

Did you know?

Creating one Telefónica Family

Telefónica Pan-European employee engagement programme

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SomeOne.



This is the story of how we created one Telefónica family, and in the process developed one of the largest and most successful internal brand engagement programmes in Europe.

Our challenge was to bring together 22,000 employees from across five countries, all of them passionate about O2, and to create a single culture, all proud to be employed by Telefónica. Most employees were aware of Telefónica's acquisition of O2, but were unclear on its role in their day-to-day lives. Many of them saw Telefónica as a 'silent owner' rather than their employee brand which they could benefit from or should engage with. Employees were also deeply passionate about O2, for whom they had been working hard since 2002. To encourage them to embrace Telefónica as their employee brand, we needed to help them understand the changes on a practical and emotional level.

We developed a unifying idea; the imparting and sharing of 'knowledge'. This would help people understand what it means to have Telefónica as their employee brand, and find out how together they can create change, transform, improve and build a better future.

The programme was a huge success. It helped create a 50% increase in the number of employees citing Telefónica as their employer and a 41% decrease in the number who believed O2 was their employer. Furthermore, 77% of employees said that they are now proud to work for Telefónica.

The programme created a high level of engagement, with an average of 2 minutes spent on the microsite, rising as high as 4 minutes in some regions. Over two weeks there were 20,000 hits and over 47,000 pages of content were viewed.

In helping employees truly engage with the brand through the idea of 'knowledge', we succeeded in changing opinions and made this programme a success.

299 words

More than

77%

of employees said that they're proud to work for Telefónica

Bring everyone together under one employee brand across all markets.

Our objectives

- To make employees proud of Telefónica whilst staying passionate about O2.
- To create a clear position for Telefónica as the global employee brand amongst employees in Europe.
- To make people aware of what it really means to be part of Telefónica.
- To build engagement with Telefónica as an employer.

Issues to consider

- Telefónica is one of the world's largest telecoms companies, and is the parent brand of O2 in Europe, Movistar in Spain and Vivo in Brazil.
- The outside world knows Telefónica by these brands, and many of the employees were originally employed by these local brands before their acquisition by Telefónica.
- Many employees still felt their employee brand was O2 and didn't understand the benefits of working for Telefónica. Some even rejected it as their employee brand.
- Telefónica aim to be 'first in employee experience'. But they could only achieve this if the internal audience engaged and became proud of Telefónica as their employee brand.

The key challenges

- With 22,000 employees spread across Europe, the broad geographic distribution of our audience presented a number of different challenges to consider. Our programmes needed to:
- Succeed across multiple territories in multiple languages, across various email systems and employee desktop set-ups, to ensure that everyone got the message, and that everyone was engaged
 - Work across physical and digital channels (emails, offices, microsites, workshops, film etc.)
 - Engage at every level to ensure that employees would go deep into the content, and avoid drop-off rates through poor or complex user experience
 - Sit comfortably within Telefónica's tight brand guidelines
 - Take a corporate Telefónica brand identity and make it engaging for an internal audience

“ We wanted to create something special. Changing the brand internally was all about getting our employees to be proud of Telefónica and at the same time remaining passionate about O2. What we changed had to be better than what was there before, across all our internal touch points. We wanted to raise the bar to prove change is for the better. ”

Amanda Clay, Telefónica Europe's project leader

Our approach was to develop one unifying idea of 'Knowledge', firmly anchored in the Telefónica brand idea of 'Power to Transform'.

The programme's focus was to impart and share knowledge, to help people understand why Telefónica as their employee brand would give them the power, strength and capability to make things happen, to create change and to build a better future.

The knowledge initiative was designed to help employees understand changes on a practical and emotional level; getting to grips with the benefits of the changes, and make them feel proud to be part of the Telefónica family.

Our multi-faceted campaign focused on sharing information and inviting feedback. Getting to know Telefónica helped employees get closer to their employee brand, to see how it could have a positive effect on their daily lives.

We used stories about Telefónica that they had not previously heard, and by using quizzes and interactive exercises we made sure that it felt like dialogue rather than monologue.

All the elements of the programme were designed to maximise engagement and interaction. Many of them were online, allowing the employees easy access, and to engage on their terms, wherever and whenever they wanted. Using digital media also kept the programme fresh and inviting, which was important in dispelling many employees' perceptions of Telefónica as a cold and corporate brand.

We provided local teams with a variety of tools. This ensured that delivery was consistent and engagement was high, and it also allowed local teams to take this toolkit and produce their own locally relevant material based around the 'Knowledge' theme. This enabled local markets to roll out a highly polished campaign in a cost effective way. It also allowed for lots of knowledge sharing between the markets, so good ideas could be shared and recycled.

86%

awareness of Telefónica's main aim to become the best digital communications company in the world



Our programme had four key elements:

- 1. Did you Know?**
A 10-day teaser campaign to generate awareness, with a microsite telling the story of Telefónica through facts, quizzes, videos and daily email teasers.
- 2. 'Pass it on' managers' briefing pack.**
Designed for consistent socialisation, this allowed managers to pass on key messages to their teams, and lead discussions. The online pack included a film, quiz, briefing booklet and feedback form.
- 3. 'Sharers' briefing pack**
We built a network of informed peers across Europe, to spread the word from the ground up. The online pack included a briefing booklet explaining their role, an activity programme, guidance for obtaining feedback, and a communications plan.
- 4. Inductions**
Providing real depth of understanding about the employee brand, these dedicated brand sessions explained the relationship between the O2 and Telefónica brands, and highlighted the different roles they play in their employees' day-to-day lives.

148 words

Timeframe:

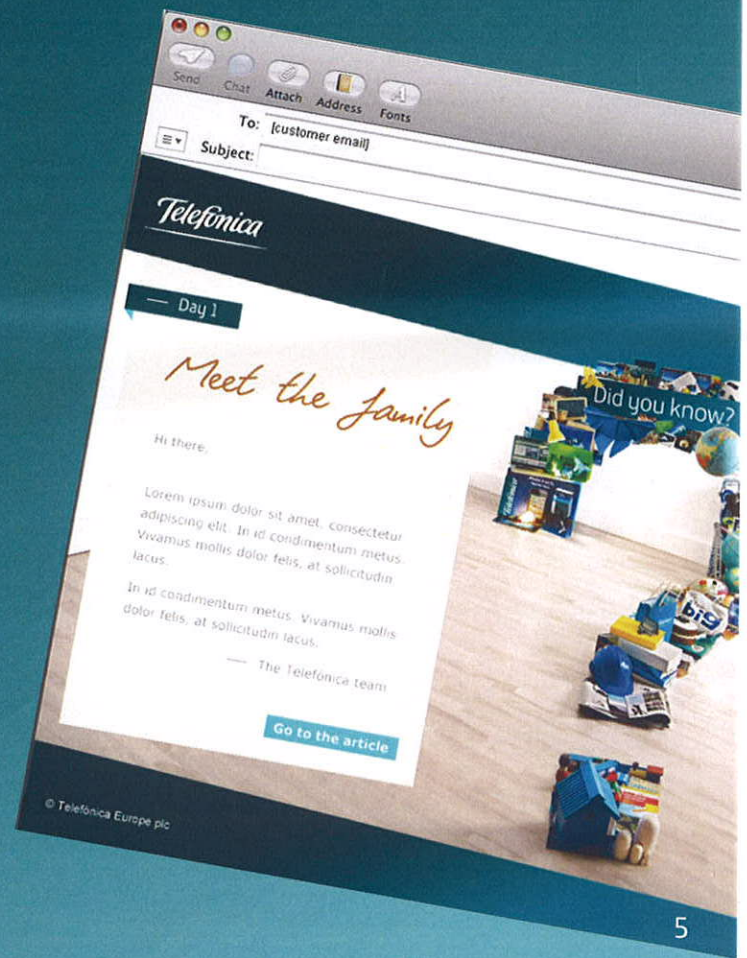
Sharers began in April 2011
10-day teaser campaign, email and microsite launched in May 2011
'Pass it on' managers pack from June to September 2011
Induction from Nov 2010

Budget:

Euros: 689,000

“We created a campaign where employees could spend as little or as much time online as they wanted, dipping in and out of videos, interactive games and quizzes. Each day there was something new, something that would appeal to every type of interest, be it technology, innovation or social responsibility. Or just something as simple as some facts about their colleagues in another part of the world ”

Amanda Clay Telefónica Europe's project leader



Our results - Research

The Telefónica Brand Awareness Survey* proved that this programme really succeeded in changing opinions about their employee brand.

50%
increase in Telefónica
being considered as the
employer brand

41%
decrease in mentions
of O2 being their employer

76%
of employees said that
they work for Telefónica

77%
of employees said
they are proud to work
for Telefónica

73%
are passionate
about working for O2

86%
awareness of
Telefónica's main aim
to become the best
digital communications
company in the world

89%
of new joiners
score 4 or 5 out of 5
for feeling proud of
Telefónica. Prior to the
programme, the average
was 3 out of 5

“(You and all the teams... have done an extraordinary job for implementing the new brand model and building Telefónica as a strong employer brand. Thank you for all the work done!!!)”

Rafa Fernandez de Alarcon Azon, Head of Brand
and Positioning, Telefónica SA

*Conducted by NEB Research in Oct 2011

Our results - Google analytics

Our microsite web and email analytics revealed more details of the successes of our programme.

22,000
hits in 2 weeks

47,000
pages viewed

76%
of people read daily emails

2
mins average spent
on the site (some markets
spent up to 4 mins)

10,000
people entered daily
competitions

3,000
staff were trained
as part of the wider
campaign

6,000
people downloaded
the video in the first 2
weeks

About **2,000**
people entered
the Big Quiz

Over **1500**
saw the Telefónica
brand induction

“The results speak for themselves. The microsite received more than 20,000 hits and over 47,000 pages of content were viewed over two weeks. The average time spent on the site across markets was 2 minutes, reaching a high of 4 minutes in some regions, demonstrating a high level of engagement with the content.”

Amanda Clay Telefónica Europe's project leader

Our results - Awards

The success of our programme was recognized with an impressive haul of industry awards

Digital Impact Awards: Gold for
'Best digital employee communication'

The Digital Impact Awards is the UK's leading awards programme to recognise, benchmark and celebrate excellence in digital stakeholder communications. The award criteria measure the objective, strategy, execution, creativity, innovation and effectiveness of the campaigns.



European Excellence Award: Gold for
'Best Change Communication campaign'

"The purpose of the Excellence Awards is not just to celebrate success and creativity; the awards also act as a spotlight for developing practices and new tools, and as a chronicle of the state of communication in Europe today". Marc-Oliver Voigt, Chairman of the Jury at the European Excellence Awards.



Transform Awards: Bronze for
'Best Internal Communication of a rebrand'

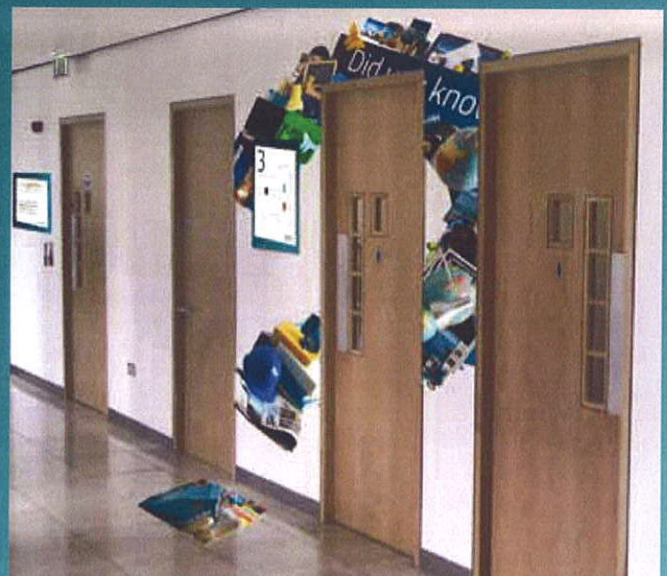
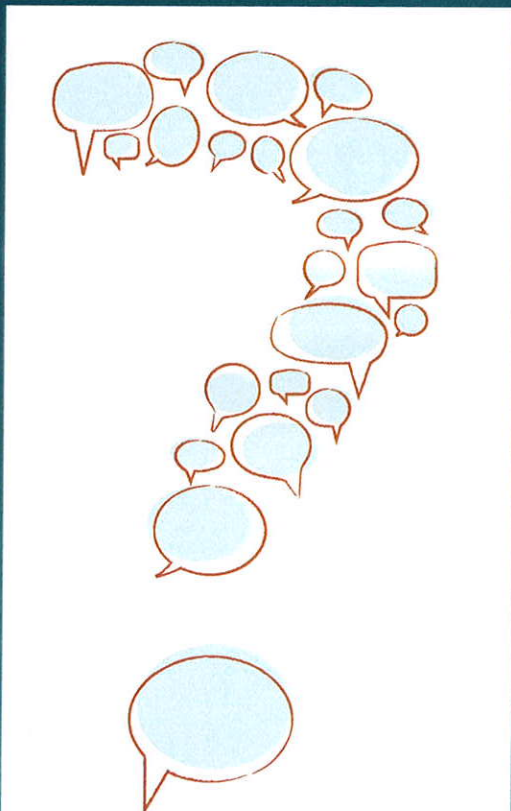
The awards recognise best practice in corporate, product, regional and national rebrands, with categories that focus on strategy, execution, content and evaluation.



At the heart of the programme, we created an iconic question mark and used it across all our communications.

The question mark shape remained consistent, but throughout the programme the specific visual was adapted, being created from different visuals representing the changing content of the various elements of the programme.

The microsite's question mark incorporated hundreds of different objects representing Telefónica, O2, Movistar and Vivo's campaigns, sponsorships and CSR programmes, showing the breadth of the Telefónica family. This helped ensure that employees felt they were part of something big, right from the beginning of the programme.



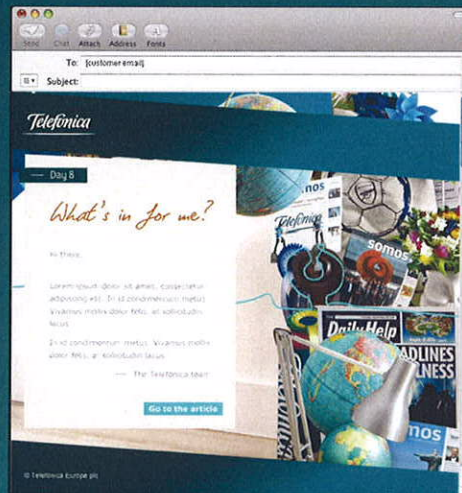
1

'Did you Know?' 10-day teaser campaign

Focused on generating awareness, this campaign detailed the necessary practical changes, highlighting what employees needed to do. First a microsite with 'frequently asked questions' was launched, and branded emails were sent out. At this stage, everything began to change internally from O2 to Telefónica; Powerpoint templates, business cards, templates, email templates and signatures, microsities, internal and external signage, internal comms, posters and ID cards.

This was followed by the 10-day 'Did you know?' campaign. Every day, employees would receive a teaser email on a new topic about the Telefónica family which they could click through to access a dedicated microsite telling the story of Telefónica through facts, quizzes, videos and daily email teasers.

This daily email was packed full of interesting and quirky facts using videos, interactive maps, scrolling timelines and animation. Employees were invited to find a hidden object on the site. Once they did, they could answer a fun fact to enter a daily competition. On the last day we launched the Big Quiz, a two-week-long competition in which employees answered five questions for a chance to win international prizes such as tickets to The O2.



2

'Pass it on' managers briefing pack

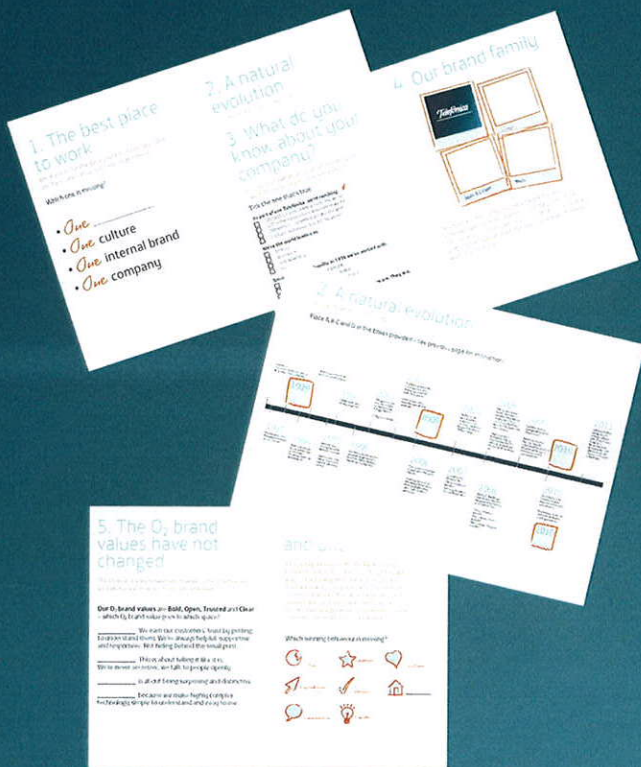
Designed for consistent socialization, this enabled managers to pass on key messages to their teams, and lead discussions. To ensure that the teams delivering this project had everything they needed, they were provided with guidelines in English, Czech, Slovakian and German, along with tools and templates to get people started. The local teams also had the support of their brand teams and guardians to provide advice and great branded communications. The online pack was the same in every market and consisted of the following:

A film explaining more about Telefónica and how everything fits together.

Manager's Knowledge, explaining how to set up their meeting, what will happen and some key messages.

A quiz as an ice-breaker to encourage debate and ensure understanding.

Feedback form, to record employees' observations and responses.



3

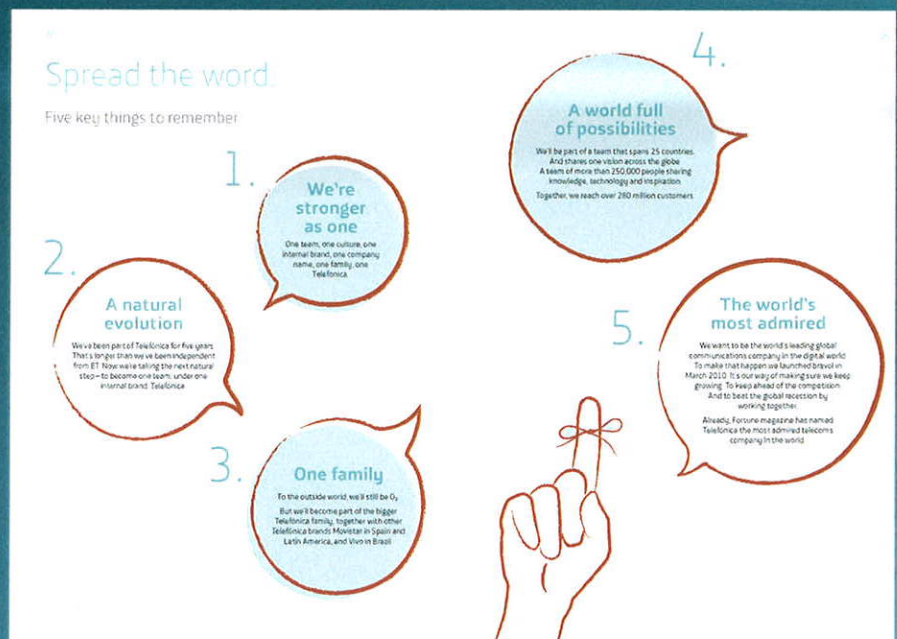
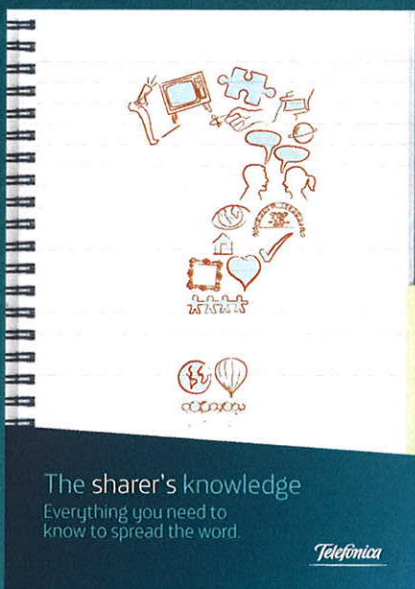
'Sharers' briefing pack

Behind the scenes we recruited and trained a team of over 600 'Sharers' to spread their knowledge about Telefónica from the ground up. Sharers represent every corner of the business, in every country and at every level, from call centres to retail, technology, marketing, operations and finance. Sharers were managed locally, with Sharer managers meeting monthly to share their experiences, ideas and best practice.

Alongside their normal day job, the Sharers helped us in three main areas;

- To spread the word, and come up with ideas to get people behind the Telefónica brand.
- To help plan and deliver the different programmes so that their colleagues knew what they needed to do when things changed.
- Most importantly, to collect feedback to help us find out what was working and what wasn't. This allowed us locally and centrally to adapt communication to ensure there were only positives and no negatives.

Sharers were provided with an online pack including: a briefing booklet explaining their role; an activity programme; guidance for obtaining feedback; and a communications plan. Designed as a memory aid to follow training, this special information pack was called 'The Knowledge', and was accompanied by a simple presentation for them to present to their colleagues and teams.



4

Inductions

To provide a real depth of understanding about the employee brand, we wanted the delivery teams to hear everything first; to get trained, be informed and have the tools to deliver a great project.

So we created dedicated brand sessions explaining the relationship between the O2 and Telefónica brands and the different roles they played in the employees' day-to-day lives. Everyone who was responsible for the delivering the project was given the opportunity to attend, and to date over 1500 people have taken part in this induction.

