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**E.ON**

**INTERNAL BRAND ALIGNMENT PROJECT –  
INITIAL FRAMEWORK DISCUSSION**

**M&CSAATCHI 20/05/16**

# **AGENDA**

- 10 Guiding Principles
- Creating a Framework
- Sample Creative Expressions
- Agency Integration & Creating a Project System
- Towards a Resource Plan and Cost Estimates
- Key Questions & Next Steps

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# 10 GUIDING PRINCIPLES

Think global, act local

Elevate the ambition, but keep it real

Create a dialogue

Co-create, don't impose

Encourage ownership, not obedience

Democratise the messaging

Create regular visible symbols of change

Proof points, proof points, proof points...

Build momentum

Provide actionable feedback loops



# CREATING A FRAMEWORK

3 phases for the programme, to be applied across the organisation



Command attention

Inspire through the vision

Champion the brand  
& corporate journey

Drive the relevance

Encourage interaction

Promote co-ownership

Launch 'Employee Charter'

Recruit advocates

Seek personal commitments

Create proof points

Accelerate roll-out plan

Celebrate symbols of success

# 1. HEAR & UNDERSTAND

## OBJECTIVES

Command attention  
Inspire through the vision  
Champion the brand & corporate journey  
Drive the relevance

## TARGET

Leadership team  
Selected ambassadors & influencers  
Entire employee base

## MESSAGES

Full story:  
Red thread of connection

- The new brand story – *Let's create a better tomorrow'*
- One company, one team, one mission

## TOUCHPOINTS & CONTENT

Pre-launch country meetings  
Brand film – overall positioning  
Brand Book – basic version

'Brand Day 1' – events in lobbies  
Ted Talks' style programme launched with  
guest inspiration speakers

# HOW DO WE WANT EMPLOYEES TO REACT?

*This feels very different for E.ON. I can see how this makes sense for the company and I want to hear more about how it will make my job better*

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# **SAMPLE CREATIVE EXPRESSIONS**

# BRINGING H&U TOUCHPOINTS TO LIFE: EXEC PRE-BRIEFINGS



## ENGAGING 'TOP DOWN' ON THE NEW VISION

Pre the company wide employee launch, set up meetings & briefings with C-level suite execs, pan market to drive credible and enthusiastic uptake of the plan

Deliver them a cut-down key message brief on the new vision

Align with key internal comms, HR and customer service teams

Consider engaging key ambassadors below C-level to act as advocates from launch (consider a mix of locations, office based v on the road)

# BRINGING H&U TOUCHPOINTS TO LIFE: TOMORROW EVENTS



## TOMORROW STARTS TODAY EVENT

Utilise key HQ offices to bring to life the new vision through a Day 1 'Tomorrow Starts Today' engagement event

Switch on the 'Tomorrow' experience in parallel across all key markets and offices to bring together key teams all under one unifying thought. Consider the idea of an in-situ permanent employee charter for employees to see everyday

Create a memorable stand-out launch event through interactive and digital displays in key offices – make it feel genuine and exciting rather than another brand refresh (TBC on timings of last one)

# BRINGING H&U TOUCHPOINTS TO LIFE: INSPIRATIONAL TED STYLE TALKS

## TOMORROW TED STYLE TALKS

Inspire employees to get behind the brand alignment project by bringing inspiring speakers to host talks within HQ

Talks can also be shared as digital content to wider workforce and a schedule set up for speakers to appeal to different markets

Speakers could include leaders in sustainability; champions of a joined up work force and other speakers from outside the business who resonate with the workforce to carry on beyond phase 1 roll-out



# 2. ENGAGE & BELIEVE

## OBJECTIVES

Encourage interaction  
Promote co-ownership  
Launch 'Employee Charter'  
Recruit advocates

## TARGET

Entire employee base  
Ambassadors & influencers

## MESSAGES

Relevance of the new brand story & strategy for each and every employee  
Response & Responsibility – proactive customer management & required employee commitment  
Proof points of company already living the brand promise

## TOUCHPOINTS & CONTENT

'Brand Day 2' – event visible in all depts. Interactive walk-through brand experience Brand film – employee interactive elements Brand Book – advanced version, with interactive elements New 'Employee Charter' launched Workshops – expected employee behaviour	'Train the trainer' sessions (middle mgmt.) Brand onboarding – intranet guide Platform for employee Q&A session on brand New employee KPI performance measures Ambassador nominations Weekly email to report on progress
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# HOW DO WE WANT EMPLOYEES TO REACT?

*I now see how this relates to my job role. It's all very clear to me now and makes the whole company feel more buzzy. I feel inspired to apply this approach to what I do day-to-day*

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# **SAMPLE CREATIVE EXPRESSIONS**



# **BRINGING E&B TOUCHPOINTS TO LIFE: THE EMPLOYEE CHARTER**

## **WE BELIEVE**

**WE ALL PLAY OUR PART IN THE FUTURE OF ENERGY**

**WE WILL GROW TOGETHER WITH CUSTOMERS THROUGH INNOVATION**

**WE WILL ALWAYS TRY OUR HARDEST TO DELIVER WHAT IS BEST FOR OUR CUSTOMERS**

**WE WILL MAKE EVERYTHING AS SIMPLE AS IT CAN BE**

**ALL SOLUTIONS WE PROVIDE WILL DRAW ON OUR COMMITMENT TO SUSTAINABILITY**

**WE WILL ALWAYS BE GENUINE, HONEST AND TRANSPARENT**

**WE UNDERSTAND THAT IN EVERYTHING THAT WE DO, THE CUSTOMER COMES FIRST**

**LET'S CREATE A BETTER TOMORROW**

# BRINGING E&B TOUCHPOINTS TO LIFE: BUILDING A WORK FORCE OF ADVOCATES

## BUILDING A WORK FORCE OF ADVOCATES

Following the launch, take the pre-briefing approach with C-level employees and begin to cascade this downwards

Ensure the new positioning is being taken on board and on the road, by ensuring a tour of key sites and employees to deliver the message in a more in-depth, personal environment – adapting the message accordingly per market

Dependent on location of employees, follow up with digital content, short form film, questionnaires, to be used as well as group level briefings



# BRINGING E&B TOUCHPOINTS TO LIFE: LIVING THE BRAND PROMISE



## LIVING THE BRAND FROM INSIDE OUT

Encourage employees to live the 'Tomorrow' brand positioning, by rewarding and incentivising change on a personal level

Incentivise and reward collective targets achieved e.g. an office reducing energy consumption by X% or on an individual level e.g. someone transforming their home or energy consumption behavior

Share updates and positive news in ongoing weekly all employee email 'Tomorrow Starts Today'

Over time build up positive bank of proof points to share externally with media about the success of the new positioning and uptake internally

# 3. LIVE & PROMOTE

## OBJECTIVES

Seek personal commitments  
Create proof points  
Accelerate roll-out plan  
Celebrate symbols of success

## TARGET

Entire employee base (geographical/departmental phasing needed?)

## MESSAGES

Further reiteration of expected employee behaviours  
The new brand in action – proof of concept  
Hard evidence of *why* this is better for employees, customers...  
and company success

## TOUCHPOINTS & CONTENT

“Brand Day 3” – event including active integration of employees	Brand filter: tool for testing if new product/initiative is on brand
Brand film – employee testimonials	Employee Incentive & Award schemes
Specialised small group training – workshops on behaviours, customer interaction	Pit-stop team meetings for feedback
Blog series – how vision is lived in single depts.	Motivate to share brand content on social media

# HOW DO WE WANT EMPLOYEES TO REACT?

*It's great to see this approach in action across so much of the business. I'm proud of how I've helped transform my job role and make E.ON a better place to work for everyone*

# **SAMPLE CREATIVE EXPRESSIONS**



# BRINGING L&P TOUCHPOINTS TO LIFE: CELEBRATING SUCCESSFUL UPTAKE

## CELEBRATING BETTER TOMORROWS: SUCCESSFUL UPTAKE

In this phase, we start to build solid proof points and share further success stories of employee uptake of the Better Tomorrow proposition

Create new brand assets & films to report on employee testimonials and how the positioning is being lived and provide regular updates to the business

Continue to assess ways of employee engagement and adapt programme accordingly e.g. on the ground v digital assets

# BRINGING L&P TOUCHPOINTS TO LIFE: BETTER TOMORROW AWARDS



## BETTER TOMORROW AWARDS

Formalise rewarding change in employee behaviour, by launching a global Better Tomorrow awards scheme

Utilising and capturing testimonials of uptake of the new positioning to date, launch with a compelling brand film showing the success of the scheme to date

Set up the awards scheme to reward employees in different categories and markets e.g. on the road, in the home, as a team, office

CEO to present awards and a money can't buy prize on offer to encourage entrants

# AGENCY INTEGRATION & CREATING A PROJECT SYSTEM

**M&C Saatchi London**

**M&C Saatchi Stockholm**

**M&C Saatchi PR**

**McKinsey**

**E.ON Global Brand Team**

**E.ON Internal Comms Team**

# AGENCY INTEGRATION – KEY QUESTIONS

- How should we co-ordinate with the existing internal comms function?
- How should we co-ordinate with McKinsey on this project?
- The creation/implementation question: at what point do we handover delivery responsibility to McKinsey?

# OUR GLOBAL GUIDING PRINCIPLES FOR BRAND DEPLOYMENT

## BOLD CREATIVITY, LOCAL INSIGHTS, AGILE DEPLOYMENT

### CREATOR

Experienced Creative & Strategic planning Hub

Scalable, adaptable, aligned to the business

Ultimately responsible for strategy and ideas

+

### COLLABORATOR

Pools insight & ideas, drives market dialogue worldwide

Stress tests assets & approach with markets

'Always on' coach and supportive resource

+

### CUSTODIAN

Drives best practice, creativity and consistency

Owns messaging and brand guidelines

Creates platform campaign and stories

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### RESULTS

Sets KPI & benchmarks

Coordinates reporting across markets

Redeploys market resource and budget as needed

# TOWARDS A RESOURCE PLAN & COST ESTIMATES

We need to know:

- Does our 3 phased approach work well for you, given your internal aspirations for project delivery?
- Do our examples of creative expressions have potential, given what you know about internal audience receptiveness to internal brand-led initiatives?
- Are you happy for us to extend our thinking to produce a more fleshed out and costed plan by phase and audience?
- If so, we need to understand the answers to the questions that follow...

# KEY QUESTIONS

## Who & Where?

- What numbers of staff are we looking at? How are they split across categories and geographies?
- How many are office-based vs on the road?
- What is the age range of the employees? Do you have a sense of how many would be open to digital comms such as social media for us to communicate our messages?
- Is there any existing data that tracks how positive/cynical employees are to new brand messaging?
- Can you provide us with any other data on existing employee corporate sentiment across audience type and geographies?
- How many travel to work via car? Is there an opportunity to do something via car radio/podcasts perhaps?
- What proportion of employees are office-based (and so can be reached with office-based comms?)
- How often do other employees visit major offices?
- Do you currently encourage or incentivize staff to behave in an 'on brand' way?

# KEY QUESTIONS

## The international mix

- What corporate cultural differences should we be aware of across markets, for example Sweden vs. Romania?
- Are there priority markets and audiences we need to consider, or should we treat every employee in every location democratically?

## Channel mix & content

- What existing channels do you use to communicate to staff? (e.g. townhalls, internal mag, intranet, staff mag, internal champions?)
- Can you advise what proportion of staff use the internet as part of their jobs?
- Can you provide examples of previous brand-driven initiatives that have been communicated to staff? How well have they worked? Can you share the best and the worst received initiatives?
- Is there any research into what they respond well to?
- Are there any 'hygiene' comms tools that we need to take into account when putting a plan together?
- What restrictions are in place to the use of some channels, e.g. Youtube, facebook, etc. in work?
- What access to senior executives can we have to help with the education messaging?
- What measurement tools do you currently have in place?

# KEY QUESTIONS

## Tactics

- What proportion of the workforce can be reached via workshops?
- Are there opportunities to incentivise uptake, e.g. rewarding behaviour akin to the new brand positioning?
- Are there existing set-piece staff events calendarised that we should be aware of and which we can tap into as part of the education programme?
- Are there any other milestone dates we need to be aware of e.g. conference, reporting dates, etc.?