Effective Internal Communications/Employee Branding.
A case study of First Bank of Nigeria Ltd.

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Roadmap

- Concept and definition of Internal Communications
- The Role of Internal Communications
- The Internal Communication Framework
- Employee Branding
- Employee engagement enablers
- Employee engagement process
- Case study: FirstBank Brand Refresh
The concept of Internal Communications

• People at work communicate regardless of the intentions of their managers or leaders.

• Traditionally, internal communications has focused on the announcement of management conclusions and the packaging of management thinking into messages for mass distribution to the 'troops'.
Internal Communications

• It is the art of facilitating strategic connections and conversations within an organisation. Communication that takes place between leaders, managers and employees

• Its is an enabling function that makes your organisation work!
Internal Communications

- When it’s **smart**, it ensures staff are committed to achieving ground-breaking business results; as it helps improve collaboration, productivity and performance.
- It **empowers** staff to deliver to business strategy by supporting the organisation's beliefs, behaviors and culture that shape the company’s future.
- **Effective internal communications** is commonly understood by practitioners to improve employee engagement and therefore adds significant value to organizations on metrics from...
Role of Internal Communications

The Why: Purpose

An iterative process that ensures employees understand the purpose of the organisation - why we are here?
Role of Internal Communications

The What

• Help all staff understand the business strategy
• Galvanise the whole organisation to deliver to the Business strategy
• Ensure staff are recognised for the role they play
• Help staff to see the results
Knowledge Sharing

Educating the organisation

What did I do?
• What deals are we here to close?
• What audit?
• What Risk processes?
• What is measured?

Outcomes
• Major pioneering deals
• Regulatory and compliance
• ISO Certification
• Survey results
Role of Internal Communications

How?

• Story telling
• Narratives
  - Internal
  • Build a better performing organisation by being a learning organisation
  - External
  • Ensure the organisation demonstrates fit for time:
    • Innovation
    • Evolving for our customers
Role of Internal Communications

What?

- Quarterly Communication
- Monthly communication
- Daily Communication
- Leadership Communication
- Manager Communication
Role of Internal Communications

Who?

- Who are the Influencers?
  - How do you profile them?
  - How do you turn them into channels?
  - Who do people like to hear from?
  - Who should people hear from?
The Role of Internal Communications

Where?

• Digital Touchpoints
  • Intranet
  • Intranet banners
  • emails
  • Efliers
  • Enewsletters
  • Interactive touchscreens

• Physical Touchpoints
  • Real estate
  • Letters
  • Canteen, Gym, Bathrooms
Mapping the employee journey

Status

- New Joiner
- Few years on
- More years on

Access to Comms

- On-Boarding plan
- Where do staff access information to do their jobs and excel?
- At what point do staff fall off?
- How do we empower? Refresher training, access to information
Internal Communications Strategy

• The internal communications strategy is more than a simple plan of tactical interventions in support of business activities. The strategy will inform the best way to organize effective communications.

• The Internal communication strategy focuses on the following:
  
  • **Market**: What does the organization know about its audiences' needs? How should its audiences be segmented?
  
  • **Message**: What is it the organization's message is trying to achieve? In what tone should it be conveyed?
  
  • **Media**: Which channels work best for the different audience segments? How will it maximize reach and cut-through? Are there clear editorial guidelines for each?
  
  • **Measurement**: Are there clearly defined success criteria? What are the leading and lagging measures? As well as informing all of the other three M's, it should be used to demonstrate value and measures of performance (ROI, message penetration, hit rates, etc.).
Internal Communication Framework

- **Strategy**
  - Audiences/Stakeholders
  - Infrastructure
  - Leaders & Managers
  - Line of Sight
  - Research & Measurement
  - Corp Comms
    - HR
    - Marketing
    - PR
  - OD
  - Branding
  - IT
  - Engagement
  - Finance
  - Leaders

- **Culture**
  - Effective Change
    - Engaged Employees
    - Customer Satisfaction
    - Reputation and Pride
    - Retention and Recruitment (Employer Brand)

- **Enhanced Performance**
Employee Branding

• Employee branding is defined as “the process by which employees internalize the desired brand image and are motivated to project the image to customers and other organizational constituents” (Miles & Mangold)

• Employee Branding means in simpler terms what a employee projects about himself and the organisation culture. He/She should be able to serve as a brand ambassador
Employee Engagement

Employee Empowerment

Employee Branding

Employee Education

Employee Equity
Organization’s Mission & Values

Desired Brand Image

Sources/Modes of Messages
- Internal
  - Formal
    - Human Resource Management Systems
    - Public Relations Systems
  - Informal
    - Culture/Coworker Influence
    - Leaders/Managers
- External
  - Formal
    - Advertising & PR
  - Informal
    - Customer Feedback

Employee’s Psyche

Knowledge of Desired Brand Image

Employee Brand Image

Outcomes
- Position of Organization and its Offerings in Customers’ Minds
- Turnover
- Employee Satisfaction
- Customer Satisfaction
- Customer Loyalty
- Favorable Reputation

Feedback
Employee engagement enablers & outcomes

- promotes self esteem
- improves quality of life
- increases productivity
- enhances performance
- increases independence
# The Engagement process

## Objectives

- Align the relationship between the company and its employees that reflects a shared sense of purpose, values and behaviour.

- Implement an engagement process that refreshes the concept of the employee and how he/she approaches their day to day jobs.

- Encourage an innovative and winning culture to keep pace with an increasingly demanding market

## Challenges

- Lack of alignment between corporate vision and the day to day behaviour of employees.

- Employees don’t easily articulate their values nor know how to apply them.

- First Bankers do not feel that their achievements are recognized internally
The Engagement process

Objectives

• Inspire employees to communicate better with each other and deliver a better service to customers

• Build a stronger employer brand to attract talent

Challenges

• First Bankers do not prioritize customer service as a key component of their job

• Staff often become desensitized to internal communication
The FirstBank Employee brand

Everyday a Better Way - The purpose of 'Everyday a Better Way' is to unify the entire FBN organisation through championing the brand, implementing best practices through the culture and ultimately enabling our employees to understand our customer lives and be driven to meet their needs appropriately.

Everyday a better way Goal- One unified FBN

Everyday a better way mission:
- Inspire Understanding.
- Drive Collaboration.
- Build a Better Way

Everyday a better way- Values: Passion, Partnership, People

Everyday a better way Behaviors
Turning employees into advocates

- **1 Awareness**: I know what we stand for.
- **2 Attitude**: It makes sense to me.
- **3 Ability**: I have the skills and knowledge I need.
- **4 Action**: I know what I can do to support our brand.
- **5 Advocacy**: I believe in what we do and I recommend our brand.
FirstBank : The Case for the Brand Refresh

• There was an imperative to review the holistic brand strategy of the Bank, with a view to aligning it to the Commercial Banking Group’s Strategic objectives around local dominance and international expansion.

• A key aspect of the exercise included a review of the corporate identity system of the Bank as well as other subsidiaries under FBN Holdings.

• The HoldCo environment, coupled with the Banking Group’s international expansion drive, had thrown up issues necessitating a review of the Banks’ identity.

• There would be a possible impact of a review to the corporate identity system as regards the Logo & the naming convention.

• There was a need to implement an engaging & cost effective phased roll-out strategy for the Bank and its
How do we implement?

- Establish a clear vision and objectives
- Start from the inside out
- Divide the project into phases
- Confirm key milestones for each phase
- Identify your target audiences
- Select your channels
- Select your spokesperson/people
- Determine resources and timetable
Establishing the clear vision and objectives

• **Evolved the existing brand pillars** in order to determine a clear future for FBN HoldCo and FirstBank that will be delivered through the re-fresh programme.

• **Defined a clear narrative** for all to articulate what the brand stands for as well as define a clear direction for building a clear, robust brand experience across all channels – externally and internally.

Start from the inside out

Followed through on the internal brand evolution journey in 2012:

• Revisit Brand Strategy &

• Run a brand acculturation programme to ensure staff engagement with the brand as the brand is built from inside out.
Divide the project into phases

**Visioneering** - Explain why this is happening:
- Ensure people understand the rationale for change
- Talk about the benefits / consequences
- Emphasise what’s not changing

**Planning** - Show people where they are going:
- Map out the process of change
- Identify and recognise key milestones; celebrate success

**Implementation** - Show people how they will get there:
- Break it down into clear, simple steps
- Give practical examples
- Be directional
Communication channels

To share Knowledge
- Presentations
- Email Campaigns
- intranet portal
- Brand Book

To impact Attitude
- Roadshows
- Presentations
- Town Hall Meetings
- Surveys

To Change Behaviour
- Workshops
- Awards for exemplary behaviour
- Mentorship and reverse mentorships
- Brand Champions
Internal Communications cont’d

WHY CHANGE?

The world is changing and so are we. Our brand is embracing today’s contemporary world and seeking a stronger global presence that is the embodiment of global best practices and international standards.

As such, our brand must have a thorough, seamless, relevant and reliable presence that is multisided with a bold, distinct, powerful presence, all these should result in a unique, powerful and relevant brand that is relevant to today’s modern global world.

Our brand must be easily recognized, easily understood and easily associated with – across all types of audiences and all types of markets.

To achieve this, we need to adopt a powerful approach that will set the stage for our brand to be seen and respected as the leading sub-Saharan financial services group.

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WHY CHANGE?

Our Six Main Reasons for Rebranding...

1. Visibility: In a busy market, and as Nigeria leading retail bank, we need to stand out and be instantly recognized, easily understood and easily associated with.

2. Expansion and Growth: Our brand was introduced 10 years ago in 2005. With our new 150 branches, we have the perfect opportunity to expand our market and gain a competitive advantage on an international platform.

3. Modernization of Our Icon: We have evolved and modernized our icon. We must now move our fresh and spirited new brand identity.

4. More than a logo: The brand is more than a logo. It’s about the whole business and how we’re perceived. Evolution of technology, people, branches, AFI and Hol.

5. Revenue Optimization: A stronger, more contemporary brand will help us meet our business targets through improved perception, broader appeal, higher customer satisfaction and enhanced profitability and sustainability.

6. International Brand Practice: We are building an iconic, global brand and a standard that meets with recognized international standards.

GOING PLACES

Our brand evolution journey has now begun and we are at a crucial point where we need a bold and engaging positioning statement that will brand the whole First Holdings Group.

We need to demonstrate that we are the financial services group that puts people at the heart of our business.

Our new positioning of “You First” communicates clearly and simply our intention to deliver a “people-centric” experience.

With one aim in mind: towards understanding, White Collaboration, build a better way to create one unified First Holdings Group.
Other Campaigns

Special 'Feel Friday' quizzes are here again!

Have you read our brand story yet? Are you on board? Take our fun quiz to start your journey...

To be part of our future, read our new Brand Book. Out today.

Make it your mission to read our new Brand Book. Out today.

‘Feel Friday’ Quiz – Part Three

With lots of entries flooding in we know that many of you have now read our Brand Story.

We are excited that you are engaging with our brand journey.

Have a go at week three of our fun quiz.

Have some fun with your colleagues and friends to see who knows best!

Our Promise is Our Oath.

Our DNA is to put ‘You First’.

Prizes include branded items for winners across all regions.

FBN Brand Survey
Have Your Say!

At the beginning of this year we launched our new refreshed brand. Since then we have tried to ensure that everyone across the group has seen and understood it. We now want to hear what you think - so we can evolve the brand and ensure that it is relevant for everyone. We need you to be honest in your answers so that we can understand if you like or dislike it. If you don’t have your say, your voice will not be heard.

‘You First’ is a lifestyle.
‘You First’ is a language.
‘You First’ is an experience.

Our new brand positioning cuts all our stakeholders at the front of the business.

The time has now come to communicate this to our customers and, as such, we have launched our new marketing campaign. This signals the beginning of the journey. As important and as big you may think, started internally with our 11 Refresh and Brand Book. Followed by quizzes, competitions and freebies.

The next stage of this journey is our Brand Survey where we seek your honest feedback. We want to hear what you think so that we can evolve our brand and ensure that it is relevant for everyone. If you don’t have a say your voice will not be heard.

FirstBank - creating brand experiences that make every day a better way.
Brand Story Book

Our Brand Story

We must demonstrate an understanding of our customers and stakeholders.

Our Brand Story needs to evolve and adapt to reflect an inspirational quality.

Now is a great opportunity to make this vision a reality.

Our Values...

Collaborative

We are to understand our customers and compete against each other.

Evolving

We strive to work as a team and deliver value to our customers to enable us to evolve.

You First

Our declaration is that we will aim to put our customers at the forefront of our strategies and actions.

Partnership People

You First

Communications

On Board
The role of the Leadership Team

- Provide direction and reassurance throughout the process
- Articulate the vision and the strategy clearly
- Map out the journey and the milestones along the way
- Instil confidence that the process is being managed well
- Communicate regularly and in a timely way
- Participate actively in the process
- Role-model/mentor new behaviours
- Listens to people’s concerns
Monitoring progress

• Did the briefings happen, how many people attended?
• What came out of the session?
• What needs to be addressed?
• What are people saying?
• What does the rumour mill say?
• Who are people listening to?
• Is there a change in behaviour?
• Do people need more support?
Tips for successful communication

• Clarify roles and responsibilities in advance, particularly the decision-making and sign-off process
• Reduce uncertainty and instil a sense of control
• Be consistent – maintain tight control over key messages
• Separate facts from reassurance - Provide as much information and support as you can
• Ensure the structure, tone and content of communications acknowledges people’s emotional and intellectual needs
• Listen – provide a range of feedback channels
• Get people involved – make them feel they have a say
Potential pitfalls

• Relying on only written communication
• Confusing information dissemination with communication
• Complicating the message
• Imposing change rather than involving people
• Underestimating people’s reactions to change, or the time needed for people to absorb change
• Delaying communication until every detail is confirmed
• Communicating bad news in different phases
• Not having a communications infrastructure in place
We Pledge To Continually Delight Our Customers

Recent Awards And Accolades

- No.1 Banking Brand in Nigeria and within the top 500 global banking brands, The Banker and Brand Finance for three consecutive years (2011, 2012 and 2013)


- Best Banking Group in Nigeria by World Finance Banking Awards 2011

- The Bank of the Year in Nigeria by the Banker Awards 2012.

- Best Bank in Nigeria by the Euromoney Awards for Excellence 2013

- Most Innovative Bank of the Year (2011) and Best Bank in West Africa (2013) by African Banker Awards


Best Indigenous organisation to work for in Nigeria and Best Bank to work for in Nigeria – *The Great Place to Work Awards* (2013)
Thank you