

Employee engagement

Engaged employees are better for business. They will believe in your company and its mission, treat your customers well, act as brand ambassadors, help each other out and be less likely to leave the business.

Why employee engagement?

The Chartered Institute of Personnel and Development (CIPD) says that employee engagement is 'a combination of commitment to the organisation and its values and a willingness to help out colleagues.' It goes beyond job satisfaction and is not simply motivation, says the CIPD. Engagement is something the employee has to offer to the company: it cannot simply be 'required' as part of the employment contract.

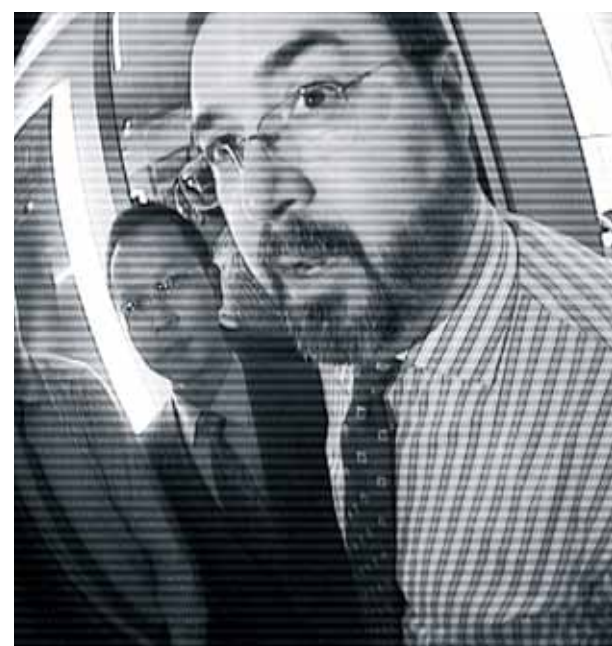
As with any relationship, if you want employees to become more engaged, you have to begin by talking to them. A statement of the obvious, perhaps – but corporate communicators are often fixated on external audiences, forgetting that employees play a vital role (according to some commentators, the most important role) in building and maintaining brands and reputations.

So what's the evidence for employee engagement? Here's a sample:

- > A survey carried out by the CIPD in 2006 found that 70% of engaged employees indicate that they have a good understanding of how to meet customers' needs, while only 17% of non-engaged employees say the same.
 - > A Gallup survey conducted in 2003 found that 67% of engaged employees advocate their company or organisation – compared with only 3% of the disengaged. A total of 78% would recommend their company's products or services, against 13% of the disengaged.
 - > According to a Corporate Leadership Council survey carried out in 2004, engaged employees are 87% less likely to leave the organisation than the disengaged. The cost of high turnover among disengaged employees is significant; some estimates put the cost of replacing each employee at equal to a year's salary.
 - > In 2010 the CIPD reported that organisations increasingly recognise the importance of their corporate brand. Engaged employees will help promote the brand and protect the employer from the risks associated with poor service levels or product quality. Similarly, a strong employer brand will help to attract and retain employees.
-

The evidence is compelling: more engaged employees will certainly help to improve your business's performance. So where do you start?

1. Begin a real dialogue with staff – a genuinely two-way conversation. This means not only listening to what employees have to say, but also acting on it.
2. Create a communications strategy that explains your company's vision, values and business objectives. It's important that your people understand how their own work fits into the bigger picture, and how they can help to achieve the company's goals.
3. Make it face-to-face as much as possible, and involve your line managers. Employees like to find out about issues that affect them from their own managers.
4. Create a narrative about where the business is going, what it has to achieve, how employees will benefit, and how they can contribute. Illustrate it with personal stories of achievement gathered from within the business. Stories are more memorable and persuasive than flow diagrams and lists of bullet points in PowerPoint.
5. However you communicate, make it interesting and focused. If you bombard people with emails they'll switch off. Find out how they'd like to be communicated with. It's good to have an engaging and content-rich intranet, but it's only useful if your staff actually have access to it. Think how best to reach people who work in warehouses, on shop floors or who spend most of their time away from a computer – you'll need to think of different ways of reaching them.
6. Keep it simple and avoid overloading people with lots of different messages. Even with more sophisticated audiences, it's best to stick to a few really key points that you want them to remember. And avoid management jargon at all costs! Eyes will glaze over the instant you begin to talk about 'leveraging core competencies'.
7. Be consistent. Don't tell one audience one thing and another something else, as – especially in the internet age – they're bound to compare notes and spot the contradictions.
8. Tie your story in with external communications. Your staff will feel more valued if they know important company news as soon as possible rather than hearing it on the grapevine, or worse still, seeing it on the news!
9. Be honest. Tell people the bad news as well as the good news and when you can't give the full picture, tell them why, making it clear when more information will be available.
10. Measure and evaluate. Don't assume that just because you're talking to your staff, they are actually listening. You need feedback to tell you whether what you're doing is effective or if you need to change your approach.



Putting the Health & Safety team centre stage at BP

Challenge

Few responses to the question “What do you do?” have the power to end conversations like “I work in Health and Safety”. But given the importance of HSE, it should not be this way. Changing this ‘dull’ perception was the challenge we faced for BP’s dedicated Health, Safety, Security and Environment (HSSE) professionals. BP asked us to inject pride into the team, a sense of the importance of its role, and to raise the team’s profile internally.

Strategic Insight

Often, what we communicate is made more powerful by the way we communicate it. Our small, credit card sized booklet was more intimate than a large, lavish collateral and therefore more powerful. It made the HSSE team members feel personally valued.

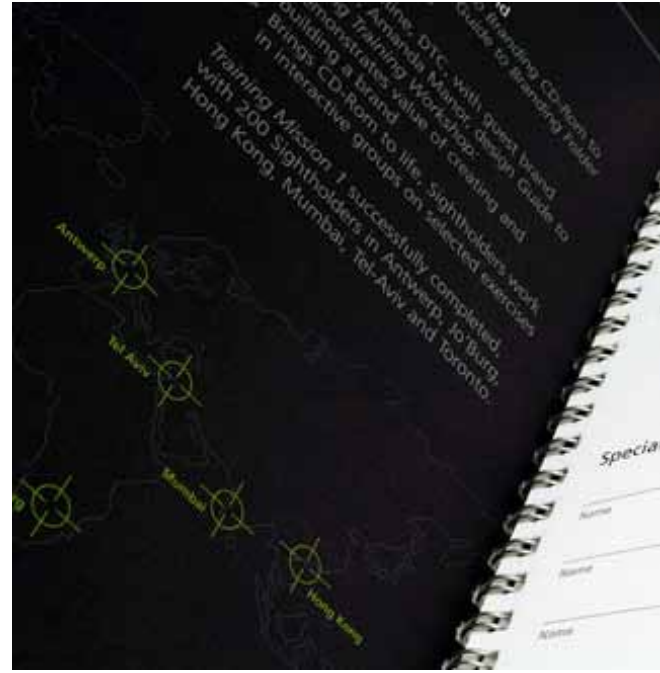
Creative Solution

A global BP conference in London provided our opportunity. To begin changing perceptions of Health and Safety, we developed an ‘elevator pitch’ concept working with an external consultant. We filmed eight HSSE team members from multiple angles in an elevator. As each one moved between floors, we asked them to explain – in just two minutes – why their role is important. The film was shown at the conference and we used stills in a special take away booklet.

Containing gritty interview images, quotes from the film and strategic HSSE information, this credit card sized document could easily be slipped into a pocket. It felt like an exclusive club membership card, making the team feel special. Soon afterwards, HSSE team members began talking and sharing stories. In parallel with the take away booklet we designed a sub-brand system to the main BP brand specifically for the HSSE team to reinforce their sense of unity. The team is spread across the globe and seldom meets so the dots on this fresh, flexible, matrix design merge to symbolize people connecting. The design was used on posters promoting ‘We’ve connected today’ conference workshops, on our innovative, animated e-flyer workshop invitations and on ‘We’ve connected today’ t-shirts.

Results

Suddenly, it was cool to work in HSSE. The team reported feeling far more confident after the event. Some individual team members said they realized for the first time just how important and interesting their role is within BP.



Diamonds are forever at the Diamond Trading Company

Challenge

In 2007, the Diamond Trading Company (DTC), one of the world's largest distributors of rough diamonds and part of the De Beers family of companies, launched a programme to introduce branding disciplines to participants in the worldwide diamond trade. DTC planned a roadshow to cities around the globe – including Antwerp, Hong Kong, Johannesburg and Toronto. DTC was looking for an inspiring way to package its workshop materials; standard conference handouts would certainly not create the required impression. But budgets were limited, and it was up to BergHind Joseph to find a cost-effective solution.

Strategic Insight

We would need an upmarket packaging device to position diamonds – perhaps the ultimate luxury product – in the right way. We would also need to capture delegates' attention, and attract them to the innovative workshop programme that had been designed by DTC's external consultant.

Creative Solution

Using the strapline 'diamonds are forever,' we played on the association between diamonds and secret agents to suggest to delegates that a fun and intriguing way of learning about branding lay in store for them. We designed a brochure in which celebrities and experts made the case for branding; and an accompanying DVD included film of the same individuals setting out their arguments. We customised standard packaging materials to give them premium appeal, creating a metal case in its own presentation box for the DVD and workshop workbook.

Results

DTC's roadshow was a great success. Delegates were impressed by the quality of the seminar materials, and DTC was pleasantly surprised by the cost-effectiveness of the solution we delivered.



Syngenta Awards 2010
Innovation. Intensity. Health. Performance.

syngenta



Our Sales team in Yunnan, China, who focused on reaching remote growers with our products.*

"Getting more out of our land has made a real difference to my family."

Ying Han Qian, vegetable grower, China

Reaching growers in the hilly Yunnan province was challenging. But we were determined to find a way. We completely re-designed our go-to-market strategy, established new partnerships to increase access to our products, and trained 100,000 growers in better agricultural practices. By focusing our passion and energy, Yunnan's growers are now enjoying the benefits of better yields.

*Our work matters

Share your story now
<http://syngenta.intra/awards>
Closing date: July 20, 2010

Bringing plant-potential to life



Syngenta Awards 2010
Innovation. Intensity. Health. Performance.

syngenta



Representatives of our Technology and Support team from Greenduro, USA, which delivered a breakthrough idea.*

"Now I can be confident that I won't lose my crop to resistant weeds."

Paul Talley, corn farmer, USA

Glyphosate-resistant weeds are a major threat for farmers and can reduce yields significantly. Despite technical challenges, we were determined to find a solution. After five years of hard work, our creativity and tenacity paid off with a chemical breakthrough that combined three active ingredients into a one-of-a-kind product. By using Halax® GT, corn growers can now protect their crop from resistant weeds in a single application.

*Our work matters

Share your story now
<http://syngenta.intra/awards>
Closing date: July 20, 2010

Bringing plant-potential to life



Helping Syngenta boost employee engagement

Challenge

Syngenta's Awards programme is a cornerstone of its employee engagement strategy and aims to make innovators of all the company's employees. Our task was to create a campaign that would encourage even more of Syngenta's 25,000 employees worldwide to enter their projects. Our challenge was to make the Awards programme stand out among other internal initiatives and to tap into the enthusiasm of the people who work for the world's leading agribusiness.

Strategic Insight

To mobilize employees, the campaign needed to appeal on an emotional level. So we set out to connect the teams behind the project with the beneficiaries of their work. This would remind employees that their work has a positive impact outside the business and that their stories should be shared with colleagues worldwide.

Creative Solution

BergHind Joseph developed the campaign concept, which was all about connecting Syngenta's project teams with the people who have benefitted from their work. Each of five posters featured a beneficiary of a former award-winning project, holding a Polaroid photograph of the Syngenta project team responsible for the innovation concerned. In the headlines, the beneficiaries tell us how these projects have affected their lives.

Four former winners' stories were selected to represent each of the company's four global regions and its core values: Innovation, Intensity, Health and Performance. We also developed highly detailed creative briefs for four photographers on four continents. Their role was to shoot exactly the right images of the beneficiaries, to ensure seamless quality.

Our Polaroid idea was an important design device. The photographs helped to establish an emotional connection between both parties, and by using Polaroids, we created a consistent framework for the team photos, which would be shot by the teams themselves. The idea was so effective that Polaroids have now become firmly associated inside the company with the Syngenta Awards and have been used at many Awards celebrations.

BergHind Joseph also developed designs for the Awards Entry Guide, launch intranet banners, judging packs, certificates for all entrants, an Awards Exhibition Guide booklet, and advice and design for the Syngenta Awards Exhibition that celebrates the excellence and diversity of work entered into the programme.

Results

Our campaign helped to attract over 1,100 entries to the Syngenta Awards from more than 50 countries, representing the work of nearly half of all employees, setting a new record that exceeded Syngenta's targets.



Bringing Syngenta's Code of Conduct to life for every employee

Challenge

As a global agribusiness leader, Syngenta can only maintain trust if its employees act, and are seen to act, in accordance with the highest standards of business ethics. Syngenta asked us to redesign its Code of Conduct and create an engaging campaign to help ensure that every employee knows and understand the Code and will apply it without exception.

Strategic Insight

To be seen as relevant by employees, the Code needed to be seen as a feature of their working lives – not a set of abstract principles handed down by 'head office.' It should have a fresh, clean look to signify integrity.

Creative Solution

We created a brochure and a global 'Know the Code' campaign that featured employees and teams in realistic working situations, bringing the Code to life. The brochure and campaign employed high design and production values to signify the Code's importance to the business. The campaign featured posters, postcards, employee magazine advertisements, intranet banners and washroom mirror stickers.

Results

The campaign was successful in raising awareness of the importance of Syngenta's Code of Conduct right across its worldwide business. The brochure was translated into 22 languages and distributed to every Syngenta employee.



Syngenta
Photo Prize 2010

Still Life? Far from it. There are few faster-moving subjects.

Enter your images at www.syngentaphoto.com
Open from January 20 - June 20, 2010

Open to amateur and professional photographers, prizes will be awarded for outstanding images of the landscape, plants, communities and technologies in modern agriculture.

This year's theme is **'Bringing plant potential to life'**. This purpose is more than 25,000 Syngenta employees around the world as they work to improve agricultural productivity.

To mark Syngenta's 10th Anniversary, we invite you to join us in celebrating the diversity and wonder of global agriculture.

Photos sponsored by **Canon**
Photo by press release artist Brad Smith, Canada

Bringing plant potential to life. **syngenta**

Syngenta
Photo Prize 2010

Online gallery

Discover the images online

From: photo prize.syngenta@syngenta.com

Syngenta
Photo Prize 2010

We would like to hear your views

Dear photographer,

You entered a beautiful photo into the Syngenta Photo Prize 2010 experience by using the Photo Prize website and your interest in functionalities and themes are important to us. Your feedback will make the Syngenta Photo Prize even better in the future.

We would be grateful if you would share your views in our short survey (only 5 minutes)

Syngenta
Photo Prize 2010

Take a wider perspective on the industry that does it every day.

Enter your images at www.syngentaphoto.com
Open from January 20 - June 20, 2010

Open to amateur and professional photographers, prizes will be awarded for outstanding images of the landscape, plants, communities and technologies in modern agriculture.

This year's theme is **'Bringing plant potential to life'**. This purpose is more than 25,000 Syngenta employees around the world as they work to improve agricultural productivity.

To mark Syngenta's 10th Anniversary, we invite you to join us in celebrating the diversity and wonder of global agriculture.

Photos sponsored by **Canon**
Photo by press release artist Brad Smith, Canada

Bringing plant potential to life. **syngenta**

Plants have a million uses. Let's celebrate each and every one of them.

Still life? Far from it. There are few faster-moving subjects.

Syngenta
Photo Prize 2010

Enter your images at www.syngentaphoto.com
Open from January 20 - June 20, 2010

Open to amateur and professional photographers, prizes will be awarded for outstanding images of the landscape, plants, communities and technologies in modern agriculture.

This year's theme is **'Bringing plant potential to life'**. This purpose is more than 25,000 Syngenta employees around the world as they work to improve agricultural productivity.

To mark Syngenta's 10th Anniversary, we invite you to join us in celebrating the diversity and wonder of global agriculture.

Photos sponsored by **Canon**
Photo by press release artist Brad Smith, Canada

Bringing plant potential to life. **syngenta**

Syngenta
Photo Prize 2010

Plants have a million uses. Let's celebrate each and every one of them.

Enter your images at www.syngentaphoto.com
Open from January 20 - June 20, 2010

Open to amateur and professional photographers, prizes will be awarded for outstanding images of the landscape, plants, communities and technologies in modern agriculture.

This year's theme is **'Bringing plant potential to life'**. This purpose is more than 25,000 Syngenta employees around the world as they work to improve agricultural productivity.

To mark Syngenta's 10th Anniversary, we invite you to join us in celebrating the diversity and wonder of global agriculture.

Photos sponsored by **Canon**
Photo by press release artist Brad Smith, Canada

Bringing plant potential to life. **syngenta**

Helping Syngenta reach new audiences with a worldwide photographic competition

Challenge

Syngenta, the world's largest agribusiness, wanted to turn its existing photographic competition into a prestigious, recognized international art award. Our brief was to build a campaign that would encourage the submission of high-quality images relevant to Syngenta's business and brand from photographers inside and outside the company.

Strategic Insight

An international photographic competition requires a strong brand and a unique theme. Our research identified an important strategic opportunity for Syngenta to create and own the only global, agriculture-themed photographic competition.

Creative Solution

We suggested branding the competition as The Syngenta Photo Prize. We worked closely with one of our copywriters to create a promotional campaign that would champion agriculture-themed photography. Photographers commonly choose landscapes and flowers as themes: we asked them to consider the beauty of cultivated land and crops. By encouraging photographers to think differently, the Prize would foster creative interaction between employees, external audiences and the brand, helping to position Syngenta as an agribusiness leader.

Results

Our campaign far exceeded expectations, attracting over 4,500 high-quality entries from around the globe. The volume and quality of entries and the worldwide response have elevated the competition to the level of a serious international photographic prize. Syngenta now has a wonderful photographic library – an important internal resource for use online, in annual reports and in marketing collateral.

About BergHind Joseph

A powerful blend of creativity and intelligence

BergHind Joseph is a creative communication practice. We help ambitious businesses with an international outlook to build stronger brands and closer relationships with their stakeholders, working collaboratively with our clients. BergHind Joseph's work includes branding, employee engagement, annual and CSR reports, websites and events. To every project, we contribute our knowledge of the challenges facing business and society's changing demands.

With an international perspective

We enjoy working across borders and with companies that share our international outlook. We have worked with companies from many different countries, and many business people whose cultures differ from our own. BergHind Joseph has a local project management presence in Zurich, Switzerland and a working partnership with nexxar (www.nexxar.com), the world-leading online reporting agency, which is based in Vienna, Austria.

A-Z

Of great clients the team has worked with over the years

Client list:

A

Acergy
Akina
AMEC
Avis

B

BAA
BBC
Bell
Berkeley Group
Blueprint
Booktrust
BP

C

Carphone Warehouse
Centrica
Cinven
Credit Suisse Group

D

Debenhams
Diamond Trading Company
Dixons

E

Energybuild
Enterprise Oil
Ernst & Young

F

FirstGroup

G

GlaxoSmithKline

H

Health Education Authority
Honda
HSBC

I

Integral
Invest Corp

J

Jeep

M

Marks & Spencer
McKinsey & Company
MHRA

N

National Health Service
Natwest

O

O2

P

Parliamentary and Health
Service Ombudsman
Pharmacia and Upjohn
Piaget

Q

QinetiQ
Queen Elizabeth Foundation

R

Robert Walters

S

Samworth Brothers
Sanctuary Group
Securicor
SEGRO
SpenglerFox
Syngenta
Swiss Challenge Cup

T

Tate & Lyle
Terra Firma
Telewest

U

UCB Biopharma
Unilever
Uniq/Unigate
United Philips

V

Vendome Luxury Group
Vision Capital

W

Which?

X

Xyratex

Z

Zurich Financial Services

Let's talk

If you'd like to talk to us please contact
Ian Brownhill, Managing Director,
either by calling +44 (0)20 7407 7788 or
e-mailing: ian@berghindjoseph.com

www.berghindjoseph.com