

'BEST IN CLASS' INTERNAL COMMUNICATION MANAGEMENT THROUGH SNAPCOMMS

PRIA 2011 GOLDEN TARGET AWARDS
CATEGORY 7: INTERNAL COMMUNICATION



'BEST IN CLASS' INTERNAL COMMUNICATION MANAGEMENT THROUGH SNAPCOMMS

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1. EXECUTIVE SUMMARY

A review of internal communication channels at Elite Customer Solutions found that there was no single and effective method or system for communicating to employees internally.

From an initial internal communication needs analysis, the following limitations were recognised and highlighted to senior management;

- Heavy reliance on email as the primary communication channel
- Limited use of channels to effectively deliver key messages/campaigns
- Unable to track and report on whether messages are being read/deleted
- Unable to effectively manage event invites (No official RSVP tool)
- Unable to effectively manage internal surveys (no official survey tool)
- No consistency in management of project communication into Elite
- No archiving process/policy for communications

These limitations posed a significant business risk and also an overall threat to the ongoing effectiveness of internal communication management at Elite.

As the Elite Communication Specialist, it was critical to ensure an effective internal communication strategy and framework was put in place alongside an effective suite of channels and tools. As a result, the 'SnapComms' suite of internal communication channels and tools was agreed by the business as the selected internal communication system of choice at Elite.

SnapComms was launched at Elite on March 18, 2011 and is now used on a daily basis to communicate across the organisation. An evaluation shows that the use of the system has made a considerable difference to staff morals, and has also addressed each of the limitations listed above.

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2. SITUATION ANALYSIS

Prior to the commencement of the Elite Communication Specialist, there was no internal communication resource working at Elite for several months. Over that time, consistency and control regarding internal communication deteriorated creating misalignment of communications and quite often resulting in a 'free for all' communication approach within the organisation. Delivery of electronic communication was in nearly all instances via email.

Field surveys showed that employees could not prioritise information and were often deleted messages without reading them, particularly if they were received by specific people who were branded as 'mass email senders'.

Email traffic overload and inability to manage email traffic was one of the main concerns by employees when it came to internal communications. The Elite Intranet was generating extremely low traffic and use due to lack of regular updating as well as effective cut through communication regarding any updates.

In relation to safety and other important business information, employees could potentially be injured because poor communications practices meant critical and important information was not being adequately communicated. This posed a significant business risk.

To address this situation, the Elite Communication Specialist worked with key stakeholders throughout the business to develop and implement an internal communications system tailored to the business' communication needs and challenges.

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3. GOALS AND BENEFITS

The following goals, benefits and objectives were the main focus during the planning and execution of the new Elite internal communication framework, strategy and SnapComms system;

- Streamline and manage all internal communications at Elite
- Deliver effective internal communications with the highest achievable impact and lowest possible disturbance
- Allow for effective measurement and reporting of internal communications made
- Assist with email management and load due to existing high levels of communications.
- Multiple channels available to effectively deliver messages and campaigns.
- Ability to track and report on messages (sent/read or unread/deleted)
- Ability to effectively manage event invites
- Ability to effectively manage surveys
- Ability to measure employee responsiveness to communications
- Potential Ability to consistently manage project communications into Elite
- Ability to auto archive communication messages
- Reduction in distraction and costs due to email overload

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4. RESEARCH

The SnapComms system became a potential direction to invest towards improving the internal communication limitations faced at Elite.

Research was conducted on the following areas;

- Productivity cost caused by email overload vs. Productivity cost using a Newsletter to aggregate email
- Meeting Productivity cost vs. messages sent through targeted SnapComms channels.
- 'Awareness campaign via posters, flyers, merchandise etc. vs. 'Awareness' campaign via the SnapComms screensaver channel.

The below cost savings were calculated as a result of these findings;

**Calculations show estimated costs based on 400 employees with an average per employee annual salary of \$70,000.*














<p>Productivity cost caused by email overload</p> <p>Average number of 'news and admin' emails/wk: 8</p> <p>Time to recover from each email interruption (Mins): 1 (Research by Dr. Thomas Jackson)</p> <p>% of employees react to emails within 6 seconds: 70% (Research by Dr. Thomas Jackson)</p> <p>Total Interruption cost: \$69,689 p.a.</p>	<p>Productivity cost using Newsletter to aggregate email</p> <p>Issues of Newsletters (per week): 1</p> <p>Time to recover from a single interruption (Mins): 3</p> <p>Total cost: \$37,333 p.a.</p> <p>\$32,356 savings p.a.</p>
<p>Meeting Productivity</p> <p>Time spent (per team) covering general updates: 0.15 hrs per week (9mins)</p> <p>Average number of staff in a meeting: 15 per week</p> <p>Number team meetings across the business: 10 per week</p> <p>Total Administration cost: \$42,000 p.a.</p>	<p>Targeting and sending message via 'Snap' Channels</p> <p>Hours: 8 /wk</p> <p>Total cost: \$14,933 p.a.</p> <p>\$26,067 savings p.a.</p>
<p>'Awareness' campaign via posters, flyers, drinks coasters etc</p> <p>Awareness campaigns: 4 per year</p> <p>Manual input in hours: 24 hours per campaign</p> <p>Average production cost: 2000 per campaign</p> <p>Total cost: \$11,733 p.a.</p>	<p>'Awareness' campaign via screensavers</p> <p>Manual input hours (per campaign): 8</p> <p>Total cost: \$1,244 p.a.</p> <p>\$10,489 savings p.a.</p>
<p>Staff Newsletter production costs</p> <p>Gathering and editing content = 6 hrs / wk</p> <p>Total annual cost: \$11,200 p.a.</p>	

TOTAL: up to \$68,912 p.a. cost savings

It therefore became apparent that the SnapComms suite of channels and tools will indeed result in at least one FTE equivalent worth of cost savings per annum. This is in addition to the benefits that the proposed system is to achieve.

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SnapComms are a suite of push notification internal communication channels. The SnapComms suite is available as a tool to reach audiences at Elite in an interactive, dynamic and effective manner.

The SnapComms suite of channels and tools consists of the following;

Screensavers	Ticker Bars	Alerts	Magazines	Surveys	Interactive
 SnapShots	 SnapTicker	 SnapAlert	 SnapMag	 SnapPoll	 SnapForum
	 SnapRSS	 SnapRSVP		 SnapQuiz	 SnapBlog
		 SnapVideo			 SnapHelpdesk
					 SnapQ&A

Screensavers

Screensavers are a great tool to drive campaigns, as well as to advertise internal messages, events or initiatives.

Screensaver campaigns can drive staff to updated Intranet pages, help with finding files or content, or increase survey and staff engagement. Screensavers are available upon request.

Ticker Bars

Ticker bars are instantly pushed out scrolling messages. Ticker bars can be used to communicate short, sharp and direct messages out to end user audiences. Ticker bars can also incorporate active hyperlinks to intranet pages or documents.

SnapAlert / SnapRSVP / SnapVideo

SnapAlerts are pop up messages displaying in an alert box direct to the users computer. Desktop alert messages can be used to broadcast breaking news or other important announcements.

SnapRSVP is similar to alerts but specific to event invitations with RSVP functionality. SnapRSVP are used for all major Elite events.

SnapVideo is similar to alerts but specific for pushing out videos for direct playback on users' computers. Acceptable video formats include TBA.

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SnapMag

The SnapMag is available to publish all relevant Elite news stories.

SnapSurveys

Snap Surveys provide a direct cut through mechanism to ask employees key

questions and also test their knowledge through the Snap Quiz tool.

SnapInteractive

The SnapInteractive channel provides added benefits of blogs, forums, helpdesk and Q&A features. The SnapInteractive channel allows employees to engage directly with administrators of those channels.

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5. TARGET PUBLICS

The Target publics included all Elite Customer Solution employees. Elite as a company of consist of just over 400 employees.

SnapComms allows for multiple administrators to manage and send communications within the system. These administrators are granted certain levels of access and provided with pre designed custom branded templates to assist with their internal communication needs.

At Elite, the SnapComms Administrators span across the following areas, with each area owning their own branded templates:

People and Culture (Learning and Development, Human Resources)



Health and Safety



Global SAP Deployment and Siebel Design Project Team



General Elite Communications



Social Club



Emergency / Crises Communications



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6. COMMUNICATION STRATEGY

At Elite, effective internal communication is recognised as an integral part of the successful operation of the business. Effective internal communication forms the building block of Elite's organisational culture. This includes Elite's Vision, values and work ethic.

At Elite, the internal communication strategy applied is to;

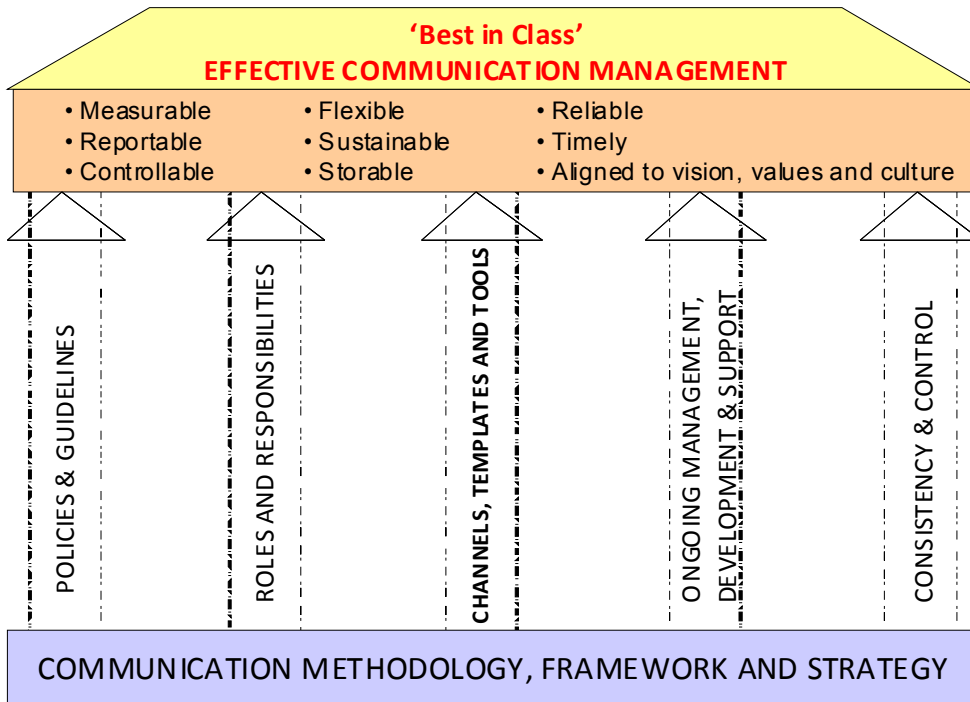
- Encourage the formation of a supportive and knowledge sharing work culture
- Drive a sense of belonging to the whole by feeling privy to what is going on
- Empower employees to make better and more informed daily decisions that are aligned with meeting long-term business objectives

The overall result of this aims to foster a strong communication culture within the business

It is the common understanding and acceptance of this strategy that helps drive Elite in the same direction. It also ensures Elite are consistently informed, correctly informed, and well informed. In turn, Elite employees will be equipped with the capability to make well informed decisions.

The model below has been developed and adopted at Elite to help illustrate how Elite strives to achieve a 'best in class internal communication management' approach.

At the foundation, there is the internal communication framework, strategy and methodology. At the top are the highly sought after internal communication characteristics, which in turn assist towards a 'best in class' effective communication management approach. Each of the five 'pillars' help drive the framework and strategy towards this best in class approach.






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7. IMPLEMENTATION

Whilst all of the available channels and tools within the SnapComms suite are of value to Elite, it was identified that four channels would be of the highest benefit at launch and therefore a three stage implementation approach would be most beneficial in the long term.

The below illustrates all of the channels and tools available within the SnapComms system, and further below illustrates the 3 stage approach to implementation that was adopted at Elite.

STAGE 1	STAGE 2	STAGE 3
		
Screensavers Alerts	Surveys	Interactive
Ticker Bars Magazines		

For the stage 1 implementation, hand outs, training, communication and support were provided across the company to ensure end users had a good level of understanding on the new system, and administrators were also comfortable and confident to start using the system.

The below documentation and flyer handouts were created to ensure employees could easily catch on to the new system, its benefits and purpose. The flyers were specially designed to align to the company vision creating a seamless implementation that aligned with company vision and direction.

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Want to stay Connected?



Ticker Bars

Ticker bars run across your screen, giving you the opportunity to be across important announcements or breaking news.

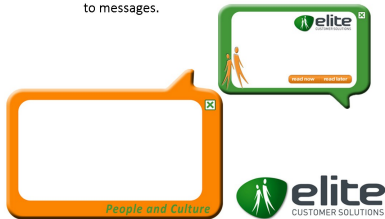


Desktop Alerts

Desktop Alerts allow you to receive messages straight to your desktop. Detailed, timely messages without the fuss of email overload!

Alerts can also be in the form of;

- RSVP Invite Alerts**
Allowing YOU to quickly and easily respond to Elite events and activities + automatically add them to your outlook calendar.
- Subscription / Registration Alerts**
Allowing YOU to quickly subscribe and unsubscribe to messages.



Welcome to Elite SNAPComms!

- Ticker Bars
- Desktop Alerts
- RSVP Invites
- eMagazines
- Screensaver messages
- + Much more!

Elite SNAPComms provides an effective, attractive, targeted and clever way to communicate with you!

Keep up to date with new communications that are specifically relevant to you, your team and the organisation.

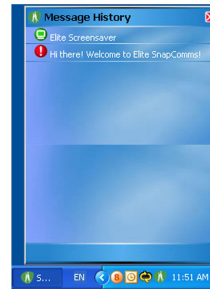


Message History

Once you have Elite SnapComms loaded simply find the "Elite" logo on your desktop taskbar, click on it and out pops your "Message History"

Missed a message?

Your message history is always there for you to review any messages previously sent. Expired messages or messages no longer required will automatically be removed from your message history!



What else?

- Screensaver messages
- eMagazines
- + much more!

"Your one stop shop for Elite Communications."

Want to know more?

Visit the Elite SnapComms page on the Elite Intranet for more information and FAQ's



For all other queries contact;

Email: elite.communications@se1.bp.com

Phone: (03) 9669 5251



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7. RESULTS

The results were beyond expectation allowing a 'one stop shop' to communicate internally whilst achieving all challenges, benefits and gaps faced prior to implementation.

The SnapComms suite is both a comprehensive, intelligent and diverse system that provides direct, targeted and cut through communications straight to the user. The evaluation set out below further outlines and explains the benefits realized post implementation of the SnapComms suite.

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8. EVALUATION

An evaluation conducted post implementation showed immediate benefits. Where Elite were unable to monitor and track employee responsiveness previously, the SnapComms reporting functionality immediately delivered results. Controls were easily put in place due to the instant access restrictions the system provides to various administrators.

Employees were 'wowed' by the system upon launch with majority immediately taking liking to the new way of communicating internally.

OBJECTIVE	RESULT
Effective email traffic management	Management of internal messages via internal branded Snap channels and tools.
Management of roles and responsibilities across multiple internal communication senders.	The tool allowed for instant roles and responsibility setup by; <ul style="list-style-type: none"> • Target send distribution group • Desired brand template • Target folders • Target channels/tools
Employee Responsiveness	Employee responsiveness to messages have increased due to direct, targeted, cut through ability to communicate and link directly to a relevant Intranet page.
Health and Safety message management	The result of an HSSE Audit revealed good HSSE communications across the company via our electronic SnapComms channels.
Internal Branding	Instant identification of message context via pre-branded templates.

Prior to the SnapComms system and Elite internal communication strategy/framework, there were heavy limitations and too many issues, risks and challenges. These were in turn continually resulting in unfavorable losses internally.

Post implementation, it has become evident that Elite is now able to understand the behavior and attitudes of employees towards all types of messages. Critical messages are better received and not lost in email, Intranet use has increased, and finally, a 'best in class' communication management approach has been achieved.

TOTAL WORD COUNT: 1820