

**The New World of Emotional Capital
Engaging Employee Motivation**

Employee Advocacy The New Emotional Capital



**Engaging Employee Motivation
For Your
Customers Community Company Collaborations**

The Next Decade Report

By

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Foreword

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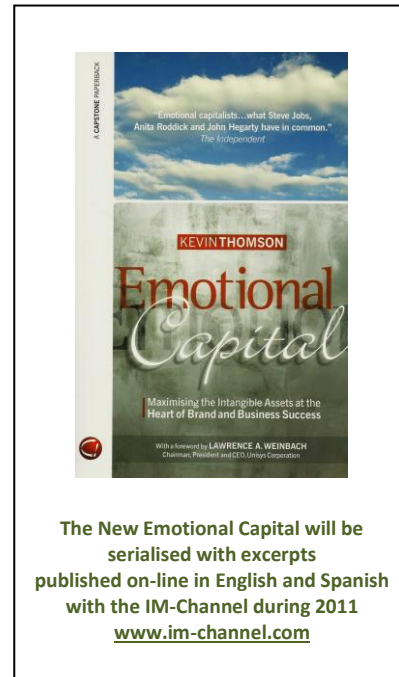


Employee Advocacy

The New Emotional Capital

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Foreword - 'Employee Engagement Marketing'

By Chris Lenton DipM, FCIM, FCCA, FCIS Chairman Chartered Institute of Marketing

Marketing is no longer simply about external issues of brands, products and services. Nor is it only about customers. The value of any organisation lives in its brand values – that it holds for its communities, local and global, its partnerships and its place in society and its engagement with the new 'end game' of responsibility. All of these start (or can die) from within. We have seen the rise and rise of internal marketing and branding as a core issue that all organisations must take hold of for this new decade – I call this 'Employee Engagement Marketing' – creating an experience and involvement by all, in the development of the business and brand, inside, not just out¹.

Motivating people through recognition and reward for loyalty, together with targeted communication and inspiring branding, packaging and advertising need be no different for the external or the internal customer – the employee. Our role in marketing is to work to develop brands through people alongside HR and Communication. The 2011 CHRO study by IBM² 'Working Beyond Borders' recognizes the need for employee engagement in the HR arena with three key areas; I would add marketing and communication too.

- **Cultivating creative leaders** — *who can more nimbly lead in complex, global environments* (Leadership messages need to be communicated and marketed both inside and out)
- **Mobilizing for greater speed and flexibility** — producing significantly greater capability to adjust underlying costs and faster ways to allocate talent (Cost impacts price and competitiveness and must be a marketing issue).
- **Capitalizing on collective intelligence** — through much more effective collaboration, across increasingly global teams. (Engagement Marketing is all disciplines working together – see the Engagement Matrix).

Engagement with customers and consumers is a core marketing science - and art. Kevin's approach has always been to bring a marketing and branding approach to the inside of organisations. This is the right philosophy and management practice for the challenging environment every organisation faces, in every sense: political, social, environmental and economic. These issues are now just as personal and more concerning to every employee.

The good news is that I know many marketers are now saying "We don't have a separate 'employment brand'; we have one brand – inside and out". Engagement of every audience is now a prime goal. If low engagement and advocacy means lower performance and less competitive products, and higher engagement creates significant impact on customer service, sales, innovation etc. then this is a marketing issue as much as internal communication and HR.

However, despite the plethora of reports, statistics, conferences and consulting advice on employee engagement, the concept of engagement is in the 'too difficult box' for all but the professional in communication or HR. The role that marketing can play is to add to this mix of skills and abilities to bring an integrated approach to engaging employees' motivation.

Kevin has developed the 'Engagement Matrix' to assist in setting a communication strategy inside and out. He has also created new, simple tools like 'The A Rating' for employee advocacy, which everyone can understand, 'buy in' and use at local level to help change attitudes and behaviours. This report demonstrates their use in the UK. We are in a new decade where integrated communication does not just mean above the line and below the line - but also behind the line; where every community externally, and colleagues internally are all seen as bringing a part of the overall business and brand value. That's the new emotional capital delivered in collaboration with HR, Communication and all other functions working together to create 'Employee Engagement Marketing'.

¹ http://en.wikipedia.org/wiki/Engagement_marketing

² IBM Working Beyond Borders 2011 <http://www-935.ibm.com/services/c-suite/chro/study.html>



Author's Note – Who Me? (The CEO)

Scarlett International³ highlights a core issue about engagement; CEO's aren't engaged! They say, "According to our recent poll of CEOs, 7 out of 10 companies fail to apply employee engagement survey data to measurably increase employee engagement and business performance." Is this because there is little agreement on what it is, how to measure it, or simply what to do with the results? Scarlett goes on to say, "Employee engagement is often talked about these days, yet few organizations practically define, measure or apply this concept."

The Economist Intelligence Unit⁴ agrees, in their survey sponsored by Hay; "The C-suite displays a consistently "rose-tinted" view of engagement that is not shared lower down the ranks." Our own A Ratings shows the disparity in advocacy between leaders, managers and staff. What to do?

Until the new era of employee engagement, the annual employee satisfaction survey, producing thick reports each year (or two) was difficult enough for leaders, managers and team leaders. Now, with employee engagement having many definitions, and measurement methods (depending on who is doing the measuring), often assuming numerous 'drivers' of engagement (again differing by research organisation), this leads to further difficulty at operational level of how to improve the score, as indicated by the Scarlett survey which found that only 3 out of 10 CEO's say they are tackling the issue.

What started as a report now forms the basis for The New Emotional Capital – the book. This is being serialized in English and Spanish with monthly contributions in the IM-Channel⁵ the leading motivation space in Spain.

The New Emotional Capital Report is in three distinct sections: a survey of employee advocacy in the UK across public and private sector, an analysis of FTSE 100 corporate messaging via their websites, and a global best practice example of integrated engaging communication, marketing and branding with Plan A from Marks & Spencer. Each section helps build the picture of the New Emotional Capital.

Lawrence Weinbach when Chairman of Unisys, wrote in his introduction to the original Emotional Capital (Wiley/Capstone 2001), *'Good communication is vital, but I wouldn't say that Emotional Capital is a communication philosophy. I see it more as a leadership philosophy. To me, leadership and emotional capital go hand in hand.'*

What has changed in today's communication rich and prevalent world is that emotional capital is now a core component in everything an organisation says and does – inside and out. Every business and brand has emotional capital held by everyone in all its communities.

The first book, Emotional Capital (Thomson: Capstone/Wiley 2001) set out a 'communication timeline' that got us to the beginning of this century and to a point of seeing 'hearts and minds' as an asset inside organisations.

The New Emotional Capital is being written as a collaborative work in action: with other contributors, through interchanges in conferences, workshops, events, research, best practice and content in blogs, reports, news etc. It shows the impact of communication in a 2.0 world where *everyone* can build or destroy an organisation's emotional capital.

The New Emotional Capital will be a live document. It starts with these three pieces of research: the UK A Ratings, the FTSE 100 Engagement Matrix survey, and an analysis of Marks and Spencer Plan A.

³ Scarlett International [Surveys](#) -

⁴ Economist Intelligence Unit – Hay [Survey](#)

⁵ [IM-Channel](#) – The First Channel In Motivation



Introduction – Beyond Bad Results

I have set out in this report to go beyond the trend of providing (ever worsening) engagement and employee satisfaction statistics – ‘Job Satisfaction at Lowest Level in Two Decades’ - The Conference Board⁶. Employee Advocacy The New Emotional Capital Report sets out to find out who is doing what, in order to turn demotivation into motivation, to turn dissatisfaction into actions and to turn disengagement into engagement. For this we need three things:

1. **A Benchmark:** So we know where employees stand as advocates (or not) for their business and brand. We can therefore determine how much effort and investment is needed. This is the A Rating Survey. Advocacy, as a measure, goes beyond ‘satisfaction’ and ‘engagement’ and demonstrates what is being said about the organisation by its people to its customers and communities.
2. **A Framework:** Who is doing what across the sphere of communication, HR, marketing and branding against a framework that helps set a strategy of integration? This is the Engagement Matrix, a framework for communication, marketing and branding inside and out. Using this I have analyzed the FTSE 100 corporate websites to find what I call ‘truly engaging organisations’.
3. **A Champion – Organisation and Leader.** This is Marks & Spencer with Plan A, championed by Sir Stuart Rose. I have analyzed M&S being the (champion) ‘engaging organisation’ using the Engagement Matrix. This provides a framework to see just how much, how far and how well everything is integrated. M&S literally ‘tick every box’.

So What’s New?

Inside organisations, the age of ‘top-down’ messaging has changed into collaborative working. Both technology and social change has altered ‘the way we do things around here’ beyond recognition. In a world of ‘more with less’, effective, real-time communication, a new level of integrated internal communication, marketing and brand building must now occur throughout the organisation to engage employees, and use this to drive performance.

Effective communication is a ‘must have’ to maximize performance, increase sales, reduce costs and waste, increase innovation and provide a real ROI on communication itself. Communication with the customer, within the community, and as part of our communication savvy world where economic, social and ecological responsibility is expected and demanded, means that everyone, both internally and externally, holds the emotional capital of the organisation in their heads, hearts and fingertips. In addition everyone is at the ready to talk, blog, and comment - on everything you do.

The New Emotional Capital brings the inside out, where employees are seen by communities as a core part of the business and brand, both locally and globally. The New Emotional Capital brings the outside in, where everything that is being said and done externally add to, or destroys the faith in the organisation and therefore the value of the brand.

The New Emotional Capital sets out a new agenda of integration and inspiration across an organisations communication, marketing and branding, to its communities externally; and its functions and support services internally.

⁶ [CNN](#) – Conference Board

Employee Advocacy The New Emotional Capital



**Engaging Employee Motivation
In The UK**

Executive Summary



Executive Summary and Recommendations

Part 1 - The UK A Ratings: The Advocacy Slide and Great Leadership Divide

The A Ratings provide a way of looking at how employees are advocates (or not) for their organisation, and act as the key indicators for a strategic approach to communication with the Engagement Matrix. The Matrix provides both a benchmark and a template for integrating the messages and media from all the specialist functions in an organisation, and a way of aligning the organisation behind everything it sets out to achieve - across all of its communities.

The 'Advocacy Slide' highlighted in the 2011 UK survey shows the critically low level of support and 'brand ambassadorship' for UK organisations by their employees. The negative impact (see full report) on performance and reputation clearly requires a new approach to building advocacy. When something isn't working- do something different.

The UKAR - The 'Advocacy Slide'

The Questions to ask? 'What is happening with our communication; our engagement strategy, and the messages our employees are giving internally, to each other, and to our customers and communities outside?'



The Advocacy Slide

We live in a world where greater performance is required from everyone in organisations both in the public and private sector. In a 'more with less' economy with greater emphasis on corporate responsibility and collaborative partnerships, what your employees are saying (or not) to each other and those outside is critical.

With a Web 2.0, socially networked world, the ability to make anyone's viewpoint spread across the globe, we believe, is the real issue for organisations. This goes beyond employee engagement⁷ to strong employee advocacy (or not⁸) about your business, for your brand, with your customers, about all your actions, and in all your communities locally and globally. Communication is no longer 'inside-in' it is as much inside-out and vice versa. If your people are your brand, advocacy is as critical as engagement.

⁷ Wikipedia References http://en.wikipedia.org/wiki/Employee_engagement

⁸ Just one-third of employees overall (33%) strongly agreed with the statement "I know I will be an important part of this organization in the future." <http://gmj.gallup.com/content/143408/hope.aspx>

Our report highlights our belief that the acid test for an engaged workforce is not to be found in the quixotic chase for engagement itself, but can be simply demonstrated by an organisations employees’ strong advocacy for the business and brand for which they work.

Strong, positive employee advocacy for everything an organisation does, and stands for (its visions, missions, values, goals) can only happen if the organisation they work for communicates effectively both internally and externally with all of its communities in an inspirational way. We call this the ‘engaging organisation’.

Our UK survey shows that far from strong advocacy for ‘the way we do things around here’ there is low and declining employee advocacy across all aspects of organisations activities with all of their communities. By focusing attention on advocacy itself this is where and how true success can be measured, monitored and acted upon as a day to day test – both from the employee viewpoint and the organisations.

The UK Advocacy Rating - UKAR - survey (Fig 1 above) shows the % fall where organisations are failing to get their messages across in a way that inspires strong, positive advocacy, not just in the area of the customer, but in falling advocacy ratings for the company as a place to work, the communities it operates in and for its partners, such as suppliers, investors and the media.

The Great Leadership Divide

The gaps between leadership and staff (fig. 2 below) further highlight low employee advocacy by showing how far apart the levels of strong advocacy are at different managerial levels in UK organisations, i.e. director, manager and staff. This can be seen as a strong perception gap and therefore a communication divide at the heart of organisations.



Fig 2.

The UKAR – The UK Advocacy Rating

Part 1 of our report, the UK Advocacy Rating – UKAR - shows how the organisations are struggling to create strong advocates among today’s workforce. We demonstrate how the Advocacy Rating can be used as a simple, on-going measure to highlight the areas that need more engaging communication.

The UKAR - Highs and Lows By Industry Sector v 29% UKAR Overall Score



Strong Advocacy through word of mouth amongst your colleagues, including leaders and managers is the powerhouse for driving performance, and reinforcing attitudes and behaviours with customers, colleagues on the community and with collaborative relationships.

Strong Advocates	HIGHEST UK AR	LOWEST UKAR
CUSTOMER Brands/Services/Products	Technology 43%	Healthcare 28%
COMPANY Good place to work	Technology 41%	Retail & Government 25%
COMMUNITIES Responsible way we act	Government 38%	Retail 18%
COLLABORATION Investors/Suppliers/Media	Technology 28%	Healthcare 13%

Fig 3 © Kevin Thomson 2010



Part Two – Executive Summary

The Engagement Matrix and Top 10 Attributes of the ‘Engaging Organisation’

Part two of our report with the ‘Engagement Matrix’ shows how we take the four communities in the A Ratings and create a way of analyzing the ‘engaging organisation’ across both its communities and its functional responsibility. We used the Engagement Matrix to provide a qualitative look at the websites of the FTSE 100 in order to assess which organisations are visibly demonstrating how ‘engaging’ they are when it comes to their words, deeds, stories and pictures with each of the four key communities.



The Engagement Matrix – FTSE Top 16

	Positioning & communication	Visual identity & tone of voice	Products & services	Processes & behaviours
Community				
Colleagues				
Customers				
Corporate partners				

Fig 4

We weren’t looking for statements of intent e.g. lists of ‘values’. We were looking for demonstrable actions of the values with exciting stories, great creativity, strong brand imagery and inspiring copy. That’s how we measured how ‘engaging’ top organisations are. Fig 4 above is our ‘best of the best’ of engaging organisations. Our report shows how only a top few (less than one in 5) of leading UK organisations are succeeding in the delivery of their messages with all their communities showing them as truly engaging organisations.

Our findings were clear. Leading organisations maximise their brand value by using their employees as advocates and ambassadors in their external communication on the corporate website. The results also show where collaboration among external communities and partnerships provides an opportunity to extend the messaging about the organisation involving all its communities in building the business and brand.



The 'Engaging Organisation'

Top Ten Attributes

These are the top attributes that appeared in our leading organisations and the questions I posed to find them.



1. Strength of Communication to Communities Beyond Customers

Do corporate websites, the 'shop window' of organisations, realise their full potential with all their communities? In a world of powerful brands, for all types of products and services, the way that organisations brand their own activities can sometimes be a long way behind the levels of sophistication, creativity and design flair found in the customer facing environment. So too can they be behind in the number and ways of reaching all their other communities e.g. with Web 2.0 collaborative and communication technology. Not for 'truly engaging brands' -the survey found levels of sophistication, creativity and flair that could be expected at any award ceremony for consumer brand design, promotion and advertising.



2. Depth of Brand Engagement

Who engages best? Organisations with strong external customer brands such as retail, drinks, property (shopping) are better at creating strong brands that engage communities beyond customers. This is especially true with brands which see little difference in the way they brand and package their offering to all their communities - with commitment and style.



3. Value and Values of Brand Engagement with Employees

Who is demonstrating true employee engagement? "You are what you think you are" and if you think your employees are your brand, and are responsible for delivering it, then the attention given to employees and the level of activity undertaken to build and engagement brand around employees will be clearly visible from the top. The corporate website should reflect the CEO and C-Suite view of the importance of employees.

The corporate website is a visual as well as verbal display of the culture and the climate. The visual evidence demonstrated by truly engaging brands shows that the level of engagement with employees tends to mirror and match the level of focus on issues like sustainability. Often employees are shown to be involved in sustainability issues - from switching off light bulbs to raising tens of thousands of pounds.

The truly engaging brands will often have a CEO who walks the talk, both with employees and going 'back to the floor'.



4. Collaboration and Innovation

Where does partnering fit in to the engagement strategy? Partnerships with other brands across and beyond the organisation is the new solution to cutting costs and getting 'more with less' i.e. by reaching communities with a joint offering.

5. Powerful Messages

Who communicates best? Truly engaging brands ensure you can remember the messages e.g. Admiral 'Ahoy There!' for potential recruits (compare this to a title of 'Jobs/Careers'). Simple messages simply communicate well.

6. Creative Delivery

Who has the creative 'wow' factor? Are the programmes and communication fun, exciting, clever, and imaginative? Corporate communication does not have to be staid, stodgy or dull. For example, the WPPED CREAM Awards take corporate logo of WPP and make it fun and memorable.

7. Consistent Brand Positioning

Do the community and colleague messages tie in with the customers' marketing, and brand positioning? The truly engaging brand sees no need for an 'employer brand', or different set of internal values and external brand values. They are all one.

8. Clear Expression

Is there clarity behind the brand identity visually and verbally - do the words and pictures match? The G4S imagery of fire-fighters conveys the brand in a single picture.

9. Authenticity

Are the programmes really there for the community in a way that is believable? Do they sit within the remit of the organisation's brand or are they just 'window dressing'? Pearson New Work City sponsorship and Africa Writing Awards are a clear expression of the brand and its values.

10. Deliver the Promise

Do you feel moved, shaken, stirred? Would you want to be a customer, investor, partner, employee, live alongside them, and trust them to deliver on their promise? This is the true test for all brand communication – trust through integrity of word and deed and advocacy of everyone involved to say – 'I talk about XYZ positively about what they say and do – in the community, for customers, as a company to work for and within their corporate community.'



Recommendations and Observations

On Silo Busting – Inside and Out: We believe that the answer to engaging employees is engaging them with communication across all of an organisation’s communities. This requires an integrated approach by the disciplines inside organisations and the agencies and consultancies that serve them. We see a new communication environment where the business disciplines create a united approach to building an engaging organisation as a business and a brand across all communities. The truly engaging organisation busts silos with functions and their external partners operating as one i.e. marketing (with branding, advertising etc.) communication (with PR, Investor Relations etc.) HR (with Employer brand, recruitment, retention) Internal Communication (with Visions, change to daily news etc.).

On ‘Strongly Agree’ and the Best Set of Measures: Unlike Net Promoter Score (NPS), our focus is on ‘strongly agree’ as the base measure for assessing the strength of support for an organisation’s business and brand. The focus can then be on ‘accentuating the positive’ rather than potentially negative scores. We also use all four measures of advocacy as these together contribute a complete picture of engagement within organisations rather than a simple ‘I would recommend’ score for customers, or as employees as place to work. However, the Forrester survey⁹ using an NPS equivalent approach does demonstrate the low advocacy scores reflected in the UK and worldwide.

On what constitutes ‘engaging organisations’: The views expressed in our qualitative review of the FTSE 100 websites in part two, are based on our personal observations. Any measure of how ‘engaging’ an organisation is with its approach, design, content etc., must be subjective. The overall picture demonstrated by corporate UK is that it is more than possible to be a truly engaging organisation. Yet this is a long way from reality.

On Plan A from M&S: The approach we have used with the ‘Engagement Matrix’, aligning the external communities and the internal functional responsibilities, is best demonstrated by our exemplar case study of Marks and Spencer Plan A. We are grateful to them for demonstrating that it is also more than possible to ‘tick all the (16) boxes’ in a way that truly demonstrates an ‘engaging organisation’.

On The A Rating as a survey tool: We are indebted to ICEmarq™ for the inclusion of our A Rating questions in the Research Now survey. The ICEmarq™ survey tool allows organisations a DIY approach to measuring communication. The A Rating methodology is intended to be used separately or as a comparative benchmark with the ICEmarq™ surveys. When used in conjunction with the Engagement Matrix this provides a quantitative and a qualitative measure of employee advocacy, also providing a strategic blueprint for employee communication.

On why Advocacy is Important: The UKAR Advocacy ‘A Rating’ reflects those make or break attitudes for every workforce which go beyond engagement into active advocacy. For all organisations this has an impact on:

- Organisational reputation as advocated by employees – inside and out
- Quality of customer service for those in direct and indirect contact
- The ‘word of mouth’ messages that spread in person and in a Web 2.0 world
- Existing and potential employee perceptions of our organisation as “an employer of choice”
- The level of involvement in external activities among communities
- The predicted level of engagement and collaboration of employees
- Peer to peer motivation, or demotivation from the strong ‘dissenters’
- Providing dialogue between leaders, managers and staff as to what makes strong advocacy
- Productivity, profitability and contribution across all areas of activity

⁹ Computer Weekly Forrester in the UK, only 25% are promoters of products and services, and 18% of jobs.
<http://tinyurl.com/28qeo72>

The New Emotional Capital



Engaging Employee Motivation
In The UK

Part 1- The A Ratings

The Highs and Lows of Employee Advocacy



Part 1- The A Ratings

The Highs and Lows of Employee Advocacy

The UK Advocacy Rating (UKAR) 2011

Advocacy keeps it simple

We have defined and developed the concept of employee advocacy very simply, i.e. how positively employees talk to others about their organisation. We asked four questions. This gives us four ratings and one overall score for 'strongly agree' on advocacy. The Advocacy Rating can be used to compare against internal communication scores and benchmarked against the UK scores to assess the areas for improvement. Our research analysis uses 'strongly agree' to measure the level of supportive employees, managers and leaders.

The Core Areas for Advocacy

We believe that the overall way an organisation operates affects how its employees feel, act and deliver. We have defined these as:

1. **Customers** – Advocacy for the way my organisation delivers to its customers with its products and services
2. **Company** - Advocacy for my organisation as a good place to work
3. **Communities** – Advocacy for my organisation for the way it acts responsibly, locally and globally
4. **Corporate/Collaboration** – Advocacy for my organisation in the way it deals with its partners, suppliers and media.

The four questions used to determine 'The A Rating' are:

1. **The Customer Question** - I talk positively to people about the brands, services and products our organisation offers
2. **The Company Question** - I talk positively to people about the fact that our organisation is a good place to work
3. **The Communities Question** - I talk positively to people about the responsible way we act in our communities
4. **The Corporate/Collaboration Question** - I talk positively to people about the way our organisation acts towards investors, suppliers and the media

The 6 answer options for each question are:

Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree - Don't know

For the purpose of calculations, "Don't know" responses are ignored.

The survey was conducted as part of an ICEmarq survey by Research Now ending Dec 2010. 2000+ UK employees across all sectors. 95+% significance 2.5% variance for the total figures.

The UKAR – Highs and Lows

In part one of our report, we show something really isn't working in the UK – for employees in both the public and private sector.



© Kevin Thomson 2010

The UKAR survey results makes it clear that with an overall score of only 29%, less than one in three employees in the UK will stand up and be counted i.e. are strong 'advocates' for the four core activities of their organisation: Customers, Company, Communities and Collaboration.

The highest advocacy rating figure of only 43% strong advocacy for products and services is in the technology sector. The lowest advocacy rating of 13% is in healthcare - for employees talking positively about organisations partnerships, with its suppliers, the media and investors.

The overall UKAR picture shows the efforts of organisations to present a unified picture (visions, missions, values, goals, quality of product and service etc.) that inspires employees to talk positively to others leaves a glaring gap between what people are paid to do, and what they are prepared to say about the organisation they work for.

Employees aren't advocates – neither are their organisations

Surprisingly to us, in part two of our report our survey of the FTSE 100 websites, we found that less than 20% display clear signs of being truly 'engaging' when it comes to demonstrating in word and deed how they interact with all their communities. Stodgy, staid, dull, boring; or were the websites exciting, relevant, passionate and engaging? Surely the 'shop window' of corporate UK would 'talk the talk' and show how they 'walk the walk' when it comes to demonstrating 'the way we do things around here'. The results demonstrate this is not case. This leads us to ask 'How can employees expect to be 'engaged' when their own organisation isn't engaging?'

The 'Beyond Engagement Report' sets out to look at both the employee view of their organisation and how the UK's top organisations engage with their own communities.

Beyond Engagement to Employee Advocacy

Why measure employee advocacy when there are so many surveys on employee satisfaction and employee engagement?

Measuring what people in the organisation actually say goes beyond hypothetical 'engagement' into the day to day reality of talking with others about what you do, what you make or sell, how good is it as a place to work and how your organisation acts in the community, with investors or its suppliers and partners.

Unlike engagement which requires addressing the intellectual and emotional connections with the organisation based on yearly or sometimes two yearly surveys, advocacy provides instant proof positive or negative of what you say about the place where you work.

Measuring what the organisation says about itself provides an acid test that goes beyond an organisation's stated 'visions and mission' i.e. its culture, and gets down to the real 'stories' and actions that make it able to demonstrate 'the way we do things around here' i.e. its climate.

First the good news – then the bad

Consider this statement from the CIPD for a 2011 conference, 'Employee engagement is a crucial part of any business strategy as an organisation with an engaged workforce is more likely to achieve business objectives.' Yet look at the statistics when it comes to delivering on the need for an engaged workforce:-

UK Employee Statistics – The CIPD's job¹⁰ satisfaction index has fallen to a record low of +35*, compared to +36 last quarter and from a high of +46 in summer 2009.'

Gallup gives the same message when it comes to the positive world view on employee engagement, 'The world's top-performing organizations understand that employee engagement is a force that drives performance outcomes. In the best organizations, engagement is more than a human resources initiative - it is a strategic foundation for the way they do business.' Yet look at the statistics.

US Employee Statistics - The Conference Board¹¹ 'Through both economic boom and bust during the past two decades, our job satisfaction numbers have shown a consistent downward trend.' The report, based on a (2010) survey of 5,000 U.S. households conducted for The Conference Board by TNS, finds only 45% of those surveyed say they are satisfied with their jobs, down from 61.1% in 1987, the first year in which the survey was conducted.

Positive statements and powerful statistics about employee engagement, like those from the CIPD and Gallup, form the basis of the MacLeod Report – 'Engaging For Success' which demonstrates the sound basis for organisations focusing on engagement.

Yet while the good news is that there is clear evidence of the value of engagement with employees, the bad news is that things have got worse within organisations when it comes to employee motivation and morale. Clearly the world economy is having an impact yet the Conference Board point out that in boom and bust there is a 'downward trend'. The key questions are, 'What to do?' and 'Who is going to do it?' Let's turn to the communication profession for a view on the messages and media management.

¹⁰ CIPD UK workers still feel in grip of economic downturn, especially in the public sector, says CIPD quarterly Employee Outlook survey

¹¹ Conference Board - U.S. Job Satisfaction at Lowest Level in Two Decades

‘Everything has changed yet nothing has changed.’

When talking to the communication professionals the comment that stands out time and again is ‘Everything has changed (such as the move from command and control to collaborative working and social networking), yet nothing has changed (such as employee attitude and the problems with message overload and emails). In fact the employee attitude trends say it all. The clear message is that despite any focus on more, and better communication – be it channels, content, enterprise social networking and other collaborative technology, employee satisfaction is in sad (is it terminal?) decline.

From Employee Satisfaction, to Engagement, to Advocacy, to ROI

The question today seems to be ‘What to measure?’ Many organisations have moved from measuring ‘employee satisfaction’ to ‘employee engagement’. However, there appears to be no one agreed formula for measuring or indeed definition of ‘engagement’ or any consensus on how this impacts on ROI. Yet the consensus is that engagement is low. Like the CIPD and Conference Board surveys, the Blessing White survey 2011 shows only 31% are engaged and 17% are disengaged. This corresponds to the UKAR of only 29% as strong advocates.

Part of this debate around engaging people is encompassed by the ‘social networking’ movement. Is this the panacea? Is this how better enterprise networking will bring about more involvement and create greater returns with higher productivity, more innovation, and faster times to market etc.?

Is Social Networking and Collaborative Technology the answer?

The message about social networking and collaborative technology says that this brings about the ROI needed in these ‘more with less’ times¹². How? By having tools like smartphones, the Apple iPad, the new Cisco CIUS, and platforms like SharePoint with applications like Yammer, Socialcast, Socialtext¹³ and other Facebook equivalents added to the intranet, alongside other collaborative technology like blogs, wiki’s etc., this increases productivity, innovation etc.

Does Web 2.0 and enterprise networking increase ‘engagement’? Does it impact on ROI? See the Cisco Collaboration Consortium Year One Report¹⁴. The jury may be out on social networking ROI (apart from those companies where you might expect it to work in technology, telecoms, consulting etc.) yet the message is clear. The overall figures of employee satisfaction are still dropping.

The Leadership Implications of Employee Advocacy

Today’s organisations and executive teams are expected to have and hold strong values and powerful mission statements. These are clearly not reflected by employees in the way they are advocates to others. Yet employees are expected to deliver great service, espouse the company line, follow the corporate social responsibility ethos, help the organisation to protect the environment, and act in the right way with its communities.

Employees today are also increasingly looked to, in a ‘more with less world’ for greater performance to provide the business or organisational success, via the delivery of products and services that meet or exceed customer expectation. The A Rating provides a reflection of how employees react to these issues across all levels in the organisation. The key to employee advocacy through The A rating is the ability to ‘accentuate’ the positive and ‘eliminate’ the negative, with what is being said and done across the organisation providing a driver for greater advocacy and less dissent.

¹² CMS Wire <http://tinyurl.com/yf36kqe>

¹³ Socialtext ROI Report <http://tinyurl.com/35e76dv>

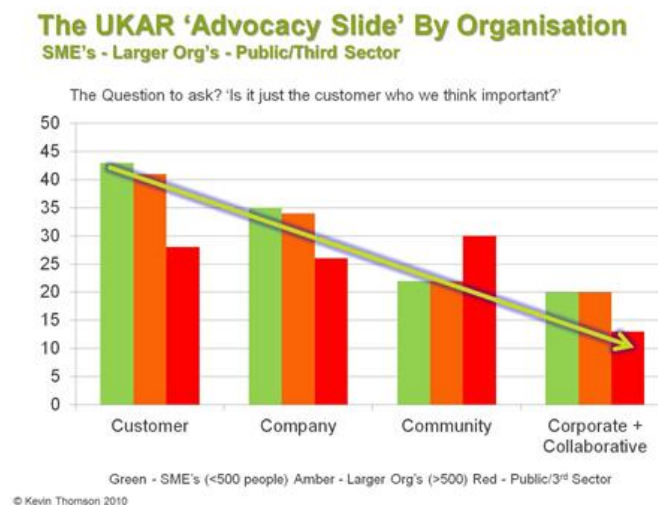
¹⁴ Collaboration Consortium <http://tinyurl.com/36ccvfx>



Key Findings

The A Ratings: Employee Advocacy in the UK

1. **Overall UK Employee Strong Advocacy – Less than 30%** : Strong advocacy amongst employees overall is 29% i.e. less than 3 out of 10 talk positively about all aspects of their organisation’s activities. As advocacy is a tangible measure of employee engagement, which impacts customer service and performance (MacLeod Report), the UKAR demonstrates a lot needs to be done.
2. **The ‘Advocacy Slide’**: The falling scores across the 4 C’s shows how advocacy tails off across key areas of organisations’ activities i.e. advocacy for products and services, advocacy as a place to work, advocacy for responsibility in the community, and advocacy about external relationships.

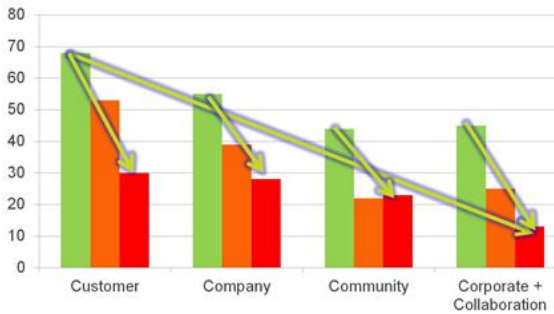


3. **The Great Leadership Divide**: From a high of 68% advocacy among leaders for their products and services (why not 90 %+?) there is massive advocacy gap between leaders and staff which demonstrates a mismatch between levels of commitment. This applies in all areas of an organisation’s activity. Most important is the divide from 68% Directors to 52% Managers and only 33% for staff for the Customer advocacy scores. A critical issue.

The UKAR The Great Leadership Divide

Director Manager Staff

The question to ask: 'Do you think your staff think like you? Are you giving right message and getting back the wrong messages'



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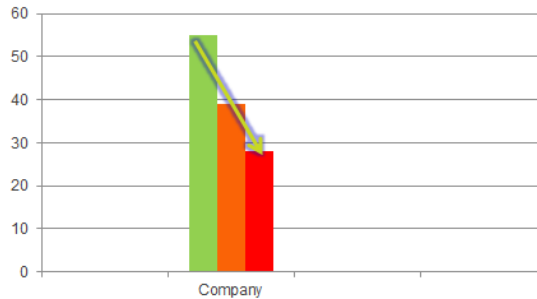
Green – Director Amber – Manager Red- Staff

4. **A great place to work?** The efforts of organisations to create 'a great place to work' have failed to gain strong advocates for the UK as a whole, with only a 25% UKAR in government and retail, and an overall UKAR average of only 32% - only just over 3 in 10 employees. The 'advocacy slide' is made more poignant when viewed as a comparative between different levels of director, manager and staff.

The UKAR A Great Place To Work?

Director Manager Staff – Strong Advocacy for the organisation

The question to ask: 'Do you think your staff like it here as much as your bosses?'



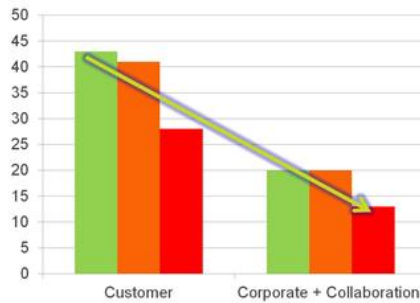
Green – Director Amber – Manager Red- Staff

5. **High advocacy in the Technology sector:** Strong advocacy is highest in 3 out of four 'A Ratings' in the technology sector. Whilst the figures diminish across the 4 C's (see Advocacy Slide), the word of mouth index is highest in the UK. This is good news for an economy looking to drive export in this sector.
6. **Low advocacy across all messages:** Strong advocacy does not achieve a score of 50% or more in any sector. This reflects on how strongly people will talk positively about the core output of their organisation. All four C's demonstrate low levels of advocacy. This is especially true of 'Community' - a measure of advocacy for corporate responsibility and 'Collaboration' - where organisations are looking for strong collaborative external relationships.
7. **The 'Collaboration Chasm':** The low Collaboration score creates the gap between the highest rating with 'Customers' and lowest rating of all in 'Collaboration' i.e. the critical area where good investor relationships and the interest of the media are vital, especially in a Web2.0 connected world, and where partnering and collaboration are the key to 'more with less'. Employee advocacy can be vital in all of these areas.

The UKAR - 'Collaboration Advocacy Chasm'

The Gap between strongest and weakest advocacy.

The question to ask. 'Is it just the customer who we think important?'



Green - SME's (-500) Amber - Larger Org's (+500) Red Public/3rd Sector

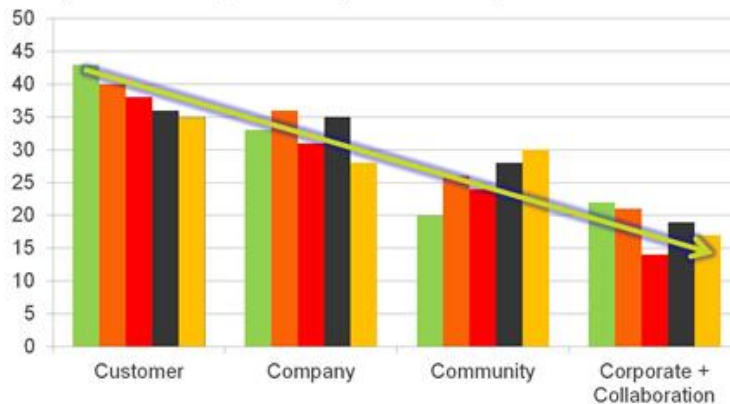
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8. **The younger generation:** Younger advocates demonstrate stronger advocacy for an organisation's products and services but exhibit a similar Advocacy Slide across all four areas, with a noticeable lowering of advocacy for Community issues – half that of Customer advocacy.

The UKAR Advocacy Slide By Age Level

Ages 16-25 26-35 36-45 46 55 56-65

The question to ask. 'Why the Advocacy Slide across all ages?'



Green - 16-25 Amber 26-35 Red 36-45 Blue - 46-55 Yellow 56-65

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9. **Community Advocacy:** i.e. corporate responsibility comes a poor third in advocacy except in the Public Sector.
10. **Highest & Lowest UKAR – Private V Public Sector:** The highest strong advocacy scores across all areas are in technology and leisure at 43%. The lowest strong advocacy scores rest in healthcare, retail and leisure at 13-14%. Apart from 'Community' the public sector scores lowest in each category.

Why Advocacy Matters

By Paul Roberts, co-founder ICEmarq™ of which the UK A Rating forms a part

The UKAR shows a very mixed picture across UK plc when it comes to employees acting as advocates for their organisations with customers, colleagues, communities and corporate partners. A decade ago, when times were good, this would have been merely a concern, but not the burning platform it is today. After all, every employee today is a Twitter or Facebook update away from supporting – or damaging – the brand they represent. Monitor advocacy and you have a reliable and easy-to-compile snapshot of the collective employee mind-set.

As many studies cited in this report show, when it comes to employees and organisational success, the role of the employee is vital. For those of us who have worked in the engagement space long enough, the emergence of ‘employee engagement’ as a mainstream corporate priority undoubtedly represents progress, even if it has created a host of methodologies for defining and measuring it!

I believe though that it’s time to look again at the engagement question, looking less at the ‘input’ (the complex set of attitudes, perceptions, beliefs and behaviours that combine to make up engagement) and more explicitly at the output i.e. what colleagues actually say and do.

For me, the most important aspect of The A Rating is its clarity in highlighting to individuals, teams, managers and leaders the four key areas that create what Kevin calls the ‘engaging organisation’. Action can be taken when there is evidence of how people in the organisation are reacting to what they see, hear and experience of the brand they represent.

The ‘A Rating’ is a powerful way to do this, as it provides an organisation with a clear picture of the collective mindset of its employees using four simple questions. The further benefit of the A Rating is that it is supported by ICEmarq™ research data, allowing organisations to compare the UKAR results with a reliable external benchmark.

I believe it is worth stating that the conclusions in this report are rightly based on the willingness (or not) to strongly agree. Some will argue that any kind of agreement is valid but I strongly disagree! Only if an individual is really willing to throw his or her support behind the brand they represent can we rely on them to be genuine advocates when it matters. How often have we heard people we know talk less than positively about the brands they represent? And very often, these are people we like, trust and would regard as the great ambassadors for their organisation. This is what the A Rating measures and every organisation needs to know.

Additional Notes on ICEmarq™

ICEmarq™ provides benchmarks for a comprehensive range of indicators in a bank of over 400 questions that put the in-house professional in charge of any surveys they want to hold, rather than wait for the yearly ‘employee attitude/ satisfaction/engagement survey’. ICEmarq™ overall UK benchmarks are based on a cross representative sample of 2,000 people. There are individual benchmarks by industry, sector, seniority and age band. An organisation can derive further meaning from all the insights it gathers on advocacy, by comparing its scores to the appropriate ICEmarq™.

The New Emotional Capital



**Engaging Employee Motivation
In The UK**

Part 2

The Engagement Matrix



Part 2 - The Engagement Matrix

The Engagement Matrix – FTSE Top 16

	Positioning & communication	Visual identity & tone of voice	Products & services	Processes & behaviours
Community				
Colleagues				
Customers				
Corporate partners				

Truly Engaging Organisations – 16 FTSE 100 Exemplars

(See Appendix 1 for full details)

The UK Government commissioned a report on the growing trend of engagement. The results were clear from analysis of surveys and reports from across the globe. ‘Engagement’ is about establishing mutual respect in the workplace for what people can do and be, given the right context, which serves us all, as individual employees, as companies and organisations and as consumers of public services. It is our firm belief that it can be a triple win: for the individual at work, the enterprise or service, and for the country as a whole.’ MacLeod Report Engaging for Success¹⁵.

So today, if you want to know about an organisation, the way it thinks, feels, looks, behaves where do you go to find out? From them, either before or after you hear it from everyone else. Where? Their website. This is the focus of our study, the ‘shop window’ of any organisation.

There have been numerous reports and surveys with benchmark data on engaged employees (MacLeod, Gallup Q12, Hay¹⁶, Blessing White¹⁷ etc.). This study sets out to look at a different aspect which goes beyond engaged employees to look for what makes for engaging businesses and brands.

The study is based on a selected top 16 examples from the FTSE 100 of what the author believes to be truly engaging when it comes to the words and the deeds of an organisation delivering its business and brand values. The best practice examples help show each of the ways an organisation can demonstrate engagement across all its communities. They come from the ‘shop window’ of an organisation i.e. the corporate website. We go beyond the

¹⁵ MacLeod Report pdf <http://www.bis.gov.uk/files/file52215.pdf>

¹⁶ Hay <http://www.haygroup.com/ww/press/Details.aspx?ID=27466>

¹⁷ Blessing White http://www.blessingwhite.com/eee_report.asp

words like 'our values' and look for the pictures, images, stories, deeds and actions that demonstrate truly engaging business and brand.

From Specialism to Silos to Silo Busting

The Engagement Matrix is a simple 4x4. It is a way to view what an organisation says and does and how it says it and does it across each of its constituent audiences. So far, so good. Except that in looking for mastery in each of the areas, of what is said and done, there has built up a range of in-house functions and external agencies and advisors. This has too often led to silos internally, turf wars externally and a separation of the communities into 'segmented audiences' or worse 'stakeholders' each of whom are too often treated separately, with separate messages, and differing styles by different 'departments' and their suppliers.

The Engagement Matrix provides a strategic tool to create a linking factor across an organisation, and move beyond functional specialisms and separate silos to an integrated approach with an overall goal of advocacy for all areas of activity.

The Goal of our Report

Our overall goal is to provide a framework that enables organisations to set both a strategy for engagement and the tactics for creating engaging communication and collaboration that inspires and motivates across all sectors and organisations, irrespective of size.

We show how business and brand integrity can be seen and done in four key areas we call the 4 C's - Community, Customers, Colleagues and Corporate.

We look to demonstrate through concrete examples like Marks and Spencer Plan A that organisations are building engaging, collaborative businesses and brands in each of these areas as a key part of their communication and brand positioning.

Beyond the words

Why do we need to go beyond the words that organisation say? Consider these 'RICE' values, typical of many organisations:

RESPECT: We treat others as we would like to be treated ourselves. We do not tolerate abusive or disrespectful treatment. Ruthlessness, callousness, and arrogance don't belong here.

INTEGRITY: We work with customers and prospects openly, honestly and sincerely.

When we say we will do something, we will do it; when we say we cannot or will not do something, we won't do it.

COMMUNICATION: We have an obligation to communicate. Here, we take the time to talk with one another...and to listen. We believe that information is meant to move and that information moves people.

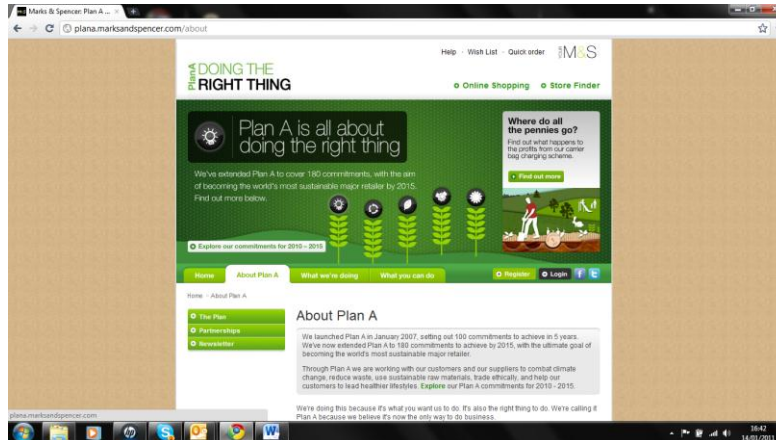
EXCELLENCE: We are satisfied with nothing less than the very best in everything we do. We will continue to raise the bar for everyone. The great fun here will be for all of us to discover just how good we can really be.

The organisation was [Enron. 1998 Annual Report](#), "Our Values".

Compare Enron to Marks and Spencer's Plan A. The words of an organisation may say one thing. The deeds say another. We demonstrate this using the Engagement Matrix applied to the M&S website.



Plan A. Because there is no Plan B M&S Plan A and the Engagement Matrix



To best demonstrate how on message, with one brand, with one aim, with all communities can be put together we show that of Plan A from Marks and Spencer¹⁸. M&S not only have an integrated approach with their whole business and are one of our Top 16 exemplars of Business and Brand Advocacy; they also do this in a single campaign. (For links see appendix.)

Plan A. The goal ‘To be the ‘world’s most sustainable retailer by 2015’.



Plan A - Marks and Spencer Because there is no Plan B

	Engaging Communication	Engaging Brands	Engaging Actions	Engaging Attitudes
In the Community Sustainability & Responsibility	The World Most Sustainable Retailer by 2015 About Plan A	Plan A Doing the Right Thing Plan A - Website	The Five Pillars What we are doing	Our Plan A Commitments Download
With the Customer Products & Services	PLAN A Greener Living Shop	PLAN A M&S TV	Register With Plan A Registration	Copenhagen The Plan A Patchwork
With Colleagues Recruit & Retain	Our Eco Factory M&S TV	Plan A Summary M&S TV	Store Reps and Health Advisors YouTube	Our Commitment Stuart Rose and Staff
In the Corporate Community Investor & Value Chain	Our South African Suppliers M&S TV	Meet Your Farmers Select a Farmer	Our Greener Factory Westbridge Furniture	Fair Partner Pledge

¹⁸ [Plan A](#)

Beyond Engagement into Action – With all your communities

The M&S Plan A Engagement Matrix demonstrates the ability for businesses and brands to build a complete approach to creating advocates both inside and out. The need for this has never been greater as the ability to communicate and engage (or not) in what an organisation says and does now spans across every aspect of every business and brand.

Every aspect of Plan A demonstrates how we live in a world of increasing concern about (and 24/7 global communication on) the economic, social and environmental consequences of every action an organisation and its people and partners take.

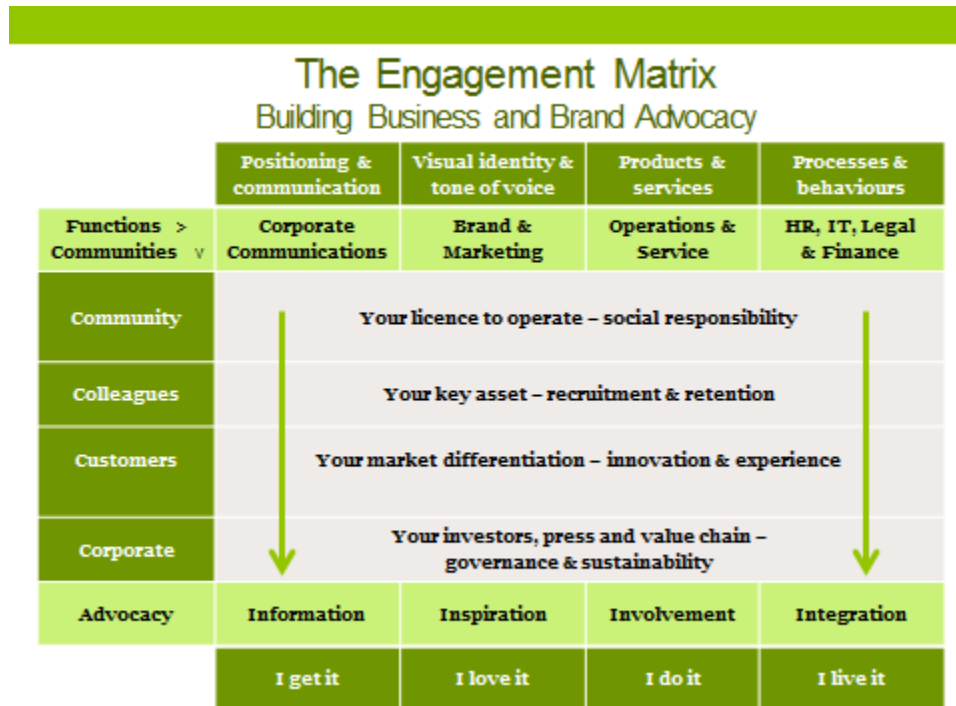
The power of words and deeds working together becomes ever more paramount in a communicative, collaborative world. Everyone, everywhere is now a communicator and is likely to sit in all four communities; locally and globally, as colleagues, as customers and as investors e.g. through their pensions, and as partners working with other organisations.

This report shows how truly engaging brands understand this, and communicate and collaborate in ways that show how integrated they are with their communities and how they demonstrate integrity in each of their communities.



The Engagement Matrix

A Communication Framework



The Engagement Matrix – Background Information

There have been previous studies of the usability (disability etc.) and corporate responsibility (Visions, Values etc.) demonstrated in websites like the FTSE 100, but not for an integrated approach to communication for all audiences - inside and out. The Stockholm Accords¹⁹ call this the 'Communicative Organisation'. We sum it up as the 'Engaging Organisation' - one which includes all communities, involves them, inspires and integrates them whether as customers, consumers, the local or global community and colleagues.

The engaging organisations truly demonstrate what they are doing by going beyond corporate speak into issues that are clear, important, simple to understand, creative and compelling in their approach. This is the way to build the values and value of the brand and the engagement of those involved - inside and out. We think that both 'talking the talk' as well as 'walking the walk' is the mark of the truly 'communicative organisation'.

The survey covered all FTSE 100 sites to see where there are visible programmes and projects that involve and encourage the organisation and its communities - inside and out - to do 'something extra' beyond reading and agreeing (or not) with corporate copy. Critical to the assessment was how engaging was the approach that would

¹⁹ <http://www.wprf2010.se/2010/02/22/the-stockholm-accords/>

build the strength of perception of the brand and the business - to a potential or existing employee, customer, investor and community member.

**It's not what you do it's the way that you do it.
And it's not what you say it's the way you say it.**

The survey set out to assess all the elements of brand reputation not quantitatively, but qualitatively - how well is the organisation engaging with all its communities?

The way that organisations are now obliged to be reporting is enshrined in law in the UK with the 2006 Companies Act, and how they are communicating in practice has been set out in the Stockholm Accords (a framework set out in 2010 through the Global Alliance GA of international PR and Communication organisations). Integration and communication of both the business and brand messages is now the critical factor for today's communicative organisation.

The Communities Dimension— the 4 C's on the vertical axis of the Engagement Matrix is each of an organisation's four communities and how it is communicating and collaborating in them.

With today's sophisticated communication environment, reputations for organisations now rest on each of these four key communities.

- **The Community** - local and global
- **The Customer** - customer and related users; consumers
- **The Colleagues** - employees and related associates
- **The Corporation** - investors and value chain (partners, collaborations, suppliers)

We have defined in four distinct, yet essentially simple ways how each of these communities can be reached. These are what you say and what you do; and how you say it and how you do it. This may sound simple, yet the approach for each is so distinct that the responsibility for these have been traditionally led and managed by separate functional departments, i.e. communication, marketing, operations and HR. This has led to segregated responsibility, silos, barriers to communication and too often lack of integration, or worse, conflicting and confusing messages, media and ways of measurement.

It used to be simple(r), in a world which used to have highly segmented and totally separate communication to highly segmented and separate audiences; in a corporate environment where issues like sustainability and responsibility were not (as) important; where 'employees' did not have to be 'engaged'; which had 'command and control' structures; where investor relations were the preserve of Investor Relations/PR and the 'supply chain' was handled by the purchasing department. Now, everyone is, and can be any one of an organisation's communities. Now with technology and 24/7 communication news and channels, everyone is able either to build or to damage the business - and its brand reputation.

The solution to this disintegrated situation is becoming apparent as more and more organisations begin to address all their audiences in an integrated approach. This approach to engaging all four of an organisation's communities in a co-ordinated and sustained way helps to maximise impact and minimise effort and cost.

- **Information and Corporate Communication: 'I get it'.** Traditionally the preserve of the communication/PR function, the difficulty here may be that internal communication (IC) may sit in communication, marketing or HR, and may often be a gatekeeper or provide a journalistic role of message crafting and dissemination. The issue today is that with collaborative technology everyone is now a communicator – inside and out. Communication occurs in a verbal and visual way via the communication content and messages. It occurs in a physical way via the communications channels and tools. 'What you

say' ranges from news, information, report and accounts, corporate websites to handling crises and other critical issues.

- **Inspiration – Brands and Marketing: 'I love it'** - This is the 'how' – how organisations address issues of positioning (which market, where), identity (naming, style, design) and methods of engagement (advertising, promotion etc.) This is done with the product, the service and organisation itself with the 'brand'. Traditionally the preserve of the marketing department, surrounded by the marketing services industry. Since the late 80's (Thomson; Employee Revolution. FT Pitman) and early 90's the concept of 'employer brand' or 'employment brand' began to inculcate the idea that 'brand' was not just a product/service i.e.it applied to internal issues and that 'internal marketing' was a process of meeting the needs of 'internal customers' i.e. a different process to communication of messages.
- **Involvement – Operations and Service Delivery: 'I do it'**. We now come to the operations function - the people and processes responsible for the product and service delivery. 'What you do' goes throughout the 'value chain' from product creation to customer service delivery, which therefore will include line management in sales, retail etc. From Taylorism to TQ, Lean and Six Sigma what you do has been the key focus of cost and quality and from Hawthorn to Visions and Values, motivation and engagement have been the drivers of productivity from people i.e. the 'how you do it'.
- **Integration – HR, Legal, Finance: 'I live it'** – Through the HR Function, the 80's and 90's saw the major shift in focus to the 'visions, missions and values' to develop and build the right attitudes and behaviours of everyone in the organisation. The HR involvement around these 'culture and climate' issues comes into play with training, learning, development and the communication of 'culture change', and in the marketing of the 'employment brand' for recruitment and retention. With Legal and Finance providing the structures and process for governance and commercial delivery these too are messages which need to integrate with all other corporate messages.

The Communication Dimension

Within the 4 I's for each of these four communities, we analysed both the words and the deeds of each organisation. We went 'beyond engagement' to see more than just statements of intent. We looked at what was being said and what was being done across four dimensions. Each of our four elements can be seen to be the preserve of each of the organisation's departments. When working together the Engagement Matrix creates a template for the engaging organisation as a whole.

- **Information – Corporate Communication:** The content element e.g. strong leadership communication
- **Inspiration - Brand and Marketing:** The marketing element e.g. powerful brand positioning and identity
- **Involvement – Operations and Service:** The operations - product, service and operational delivery.
- **Integration- HR, Legal and Financial:** Demonstrating organisational values and legal/financial responsibility



The FTSE 100 Corporate Websites

The FTSE 100 Corporate Websites - The Shop Windows for Engaging Brands, Inspiring Communication and Collaborative Communities

We have taken the 'shop window' of the FTSE 100, the corporate website, as the place to measure what organisations are *actively saying and doing* when talking about, and to, all their communities. We have looked at how each of the organisation's activities adds to an overall approach that demonstrates both integrity with what each organisation does, and engagement in the way it does it.

In this study, we cite 16 examples of our Top FTSE 100 organisations across four types of communities. We look to see where these organisations are both 'talking the talk' with what they say and 'walking the walk' with what they do.

We have demonstrated this using the 'Engagement Matrix'. We have also selected one outstanding example, Marks and Spencer's Plan A, to best illustrate how one organisation populates the whole matrix to build an overall picture of what it is saying and doing, and how it is saying it and doing it.

We show how 'engaging' with people through innovative, creative and integrated communication and collaboration can drive levels of engagement which powers the connections that create engaged communities, customers, colleagues and the corporate community of investors, value chain etc.

Across the FTSE 100 we have measured what we believe are the core drivers of engagement, i.e. what organisations actually say and do with each of their communities. Our Top 16 examples are from those organisations that are visibly demonstrating their actions across each of four communities and demonstrate an outstanding example in one area that helps demonstrate the power of an integrated approach across all 16 areas.



Colleagues - Potential, Existing, Past

Increasingly, business and brand value are not just what an organisation says and does for its customers and consumers, or its shareholders. Nor is it enough to segment employees and build a separate 'Employer Brand' or leave this to HR alone. With everyone ready, willing and very able to comment, communicate and collaborate on anything online in our connected society, the 'brand mix' now goes beyond the consumer brand and includes the local and global community, and with ever more emphasis on the employee.



The people who deliver the brand promise are now more than a part of the service chain they are part of the brand value. This means employee 'engagement' becomes more than an HR issue and much more than something to do with the so called 'employer brand'. It is here that we now look to what makes employees engaged with the business and the brand. The answer lies in the way organisations communicate, how their people collaborate and how the collaborative technology is used. This is the route to demonstrating real integrity.

Communities - Local and Global

Many organisations have followed the trend of creating visions, missions and values. Many have created specialists and strategies around corporate and social responsibility. Yet, too many are now saddled with the same words, often different to, and a lot less inspiring than the brand values. Whilst the internal values may drive organisational behaviour, and can be the foundation of both business and brand value, until they are acted on they are simply words. Measuring the words used provides little evidence of the results they can deliver.

It is when organisations both *say and do* the things that demonstrate these values, and thus show how they build toward the vision, that we can go from a strategy of 'engagement' i.e. why are they doing this, to the tactics of being 'engaging' i.e. how are they doing it (in a way that truly inspires and excites), to the results of 'engaged' people - inside and out, i.e. what are the outcomes.



**Corporate - Investment Community and Supplier/Value Chain Community
More Engaged, More Performance With Less Cost, Less Waste**

Today, it is not good enough to have a brand based on your product or service alone. Nor to treat your value chain like 'suppliers' of old; nor to ignore your community at a local level, or globally, with the planet we live on in such a precarious position. All of which means more engaged people have to deliver more performance, more innovation, more feedback, more value, and all of this with less resources, less costs, less people and especially less waste of time, money, and materials.

Today we also see more and more organisations going beyond the 'brochure ware' of first generation sites to promoting their 'corporate brand', their product and service brands, their 'employer brand' (or 'employment' brand), their own 'brand' of social and corporate responsibility, their own 'brand' of investor news and views of their markets and competitors, their own 'brand' of sustainability reporting and their own 'brand' of involvement in the local, national and global communities.



The days are gone when community and responsibility issues might simply be ignored by organisations (or even communities lied to). The recent financial crisis has highlighted the truth of this responsibility, which now goes beyond issues of sustainability into the very fabric of financial prudence. The days are also long gone when consumers were simply either 'told or sold' through 'above the line' advertising and 'below the line' promotion or where staff were informed in 'top down' management briefings and investors were 'handled' through PR and analysts.

No organisation can now hope to 'control' the communication about its brands, products, services, and conduct. Nor, when these communities are on their side, would an enterprise want to 'control' the power of the community voices. The power of the media voice of engaged communities multiplies (or divides) its reputation, hence the current focus, to the point of obsession, on social media.

People are now wearing many more communication hats; from the potential, existing or past employee who is talking on-line to everyone they reach with their views, to the vociferous customer or consumer, investor, activist, blogger, micro-blogger, social media commentator, community member, journalist etc. Today we have a world where everyone is a communicator; people can help make or destroy brands at the speed of Twitter with comments on their own or other blogs, and micro-blogs can be heard on news channels and a multitude of media.

Collaborative technology helps provide a physical and virtual solution to communication exchange (if used effectively - a big if, with corporate intranets, for example), integrated thinking and action provides the emotional and intellectual solution to building what we call 'the brand engaged enterprise'. The engaged enterprise is the driver of the productivity and performance that are now as much about the environment as the economy and the enterprise profitability.

The New Emotional Capital



**Engaging Employee Motivation
In The UK**

Part 3

Marks and Spencer Plan A

The Engaging Organisation



Part 3

'Plan A' M&S – The Engaging Organisation

The table below contains the links that demonstrate each aspect of the Engagement Matrix. Full details below.

	Engaging Communication	Engaging Brands	Engaging Actions	Engaging Attitudes
In the Community Sustainability & Responsibility	The World Most Sustainable Retailer by 2015 About Plan A	Plan A Doing the Right Thing Plan A - Website	The Five Pillars What we are doing	Our Plan A Commitments Download
With the Customer Products & Services	PLAN A Greener Living Shop	PLAN A M&S TV	Register With Plan A Registration	Copenhagen The Plan A Patchwork
With Colleagues Recruit & Retain	Our Eco Factory M&S TV	Plan A Summary M&S TV	Store Reps and Health Advisors You Tube	Our Commitment Stuart Rose and Staff
In the Corporate Community Investor & Value Chain	Our South African Suppliers M&S TV	Meet Your Farmers Select a Farmer	Our Greener Factory Westbridge Furniture	Fair Partner Pledge

Plan A - In The Community

Engaging Communication In The Community

What M&S Say

"We launched Plan A in January 2007, setting out 100 commitments to achieve in 5 years. We've now extended Plan A to 180 commitments to achieve by 2015, with the ultimate goal of becoming the world's most sustainable major retailer.

Through Plan A we are working with our customers and our suppliers to combat climate change, reduce waste, use sustainable raw materials, trade ethically, and help our customers to lead healthier lifestyles. [Explore](#) our Plan A commitments for 2010 - 2015.

We're doing this because it's what you want us to do. It's also the right thing to do. We're calling it Plan A because we believe it's now the only way to do business."

What we say

The most important words here are ‘because it’s what you want us to do.’ Plan A covers every aspect of the way M&S ‘do things around here’. They have involved everyone in it from all their communities, creating engagement and advocacy. M&S TV uses people from each of the communities to tell the Plan A story.

Engaging Brands In The Community

What M&S Say

“Plan A: Doing the right thing”

What We Say

Plan A has been established as a ‘brand’ in its own right with its own strap-line ‘Doing the right thing’ microsite. The Site has its own identity and colour - green. Each section contains content, interactive suggestions and adverts in the shape of M&S TV. More than a campaign this helps build and sustain the whole brand.

Engaging Actions in The Community

What M&S Say

“What we’re doing

The five pillars represent the key areas where we believe we can tackle the biggest challenges facing us as a retailer. These five areas are: Climate Change, Waste, Sustainable Raw Materials, Health and being a Fair Partner.”

What We Say

The 5 Pillars make it clear that M&S are ‘walking the talk’ and getting all their communities involved as well. These are not minor issues they are tackling but go to the heart of ‘the way we do business...’.

Engaging Attitudes in the Community

What M&S Say

From Sir Stuart Rose

“We launched Plan A in January 2007 – ‘committing to change 100 things over five years, because we’ve only got one world and time is running out’. Three years on, Plan A is making a real difference to the environment and for our customers, employees and people working in our supply chains.

This is the seventh report on our social, environmental and ethical performance – and the third to cover Plan A. I’m pleased to say that we’ve now achieved 62 of the original 100 Plan A commitments set in 2007. The business case: Through Plan A we’ve introduced products and services to help customers live more sustainably, increased our contribution to local communities, and this year, generated £50m additional profit which has been invested back into the business. We’ve also ‘gone public’ with our view that sustainability is critical to future business success. The journey continues. In March 2010, we unveiled an expanded, more demanding Plan A, setting out 80 new commitments for the next five years and our ambition to become the world’s most sustainable major retailer by 2015.

We aim to engage every one of our 21 million customers by building Plan A qualities into all of the 2.7 billion M&S products we sell and helping customers to develop their own Plan A eco-plans.

We also aim to accelerate the transition of Plan A from ‘Plan’ to ‘How We Do Business’ by integrating it into

processes and giving our people the skills, tools and motivation required to make a difference.”

What We Say

Engaging attitudes requires both intellectual and emotional connection with ‘the way we do things around here’, ‘integrating it into process and giving our people the skills, tools and motivation’ is exactly that. And with the message coming from the outgoing Chairman who says Plan A will simply be ‘How We Do Business’ the commitment from the top is clear.

Engaging Communication With Customers

What M&S Say

‘Greener Living’

The range below highlights the breadth and depth of the M&S commitment to Plan A with its ‘Greener Living Collections and Categories. See <http://www.marksandspencer.com/Greener-Living/b/344919031livepage.apple.com>

Collections

1. [Eco Factory](#)
2. [Fair-trade & Organic](#)
3. [Fairtrade Cotton](#)
4. [Organic](#)
5. [Recycled Polyester](#)
6. [Butterfly Campaign](#)

Engaging Brands With Customers

What M&S say

It’s more about what M&S say and do, and look like via M&S TV that engages customers across its range and Plan A.

What we say

No other FTSE 100 organisation makes use of ‘TV’ like M&S. Using TV to promote their products and services as well as Plan A brings the power of the brand into the age of video casts. M&S works with other organisation such as WWF and MSC - the Marine Stewardship Council bringing the power of their brands to add to that of M&S.

Engaging Actions With Customers

What M&S Say

Register with Plan A

Enter your details and get pledging today

What We say

M&S don’t stop at what they do. They get customers involved. Register first then make a pledge.

Engaging Attitudes With Customers

What M&S Say

Copenhagen Climate Conference

“In the run up to the climate change conference at Copenhagen many of you helped us to show public support for a strong global deal by adding your messages to the Plan A patchwork quilt.

In particular we were hoping for a strong legally binding deal, support for finance to developing countries and action to prevent deforestation. Since then, we've presented a quilt to Government and it has also featured in Trafalgar Square.

It would have been great to get a strong political deal in Copenhagen. That didn't happen, and like many other businesses and individuals, we're very disappointed. This was in spite of the UK Government delegation doing everything they could to move negotiations along.”

What we say ‘Put your money where your mouth is.’ M&S get involved at global and national political level and ‘represent’ their customers in a way that many organisations would not dare.

Engaging Communication With Colleagues

What M&S Say

M&S TV shows the commitment of employees at its eco factories, and its farms etc. through its people. Click on any of the TV videos to see and hear M&S people being engaged and engaging.

What we say - Advocacy is the strongest form of employee engagement. Showing the advocacy of employees to all your stakeholders demonstrates complete confidence in your ‘employer brand’.

Engaging Brands With Colleagues

What M&S Say

Once again M&S TV shows how the M&S brand permeates throughout everything they do and everyone who is involved. Watch and listen to any of the PLAN A TV videos to see a brand in action.

What we say - When your organisation is confident enough to put out You Tube videos with store staff this demonstrates the ‘inside out’ strength of the brand. <http://www.youtube.com/watch?v=F5xdfjK3-G4>

Engaging Attitudes With Colleagues

What the Chairman says. In addition to the Chairman’s statement on the website about Plan A is his appearance on M&S TV. <http://www.youtube.com/watch?v=alrHzxkiaE&feature=related>

What we say. From the shop floor and the top floor the messages are consistent. Shirt sleeves rolled up; here is the Chairman of M&S and staff demonstrating with their actions by appearing on ‘TV’

Engaging Communication With Our Corporate Community - Suppliers/Partners

What M&S Say - On Climate Change

“We'll aim to make all our UK & Irish operations carbon neutral by 2012. We'll maximize our use of renewable

energy and only use offsetting as a last resort. And, we'll be helping our customers and suppliers to cut their carbon emissions too."

What we say

The M&S way of doing business is to 'help' others. Compare this to some organisations that 'squeeze' suppliers.

Engaging Brands With Our Corporate Community - Suppliers/Partners

What M&S Say - On working with their suppliers

Our greener factory

"Working with suppliers, like Westbridge Furniture, Marks & Spencer aims to become carbon neutral at every stage of the business cycle. Following a programme of sustainable initiatives the Westbridge Furniture factory is making the manufacturing process greener."

What we say - Working alongside other brands in any campaign denotes a level of trust and confidence on both sides.

Engaging Actions With Our Corporate Community - Suppliers/Partners

What M&S Say

"Meet your farmers

M&S has a heritage of working closely with UK and Irish producers. Take a farm tour above to meet some of the individuals who supply us and find out about the work they do, in support of our Plan A commitments, to produce fantastic quality food and flowers."

What we say -A map of the UK with a direct link to the farmer shows the actions of M&S and the confidence to place its reputation in the hands of its value chain. And the tweeting birds demonstrate the power of using sight and sound to build its image and identity.

Engaging Attitudes With Our Corporate Community - Suppliers/Partners/Investors

What we say

We'll end with a 'double whammy' across two areas where M&S are demonstrating how the right attitudes build a complete picture of an engaging organisation. The last words go to M&S.

What M&S Say - About Partnership

Fair partner pledges

"By being a fair partner, we'll help to improve the lives of hundreds of thousands of people in our worldwide supply chain and local communities."

What M&S Say - About Investors

"Most of us put time and effort into finding the right way to invest our savings to get the best return for our investment. But less people think about how that money will be invested. By choosing to invest ethically you know that your money will not be used to fund arms, tobacco or other potentially damaging industries." Cont.....

“The problem

If you have a saving fund, a pension fund or an ISA, your money has probably been invested by a fund manager, who will be hoping to realise profits through the investment gaining in value. However, unless the fund is committed to ethical investment, your money could be invested in a number of industries of which you might not approve. These could be anything from arms manufacturers to tobacco companies

What you can do

By investing ethically, you choose to invest with a cleaner conscience.”

A CODA – The M&S Partnership Collaborations

As well as doing ‘good works’ itself M&S also works with others and uses social media to get the message across About M&S Plan A - Groundwork <http://www.flickr.com/groups/plana-groundwork/> M&S is donating the profits from its food carrier bag charging scheme to Groundwork, an environmental charity that works with local communities to help rejuvenate their open spaces. We've also set up a section of our M&S Plan A website where you can find your nearest Groundwork project and see what's going on - find out more [here](#).

The New Emotional Capital



**Engaging Employee Motivation
In The UK**

Appendices



Appendix 1- The Engagement Matrix

What they say and do. How they say it and do it; and our assessment.

The 1st C - Community Engagement – Local and Global

Truly engaging brands with Corporate and Social Responsibility - including Sustainability

GSK/Pfizer - ViiV - “A new approach to treating HIV/AIDS”

“We are ViiV Healthcare - a global specialist HIV company established by GlaxoSmithKline.....with a sustainable commitment to delivering advanced treatment and care, and improving access to medicines for people living with HIV worldwide”

The communication message could not be clearer; a separate brand, company and website make it clear that this is a collaboration to create something unique, memorable and clearly engaging for all concerned. ViiV is clear in its naming, positioning, identity and intention.

Diageo - DRINKiQ - By treating responsible drinking as a brand in its own right, Diageo is encouraging young people to think about the choices they make.

DRINKiQ is a separate brand to build Diageo’s overall brand responsibility for all its alcoholic brands. The positioning, identity and way it engages in different nations make this a clear brand engagement solution to what is obviously a problem area - especially amongst the young.

Marks and Spencer - Plan A - There is no Plan B “Through Plan A we are working with our customers and our suppliers to combat climate change, reduce waste, use sustainable raw materials, trade ethically, and help our customers to lead healthier lifestyles.”

This is a campaign that demonstrates what M&S are doing about climate change and the environment with their communities. A visible, simple to understand campaign that adds to the M&S brand and corporate messages and demonstrates the core values of the business.

HSBC Investing in the Community “HSBC supports the economies in which we operate by providing employment, making tax contributions, payments to suppliers, and investments in local businesses. We also make a direct contribution to communities through donations of both time and money.”

When you are a global institution which prides itself on being local you have to do what you believe in, with conviction. HSBC ‘invest’ \$100m in engaging with the community.

The 2nd C - Customers (and Consumer)

Pearson - Penguin Prize for African Writing- “Penguin publishes more than 4,000 fiction and non-fiction books each year for readers of all ages. It is one of the world’s leading consumer publishing businesses and an iconic global brand.”

How best to communicate the strength of the brand than by creating a prize for a continent. That's engaging.

Tesco Every Little Helps "Our success depends on people: the people who shop with us and the people who work with us. If our customers like what we offer, they are more likely to come back and shop with us again. If the Tesco team find what we do rewarding, they are more likely to go that extra mile to help our customers."

Tesco have built a complete set communication and channel around the simple proposition 'Every little helps'. This sits as their core values. Here's how they say it. The imagery and writing is enough.

WPP Top Campaigns WPPED Cream Sir Martin Sorrell "This is why our clients come to us and indeed why WPP exists."

WPP celebrates the elite of its client campaigns and demonstrates to their world - inside and out - the strength of their customer offering. The creative use of 'WPPED CREAM' powers these awards as a unifying strength of the WPP brand, its many separate brands and the people behind those brands.

Morrisons

Great Taste Less Waste and a Facebook Page to feast your eyes on.

"Morrisons Great Taste Less Waste is all about getting more meals for your money by reducing waste and making the most of fresh food."

This is a 'soft' campaign, with a hard edge, promoting the Morrisons brand and identity and giving it a powerful positioning in the eyes of the consumer.

The 3rd C – Colleagues (With past, future, and present employees).

Reckitt Benckiser Play To Perform "Try out our career game powerRBrands. RB has a unique, fast-paced working culture and we don't like to get bogged down with process. PowerRBrands will challenge you to think the RB way."

Brand and careers go together at rb.com. And the way they do it is by engaging their Colleague Community in a way and through a channel that demonstrates a brand that knows where it is at.

G4S - Securing Your World "Our heritage goes back over a century and, with more than 595,000 employees, we are the second largest private employer in the world."

What we say How you say it in G4S style is pragmatically. This is how to get over what you do for your customers into an engaging part of your brand, by featuring your employees. The imagery is simple, strong and evocative, bringing out the theme of 'Securing Your World' in pictures that tell the story

MAN - **CR Dashboard** - "Throughout over two hundred years of operation we have been committed to the communities in which our businesses operate and our people live and work."

What gets measured gets done. MAN has done it with the 'Dashboard'.

They measure and tell the world what the results are across 6 key measures starting with People. These measures reflect the Enterprise Engaged Communities

- People (Colleague Community)
- Market (Customers Community)
- Community (Local with employee donations - Global with Group Donations)
- Environment (Community - Carbon Footprint)
- Procurement (Corporate - Supplier profile)The importance of 'MAN's People can also be seen in their published global survey.

Admiral Group

Ahoy There! “Welcome aboard the Admiral Recruitment website. We want to get your relationship with us off to the best possible start, so we've launched this website to give you a bow to stern guide on who we are, what we do and what it's really like to be part of the crew. Your voyage of discovery starts here.

Take a few minutes to try our Match Me tool below to see if you'll enjoy being part of our crew or click here to view our current job vacancies.”

Admiral makes the ‘doing’ part of the employment journey practical, fun, easy and engaging from the word go, or ‘Ahoy There’. The nautical theme is played on in a way that captures the spirit of the brand and the attitudes and behaviours it expects from its people.

The 4th C- The Corporate Community

Home Retail Basis of a Good Business “We’re very clear that what makes our business a ‘good’ business is not only profitability and growth, but also a responsible approach to the environment and local communities. Find out how we have made ‘the basis of good business’ part of the way we work and the progress we have made this year.”

Home Retail set out their corporate stall by setting up a website that says what they consider makes a good business. Called ‘Basis of a Good Business’ this lays down how they conduct themselves for all their communities. Profit and growth - corporate value comes from a responsible approach.

BT ‘Inside Out’ Blog “Welcome to BT's corporate blog - Inside Out -where we'll keep you updated with BT's current activities across the globe. We'd welcome your comments and would love to talk to you via this forum.”

Amongst the many ways that BT communicates with all its communities there is a ‘practice what you preach’ attitude. The way they communicate and the channels they use include the ‘corporate blog’. There are not many of these in the FTSE 100.

Whitbread Eat Sleep and Drink “We are 100% dependent on our people to deliver our brand promises, day in and day out. That's why we only employ the very best people in the hospitality industry - and we do all that we can to keep them.”

In the hospitality industry ‘walking the walk is vital - it is all about service. The Whitbread corporate message could not be clearer - What they ‘do’ is all around Eat Sleep and Drink and they aim to be the best. The Whitbread website builds on the Eat Sleep and Drink theme throughout and talks about its people, brands and its promise in every part of its communication... “Our aim is to build the best large-scale hospitality brands in the world by becoming the most customer focused organisation there is. Anywhere.” That’s unequivocal.

Reed Elsevier UN Global Compact

“The way to engage with businesses around the world. Work with the UN brand. “The United Nations Global Compact (UNGC) links businesses around the world with UN agencies, labour and civil society in support of ten principles encompassing human rights, labour, the environment, and anti-corruption.”

Ten principles covering human rights - on a global and corporate scale. This makes for a strong case for “how you do it’, that builds Reed Elsevier brand and business values and value around their core products of information. The fundamental values of the business must reflect on the inside what is said and done on the outside. This may not be the most dynamic, creative execution, but that is not what engagement has to be about (it helps when appropriate). Here we have a company with a serious intent and a way of saying it by actions and words.



Appendix 2 - Survey Methodology

Part 1 The A Rating – A Quantitative Survey

The A rating has been developed as a separate section of the ICEmarq Survey Platform (due to be released Q1 2010). An independent survey was commissioned with Research Now which closed Dec 2010 as a representative sample of UK employees in all sectors. With 2000+ participants this gives a 95% Significance rating and 2.5% variance for the total figures shown. The goal with The A Rating was to create a picture, and benchmark of employee advocacy in the UK for 2010, leading us into 2011.

Part 2 - Engagement Matrix – A Qualitative Analysis

To illustrate the strength of engaging brands and collaborative cultures Part 2 of this report uses those FTSE organisations which were found to be what the author believes to be ‘truly engaging’ i.e. they are communicating and collaborating across all their communities, and putting this across in everything they say and do through the medium of the corporate website. The results point to the facts that successful organisations do this in order to deliver the integrity around their business and brand that creates advocacy, from employees inside, and customers and communities outside. What was looked for were ten core attributes of a truly engaging brands and collaborative cultures.



Appendix 3 – Reference Reports & Surveys

Below are the key references and links (so far) for the forthcoming 'The New Emotional Capital' The Book

Employee engagement and enablement critical [Hay](#)

US Job satisfaction 22 Year low CNN - [Conference Board](#)

Re-engaging with engagement: Rose tinted C-Suite [Economist Intelligence Unit](#)

Do your employees advocate for your company? [Forrester](#)

Only 31% are engaged [Blessing White](#)

Is Hope on the Way? Gallup Management [Journal](#)

Social Networking in the Enterprise: What's the ROI? [CMS Wire](#)

The New Employment Deal. Global Workforce Study - [Towers Watson](#)

7 out of Ten CEO's fail to apply employee engagement [Scarlett International](#)

UK workers still feel in grip of economic downturn. CIPD [survey](#)

MacLeod Report – Engaging for Success UK Govt Report [pdf](#)

Collaboration Consortium – Collaboration Framework/Case Studies [Cisco](#)

Stockholm Accords - Communication Framework [Global Alliance](#)

ROI Report on Social Media [Social text](#)

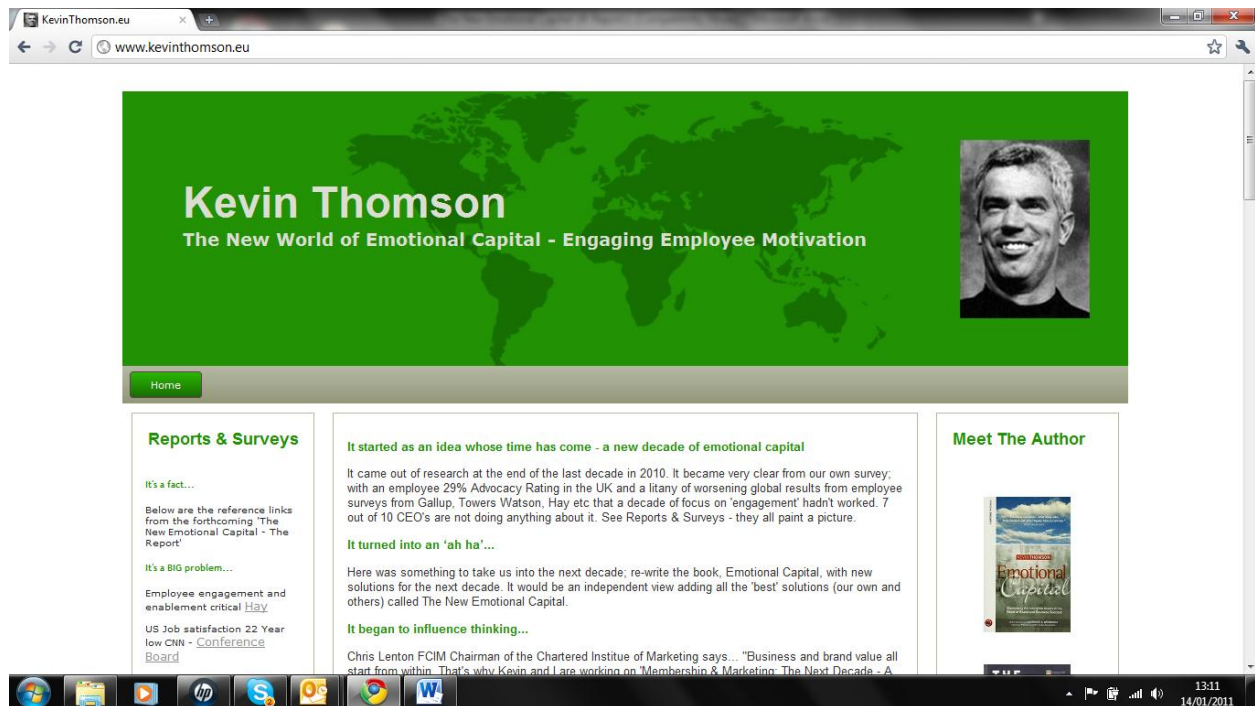


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Kevin Thomson – LinkedIn Profile

Author, Speaker, Innovator, Myers Briggs ENTP (Qualified MBTI & NLP). My career has led me from marketing (Action Man - Toy of the Decade Award) into internal marketing (and writing 5 management books on the subject) employee communication, engagement, collaboration, customer service and change.

My passion is building stronger communication and brand experiences, and helping build collaborative relationships across silos and boundaries to deliver business and brand performance - inside and out.

Background and Books

I was founder of Europe's largest internal marketing agency MCA, the Marketing and Communication Agency (acquired by WPP 2001); President MCA Communicates; Author of 5 books - Emotional Capital, Managing Your Internal Customers, The Employee Revolution, The Company Culture Cookbook and Passion at Work. International Speaker. IABC Board. Honorary Professor Birmingham University Business School

Clients and Awards.

My clients have covered many of the world's leading organisations including Inland Revenue, BA, Sony, Vodafone, Electrolux, Anglo American, KPMG, Barloworld, Royal and Sun Alliance. I and my team have won many awards including the New York Film Festival for non-broadcast video, Gold and Silver Awards for BA Putting People First Again, IABC Gold Quill Awards and IPR Awards of Excellence.