



**30**  
SEP 2015  
LONDON

# INTERNAL COMMUNICATIONS

PUTTING THE EMPLOYEE AT THE HEART OF THE ORGANISATION

## AGENDA SUMMARY:

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| <p><b>08:15</b>    <b>REGISTRATION AND COFFEE</b></p> <p><b>09:00</b>    <b>WELCOME AND OPENING REMARKS</b><br/>Steve Hurst, Forum Chairman, Editorial Director, Engage Business Media</p> <p><b>09:10</b>    <b>OXFAM CASE STUDY: FROM CASCADE TO CONVERSATION - ENGAGING REMOTE AUDIENCES IN RADICAL RESTRUCTURE</b><br/>Saskia Jones, Head of Communications Engagement, Oxfam</p> <p><b>09:40</b>    <b>METRO BANK CASE STUDY</b><br/>Andrew Richards, Director of Regional Retail Banking, Metro Bank</p> <p><b>10:10</b>    <b>DIRECT LINE CASE STUDY: BUILDING A LIVING BRAND</b><br/>Paul Diggins, Internal Communications Director, Direct Line<br/>Victoria Lewis-Stephens, Senior Partner of Engagement, Instinctif</p> <p><b>10:40</b>    <b>LIFESARCH CASE STUDY: AWAKEN,CONNECT...ACTION – HOW TO RELEASE THE POWER OF YOUR ORGANISATION’S VALUES EVERY DAY</b><br/>Andrew Parker, People and Culture Lead, Lifesearch &amp; Alan Williams, Director, Servicebrand Global</p> <p><b>11:10</b>    <b>COFFEE</b></p> <p><b>11:30</b>    <b>EMPLOYEE ENGAGEMENT IN A MOBILE-FIRST WORLD</b><br/>Chris Cole, Strategic Accounts, Openmarket</p> | <p><b>12:00</b>    <b>THE VALUE AND CULTURE IN SERVICE</b><br/>Rod Sheriff, EVP / Director Service and Operations, Worldremit</p> <p><b>12:30</b>    <b>LV= CASE STUDY: HOW CULTURE EATS STRATEGY FOR BREAKFAST</b><br/>Karen Martin, Head of Internal Communications, LV=<br/>Peter Sinden, Director of Gi Sales &amp; Service, LV=</p> <p><b>13:00</b>    <b>LUNCH</b></p> <p><b>13:00-14:00</b>    <b>ROUND TABLE: HAVE YOUR INTERNAL COMMUNICATIONS TOOLS EVOLVED AT THE RATE OF YOUR STAFF?</b><br/>Chris Cole, Strategic Accounts, OpenMarket</p> <p><b>14:00</b>    <b>PANEL DEBATE</b></p> <p><b>15:00</b>    <b>HSBC NOW SHARE – GIVING EMPLOYEES A REAL VOICE</b><br/>Dee Gosney, TV Communications Specialist, HSBC</p> <p><b>15:30</b>    <b>COFFEE</b></p> <p><b>15:45</b>    <b>ITV CASE STUDY: WHY TONE OF VOICE IS SO IMPORTANT</b><br/>Nicole Dempster, Internal Communications Director, ITV Plc</p> <p><b>16:15</b>    <b>METLIFE: ONEVOICE</b><br/>Jonathan Bunn, Communications Director, EMEA</p> <p><b>16:45</b>    <b>CHAIRMAN’S CLOSING REMARKS FOLLOWED BY NETWORKING &amp; DRINKS</b></p> |
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**08:15**

## REGISTRATION AND COFFEE

Please arrive at least 15 minutes before the Start of the forum

**09:00**

## WELCOME AND OPENING REMARKS

**Steve Hurst**, Forum Chairman, Editorial Director, Engage Business Media



**STEVE HURST**

*Steve is a successful career journalist, thought leader and published author with a wealth of experience in all forms of media, both offline and online, including local and national press, trade and business publications, TV and radio, websites, social media and online web event broadcasting. Steve launched Engage Customer along with Chris Wood in 2009 which has rapidly established itself as beacon of thought leadership in a rapidly changing customer environment. Steve is widely recognised as one of the world's leading journalistic authorities in the fields of customer and employee engagement strategy and the increasingly important role of multichannel customer engagement strategies in business.*

**09:10**

## OXFAM CASE STUDY: FROM CASCADE TO CONVERSATION - ENGAGING REMOTE AUDIENCES IN RADICAL RESTRUCTURE

**Saskia Jones**, Head of Communications Engagement, Oxfam

Saskia Jones is Head of Communications Engagement at Oxfam and is IoC's Internal Communicator of the Year. Saskia will share how she engaged far-flung staff in unscripted conversations with Oxfam's leadership, with staff as diverse as a water expert in Liberia to a shop manager in the UK. A recent staff survey showed that staff are committed to Oxfam's work, but they were feeling increasingly disengaged from Oxfam's Oxford-based leadership. She undertook a programme of work with the leadership team that kicked off with an unscripted online platform called 'Ask me Anything'. It was real and transparent – no sugar coating, no script. And it worked. For the first time ever, staff and volunteers were able to ask questions – about literally anything – directly to decision makers. In under 3 weeks, 600 people participated, including staff and volunteers from 33 countries and 25 shops. The feedback was almost universally positive; staff reported feeling that the leadership team seemed more approachable, modern and receptive to staff ideas.



**SASKIA JONES**

*Saskia is Head of Communications Engagement at Oxfam, responsible for engaging global audiences in Oxfam's work. She leads on developing new marketing partnerships and projects for external audiences and also leads Oxfam's internal communication team and translations service. Engaging over 5,000 staff and 22,000 volunteers around the world, her team communicates with staff and volunteers based in over 50 countries and across a network of over 650 shops in the UK. Saskia's team has won a number of awards, including at the Corporate Engagement Awards and CIPR Inside Awards. Saskia also won the Internal Communicator of the Year award at the Institute of Internal Communication Icon Awards. Previous to Oxfam, Saskia held strategic communication roles within Cancer Research UK and The Duke of Edinburgh's Award charity.*

**09:40**

## METRO BANK CASE STUDY

**Andrew Richards**, Director of Regional Retail Banking, Metro Bank

Metro Bank is the first new high street bank in over 100 years, and we pride ourselves on bringing something new and different to the banking sector; a model focused on providing the very best in service and convenience to our customers.

We communicate and engage with our people to ensure a customer centric approach to everything we do, always thinking about what is going to improve our customers' banking experience and constantly innovating to bring them the best. This means we create fans, not just customers.



**ANDREW RICHARDS**

We opened our first store in Holborn in July 2010, five years later we have expanded to 37 locations in and around London and the South East and have opened more than 600,000 personal, business and private customer accounts.

Here's how we've accomplished so far – and what's to come.

*Andrew joined Metro Bank in early 2013 to lead and manage regional store growth as Metro Bank continues to expand through 2013 and beyond. Andrew is passionate about retail banking and developing talent. He joined Metro Bank from TD Bank, where he was the Senior Vice President of Retail Banking. Andrew began his retail banking career in 1985 when he joined Commerce Bank as a store colleague. Over a 23 year career with Commerce Bank, Andrew worked in a number of prominent roles including Store Manager and Regional Manager, giving him experience in many different areas of banking operation*

**10:10**

## DIRECT LINE CASE STUDY: BUILDING A LIVING BRAND

**Paul Diggins**, Internal Communications Director, Direct Line  
**Victoria Lewis-Stephens**, Senior Partner of Engagement, Instinctif

How often does the promise made by a company in its marketing and advertising fail to match up to the real customer experience? Direct Line identified that the UK public was looking, not only for a sympathetic insurer, but that they wanted their insurance made simple and when they had a problem they wanted it "fixed" without "hassle".

Hollywood actor Harvey Keitel was enlisted to promote the idea of the "The Fixer" in a set of TV adverts featuring his character Winston Wolf from Quentin Tarantino's Pulp Fiction. But Direct Line also needed to galvanise its workforce behind the new brand values, so that they could live the new brand promise and contribute to an improved customer experience. This presentation will cover the challenges, solutions and results.



**PAUL DIGGINS**

*Paul is a strategic leader passionate about unlocking the power of a business and its people through great communications and engagement. He is currently Head of Internal Communications at Direct Line Group. Throughout his communications career Paul has worked with executive teams and business leaders ensuring internal communications is seen as key enabler to a business realising its strategic ambitions; and delivering against this promise.*

*As a passionate advocate for the impact employee and customer engagement can have on driving business growth and performance she is responsible for developing compelling engagement strategies for some of the worlds biggest brands.*



**VICTORIA LEWIS-STEPHENS**

*Victoria specialises in helping businesses engage their people during periods of significant change, turning them into growth drivers and brand advocates. As well as Direct Line she has worked with Starwood Hotels, HSBC, eBay, Lloyd's Banking Group, Unilever, Royal Bank of Scotland, Wolseley plc, British Gas, and Specsavers.*

**10:40**

## LIFESARCH CASE STUDY: AWAKEN,CONNECT... ACTION – HOW TO RELEASE THE POWER OF YOUR ORGANISATION'S VALUES EVERY DAY

**Andrew Parker**, People and Culture Lead, Lifesearch & **Alan Williams**, Director, Servicebrand Global

In 2013 we began a journey to reform our culture and radically improve engagement across the business. In the following three years we developed a three stage approach:

- **Awaken:** involving everyone across our business to define and awaken our culture and restate afresh our long-standing values
- **Connect:** creating a practical way for all LifeSearchers to engage, share knowledge, support, recognise and reward each other "facebook style"



- **Action:** create a simple way for people to apply the LifeSearch values to their behaviour at work every day, delivering true engagement with each other, our brand, and our customers



ANDREW PARKER

Andrew recently celebrated his ten years at LifeSearch, nearly half of which have been in their People & Culture Team.

Andrew is a generalist so his influence is felt across recruitment, retention, engagement, internal comms, culture and values and reward. In their small team of three, the People & Culture function has spent the last three years delivering a successful cultural invigoration programme. Its aim is to ensure that whilst the organisation grows (their last year was its most financially successful yet) that the culture retains the family feel it's always had and that it remains a unique, vibrant place to work. This work has won two awards in 2015 so far.



ALAN WILLIAMS

Alan's culture/values-based projects deliver significant business impact for service sector organisations, internationally and in the UK, winning industry awards. He created the 31Practices concept and approach, and his co-authored book about organisational values has received international acclaim. He is a Board member of the British Quality Foundation, Steering Group member of UK Values Alliance, Founding Faculty Member of Culture University and Founder of the Global Values Alliance

11:10

## COFFEE

11:30

## EMPLOYEE ENGAGEMENT IN A MOBILE-FIRST WORLD

**Chris Cole**, Strategic Accounts, Openmarket

Chris looks at the impact that mobile has had on all of us as individuals and how some businesses have been slow to react. He will look at how mobile has changed our lives and behaviours towards the way organisations communicate with us. Then he'll look at how some organisations have changed the way they speak with their employees and the impacts that this can have.



CHRIS COLE

Chris is a member of the Strategic Accounts team at OpenMarket. His expertise is helping clients get the most out of OpenMarket's award-winning Mobile Engagement Platform, to improve customer and employee experience and ultimately transform their businesses.

A regular speaker at events across the mobile, contact centre, charity and payments ecosystems, Chris brings a depth of understanding from multiple sectors to help organisations find creative solutions to their employee engagement needs.

12:00

## THE VALUE AND CULTURE IN SERVICE

**Rod Sheriff**, EVP / Director Service and Operations, Worldremit

Can you track the value of a single conversation from an agent to the bottom line? How do you communicate the importance of these interactions and create a sustained lasting change in an organisation? Accompany this with a service culture that amazes customers and delivers some of the best NPS scores in the world and its generally worth £millions.



ROD SHERIFF

Rod has worked at SSE, Lebara, Truphone and Worldremit. In each company he has been responsible for designing the service vision and executing to create amazing experiences for employees and customers. Demonstrating how service generally creates £millions in value for the organisation and the value of the strategic investments. A proven track record of turning around service organisations and leadership teams to achieve outstanding results. Strong experience in leading multi-lingual, multi-channel customer operations at executive level.

He has led and developed teams to win over 20 awards for the service delivered, including best service in multiple industries, APAC, EMEA and the World. He has an MBA from Melbourne

12:30

## LV= CASE STUDY: HOW CULTURE EATS STRATEGY FOR BREAKFAST

**Karen Martin**, Head of Internal Communications, LV=  
**Peter Sinden**, Director of Gi Sales & Service, LV=

The LV= Vision is to be Britain's 'best loved' Insurer. This mantra is the one that has successfully transformed LV's Award winning customer and employee engagement. Living and breathing the LV= values, listening to and recognising their people, nurturing collaboration across the business, all to deliver what's right for the customer. Sounds simple, right?

Peter Sinden, Director of Sales and Service, and Karen Martin, Head of LV= Internal Communications, share their insight into what drives engagement at LV=. Putting people and customers at the heart of everything LV= does takes leadership. It also takes transparency, adaptability, technology and truckloads of appreciation.



KAREN MARTIN

Karen has over 25 years marketing and communication experience predominantly in the financial services industry, working in organisations such as Zurich, RBS Insurance (Direct Line and Churchill Insurance), Abbey National, Lombard and NatWest. During the past 15 years she has specialised in internal communications, employee engagement and change communications. Her experience of operating both at board level and with people on the front line enables her to translate complex, high-level business strategy into meaningful and engaging communications for employees to drive business success. Karen holds a BSc (Hons) from Reading University and a Diploma in Marketing from the Chartered Institute of Marketing.



PETER SINDEN

Peter is passionate about his colleagues and customers. Having spent 25 years with Lloyds TSB, the last five running their Direct Insurance business, he then moved to LV= in 2005 relishing the challenge of helping to turn the company's fortunes around. Here he has played a key role in shaping and delivering the excellent people, customer and business results achieved as LV= shot from the UK's 12th to the 2nd largest car insurer, also being named as YouGov Most Recommended Insurer, Moneywise Most Trusted Insurer and to complete the hat trick the leading Insurer in the ICS Customer Satisfaction Index.

13:00

## LUNCH

13:00-

14:00

## ROUND TABLE: HAVE YOUR INTERNAL COMMUNICATIONS TOOLS EVOLVED AT THE RATE OF YOUR STAFF?

**Chris Cole**, Strategic Accounts, OpenMarket

Are you using mobile to speak to them as much as they are using it in their own lives? Join OpenMarket to learn how mobile has affected your employees' lives and discuss how some companies have implemented innovative solutions to solve their messaging challenges, particularly where the timing is critical in the employee engagement journey.

14:00

## PANEL DEBATE

15:00

## HSBC NOW SHARE – GIVING EMPLOYEES A REAL VOICE

**Dee Gosney**, TV Communications Specialist, HSBC

HSBC NOW Share is a video crowd-sourcing app which allows employees to film their ideas, experiences and opinions and share them with colleagues across the globe. HSBC NOW Share is a platform for strategic campaigns to gather genuine, direct feedback from staff who want their voices heard.



It sets an ambitious precedent within the bank as HSBC's first global App dedicated to employees. It's proof that, within a heavily regulated organisation, the HSBC Communications function can be innovative and provide engaging tools for colleagues to connect globally.



DEE GOSNEY

Dee Gosney is a senior producer for HSBC NOW TV, an award-winning global news channel aimed at an audience of 250,000 employees across 71 countries. Since its launch in 2011, the programme has attracted over 100,000 regular viewers and has picked up multiple awards: Best Web TV at the European Digital Awards 2012, Best Internal Communications at the Corporate Comms Awards 2012 and Best International Program at the CIPR Inside Awards 2013. In 2014 HSBC NOW TV also won Bronze at the Cannes PR Lions (Internal Communications).

Since joining HSBC in 2008, Dee has field produced in Egypt, Turkey, China, Hong Kong, Dubai and Oman. She is currently responsible for developing long-form video content to support HSBC's strategic business priorities including the development of the Renminbi and the company's core values. She has recently led the launch of HSBC's first global staff video app.

15.30

**COFFEE**

15.45

**ITV CASE STUDY: WHY TONE OF VOICE IS SO IMPORTANT**

**Nicola Dempster**, Internal Communications Director, ITV Plc

A case study in why tone of voice is so important in helping drive engagement and the role social media has in building communities and creating dialogue.



NICOLA  
DEMPSTER

Nicola Dempster started her career as a professional musician, before moving into the world of internal communication. She has set up or led the internal communications functions at three major media organisations: Channel 4 Television, Guardian News & Media and ITV, which she joined in 2013. She has also led the internal communications team for Europe, Middle East and Africa at the InterContinental Hotels Group.

Nicola's expertise includes change management, crisis communication and employee engagement. She has a keen interest in the changing role of internal communications and its

16.15

**METLIFE: ONEVOICE**

**Jonathan Bunn**, Communications Director, EMEA

MetLife has seen a positive shift in UK employee engagement and collaboration through the launch of an innovative new internal "YouTube-style" platform for capturing and sharing employee-generated videos. The idea for OneVoice was conceived by employees and it has been rolled out to eight countries.



JONATHAN BUNN

Jonathan joined MetLife as communications lead for EMEA in November 2012 and is a member of the regional executive. Jonathan provides strategic advice and counsel on all aspects of internal and external communications across MetLife's 26 EMEA markets. This includes media relations, employee & executive communications, CSR, social, product promotion, reputation management, crisis communications, M&A and communications related to the company's public affairs activities.

Previously, Jonathan led UK-insurer Aviva's European corporate affairs team across 13 markets building a highly-effective community of international communicators. Jonathan was a key strategic adviser to senior management, dealing with internal and external stakeholders across all key corporate communications disciplines including leading Aviva's award-winning retirement savings thought-leadership campaign "Mind the Gap". He also oversaw the launch of a single intranet across Aviva's 13 European markets and delivered communications for Aviva Europe's strategy refresh.

16.45

**CHAIRMAN'S CLOSING REMARKS FOLLOWED BY NETWORKING & DRINKS**

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