

EBU

OPERATING EUROVISION AND EURORADIO

EBU Human Resources Assembly
20-21 May 2014

INTERNAL BRANDING

2014

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STRATEGY GETS YOU ON THE PLAYING FIELD...

Samen voor een herkenbare en vindbare NPO



samen.npo

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... BUT EXECUTION PAYS THE BILLS

THE WHY OF INTERNAL BRANDING

- Align employees with strategy and values
- Enable employees to implement strategy and values
- Turn employees into brand ambassadors
- Show what's in it for them personally

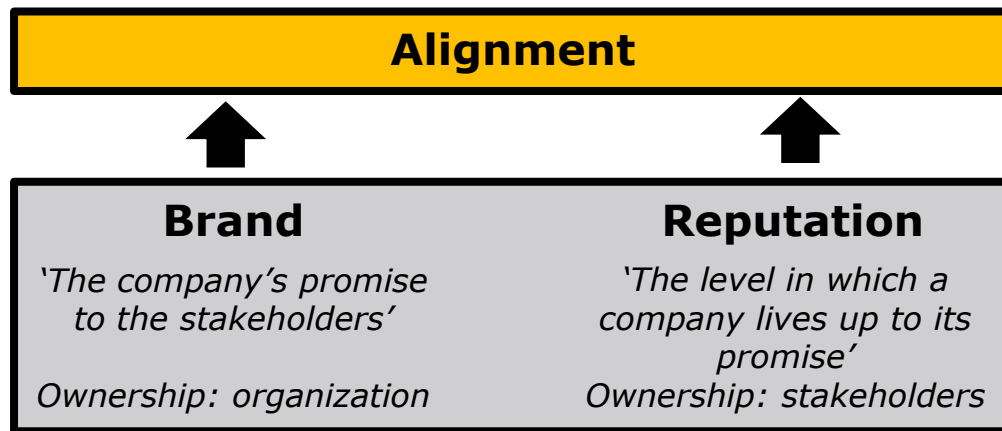
*“Alignment is a **mutual** rewarding relationship between a company and its key stakeholders (its employees), enabling the firm to realize its purpose”*

Goal of Internal Branding: alignment

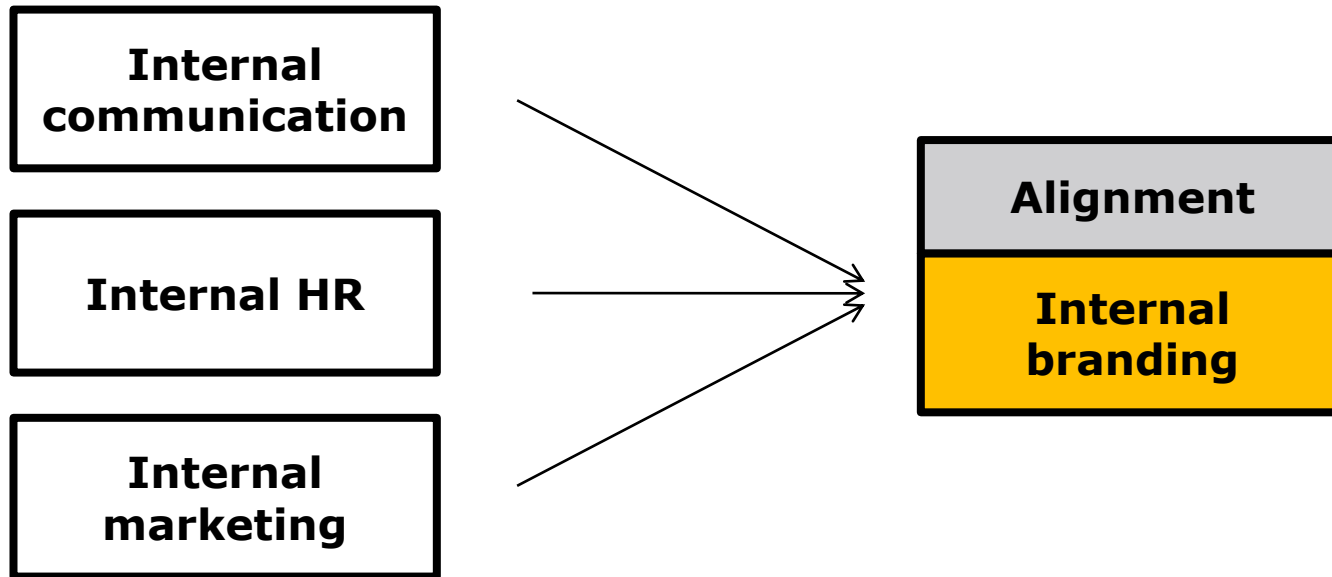


From branding to reputation

Brand-thinking becomes reputation-thinking: we live in a reputation economy, in which 'the company behind the brand' becomes more and more important (and so is 'the people behind the brand')

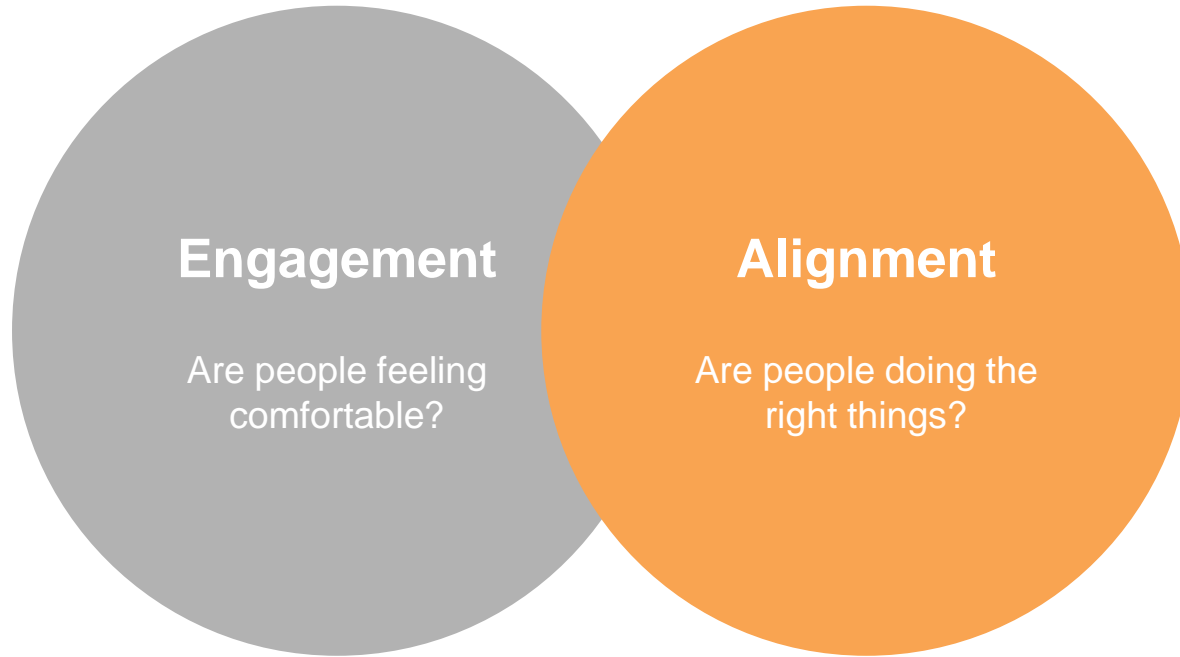


Internal branding is a sum, with one purpose: create involvement



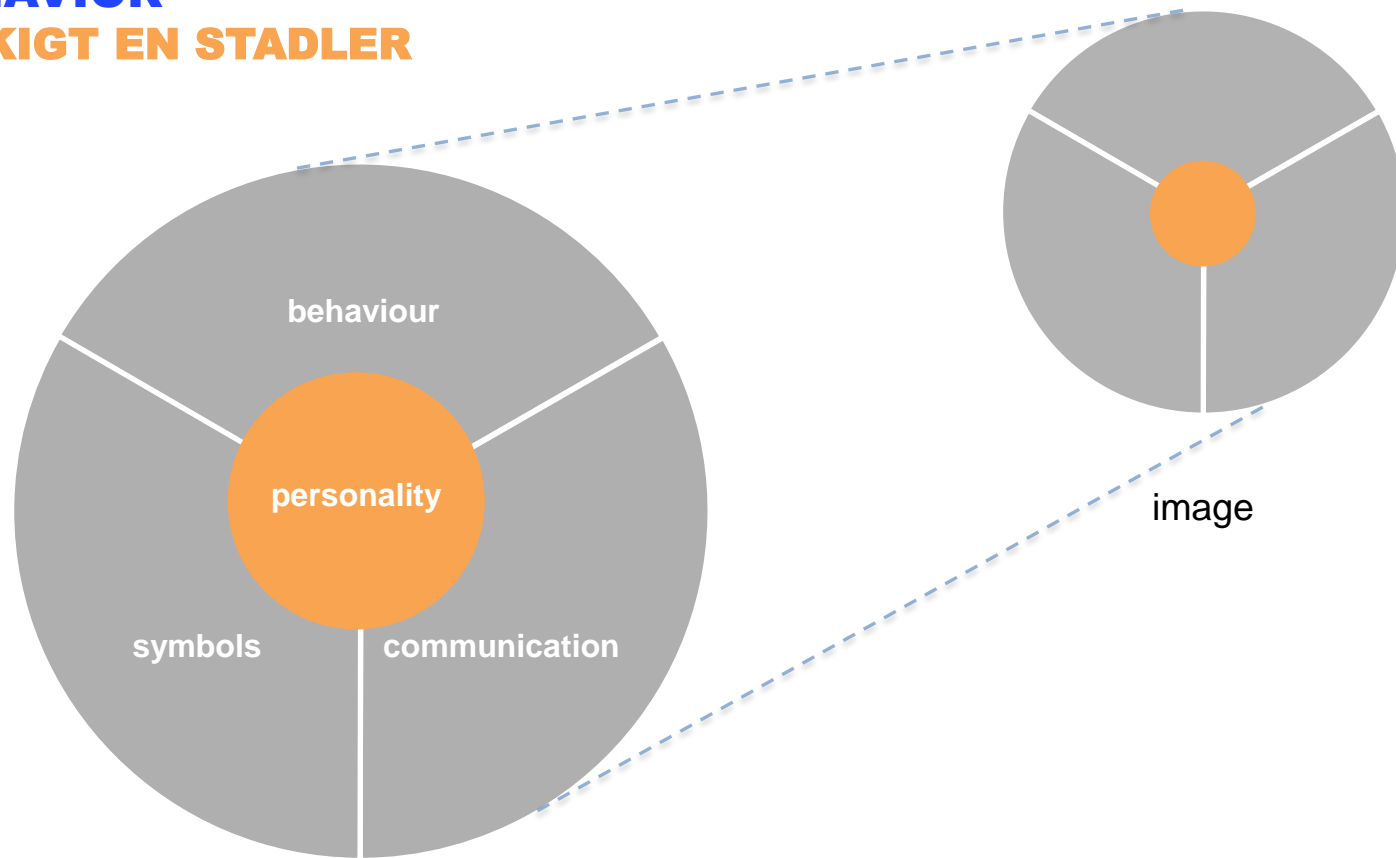
THE WHY OF INTERNAL BRANDING

ENGAGEMENT OR ALIGNMENT?



BEHAVIOR

BIRKIGT EN STADLER



IT DOES PAY THE BILLS

SOME RESEARCH NUMBERS

'Happy
people
fund'

+ 4%
Good economic times

+ 10%
Tough economic times

+10%
alignment

+ 6%
Employee effort

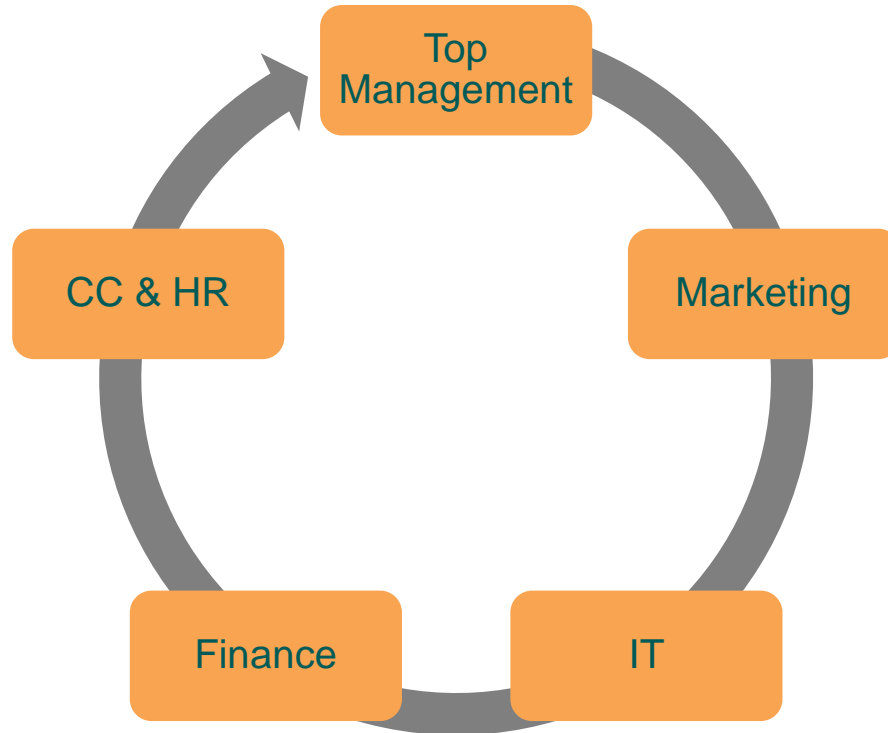
- Going the extra mile

+ 2%
performance

- Retention
- Synergy
- Customer experience

AN ALIGNED WORKFORCE

A SHARED RESPONSIBILITY ACROSS THE ORGANIZATION



INTERNAL BRANDING: AND HOW IT WORKS

THE ORIGIN OF THE BRANDING CONCEPT



HOW TO CREATE AN ALIGNED WORKFORCE?

THREE BUILDING BLOCKS THAT REQUIRE CLOSE COOPERATION

I. Informing

- Media and Messaging
- Cascading



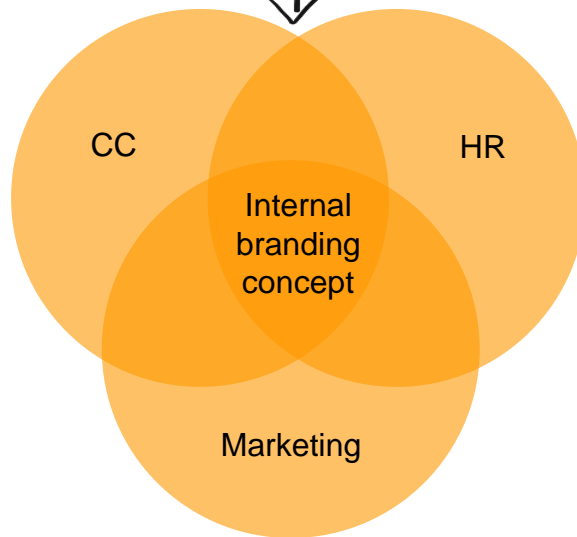
II. Motivating

- Dialogue
- Recognition and Reward



III. Developing capabilities

- Capability Development



A CONCEPT AS THE OVERARCHING IDEA

GUIDANCE, COHESION AND RECOGNITION

- **Provides guidance for management and employees;** vision and strategy towards the future
- **Sets out the mentality;** states what culture is needed to be successful and support employees in living up to the brand promise
- **Creates cohesion for management and employees;** activities of Internal Communications, HR and Marketing add up for managers and employees in order to create higher impact
- **Creates efficiency;** overall concept serves as an umbrella for all internal communications

AN OVERARCHING IDEA

KEY SUCCESS FACTORS FOR NPO

- **Touch base with purpose, values and strategy;** key in everything we do
- **Ambitious and realistic;** find the right balance
- **Strong focus on mentality / identity;** embrace and put into practise
- **Open;** encourage to share experiences, create vivid dialogue
- **Emotion and pride;** build a emotional connection with the brand
- **Proof points;** not only willing but also able to be part of the company

Other success factors

Employer first

Differentiate by target group

Integrated communication

Working together with Human Resources

Facilitate line communication

Support dialogue

CEO support

Tight projectmanagement

Professional appearance

Break with the past

Communicate a lot and be visible

Positive, but realistic

INTERNAL BRANDING

EXAMPLES EVERYONE KNOWS

Apple: employees are part of the experience



Google: you are here to make mistakes

“Rather make the mistake in moving too fast than make no mistakes and move too slow”



INTERNAL BRANDING

THE ABN AMRO CASE

Tomorrow

STRONG CONNECTION INTERNAL AND EXTERNAL

Internal

Tomorrow
starts today



Morgen

External

DE BANK ANNO NU  ABN·AMRO

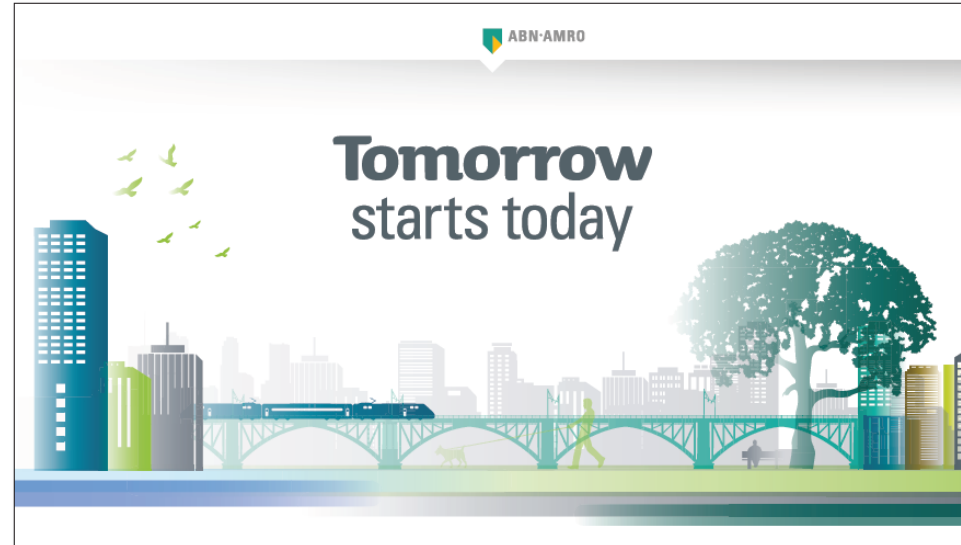


Anno nu

GET MANAGERS AND EMPLOYEES ON BOARD

Create sense of urgency: Tomorrow starts today

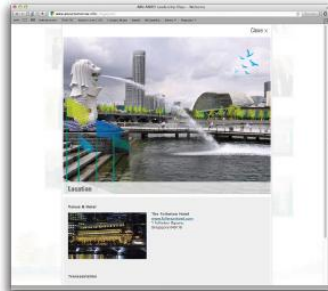
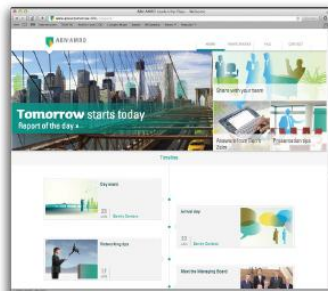
- Get managers and employees on board with the long-term strategy and ensure they can translate this strategy to their own work.
- Again... Personal communication from the Management Board, both at national and international level, was a key success factor



THE EXECUTION: LAUNCH NEW STRATEGY



In the Strategy Newspaper, the long-term strategy was explained in an accessible manner and translated directly to the various business lines within ABN AMRO.



The managers' day events marked the kick-off of the announcement of the long-term strategy.

The managers could sign up for this event online, on a platform. Where they could organise their stay in the city and find extra information and inspiration. Afterwards managers could give their evaluation and download materials for further communication with their team.



During a two-week period a board member and a manager from the business updated employees on the bank's future direction. The animation introduced each question by appealingly sketching part of the strategy, before putting the actual question (via a voice-over) to the manager. This forced the manager to give concrete answers in plain language that the employees in the room understood.



THE EXECUTION: STATE OF THE ART MEDIA



THE EXECUTION: VALUES AND BUSINESS PRINCIPLES



INTERNAL BRANDING

NPO CASE

TOGETHER FOR A RECOGNIZABLE AND TO BE FIND NPO

Samen voor een herkenbare en vindbare NPO



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Our mission



Enriches and connects Dutch society

5 ambitions

Our promise



Connects you with the world around you

Top 8 Projects

Our goals



To be recognized and to be found

THE NPO CONNECTS AND ENRICHES THE DUTCH SOCIETY

Samen = Together

= with each other

= sum of its parts

= multidimensional

= colorful

= connecting



INTERNAL BRANDING CONCEPT

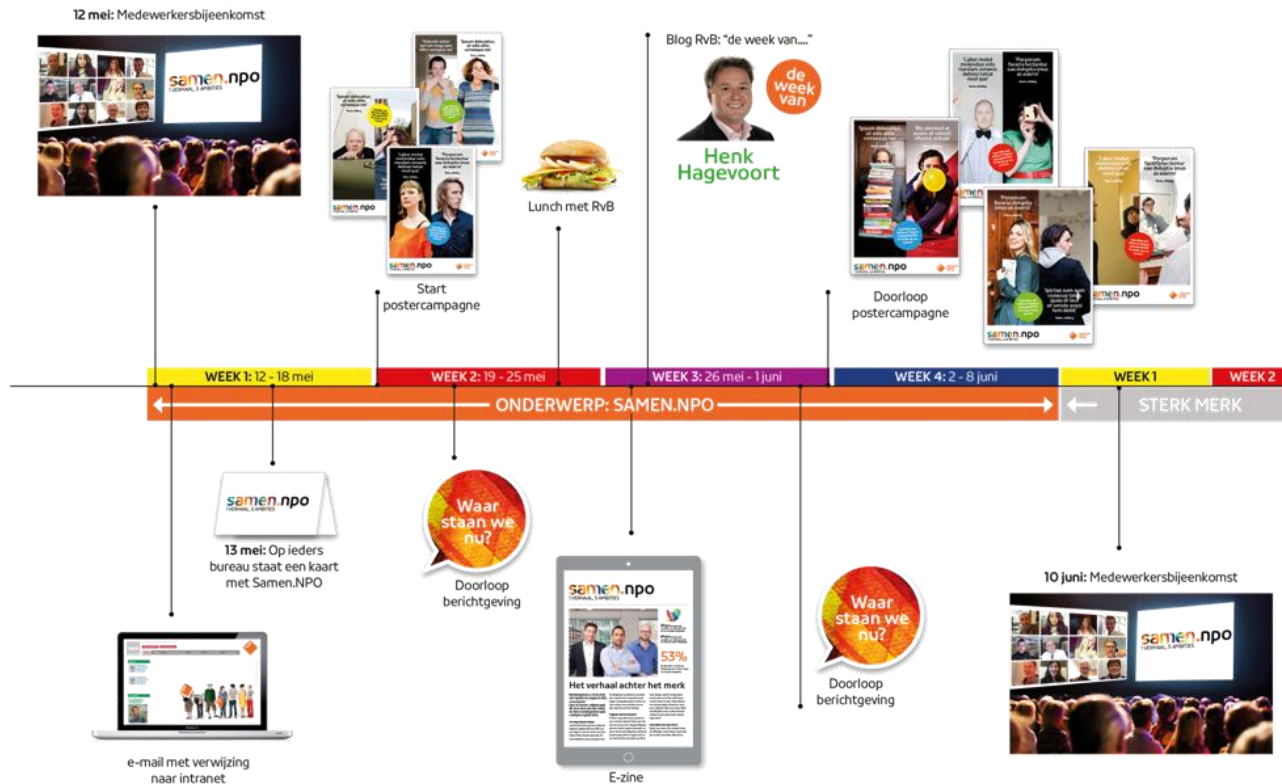
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1 VERHAAL, 5 AMBITIES

KEY SUCCESS FACTORS

STRONG COMMUNICATION ARCHITECTURE



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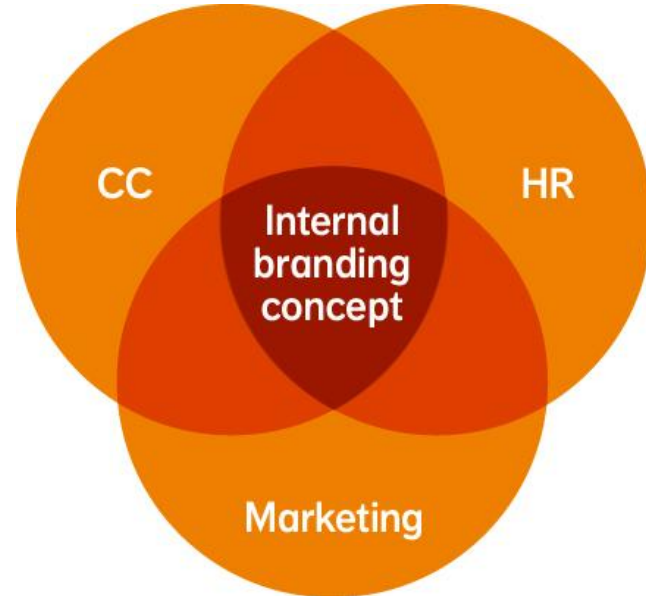
INTERNAL BRANDING

NEXT STEPS

STRONG CO-OPERATION

WE NEED TO ACT AS A TEAM

- **Building a successful company starts at the heart of our company: our people**
- **Aligning our people is a shared responsibility**
- **Each of us have an important role in that process**
- **Let's do it**



PLEASE HELP THE NPO

You saw our NPO case

A lot of the activities focus on communication.
What HR tools or cultural aspects can you think
of which can help us tot realise the ambitions?



Assignment

Think about your own organization :

- **What is the company's strategy, the goal for the future?**
- **What are the values of the company (brand / behaviour)? Is there a difference between internal and external?**
- **How and about what does communication to management and employees take place?**
- **What can be done better according to you?**

NEXT STEPS



**ANY
QUESTIONS?**

