

#INSIDE  
STORY  
Awards 2016

# CASEBOOK

CIPR

INSIDE

# Welcome to the fourth **#insidestory awards** celebrating the best of Internal Communication.

For the 2016 #insidestory awards we added some new categories and split some of the more popular categories into sub categories to level the playing field. We had a great number of entries, but in some sub categories there were not enough entries to make an award justified. In some instances we've amalgamated those sub categories. The #insidestory awards are earned on merit and not won because the entrants were the only ones to enter a category.

In this casebook you will be able to find out a little about each of the shortlisted award entries. Each of these entries has demonstrated high standards and some excellent communication practice. All of the content has been provided by the entrants, to find out more, talk to them, connect and share.

We welcome you all to celebrate the best of internal communication with us tonight, have fun, share your knowledge, make new friends and connect with us to help us help you.

**Jenni Field,**  
Chair, CIPR Inside

## TONIGHT

Thursday 25 February 2016  
The Curzon Cinema, Soho, London.

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18.00 Arrive for drinks and canapés reception and networking

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19.30 – 21.00 Awards ceremony in Screen 1

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21.00 Time to celebrate, enjoy more food and drinks in the bar

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23.00 Carriages

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# BEST EXAMPLE OF EMPLOYEE ENGAGEMENT

(SME/SMALL, MEDIUM, LARGE, EXTRA LARGE)



**We have combined the small and SME sub categories so there will be winners for Small / SME, Medium, Large and Extra Large with some entrants scooping a highly commended across the classes.**

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**OC Tanner**

O.C. Tanner, number 40 on the 2015 FORTUNE 100 Best Companies to Work For® list, helps organisations create great work environments by inspiring and appreciating great work. Thousands of clients globally use the company's cloud-based technology, awards and education services to engage talent, increase performance and drive goals. At O.C. Tanner, we give companies more options and opportunities to create meaningful, memorable moments of recognition. Our solutions are engineered to broadcast achievement, to share what great work looks like and to inspire every employee to make a difference. Because when people are inspired, companies grow.

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**O.C. TANNER**  
appreciate.



## Anchor

Anchor is England's largest not-for-profit provider of care and housing for older people, but being big also poses large challenges in a sector facing unprecedented change.

When many of our competitors are scaling back, we've set out ambitious plans to grow.

Communicating Our Business Plan 2015-2020 to remote and offline workers involved creating a visual narrative, engaging colleagues in conversations, and using the imagery across a range of HR processes. We even designed phone cases so managers have our goals at their fingertips. The outcome is that colleagues tell us they understand our journey and know the part they play.

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## blue goose Anglo American

Global Safety Day at Anglo American is the single biggest example of employee engagement. It's a powerful and highly visible symbol of the business's commitment to achieving Zero Harm.

This year's theme was around controls. Our solution – Controls Protect – was a simple but highly effective positioning that everyone could understand, find meaningful and take personal action wherever they work in the world.

We worked with Group centre to develop a global communication strategy built around three 'activation' points over a twelve-week build-up to the day itself. Each activation included employee participation, always starting with engaging leaders and managers.

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blue  
goose



blue  
goose



## blue goose Sodexo

Sodexo employees provide services at around 2,000 client sites and often identify more with the client organisation they serve. In 2014, we helped them deliver the Ambassador programme, to encourage understanding and awareness of what Sodexo is, and what it hopes to achieve. In 2015, we helped them to extend this programme, to further connect with their 34,000 employees and to help them better understand Sodexo's business mission, and their part in helping to deliver it. We helped reinforce the programme to employees, provide a mechanism to discuss their roles within the organisation, and in turn helped increase motivation and pride.

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## Carillion

Carillion is an integrated construction and support services company employing more than 40,000 people across operations in the UK, Middle East, Canada and Caribbean. For over 10 years the business had run an annual employee survey – the ‘Great Debate’, which provided valuable insights that helped to shape the business and improve performance. However, participation levels had decreased gradually until they hit a record low in 2014. This was a watershed moment as the senior leadership team recognised that urgent action was needed to restore trust in the survey as a key way of giving employees a voice and stake in the business.

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## Coca-Cola Enterprises (Finance)

‘Career and Development’ was identified as a focus area for Finance from the 2013 Engagement Survey. The Finance Leadership Team tasked 15 individuals, alongside their day jobs, to “Develop and implement a ‘roadmap’ of competencies, representing the capabilities and experiences a CCE finance professional should obtain, develop, and role model to maximize career development and personal growth.” The cross-geography team were set an aggressive timeline, with little direction, to develop an interactive toolkit to serve as a catalyst for career development. 2015 survey results show a 7 point increase in ‘Career and Development’ scores and record completion rates of IDPs.

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# Deloitte

Deloitte created the #AgileMe campaign to identify role models and demonstrate the variety of ways our people have adopted agile working. By placing employee participation at the centre of a two-phased, multi-channel engagement campaign, we successfully identified 140 agile working role models. We created a video to showcase those who responded to the campaign, leading to greater awareness and adoption of the firm's agile working initiative. The database of role models, created from those that participated in the campaign, has led to successful integration of internal and external communication, resulting in national press coverage and awards success.

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 Deloitte.



# Essex County Council

An ageing population and shrinking funding means Essex County Council faces considerable challenges in providing services.

So we needed to ensure employees were aware we must be more innovative in order to create positive change for the people we serve. Employees were encouraged to attend Art of the Possible – an eclectic week-long festival exploring new ways of providing services.

Engaging a diverse and disparate audience was a challenge but our campaign paid off, proving a catalyst for an inspired workforce. Projected attendance more than doubled in some areas and exciting new conversations were sparked around innovation during 40 plus events.

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# Fast Metro Riyadh

In one of the world's most secretive countries, Saudi Arabia, eight international companies of the FAST Consortium, with their 38 nationalities, 22 languages, and 8 corporate cultures, are contracted to deliver the world's largest Metro project. Confused by the matrix organization, employees are torn between loyalty to the consortium or to their mother company, and engagement has suffered. The solution has come in a new set of Values that were incorporated into new initiatives including the 'FAST Board Game', 'FAST in the Community', and 'Humans of FAST' that have resulted in increased employee engagement and a new-found "One Team" spirit.

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# Nationwide - Pensions

In 2015 Nationwide announced significant investment in pensions by improving the offering they provide to employees in their main scheme, including changes to the way members make their additional contributions. It was recognised that in order for employees to fully understand the forthcoming changes to the Nationwide Group Personal Pension (GPP), all employees would first need some simple education on how their pension schemes work and about pensions in general. Therefore a communications strategy was developed, split into three phases which would be spread across the year; Education and awareness, Introducing the changes and Implementation of the changes.

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## Nationwide – SCARF

We were approached by the Nationwide Brand team to help support the launch of a new Brand campaign. We wanted to create a buzz about the new campaign and get people in our employee networks talking about the new creative. To do this, we decided to run with a 'Missing scarf' teaser campaign to link with the TV advert, asking people to look out for the scarf and if it arrived with them, send us a photo before passing it on. When the advert was launched, employees could see the link between the two.

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## Powys County Council

Employee insight revealed that staff engagement at Powys County Council was low. Our brief was to improve engagement through communicating visible and accessible leadership and increase understanding of the council's vision.

We assessed the different settings in which staff members work across such a large area and considered the needs of different groups of staff depending on their location and access to technology.

We created Leading through engagement: a campaign of digital stories, drop-ins, video blogs, intranet and staff magazine features, and ambient poster campaigns in council buildings.

The campaign continues to raise levels of staff engagement across the council.



# Sberbank

We have achieved an increase of employee engagement by 8.9 points as the result of our value communication campaign. Our audience is about 300 000 employees, who work in more than 1100 cities of Russian Federation, Turkey and 22 countries in Europe. We are from a variety of generations, professions and talents. To rebrand our corporate values, we've invited people across our company to take part in values creation process. To succeed we used all available channels – intranet, office spaces, newsletters, the Book of Values and other digital and print tools. To communicate and integrate our new values into the life of every employee in our company, we've developed a unique communication campaign, based on the diversity of channels and levels on which we've promoted our new core values.

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# Wheatley Group

Our challenge was to take nine different organisations and unite them under a common goal of taking customer service to the next level. We achieved this through a year-long programme of innovative and fun staff engagement events, really listening to staff and taking their best ideas and making them real, breaking down the walls between staff and their colleagues in other subsidiaries and creating stronger links between our staff and the people they serve. We can honestly say, with hand on heart – W.E. Excel!

# BEST CHANGE OR TRANSFORMATION COMMUNICATION CAMPAIGN



**Four great entries, two will be highly commended and one will win.**

Sponsored by:  
**Ellwood Atfield**

Communication recruitment specialists Ellwood Atfield are very proud to be sponsoring the Best Change award. Change is continuous and organisations are changing at an increasing rate. Communicating effectively with employees during this transition is vital to achieving objectives.

Ellwood Atfield believes awards are important because not only do they highlight the significance of internal communications but most importantly they also allow individuals, teams and organisations to be recognised for the work that they do and often allows others to learn from their experiences.

[ellwoodatfield.com](http://ellwoodatfield.com) @EllwoodAtfield



## Imperial Brands PLC

When Imperial decided to bring its global business with many disparate systems into alignment with a new Operating Model, one of the biggest challenges was getting everyone on board with the changes.

With the winning combination of meaningful messaging and targeted content, supported by a simplistic, eye-catching design, the campaign was a huge success.

More than 90% of the employee population attended training, and many have remarked that it felt 'different' to other campaigns: the light-hearted nature of the approach has meant that something which was perceived to be complex and amorphous has been translated in a digestible and accessible way.

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# Manchester Airports Group

A leading UK based airport company – serving the whole community Manchester Airports Group (M.A.G) is the largest UK-owned airport operator, serving around 42 million passengers every year and handling 600,000 tonnes of air freight every year, through its ownership and operation of Manchester, London Stansted, East Midlands and Bournemouth airports. The group which employs 5000 colleagues across four airport sites needed to develop an effective company-wide appreciation scheme which would resonate with all colleagues and leaders from different levels to address the decreasing engagement scores in the company-wide opinion survey. The Values in Practice (ViP) scheme was created to help leaders understand the impact of recognition and for colleagues to feel valued in their roles. It involved a huge culture shift across the organisation but the campaign resulted in highly positive engagement with our internal audience.

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# Nationwide

The Nationwide intranet is an essential system in the operation of the business and the service of our customers. In 2015 we rolled out our new intranet to all users. Employees had used the old intranet for over a decade so we knew the change would be a difficult one. Getting strong engagement with leaders and employees to ensure successful implementation was critical. We also needed to engage with our 1000-strong intranet publishing community to involve them in the content improvement.

A communications work stream was created to secure that engagement, encourage involvement and help explain the change to the business.

# Verve Communications & East Kent Hospitals University NHS Foundation Trust

Following a Care Quality Commission inspection which put East Kent Hospitals University NHS Foundation Trust into special measures in summer 2014, a major improvement plan began. The Respecting Each Other campaign was created to tackle staff bullying and harassment reported during the inspection and in the NHS Staff Survey. Communication and engagement at all levels ensured the campaign was recognised as a definitive leadership action to change the culture. Events across the Trust, a staff charter, video and intranet spread the word. After six months an NHS survey showed an 8% increase in staff recommending the trust as a workplace.

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## Why the blank page?

You could be here next year...

Check out our website and make sure you enter for 2017's awards. For now use this page to doodle and jot...

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## Your projects to enter for 2017's #insidestory awards

- 1.
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# BEST INTERNAL EVENT



**Several great entries, five made the shortlist, two will be highly commended, one will be a winner.**

Sponsored by:  
**MEDIAMaker**

Awards are an emotionally engaging and exciting prospect for everyone. Not just for the nominees and the winners, but for everyone who supports and encourages them in their quest to achieve excellence. Without reward and recognition, we have no measure or example and no ambition to better ourselves. The Best Internal Event will have touched the audience in an emotional, engaging and motivational experience and we look forward to celebrating with those that created it.

[mediamaker.co.uk](http://mediamaker.co.uk) @MEDIAMakerLtd



# AXA

In 2014, our annual employee Net Promoter Score fell for the first time in three years. Employees felt that management weren't listening to them and, when a change to our business model was announced, people were feeling uneasy about change. Our people are at the heart of what we do and our service is only as good as our people so improving people metrics became a strategic priority. By revitalising our all-employee event and putting it at the centre of a strategic campaign we set out to our people they were valued and increase our eNPS.



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# Macmillan

With the number of people living with cancer in the UK set to hit 4 million by 2030, an increasingly challenging external environment and a new Chief Executive with a big vision, it has never been more important for Macmillan Cancer Support to inspire and engage our staff.

To do this we brought together hundreds of staff in one place to inspire them with our next chapter, embrace change, and to make sure we work together to reach and improve lives of everyone living with cancer.

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**WE ARE  
MACMILLAN.  
CANCER SUPPORT**



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# O2

In January 2015, O2 was unexpectedly put up for sale – the start of a process that could take years to complete. The challenge for the Internal Comms team weighed heavy – to reassure nervous employees that O2 is still a great place to work. In response, the team staged Conference Week 2015, designed to inspire employees in their personal career development and enlighten them on what they can do to stand out from the crowd. 2,806 employees, four days and one theme – ‘Make Your Mark’.



# Top Banana

Kellogg's South Africa was struggling to regain its market leading position. The demotivated workforce lacked understanding of how they could contribute to the company's business goals. So, the entire workforce were taken off-site to focus the team on how to collaborate and adopt new ways of working to achieve great things together.

The event embraced the cultural vibrancy and vastly different literacy levels of the audience, using carefully crafted strategies for information sharing to make sure all the important messages landed. 98% of staff felt more confident and motivated to achieve the company goals after the event.

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TOP BANANA.

*Kellogg's*

*ustwo*

# ustwo

For our Dreamers & Doers away day on November 3rd 2015, ustwo London addressed a common organisational challenge – how do you get employees to engage with, and contribute towards, the company business strategy?

Our answer was to sprinkle some ustwo magic and give it an immersive theatre flavour. We took our entire London team (90 'ustwobies' - ustwo's employees) to a stunning industrial venue in East London, and through collaborative serious play, our ustwobies were able to both contribute their views to the leadership team and gain deeper understanding of current business challenges. 10 members of our senior team produced a gamified, experiential conference filled with 'Game of Life'-style oversized board games, lots of laughter, and post-it notes. The day ended with a lively evening party to reward the team. The entire event was organised in 21 days.

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# BEST USE OF VIDEO



**Several great entries, five made the shortlist, two will be highly commended, one will be a winner**

Sponsored by:  
**Square Production**

Video can entertain, inspire, educate – no matter what the objective, film is an efficient, engaging and impactful medium to communicate your message to staff, stakeholders and the people that matter most to your business. As video content has become more accessible and affordable, it is increasingly being used by businesses of all sizes and from all sectors in increasingly creative ways. With video production at the heart of our own business, we are excited to see the versatility of entries rich in content style and passion, and all of us at Square Production are honoured to be sponsoring this award. Congratulations to all those shortlisted and good luck.

[squareproduction.com](http://squareproduction.com)



**Deloitte.**

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## Deloitte

'Ask yourself...' is a thought-provoking film created to support the launch of Deloitte's respect and inclusion action plan. It uses a variety of creative filming techniques and hard-hitting language to challenge the viewer around a number of scenarios including gender bias, sexual orientation, disability and race. It has received an overwhelmingly positive response from both within and outside the firm, with over 22,000 views on YouTube, endorsement from leading diversity organisations and requests from several large 'household name' clients and other Deloitte firms to use the film to help drive cultural change within their own organisations.

# Imperial Brands PLC

How can you create a human connection between upwards of around 36,000 global employees and their CEO?

Imperial tackled this challenge by creating a unique, striking spy-themed video to promote their CEO's answers to questions submitted by employees themselves.

Building on the worldwide buzz around the latest Bond film, supported by a hilarious 'spy film trailer' spoof, and hosted on Imperial's well-established digital internal publication, the video had over 7,500 views within a month!

With rave employee reviews, the video feature earned its place as the most viewed, and talked about, in the site's history.

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# Nationwide – pensions

In 2015 Nationwide announced significant investment in pensions by improving the offering they provide to employees in the DC scheme and introducing changes to the way members make their additional contributions. It was recognised that in order for employees to fully understand the forthcoming changes to the Nationwide Group Personal Pension (GPP), they would first need some simple education on how their pension schemes work and about pensions in general. Therefore a communications strategy was developed, split into three phases which would be spread across the year; Education and awareness, Introducing the changes and Implementation of the changes.

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## Nationwide – specialists

In 2015, we created a film which was integral to a successful communications strategy aimed at engaging employees in Nationwide's ground-breaking new Specialist Support Service, established to support customers affected by cancer. By 2020 almost half of the population will have a cancer diagnosis in their lifetimes, and four in five cancer patients are hit on average by an additional £570 a month as a result of their situation. To address this issue, Nationwide set up the Specialist Support Service – the first of its kind in the financial services industry – in association with our long standing charity partner Macmillan.

We decided to initially pilot the service in April 2015. The pilot's success hinged on our ability to engage front line employees in the new service and getting senior leaders bought into its purpose. The film was a key communication tool for achieving this.

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East Kent Hospitals University NHS Foundation Trust

## Verve Communications & East Kent Hospitals University NHS Foundation Trust

In summer 2014 East Kent Hospitals University NHS Foundation Trust was put into special measures by the Care Quality Commission. A major improvement plan began. The Respecting Each Other campaign was created to tackle staff bullying and harassment reported during the CQC inspection and in NHS Staff Surveys. A video was produced featuring staff recollections of their treatment. The real examples and strong leadership commitment in the film led to its enthusiastic adoption by staff. Six months on, 41% of employees have seen the video and there is an 8% increase in recommending the Trust as a workplace.

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# BEST INTRANET OR ENTERPRISE SOCIAL NETWORK



**Several great entries, five made the shortlist, two will be highly commended, one will be a winner**

Sponsored by:  
**TheAppBuilder**

We are delighted to sponsor this year's CIPR Inside Awards. From our own work with a wide range of organisations & industries throughout the UK (and beyond) we have witnessed first-hand the benefits that digital platforms are making to employee's daily lives, especially those in "hard to reach" roles. It's the advocates behind any digital platform project who play a vital role in making it a success, ensuring at all stages from planning, roll out, promotion and ongoing support are matched with the culture, ethos and pulse of the organisation. It's fantastic to see the teams responsible for these projects receiving recognition. We know how much effort they will have put in to achieve successful outcomes.

[theappbuilder.com](http://theappbuilder.com) @theappbuilder



## Barclays

Barclays Now is Barclays' new intranet, delivered in 2015, following 18 months of planning and preparation.

For the first time, Barclays Now has brought colleagues around the world together on one personalised and customisable digital platform, available on desktop or mobile. News is targeted and published once, increasing the power and speed of internal messaging through integrated and consistent delivery.

It's been a huge success. More than 90,000 colleagues already interact with Barclays Now, with the best performing articles reaching more than 60%-70% of the population. Barclays Now has revolutionised the way that news works in Barclays.



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# Nationwide

Every year, Nationwide invites its top performers to attend a prestigious Annual Awards event. For those attending as a team, it's a great opportunity to celebrate together. But for individual finalists who may not know any of the other finalists, it can be a little bit daunting. We needed to engage and excite our finalists in the warm up, celebrate their success after the event and give them the opportunity to get to know each other. But it needed to be something that they could access whenever and wherever they wanted. That's where the Annual Awards App came in.

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**NBCUniversal**  
International

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# NBCUniversal International

Wave is NBCUniversal International's digital workplace. It's where thousands of our people share, connect, discuss and collaborate. Since its launch in summer 2014, it's helped us transform how we work in a huge range of tasks and projects right across our business.

As a global company, working with some of the world's hottest entertainment properties, Wave's helped us break down the barriers of location and time zone and get everyone working together. And because we've designed Wave as the natural and intuitive way to get things done, we're delighted to see how quickly and fully our people have embraced it.

# Vodafone (GmbH)

AskVodafone is an intranet based knowledge management tool for customer care agents. With 8,000 users and 4,000,000 page impressions it is the most used internal tool within Vodafone Group. It contains information on Vodafone products and processes including mobile, cable, and wired.

By proactively involving customer care agents and analysing usage behaviour the objective was to not only provide a state of the art, intuitive design to simplify their daily work but ultimately to improve call centre KPI including AHT (Average Handling Time) and the FCR (First Contact Resolution). Replace outdated design, out of date content, and over boarding complexity.

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**wellcome**trust

# Wellcome Trust

In 2014 the Wellcome Trust began an in-house project to develop a new intranet to replace a previous site first published in 2002. Using Agile project management we met complex stakeholder requirements, created an interactive org chart with personalised access and profiles, enabled a responsive design to make the platform device ambivalent, ensured out-of-house access, enabled groups for internal communities to manage promotion of their own news and events and created opportunities for collaboration as well as decoupling document management from web content. Our new intranet launched in September 2015.

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# CLARE LATHAM AWARD

FOR THE BEST INDIVIDUAL CONTRIBUTION  
TO INTERNAL COMMUNICATION



**This year we invited you to nominate your #ICHero for this award. It worked brilliantly and we received lots of nominations for your #ICHeroes. The nominees then answered some core questions which helped the judges shortlist. It was then over to the IC community to vote. Tonight we'll find out who our winner and two highly commended nominees are.**

Sponsored by:  
**scarlettabbott**

We were delighted that the CIPR Inside committee agreed to create a new award in memory of our dear colleague Clare Latham. Clare inspired everyone she worked with, both colleagues and clients alike. This award is a fitting tribute to someone who we not only miss dearly but also still hold up as the benchmark for a truly great internal communicator. Clare embodied everything that scarlettabbott stands for: passion, creativity, dedication, expertise and an unrelenting desire to deliver great client service. The calibre of winners to date reflects the prestigious nature of this award, we congratulate all of those short-listed this year and thank you for helping to keep Clare's legacy alive in the industry she gave so much to.

**Rachel, Jonathan and Jeremy**

scarlettabbott.co.uk @scarlettabbott



## Asif Choudry, Resource Print solutions

"Asif founded @commshero. This was founded as he saw a need in the industry (typically housing) to celebrate the work of internal comms professionals. To show and offer them industry breaking solutions to communicate their messages and ultimately DELIVER. He has also organised and successfully delivered six #commshero events that have all been sold out and are in the process of delivering a national elevator pitch for the housing industry. Asif should be celebrated as he has dared enter a sector as an 'outsider' and embrace, and help existing comms departments. Work with them to ensure they are dynamic enough to survive and thrive given the external environment, and elevate the internal communication functions within housing organisations as heroic. This in turn has empowered internal comms functions to be their own heroes and have a forum to turn to. This forum offers support, collaboration and the joint desire to make a difference in the housing sector".

**Amy Nettleton**

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## Gloria Lombardi, Independent

"Whenever I am asked by colleagues who they might follow on Twitter to get the inside track on internal communications I reel off a couple of handles – Gloria is one of them! Quite simply, in the space of a few years she has become the go-to-person for keeping up with trends in the industry. But tweeting is just a small aspect of Gloria's offer. She is a one-stop-megastore for so much more – be it digital communications, employee engagement, or well-being at work to name but a few areas!

"Her output is prolific; her work ethic prodigious. When she is not tweeting, she's writing articles, reporting live from conferences, interviewing thought leaders, authoring a chapter for a book, speaking to students on CIPR courses, judging industry awards, and keeping her Marginalia blog buzzing with articles. Phew!

"Gloria is a credible ambassador for internal communications and deserves to be recognized as an #ICHero!"

**Krishan Lathigra**

## John Townsend, Children's Society

"No matter what is going on, how much pressure he's under or how challenging a situation is, John remains serenely calm and infectiously positive. Since he joined The Children's Society in 2013, John has transformed the internal communications function from a barely-there necessity to a fully-fledged, slick and effective internal comms powerhouse.

John is continually devising innovative ideas to engage and motivate staff, bringing them closer together. He understands his audience incredibly well, and people across the organisation greatly respect and trust him. He has lead a number of difficult projects, from a change in organisational strategy to a pay and grading review, but these have actively involved staff and made absolute sure that their opinions matter. He has also introduced various light-hearted initiatives to unify staff.

Ultimately, John will fight, politely and calmly, for what he believes in and to make sure the best outcome is always achieved for staff."

**Lily Holman-Brant**

## Kevin Ruck, PR Academy

"I would like to nominate Kevin Ruck for the Clare Latham award, as I believe he deserves to be recognised for his outstanding individual contribution to the internal communication discipline. Among the many initiatives and projects he developed, Kevin - the Co-Founder of The PR Academy - initiated and designed the internal communication qualifications accredited by the CIPR.

"Kevin is also the Editor of 'Exploring Internal Communication', now at its third edition - this significant text book provides both practitioners and students with robust academic thinking as well as practical and strategic advice to make internal communication successful and effective.

"Kevin led the development of the Measurement Matrix for internal communication practitioners in 2012, when he was chair of CIPR Inside.

"Last but not least Kevin has undertaken a PhD in internal communication at the University of Central Lancashire, further contributing to the academic research in internal communications that support employee engagement and the achievement of business objectives."

**Gloria Lombardi.**

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## Sue Dewhurst, SD Group

"Sue was my professional soulmate when we both worked in house; she was the woman to whom I turned when I needed inspiration. So when we were thinking about creating Blackbelt it was obvious that we'd work together.

"The thing that Sue brings is not just her astonishing work ethic and powerful concern for individuals, but her obsession with the practical. She endlessly asks "what do I do with it?" when presented with the latest brilliant new idea or piece consultant waffle around theory. Her models and tools are developed with the practitioner in mind – always giving sensible advice about making things happen. In the last decade Sue must have helped hundreds of practitioners on a personal level. When she teaches and coaches her advice is always selfless and designed to help the person in front of her achieve more.

"Not only is she the model practitioner, she is an example of generosity".

**Liam Fitzpatrick**

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# FUTURE LEADER AWARD



**This is an exciting new category this year, promoting brilliance and inspiring future talent in internal communication.**

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**PR Academy**

More than 500 communicators get qualified with us every year, with many returning to develop their skills and knowledge as their careers progress. So, to complement our range of CIPR courses we launched our Leadership and Management Programme, designed to equip comms pros with the confidence and business understanding they need to take their careers to the next level. It's accredited by the University of Chester and can count towards their Masters programme. We think leadership and business awareness are key skills for internal communicators which is why we are delighted to be sponsoring this CIPR Inside award.

[pracademy.co.uk](http://pracademy.co.uk) @pracademy



## Lisa Pantelli

Faced with the need to re-focus her career, Lisa has worked tirelessly to forge out a future for herself working within the employee engagement and internal communications sector. Having specialised in this sector for just three years, she has already launched a successful and profitable practice at an international consultancy, built a team, published award-winning research and has built a strong reputation in this field. Ahead of launching her freelance career, Lisa has built a network of business leaders to help define her values and proposition in order to ensure that she is focused on what she wants to achieve.

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# Russell Norton

Despite just three years' experience in internal communication and employee engagement, Russell's intelligence, poise and natural talent for the role bodes well for a long and hugely successful career as an industry leader. Since joining scarlettabbott he has maintained an upward trajectory, taking on increasingly challenging projects with maturity and assuredness.

Russell has adapted to a variety of challenges, delivering complex projects for demanding UK and international brands. His clients will attest to the impact and value of his contribution, along with the warmth of his service. We believe he strikes the perfect balance of creative ideas and commercial understanding.

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# Teri Nicklin

Teri is a passionate, committed and enthusiastic internal communicator with a drive for excellence that has seen her achieve exceptional results. In just four years, Teri has grown to support international multi-billion pound infrastructure projects by bridging cultures to bring people together and build diverse new teams through sustainable engagement and strategic communications.

A natural leader who thinks logically and clearly, Teri's role in shaping the direction of ScottishPower Renewables' internal communications strategy cannot be underestimated. The dynamic creativity she brings to her work truly reflects today's evolving communications world and importantly, delivers measurable business benefits.

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# MOST INNOVATIVE APPROACH TO AN INTERNAL COMMUNICATIONS CHALLENGE



**This is a popular new category, with lots of strong entries, the top five are shortlisted, two will be highly commended and one will win.**

Sponsored by:  
**Chatter**

As more organisations recognise how valuable it can be to properly engage with their employees, the role of internal communications is increasingly more crucial. But with so much general noise to cut through, it's important to find new and inventive ways to reach employees, spark their interest so they can understand the bigger picture and how it all fits together in terms of their own team and role.

Chatter is a specialist people marketing business and we believe that the best performing businesses put their people first. We work with brands like o2, MTV, Sky Bet and others to help them attract and recruit the very best talent, keep hold of them and get the best from them.

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## Aviva and CA3

Aviva set themselves a giant internal comms challenge - to completely revolutionise their global onboarding programme and ensure that every new employee, anywhere in the world had a consistent, personalised and engaging experience. An experience that made them feel like part of the business before they started, and ensured they could hit the ground running when they did. A platform that helped them understand their role and responsibilities, facilitated conversation with their peers, buddy and line manager and supported them after they joined, helping them deliver sooner. A huge global challenge with a wonderful result.

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# AXA

In 2014, our annual employee Net Promoter Score fell for the first time in three years. Employees felt that management weren't listening to them and, when a change to our business model was announced, people were feeling uneasy about change. Our people are at the heart of what we do and our service is only as good as our people so improving people metrics became a strategic priority. By creating an innovative, employee-centric campaign showed our people they were valued and increased our eNPS.

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# British Airways

Summer 2015 was British Airways' busiest ever, with an additional 800,000 customers, 150 extra weekly flights and several other significant challenges. A campaign was needed to engage the airline's colleagues in delivering for customers during this period.

By bringing to life fictional, illustrated customers, the airline was able to put a 'real' face to the campaign messages – safety, punctuality and exceptional service. The 'customers' took real flights and gave real-time feedback, giving colleagues tangible calls-to-action. Using traditional, digital and disruptive channels the campaign exceeded its objectives and supported BA in delivering strong punctuality, customer satisfaction, financial and safety performance figures.

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# Carillion

Carillion is an integrated construction and support services company employing more than 40,000 people across operations in the UK, Middle East, Canada and Caribbean. For over 10 years the business had run an annual employee survey – the ‘Great Debate’, which provided valuable insights that helped to shape the business and improve performance. However, participation levels had decreased gradually until they had hit a low of 36% in 2014. This was a watershed moment as the senior leadership team recognised that urgent action was needed to restore trust in the survey as a key way of giving employees a voice and stake in the business.

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# ustwo

For our Dreamers & Doers away day on November 3rd 2015, ustwo London addressed a common organisational challenge – how do you get employees to engage with, and contribute towards, the company business strategy?

Our answer was to sprinkle some ustwo magic and give it an immersive theatre flavour. We took our entire London team (90 ‘ustwobies’ - ustwo’s employees) to a stunning industrial venue in East London, and through collaborative serious play, our ustwobies were able to both contribute their views to the leadership team and gain deeper understanding of current business challenges. 10 members of our senior team produced a gamified, experiential conference filled with ‘Game of Life’-style oversized board games, lots of laughter, and post-it notes. The day ended with a lively evening party to reward the team. The entire event was organised in 21 days.

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# BEST IN-HOUSE TEAM (1-6) COMBINED WITH BEST IN-HOUSE TEAM (7 AND MORE)



**Just three entries were shortlisted across our two sub categories of 1-6 in a team and 7 or more, so we combined the category to create one winner and two highly commended entries.**

Sponsored by:  
**Ruder Finn**

Awards like these are more than that trophy on a shelf in your office, or that logo on your website. Internal Communications still isn't recognised at the top level of many companies. But by taking part in events like these, we are shining a light on how important employee engagement is and what an impact it can have on organisations. It has been our secret for a while, but nights like this are bringing to life the amazing work we all do each and every day.

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CREATIVE EDGE



## Imperial Brands PLC

Imperial established the need to have a formal approach for Internal Communications and began to put in place a team for Group-wide Internal Communications in July 2014.

By the end of 2015, the team was made up of five people; a Content and Channels Manager, three Business Partners and one Group Head. It's a small central team with a goal to enable others in the business to improve their own communications abilities, the team guides, consults with and coaches leaders and managers to take responsibility for their own communications with authenticity and honesty.

"Give a man a fish and you feed him for a day; teach a man to fish and you feed him for a lifetime". With this principle at the heart of operation the team has worked to support leadership and managers, updated channels, launched new ones, run new campaigns and increased the level of approval of internal communications from 57% to 71% in just 12 months.

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## O2

2015 was an incredibly challenging year for O2's Internal Comms Team. Fierce industry competition and an unexpected corporate acquisition (to the owners of Three in the UK) had begun to bruise employee morale. O2 had to reassure nervous employees, and fast. In response, the Internal Comms Team put all efforts into a 'Year of Celebration' - a year-long campaign designed to recognise and reassure a passionate and deserving workforce. The result was static employee churn and an increase in sentiment about working for the brand. O2's customers are the happiest in the industry, thanks to 7,000 committed employees.

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## Post Office

The Post Office's Communications Team works across a complex business and internal stakeholder landscape, telling the transformation story of one of the oldest and most important businesses in UK life. In the last year the team has delivered a new vision for the business, navigated a course through choppy industrial relations and other reputational challenges, overseen a prime time TV documentary and introduced a new interactive communications suite. At the same time it has stepped up its focus on measurement, seeing key metrics rise in a challenging environment.

# BEST AGENCY



**Great to see some vibrant agencies enter this category. Judges shortlisted the top five, then one will win, and two will be highly commended.**

Presented by

**Sarah Pinch,**

Immediate Past President, Chartered Institute of Public Relations

**Alastair McCapra,**

Chief Executive, Chartered Institute of Public Relations

@ms\_organised @CIPR\_CEO

## AB

Despite being the oldest employee communications agency in the UK, AB remains at the leading edge of its profession. In its 51-year history, AB has experienced dramatic change – economic booms and busts, the introduction of desktop publishing, email, the internet, mobile technology, plus extraordinary social change. However, this is not a story of mere survival. AB has a clear vision for how employee communications should and could be, articulated in the book 'From Cascade to Conversation'. As a manifesto for employee communications, it is already inspiring organisations to try a new, more participative approach to communication.



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## Fifth Business

It was in 1994 when three communications and change specialists discussed the concept of creating an agency which specialised in the discipline they practice in. Over a 20 year period, this concept became reality and the three founding directors; Enda Logan, Joan Ingram and George Phillips, expanded this small start-up into an international multi-million pound company, operating in two continents, with a blue-chip client portfolio.

This organic growth transpired through the agency's change focus, which transformed into compliance, information security and cyber threats. The Fifth Business has continually and unfailingly adjusted its capability in the change, communications and design spectrum to meet these evolving demands. Every year, The Fifth Business has proven itself to be agile and respond to the needs of the market place. We are dedicated to our corporate values, which personify company behaviours and the treatment of our employees and client base.

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## H&H

H&H, born in 2011, are arguably one of the fastest growing and dynamic Internal Communications agencies in the UK. Their refreshingly creative approach to IC and employee engagement is achieved by mixing the expertise and talents of psychologists, NLP masters and transformation coaches with creative illustrators, designers, copy-writers and animators. Their client base spans the globe – and they're engaging with employees in over 100 countries. They offer a range of free innovative educational tools to the IC community including infographics, interactive seminars and metaphoric books. Oh, and they consistently achieve outstanding results for their clients.

# scarlettabbott

It's been quite a year for scarlettabbott and for our clients. We've helped them to save money on shrinkage, launch a new brand, understand why margin matters, bring to life their big picture, create content for engaging magazines, celebrate the coming together of the largest retail merger in the UK, express their "twist". And much more besides...

But beyond the amazing work for awesome clients, we're also celebrating record revenue, winning industry awards, gaining best ever client feedback, welcoming nine new faces, enjoying charity fundraising, volunteering days and working relentlessly to give our clients the very best results and agency experience.

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# Sequel

We blend creativity, insight and technology to bring client business stories to life, connecting clients and their audiences wherever they are through print, digital, strategy and video. We're a young brand but have more than 40 years of internal communication experience behind us and high employee and client satisfaction scores demonstrate a love of the work we do and a strong belief in our purpose and our future. Our challenges are a changing market, a reduction in regular publications and an increase in one-off projects which means we have needed to adapt our business, our people and our skills.

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# BEST DIGITAL MAGAZINE OR NEWSLETTER



**Three excellent entries submitted, each shortlisted, one will go on to win, and two will be highly commended.**

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**ContactEngine**

Award ceremonies may seem just like a good excuse to eat and drink a lot in your Sunday best, winning an award can be significant, especially for a small company with an even smaller marketing budget. Winning awards sets apart your company from its competitors, and shows both current and prospective customers that your company is the one to choose, leading to happier customers and new sales opportunities. And the best part about it is that this endorsement comes from an external perspective, meaning that you don't have to blow your own trumpet!

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## Imperial Brands PLC

Global View has been Imperial's key employee communication since 2006, reaching employees worldwide. After a move to digital-only in 2014, the challenge was to engage even more employees.

A theme for each edition – from comics to space and travel – brought a fresh and fun element to Global View, inspiring employees and sparking discussion in a spirited and strong visual way.

The October 2015 'spy' edition was the most-visited and engaged-with edition so far, with a staggering 7,723 visits: an increase of nearly 3,000 from the first edition.

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# NBCUniversal International

Rethinking the approach, frequency and look and feel of Inform, a key internal communications channel at NBCUniversal International, took it from an unloved static microsite designed and coded externally to a brilliant, eye-catching real-time news hub.

The result is a flagship channel that sits on Wave, an enterprise social network managed by the internal team, updated daily instead of monthly, and which stretches the capabilities of the Jive platform. Unique visitors are up, content views have switched from declining to increasing, and production costs have been reduced from over £50,000 per year to zero.

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**NBCUniversal**  
International



# Sequel / Nationwide

Nationwide is the largest building society in the world and one of the top three savings providers and mortgage lenders in the UK.

It has around 700 branches across the UK, a headquarters in Swindon and two admin centres in Northampton and Bournemouth.

Nationwide employs around 19,000 people. We launched the first bi-monthly digital issue of Live! In July 2015 with the main reason being to reflect Nationwide's transformation into a 'truly digital Society'. The digital version replaced a 24-page quarterly print magazine.

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# BEST PRINT MAGAZINE OR NEWSLETTER



**A lot of great entries were submitted, but some sub classes less well represented. So there will be a winner in each class: 1. Under £10,000; 2. £10,000 - £50,000; 3. £50,000 - £100,000 and 4. £100,000 plus, with a few highly commended across some of the classes.**

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Award ceremonies may seem just like a good excuse to eat and drink a lot in your Sunday best, winning an award can be significant, especially for a small company with an even smaller marketing budget. Winning awards sets apart your company from its competitors, and shows both current and prospective customers that your company is the one to choose, leading to happier customers and new sales opportunities. And the best part about it is that this endorsement comes from an external perspective, meaning that you don't have to blow your own trumpet!

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## AB / Royal Mail Courier

Established in 1964, Courier recently celebrated its 50th anniversary. This monthly has a print run of over 200,000 and is delivered directly to homes. In 2013, Royal Mail faced the biggest change in its 500-year history – privatisation. In the two years that followed there has been plenty to communicate as Royal Mail works to build a stronger, more competitive and efficient business. Courier is the primary vehicle for communicating this change. Asked 'how do you find out what's happening at Royal Mail', more people use Courier (74%) as a source of information than any other channel.

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## AB / KPMG Highlights

Initially, Highlights appears to be just another internal magazine. But research shows it's very different to the communication KPMG employees normally receive. Moreover, it is unusual among employee magazines more generally. Readers say its very existence makes them feel valued. Why is Highlights special? Remarkably for an internal magazine, senior management does not drive the agenda. There are no overt leadership messages or management speak. An independent editorial team creates the content. The result? Here's a typical reader comment: "Highlights can be relied on to say it as it is. This kind of honesty humanises the firm and drives employee engagement."

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## AB / Post Office WOW

The Post Office is undergoing significant change with plans to transform its branch network and return to profit. It needed a channel to explain how this transformation would affect employees working in its Crown branches.

Research showed these employees had little appetite for 'head office' news. Yet, they had a strong sense of community and tremendous loyalty to the Post Office brand and customers. They were paying to read women's titles in their lunchbreak, such as Take a Break and Chat. The Post Office created a magazine to successfully compete with these newsstand titles and bring this transformation to life.

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# British Airways Cabin Crew News

Around 15,000 British Airways cabin crew rely on Cabin Crew News to provide them with the latest essential information about their roles, the airline, the industry and their colleagues. The fortnightly A5 publication targets a diverse and challenging audience with a range of key business plan messages, prompting two-way discussion through the use of a views page and summarising sentiment of BA's business social media platform, Yammer.

Following a successful re-launch in 2013, which included a new design, revised structure and fresh features, the magazine is the most highly-read publication within BA according to a recent survey.

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# Foreign & Commonwealth Office

People & Places, the Foreign Office's staff magazine, was launched in September 2014. At its core People & Places is 'Employee Voice' in its purest and strongest form. As its strapline attests it is: 'For staff, By Staff'. It allows staff to tell their stories about how they are contributing to meeting FCO's policy and corporate priorities. Articles on crisis management, mental health, royal visits, charity fund raising, learning development, to name but a few, have been featured. It has become the 'go-to-channel' for celebrating success and showcasing the work of our staff.

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# Interfleet

Interview, the transport industry magazine from Interfleet, was launched in spring 2014. It replaced three newsletters previously produced by the company. The aim was to streamline Interfleet's portfolio and launch a publication targeted at both internal and external readers, which reflected the international nature of the business.

Following a tendering process, Interfleet engaged award-winning content agency CPL to produce the publication, working alongside its in-house communications team. The magazine has been well-received by employees and key contacts within the rail sector. It is published bi-annually.

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BENTLEY

*Northstar*

# Inside Bentley/Northstar

Launched in 2012, Inside Bentley sits at the heart of Bentley's internal communications strategy. Its prime job is to keep the company's staff abreast of what's happening at the firm, from new products to management initiatives and wider developments. Crucially, it also gives a voice to workers while also helping them to feel better informed about the Bentley world and more engaged. With five editions a year, plus an end-of-year Review edition, and research demonstrating increasing levels of staff satisfaction, Inside Bentley is going from strength to strength – just like Bentley itself.

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# Norton Rose Fulbright

Norton Rose Fulbright is a global law firm. Following recent combinations in Australia, Canada, Africa, Latin America and the United States, we now have 7,400 people worldwide. With such rapid growth, our priority was people: to nurture and encourage a 'one-firm' culture. Our magazine Re: is one way we have – thus far –succeeded. Created in-house by a team of three, Re: forms a vital part of our communications strategy engaging 'hearts & minds' across 50+ offices, 'looking out not in'. As one individual recently said, 'Re: feels more like a magazine than a corporate publication. Like entertainment, not propaganda.'

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 **NORTON ROSE FULBRIGHT**

 Dixons  
Carphone

 scarlett  
abbott

# Dixons Carphone with scarlettabbott

Connected magazine is produced five times per year for Dixons Carphone, which in 2014 came together in the biggest-ever retail merger in Europe – bringing together more than 40,000 colleagues across the world. It's a balanced mix of tech, industry news, people stories, reward and recognition, colleague offers and deals, and consumer-style opinion pieces. It's a magazine that holds its own against leading consumer titles, and is a hit in colleague staff rooms and break-out areas. Connected is the flagship channel at Dixons Carphone and is the only one that communicates with all colleagues.

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# SGN with scarlettabbott

SGN is the second largest gas distribution company in the UK, with 4,200 colleagues. Research showed that colleagues were unhappy with their “irrelevant” and “old-fashioned” SGNmail – a 16-page tabloid style newspaper – so we transformed it into a 20-page magazine that addresses the issues affecting them, on both company-wide and local levels. Today, SGNmail gives colleagues the empowerment to live our values, featuring people stories alongside industry and company news. With signposting and cross-promotion between other channels, digital formats, and the encouragement of social media use to drive customer satisfaction, the magazine now holds a strong position in SGN’s communications mix.



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## Must remember...

Useful ideas and friendly people – make a note here

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