

ruder•finn

**Taking internal
communications out
of its comfort zone**

**How to transform IC from daily routine
to highly effective communications
that make a difference.**

Engaging internal audiences in the right way requires good planning, smart, strategic thinking and a sustained, varied and innovative approach.



It is impossible to ignore the impact of effective internal communications on overall business success. Gallup, a leading global analytics consultancy, suggests that companies with high levels of employee engagement can expect to see at least a 20 per cent boost in productivity and profitability, but also reported that only 13 per cent of global workers felt engaged in their jobs. Effective communications with employees have a central role to play in overall engagement levels and satisfaction levels.

It stands to reason that getting internal communications “right” is a topic high on the agenda of many global organisations. But all too often we find communicators rely too heavily on what has worked before and shy away from untested, perhaps more risky communications strategies in favour of doing what they know works and will deliver immediate results and impact.

While playing the safe, tried and tested card is often the easier option and may have more obvious short term benefits, it will not result in long-term employee engagement. Engaging internal audiences in the right way takes good planning, smart, strategic thinking and a sustained, varied and innovative approach. In short, the time has come for internal communications to move out of its comfort zone to deliver effective employee communications.

To get a better understanding of the internal communications landscape today, we conducted a survey of 100 internal communications professionals from a variety of industries, geographies, organisational structures and job functions and asked them a series of questions about the state of the industry and the challenges that they face.

A number of common themes appeared across the board. Respondents voiced concerns about risk, low levels of engagement outside key markets, confusion around channel strategy and a lack of involvement in strategic planning. While individually these are not barriers to communications, their cumulative effect is a significant contributing factor in the struggle to deliver internal communications in the most effective way.

This report will discuss the key findings from the research, share suggestions for overcoming the challenges faced and make recommendations for how to deliver successful programmes that truly push the boundaries of communications and push companies out of their comfort zone.

It’s no surprise that according to Harris Poll, 76 per cent of employees who think their companies communicate effectively with their staff also rate the company’s reputation as ‘good’. An optimistic and satisfied workforce naturally creates a positive mind set for an organisation as a whole; something that must be front of mind when we explore the ways in which we engage our employees. And those organisations that adopt a more open minded approach to communications and start doing things in new ways will be the ones to benefit in the long term.

Laura Jameson
Internal Communications Director

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Key findings

Internal communications has a pivotal role to play in inspiring employees to go the extra mile as their organisations position themselves for future growth.

As an industry we are all working towards the same goals and objectives.

Large organisations across the globe are under huge pressure to change: digital technology has shaken up whole sectors, from financial services to retail; regulatory burdens in many markets are growing; and pressure from new, low-cost market entrants is everywhere.

These phenomena are shaping a perfect storm for business executives. They are under huge pressure not just to cut costs and improve operating efficiencies, but also to innovate, and do so fast.

This storm is making itself felt far away from the boardroom. In order to address these pressures,

executives need a totally engaged workforce. In an environment where doing one's best is no longer good enough, they need to inspire employees to consistently go further and try harder. Internal communications has a pivotal role to play in inspiring employees to go the extra mile as their organisations position themselves for future growth.

Our study reveals, however, that most company internal communications capabilities are still operating firmly within their comfort zone. Respondents highlighted several areas where they felt their organisations were falling down

and where they wanted to improve over the coming years as they start to move out of their comfort zone to improve the impact of their communications.

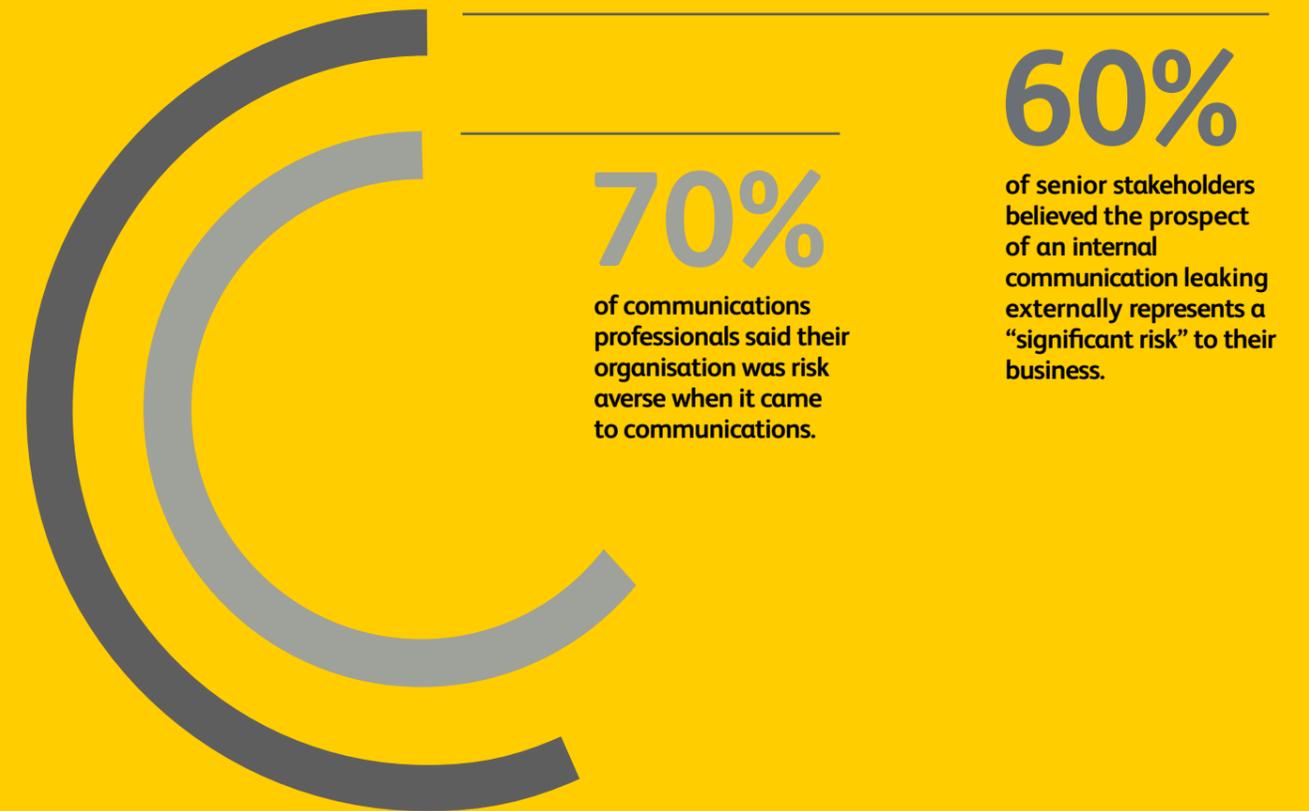
It is important to point out that while some of these findings may come across as negative, communicators should find comfort in the knowledge that others are facing the same challenges as them, and as an industry we are all working towards the same goals and objectives.

Today's organisations are risk averse to internal communications, but it comes at a price.

Risk averse attitudes are impacting organisations willingness to try new things and move out of their comfort zone when it comes to communications.

70 per cent of communications professionals said they felt their organisation was risk averse when

it came to communications, with a further 60 per cent agreeing that their senior stakeholders believed the prospect of an internal communication leaking externally to represent a significant risk to their business.



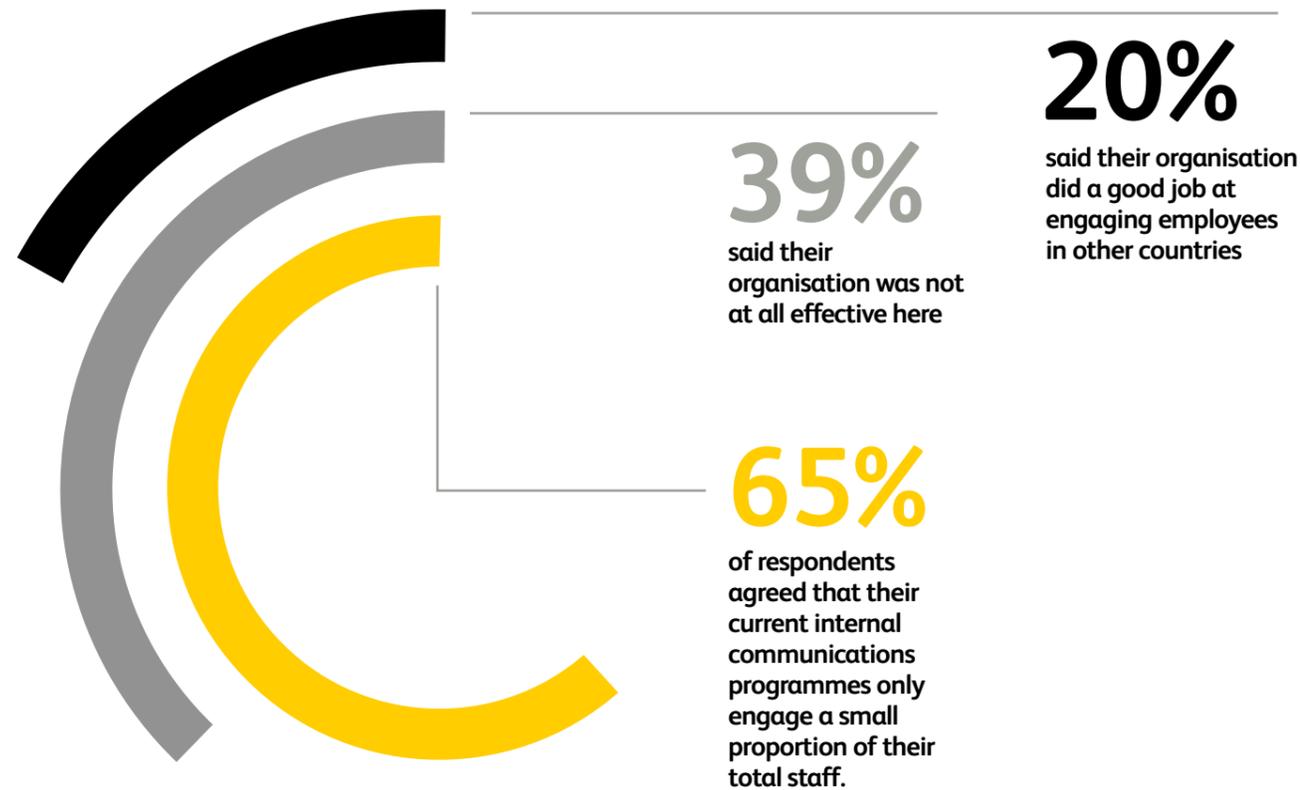
Disconnected employees in offices outside of headquarters can have a detrimental impact on how organisations deliver on their strategy and move forward as a business.

Internal communications today only engages small pockets of staff.

Almost two thirds (65 per cent) of respondents agreed or strongly agreed that their current internal communications programmes only engage a small proportion of their total staff. Only 20 per cent said they felt that their organisation did a good job at engaging employees in other countries – in fact 39 per cent said their organisation was not at all effective here.

When satellite offices aren't engaged by the central communications strategy they will start doing things their own way; developing their own messages that clash with the global approach, working on local campaigns that do not tie back to the core business objectives or values and committing unnecessary time and resource to things that have already been covered.

These clashing communications activities within an organisation can be confusing and frustrating for employees and ultimately create more risk for the organisation as a whole.



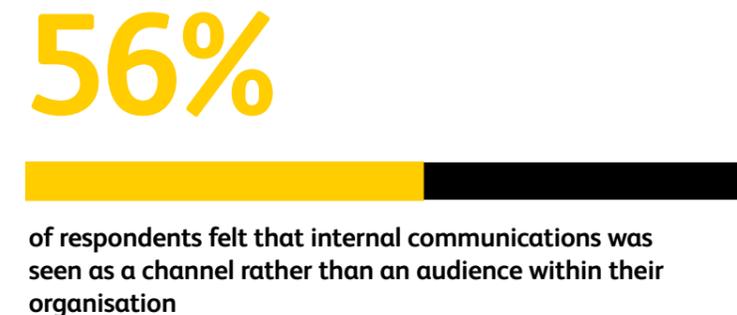
Internal communications is often just an afterthought.

Too often, internal communications is just a tick box in a rollout rather than a central part of the strategy, meaning organisations often fail to invest proper time in thinking about what they need to tell employees or how they can tailor their messages effectively.

According to the survey, only 1 in 5 (20 per cent) of respondents said their organisation effectively involved internal communications in strategic planning and more than half (56 per cent) of respondents said they felt that internal communications was seen as a channel rather than an audience within their organisation.

Not every single company announcement needs to have a full strategy behind it; in fact one of the challenges that internal communications faces is often having too much to share with employees rather than too little, but it is important that major announcements and milestones are shared. This makes it increasingly important to have a solid communications plan in place to ensure that employees are receiving the right type of information in the right way, and hearing it from the right people.

If internal communicators are not involved in strategic planning, they cannot flag possible risks or help to positively influence the outcomes. Given the previously mentioned concern among senior leaders around the perceived risks associated with internal communications, there is a fallacy at play: if executives are making decisions that impact employees without involving internal communicators, the risks of any messages being misunderstood, or simply ignored, are amplified.



Communicators are ready to experiment with channels to reach staff.

The growing number of remote and mobile workers was a key motivator for embracing new channels to engage employees. Almost 80 per cent said that they felt their organisation could do a better job of engaging front line staff (including branch-based, retail or field sales / service staff).

There was a strong demand from respondents to start experimenting with more interactive, two-way communications such as employee-generated content (61 per cent) and blogs (46 per cent) to ensure that communications continue to resonate.

Respondents said they often have a hard time convincing senior leaders that internal communications is about more than just writing emails, but with 85 per cent saying they relied on it heavily for their communications, it is easy to see where this perception comes from. Respondents said they wanted to move away from this one-way channel and instead start listening to employees and connect with them via real-time, two way communications.

Internal audiences have different interests to external ones.

External communications materials are developed with audience engagement front and centre – so the messaging, tone of voice and content will be specific to the intended audience, whether that is customers, journalists, industry experts or investors. Internal audiences have different interests and priorities to these external audiences, but our survey found that there is much more to do when it comes to effectively sharing external content internally.

Three quarters (76 per cent) of respondents said they thought they could do a better job of repurposing content from external communications for internal audiences. Organisations can't just share press releases and external announcements with employees, they need to find effective ways to repackage content and focus on the internal angles that will most interest them.

80%

felt their organisation could do a better job of engaging front line staff.

61%

want to start experimenting with more interactive two-way communication such as employee-generated content.

85%

said they relied heavily on writing emails for their communications.

Return on investment is hard to prove.

Employee surveys, email tracking and open rates, readership analytics and intranet comments can give an indication of how communications are landing, but these are all quite one-dimensional in indicating engagement and satisfaction levels. Measurement remains an area where respondents were keen to see improvements over the coming years. When we asked respondents what they would do to improve internal communications in their organisation, measurement was an item that cropped up several times, both in terms of measuring the success of campaigns and also in demonstrating ROI.

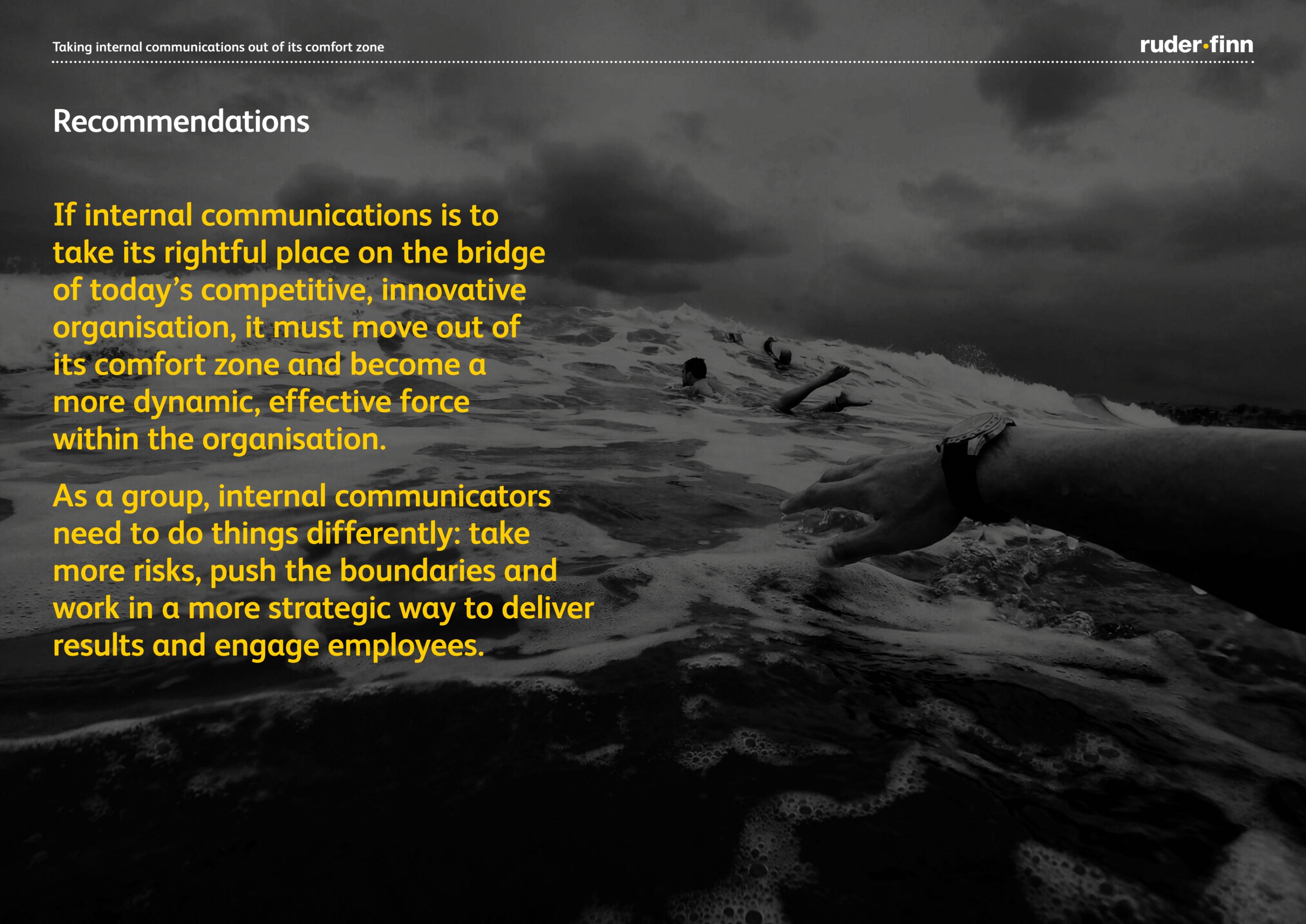
Without robust metrics, it can be difficult to demonstrate to senior leaders the importance of internal communications and prove the return on investment, which means communicators can struggle to secure support for future campaigns. It also makes embarking on different campaign tactics a struggle, as it is tough to see how successful the new approach was against its objectives.

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There was a strong demand from respondents to start experimenting with more interactive, two-way communications.
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Recommendations

If internal communications is to take its rightful place on the bridge of today's competitive, innovative organisation, it must move out of its comfort zone and become a more dynamic, effective force within the organisation.

As a group, internal communicators need to do things differently: take more risks, push the boundaries and work in a more strategic way to deliver results and engage employees.



Recommendations

Get your senior leaders involved and excited about internal communications.

Many of the respondents to our survey reported that the risk-averse attitude of senior leaders was undermining their internal communications, so consider how you can get them involved in your internal communications in ways that they feel comfortable with. Rather than just firing out emails from the project team, think about how you can use leaders to personalise stories and engage employees.

Regular talking head videos, webinars, online and offline panels and Q&A sessions are great ways for employees to hear directly from and engage with senior leaders about the company and how it is moving forward in a positive way. You will probably need to start small, with a relatively low risk activity such as videos which they can prepare and rehearse for and approve before distribution, but once they start getting more confident with communications you can push the boundaries of what they are willing to do.

Case study

As your internal communications becomes more effective you can start to experiment with form and content to engage employees in new and more exciting ways.

In late 2014, one of Ruder Finn's pharmaceutical clients embarked on "culture event", a 72-hour online event that brought together 50,000+ employees from around the world to discuss the culture and purpose, debate the new values and define the future of the company.

The company's CEO and other members of the senior leadership team were heavily involved throughout the event, helping to drive conversations about all elements of the culture, posing questions and responding directly to posts from employees. Senior leaders each took responsibility for one of the company's new values and invited employees to provide ideas for how to bring the values to life and asked for suggestions for new programmes and initiatives that the company could implement to help drive the necessary cultural change.

While the majority of the conversations were positive, one of the most popular posts came from a senior leader who asked "What are the conversations we are not having?" Hundreds of employees responded, sharing examples and suggestions for how conversations could be more open and honest across the company – with a level of candidness that would never have happened in the real world. This post alone helped create a set of actionable items as a result of the event which have greatly improved processes across the company.

Senior leaders and other key stakeholders all commented after the event how much they had enjoyed the opportunity to have these direct and open conversations with global employees that they would rarely have the chance to connect with on a daily basis, and how they would each take key learnings from the event forward with them in their role.



Build a three-dimensional view of employees.

If you haven't already, conducting a mapping exercise to identify the different groups of employees that you have across your organisation is a very useful exercise. This is especially important for organisations that have employees located in different markets and where language and cultural differences may be at play.

Consider enlisting a network of champions across key markets to help you to tailor your communications programmes effectively to different groups of employees. Depending on the size of your organisation, you might like to develop toolkits of content that your in-market champions can tailor and use more effectively in

their own markets to best engage employees. You could also consider providing translations of key materials in local languages to further improve engagement levels.

Different groups of employees need to be engaged differently and unless we get better at building truly global internal communications programmes and considering all internal audiences, we risk alienating huge groups of employees. As you start to build a more three-dimensional view of your employees, you might like to consider the following:

Where are they located and what is their primary language?	Simply assuming that all employees will speak good enough English to understand central communications can have a negative impact on overall engagement. Geographical location can create language barriers which can be simply overcome by translating key materials into local language.
What are the barriers to communication?	If you have large groups of mobile/factory workers with no email/intranet access, you need to know how best to engage with them.
What could interest them besides the corporate messages?	Interests will likely vary depending on job function. Sales teams could be interested in global sales targets, while those in operations might be interested in hearing how teams in other markets are simplifying day-to-day processes.
What makes them feel motivated?	This will greatly differ depending on job role, function and level.
Who are they used to hearing from internally?	If they are used to hearing from their local area leader, they might not respond as well to messages from the CEO and prefer to hear about global updates from a more familiar, relatable face.
How do they like to learn/engage?	This will vary depending on age and culture. Younger employees will likely favour new technology and faster, more immediate platforms while older employees may be more comfortable with tried and tested platforms.
What are their channel preferences?	Email is the go to for internal communicators – but it's not the preferred channel for all employees.

Integration is key.

Our research showed that internal communications needs to improve integration with other teams within the business.

Becoming more integrated with project teams is of paramount importance to ensure that internal communications can counsel on the most effective ways to communicate with employees and help address any associated risks.

Rather than just re-sharing external content internally, there needs to be a separate and fully formed strategy for how to communicate news in an effective way to internal audiences. Each piece of new information shared with employees needs to have a clear link to the company strategy and values. External communications often have more of an insight into communications milestones, so working more closely with the external communications to plan internal outreach accordingly is vital to ensure that external and internal audiences alike are correctly engaged and the message communicated consistently.



With the rise in digital channels, including social media, combined with changing workforce trends, companies are becoming more porous than ever. Internal communications has an important role to play in embracing the change, not only in engaging senior leadership to build understanding of the challenge and approaches to communicate sensitive information, but also by championing more aligned and integrated planning and execution across Corporate Affairs and Investor Relations than ever before.

- Global Communications Director of a pharmaceutical company



Ruder Finn expert opinion



Michelle Healy, Design Director

When it comes to creating impactful IC campaigns, the creative idea is just as important as the content itself. Eye-catching design can be the difference between an employee reading your email or sending it straight to deleted items. But creating attractive, memorable communications can be a challenge when working to tight deadlines, with limited budgets and across multiple geographies and languages. So here are my top tips for developing good looking campaigns that pack a punch and can work within your internal structure and budget:

- 1. The creative idea:** you need a strong idea that underpins the creative treatment. This is key to ensuring that your campaign demands attention from the viewer and stands apart from the rest of the corporate materials.
- 2. Consistent look and feel:** this supports clear, consistent and concise messages across all communication pieces. Work within your corporate guidelines of course, but look for ways to interpret the guidelines more creatively to ensure your campaign stands out to employees.
- 3. Templates and toolkits:** consider developing some simple templates for the materials you use the most, for example email templates designed in the style of your campaign look and feel can create consistency and build campaign momentum across markets.

Reduce risks to alleviate leader fears.

The survey highlighted concerns from senior leaders about the risks associated with internal communications leaking externally. Of course there are some communications that are simply not suitable for external distribution without the proper explanation or positioning, and there are some basic protocols and practices to put in place to reduce risks here.

Internal communicators should bear in mind that there is every chance something they issue internally could

get shared outside of the company, and ensure that they never share anything with employees that they wouldn't want their customers to see, being sensible with language, messaging and tone to ensure that all communications will always land fairly in the eyes of the reader, whoever that may be.

It also is best practise to ensure that all pieces of internal communication contain a disclaimer referencing the intended audience and to have a process

in place to act on the malicious or accidental sharing of any content externally, working in partnership with colleagues in external communications to address the situation according to severity. These basic protocols can help allay leader fears and open doors for more experimental communications opportunities in the future.

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Shareable and more informal content, such as blogs and video are still only used infrequently internally.”



Making the medium the message still works.

It stands to reason that as communicators we have our “go-to” channels that we know work within our organisation, but to make sure that we cut through the noise and make an impact on employees, we need to start doing things differently and adopt some new and perhaps more risky tactics.

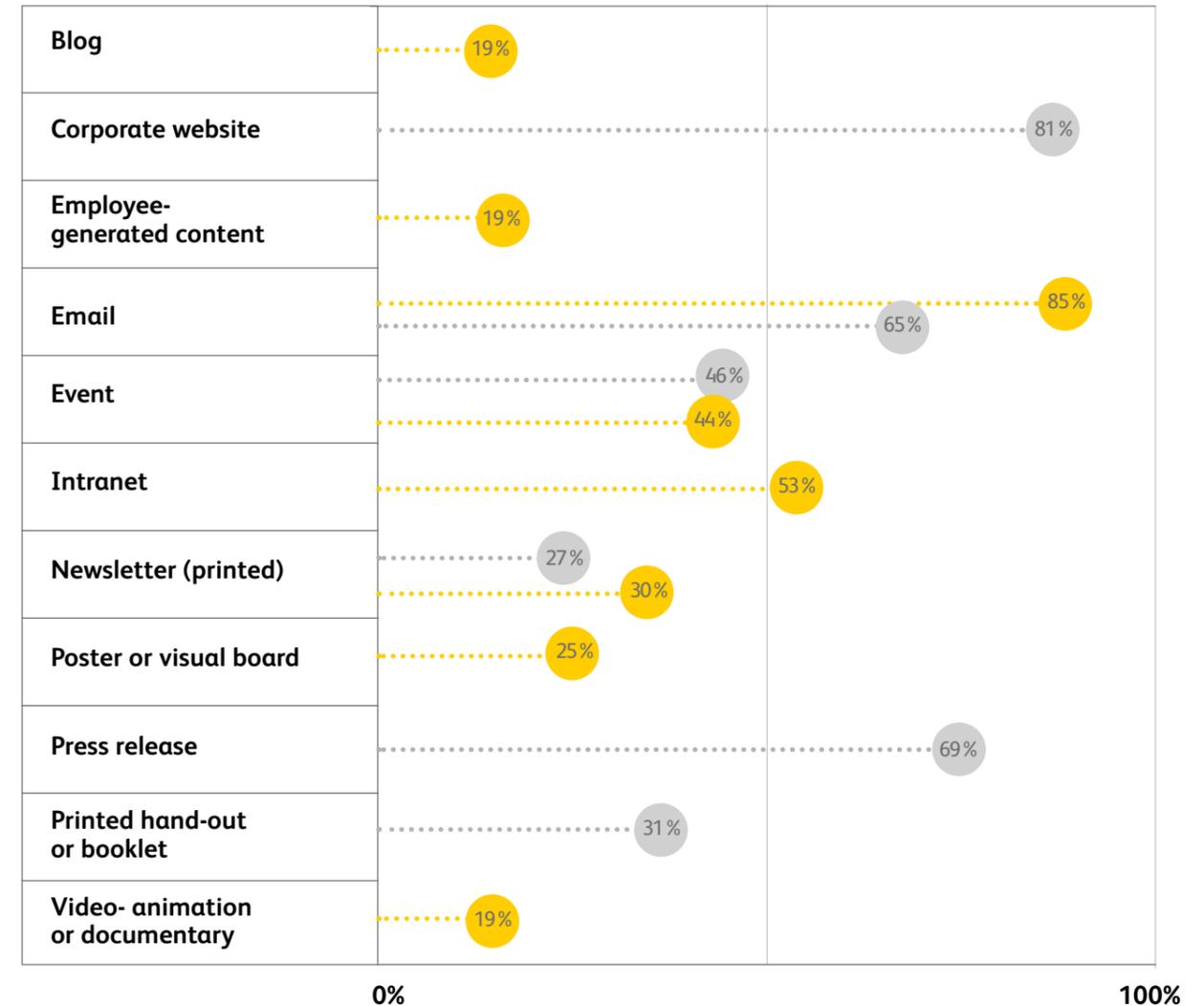
Everyone is inundated with emails, and the reality is that unless the

topic is something that interests us, the information won't register – especially if the content is flat and one dimensional. Email will continue to have a central role in internal communications – but broadcast emails cannot remain the de facto internal channel of the future.

Shareable and more informal content, such as blogs and video are still only used infrequently

internally – with only 19 per cent of respondents saying they use either of these channels regularly. These are two channels that employees regularly engage with in their life outside of work and present content in a way that employees will find much more interesting than an email.

Channels seen as a vital for communications:



● Internal comms channels used heavily ● External comms channels used heavily



Bethany King, Content Producer

As the famous saying goes, a picture is worth a thousand words. By that reckoning, A single minute of video is worth 1.8 million words - or 3,600 pages of text.

Of course there are more complex mathematical calculations behind this claim, but the sentiment is the same: video is an impactful, engaging and shareable medium in a fast-paced world where people like their information short and to the point.

Video increases someone's understanding of your product by 74% and video promotion is over six times more effective than print or

online campaigns – so it's no surprise that video is seen as such a hot channel for internal communicators.

Here are top tips for ensuring that your internal communications video is watched, shared and remembered.

- Plan well and make sure you fully understand the expectations for the finished video
- Ask questions and get in-depth feedback and builds at every stage from your key stakeholders
- Ensure you are creating the right content for the right audience
- Have a narrative throughout your content; you need to make sure

you are telling your audience a story – make sure you are making something that people can relate to

- More often than not you need to keep it short, relevant and to the point; an audience usually needs to be grabbed by the content within the first 8 seconds otherwise they are likely to click away. Two minutes or less is the ideal regarding duration.

**If a picture is worth 1000 words,
a minute of video is worth**

1.8 million words

And what's next when it comes to video?

What can you be doing to tap into the trends of tomorrow?

1 Virtual reality

It's been around for a while, but the accessibility of it is becoming easier and more affordable. You could consider a desk-drop of branded Google cardboard frames (branded, of course) to personalise a campaign and make it a distinctive talking point.

2 More live content

With the introduction of live video on Facebook, or the Periscope app, there are more and more frameworks in place to stream live content to your audience. Live video has an authenticity that prerecorded content does not, and a sense of 'miss it and miss out' urgency that makes it an increasingly popular platform.

3 Infotainment

Don't just use view your video channels to disseminate internal training or polished senior-level messages. Get your audience to see it as the go-to place for quirkier, more genuine branded content such as user-generated content from your staff, or behind the scenes with senior management, to bring internal stories to life.

4 Employees as the content makers

Infotainment is also closely tied to the trend of turning to your employees for amplification – an untapped, underused resource. Employee social advocacy programmes encourage staff to share their thoughts, updates and ideas about the business on their own social media accounts – and people listen.

**Our audience needs
to be grabbed by the
content within the first**

8 seconds

Recommendations

The channels that internal communicators want to do more with are employee generated content (61 percent), blogs (46 percent) and videos (37 percent). It is great to see that these new channels are seen as focus areas for communicators – we need to make sure that they are integrated into the communications portfolio in the

right way and that they appeal to employees. These were cited as in-demand areas for external communicators too – so consider working with your colleagues in external communications to trial these new technologies together for maximum impact.

Channels on demand :

Internal comms channels want more of:	External comms channels want more of:
Employee generated content 61 %	Events 46 % Video- animation or documentary 46 %
Video-talking heads 56 %	User generated content 42 % Video- talking heads 42 %
Blogs 46 %	Blog 36 % Poster or visual board 36 %
Webinars 44 %	Press release 31 %
Events 42 %	Email 27 % Social collaboration tool or Chat app 27 %
Video-animation or documentary 37 %	Webinar 24 %

Case study

How can you use traditional channels to engage employees in different ways? By supplementing those channels with innovative technology.

In October 2014, Ruder Finn partnered with a UK financial services organisation to raise awareness of CSR efforts around a large-scale TV fundraiser.

Utilising the latest in augmented reality (AR) technology, we developed a series of AR posters that combined offline promotion with online engagement. Employees were directed to use

their smartphones to interact with the posters to obtain exclusive video content ahead of the live event.

The AR posters were a 'first' within the organisation and were rolled out to all key sites across the UK.



Ruder Finn expert opinion



Gabriele Genola, Digital Account Director

How do you know your organisation is ready for a new internal communications channel?

Well I think the answer is simple: When there's a new need that existing channels cannot address. When it comes to new channel adoption, usability, training, clear rules and good governance play a vital role. Show people how using this channel is going to benefit them, offer incentives in exchange for participation, give people something that they can't get anywhere else and show them that their opinion matters.

Looking ahead to 2017 and beyond, two digital internal channel trends will continue to lead:

Social intranets. Use of social media for business through tools such as Yammer and Chatter has been growing significantly over the past few years and will continue to grow in 2017. Internal social networks strengthen the sense of community, encourage collaboration and promote open, two-way

communication. Companies across all industries have started to recognise these benefits and are investing significant resources behind them. Moreover, in 2017 more companies will move towards a 'social intranet' model where their intranet platform is fully integrated with their internal social network.

Instant communication. Email is still a relevant channel for internal communications but agile work environments (where remote working is becoming more normal), are increasingly seeking communication options that are speedy, brief and open. For this reason, in 2017 we will see instant messaging dominate, with an increase in adoption of apps, such as Slack, Google Chat and Hip Chat (to name a few) allowing employees to engage in rapid, brief and visual exchanges that help dramatically reduce email overload.

Measure it to make it count.

A survey conducted by Newsweaver and Melcrum revealed that only a small proportion of companies (16 percent) are satisfied with their ability to measure the effectiveness of their internal communications. The most common real-time metrics available to them are content popularity, followed by opens and clicks – but both of these were available to less than half those surveyed.

As you embark on new communications campaigns via new channels, ensure that you are considering evaluation from the very beginning. And, once the campaign is over, the measures you choose enable you to forensically examine every part of it, so you do more of what works in the future.

1. Conduct an internal communications audit to map out the ways and channels of communications used within your organisation, including ways to measure their effectiveness

2. Explore new ways to gather qualitative and quantitative results:

a. Quantitative may include:

email tracking tool – shows how many people opened, read or simply just deleted the email

intranet analytics tool – shows readership rates, content that attracted the most and least interest, helps to identify themes that are of most interest

social collaboration statistics – show level of interaction with content and colleagues, including number of comments and likes, trending themes. Also give insights to who are the most active communicators and key opinion leaders in the organisation

online polls – gather insights from employees and track themes on a scale, results can be measured against a set benchmark

number of requests/helpdesk queries – show effectiveness of a communication, employee awareness around a particular topic or indicate the level of service provided to them

b. Qualitative may include:

focus group discussion – helps gather feedback and insights on a particular area

discussion forum – a meeting or online discussion organised for a group of people who can help find the root causes of a problem and come up with possible solutions

ideas/feedback box – a box placed in the office space or an email box where employees can submit their ideas or feedback anonymously

annual employee survey – a key tool to measure employee satisfaction and monitor changes in the results year-on-year. Open ended questions also help gather positive and negative feedback whilst identifying key improvement areas

quarterly pulse survey or temperature check – in between annual surveys, these tools can help track any significant changes

line manager feedback – similarly to temperate checks feedback from people managers can provide insights on which areas their teams are most and least satisfied with

“
Only 16% of companies are satisfied with their ability to measure the effectiveness of their internal communications
”

3. Make measurement an important part of each communications plan, using both quantitative and qualitative tools

Conclusion

As executives adjust to new business realities, a more diverse competitive landscape, and the opportunities of digitisation, internal communications has a vital role to play in helping employees see themselves as part of their organisation's future.

As with many other areas of business activity (not least external communications), internal communications functions must get used to doing things differently. They must find the means to step out of their comfort zone, while ensuring reputational risks are managed. They must find ways to help executives build direct, personal links with thousands of employees,

using digital media. Finally, they must present visions of the business to employees that don't just present it as a great place to work in the present, but also the best place to build their future careers.

It's a widely held maxim that the most successful organisations are also the best at ensuring their employees share their sense of purpose. The opportunity is there for internal communications to have a transformative impact on the business.

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The opportunity is there for internal communications to have a transformative impact on the business.

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About Ruder Finn Internal Communications

We are a London-based communications consultancy, established in 1991. Our team has a 68 year track record in communications - both in-house and agency experience. We provide honest, straight-talking communications advice and practical support.

We believe companies will only reach their true potential when they have workforces that are truly informed, involved and engaged with the vision and direction of the business. As we now all work in a global business environment this is more difficult than ever before to achieve. But it doesn't have to be.

We support businesses to reach their potential through the delivery of world-class internal communications and employee engagement strategies. Our programmes not only ensure you have a happy workforce but a productive one too. This ensures your business achieves its goal.

How we work with our clients

1. We operate as strategic partners with a track record in communicating change and business transformation
2. We develop internal communications strategies with your employees at the centre
3. Digital and creative is at the heart of what we do and we focus on developing the right approach, right content, and the right channel
4. Our experience of working in some of the most heavily-regulated industries in the world means we hit the right note whatever your environment

Get in touch

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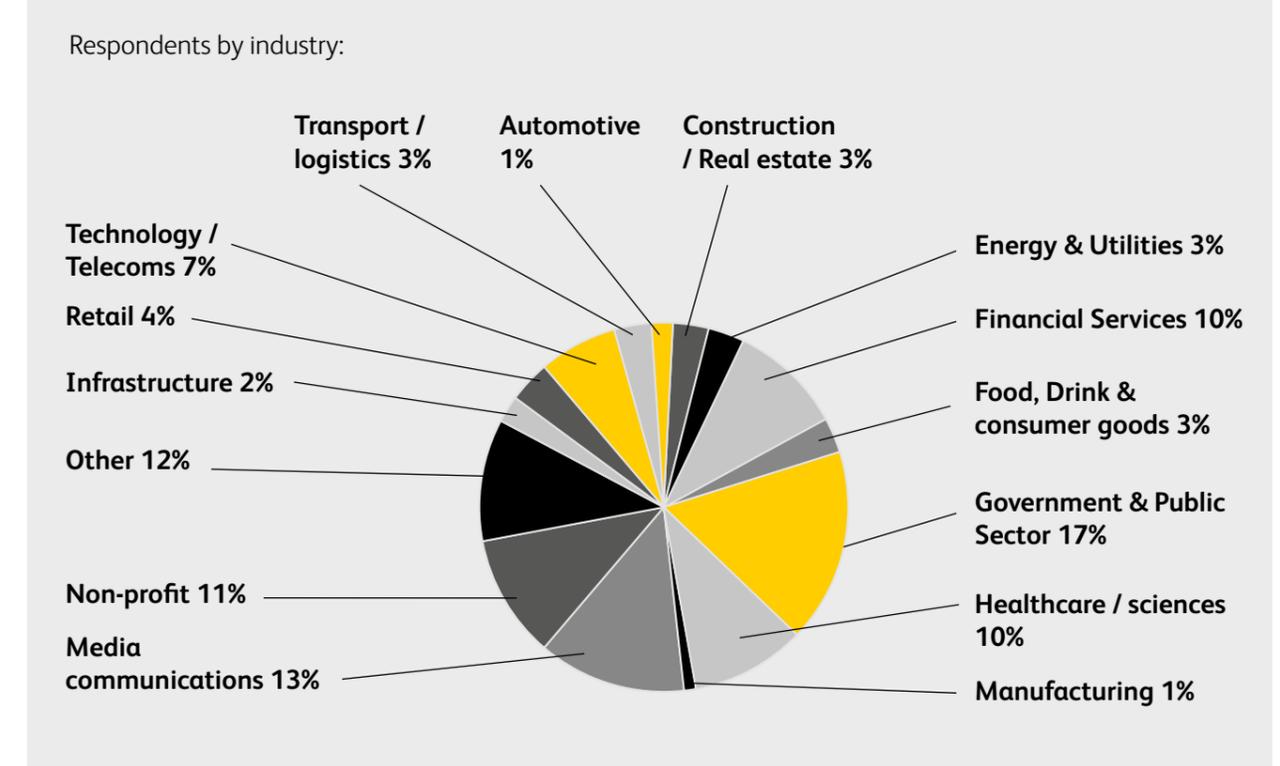
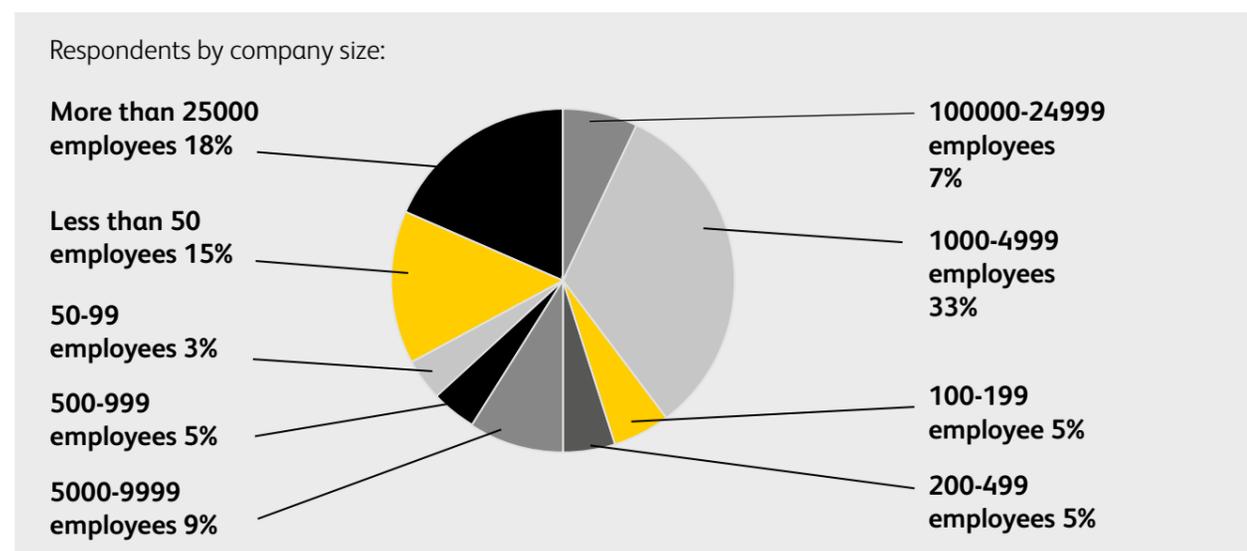
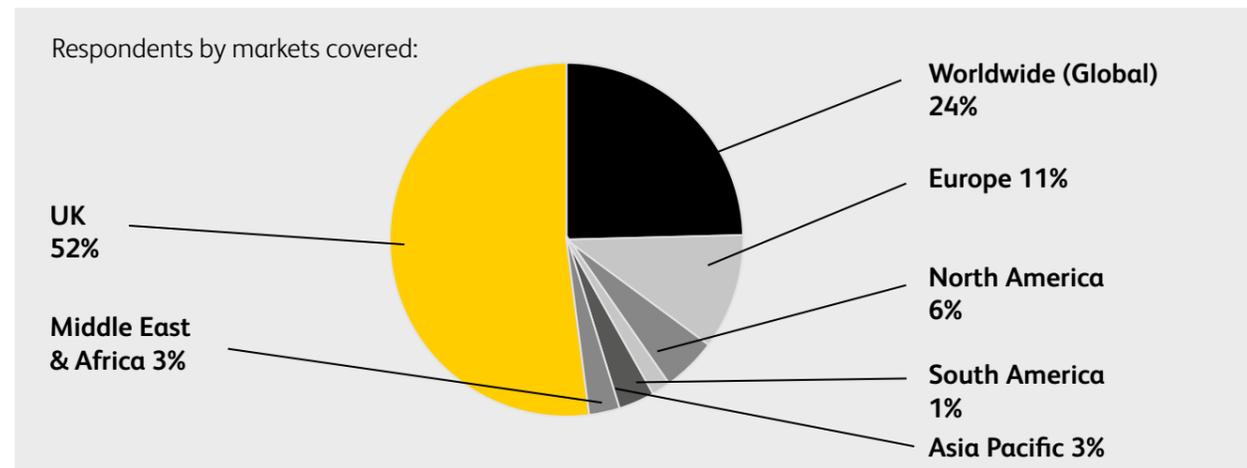
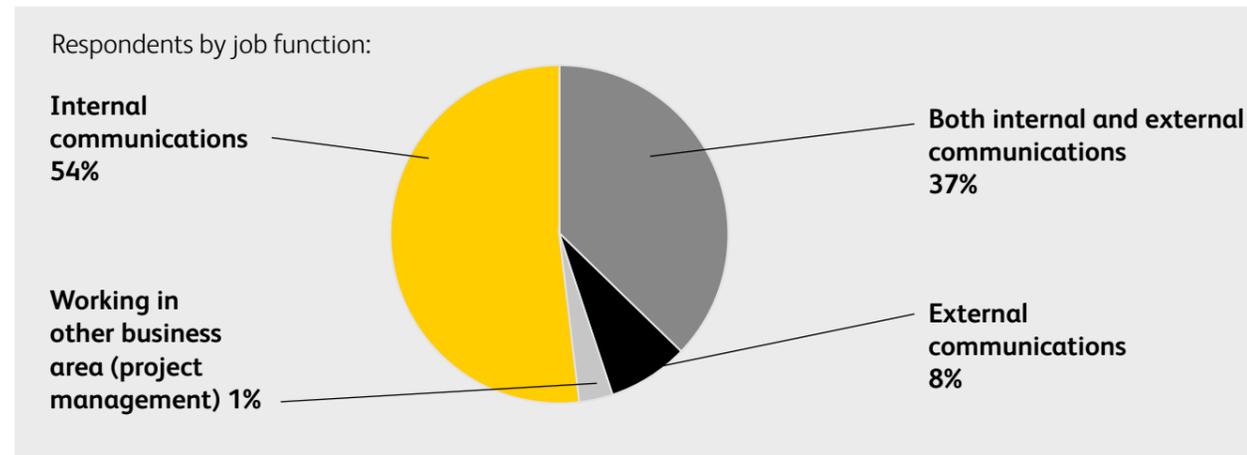


Our services



Appendix

Ruder Finn conducted a survey of 100 internal communications professionals during May and June 2016.



Ruder Finn Survey findings

70 per cent of communications professionals said they felt their organisation was risk averse when it came to communications.

60 per cent of respondents agreed that their senior stakeholders believed the prospect of an internal communication leaking externally to represent a "significant risk" to their business.

65 per cent of respondents agreed or strongly agreed that their current internal communications programmes only engage a small proportion of their total staff.

20 per cent of respondents said they felt that their organisation did a good job at engaging employees in other countries – in fact 39 per cent said their organisation was not at all effective here.

56 per cent of respondents said they felt that internal communications was seen as a channel rather than an audience within their organisation.

20 per cent of respondents said their organisation effectively involved internal communications in strategic planning.

76 per cent of respondents said they thought they could do a better job of repurposing content from external communications for internal audiences.

19 per cent of respondents said they use shareable and more informal content, such as blogs or video, regularly.

77 per cent said that they felt their organisation could do a better job of engaging front line staff.

Channels seen as a vital for communications:

Internal comms channels used heavily	External comms channels used heavily
Emails 85 %	Corporate website 81 %
Intranet 53 %	Press release 69 %
Event 44 %	Email 65 %
Newsletter (printed) 30 %	Event 46 %
Poster or visual board 25 %	Printed hand-out or booklet 31 %
Blog 19 % Video- animation or documentary 19 % Employee generated content 19 %	Newsletter (printed) 27 %

Channels on demand :

Internal comms channels want more of:	External comms channels want more of:
Employee generated content 61 %	Events 46 % Video-animation or documentary 46 %
Video-talking heads 56 %	User generated content 42 % Video-talking heads 42 %
Blogs 46 %	Blog 36 % Poster or visual board 36 %
Webinars 44 %	Press release 31 %
Events 42 %	Email 27 % Social collaboration tool or Chat app 27 %
Video-animation or documentary 37 %	Webinar 24 %

External sources

Companies with high levels of employee engagement can expect to see at least a 20 per cent boost in productivity and profitability, but only 13 per cent of global workers felt engaged in their jobs. (Gallup, 2012 - 2013).

76 per cent of employees who think their companies communicate effectively with their staff also rate the company's reputation as good. (Harris Poll, 2015).

16 per cent of companies are satisfied with their ability to measure the effectiveness of their internal communications. (Newsweaver in partnership with Melcrum, The Internal Communication and Technology Survey, 2014).

A single minute of video is worth 1.8 million (Forrester Research Report by Dr. James McQuivey, 2008)

Video increases someone's understanding of your product by 74 % (Forbes, 2013) and video promotion is over six times more effective than print or online campaigns (Atlas)

An audience usually need to be grabbed by the content within the first eight seconds otherwise they are likely to click away (Microsoft attention spans, Spring 2015)