



Category 3 – Internal Communications Campaign Coca-Cola HBC Northern Ireland 'Liquid Communications'

1. BACKGROUND

Coca-Cola HBC Northern Ireland was founded as a family business in 1938. A member of the 28 country Coca-Cola Hellenic Group, situated in Lisburn, Co. Antrim, its 600 employees (910 across the island) produce, distribute, market and sell a wide range of soft drinks across the island of Ireland.

2. BRIEF

Generate a 'one team' ethos by implementing an innovative communications strategy to engage and inspire employees.

3. OBJECTIVES

Create a multifaceted internal communications strategy to:

- Create a one team ethos and enhance company culture
- Communicate with employees in an innovative, refreshing way
- Ensure full reach and accessibility
- Encourage two-way communication
- Encourage employee participation in CSR initiatives
- Provide strategic communication solutions for business initiatives

4. STRATEGY AND TACTICS

'Liquid Communications' was developed to engage employees at all levels and within all functions. It is championed from senior management level and cascaded throughout the organisation.

INNOVATION AND CREATIVITY

Continuous innovation and creativity is key to the ongoing success of Liquid Communications.

Two Way Communications

Content gathering is carried out via a dedicated email address, one to one and department meetings and comment boxes, enabling employees to input into the content of their internal communications and ensure opportunities within all functions and locations are maximised.



Employee Input

In 2013, following an employee engagement survey in 2012, a cross functional task force comprising five work streams was created to develop employee focussed initiatives. One work stream of 12 employees is dedicated to communications, playing a key role in generating content to ensure full functional representation. Employee features are key to ensuring interest and ownership and content is planned carefully to ensure full functional and regional representation.

Communications Clinics

Drop in sessions three times per year offer support to those responsible for communications.

Photographs and Imagery

High quality, imaginative photographs feature as many employees as possible. Visuals for all communications are tailored to reflect tone and content in an innovative way.

5. IMPLEMENTATION

Liquid Communications is an on-going, evolving internal communications programme, including:

Liquid News Magazine

Addresses serious issues and light-hearted human interest stories. A much respected publication that employees are proud to be part of.

Liquid TV

Provides up to date organisational, brand and employee information. Updated fortnightly and communicated via TVs placed in key locations - canteens, breakout areas, receptions and lifts.

Liquid Online

A recently developed and innovative intranet site - the central hub for communication for all functions, providing up to the minute business news.

Breaking News

Eye-catching and vibrant emails, circulated to all employees linking to new communications on Liquid Online.

Make Your Day

Employee rewards and incentives programme, communicated via email - giveaways, offers, events and raffles. Increases awareness of engagement activities.



Communications Corners

Canteen facilities feature a Communications Corner - noticeboard for important announcements, magazine rack showcasing recent company and trade publications and computer terminals, where those without computers can access the intranet site.

Project Specific Communication

Liquid Communications provides a framework for developing and rolling out communications strategies for specific business initiatives.

Hellenic Group Communication

Good news stories from Ireland are shared with the Coca-Cola Hellenic Group for the group-wide intranet site and Group Journey magazine, raising the profile of the local business.

6. EVIDENCE OF ENGAGEMENT

Liquid News Circulation – Employees 910

Coca-Cola Hellenic Group and Coca-Cola Company **50**

External stakeholders **50**

. . . plus visitors to the company

Regular surveys, focus groups and feedback sessions are carried out to continually improve Liquid Communications.

Recent results:

- **100%** of employees surveyed feel proud when themselves or their work is featured
- **100%** of employees surveyed believe that Liquid Communications brings company news and activities to life
- **81%** of employees surveyed would rate Liquid News at 8/10 or above as an excellent employee magazine

Bright Ideas

Employees provided many ideas for new Liquid News features:

- "I would find a more informative contents page useful"
- "Liquid News should have better availability"
- "There should be more regional information"

A new-look contents page was created with numerous new features. A 'Regional Round Up' feature ensures coverage from across the island and a system has been implemented to ensure reach to all employees. The magazine is also available on the company's intranet site.



Behavioural Change

Liquid Communications encourages employee participation in CSR activities, which has increased by 62% during the past 12 months.

Employees contribute to Liquid Communications more proactively than ever - 38% increase in contributions during the past 12 months.

7. INTEGRATION WITH OTHER ACTIVITIES

Employee Engagement

Communication plays an important role in all engagement initiatives and the communications team works closely with HR to maximise its potential.

Refreshing Responsibly

Communication is key to encouraging employee participation in the company's CSR programme 'Refreshing Responsibly'. Refreshing Responsibly messages regularly appear in all communications channels and employee participation is recognised through post event photographs and thank yous.

Coca-Cola Ambassador Programme

Launched at the 2014 company conferences, encouraging employees to lead a balanced lifestyle, act in a sustainable way, 'do good' and actively communicate commitment to Refreshing Responsibly. Communication plays an important role in integrating Ambassador messages.

8. RESEARCH, PLANNING, MEASUREMENT AND EVALUATION

Research

The communications team and communications work stream continuously research news and developments for inclusion in Liquid Communications.

Planning

Content for all communications platforms is planned meticulously to ensure full representation. A detailed production schedule is created, including news gathering, employee liaison, copy writing, photography, design, print and online publishing.

Measurement and Evaluation

Feedback is assessed and acted upon at regular intervals. Internal communication is a key part of the company's annual engagement survey and tailored communication surveys are carried out.

OUTPUTS

During the past 12 months, the following results have been achieved:

- **100%** functional representation
- **3** eye catching and informative issues of Liquid News



- **218** employee contributions to Liquid News (+38% v prior year)
- **649** employees featured in Liquid News (+27% v prior year)
- **24** editions of Liquid TV
- **79** Breaking News emails
- **162,300** visits to Liquid Online intranet site since Sept 2013 launch
- **74** Make your Day initiatives
- **12** local news items in Group Journey magazine

OUTCOMES

Employees' desire to contribute to, and be featured in Liquid Communications has increased and having their department featured has become top of the agenda for managers. Communication is no longer an activity driven solely by the Public Affairs and Communications team and the value of strong, strategic communication is now valued across the organisation.

9. BUDGET

Confidential – removed prior to publication