

SECTION 1

YOU ARE WHO WE ARE

GL NOBLE DENTON PUTS ITS
PEOPLE IN THE PICTURE

PROJECT TITLE

YOU are who WE are

CATEGORY

Internal Communications

CLIENT COMPANY

GL Noble Denton

DESIGN CONSULTANCY

Westhill Communications

CURRENT DATE

June 2013



EXECUTIVE SUMMARY

PEOPLE, NOT PRODUCTS, PRODUCE RESULTS

GL Noble Denton (GLND) is an independent technical advisor to the oil and gas industry with over 3,000 consultants in 80+ countries. Following the acquisition of a group of businesses in 2010, GLND began an extensive integration programme. As part of this, two research studies were conducted in 2011, which revealed that:

- employees were extremely proud of the work they did, but felt undervalued by management
- clients most valued employees' expertise, but were unaware of the full portfolio of services

To help tackle these issues, we worked with GLND to develop a new advertising campaign highlighting the skills, experience and technical know-how of the company's people – putting real employees centre stage. The key was getting buy-in from staff. To encourage them to put themselves forward, we began with an internal awareness campaign: **YOU are who WE are**.

YOU are who WE are took a completely different tack from all other GLND marketing. Oil and gas is a fairly gritty area (think oil rigs and places you'd never go on holiday) but this was about the people behind the machinery, presented in bold colours and fresh, fun imagery.

Using emails, posters and a nominations website, the campaign exceeded all expectations, with:

- **16,000** emails sent to **4,000** employees
- **51%** opened (against a target of 25%)
- **30%** click to open rate (target – 18%)
- **118** nominations in the first month (against a target of **30**)

The internal campaign has also been instrumental in helping to achieve (or being on target to achieve) bigger business goals of:

- keeping employee retention above XX%
[confidential information removed]

- supporting a growth in profit margins to XX% by the end of 2014
[confidential information removed]

And since the launch of the external advertising campaign, GLND's website traffic has increased by **40%** and its Twitter followers by **45%**.

[297 words]

PROJECT OVERVIEW

OUTLINE OF PROJECT BRIEF

The initial, overarching brief was relatively simple: a vehicle the company could use to promote its portfolio of services to key customers – while raising the profile and internal engagement of its staff.

Together, we came up with an advertising campaign highlighting the skills and expertise of GL Noble Denton's consultants, bringing their unique personality traits and interests to the fore.

We also wanted the company to recognise and share individual achievements across the business and encourage everyone – from off-shore specialists to admin support staff – to celebrate their successes. We wanted real people, with real stories as campaign champions. But we had to find them.

So phase one of the project was an internal campaign – **YOU are who WE are** – which had four immediate objectives:

1. create a campaign to grab the attention of employees in offices around the world
2. design and build a bespoke online nominations engine
3. produce a range of posters and emails to deliver the message
4. generate at least 30 nominations (from which to choose the initial four external campaign heroes)

This was part of a bigger project with business goals that went far beyond a short-term feel-good factor. By celebrating its people, encouraging them to get involved and making them the poster boy/girl of internal and external adverts, GLND hoped that it would also:

- support objectives to keep employee retention above XX% [confidential information removed]
- empower employees to support a growth in profit margins from XX% in 2011 to XX% by the end of 2014 [confidential information removed]

PROJECT OVERVIEW

DESCRIPTION

As an independent technical advisor to the oil and gas industry, GL Noble Denton (GLND) helps to design, build, install and operate oil and gas assets to ensure safety, sustainability and value.

The company was formed when the GL Group purchased Noble Denton in 2009. After an initial integration period, focused mainly on products and services, the board revisited GLND's strategy. They set up a market research survey in 2011, conducted by Davies Hickman Partners, which focused on the top fifty global clients. The results revealed that key clients valued the company's people and their consulting expertise, but were not aware of GLND's full portfolio of products and services.

As part of the integration programme, the management board also focused on increasing employee satisfaction and, in January 2011, the company released the results of its first employee engagement study.

Conducted in association with the Great Place to Work® Institute, the study revealed that employees had enormous pride in their work, but felt undervalued by management compared to the global benchmark.

PROJECT OVERVIEW

OVERVIEW OF MARKET

With **4,000+** employees scattered across 80 offices worldwide, the main challenges we faced were:

1. creating a campaign theme that would have an impact across a massively diverse audience – encompassing multiple nationalities, cultural and religious groups, job roles and locations
2. getting the message out to all these people in all these remote (sometimes very remote) locations around the world
3. designing and building a registration process that was both quick and simple to use – and just as easy to manage
4. doing all of this in a very, very short space of time to meet print deadlines for the first external adverts and billboards at a major international conference

PROJECT LAUNCH DATE

- **19 March 2012** – Internal email campaign launch. As nominations were received, individuals were selected, interviewed and photographed for the advertising campaign
- **April 2012** – four GLND people adverts published in key oil and gas trade publications

The campaign continued to profile GLND employees throughout 2012.

SIZE OF DESIGN BUDGET

Cost of new advertising campaign, imagery, print material and agency support: £XX [confidential information removed]

PROJECT OVERVIEW

OUTLINE OF DESIGN SOLUTION

We wanted people. We wanted personality. We wanted to tap into the pride GLND's employees felt about their achievements at work – and we needed to encourage them to put themselves (or their colleagues) forward.

So rather than focus on the end result (oil and gas refineries and off-shore rigs) we took things back to the beginning – arranging a photoshoot with kids excited and proud of their achievements (in art, science, sport, life...) and moving away from the traditional oil and gas imagery traditionally used in GLND's internal communications.

The result was a campaign theme that was fun, completely different from anything GLND had ever done before, very human and extremely powerful.



SECTION 3

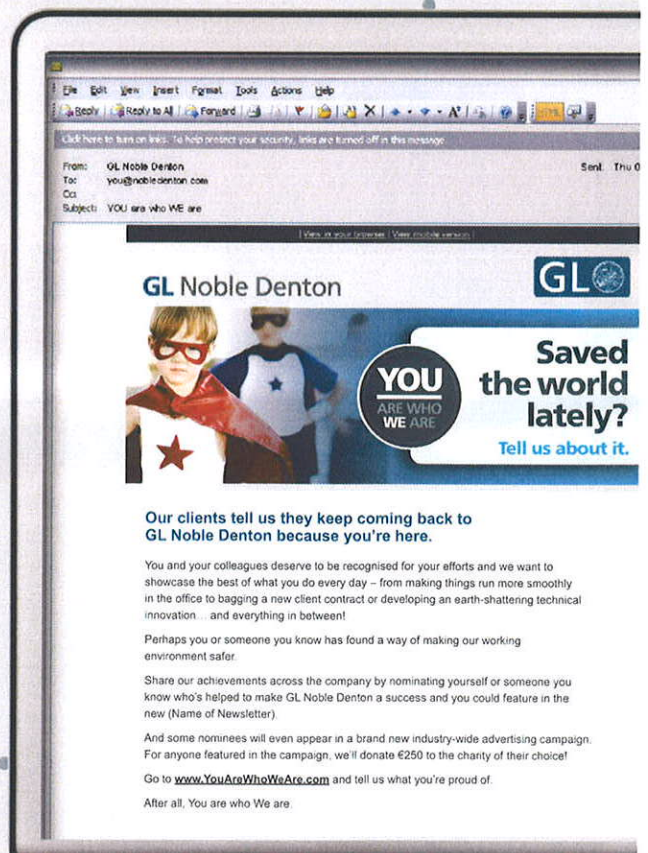


The posters and email were designed to encourage people to click through to a specially designed nominations site www.youarehoweare.com/. The site included an easy-to-use four-step nomination process which captured the data and generated a report on each nominee. As external adverts were showcased on the site, with details of where they had appeared – again all helping to elevate the profile of GLND's people and to encourage others to get involved. The site itself outlines its purpose as:

“a company-wide programme designed to showcase the best of what you and your colleagues do every day – from making things run more smoothly in the office to winning a new client contract or developing an earth-shattering technical innovation... and everything in between! Tell us about your latest achievements, or those of your colleagues, and we'll share your stories across the business. Some of the nominees will even feature in a brand new, industry-wide advertising campaign, with GL Noble Denton making a donation to a charity of their choice.”

We also designed a word mark that could be used to “badge” all campaign related material to be easily identified by employees. The GLND marketing team now incorporates this into all of its people-related internal communications and it has come to represent a corporate principle that has been sustained beyond the lifespan of the campaign.

[331 words]



SUMMARY OF RESULTS



The campaign was launched to all GLND employees on 19 March, with a series of posters across the company's offices worldwide, followed by three HTML emails a week for two weeks. Every nominee could choose a charity to which the company made a contribution and all nominators received a personal email of thanks from the GLND board.

TARGET AUDIENCE

- **4,000** employees (both consultants and non-client facing), in more than **80** countries

EMAIL AND POSTER CAMPAIGN

– ENCOURAGING NOMINATIONS

- **6** emails sent over a period of **2** weeks
- **16,173** emails sent in total
- **8,391** (51.9%) total opens
- **3,309** (20.5%) unique opens
- **1,021** (6.3%) unique clicks
- **30.6%** click to open rate

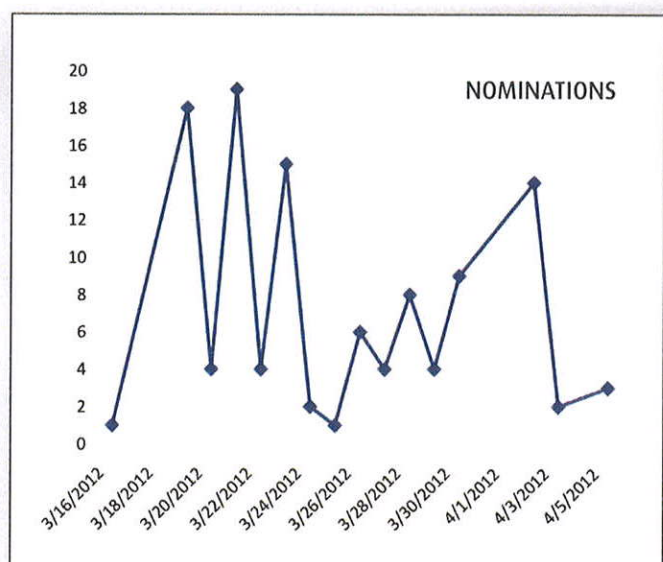
EMAIL ENGAGEMENT (LITMUS ANALYSIS)

- **72%** read the email
- **55%** read it for longer than 6 seconds
- **17%** skim read for between 2 and 6 seconds
- **28%** deleted or glanced at the email (less than 2 seconds)
- people were **28%** more engaged with the campaign than the industry average (according to email monitoring service Litmus)

NOMINATIONS WEBSITE TRAFFIC

- **720** visits came from the 6 emails over the campaign period
- **2,573** employee visits to www.youarewhoweare.com from all countries with a GLND presence
- **118** nominations received in the first month of the campaign

Two weeks after launching the campaign, the four best nominations were interviewed about their achievements and had a professional photo shoot. This was used to create four individual adverts, highlighting each nominee's skills and achievements while reflecting their personalities and interests. Each advert was sent out to all GLND employees to spur further nominations that could be used in additional adverts.



SECTION 4

118
NOMINATIONS
RECEIVED WITHIN
THE FIRST MONTH

CORPORATE WEBSITE TRAFFIC AND SOCIAL MEDIA IMPACT

Since the launch of the external campaign in trade and business publication (both online and in print) GLND has seen:

- 40% increase in traffic to www.gl-nobledenton.com
- 45% increase in Twitter followers @GLNobleDenton to over 800

EMPLOYEE ENGAGEMENT AND PROFIT MARGIN

18 months after the initial Great Place to Work® Institute survey, a follow-up survey was conducted which showed that general employment engagement was XX% higher than it had been previously. [confidential information removed]

"The **YOU** are who **WE** are campaign got a fantastic response right across the business. The whole company could get behind it because it plays to the needs of employees while delivering against the strategic aims of the business. People now feel more involved, more engaged and we're on track to hit our employee retention and profit targets for 2014."

Rob Coveney,
Senior Communications Manager,
GL Noble Denton

New adverts
promoted to
employees
to encourage
further
nominations.

OTHER INFLUENCING FACTORS

THE **YOU ARE WHO WE ARE**
CAMPAIGN WAS THE FIRST OF
ITS KIND FOR GL NOBLE DENTON

The results – in terms of traffic to and nominations submitted on the **YOU are who WE are** website – can only be attributed to the campaign we designed. The URL was hidden from search engines and so the only way for people to access it was via the campaign emails, posters or other internal HR communications branded to promote the initiative.

RESEARCH RESOURCES

The pre-campaign research was conducted by the Great Place to Work® Institute (internal employee engagement) and Davies Hickman Partners (key client interviews). The follow-up employee engagement survey was also carried out by the Great Place to Work® Institute.

The internal and external campaign and business results (email statistics and website analytics) were provided by GL Noble Denton using Litmus and Google Analytics.