

21
OCT 2016
LONDON

INTERNAL COMMUNICATIONS DIRECTORS FORUM

Following on from the success of our inaugural Internal Communications Directors Forum last year we take an in depth look at the fast changing world of internal communications and how it is increasingly taking on the critical employee engagement role that has too often been neglected by those in HR.

AGENDA SUMMARY:

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| <p>08:15 REGISTRATION & COFFEE</p> <p>09:00 CHAIR'S OPENING REMARKS
Steve Hurst, Editorial Director, Engage Employee</p> <p>09:10 OPENING KEYNOTE: THE LANDSCAPE OF INTERNAL COMMUNICATION AND ITS ROLE IN CHAMPIONING THE EMPLOYEE
Jennifer Sproul, Chief Executive, Institute of Internal Communication</p> <p>09:40 NKD LEARNING & ITV CASE STUDY: SEVEN STEPS TO TRANSFORMING HOW PEOPLE 'TALK PERFORMANCE'
Martyn Moutinho, Head of People Development, ITV & David Colgate, Consulting Director, NKD Learning</p> <p>10:05 OXFAM CASE STUDY: PROJECT BOOMERANG – HOW AN ORGANISATION -WIDE CHANGE PROGRAMME OPENED A WAY TO TRANSFORM OXFAM'S EMAIL CULTURE
Sally Otter, Internal Communications Manager, Oxfam</p> <p>10:30 HOW TO LEVERAGE TECHNOLOGY TO MAKE AN IMPACT WITH YOUR INTERNAL COMMUNICATIONS
Debra Corey, Group Reward Director, Reward Gateway</p> <p>10:55 COFFEE & NETWORKING BREAK</p> <p>11:20 KIER GROUP CASE STUDY: INTERNAL COMMUNICATIONS – THERE IS ONLY ONE CHANNEL!
Gordon Dowall-Potter, Head of Internal Communications, Kier Group</p> <p>11:45 METLIFE CASE STUDY: THE VIRTUOUS CIRCLE OF EMPLOYEE ENGAGEMENT
Jonathan Bunn, Communications Director, Europe, Middle East & Africa, Metlife</p> | <p>12:10 BRAND IS CULTURE, CULTURE IS BRAND: WHERE EMPLOYEE ENGAGEMENT MEETS CUSTOMER EXPERIENCE
Gemma McGrattan, Co-Founder, Synergy Creative</p> <p>12:35 THE CO-OP CASE STUDY: HOW TO ENGAGE LEADERS IN BUSINESS CHANGE
Sharon Kemp, Colleague Engagement Business Partner, The Co-Operative</p> <p>13:00 LUNCH</p> <p>14:00 PANEL DEBATE</p> <p>15:00 VISA EUROPE CASE STUDY: ENGAGING SENIOR LEADERS THROUGH INNOVATIVE USE OF MEDIA
Nicola Miles, Internal Communications Manager, Visa Europe</p> <p>15:25 BT CASE STUDY: ENGAGING FOR CHANGE
Sarah Davies, Principal, Internal Communications, BT Consumer</p> <p>15:50 COFFEE & NETWORKING BREAK</p> <p>16:10 OGILVY & MATHER GROUP UK CASE STUDY: HOW WE LEARNED TO TRUST OUR PEOPLE TO BE AMAZING
Josephine Serieux, Internal Communications Manager, Ogilvy & Mather Group UK</p> <p>16:35 CLOSING KEYNOTE: KEEPING PEOPLE ENGAGED DURING TIMES OF CHANGE
Lucy Adams, Managing Director, Firehouse</p> <p>17:00 CHAIR'S CLOSING REMARKS
Steve Hurst, Editorial Director, Engage Employee</p> <p>17:10 DRINKS & NETWORKING</p> |
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08.15 REGISTRATION & COFFEE

09.00 CHAIR'S OPENING REMARKS

Steve Hurst, Editorial Director, Engage Employee



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. Since its launch, Engage Employee has rapidly established itself as beacon of thought leadership in a rapidly changing 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 engagement strategies in business.

09.10 OPENING KEYNOTE: THE LANDSCAPE OF INTERNAL COMMUNICATION AND ITS ROLE IN CHAMPIONING THE EMPLOYEE

Jennifer Sproul, Chief Executive, Institute of Internal Communication

The role of internal communication continues to evolve, bringing together a range of skills and activities from disciplines to include marketing, research & insight, HR, and PR, that ultimately focuses on championing the voice of the employee and linking this to the voice of the customer. This session will take a look at the current landscape of the internal communicators role; the knowledge, skills & behaviours required to ultimately achieve an engaged workforce and its integral role in delivering organisational success. The session will also look ahead to the trends and challenges for internal communication.



JENNIFER SPROUL

Jennifer is responsible for the leadership of IoIC, the only independent professional body solely dedicated to internal communication and employee engagement. IoIC is the voice of internal communication, setting standards for more than 65 years through qualifications, career development, thought leadership and best practice.

Prior to joining IoIC, Jennifer has worked for over 15 years in professional associations, most recently as Strategic Marketing & Sales Director at the Market Research Society, developing and leading on activities across marketing communications (both internal & external), strategic partnerships, membership, professional development and publishing.

09.40 NKD LEARNING & ITV CASE STUDY: SEVEN STEPS TO TRANSFORMING HOW PEOPLE 'TALK PERFORMANCE'

Martyn Moutinho, Head of People Development, ITV & David Colgate, Consulting Director, NKD Learning

Want to improve employee performance? Want to whack up your engagement levels by 9%? Martyn and David will share their seven steps to transforming how people 'talk performance' at ITV.



MARTYN MOUTINHO

Martyn is Head of People Development at ITV and has over 10 years experience in learning and development. His passion for the social sciences and creating cultures that thrive in the modern world have played a critical role in his desire to shift the face of performance management.

David is Consulting Director at NKD. He helps individuals and organisations create a better tomorrow. He's into human-centred design and cool ways to make change stick so that people accomplish remarkable things.



DAVID COLGATE

10.05 OXFAM CASE STUDY: PROJECT BOOMERANG – HOW AN ORGANISATION-WIDE CHANGE PROGRAMME OPENED A WAY TO TRANSFORM OXFAM'S EMAIL CULTURE

Sally Otter, Internal Communications Manager, Oxfam

Project Boomerang started with the problem statement that staff and volunteers are over-reliant on email, and that this costs our organisation, both in terms of IT infrastructure and staff time. Oxfam GB's Internal Communications team devised, developed and delivered Project Boomerang and the crucial staff engagement element.

Phase I of Project Boomerang ran between May and July 2016, with the target of reducing emails sent by 10%. Find out how effective the communications were in driving staff engagement with this project and the outcomes achieved.



SALLY OTTER

Sally joined Oxfam GB six years ago as an IT Internal Communications Advisor, charged with translating geekspeak into a language we can all understand. She moved into a broader role of Head of Internal Communications at the end of 2015. Before Oxfam GB, Sally worked at the London-based disability charity the Muscular Dystrophy Campaign. She started as a Web and Publications Editor before moving to a Communications Manager role and then onto Head of Communications. She studied Journalism at the University of Sheffield.

10.30 HOW TO LEVERAGE TECHNOLOGY TO MAKE AN IMPACT WITH YOUR INTERNAL COMMUNICATIONS

Debra Corey, Group Reward Director, Reward Gateway

Whether internal communications reports into marketing or HR, the reason it exists is because there's a need to make sure your employees understand and connect with your company's purpose, mission and initiatives. Arguably, open and honest communication is the most critical piece of employee engagement, and the content you're producing needs to have an impact. In this session, Debra will share her six-part model as well as give six examples of how she's leveraged technology at her company to achieve this impact over and over again.



DEBRA COREY

Debra is an author and multi-award winning professional with more than 30 years' experience in benefits, compensation, performance management, global mobility and recognition. Throughout her career, she has held senior reward roles at a number of well-known global organisations like Gap, Quintiles, Morrisons and Merlin Entertainments where she led award-winning communications campaigns. In 2015, Debra joined the global leader in employee engagement technology Reward Gateway as Group Reward Director.

In 2012, Debra was named Employee Benefits Professional of the Year by Employee Benefits magazine.

Debra's new book "Effective HR Communication: A Framework for Communicating HR Programmes with Impact" was published by Kogan Page in March 2016.

10.55 COFFEE & NETWORKING BREAK

11.20 KIER GROUP CASE STUDY: INTERNAL COMMUNICATIONS – THERE IS ONLY ONE CHANNEL!

Gordon Dowall-Potter, Head of Internal Communications, Kier Group

Gordon explains how he and his team have tackled the challenge of engaging with over 24,000 remote colleagues. Gordon shares his experience on how digital methods and more traditional communication methods can work seamlessly together.



GORDON DOWALL-POTTER

Gordon is an experienced communication professional with over 10 years' international experience working across multiple sectors. During his career, Gordon has held senior communications roles with KPMG, Levi Strauss & Co, C&A and most recently with Kier Group – the UK's leading property, residential, construction and services company and a member of the FTSE.

11.45

METLIFE CASE STUDY: THE VIRTUOUS CIRCLE OF EMPLOYEE ENGAGEMENT

Jonathan Bunn, Communications Director, Europe, Middle East & Africa, MetLife

I developed a template for a series of Strategy Days across our 26 EMEA markets in May/June last year. These days were designed to engage all staff at all-day sessions featuring a brief update on strategy, goals and progress before moving into a rotating series of highly-interactive breakout sessions focused on four of our core critical enablers – innovation, CSR, diversity & inclusion and customer centricity. At each breakout we actively sought to generate employee ideas for how we could progress each area. Colleagues generated more than 1,000 ideas which we distilled into 5 strategic themes:

Community Service; Wellness; Digitisation; Fighting Bureaucracy and People with Different Abilities.

Small working groups, each with exec sponsors, then set about delivering the best ideas. As a result, we introduced a Community Service Week in which more than 1,000 employees volunteered on community projects; had more than 1,200 participate in the Global Corporate Challenge (and rank as the #1 insurer globally); rolled out a self-paced online learning course to improve communications at work; launched a digital customer engagement platform and increased by 30% the number of employees that work for us with disabilities.

As a result, we've seen our Organisational Health score increase significantly in the region.

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.

Jonathan, a former award-winning business journalist, has extensive cross-cultural, crisis and reputation management experience, particularly in Asia, the US and UK, having previously worked as PR Director for Prudential plc where a main focus was on building Prudential's credentials as a player in Asia and as Director of Media Relations at the professional services firm PwC.

Jonathan holds a B.A in Politics from Durham University, UK. He is married to Kate and has two teenage sons, Oliver and Toby.



JONATHAN BUNN

12.10

BRAND IS CULTURE, CULTURE IS BRAND: WHERE EMPLOYEE ENGAGEMENT MEETS CUSTOMER EXPERIENCE

Gemma McGrattan, Co-Founder, Synergy Creative

"You can't be special, distinctive and compelling in the marketplace unless you create something special, distinctive and compelling in the workplace," Bill Taylor, founder of FastCompany.

A recent report by KPMG revealed the UK customer experience top 100 companies achieved double the five-year growth of the FTSE 100. So what is it that brands like First Direct, Lush, Emirates and John Lewis has that puts their customer experience – and therefore their growth – above other companies?

Gemma McGrattan, director of Synergy Creative – the IoC and CIPD's 2016 agency of the year – will explore will the impact of culture and employee engagement on customer experience.

As well as sharing the latest research and insights, Gemma will give you a behind-the-scenes look at the people experience strategy of Synergy's client ODEON & UCI Cinemas and their leap in engagement over the last two years.

Expect to walk away with solid theory, inspirational case studies, and plenty of advice, tips and ideas for you to take away and implement in your own organisation.



GEMMA MCGRATTAN

Gemma is co-founder and director of Synergy Creative, a multi-award winning, RAR Top 100 brand experience agency specialising in employee engagement and customer experience.

She has over 20 years' experience in marketing, internal communications, employer brand and employee engagement, delivering campaigns for clients as diverse as ODEON/UCI Cinemas, Ladbrokes, Argos, Vodafone, Aviva and Kawasaki, focusing on brand engagement, from the inside-out.

Gemma is passionate about great service. She loves nothing more than helping clients ensure happy customers, by putting their colleagues first. Gemma is a regular speaker on employee engagement, employer brand and Internal communications.

12.35

THE CO-OP CASE STUDY: HOW TO ENGAGE LEADERS IN BUSINESS CHANGE

Sharon Kemp, Colleague Engagement Business Partner, The Co-Operative

2016 has been the biggest year for the Co-op. There hasn't been a bigger year for the member owned group since its inception in 1844. On the back of a crisis in 2013/14 which led to some difficult commercial decisions, a rebuild strategy was developed. At the heart of this was an engagement challenge. How do you engage colleagues and leaders in yet more change? What tools and techniques can be used to leverage the leadership in making the change happen and in turn galvanise their teams to deliver a different way of doing business? Answer: There being a Co-op Leader programme. Reaching almost 6000 leaders across the UK, the programme brings the change to life in front of leaders eyes, makes their role and accountability in the change clear and uses their insight and knowledge to involve, inspire and equip for a new era.



SHARON KEMP

Driven, straight talking individual with a passion for realising both social and commercial benefits through creative and innovative communications.

I'm fascinated by human behaviour and love the challenge of taking people on a journey through change.

I enjoyed in house roles within the pharma and utilities sectors, developing communication programmes through several mergers, acquisitions and JVs before joining the team at Corporate Culture. Since then I've been lucky enough to work on some amazing transformation programmes that have made a real difference. I like getting to grips with a brief and helping clients crystallise what it is they are trying to achieve then developing a tailored solution that will help them achieve it.

Specialties: Culture Change, Change Management, Lean Sigma, Marketing Communications Strategy, Social Marketing, Behaviour Change, Health Communications, Internal Communications, Employee Engagement, Stakeholder Engagement, Business Development

13.00

LUNCH

14.00

PANEL DEBATE

15.00

VISA EUROPE CASE STUDY: ENGAGING SENIOR LEADERS THROUGH INNOVATIVE USE OF MEDIA

Nicola Miles, Internal Communications Manager, Visa Europe

The Internal communications team were asked to ensure our senior leaders (approx. 100) understood our new corporate strategy and some key business topics. We had to come up with an innovative way of ensuring this audience read, understood and actively engaged with materials prior to a leadership event we were holding. Find out what we did, the feedback from users and future plans.



NICOLA MILES

Nicola is an internal communications manager in the employee communications team for Visa. With 10 years communications experience, Nicola has been the communications lead on key priorities relating to integration with Visa Inc. regulatory separation of our business units and is currently leading the organisational change communications programme.

Nicola joined Visa Europe sixteen years ago and has held a number of different roles, from supporting on fraud systems, managing implementation projects with our key clients to a communications business partner for our risk compliance and technology teams. She has a broad range of communications experience in B2B communications, external, internal communications and issues management.

The Internal communications team at Visa recently won the most innovative use of media at the IOIC awards 2016 for October 2016.

15.25

BT CASE STUDY: ENGAGING FOR CHANGE

Sarah Davies, Principal, Internal Communications, BT Consumer

BT Consumer is on a complex journey to transform customer experience. Sarah is currently leading an innovative internal communication programme across the UK to support this change and it's creating real energy and focus across their 23 contact centres. She will share her approach and ways in which the programme has really connected with their most important audience, the frontline.



SARAH DAVIES

A global Internal Communications professional with over 15 years' experience across consumer, IT and financial services organisations. Sarah specialises in leading complex internal communication programmes including M&A activity and large scale transformation programmes.

15.50

COFFEE & NETWORKING BREAK

16.10

OGILVY & MATHER GROUP UK CASE STUDY: HOW WE LEARNED TO TRUST OUR PEOPLE TO BE AMAZING

Josephine Serieux, Internal Communications Manager, Ogilvy & Mather Group UK

In June 2016, Ogilvy & Mather Group UK launched an ambitious internal communications project that was initially described by employees as 'fantastical': a three-day pop-up radio station broadcasting 100% live to the entire world from Ogilvy's offices on the South Bank, with every single show hosted by an Ogilvy employee. With the vast majority having no broadcasting experience whatsoever, they were given total freedom to plan and host their own shows – and the results were extraordinary.



**JOSEPHINE
SERIEUX**

Josephine is Ogilvy & Mather Group UK's Internal Communications Manager, responsible for heading up internal communications for 1,800 employees across one of the largest and most influential communications groups in the UK. She joined Ogilvy in April 2015.

An award-winning IC specialist, Josephine has over 12 years' experience in delivering engaging internal communications campaigns that increase employee engagement levels, celebrate company culture, and help steer organisations through change – all driven by creative and powerful content across a wide range of internal and social platforms.

Most recently, Josephine conceived and implemented a pioneering employee engagement project at Ogilvy in the form of a three day pop-up radio station broadcasting 100% live from Ogilvy's offices on the South Bank, with every single show hosted by employees, most of whom had no radio experience whatsoever. Josephine also devised and led the award-winning internal communications campaign for Ogilvy & Mather Group UK's ambitious move from offices in Canary Wharf and Paddington to one new HQ at Sea Containers on the South Bank.

She has also headed up internal communications at global TV production company FremantleMedia (where her overall work won a host of awards from the Institute of Internal Communication, the pan-European FEIEA Awards, and the Content Marketing Awards), as well as at broadcasting retailer QVC.

With strong in-house experience across a range of industries, Josephine is highly attuned to the internal communications needs and sensitivities of the businesses she works with, and is able to work closely with stakeholders at all levels to come up with bespoke strategies and plans that inform, engage and entertain.

16.35

CLOSING KEYNOTE: KEEPING PEOPLE ENGAGED DURING TIMES OF CHANGE

Lucy Adams, Managing Director, Firehouse

Lucy Adams, MD of communications and engagement agency Firehouse, led HR and Internal Communications at the BBC during a period of unprecedented change. She shares her learnings from the BBC and other major corporations over the last 15 years – the good, the bad and the ugly – and offers a number of challenges, new models and fresh insights on how to keep people engaged during periods of change.



LUCY ADAMS

Lucy Adams, MD of communications and engagement agency Firehouse and the Founder of Disruptive HR, talks about some of the biggest challenges facing businesses today:

- How to lead complex change
- How to lead in a disrupted world
- How to stay resilient

Lucy uses her experiences of having led HR and Internal Communications at the BBC and other major corporations over the last 15 years – the good, the bad and the ugly – and offers a new way of thinking and practical tips to equip business leaders and professionals thrive in a disrupted world.

Since leaving the BBC Lucy has been working with major organisations to help them re-think their approach to leading change, employee engagement, HR and Internal Comms, and is a popular keynote speaker and blogger on these topics.

17.00

CHAIR'S CLOSING REMARKS

Steve Hurst, Editorial Director, Engage Employee

17.10

DRINKS & NETWORKING