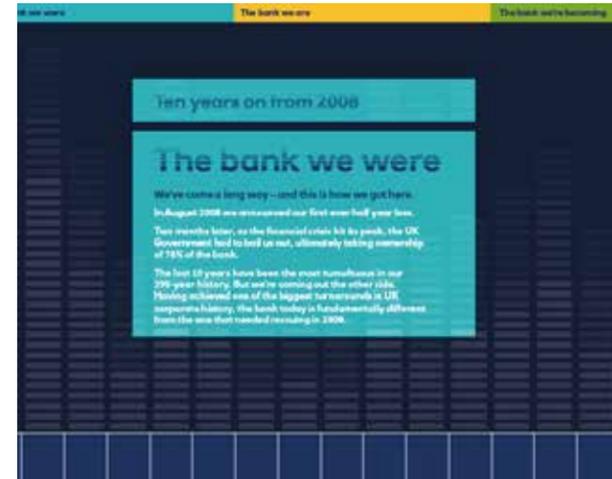
# BEST USE OF STORYTELLING

## Gold – RBS and Synergy Creative

Acknowledging the anniversary of the 2008 government bailout of RBS required a considered and subtle approach by RBS' internal comms team. It had to address the challenges of the past while still preparing the company to move forward, galvanising employees to feel pride in the business again.

To do so, it worked with Synergy Creative on a three-pronged storytelling-based approach to internal communications. The 'Ten years on' campaign allowed RBS to introduce a collection of stories and comments from employees, in the style of the Humans of New York blog, that allowed employees from across the business to relate to each other. RBS also crafted a quality short film documenting the company's vibrant activities and created an interactive timeline featuring milestones of the preceding years.

Judges were impressed with the depth of the approach as well as the use of storytelling strategies to communicate with employees about a complex, difficult topic in an authentic and motivating way.



## Silver – Sovereign and Synergy Creative

To make Sovereign's digital transformation a success, Synergy launched an internal TV series based on 'Gogglebox,' which invited employees, managers and leaders onto the sofa to talk openly about business changes and impacts. The show has run for two seasons and has established its own channel on Sovereign's enterprise social network, Workplace.

# Are you ready?

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## Want to create an incredible customer experience?



Start with your people; it's something we like to talk about all the time at Synergy. As consumers, we expect a lot. We expect to order now and get it today. We expect an immediate response to our query. And we expect brands to provide a consistent, frictionless experience across all channels and touchpoints.

But it's gone beyond simply needing to react to consumer demands. Brands are now expected to intuitively know what their customer needs and deliver it, instantly and seamlessly. Research from Ombudsmen services found bad customer service costs UK companies a whopping £37bn a year, and almost 80% of customers would stop shopping with a brand if a complaint was treated badly.

Your company mission needs to have the customer at its heart if you're going to create a customer-centric culture. And this needs to be role-modelled from the top. Amazon's Jeff Bezos always left an empty chair at board meetings, meant for their most important person, the customer.

Hire people on attitude and culture fit; those who put the customer at their heart. Again, Amazon is a great example of this. Its 14 leadership principles inform everything they do and are based on how employees need to think and behave in order to 'be Earth's most customer-centric company.' Each employee needs to know how their role contributes to the overall purpose of delighting customers. Make sure job descriptions include this.

Don't confuse 'consistent' with 'identical.' Delivering identical customer experiences doesn't match up with what makes us human, that's when artificial intelligence can make a real difference. Of CX professionals, 67% are getting value from AI, not just to create efficiencies, but to create more meaningful relationships with consumers, and free up employees to spend more quality time with customers.

Rally teams around a shared vision. Break down silos and encourage teams to collaborate, share ideas and learnings from their own interactions with customers. Does your

contact centre employee know about the types of customer queries coming into the social team? Are your employees at the frontline of customer comms aware of any changes in your product or service offering? Can they react to customer demands and are they informed enough to proactively surprise and delight customers? If not, get collaborating.

Understand your customer journey. Map it out from brand perceptions, through to purchase and beyond. Analyse every touchpoint to ensure each delivers on your promise to customers. Getting your employees involved in making suggestions is a great thing to do here too.

Give permission and reward empowered behaviour. Ask employees what empowerment means to them and create small interactions fuelled by accountability to bring empowerment gently into the day-to-day. When employees take on this additional empowerment to deliver a better customer experience, make sure their efforts are rewarded and recognised. Start with managers. It is crucial for managers to understand that factors like trust and experience affect how their behaviours are perceived. Is there a culture of empowerment throughout the organisation?

Employees are consumers, too. Align your employee experience to what they expect in their life (think media use, channel use, technology use). Although a recent study suggests that 73% of firms are considering mobile in their internal comms campaigns, there is still a long way to go to get internal comms on the same page as external comms.

Segment and provide for different audiences. Remember that this may differ for different generations and audiences. With five generations now working together, you'd be mad to assume one size fits all. Keep it simple. Make it easy to understand, use plain, relatable language. Provide an opportunity for employees to give feedback, acknowledge it, and show progress where possible.

Chris Giddings is the head of marketing at Synergy Creative

## CIPR INSIDE INTERNAL COMMUNICATOR OF THE YEAR



### Winner – Meriel Crawford, Schroders

As head of internal communications at the FTSE 100 global investment manager, Meriel Crawford is recognised at every level throughout Schroders for her expertise, sound judgement and instinctive understanding of the organisation's culture. She is the mastermind behind the prestigious 'Inside Schroders' internal comms channel, establishing robust measurement and analytics and giving IC a voice at the top table by establishing herself as a trusted adviser to senior executives.

Meriel has refined the magazine proposition of Inside Schroders as a high-quality, longer read. The magazine focuses on strategic feature content with a broad relevance across the business. Video too has been an increasingly important channel to celebrate the firm's people, promote diversity and demystify strategy.

Since Peter Harrison became CEO in 2016, Meriel has professionalised the delivery of his town halls, 'Inside Schroders Live,' by making the content and format more engaging and relaxed, and enabling more employee interaction. She has successfully delivered a number of high-profile campaigns to support business critical changes and initiatives at Schroders – notably, the move of its London headquarters to purpose-built offices, and the official office opening by the queen.

Moreover, Meriel co-founded an employee resource group called Schroders Minds, which helps support employees who might be affected by mental health issues. She is regarded highly by her team of nine, both for her coaching, mentoring and leadership, and for trusting them with challenging and interesting development opportunities.

The judges agreed that Meriel is an internal communicator who is clearly doing great things for Schroders. "A strong internal communicator, with a clear sense of goals who has been working hard to achieve great results for her organisation," said one. "Her emphasis on diversity and inclusion and coaching and leadership shows that she invests in and cares about her organisation and helping colleagues in the workplace," praised another.

## CIPR INSIDE INTERNAL COMMUNICATIONS TEAM OF THE YEAR



### Winner – Nationwide Building Society

Everything that the internal communications team at Nationwide Building Society has achieved over the past year has been driven by insight. The decisions it takes are supported with clear measurement and a strategic framework that has transformed the way it supports its 17,000 employees. Its insight model, 'Understanding, Belief and Action' Model (UBA), measures these criteria against its key society priorities through its employee platform on a quarterly basis. This informs all decision making.

Digital innovations have been impressive over the past year. For example, while its internal social media, NBS Social, had created a fully engaged audience, the longer-term digital strategy pointed towards Yammer. Yammer offered a clear business advantage and the task was to convert the dedicated, and happy, frontline users of NBS Social onto a different, unfamiliar platform without losing the great engagement it had already established, while getting its admin users to adopt it, too.

One of the highlights of its year was the Arthur Webb Challenge Cup. Designed to empower employees to try new things, the cup was developed and managed by the internal communications team. Having launched it in July 2017, the original film was a huge success – it was its fourth most watched film of the 2017-2018 financial year. The sequel was a tongue-in-cheek film that inspired positive and innovative thinking around business improvements.

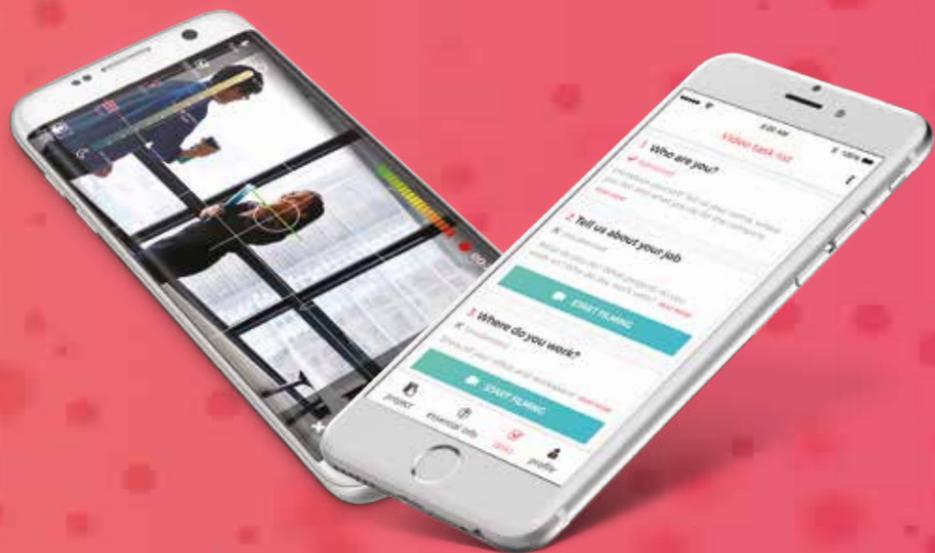
The judges agreed that the internal comms team at Nationwide had clearly demonstrated its impact across the organisation, with a nice mix of online and offline activity. "Nationwide's entry demonstrated a great understanding of measurement, of looking at outcomes as well as outputs," said one judge. "The UBA measures are a really strong way to demonstrate the team's impact and highlighting the narrative around organisation strategy." Another added, "Internal communications at Nationwide seems very much embedded in the organisation, and an important part of organisational performance." This commitment to internal communications excellence, and the company's ability to tap into the employees' feelings about the business mean Nationwide Building Society is a deserving recipient of the CIPR Inside 'Internal communications team of the year' award.



## Smart video content creation

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## Employee-generated video is the new essential ingredient in internal communication



Internal communication deserves an update. Establishing strong communication channels between regional and international locations and across functions is vital, and traditional corporate communication strategies are no longer sufficient for engaging diverse and often internationally based employees. Video is the key ingredient to creating impactful internal content with high engagement and retention levels, but it's a specific kind of video that you need to add to the mix, and that's employee-generated video.

Employee-generated video provides a chance for companies to break away from the traditional top-down communication style. In a new professional way, that still stays on target within corporate messaging, companies can now showcase, listen to and share the stories and opinions of their employees. Employee-generated content (EGC) is perceived to be authentic and trustworthy because it offers first-hand insight without the distancing 'gloss' of more traditional formats and approaches to video.

The development of smartphone technology has made video communication more impactful than ever by empowering your globally dispersed teams to produce content. Creating EGC with smartphones and the fast development of technology, such as enhanced in-camera functionality and apps, allows for more creativity to tell your brand stories. It provides an opportunity to showcase different locations, including sites and locations that would be difficult or dangerous to bring traditional film crews to. It allows you to capture employees outside of typical office settings, giving rich context to employee and management experience in the field.

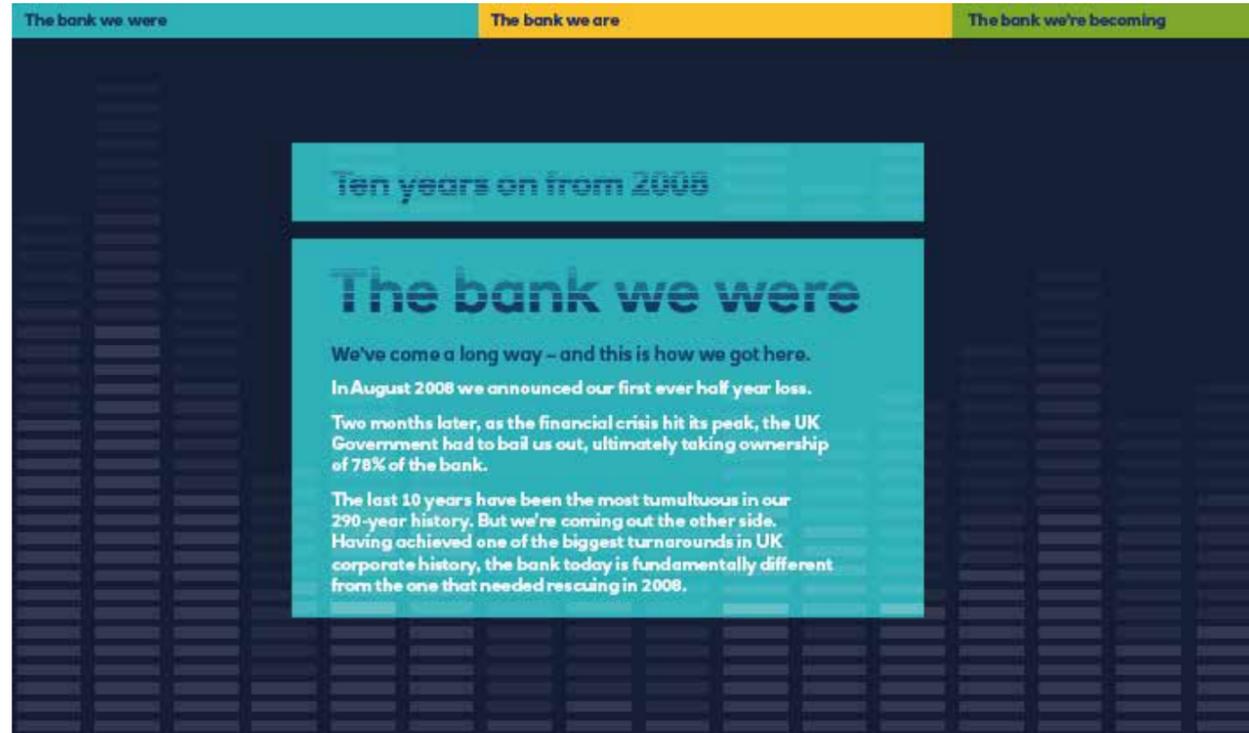
For your next internal communication, amplify the voices of your employees and leaders with collaborative, authentic video content, thereby providing a face to your community and engaging your workforce by making communication personal again. This strategy allows you to capture the stories of your international teams and give them a platform to tell the important stories that matter to your company. User cases for this type of communication are unending, including training, video blogs, on the road diaries, showing a day in the life, updates, testimonials or showcasing project achievements, to name a few.

Now that you're on board with employee generated content, the challenge is learning how to successfully engage and support your employees with the project. Using a corporate communication video capture tool like Crew Studio immensely simplifies the content creation process. Built-in features like a light meter, portrait frame and grid lines, guide users on how to create the best quality mobile video. The video task list ensures you receive all shots required for your given project and guides participants along the content creation journey in line with your corporate messaging. The secure system safely stores data in the cloud and not on individual devices.

Give your internal communication the boost it deserves and engage your audience with on-target, effective video communication, hopefully created with Crew Studio.

Joe Huxley is the group head of production at wtv.

# GRAND PRIX



## Winner – RBS and Synergy Creative

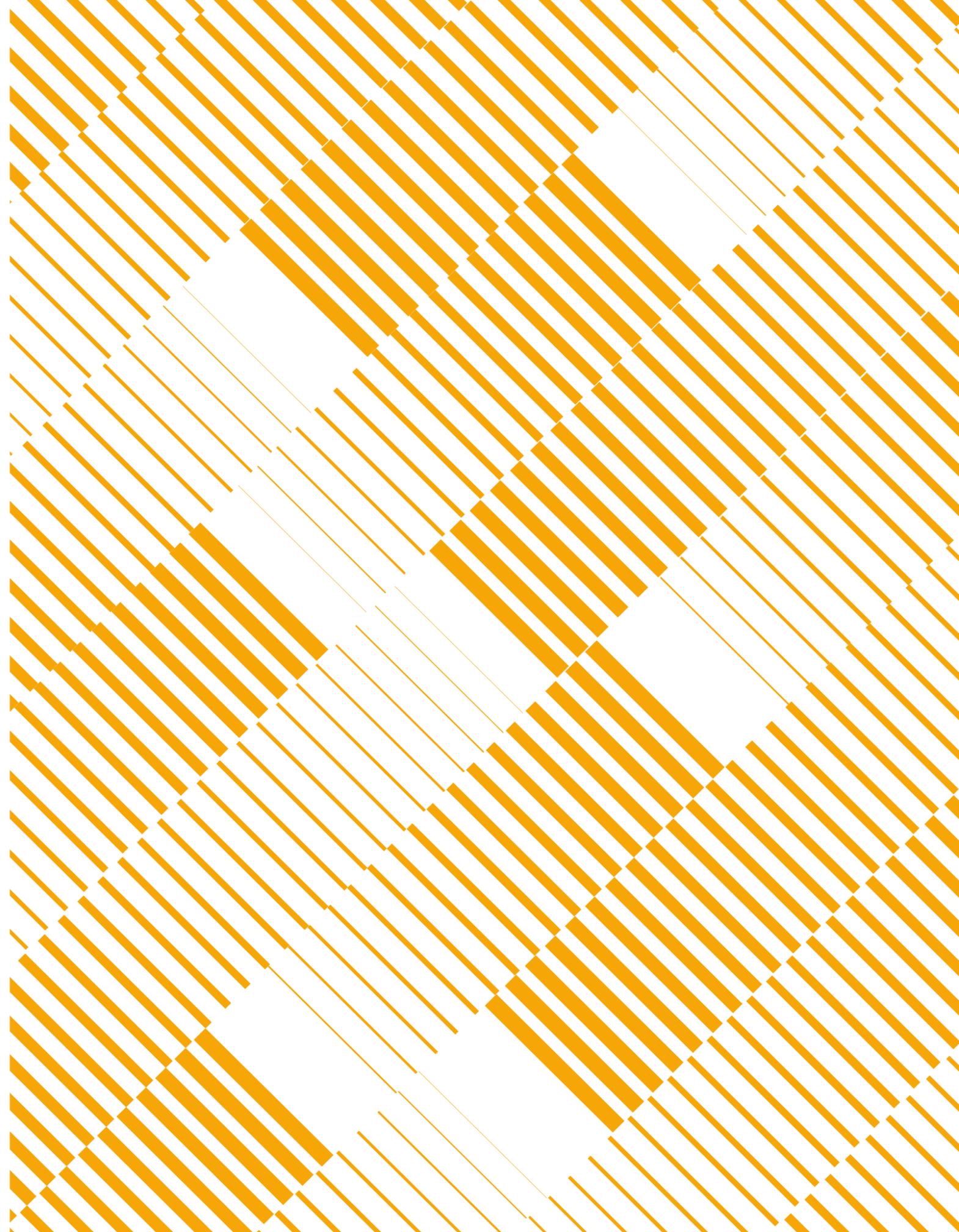
Having already scooped gold for 'Best communication of change or business transformation,' 'Best internal communications in a crisis' and 'Best use of storytelling,' RBS and Synergy Creative are deserving winners of the top prize – the 'Grand prix.'

With the 10th anniversary of the government bailout fast approaching, RBS knew it would be facing renewed media scrutiny. Specifically, it had to sensitively broach the subject internally with colleagues to ensure they felt confident and reassured, despite the potentially negative coverage.

RBS focused on creating a campaign that would have a positive tone, addressing the challenges the bank had faced, without celebrating its past. This challenging objective required a multifaceted approach to internal communications that would allow employees – many of whom were working with RBS during the financial crisis – to reflect, while looking forward to the bank's optimistic future.

The campaign included a thought-provoking film to share headline messaging, alongside a blog, called #ThisIsUs, which was comprised of user-generated comments and stories about the bank's turnaround and the lives of employees working with RBS. Finally, it introduced an interactive timeline feature that addressed the milestones RBS had achieved since 2008, providing an optimistic tone for the company's progress.

The subtle, considered approach was ultimately future-focused, conversation-led and transparent. All of which won unanimous praise from the judges, making it the clear winner for the 'Grand prix' at this year's Internal Communications & Engagement Awards.



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