

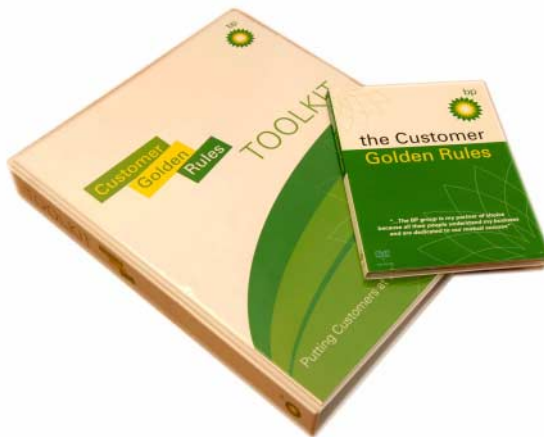
Ever wondered what makes a winner in the CiB's Communication Excellence Awards?

Here we profile the winners in the 2006 Awards, and find out why the judges voted them top of the class.

# CiB Communication Excellence Awards 2006 the winners

Global

Class 1



**Winning entry:**

**The Loop**

for BP Lubricants

**Entry title:**

Customer Golden Rules

An internal communications programme, campaign or project aimed at a global employee audience. This includes all multi-lingual communications programmes.

The judges are looking for evidence of an integrated communications programme with clear strategic aims and measurable objectives. It is expected that the programme, campaign or project will be multi-media based with a combination of print, online, video/DVD, face-to-face and/or interactive.

## **Summary of entry:**

BP Lubricants' vision – that by 2009 customers will regard the BP Group as their partner of choice – means all employees need to be equipped with the skills, knowledge and empathy to understand their customer's businesses and deliver service that exceeds their expectations.

To help bring the vision to life, a set of rules known as the Customer Golden Rules (CGR) were designed to help employees bring the customer in to all aspects of their daily work. Creating the rules took an important step towards becoming more customer-focused, but BP Lubricants needed to ensure that the culture change the rules represent was embedded. The rules needed to be tangible, and a communication plan was required that would give employees a deep understanding of why the rules were necessary and create the desire to act on them.

The Loop was asked to consult, design and deliver the entire CGR communication campaign to 8,000 employees across the globe, incorporating 20 different languages spoken across the firm.

The Loop had several guiding principles:

- 1) develop dialogue not monologue, giving employees a genuine chance to ask questions and express ideas
- 2) senior management commitment
- 3) relevant to local needs – the communication needed to reflect cultural and business needs at the local level to help employees understand what it means to them and their team
- 4) be distinctive and creative.

### Winning entry:

#### **The Loop**

for BP Lubricants

### Entry title:

Customer Golden Rules

Research among employees found that, apart from sales teams, many employees rarely encountered a real live customer. The Loop created a universal customer – the fictitious director of a global car dealership – who could voice real customer concerns and present the customer perspective in a global campaign.

The main focus of the communication was a highly effective piece of live theatre that played at 12 global and regional conferences.

The fictitious customer presented his company's issues to BP Lubricants employees as part of their annual conference. He interviewed key employees about how they would address his issues and he handed out business cards to employees with a text number for further ideas, which was monitored by The Loop.

### **What the judges said:**

“This was about getting into the heads of the workforce, instilling a sense of customer need and expectation to a greater extent than before. The entry clearly articulates this challenge. Communication principles – dialogue, senior commitment, localisation, creativity – are well set-out. The campaign was truly world scale.

“Too much ‘home truth’ from real customers can be hard to take. That’s where The Loop’s creativity came to the fore in the form of a fictitious customer bringing the campaign to life through a piece of theatre.

“Clearly it wasn’t possible for the same person to play to audiences within the required timescale across the globe, so the show was packaged via a communications toolkit. It’s the flexibility of this approach that impresses in that it gives local operations some say in the precise form of delivery.”

# CiB Communication Excellence Awards 2006 the winners

Merger/Change

Class 2



## Winning entry:

**Barclaycard Internal Communication**

## Entry title:

Barclaycard Business  
Transformation Journey

An internal communications programme, campaign or project that focuses exclusively on communicating a merger or major change initiative to an organisation's employees.

The judges are looking for evidence of complete communications programmes/strategies and these will almost certainly be multi-media based.

## Summary of entry:

Barclaycard Business embarked on a change programme in 2004 to radically change the organisation.

Called the Barclaycard Business Transformation Journey, critical to the success of the change programme was that all colleagues understood it rationally and felt emotionally engaged – building a genuine belief that this was their Transformation Journey and something of which they were part, and not something being done to them.

The communication programme had a vital role to play in achieving this, and addressed three short-term aims – to raise awareness and understanding of the need for change, create rational and emotional engagement and provide clear direction and create the opportunity for colleague involvement.

Key target audiences were identified and communication goals and objectives developed. The team then agreed what the key communication channels were and how they could be used to deliver timely, high quality, consistent and relevant communications to achieve the objectives and how continuous improvement principles could be applied. All content was consistently themed and structured around the Transformation Journey and made links to the Barclaycard vision and values.

A mix of written communications, verbal communications and feedback/two-way communication were used for Barclaycard Business colleagues.

Written channels included monthly Barclaycard Business Leadership Team briefing notes, monthly In Business e-mail newsletter, a monthly communication from the MD, a new bi-monthly Transformation Times newsletter and posters.

### Winning entry:

### **Barclaycard Internal Communication**

### Entry title:

Barclaycard Business

Transformation Journey

Verbal communications included monthly team briefings from leaders, colleague face-to-face briefings in 15 sessions across four locations and annual 'back to the floor' sessions by the board.

Feedback/two-way communication included monthly Barclaycard Business Talk forums for junior managers, an externally facilitated employee opinion survey and feedback forums to check colleague understanding of the Transformation Journey and review how the communications had been received.

### **What the judges said:**

"An excellent entry. This shows a thoroughly planned and professionally executed campaign. It also meets the entry requirements spot on.

"There is good evidence of audience segmentation, with differently affected groups being addressed as best suits them. Communication objectives are clearly stated and...it is also good to see that a desire to demonstrate improvement in two-way communication is also...part of the objectives.

"The measurement of the key deliverables is clear. There is verbal feedback from a variety of teams as well as quantitative measurement against all targets that could be assessed in this way.

"There is clear evidence of an improvement in two-way communication and a rise in the employee engagement index score, which indicates a real change in the organisation's culture. By measuring in this way, it will be possible to make sure that any 'dips' are focused on as they happen, enabling a high level of satisfaction to be maintained – well worth the effort involved in the survey."



### Winning entry:

**Tube Lines Internal Communications Team**

### Entry title:

**Go Green**

A communications programme that focuses on promoting the organisation's CSR (corporate social responsibility) work to an internal and/or external audience. This includes programmes focusing on the environmental impact of an organisation.

The programme must demonstrate clear links to the vision, values and behaviours in an organisation and overall business strategy, and the entry should detail the steps taken to agree the CSR programme within an organisation, and how it has enhanced and enriched the organisation and its key internal/external stakeholders.

### Summary of entry:

One of Tube Lines' business objectives for 2005/06 was to obtain the environmental management standard ISO 14001.

A core requirement of ISO 14001 was to 'establish, implement and maintain a procedure(s) for internal communication among the various levels and functions of the organisation'.

Tube Lines needed an internal communications programme to raise awareness of ISO 14001, help employees understand the part they play, engage people through local involvement and encourage employees to be environment ambassadors.

The solution used a hands-on, face-to-face proactive approach. As the term 'environment management system' wasn't appealing, the brand Go Green was created.

An exhibition went on tour to depots to spread the message. The campaign involved employees and their families, with a painting competition for children and young relatives of employees launched in the run-up to the exhibition, asking youngsters to paint a picture on the theme of 'Tube Lines and the environment'.

### Winning entry:

**Tube Lines Internal Communications Team**

### Entry title:

**Go Green**

The exhibition featured stands and handouts to explain Go Green in simple terms. It clearly demonstrated how Tube Lines' work impacts on the environment and what employees could do to help achieve the Go Green vision, and had with competitions and giveaways including a postcard book made up of the winning paintings.

Another plus for the campaign was the localised information tailored for each depot, with reusable display boards detailing the key local environmental issues and what people could do to help.

A handy reference guide was developed with information for sites on one side, and office employees on the other.

Articles ran in the weekly employee email newsletter, team briefings and the internal magazine, and an environmental report was produced.

Quantitative measurement included tracking the number of people who attended the roadshows, accessed the intranet and attended a team briefing. Qualitative measurement looked at feedback from the briefings, along with the ultimate goal for the organisation of achieving ISO 14001 status.

### What the judges said:

"Campaigns such as this can be an effective way of bringing together merged workforces, especially when some have transferred from other sectors. This is a good example of one working well.

"The mix of approaches and material was imaginative and at many levels. One particular noteworthy idea was using postcards designed by young children. This brings the wider community into the whole process and opens up opportunities for families of the workers to feel a part of the effort. The bonus is a delightful product, easy to read and attractive to external media.

"There is clear evidence that the team did its homework before designing the campaign. If the depots needed an individual approach, they produced a tailor-made roadshow. Keeping to the ethos of a green environment, the boards themselves were reusable.

"The same themes ran throughout the whole family of material, making it easily recognisable by everybody within the company.

"There are many companies engaged in environmental campaigns. It is not always easy to put a unique stamp on yet another green message. Tube Lines succeeded with a fresh approach; using traditional and modern techniques to engage and inform staff. It was attractive to view and obviously made all the right connections."

# CiB Communication Excellence Awards 2006 the winners

Vision and Values/Business Objectives

Class 4



**Winning entry:**  
**Westminster City Council**

**Entry title:**  
**One City**

A communications programme that focuses on promoting the organisation's vision and values, business objectives or business strategy to its employees.

A detailed 'Who, What, Where, When and Why' of the programme is essential, as well as comprehensive measurement and evaluation and the effect the programme has had on improving organisational behaviours and an understanding of business strategy, goals and objectives.

## **Summary of entry:**

The One City vision is Westminster's five-year programme to improve quality of life in the city. It can only be achieved with support of council's employees, thus requiring a communications programme that focuses on promoting the vision and values, objectives and strategy to employees.

All staff have a specially produced guide to One City and how they can deliver change, with all communications, internal and external, bound up within it. The guide covers a range of communication formats, from large meetings to communications through managers.

The organisation's leaders wanted one single measure of the campaign's success – a 10 per cent increase in advocacy from 48 to 58 per cent.

The campaign involved employees from the start, seeking their views to refresh the intranet and internal newspaper to reflect the One City vision, with comprehensive, open and frequent information provided to managers to help them engage their people.

Measures of success saw the team use the baseline data from the 2003 staff survey to compare to the 2005 and 2006 results to chart the success of the One City vision rollout. At a management conference in May 2006, the percentage of people who agreed they understood the One City programme doubled.

Further activity included an innovative campaign to capture frontline views on how to improve One City, and feedback was used to update and promote the reward programme and integrate it into the campaign.

**Winning entry:**  
**Westminster City Council**

**Entry title:**  
**One City**

The team also conducted face-to-face briefings with the council leader and chief executive and eight stakeholder groups led by employees were launched to discuss themes and the delivery of the programme.

In the latest employee survey results, seven out of 10 staff said they are now advocates of the council, and only three in 100 were actively negative.

### **What the judges said:**

“Westminster City Council’s entry positively exudes measurement from beginning to end. This submission is lucid, thorough and utterly convincing in the way it sets the scene, revealing along the way its author’s grasp of the reality of building durable consensus between key influencer groups.

“The campaign benefits from the extent to which there’s a genuine, deeply thought-through vision to communicate. There’s also a maturity of understanding about the dynamics of internal communication – the transition from the rational (information) to the emotional (engagement) in the employer-employee relationship – that sets Westminster’s work apart.

“The campaign’s execution relied on proven techniques and channels, again with frequent soundings taken in different forms from staff and management groups...a remorseless focus on pursuing the objectives and evaluation, evaluation, evaluation.

“Throughout, the submission reveals the extent to which Westminster’s communicators made evidence-based decisions to shape their campaign. Crucially, the campaign set specific, measurable objectives, drew from baseline findings and tracked progress to determine the impact. The Westminster team rises above the rest for making the effort to understand the audience’s disposition at the outset and planning the approach from there.

“This is joined-up internal communication at its best.”

# CiB Communication Excellence Awards 2006 the winners

Single Subject/Employees

Class 5



**Winning entry:**  
**Pete Maginnis**  
for Wolseley UK

**Entry title:**  
Building for Tomorrow

A communications programme in any single subject aimed at an organisation's employees.

The programme must be grounded in organisational need, with clear links to the overall strategic aims of the organisation. The entry should demonstrate a clear and detailed understanding of the audience profile, use clear, measurable objectives to determine success and include extensive evaluation of its effectiveness.

## **Summary of entry:**

As part of its Logistics Strategy Project, Wolseley UK was introducing a new approach to its transfer of stock, which brought the creation of a new National Distribution Centre and two regional centres.

Implementing these changes required a thorough, overall communications framework, approach and messaging which clearly explained the rationale for the change and helped to motivate employees, particularly targeting those populations whose jobs would ultimately be lost as part of the change.

The thorough communication plan provided a template for phases of communication over the three years of the project, which is due to complete at the end of 2008.

It addresses disparate audiences via bespoke communications made up of the core information, supplemented with material specific to the audience or locality, or both.

The programme aimed to support the delivery of the project's objectives through credible, relevant, timely and co-ordinated communications, delivering consistent key messages, plus specific bespoke messages, and by providing reassurance to employees.

The strategy was to aim to produce a positive reaction from most of the employee base, minimise concerns about the changes and minimise disruption among supply chain employees.

A series of communication activities, primarily face-to-face, was planned. The first communication announced the new NDC, the start of the recruitment process and the stock transfer details.

Eight specific manager briefing papers and Q&A packs were produced and wider company communication took place through the intranet and email.

### Winning entry:

**Pete Maginnis**

for Wolesley UK

### Entry title:

Building for Tomorrow

The programme was co-ordinated with the HR team to offer support to employees. A conference call between the head of communications and all supply chain managers who received the briefing packs was held to explain the rationale, key messages and delivery techniques.

Distribution centre employees were communicated with first, over two days to cover all shifts.

Then the brand directors and branch managers received the announcement, followed by an email to the whole company and announcements on the intranet and noticeboards

It was the first time in the company's history that a co-ordinated multi-site, multi-shift campaign with core and bespoke messaging and structured briefing had been implemented.

A telephone survey among 50 employees the day after the announcement showed that 100 per cent had received the communication and had a clear understanding of it.

### What the judges said:

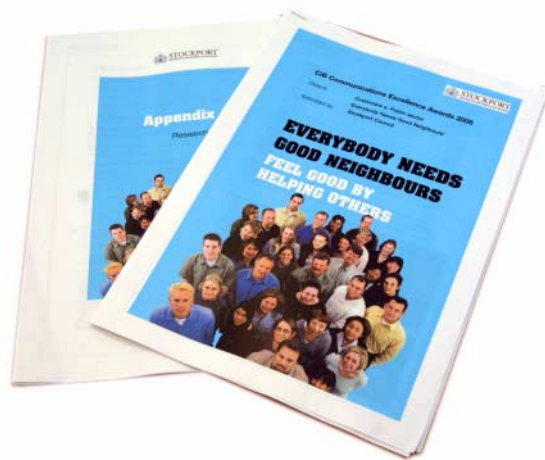
"This was a complex campaign to plan and manage. Over a tight time frame, business plans for growth and change leading to job losses have been communicated to a dispersed audience.

"All the communication activity has been directly linked to the business goals. The planning of message timing and channels to be used has been meticulous to ensure that everything is kept in step with public announcements and, crucially, that business overall is not affected. This is a very good example of making sure that communication activity is completely lined up with business drivers.

"The target audiences at every stage have been well defined. There is evidence of detailed audience segmentation to ensure that precisely those groups that need messages at a certain time are targeted with the right material at the right time.

"Using primarily face-to-face channels for those most directly affected has helped with the delivery of sometimes difficult messages. This is a time-consuming approach, both in terms of preparation and delivery, but has paid off it would seem from the feedback received. The preparation of manager briefing packs in a range of versions for different contexts will have played a large part in this success.

"This is a well-executed campaign, against tight timescales with challenging internal logistics. The messages were not all good news but they seem to have got through. Well done!"



**Winning entry:**  
**Stockport Council**

**Entry title:**  
Everybody needs good neighbours

A communication programme aimed at the external customers of an organisation. This includes members of the public (in the case of governmental organisations or charities).

The judges are looking for evidence of complete communications programmes/strategies and these will almost certainly be multi-media based (eg a combination of print, online, video/DVD, face-to-face/interactive). It is unlikely that any single medium will, in the judges' opinion, form a communications strategy.

### **Summary of entry:**

After a MORI poll revealed that crime and the fear of it was the most important issue faced by Greater Manchester residents, Stockport Council developed and led an ambitious communication campaign designed to create a greater sense of physical security and emotional wellbeing for the borough's 284,000 residents.

The campaign, 'Be a good neighbour', set out to encourage local residents to get more involved in community life, perhaps through local volunteering, and generally to look out for each other more.

At the heart of the programme was a mutually beneficial partnership between the Council and two leading local newspapers, the Stockport Express and the Stockport Times. Importantly, the campaign was also actively supported by a wide variety of local agencies, including Greater Manchester Police, Greater Manchester Fire and Rescue Service, Stockport Council for Voluntary Service and Age Concern.

Weekly news stories, focused on different aspects of being a good neighbour, were carried by the partner titles before being added to the Council's website and rolled-out to other media outlets in the area. Press and web coverage was backed-up by poster and bus advertising. The campaign culminated in the introduction of two popular award schemes for local residents, the 'Number 1 Neighbour' award and 'Stockport's Friendliest Street'.

**Winning entry:**  
**Stockport Council**

**Entry title:**  
Everybody needs good neighbours

### **What the judges said:**

“The ‘Be a good neighbour’ campaign was a direct response to the findings of a MORI poll which highlighted resident’s concerns about crime. Based on this initial research, clear and well defined communication objectives were identified and targets set for generating media coverage, website hits and volunteering enquiries.

“A highly focused media campaign then followed, which generated significant column inches in the local press (more than 30 positive articles, 81 per cent of which featured the campaign’s three key messages). This coverage was supported through careful use of other channels, including the council website (50 per cent of residents have a PC), civic newspaper, digital TV, posters and banners.

“The result was a highly visible campaign which achieved its objectives, not least delivering a 75 per cent increase in the number of local people making enquiries about volunteering.

“Key to the success of the campaign was the healthy level of co-operation between the various agencies involved and the local media, careful coordination and sound implementation.

“Results were effectively measured against the objectives set at the outset and anecdotal comments from key figures within the agencies involved further supports the value gained.

“Overall, this is a well-researched, well-integrated and well-executed communication campaign that delivered tangible results for Stockport Council. The campaign is even more impressive given that all this was achieved with a budget of less than £10,000.”

# CiB Communication Excellence Awards 2006 the winners

Communication Training Programme

Class 9



**Winning entry:**  
**Royal Bank of Scotland**

**Entry title:**  
The Sophie Jones Collection

The development of a communication training programme to upskill members of an organisation who have responsibility for communicating business strategy with employees.

The judges are looking for evidence of complete communications programmes/strategies and these will almost certainly be multi-media based (e.g. a combination of print, online, video/DVD, face-to-face/interactive). It is unlikely that any single medium will, in the judges' opinion, form a communications strategy.

## **Summary of entry:**

The Sophie Jones Collection is an innovative training programme designed to enhance the experience of RBS customers by building the knowledge, skills and confidence of its branch-based teams.

It comprises six development sessions, delivered over a period of 12 months by branch-based coaches and designed to help staff learn what to do and say to customers in different situations. It is highly interactive and, in order to create a real energy and buzz across the business, is very different to the type of training the bank has undertaken in the past.

The three sessions that make up this entry establish the character of Sophie Jones (a fictional character designed to bring the content to life) by focusing on a number of key business issues, including lead generation, dealing with customer concerns and overcoming customer objections.

The training is highly interactive and based around a variety of impressive learning materials, including specially commissioned videos, cue cards, customer scenarios, best practice guides and the like. Creativity was key, however, and these materials are expertly packaged and cleverly linked to the Sophie Jones theme. One of the sessions, 'Sophie's Present', involved sending a gift box to each branch that contained lavender to emphasise the importance of having a calming influence on the customer!

### Winning entry:

**Royal Bank of Scotland**

### Entry title:

**The Sophie Jones Collection**

Crucially, the bank made sure it engaged its line managers first through a series of cascade events. Better still, managers were then required to facilitate a similar session for their direct reports (for instance, the branch manager events were facilitated by the area managers).

Feedback from staff who participated in the training has been highly positive and the business results equally impressive. More than 70 per cent of participants found the materials easy to understand, the objectives clear and the amount of information just right. More importantly, the sessions have resulted in noticeable improvements to both sales performance and customer satisfaction.

### What the judges said:

“The Sophie Jones Collection is an excellent and well thought-out training programme linked to a clear strategic communication objective which, in turn, supports the Royal Bank’s wider vision and strategy.

“Creatively, the work is of a very high standard and the production of materials is equally impressive. The clever use of the Sophie Jones character has helped differentiate the programme internally and bring to life content that could otherwise be rather dry and uninspiring. Staff have clearly appreciated this fresh approach.

“The programme shows an excellent use of existing engagement and communication channels, with clear instructions and relevant, well crafted materials. It is good to see line managers play such an important role in the programme. Importantly, the programme was designed to be flexible to fit with local needs and styles, an approach that has paid dividends.

“Such well-produced tools can often disguise a lack of strategic thinking and evidence of success, but this programme ticked all the boxes and, most importantly, can prove that it made a real difference to the business. Not only has the programme been very well received by branch staff, but the learning has driven a clear improvement in business performance.”

# CiB Communication Excellence Awards 2006 the winners

Editorial skills (new editor)

Class 10a



**Winning entry:**

**Enterprising**

for The Prince's Trust

edited by Charlotte Davis

Recognising the skills of new editors.

## Summary of entry

Charlotte Davies is editor of *Enterprising*, the flagship publication of The Prince's Trust. She oversees all aspects of production, from initial content planning, writing, editing and selecting interviewees, through to commissioning photography, managing 12 regional editions and controlling distribution. She also manages the editorial team.

*Enterprising* aims to raise awareness of The Trust and its work and to reinforce the organisation's core values – approachable, inspiring, enabling, passionate and committed. The magazine is distributed to 48,000 people, including key opinion formers and individual givers. It also has to appeal to The Trust's 700 staff and 7,000 volunteers. It has a readership in excess of 140,000.

In line with The Trust's youthful focus, *Enterprising* uses striking imagery, eye-catching colour, fact boxes, quotes and picture spreads. The organisation's values are reflected in the content, in the way the team interviews people and in how Charlotte runs the production process.

During her time at the helm, Charlotte has developed a range of regular features that succeed in appealing to the publication's diverse audience. A good example is *First Word*, the magazine's introductory page, which is penned by a guest editor (in the case of the summer 2006 issue, by X-Factor finalists Journey South).

Other innovations include the development of a dedicated website, and the appointment of a youth editor to ensure that young people remain at the heart of the publication. Unusually, each issue of the magazine is based around a theme, with all content linking back to that theme. The theme for the summer 2006 issue, for instance, was 'looking from the past, looking to the future'.

A particular strength of the publication is its approach to photography where, once again, Charlotte has taken the lead. To stretch a limited budget, without compromising quality, she has built a strong working relationship with a single photographic agency, itself a Trust-supported business. The result is first class imagery that fits perfectly the style and objectives of the magazine.

*Enterprising* is a lively and fresh publication, which borrows more from the popular weekly and celebrity magazines than it does from the typical charity publication. It combines a good mix of regular features and more innovative content. It is very tightly focused on its role in supporting and furthering the work of The Prince's Trust.

### Winning entry:

### **Enterprising**

for The Prince's Trust

edited by Charlotte Davis

### What the judges said:

“This is a superb debut from a new editor, with its strong focus on people, short, pithy copy, and excellent photography all highly commendable.

“Enterprising shows great imagination with a refreshing style from the changing ‘editorial’ on page 3, to the picture-led pages 14-15 and the people-based Solutions page toward the back.

“Messages about The Trust’s core values, its emphasis on youth matters, and young people’s achievements are deftly handled with just the right balance of text and pictures. The story about Bianca Foster, Enterprising’s Youth Editor, is a good example – not only is she helping to kept he content youthful but she has become a worthy interview subject as well.

“The copy is straightforward and just the right length for a youthful audience with a short attention span. Overall, Enterprising is a pleasure to read.”

# CiB Communication Excellence Awards 2006 the winners

Editorial skills (experienced editor)

Class 10b



**Winning entry:**  
**Soldier magazine**

edited by John Elliott

Recognising the skills of experienced editors.

## **Summary of entry:**

John Elliott has edited Soldier magazine, the internal publication of the British Army, since 1986. He leads a team of four writers, three photographers and two designers and reports on the life and times of the Army, at home and abroad.

As well as editing the magazine, John acts as a focal point for the media and a range of other external stakeholders. His role is very hands-on and involves researching, writing and designing news stories and feature articles, responding to readers' letters and managing and coaching his team.

The magazine itself is an integral part of the Army's internal communications and is designed to communicate welfare information, to reinforce the right image of the British Army and to contribute towards the upkeep of morale. It is aimed at all ranks of the British Army, the Territorial Army, cadets and the ex-service community, as well as the families of British soldiers.

The audience is overwhelmingly young (mostly under 25) and, as such, John has borrowed heavily from the 'lad's mag' tradition. The resulting magazine is a lively, entertaining, picture-led publication that carefully balances the history and tradition of the military with the needs of a predominantly young audience.

To evaluate the effectiveness of the publication, independent research is carried out every two years among a cross-section of readers. This research consistently shows that the magazine is valued and read.

One of the regular challenges faced by John and his team is how to report on issues that are critical of the Ministry of Defence. Credibility is key for any communication channel and, under John's leadership, Soldier has tackled such sensitive subject matter as poor accommodation, bullying and gender equality.

Soldier has already received nearly 40 CiB accolades, including three gold awards for best internal magazine.

**Winning entry:**  
**Soldier magazine**

edited by John Elliott

**What the judges said:**

“The aim of appealing to a wide age and seniority range is well met in this lively, no-nonsense publication by a highly experienced editor, whose commanding presence clearly shows in his nose for a good story and ability to drive through credibility issues.

“It is a credit to John, and the British Army, that a no-holds-barred content strategy was adopted – I only wish all internal communications management would have such strength of conviction!

“I would have liked to have seen some statistics from the latest survey, so I could judge for myself the soldiers’ attitude towards the publication. However, I would say the style, approach and content are just right for the target audience. Although it isn’t quite the lads and lasses magazine we know from the shelves of WH Smith, it goes as far as it can to be youthful and upbeat.

“The Army’s messages of reassurance and honour are powerfully conveyed, with punchy headlines showing the right degree of gravitas or jollity appropriate to each story. Technically, I can’t fault the precision of the editing, whether it’s the spot-on puns in headlines, the carefully scripted standfirsts, or the well crafted, neatly lined up body copy.

“Soldier earns a high rank among the ‘best of the best’.”

# CiB Communication Excellence Awards 2006 the winners

Best Internal Communication Team

Class 11

**Winning entry:**  
**City of Westminster Council**



Recognising the influence a communications team has within an organisation. A key criterion will be how effectively the team champions good communication.

## **Summary of entry:**

Westminster City Council's internal communications, covering a highly diverse workforce of more than 2,800 people, is managed by the equivalent of just two full-time employees.

Over the last year, the team has concentrated its efforts on moving from broadcasting rational information to genuinely engaging staff in dialogue and involving them in decision making.

The results have been impressive, with seven out of 10 staff now being advocates of the council and only three in a hundred being actively negative. This effort has had a direct impact on the council's bottom line, through improved staff retention and productivity and reductions in waste and sickness.

The team's approach is based on a number of compelling principles:

- get the basics right – ensuring the timeliness and accuracy of core channels (staff newspaper, intranet, emails and manager briefings) builds credibility and frees up managers and leaders to talk about the big issues
- act on evidence – by regularly evaluating staff attitudes and perceptions, the team can effectively target its communications and do more with less
- run edgy campaigns that engage staff – bold, creative and well-executed campaigns help focus staff on the Council's priorities and encourage involvement
- show managers and leaders how their communication can make a difference – coaching and supporting leaders and managers builds trust and creates the climate in which engagement can take place.

The success of this approach is borne out in research. Westminster employees are overwhelmingly positive about the council and support the council's efforts to change (a recent change in technology was supported by 90 per cent of workers). Furthermore, the team has been singled out for praise by Westminster's Chief Executive Peter Rogers and Leader Sir Simon Milton.

### Winning entry: City of Westminster Council

Westminster's internal communication team has put dialogue with staff at the heart of the organisation. It has shown that effective communication is about getting the basics right, acting on evidence, running edgy campaigns that engage staff, listening, and showing managers and leaders how their communications can make a vital difference.

#### What the judges said:

"The submission and all of the supporting evidence suggests a small team at the very top of its game – both high profile and high impact.

"This entry represents outstanding output from two people and demonstrates many of the hallmarks of excellence in internal communication management. The team has:

- demonstrated simple, fresh thinking about its strategic role and appropriate use of channels
- targeted resources onto hot issues drawn from research
- demonstrated its commitment to authentic dialogue through its use of upward monthly briefings
- challenged (and provoked) its audience to take creative risks and communicate with passion, humour and humanity
- built capability through best practice sharing and self-assessment tools.

"The CEO may not always be made to feel comfortable by this team's output, but that is part of its strength and to his ultimate benefit.

"There are no obvious weaknesses, though there may be a case for some more segmented channels given the diversity of the audience.

"Overall, this small team is winning by putting its audience at the heart of everything it does. The outstanding entry of this category."



### Winning entry:

#### **Fuse PR**

for 7 Digital

### Entry title:

From bedroom to billboard

Recognising the major support provided by external consultancies, this class will be judged on how innovative the approach used is and the positive difference it has made to the client.

### Summary of entry:

Fuse PR's award entry is built around a case study that demonstrates the consultancy's fresh approach and shows how great PR can drive impressive business results.

The launch of [indiestore.com](http://indiestore.com) by media company 7 Digital is a superb example of how Fuse develops successful media campaigns and, more importantly, delivers tangible commercial benefits for its clients.

The service enables unsigned artists and independent record labels to build their own download stores, earn money from the sale of their tracks and be eligible for download chart positions in the UK, US and 20 other countries.

Fuse's objectives were to successfully launch [indiestore.com](http://indiestore.com) in the UK and to create demand from unsigned and independent artists. In terms of quantifiable objectives, an ambitious target of signing up 400 artists during the site's first month of operation was agreed.

Despite short lead-times and a limited budget, Fuse created a campaign that was creative and high impact; that resonated with 7 Digital's target audience; and that achieved global news coverage.

The campaign, 'Bedroom to Billboard', illustrated how [indiestore.com](http://indiestore.com) could help aspiring artists make the leap from rehearsing in their bedrooms to securing a chart position, without the backing of a major record label.

The campaign had four strands:

- back a band – to bring the service to life, Fuse identified and 'adopted' a promising unsigned band called Paris Motel. The team secured the band's involvement and produced a documentary-style video which was issued on launch day
- about [Indiestore.com](http://Indiestore.com) – as well as showcasing Paris Motel, the video was used to show how quick and easy it is to set up a store and start selling tracks

### Winning entry:

#### **Fuse PR**

for 7 Digital

### Entry title:

From bedroom to billboard

- band showcase – to appeal to a wide range of musical genres indiestore needed to showcase a wide variety of acts. It therefore enlisted the support of David McAlmont, an established artist who had recently parted company with his record label, and put forward a number of bands to play at the O2 Wireless festival
- the launch – involved a mass sell-in to the national, consumer and trade media, numerous interviews and the release of the Paris Motel video.

The results were nothing short of spectacular. Nearly 700 bands, from as far away as New Zealand and Ghana, had registered on the site within 48 hours. An impressive 40 pages of Google search returns were generated within 48 hours. And coverage was secured in a wide variety of newspapers, magazines, websites and on TV and radio.

The successful launch of indiestore.com depended solely on PR.

In the words of the client, 7 Digital's managing director Ben Drury: "The launch surpassed all our objectives. The indiestore.com community is now buzzing, coverage continues to be wholly positive and the community has grown to more than 2,000 bands and counting."

### What the judges said:

"This entry really works because not only does it tell a true success story for Fuse PR, but it also tells you something about the consultancy itself.

"The campaign referred to in the entry clearly demonstrates the strengths of the consultancy – creative, resourceful, risk-taking, broad-minded and challenging. This entry shows how Fuse sets clear objectives and delivers a creative execution that gets real results.

"Altogether, an excellent and well put together entry. A deserved success."