

The logo for MS&L, featuring the letters 'MS&L' in a serif font. A thin red arc is positioned above the ampersand and extends slightly to the left and right.

Advisors. Advocates. Activists.

# Strategies for Communicating with Your Employees

October 16, 2009

# MS&L: Employee Engagement Overview

## MS&L Global Network

### About MS&L

- More than 30 years of full-service experience developing and delivering engaging internal and change communications programs that influence the minds, attitudes and behaviors of employees across many work environments.



biogen idec



genzyme

Helping all people  
live healthy lives



PHILIPS

Best Doctors



MS&L is the flagship public relations and marketing communications agency in the Publicis Groupe communications network



The MS&L Global Network consists of 54 MS&L offices in 28 countries worldwide, plus an extensive affiliate network in additional media markets

Clients of MS&L Boston employ more than 150,000 people in the med-tech space. Our office works closely with MS&L's worldwide headquarters in New York.



# Your Industry is Transforming Nationally

Hit Hard  
By Downturn



Significant Changes  
Coming From New  
Administration



A New FDA



Industry Values Under  
Scrutiny



Long Product  
Pipeline



Emergence of Digital  
and Social Media



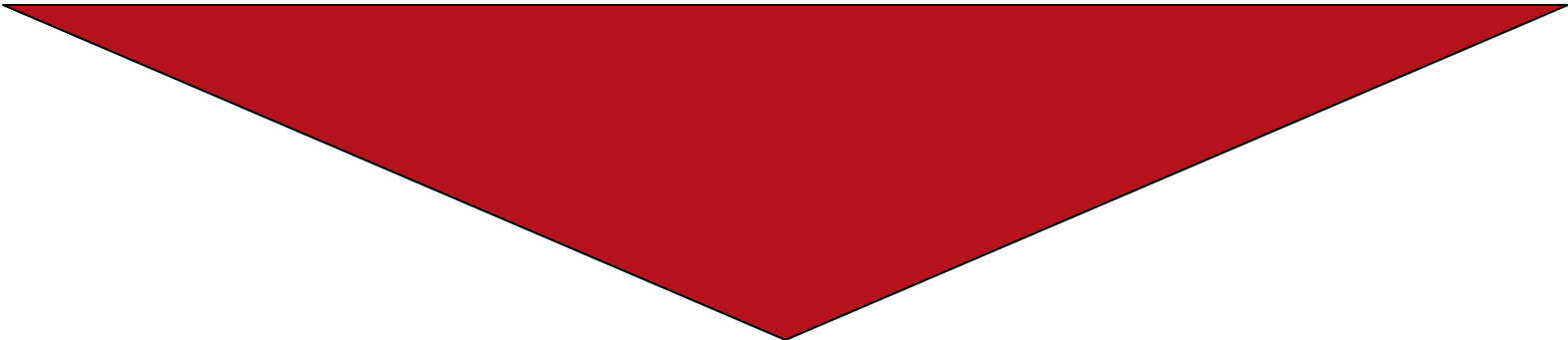
# The Massachusetts Medtech Industry

**225 medical  
device  
companies  
in MA**

**50,000  
employees in  
state and \$7.2  
Billion or 10%  
of all goods  
exported from  
the state**

**Gift ban  
statute in  
effect**

**Gov. Patrick's  
\$1 billion life  
science  
initiative**



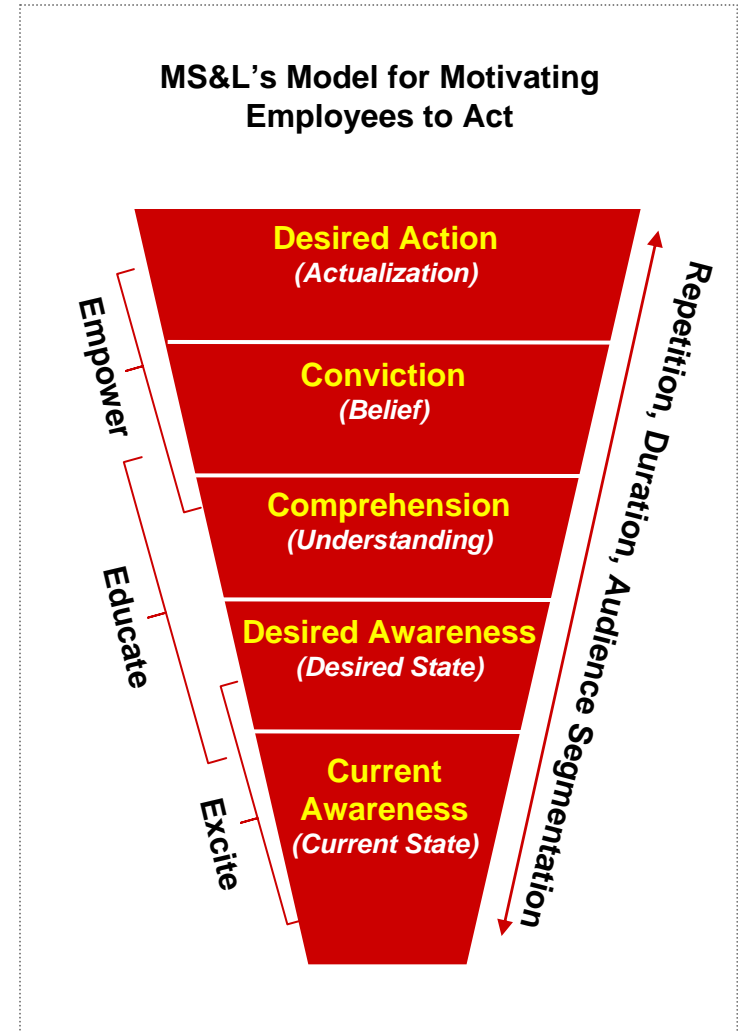
**A vital and diverse economic contributor in a very volatile  
economic, political and regulatory environment**

# Motivating employees to act

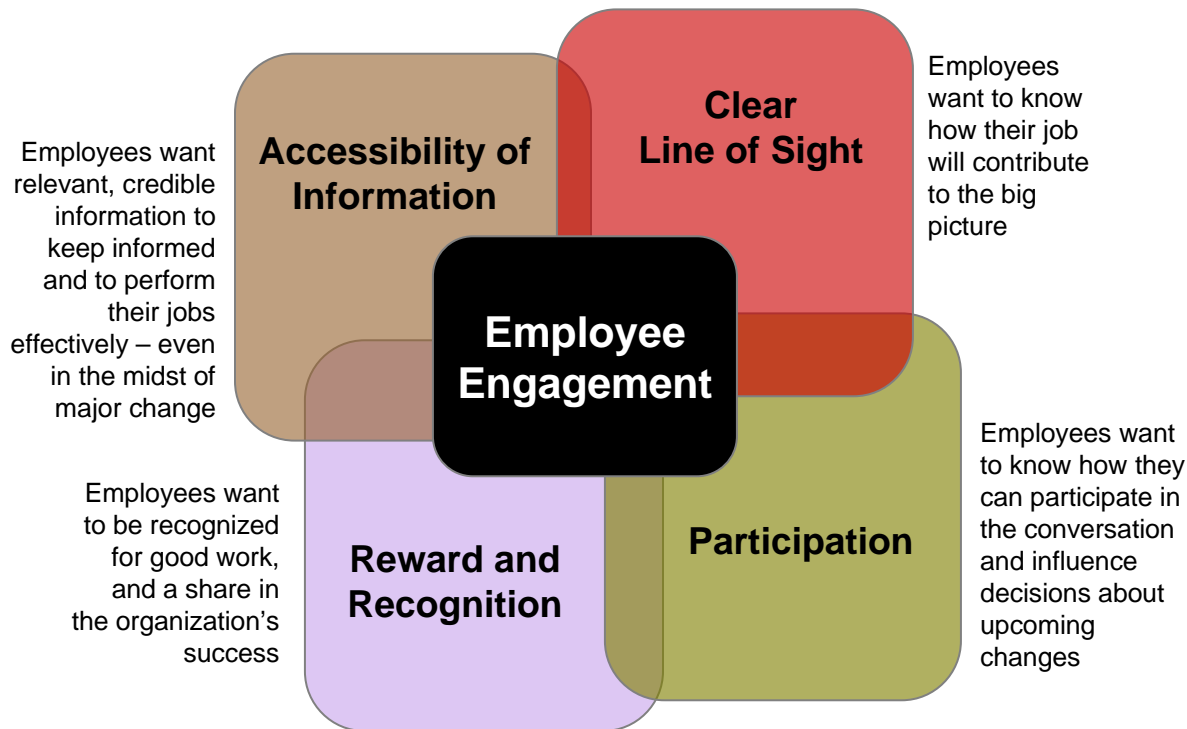
MS&L's model for motivating employees to act features five phases of engagement and three strategic approaches:

- **Inform**  
*Use push and pull tactics to disseminate credible information to employees that build awareness and understanding*
- **Involve**  
*Offer tools and guidance for communications champions (leadership and managers) to make messages relevant to an employee's job function*
- **Inspire**  
*Provide employees with reasons to believe, personal benefits (WIIFMs), breakthrough launches and inspiring calls-to-action*

Repetition and duration of messaging or campaign tactics, and distribution of the right message to the right audience using the right vehicle is critical



# Essential elements for engaging employees through change



## Implications for Communications

- ✓ **Content** needs to be relevant and timely
- ✓ **Champions** in the organization to deliver the message
- ✓ Reach audiences through an integrated mix of **channels**
- ✓ Communications must be credible, creative and compelling to ease fears and maintain productivity

# A closer look at each engagement element

## Content

- **Message strategy and translation** for job function / work environment relevance
- **Editorial calendar** planning, research and development
- Compelling **content creation, editing and segmenting**
- Ongoing **content management**
- Editorial **style guide** development

## Champions

- **Consensus-building** with executive leadership and/or executive program sponsor
- Targeted messages for **middle managers and frontline supervisors** – the most credible source of information and influential group among frontline employees
- **Tools, resources and training** for middle managers and frontline supervisors to ensure confidence in communicating messages and comfort using tools

## Creative

- **Creative ideas and design concepts** that resonate and are in line with strategy
- **Vibrant design services** to visually enhance and bring messages to life
- Experts in **design across all media**: print, video, experiential, events, environmental, online and new digital media

## Channels

- Smart **channel strategy** that augments existing channels with new ones, often categorized as all-employee, cascading and grassroots channel approaches
- Deployment of a blend of **high-tech and high-touch channels** to ensure reach and frequency and align to specific audience needs
- Use of **non-traditional** channels to cut through the clutter, surprise and educate

# Engaging employees around Business + Brand + Change

Focus	Understand the Business	Advocate the Brand	Adopt Change
<b>Goal</b>	<i>Establish clear line of sight between employees' jobs and the company's business objectives by influencing employees' attitudes and behaviors.</i>	<i>Cultivate brand ambassadors by increasing understanding of the brand position and delivery of the brand promise.</i>	<i>Foster awareness, understanding and acceptance of organizational change initiatives among internal audiences.</i>
<b>Execution</b>	<p><u>Typical Assignments:</u></p> <ul style="list-style-type: none"> <li>▪ Internal communications audits</li> <li>▪ Vision, mission, values alignment</li> <li>▪ Align employee job functions to business strategies</li> <li>▪ Business and industry macro trends and competitive impact</li> <li>▪ Leadership/manager communications</li> <li>▪ Recruitment and retentions strategies</li> <li>▪ Benefits and compensation communications</li> <li>▪ Rewards and recognition programs</li> <li>▪ Health and wellness communications</li> <li>▪ Employee meetings: theme, logistics, video and presentation production, team building</li> </ul>	<p><u>Typical Assignments:</u></p> <ul style="list-style-type: none"> <li>▪ Launch new brand position and brand identity to broad employee population</li> <li>▪ Evolve brand position in order to sustain competitive advantage</li> <li>▪ Reinforce to customer-facing employees the importance of consistent delivery on the brand promise</li> <li>▪ Reigniting pride and confidence in the brand</li> <li>▪ Internal product, service and program awareness and activation</li> </ul>	<p><u>Typical Assignments:</u></p> <ul style="list-style-type: none"> <li>▪ Organizational restructuring and reorganizations</li> <li>▪ Mergers, acquisitions and divestitures</li> <li>▪ Workforce reductions, off-shoring or outsourcing</li> <li>▪ Business model, operational or cultural transformations</li> <li>▪ Leadership transitions</li> <li>▪ New markets, services, customers</li> <li>▪ Shifts in competitive landscape</li> <li>▪ Introduction of new technology that changes the way employees deliver services and perform job function</li> </ul>

# Employees need balanced messaging



# And a balance in communications channel



# Focus on Strategies First, Tactics Second

- **We are the victim of unfair attacks.** How can arm our employees with the truth? How can we activate them to defend or reinforce our reputation?
- **We are in a volatile business climate.** How can we reduce anxiety or improve confidence our performance and long-range plan?
- **We live in an increasingly fragmented information ecosystem.** How can we be sure our company is best positioned in traditional, social media and digital channels? Do we need a social media policy?
- **We are asking fewer employees to do more.** How can we use communications as part of retention strategy?
- **We are in a constant battle to recruit talent.** How can we position our brand to attract the best people?



What do we want to accomplish?

THANK YOU!

We would be happy to act as your virtual partner on any of these issues!

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