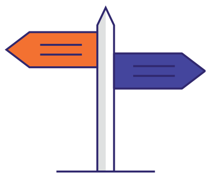
Communicating change:

Transforming internal blabla ... into digital aHa!

The Funk-e team



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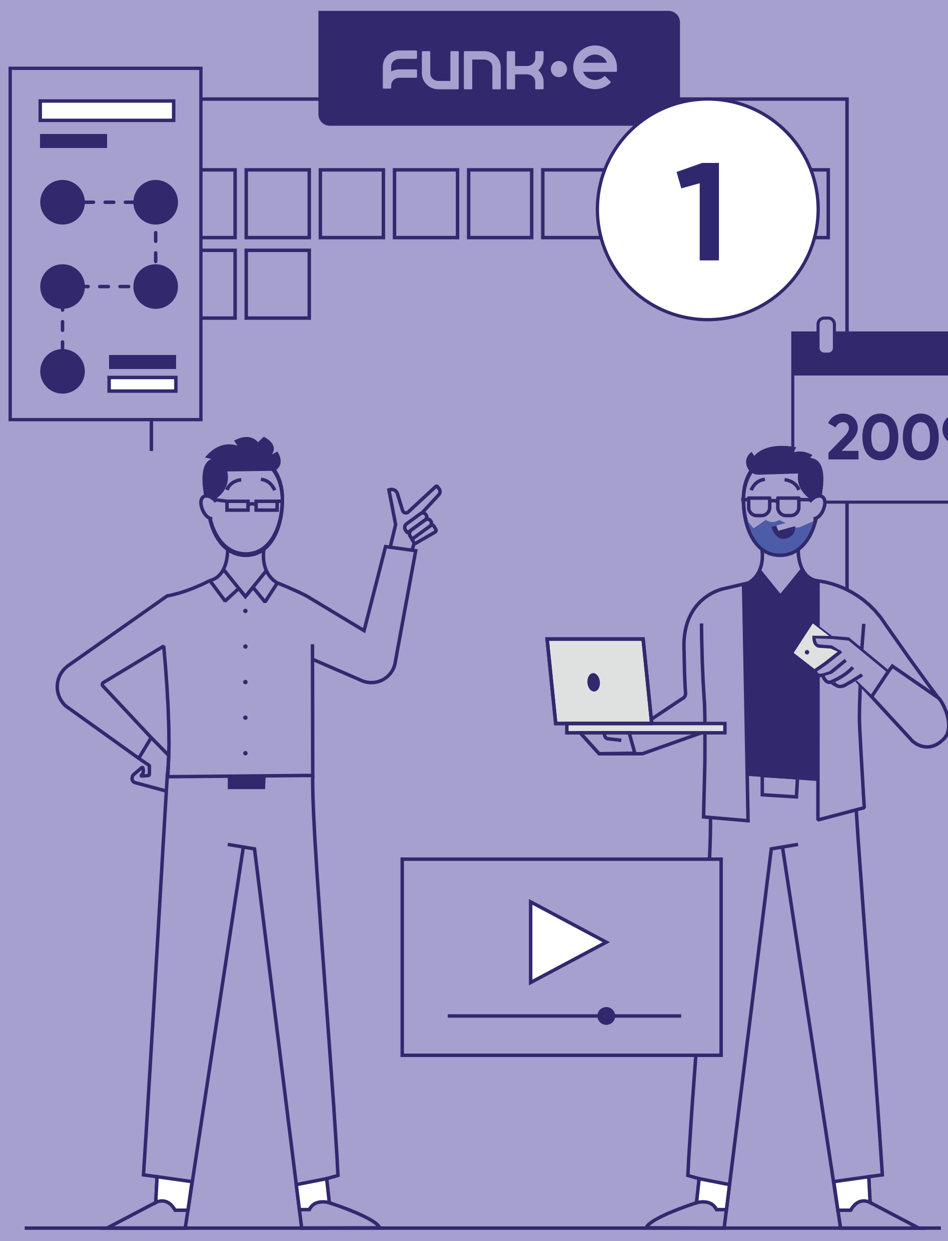

In 2009, two creative fresh business graduates founded Funk-e.

Their mission: Explain complex business ideas in a simple way to make them understandable to anyone on the internet in one-minute animations. These young creatives were us: Joost and me, Alex.

Once we started working for multinationals, it wasn't only about product and service animations anymore. Many of them asked us to explain complex transformations in simple words to their employees.

Coming from the world of digital marketing, where everything is always about getting noticed and using the latest technology, we were quite perplexed to see how far behind internal communication was at this point.

Where external marketing had become measurable, personal and digital, internal communication was still very much the opposite.

Communicating transformations was still (mostly) some manager giving presentations, using long and wordy slides and, if you were lucky, an anonymous email sent to all employees.

That is why in 2017 we, by then a happy mix of creatives, marketeers and consultants, decided to transform Funk-e from a purely creative production agency to a consultancy company for internal communication of large companies.

Why did we decide to transform? Because once you notice that something doesn't work the way you think it should, nobody will change it for you. We are the generation that grew up and was told to "Be the change you want to see in the world".

Because we see that many of our customers do not yet breathe good internal communication, we think it is time for a wakeup call. And we want to be at the forefront of re-defining what that can look like.

That's why we decided to publish this book.

Best,
Alex Broekman

Introduction

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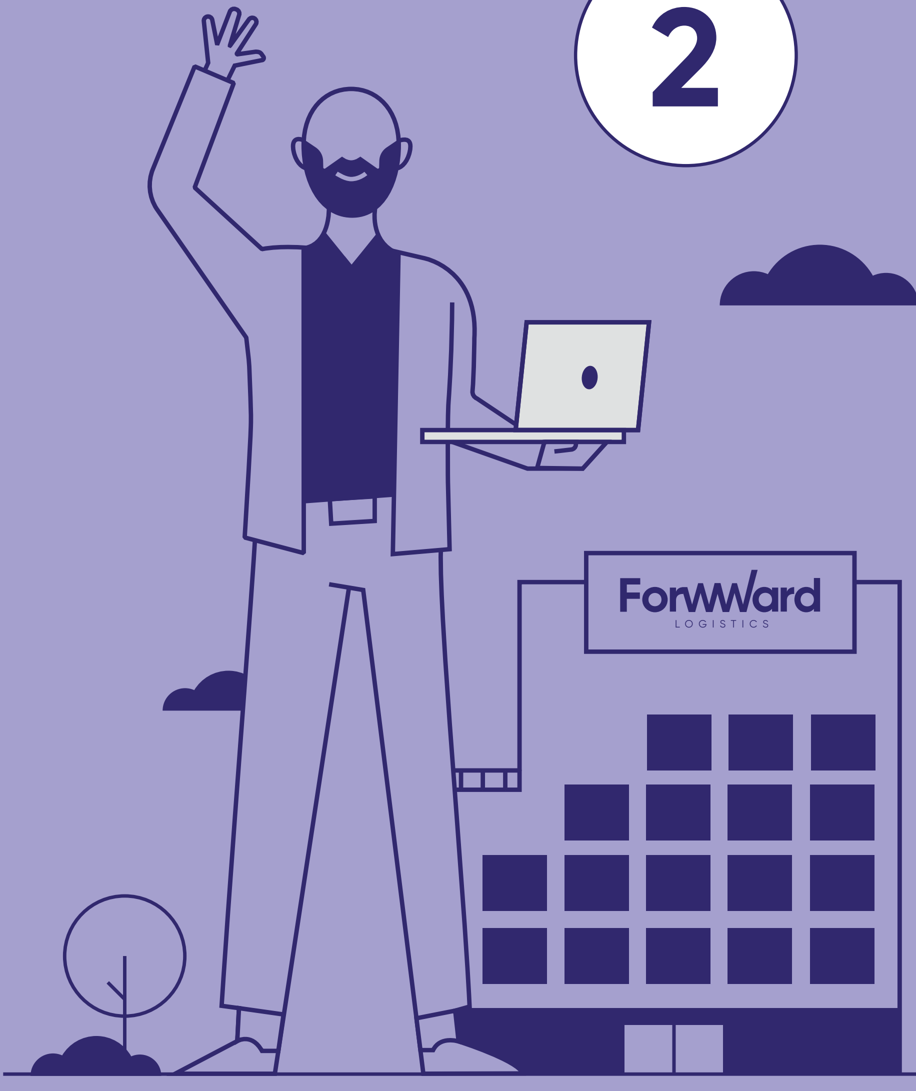

A Case Study for the Entire Book

Before we dive right into the theory of internal communication, we want to introduce you to Jan: Jan is the fictional internal communication manager at the fictional company ForWWard. We made this company up to use it as a case study throughout the entire book. With all the ideas, concepts, and tools we will be talking about, we thought this might clear things up a little. You will meet Jan at the end of every chapter to illustrate the theory we just explained on the previous pages.

Why do we make up a case instead of using real ones? Well, we value our clients' privacy. Although the inspiration for all our concepts in this book comes from real client cases, we don't want to spill the tea about their internal communication projects. That's why we combine different cases and put them in the hands of Jan. Throughout the book, this guy will face all kinds of challenges regarding his work, and we will help him to solve them. You'll recognize this fictional case study from the ForWWard logo next to the text!

Making the Business Case: Meet ForWWard - and Jan

Multinational logistics company ForWWard is facing an increasingly competitive and rapidly shifting market. **Customers are now demanding more than ever, and in less time**. In the age of digitalization, ForWWard **either needs to change and adopt a digital way of working, or they will not be able to keep up** with the competition. There are simply too many benefits gained from going digital and working with data.

The change to digital offers the company an opportunity to not only offer a better customer experience, but also to become more efficient and exploit new commercial opportunities and data-driven products.

However, ForWWard is a very analog company with complex sales and transport processes. So, changing to a fully digital way of working is not going to be an easy task.

Jan has been with ForWWard for a couple of years and just recently got promoted to internal communication manager. He is located in the headquarters of the company in Rotterdam and takes his new job very seriously. After all, there hasn't been an internal communication manager before!

As an internal communication manager, Jan is responsible for all communication with all employees in all countries. And that's a lot! Especially with all the changes going on at ForWWard to stay ahead of the competition. But Jan is totally up for all the challenges he'll face in the next chapters!

WHY

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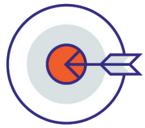


Why Internal Communication is Important for Change

In the constantly changing world we live in, change is necessary to keep a company profitable. Look at past changes such as the invention of the internet: There is no way to do business without it anymore. Years ago, it was the most normal thing in the world to use typewriters, telephones, and fax machines. Back then, the internet was a huge new thing that required companies to rethink their way of doing business to adapt to the new situation and stay profitable.

This is not a unique phenomenon. The world is constantly developing new technologies, and companies need to adapt to keep up with their competition. But each adaptation process requires some form of internal communication. No matter if it is a huge change process such as the invention of the internet or a minor change, it all requires a company and its employees to adapt in one way or the other. With every change, employees need to change their way of working, too. And only if they do so, the company is able to implement the change successfully. Especially in our constantly changing world that means: The faster a company needs to change, the faster employees need to adapt.

That’s not only the case for changes to keep up with the competition. It also goes for innovation: Because even if your company is the one who came up with that innovative new idea, way of working or product in the first place, it still has to adapt to it. Only if your company is able to communicate successfully throughout all departments, the change can be implemented successfully. The main difference is that innovation is a competitive advantage, while change (following the crowd) is rather a competitive necessity.

The key to the successful implementation of any change is internal communication. And the key to good internal communication is turning internal blabla (messages that are not clear or relevant for the internal target audience) into digital (and therefore measurable) and clearly defined a-ha.

Employees Make Change Happen

Once a company has understood the necessity for change, the next step is to actually implement it.

According to a McKinsey study amongst 1,500 executives who had undertaken significant change projects in the past five years, only 37 percent said that the implementation of the change was successful[1].

That is a surprisingly low percentage. Especially keeping in mind how important change is to stay ahead of the competition, or in other words, stay profitable. There are many different reasons for a change project to fail, from the lack of a change strategy to the lack of ownership and responsibility for the change project.

However, even if you appoint somebody to take ownership of the project and that person has a fantastic change strategy, there is still one important thing that can let the entire thing fail.

And that is the communication of the change project.

According to the very same McKinsey study, communication is quite a game changer when it comes to change projects: About 50 percent of the respondents reported a successful implementation when the timeline was communicated clearly. However, success rates dropped to only 16 percent if that wasn't the case.

That means 84 percent of change projects cannot be implemented successfully without a proper communication of a timeline. That's pretty huge.

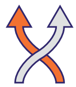
Especially considering the financial investment that comes along with innovation and change projects. And this is only if the timeline is not communicated properly. Imagine how the lack of internal communication altogether can make a change project fail.

But why is the percentage of unsuccessful change projects still so high, you wonder? Basically, many companies focus on communicating their innovative products and new ways of working to the outside world. They can't wait to let customers know about how great they are doing and how much better their services are now. However, their own employees are the ones that need to make the change happen, and the best way to get that ball rolling, is with excellent internal communication.

1 McKinsey & Company: How the implementation of organizational change is evolving

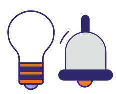
How Internal Communication Helps to Make Change Successful

To understand why internal communication is so important, we have to understand some fundamental things.



1. **Humans don't like change:** Employees are human beings. And by definition, humans are creatures of habit. Once we are used to doing something in a certain way, we don't like to change it, unless we have a very good motivation to do so.

2. **We don't all have the same background information about a topic:** Just because the need for change is crystal clear from your perspective, it doesn't mean it's automatically clear to your audience. This is also often referred to as the *Curse of Knowledge*: Assuming the target audience has the same background knowledge you have[2]. As an expert in your field, it can be hard to ignore all the context that you have built up about the change project over the years. But it's not your target audience's change initiative, and maybe they just don't care enough about it. They've probably never heard of it before. Be prepared to listen and understand what might hold people back. But don't assume they know what you know.



3. **Motivating and notifying are not the same thing:** Typically, we tend to treat change as a series of updates and notifications. Meaning that whenever there is a change coming up, we quickly send out a message just so we can say, we informed the employee about the next milestone in a fixed pathway. However, a notification is not equal to a message that moves and motivates the employee.

Put in other words: Sending a one-message-fits-all email out to the entire company and hoping that everybody will happily start using the new software or get excited about the new strategy is simply not realistic.

Once we have understood these three fundamental things, we understand why internal communication needs to be more than one generic email or message on the intranet. They might be great ways of notifying people, but you won't motivate

2 John Spacey: What is the Curse of Knowledge?

them this way. And that makes it almost impossible to overcome the three points mentioned above.

Also, your message needs to be adapted to the different people that work for you. If you want to motivate them instead of notifying them, the topic needs to be relevant to every single employee personally, based on their level of experience, knowledge about the subject and expectations of how they should adapt their behavior. That means chances are they don't form one homogenous target audience. It's all about motivating them, not only by explaining it better but by making it relevant to them. Internal communication needs to be about helping employees to see the bigger picture of why change is important.

And when they see it, they are (hopefully) more motivated to do what they need to do to make the change successful.

At first glance, changing your internal communication from a single email to more targeted communication might seem like a huge investment. And the change itself is mostly already an investment itself, so why spend even more money and time on it? Because it increases the chances of success significantly.

Luckily, we don't need to reinvent communication itself. We have the possibility to fall back on tools and strategies that have been used in external communication for years and learn from their mistakes. It might seem a lot at first, but it will always pay off, we promise.

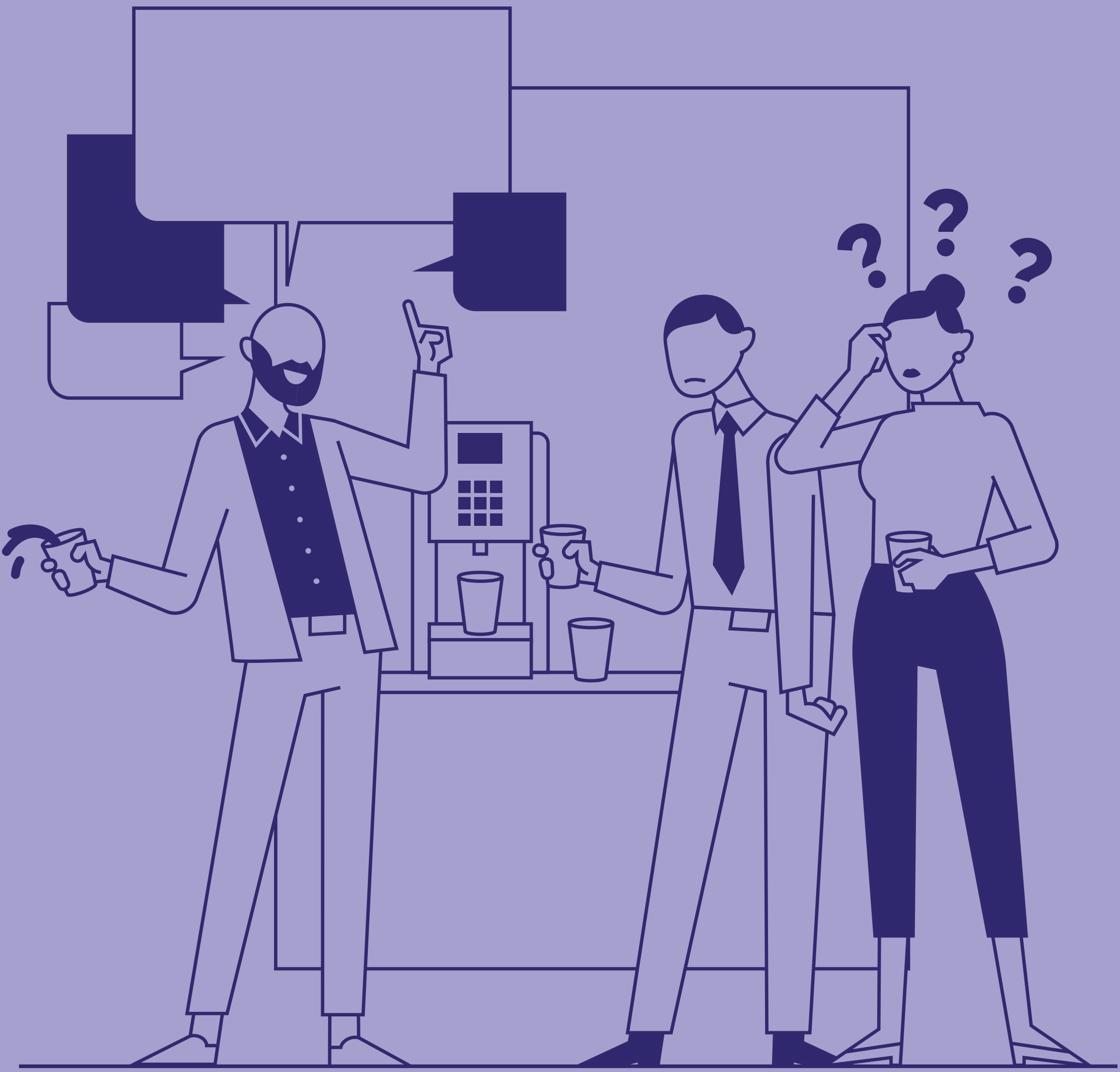
Conclusion

In our constantly changing world, change is necessary to keep up with the competition in every business. It doesn't matter if it is a new software, new strategy, an innovation, a new product, or service, or whatever you might think of, but to realize competitive advantage, a company has to implement change successfully. Informing employees about the change project is not enough, especially not if they need to adapt their behavior to make the change happen.

Only if the employees of a company are on board with the change, can the company implement it successfully. Therefore, it is crucial to communicate accordingly. Mass communications, such as emails or messages on the intranet, mostly don't have the effect you'd hope for. Instead, we need to understand how we can trigger their intrinsic motivation and make sure they see the bigger picture of why the change is necessary. With innovation always being a financial investment for a company, it is crucial to increase the likelihood of its success - and good, thought-through internal communication increases that significantly.

Key Takeaways

- Without change, a company cannot keep up with their competitors. Just as the internet has changed the way of doing business, digital transformation, and other developments in our constantly changing world require constant change to not lose competitive advantage.
- Change requires investments that are justified by the potential competitive advantage. To minimize the risk of the change project failing, it is crucial to make sure that employees are informed properly.
- Mass communication is a thing of the past. It doesn't trigger the intrinsic motivation of employees to change their behavior and make the change happen. Therefore, personalized and relevant internal communication is necessary.



Case Study

As a logistics company, ForWWard is facing an increasingly competitive and rapidly shifting market. When the company was founded in 1990, the world moved at a slower pace. Up to today, some processes are still very analog due to the complexity of the sales and transport processes. But with the increasing demand of the market, there is no way ForWWard can keep up with the competition without digitizing.

The management team of ForWWard sees the many benefits gained from going digital and working with data. The change to digital presents the company with an opportunity to offer a better customer experience, but also to become more efficient and exploit new commercial opportunities and data-driven products.

But by going digital, ForWWard is embarking on a huge internal transformation journey. They have to introduce new depots and digital systems to provide a world-class customer experience. And that's where Jan comes in: He is responsible to communicate all these huge changes internally. He's super excited about this opportunity and definitely sees the benefit of the new digital system.

As soon as the new system is installed, Jan sends an email to all colleagues telling them about the new software. He includes a link where they can choose their own password, all the instructions they might possibly need and even a list of all the benefits the new system has to offer! He's sure his colleagues will be just as excited as he is about it.

However, after a few weeks, Jan receives an update from the management team. Only very few people have created an account, almost all of them located in the headquarters. Basically, it's only people who work closely together with the management team (and knew about the new system before Jan's email). Jan is confused. Why don't his colleagues all over the world react as enthusiastically as he supposed they would?

Later that same week, Jan meets some colleagues from the sales department for a coffee in the canteen. They start to talk and at some point, Jan asks them if they already created an account for the new system. They look at him a little confused and ask him what system he's talking about. For some reason, they haven't even heard of it until now! Jan starts his pitch about the system, but they don't seem really interested either. They like their way of working; they have been doing so for years. For them, it's not necessary to change anything. They don't even want anything to change. Also, they don't have time for a long talk because they have lots of work to do. That's probably also the reason they didn't open his email: They are simply too busy with other stuff.

This experience leaves Jan even more confused than he was before. How is it possible these colleagues didn't receive his email!? And even worse: Why don't they embrace the brand-new system that brings so many benefits for the company? The management team of ForWWard has evaluated all different possibilities carefully and chosen the best option. How can these people not see that? If people are not going to use the new system, the entire project is a huge loss. After all, ForWWard has invested quite some money, and also, really needs it to stay ahead of the competition. But Jan is not going to let that happen!

Why Tomorrow's Leaders Need to Communicate Change Differently

In the past, change was easy. Or at least easier than today. Almost all decisions were made top-down. So, when the director of the company decided that change was necessary, he challenged his top executives to push the change through the entire hierarchy of the company. And eventually, the loyal and obedient employees listened to their managers and did exactly what was asked of them. Sometimes with a little help from HR. But although everybody did what they were supposed to do, it mostly took some time to really transform the business. Change was a pretty slow process.

And if the idea was bad? Well, it didn't really matter, at least not to the employees. It wasn't their responsibility anyways. They just did what they were told to do. If the change turned out to be a failure, they would just wait for new orders to follow again.

Have you gone through any major change projects lately? Then you might have noticed that it doesn't work that way anymore. Over the years, the way of doing business has changed, just as the way of implementing change has.

Why We Change Differently: A Brief History of Change

We've talked about how companies need to change constantly to stay competitive. But they are not the only ones that have changed - employees have, too. Years and years ago, most people started working at a company after they graduated and stayed with that very same organization until they retired. Nowadays, that is pretty rare.

Today, people tend to stay in the same job for way shorter than they used to. It's a generational thing: According to a study by the Bureau of Labor Statistics, employees aged between 25 and 34 stay with the same employer for 2.8 years on average, while employees between 55 and 64 stay for 9.9 years on average[3]. Younger generations are less loyal to their employers than older generations used to be. And that's not the only thing that changed about the workforce: Due to globalization, people are working from different offices in different countries and time zones. And since COVID-19 hit the world, working from home has become more normal than it used to be.

But what does this have to do with internal communication? Well, basically, as the workforce changed, the way of communicating with them needs to change, too.

In the past, you could let the director of the company give a speech to all employees at the same time to introduce a change project. They'd most likely listen and accept

3 Bureau of Labor Statistics: Employee Tenure in 2020

that the change required their way of working to change. And they would do whatever their managers asked them to do, even if they didn't like it.

Nowadays, when you get all employees together in one room, half of them is probably distracted by their phones, answering emails on the go. Also, it might be almost impossible to get them all in the same room together in the first place, as some of them are working from home or located in different time zones. And with the speed the labor market is currently developing, some of them might actually quit tomorrow to work on a job they accepted via LinkedIn while your director was giving that speech.

Sure, all the developments such as globalization and digital disruption are great, yes. But let's face it, they didn't make communicating to large audiences any easier. On the contrary: It became way more difficult to reach every employee within the company and actually grab their attention. That's why a decentralized organization needs a flexible communication infrastructure.

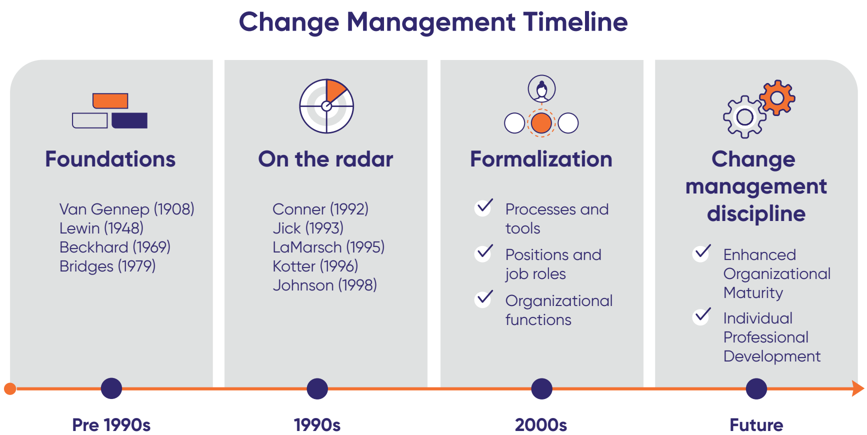
Think of something like digital transformation, for example. With an organization becoming more and more decentralized, communication of decisions that have been made by the management team is often all over the place. Suddenly, changes are triggered all across the company. While marketing starts developing new products that require certain employees to work in a different way, compliance is working to implement the new privacy regulations and IT keeps renewing their infrastructure to keep up with the faster, more automated competition.

This can be quite overwhelming for employees. Especially if it's not communicated properly. Because it all has to be communicated in some way. And with all the changes going on at the same time, the process of change needs to happen faster to be able to keep up. Instead of years that managers had available in the past, it all has to happen now. Or at least, within a minimum of days.

But who is actually responsible for communicating all change processes? Maybe the HR manager, or the director of a small company, or the R&D manager, the IT person, or the change manager? An external consultant that has been hired to implement the change successfully? It might also be you. But is that person a communicator? Probably not. And by the time you realize that the communication needs to be handled by an expert, it's most likely too late.

Why a Change Communicator is Crucial

The role of a Change Manager was first introduced in the 90s. But it took companies worldwide some time to formalize it and make it an own discipline[4].



Change Management Timeline by Prosci

But while many businesses have introduced change managers, change communicators are still falling behind. What is the role of a change communicator, actually? Well, basically, the role is very close to the one of a change manager, but not always exactly the same. While the **change manager** is mostly responsible for the effective implementation of the change itself, the **change communicator** works in the service of the employees once the change is officially released or implemented. Or put in other words: while the change manager is responsible for getting all the systems and software in place for digital transformation for instance, the change communicator focuses more on the people and makes sure they know how to use them.

However, that's not ideal. Why not? Because even if there is a change communicator, the communication often only takes place after the implementation of the change. Just as in the old days when decisions were always made top down. Often, the change communicator is only involved at the last minute, to spread the word.

'Spreading the word' often still looks like an intensive communication phase of maybe three months, in which the employees receive an overload of information all at once. And as soon as all information has been distributed? Silence. The task is done. There is no check up with the employees if they actually got the information they needed.

4 Prosci: The History and Future of Change Management

And that's where the role of the change communicator needs to change, too. A change within a company is a continuous process, so the change communication should be continuous as well.

Especially regarding the change in workforce, with employees being less loyal and changing jobs faster than ever.

Change communicators need to become more agile. The role of a change communicator shouldn't be one that is only serving the change manager - it should be a more vital asset. By optimizing the role of the change communicator and making change communication a priority, companies can adapt to the new requirements of the quickly developing world and the changed workforce.

Changing the Vision of Leaders Being in Control

Let's look at this differently. Have you ever been in a situation where somebody in the company came up with this really cool, innovative new product idea the person is super excited about? As they really want to develop the product, they put all their heart in the pitch and bring the idea to the attention of the management team. If they are lucky, the management team gets excited, too, and agrees to develop the product.

But even after months of hard work, long nights and messy deadlines, the product is not perfect yet. However, as management is on board, they want to release something - so an average product is rushed to the customer. And as it turns out, it's not exactly what the customer needed in the first place. The product fails, although the initial idea was great.

This situation is a typical example of failing to work in an agile manner. We'll focus on agile working in internal communication later on in this book (see chapter Learn from Your Success). But let's just say, agile working fixes a real problem: The validation of an idea before communicating it at full scale to everyone.

Then, we'll also have a look at how to measure if your efforts are actually successful and how the different stages of companies communicating internally look like.

Conclusion

Companies and the business environment have changed a lot over the years. So have employees: younger generations are way more likely to switch jobs than older ones. Also, we are working from home and internationally more than ever before. Mass communication, such as giving one presentation to all employees at the same place and time, therefore are a thing of the past.

To communicate change successfully, it's necessary to level up internal communication and reach employees in a more personalized way. A change communicator, who is looking at the change project from the perspective of the employees and takes their needs into account is necessary to win the game in the future.

Finally, with an increasing number of changes in an organization, companies have learned to be agile in how they release and communicate products to customers. They create the first prototypes quickly, gather initial feedback from customers and move quickly to the next stage based on customer behavior and feedback. Internal communication should follow this same pattern, however it still doesn't.

Key Takeaways

- Communication is not the only thing that has changed: Employees also changed. It's almost impossible to communicate with them the same way as years ago.
- Next to a change manager who is responsible for the implementation of the change project itself, a company technically needs a change communicator to communicate the implementation internally. This person should focus entirely on the needs of the target audience.
- Internal communication needs to become as agile as other processes within a company already are.

Case Study

After his experience in the canteen, Jan is dedicated to not let the implementation of the new software fail. However, there is no way he can speak to everybody within ForWWard to find out what exactly went wrong. It's just too many people!

Maybe, the email he sent out just wasn't enough. Obviously, not everybody received or read it. And, after his encounter in the canteen, Jan realizes that not everybody within ForWWard understands why the change project is so important to the business. And maybe, there are some people he'll never convince, even with the best internal communication campaign in place. But he wants to give it a try.

Jan thinks about this a lot. But with so little information on hand, he can't really make a decision. He needs more data about the target audience to measure if his gut instinct is true. Also, he doesn't know the best way to reach employees all over the world yet. If they don't read their emails, how is he supposed to inform them about the change project? And, as there are so many little changes going on within ForWWard and working agile becomes more important, how can he make his plan future proof?

After an intensive online research, Jan realizes there are not many resources available for internal communication purposes. There are a couple of apps, but now, Jan wants to make a campaign that is truly personalized, and data driven. And the options for that are not too good. Jan realizes he might need to get help from the outside, an expert in the field. But he also knows that the management team won't be too happy about spending even more money on the project. Therefore, he needs to get creative.

He convinces his manager to let him give a presentation during the next management meeting. His pitch? After investing millions in this digital transformation project, it would be a total loss if people don't even start using the tools. And ForWWard is not even able to benefit from everything the new system has to offer! Instead, if the management team agrees to invest 5 percent of what has already been invested in this change program, it could make a significant impact on how many people actually take action.

Jan is pretty happy about this argumentation and his presentation for the management team. Now, the only thing he can do is wait until they get back to him with a decision!

Why We Need to Learn from External Communications

What is your company's marketing budget? According to a study by Deloitte in 2012, companies on average spend 11 percent of their budgets on marketing to consumers. In packaged consumer goods, that number even goes as high as 24 percent[5].

For internal communication, however, there is often not even a centrally allocated budget available. This has not only caused many change projects to fail, it has also caused internal communication to lag behind on external communication when it comes to media, tools and more.

Obviously, that is a disadvantage. While we can measure almost everything in external communication, many companies are struggling to measure the success of their internal communication campaigns. And without measurement, how are we supposed to know if our internal communication efforts were actually successful?

But this entire situation also has one big advantage. We can easily look at everything that marketers do and learn from it. Why shouldn't we be able to apply what they did in internal communication? Also, this way we can avoid making the same mistakes all over again. Sounds good, doesn't it?

The Digital Revolution

Digitalization has changed our way of communicating in many ways. That's definitely true for marketing: The days that active communication with the customer was a "nice to have" are long gone.

Nowadays it's an absolute must-have! Customers expect personalized communication in real time throughout their customer journey. According to the Salesforce Report 'State of the Connected Customer', 71 percent of customers actually expect active communication, with an increasing number wanting updates in real time[6].

Looking at these figures, it doesn't come as a surprise that marketers have started to use digitalization to their advantage, too. Instead of only communicating via good old mass communication such as TV spots or newspaper ads, they threw some digital marketing into the mix. By tracking customers' behavior and analyzing all the data they can lay their hands on, marketers are able to personalize communication in many ways.

That's why you see the same pair of shoes you were looking at online last week on every website you visit now - it's no coincidence, but online marketing. Another

5 Christine Moorman: Marketing Budgets Vary by Industry
6 Salesforce: State of the Connected Customer

way is to show you suggestions of other products after your purchase based on the behavior of comparable customers. “People who bought this also looked at…” - sounds familiar? There you go. All possible thanks to the digital revolution.

And that is basically the first thing we need to learn from marketing. External marketers have found a way to increase sales, or in other words, increase the likelihood of a certain event to happen: They communicate as personalized as they can. Sure enough, they even made a ton of tools for that.

It’s All About Data

Marketers use all the data they can get their hands on and analyze it to personalize and optimize their marketing strategies. But digitalization didn’t only help marketers to improve their strategies. It also helped them to expand their audiences. Instead of the few hundred people that saw their (pretty expensive) newspaper ad and probably didn’t even do anything with it, they can now target thousands of people they already know are interested in their product. And all that within seconds. Based on the customer journey, they know exactly who to show which product or ad. How? Data.

The more data marketers can collect about the target audience, the better they can optimize and personalize their marketing strategy. That’s why companies use all the data they can get about their customers and potential customers. And that is a lot: Data can be collected from almost everything we do online nowadays. Whenever you allow a website to use cookies or connect a new application to your social media account, a lot of data can be collected. We are constantly online, using our smartphones with GPS, buying things online, liking and sharing content…the list can go on endlessly. There are many more ways to collect data about human beings than ever before.

After a company has collected all that data, they need to analyze it. Mostly, that’s not done by one lonely data analyst who goes through everything manually (luckily, that would be a very tough job!). Algorithms and machine learning don’t only help companies to collect data but can also analyze it and even trigger actions on the marketer’s behalf, such as suggesting a different product based on the customer profile.

Marketers benefit from that. They can target us even better when they know at what point of the customer journey we are, what we are interested in and whom we are influenced by. It helps them to influence our behavior and make us buy something. Sometimes even things we didn’t know we needed.

Sounds scary? It’s only natural to have some doubts about how data is collected and used and what potential future developments might look like. But actually, many people also see some advantages of digital transformation, especially when it comes to their career. According to research conducted by BCG in 2020 amongst over 5,000 managers and executives, 50 percent sees the positive effect of digitalization[7].

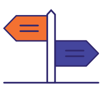
So, what can we learn from it for internal communication? Basically, that data is key. And that we need to start collecting data if we want to optimize and personalize our internal communication strategy. The newspaper ads from the past were what the mass emails in internal communication are today. You send out a pretty generic message in bulk, and if you are lucky, a small percentage of your target audience sees it, processes it and does something with it. But chances are, a big part of the audience will actually forget about it, because it isn't relevant to them.

That's why we need to do the same thing marketers do: Analyze the target audience, find out what motivates and influences them and use that knowledge to our advantage. This way, we can reach more people with more specific messages in different ways and at the perfect time. And increase our chances for success.

The Data Playing Field of External Communication

With all the data being collected about humans and their behavior, companies know more than ever about their external target audience. By now, we can predict behavior, know the budget, and can even influence buying decisions by jumping in with the right communication at the right time during the customer journey. And that's not even all. Consider this:

With all the data being collected, we are able to calculate the **Return on Investment (ROI)** of all marketing efforts very precisely. This means, we can make a pretty good estimation of which marketing channel will bring in how much turnover. And we can measure and adapt these efforts easily.



Based on the data, we also know exactly which (online) paths customers take before making a purchase - or what withholds them from making one. We can use this information to **improve the customer journey**.

In marketing, everything is measurable and scalable, especially online. It doesn't matter where we get our data from - Google, Facebook, or other online platforms - we know a lot about our (potential) customers. They are all willing to provide you with yet another piece of the data puzzle that is your digital customer journey. It's a little bit like a candy store: There is plenty of everything, marketers just have to make the choice of what they want to use to trigger the (potential) customer and optimize their strategy. And yes, just as in a candy store, this can be overwhelming at times. That is why it doesn't come as a surprise that there are so many agencies and consultants out there to help them with making those choices.

7 Boston Consulting Group: It's Go Time for Digital Transformation

Data has become the playing field of external communications. Marketers have recognized the advantages of digitalization and jumped right into that candy store - so many possibilities to be used to optimize campaigns to get the highest ROI. It has made marketing measurable and more targeted than the old-school mass communication (where you often had no possibility to measure where a lead actually came from. Did the person see the advertisement in the newspaper and come to the store on purpose? Or did they just walk in randomly? You'd never know).

With marketing automation, they have even taken it to the next level: Self-learning chatbots provide customer service 24/7 and the automation of the CRM system increases the productivity of sales. All these developments use data and use it to optimize communication. It's time to learn from them and apply these tools and measurability internally, as well!

Digital Transformation isn't just an "External Thing"

When companies first started to look into digital transformation, the costs of new hardware and software technology seemed to be the biggest investment. Because once you have the right tools, you can easily go digital, right? Nope, not really. You can have the best tools in the world in place, but if your employees don't know how to use them or just don't understand why it is important, you won't be able to benefit from them. Does this remind you of something?

Exactly. This also goes for change projects and internal communication. So, let's have a closer look on how digital transformation isn't just an 'external thing'.

Even though COVID-19 has accelerated our adoption of digital tools and technology, the BCG study mentioned previously also found that both managers and employees felt that hiring, training, and upskilling were the least successful elements of their company's digital transformation[8]. Technically, this can be translated into: All the tools are in place, but people (still) don't know how to use them properly. It's yet another sign that the internal customer is often being forgotten.

But who is that internal customer actually? And how can you reach them to improve this situation? After all, there is no 'How to' manual on YouTube explaining how internal communication processes works when introducing major change projects. Especially as it is different every time depending on the change project and the type of company, it can get quite complicated. And because it is so complicated, change projects such as digital transformation often take more time and turn out to be less successful than management expected them to be.

8 Boston Consulting Group: It's Go Time for Digital Transformation

And that's where we can learn a lot from external communication: After all, successful digital transformation is less about the implementation of the tool itself (although we have to admit that this also requires attention) and more about the customer journey of your internal customer. Or, as it's about your employees, let's call it 'employee journey'. Just as an external customer during his or her customer journey, you can map the employee journey to know exactly where your employees are and what is withholding them from adopting the new technology. By involving them in the process and answering their needs, you increase the chances of success for your transformation. And if you do it correctly you can use the collected data to optimize your strategy. Awesome, right?

The Employee Journey (in Digital Transformation)

So, once you have understood the necessity of digital transformation, it's not only about getting the best tools available. It's especially about understanding where your employees are on this topic, and how you can help them to reach the final destination: Embracing the change and being able to use the new tools, apply the new strategy or whatever it is you are changing.

That journey is what we call the employee journey.

Obviously, informing your employees about the upcoming change is important. But if you do so without knowing where they are in the process, the information might just vanish without being understood. Instead, it's crucial to understand what information your employees need at what point of the transformation. Telling them 'Here's a new tool we just decided you should use, so please do so' has way less effect than providing them with the right information and training at the right time. That's how you help them to complete the employee journey during change. They need to know why it's relevant to them, what is expected from them and how they can actually achieve that.

To make this a little easier, think of the time when computers were new to everybody. Your employees would have needed more instructions than just 'use the computer instead of typewriters now', because they had never worked with computers before. Back in the days, it wasn't normal that people had computers at home as it is now, with kids growing up considering Google the most normal thing in the world. It was new to all of them.

They needed to understand how to start the computer, where to click and more. Need a more recent example? Think of TikTok. While youngsters post a new dance video within seconds, many adults would need way longer to find out how the app works - and as many of them don't see the purpose, they'd probably not even try. The younger generation is at a different point of the journey than adults, based on their experience and knowledge level. And that's the same for any situation that includes change.

In other words, you need to find out if the skills of your employees are (still) up to date if you want to digitize something, or if they need training. In digital transformation, it's all about **Digital Dexterity**: The ability of employees to adapt and adopt existing and emerging technologies in their field to produce better results for their company[9]. Only if they are able to adapt or you enable them to do so, will they be able to use the new tools or new strategy to the advantage of the company.

As humans are used to having everything available on demand, this means that training has to take place in real-time increasingly. And automated: By using digital solutions such as chatbots and all data available, behavior and actions of employees can be analyzed in detail. You can keep a closer eye on the employee journey during your change project and adapt your communication if necessary. With the world developing faster and faster, and with more available data, you can (and should) make learning (including the onboarding processes) a non-stop process throughout the time employees spend with your company.

Why is this so relevant, you wonder? Afterall, we are all already working digitally, right? Yes, true, but the more solutions and data there is available, the faster new software, technologies and processes are being developed and optimized. And it doesn't look as if that's going to change any time soon: According to the Worldwide Digital Transformation Spending Guide by the International Data Corporation, global spending on digital transformation will reach almost $ 2 trillion by 2022[10]. And they are not the only ones: In a study by PwC amongst 141 Dutch CEOs, 76 percent said they wanted to invest more money in digital transformation[11].

This clearly shows that digital transformation plays and will keep playing an important role in doing business successfully over the coming years. And that means that employees will need to train and gather new skills soon. And fast. With this increasing necessity to train employees quickly to adapt to the digitization of the market, knowing where they are in their employee journey and taking it into account in your internal communication is key to keep up.

Using the Customer Journey to Understand the Employee Journey

From the previous chapters, we can conclude that you need to change the way we look at internal communication if you want to keep up with digital transformation. And that's where we can (and need to) learn from external communication.

Marketing has understood the customer journey years ago. By measuring and analyzing data, they know exactly where and when to get in touch with (potential) customers to convince them that they need the product or service their company

9 Quixy: Breaking down the basics of Digital Dexterity: What it means for you!
10 International Data Corporation: Worldwide Digital Transformation Spending Guide
11 PricewaterhouseCoopers: 24th CEO Survey Dutch Results

provides. And to make them loyal customers, eventually. Basically, that means marketing knows how to communicate with the target audience to get them to adapt their behavior (the adaptation being becoming a customer). Technically that's what we need to do in internal communication: Getting the employees to adapt their behavior (the adaptation in this case being adapting to whatever change you want to implement).

If you invent a new product, the customer needs to understand how to use it and how he can benefit from buying it before they do so. It's the same with new tools, strategies, and processes in the business world: Only if you make employees understand how to use it and why they should do so, will they acquire new competencies, follow new processes, or even change their entire mindset. If they don't, the investment in technology and new tools will be for nothing.

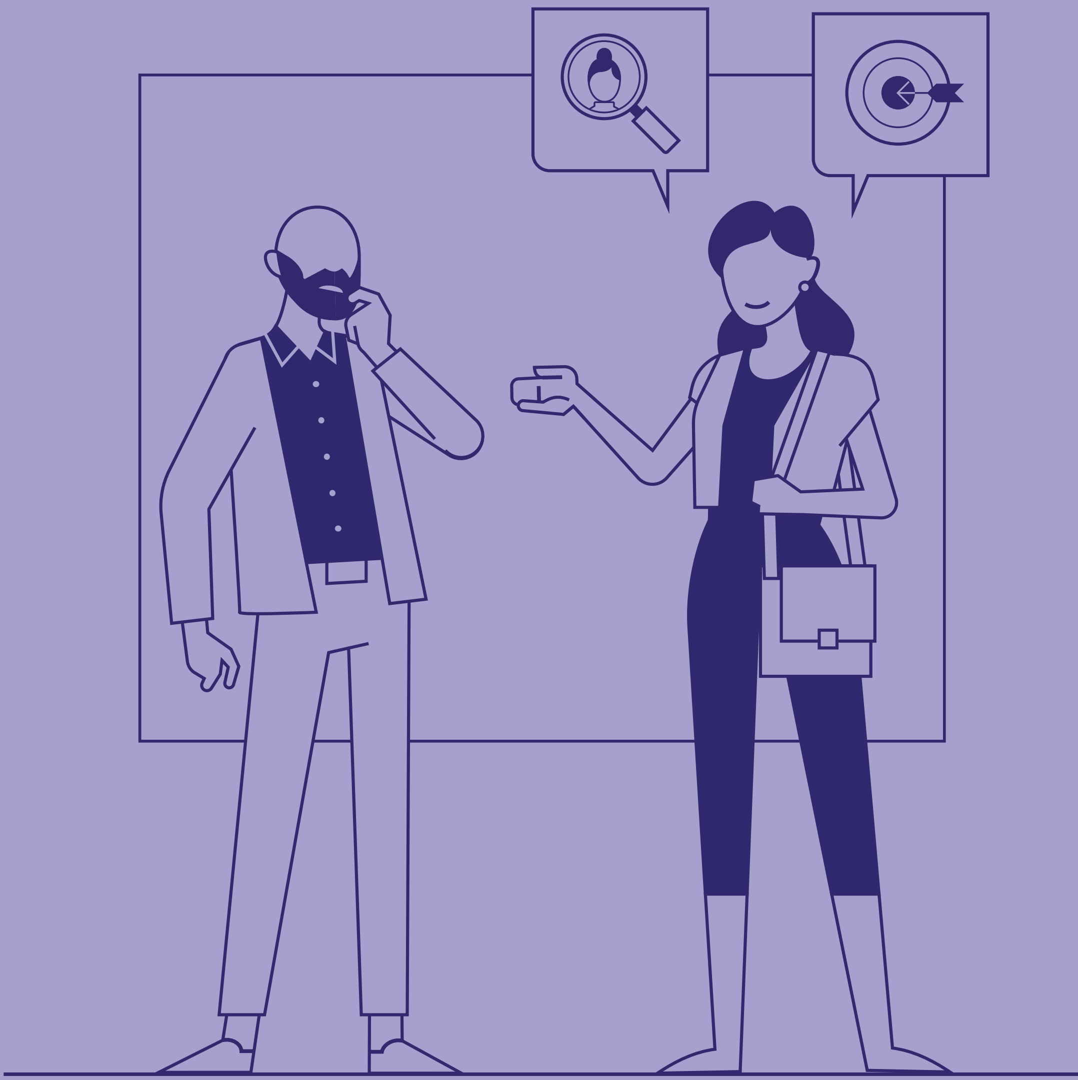
In other words: We must start to respond to the needs of employees the same way we already respond to the needs of (potential) customers to achieve a change of mind or behavior. We need to move from a customer journey to an employee journey. And to do so efficiently, we need to personalize our interactions, gather data and be available 24/7.

Conclusion

There is still a lot that we can learn from external communication to improve internal communication: From gathering data to using it efficiently to treat employees just as marketers would treat external target audiences. Just as in external marketing, it is crucial to understand how employees think and act to make sure to get them aboard of any change project. Only if we meet them at their starting point of their employee journey, we can make sure to take them to the final destination: Adapting their behavior accordingly to contribute to a successful implementation of change. We will cover more information on how to do so in the HOW-part of the book.

Key Takeaways

- It's not necessary to reinvent the wheel when it comes to taking internal communication to the next level. There is a lot to learn from external marketing.
- Data can be used to get to know your target audience as well as possible. The more you know about them, the more you can personalize your internal communication campaign.
- Thanks to data, you can get more information on where your employees are in the employee journey (which is the same as the customer journey for external target audiences).
- By using the employee journey, you can provide the right information at the right moment to make your audience understand why change is relevant and how they can help you make it successful. This will increase your chances of implementing the change significantly.



Case Study

After a couple of days, Jan finally gets the relieving message from the management team: They are fine with him hiring an external party to help set up an internal communication plan, and they agreed on a budget. Obviously, Jan was busy in the meantime researching suited parties to help him out and is able to schedule a first meeting within a week.

In the first session, the external consultant asks Jan about all the facts he has: How many people received the email? How many of them opened it? And how many of them clicked on the link to register (although they probably didn't finish the process)? And in general, what is the opinion of the employees about the change project?

Jan must admit that he doesn't have any of this information, except that he is pretty sure that he sent his email to all 800 employees of ForWWard. And, based on his experience at the coffee machine, he carefully mentions that not all employees are just as positive as he is about the new system.

The external consultant guides him through the process of how she usually helps her clients to facilitate change through internal communication. The first step for them will be to analyze the internal target audience, to find the right way to get the right message to the employees at the right time. Just as in external communication campaigns, where it's quite normal to work with customer journeys, she shows him that you can also create employee journeys. Each journey determines what information the internal target audiences need, through which channel you can best approach them and at what moment.

Do they prefer e-mail? If yes, from whom? Or do they prefer to just see an update on the intranet? The consultant explains that usually, she does this by conducting interviews with employees to get to know each internal target audience and to be able to create those specific employee journeys. That way, she is able to reach every audience exactly when they need it or when an important training is about to start, for example.

Also, the employee journey helps her to determine the best campaign materials, such as animations, email campaigns and posters, for example. All of those materials help her to reach everyone within the organization with one clear message adapted to the unique situation of the target audience in question.

After her explanation, Jan and the consultant take a closer look at the internal communication campaign they are about to roll out.

Audience: all 800 Employees of **ForWWard**
Obviously, that's way too many people to approach with the very same email sent to all. Therefore, Jan and the consultant subdivide the internal target audience into different segments:

- Operations
- Leadership
- Inside sales
- Outside sales
- Everyone else

As ForWWard is facing a quite functional change, the segmentation is based on the department structure of the company. However, the consultant explains that in other situations, Jan could also focus on other aspects, for example time employees have spent with the company.

Now, it's time to conduct the interviews the consultant was talking about earlier. To make it simpler, she helps Jan to create personas. Every persona stands for one department that is important for the success of the change project and gets a name to make things easier.

Audience:

About 800 employees in the company, mainly in the USA:

And she also has some homework for Jan: Until the next meeting, he needs to make his goals more concrete:

- What does he want to achieve with his internal communication campaign?
- What steps does he want people to take on this journey to digital transformation?

Why You Need to Focus on Your Internal Customer

Based on the previous chapters, it should not come as a surprise that more and more companies start to rethink their internal communication. And it's about time! Luckily, companies increasingly start to treat their employees like an actual target audience when it comes to communication. But it's still a long way to go until the majority will look at their internal audience just as they do on their external audience, their customers.

Employees are not only the face of your company. They are also the people who keep it running. As a business owner or manager, you might be the one in charge, making decisions and thinking about strategic things. But in the meantime, they actually do what you have planned for them to do. It doesn't matter if you produce and sell a product or provide a service, it's always your employees that actually do the job. Without them, you'd have a really hard time doing it all by yourself.

But even knowing this, you've probably made the customer a priority in your communication strategy for years. It's time to rethink this strategy and make your employee a priority. Or put in other words: It's time to finally focus on your internal customer.

From External to Internal Customer

There are tons of books, websites, and reports about the relationship between your customers' satisfaction and loyalty to your brand. It's something that sounds very logical (and applies to all of us when we are in the shoes of the customer): Only if your customers are satisfied with the product, you sell or the service you provide, will they return and buy it again. And vice-versa, if they are not satisfied, chances are they won't come back to give you another chance, unless they have been loyal to your brand for years and give you the benefit of doubt.

Let's briefly look at two definitions: **Customer Satisfaction** is a measure of how happy customers feel when they do business with a company[12]. Of course, the satisfaction of a customer is always linked to their expectations: If they already have high expectations, it's hard to meet or even exceed them and it's more likely that they are not entirely satisfied. If they don't have high expectations yet, it's easier to reach customer satisfaction. Eventually, satisfied customers ideally lead to **Customer Loyalty:** the fact of a customer buying products or services from the same company over a long period of time[13].

12 Cambridge Dictionary
13 Cambridge Dictionary

But customer satisfaction doesn't always lead straight to customer loyalty. Therefore, many companies try to increase the chances of reaching customer loyalty through communication.

With communication, they cannot only raise brand awareness, but also set expectations for the (potential) customers. And by communicating values that appeal to the customer, they make their brand something that the customer can identify with. And that creates loyalty[14]. When they can really identify with your values and love your brand, they might even spread the word about it and influence their social network that shares the same values to become customers as well.

So, marketing to the external target audience seeds expectations. It makes sure the customer knows about your product or service, and hopefully, will come to you to make a purchase.

And that's where your employees come in. They are the ones that will sell the product or provide the service to the customer. They are the ones that are responsible for the quality of the product or service. They are the ones who have to live up to the expectations that you have created with your marketing.

Basically, an employee can influence the quality of your product, transaction, or service at any given moment. When your employee is not meeting the expectations of your customers, they might not be satisfied and never come back. At the same time, if your employees do a good job, they can even exceed the expectations and turn occasional customers into loyal customers. Or take it even a step further: Imagine a customer is not happy about the product because it doesn't meet their expectations. By providing nice and flexible customer service, the employee might

14 Simon Sinek: Start with Why

make up for that and create a loyal customer even though they weren't satisfied in the first place. Boom! Doesn't that sound awesome?

But (yes, there is always a but), guess what: To be able to meet and even exceed the expectations of your customers, you need to make sure your employees are satisfied and enthusiastic about the product, service, or their work in general. Because only then, they can pass the enthusiasm on.

Don't believe us? Well, it's actually measurable. With the **Net Promoter Score** (NPS), you can measure the loyalty of external customers. It's a score between 0 and 10 that you get when asking customers one single question: How likely are you to recommend our product or service to a friend or colleague? The higher the score, the higher the customer loyalty[15]. And the more loyal a customer is, the less likely they will switch to another company that provides similar service or sells comparable products.

According to Bain & Company, who came up with the NPS, very few companies are able to achieve a high score without engaged employees[16]. And typically, employees who are happier and can identify with the values and goals of a company, are more engaged. So, if you were looking for any proof if there is a connection between customer satisfaction, customer loyalty and your employees' engagement, here you go.

But if your employees are this critical to your customers' satisfaction and loyalty, wouldn't you want to make sure that they are enthusiastic and know exactly what they are talking about? Wouldn't you want to make sure they pursue the same overall goal you have? Or in other words: Wouldn't you want to make them a priority in your communication to make sure they identify with your company's values and communicate them outwards accordingly? We thought you would.

The Employee Experience

So, after years of focusing on the customer, it's time to finally put yourself in the shoes of your employees. They have a tough job in our current economy, where everything revolves around knowledge. Their performance is often the difference between success and failure. Their creativity is what is needed to bring your company to the next level.

Why? Well, basically because everything you don't need people for can be automated. You can automate everything, from production processes to email flows, from marketing activities to analyzing customers' data. But you can't automate what your employees do based on their experience in the field or the knowledge they have gathered over the years. And certainly, you can't automate their creativity.

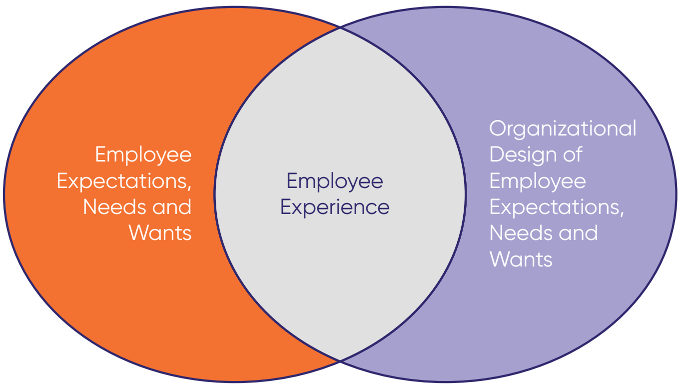
15 Bain & Company: Net Promoter Score
16 Bain & Company: Employee NPS

Automation has changed the role of almost every employee. By automating repetitive processes, you can relieve the workload of the employees. The time saved by automating low-value tasks can be used for more challenging and engaging things, training and more and therefore has a positive impact on productivity[17].

But as automation has changed the role of the employee, it has also changed the employee experience. That's the experience an employee has when working for a company, excluding any social interactions they might have on the job.

Especially with younger generations such as Millennials, who will be the main part of the worldwide workforce in just a few years, employee experience is more and more about valuable work they can identify with. As automation has taken or will take away the repetitive tasks, that identification actually becomes possible[18].

Employee Experience Design



Remember how we explained that a positive customer experience leads to customer satisfaction and eventually to customer loyalty? Well, technically it's the same with employees. The better the employee experience, the more likely they are to stay because they are loyal. And the better they can identify with the overall values and goals of the company, the more likely they are to spread enthusiasm about what they are doing. See, it all comes together here.

What does this have to do with change in general and digital transformation in particular? Digital transformation and automation allow you to keep up with the competition or even be more innovative than they are. But only if your employees are trained well enough and can still identify with the company's values, they will contribute to the success of the change project.

17 Catalytic
18 McKinsey: Employee experience: essential to compete

It's the companies that invest in automation to make their employees' lives easier while putting their employees first, that will do better than the rest in the future. By improving the employee experience, they can adapt faster to the ever-changing market and implement changes faster. And in the end, this will result in a higher customer satisfaction and customer loyalty.

Keeping the Employees' Perspective in Mind

We've talked about this before: Transformation or change is not possible without getting your employees on board anymore. As any change requires employees to adapt their behavior in their everyday work life, you need to ensure that they actually do so. And you want them to do it being motivated and enthusiastic, ideally.

The adaptation of behavior is the most complicated step in the change process, and the reason why any transformation is so complex. You initiate the transformation for your company to be able to keep up with the competition. So the last thing you want is things to slow down during or after the transformation. But at the same time, you want your employees to adapt their behavior, and that mostly takes some time.

What could happen if you don't give them the time to adapt? First of all, they might just not do it. Maybe because they didn't get the message, or maybe because they simply haven't got the time yet to get familiar with whatever they need to adapt to. If you put more pressure on them, it might cause stress. And finally, it can cause a negative employee experience, which you want to avoid at all costs as we have seen in the previous chapter.

So, what can you do? Let's give you a hint: It's all about communication. To be able to successfully implement a change without causing any negative side effects, you need to listen to the needs of your employees. You need to understand what they need to make the change happen. And then you need to give them exactly that.

Segmenting Audiences Amongst Employees

By now, we have learned about all the different reasons why we should make employees a priority in communication and why we should treat them just as we treat our customers. When we work with customers, we think of different segments, as the entire group of (potential) customers usually is everything except homogenous. They have different backgrounds, interests, knowledge levels, you name it. When we communicate with them, we take these differences into consideration by segmenting different target audiences and shaping our message and way of communicating accordingly. So, when we treat our employees just as we treat customers, we should be doing the same thing.

You might think it's not necessary to segment your employees in different target audiences. After all, they all work for your company, so professionally speaking, they should all have the same goal. Well, not quite. Think of it this way: An employee in marketing has an entirely different background than the secretary of the CEO or somebody working in IT. They have different knowledge levels of whatever you want to communicate about, different aspects of the message are relevant to them and maybe, they even prefer different means of communication. And if that's true for three different employees working from behind their desks in the headquarters every day, think of people who work from different locations or a physical workshop.

And segmentation based on department is not the only thing you can do. You should also consider different generations of employees. We have been there before, but there is a huge difference in how Millennials and Baby Boomers perceive their jobs and responsibilities, just to name one example. They just treat their jobs differently. And they also have different preferences of how to communicate with them, starting with the ideal means of communication. Therefore, it's important to segment them into different target audiences if you want to communicate better.

Conclusion

When implementing change, you need to treat your employees just as you'd treat your customers. You even might want to make them a priority in your communication strategy, as you need them to keep your business up and running. If they don't make the change happen, nobody will. Just as customers, employees have a certain satisfaction and loyalty to your company which you should take into consideration when planning your communication strategy.

Also, it's crucial to consider your employees as individual target audiences, rather than one big group. After all, they also have different knowledge levels, interests and preferences, just as big groups of customers might have. By segmenting them, you can personalize your internal communication strategy even more to improve the employee experience.

Key Takeaways

- While external customers have been the priority for many companies all over the world, it's time to focus on the internal target audience, the employees, to make change happen.
- Only when employees are loyal to the company and enthusiastic about their jobs, they can exceed the expectations of (potential) customers and help you make your business a success.

- To get your employees enthusiastic about their job and loyal to the company, good internal communication is key.
- By segmenting employees into different target audiences, you can increase the level of personalization of your internal communication efforts. This increases the efficiency significantly.

Case Study

Jan is enthusiastic and gets to work right after the meeting with the external consultant is over. However, he still struggles a little when it comes to mapping out clear goals. There are so many different things people can do with the software, depending on their daily tasks. How is he supposed to define steps they should take on their way to getting used to using the new software?

With all these questions in mind, Jan is looking forward to the next meeting with the consultant. She smiles when Jan explains how he wasn't sure how to define the different steps, as people will need to use the software in different ways. Then she asks about how he approached these different target audiences in the past? Jan has to admit it's all always been mass emails. That certainly has to change now!

Since their last meeting, the consultant already went to work and interviewed three different people from each department, or each segment of the target audience. That gave her a good overview of what the audiences need and their respective destinations. Of course, all based on the overall destination of the campaign: *All employees of ForWWard understand and support the impact of digitalization and can use the necessary digital tools in their day-to-day work to contribute to the change.*

The consultant added the destinations for every segment of the target group to the different personas they made earlier. This already helps Jan to understand how the different target groups need different information, but the consultant is not done yet.

What does a success look like for ForWWard?

Philippe
Inside Sales

Philippe can list and explain the benefits of MyFWD and will tell customers about it. He actively uses AutoQuote as intended and supports colleagues in using it.

Sandra
Operations

Sandra advises customers to go online and can list & explain the benefits of MyFWD.

Paul
Outside Sales

Paul can explain how MyFWD works and actively promotes it to customers. He actively uses AutoQuote as intended and supports colleagues in using it.

Christian
Leadership

Christian is a change agent and can explain why we need this change, what it means for employees and customers, and how we are doing it.

Esra
Everyone else

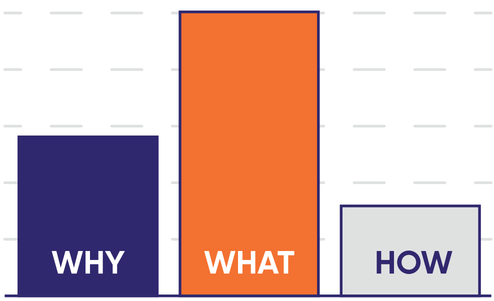
Esra knows what AutoQuote and MyFWD is.

Hi, I'm Sandra and I have been working at ForWWard for about 5 years now.

FWD has given me the opportunity to work in an international environment allowing me to grow professionally. Other than that FWD takes really good care of its employees and there's a great atmosphere amongst coworkers. I feel proud to be part of one of the world's leading logistics companies. I do sometimes feel the workload is too heavy to finish within normal working hours. When looking at MyFWD, I know it's there but don't really understand the benefit it brings me.

My biggest challenge is to keep all information correctly in the system, keep the customer satisfied, save some money for the company and to manage all of that without working overtime which is currently impossible.

ForwWard
LOGISTICS



NEED FOR INFORMATION

Sandra mostly needs to understand why these new digital tools are important for FWD and their customers. As well as what it actually means for her.

BARRIERS

What keeps her from reaching the destination right now?

She is afraid that the customers won't use or appreciate the new tools and that it will be a waste of time.

SENTIMENT

What is her sentiment towards the topic right now and why?

NEUTRAL

She understands the need to change, but is not comfortable with all the new tasks she will be required to do.

IMPORTANCE

How important does she find this?

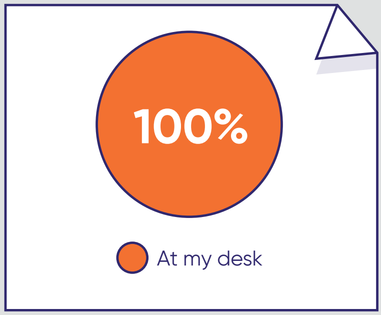
SOMEWHAT IMPORTANT

Sandra already does a good job and works hard without these new tools. She knows it's important to innovate but still wants to focus on keeping the customer happy.

TOUCHPOINTS

Where does she spend most of her time during working hours?

Sandra is always working behind her desk during work hours.



She looks up to...

Both her manager and supervisor, they understand her work and empathise with her needs best.

Preferred channels:

Email

Bulletin board

Face to face

She also further described the different personas based on the interviews she conducted earlier. This means, they now have a detailed explanation of the motivations and needs of every single audience segment available.

Jan starts to get a better picture of how the current internal communication strategy might not be the perfect fit for the problem at hand. After the meeting, he feels prepared and is ready to set the next step: Actually, make an internal communication plan!

WHAT

4

Now that we have understood why internal communication is so important and definitely worth the investment, especially in change management, it's time to look at **what good internal communication actually looks like**. As our constantly evolving surroundings require our ways of working and habits to change faster than ever, the question is no longer if we should spend time on internal communication at all. It rather is: How much time do we need to spend on internal communication to make the change project a success? And what do we need to do exactly for our audience to follow our lead and appreciate the change?

With every new tool that is being implemented, every rebranding being introduced, and every new strategy being announced, you'll need to onboard every employee to turn your change project into a success. Communication will play a crucial part in this process.

What Effective Campaigning Looks Like

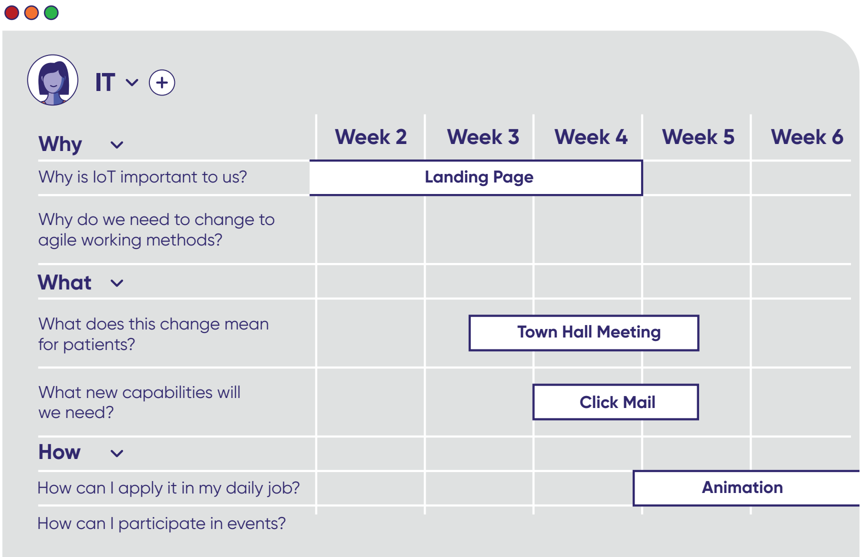
In marketing, we often talk about campaigning. Almost every single bit of communication we release is part of a campaign. All media outlets that are being used within the campaign are aligned, and there mostly is a detailed planning of when which part of information is being released to the target audience. Everything is coordinated. So, if we want to make our internal communication just as awesome as external communication often already is, we need to start campaigning, too. And to do so, it's crucial to first understand what a campaign actually is:

A campaign is an organized series of activities to try to achieve something[19].

Or put in other words: A campaign includes one or more means of communication to receive the attention of a target audience over a certain period of time to achieve a pre-defined goal. At least, that's the official definition of a campaign. It's definitely a good definition of a campaign in general, but it's not specifically aimed at internal communication campaigns. Therefore, to be able to see what a good internal communication campaign looks like, let's take it a step further:

The goal of any internal communication campaign is that your employees improve, learn, or change their way of working on a daily basis to support your project.

19 Cambridge English Dictionary



You won't reach that by just winning their attention - you need to provide them with the information so they **can** and **want** to support your project to become a success.

No idea where to start? Well, let's help you out there. To make it a little easier, we advise to break the task down into three simple steps:

- Focus on the problem and not the solution
- Think like your target audience
- Learn from your success

Focus on the Problem

If you want to create an efficient internal communication campaign, you'll need to focus on the problem first instead of looking for a solution straight away. This might sound pretty obvious at first, but it's more difficult than you might think. Because in reality, there is often not enough time to take a step back and look at the problem before diving right into communicating the change project. Even if you have the best and most detailed plans in place, often you will be contacted with all kinds of last-minute tasks that keep you from investigating the problem at hand. Also, change management is often communicated at the last minute possible, so when you are approached to communicate, you simply don't have the time anymore to look at the problem from a distance. You have to roll out your communication campaign straight away.

That's why we are convinced that the question should never be IF you need to spend time on good internal communication. That's a no-brainer. Yes, you need to. It's crucial. Especially in change management. The question should rather be HOW

MUCH time (and money) you'll need to spend on a good internal communication campaign to make your change project a success.

Obviously, it depends on the change project how much time and effort you'll need. Different change projects require different approaches and have different intensities for you and your target audience. This also requires different communication strategies. But it always comes down to the fact that you actively need to make time for good internal communication from the start of your change project.

If I get one hour to save the world, I will spend 55 minutes describing the problem and just 5 minutes trying to find a solution.

Although it's debatable if it was Albert Einstein or another really smart person who said this, we don't disagree. It's obviously necessary to first understand the problem to be able to come up with a suited solution. However, with the increasing speed the world keeps developing and the competition becoming harder and harder to keep up with, you might not have as much time to focus on the problem first. In most cases, if you spend too much time on the problem, you might even miss the boat. This goes for everything, from innovation to HR. Because if it takes you too long, your competition will be there faster.

Obviously, this is also true for internal communication campaigns. Wanting to implement a change project as fast as possible, you really need to understand the problem. But you also can't take weeks or even months to plan your campaign. With this pressure, it's sometimes hard to define the correct amount of time and money you should spend on your campaign. That's why we came up with the **Success Scorecard**.

It's a tool that helps you to determine quickly but not less thoroughly how elaborately your communication project should be set up. Or in other words, it helps you to determine how much time and budget you should spend on the problem and finding a suited solution based on the impact of the change project on the organization as a whole. This way, you can reach out to your target audiences with the least amount of effort but still make sure to provide all the necessary information to get them on board. Exactly what you need to successfully communicate a change project to internal target audiences.

Where is the Gap?

So, you'll need to understand the problem first. But what is the problem in a change project, exactly? Well, first of all, you are changing something to tackle a problem. You are implementing a new software because it's more user friendly than the old one. You are digitizing a process to minimize the time it takes and the chance for mistakes. You are rolling out a new strategy because you want to become more profitable. All of these changes solve a certain problem within the organization.

When it comes to communicating these change projects, you need to find the gap between where your audience currently is (situation today) and your final destination (goal). Or the difference between what your audience is doing now and that you want them to be doing once your campaign is completed. With your communication, you'll need to close this gap. Therefore, it's crucial to get to know the gap first, before starting to communicate. Because how would you know what your audience needs otherwise? Exactly. You wouldn't, and you'd most likely waste time and money on a campaign that's not even taking your audience where you want them to be. And that's why you need the scorecard.

As mentioned above, you can use it to identify this gap. Or in other words, it helps you to map out the employee journey: the journey your employees need to take to reach their destination. Sounds familiar?

We can't mention this often enough: Just throwing all the available information at your target audience will not help you get them to reach your goal. Instead, you'll need to understand what information they need to create an effective internal communication plan.

The Success Scorecard also helps you to determine how much time you'll need to spend on the internal communication campaign for a certain change project. As it shows the gap between the current situation and your goal, you can easily determine how much work it will take to reach that goal. The bigger the gap, the more effort and time you'll need to put into your campaign. Sounds logical, right? And as we all don't have any time (and money) to waste, it will also help you plan your communication activities more efficiently as it also takes into consideration the impact on the company if you don't reach your goal.

Let's have a look at the Success Scorecard. As the name implies, it shows different scores based on the current situation and your final goal. Therefore, you can use it as the foundation of your internal communication campaign for your change project and determine your approach based on the scores.

Success Scorecard

Impact on Organisation	Complexity of the Topic	Attitude & Motivation	Behavioural Goals	Adoption Level	Level of Knowledge
Crucial	Extremely Complex	Very Negative	Evaluate	Very Frequent	Need to Explain Everything from Scratch
Very Important	Very Complex	Negative	Analyse	Frequent	A Lot to Explain
Important	Complex	Neutral	Apply	Sometimes	Quite a Lot to Explain
Slightly Important	Slightly Complex	Positive	Understand	Hardly Ever	A Few Things to Explain
Not Important	Easy	Awesome!	Remember	Never	Almost Nothing to Explain

The Success Scorecard includes six different segments in total. We'll look at each one of them in a minute to explain what it means and how you can determine the score:

- Impact on the organization
- Complexity of the topic
- Behavioral goals
- Attitude & motivation
- Adoption level
- Level of knowledge

Impact on the Organization

Let's start with the impact of the change project on your organization. Before you dive right into the needs of your target audience and think about how to approach them, you need to make sure you understand why the topic is important for the organization as a whole. Why is it worth the investment of time and money it takes to communicate the change project accordingly? To make it a little easier, you can turn the question around: *What happens if there is no (good) internal communication on this topic?*

The answer to this question can be very diverse. It can be anything from 'it affects the business continuity' to 'employees might leave to work for a more attractive competitor' or 'there are legal requirements we need to meet, and if we don't, we might face legal consequences'. These are just a few examples, obviously, the list can go on endlessly. But you get the point: By turning the question around, you can quickly understand the impact of the change project (or a potential failure of the change project) on the entire organization. The more crucial it is to actually implement the change successfully, the more attention you'll want to spend on communicating it properly.

And thus, depending on the impact of the change project on the organization, you can determine how much time and money you'll need to communicate it. If the impact on the company is minor, you'll probably set aside a smaller budget and less time than if you might face more serious consequences if the change isn't a success straight away.

Complexity of the Topic

Once you have determined the impact of the change project on the company, it's time to look at the complexity of the topic. Or put in other words: How difficult is it to explain it to your target audience? It doesn't matter what the topic is or how simple it might seem at first sight; you'll always need some kind of explanation when you want to communicate it. Think about it: We do the same in everyday life. Technically, every time you are telling somebody about a story that happened the other day, you briefly explain the context to make sure your conversation partner understands the situation.

Once you have figured out how difficult it is to explain a topic, you'll know a little more about how much time and effort it will take you to get your message to your audience. The more complex the topic, the more media you'll need and the more often you'll need to repeat certain aspects of your campaign for your target audience to understand it.

Need an example? Imagine you want to communicate the implementation of a new software that has never been used before. It's completely different from everything your employees know and therefore requires a lot of explanation. Now exchange that new software with an update for an existing software. Maybe some little things change, but when communicating the change to your audience who is already familiar with the old version of the software, you'll need way less explanation than in the first situation. And that's what we mean by complexity of the topic.

Behavioral Goals

The next step is to determine the goal of your campaign. What does your audience need to do differently from what they are currently doing?

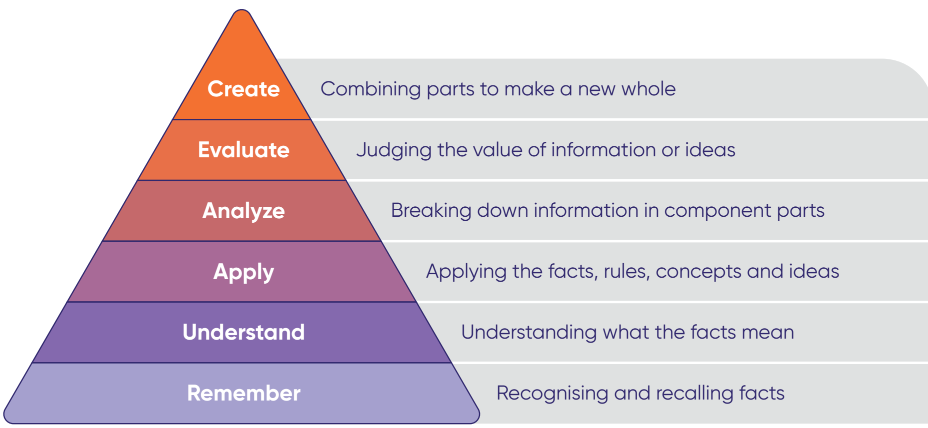
Countless times, you'll get the answer 'Technically, they just need to be aware of the topic'. That's not necessarily untrue, but let's get one thing straight: Just getting people aware of an upcoming change project will not really help you make that change happen. Even if you send out that generic email to all employees or post a short message on the intranet, you always expect people to do something with the information you're sharing. You expect them to at least acknowledge it. The trick here is to be as specific as possible to exactly identify what you want them to do with it. Being aware isn't something they can do actively. Only if you have a clearly defined destination that your audience can reach themselves, you can map out the employee journey and guide them towards the goal.

This can be complicated at times. But there is a framework to make things a little easier. It's called the Bloom's Taxonomy and it is mostly used to assess learning objectives of students[20].

Technically, it's made specifically to map out learning objectives. But as communicating a change project is also some kind of teaching your audience, you can also apply it for internal communication in change management. After all, the objectives you have in mind for your target audience are most likely not that different from those students have when learning something new.

Let's look at it this way: Whenever something is changing within a company, employees need to at least remember the information they get about the change and understand what it means to them and their daily work. Maybe they need to acquire and apply a new skill, or to understand a new process. But it's quite similar to what students do: they learn and understand something new in order to be able to remember and apply the newly acquired knowledge.

Bloom's Taxonomy consists of six different levels we'll discuss in a minute. However, you won't always need to reach the highest level of the pyramid. It really depends on the kind of change you are about to communicate how high up you'll need to take your audience[21].



Bloom's taxonomy – revised by Anderson & Krathwohl

20 Jessica Shabatura: Using Bloom's Taxonomy to Write Effective Learning Objectives
21 Iowa State University: Revised Bloom's Taxonomy

If it's a practical change such as a little adaptation in the assembly line, you'll most likely only adjust a small sequence within the line for a different result. In this case, the employees need to learn how to apply the new step, but that's about it. It's different when you have, let's say, a new marketing strategy and want the department to change from TV advertising to data-driven social media marketing. Next to learning how to apply the newly acquired skills, the marketing department then also needs to learn how to analyze and evaluate the data from the social media campaigns. And eventually, they'll even need to create new marketing materials based on that evaluation. So instead of stopping at the application stage, they'll need to make their way through all the steps from the Bloom's Taxonomy.

Knowing the expectations for your communication campaign is one thing, but by using Bloom's Taxonomy you can transform these expectations into clear behavioral goals. And when you know those goals, you have more information to set up an effective internal communication plan.

Remember	Remember the content of the book and how internal communication is important. Ideally, tell your network about it. But also: remember that it was Funk-e who published the book and therefore that Funk-e is an expert in the field of internal communication of change projects.
Understand	Understand the importance of internal communication and how you can use it to make your next change project a success. Also, start recognizing situations in which you can use the theory we are discussing in this book. Once you understand it, you are also able to pass the knowledge on to your colleagues.
Apply	Apply the knowledge you have acquired by reading this book during your next change project. In this step, you might either be able to set up a campaign all by yourself or recognize that your change project or topic is so complex you might need help from the outside. (That's where the remember stage comes in handy as you remember that it was Funk-e...you get the point.)
Analyze	Analyzing the principles and examples of this book and comparing them with alternatives. By doing so, you gain more insights and are able to connect different ideas.
Evaluate	After having applied the ideas of this book in real life, it's time to evaluate if everything worked out according to plan. Based on this evaluation, you are able to adapt the strategy the next time or to take extra steps to reach the goal, if necessary.
Create	Based on the analysis, you are now able to create your own internal communication campaign to successfully communicate a change project to your internal target audience.

Want to see an example? Look at this book. By publishing it, we obviously had the expectation that people would buy and read it. But what does that actually mean? If we walk through the steps of Bloom's Taxonomy, we get some clear behavioral goals for our (potential) readers.

See, that's how you can translate some overall expectations into clear behavioral goals. Once you know what you want to reach exactly, you can adapt the content of your campaign accordingly. In the case of this book, we will have gone through the chapters over and over again to optimize the content to make sure it's understandable for our target audience (which is you). We'll leave it to you to evaluate if we did a good job here.

You can adapt this taxonomy to any change project: Once you have identified the behavioral goals you expect from your target audiences, you can work out a detailed plan including the message and media you'll need. Again, this is just another aspect to determine how much time and effort your campaign might need.

Attitude and Motivation

After defining the behavioral goals for your audience, it's important to have a look at the attitude and motivation of your audience. Why? Well, it's pretty crucial to know what their point of view is when it comes to the change you have in mind.

While **you** might already know how crucial the success of the change is to the company, they might rather be annoyed that something needs to change in the first place. After all, they have done their job the same way for years and it's going pretty well. They probably don't really see the point of changing something at all.

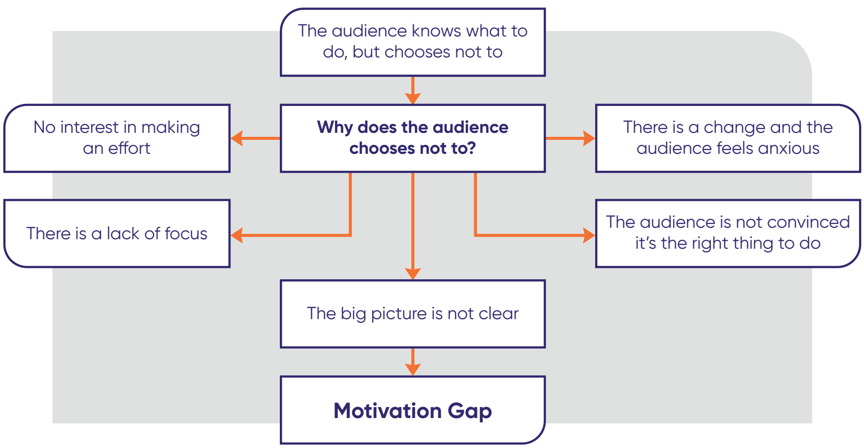
The motivation of your employees therefore has a huge impact on the success of your change project and needs to be considered when you plan your communication campaign. It determines how much convincing you'll need.

Technically, we all have attitudes about everything, every day. We have certain motivations that drive us, but we also have daily humors that change depending on how well we slept last night, how somebody approaches us or if we had a good meal for lunch. We all know we react differently to certain things when we are hangry, for example. And as employees are human beings, too, they also have attitudes and motivations. They might not be in the mood for something, and those moods drive their decision making. So, if you want to convince them of your change project, you'll need to find out what their attitude is towards that change.

Let's make it more clear with a little example: Imagine you'd come to the office in the morning, in desperate need of a good cup of coffee. Although you know you should first start up your computer and read your emails to see if there is anything urgent, as soon as your colleagues ask you to go to the canteen to grab coffee, you'd probably join them. And now think of the same situation, but with one tiny difference: You are working on this important project with a really strict deadline coming up. There is still so much to do, and you want to make sure everything is perfect. Although you're in desperate need of a coffee to keep up the speed you're working with, when your colleague asks you to join him, you say no. Your colleague would need much more convincing than in the first scenario to get you to join for a trip to the coffee machine, as your attitude is different.

Obviously, this is a small decision, but still, the outcome depends on your attitude and motivation you have set for the day. It's the same with every change project: Employees always have a certain attitude towards it, although they might not even be aware of it themselves. Especially if the change affects their way of working. The secret is to find out what their attitude is to get to know how much convincing you'll need in your campaign.

This seems a little complicated at first, because how are you supposed to find out what the attitude of the employees is without asking them? And if they might not even be aware of their attitude themselves, how will you know? But once you know what you are looking for, it becomes pretty easy to spot the motivational gap. You just need to ask the right question: If your audience had all the information, they needed to be successful in theory, would they reach your behavioral goal? If the answer is no, you need to find out why. But no matter the reason, it always comes down to a motivational gap. The reason helps you to find out which aspect of your communication campaign might need some more attention.



Level of Knowledge

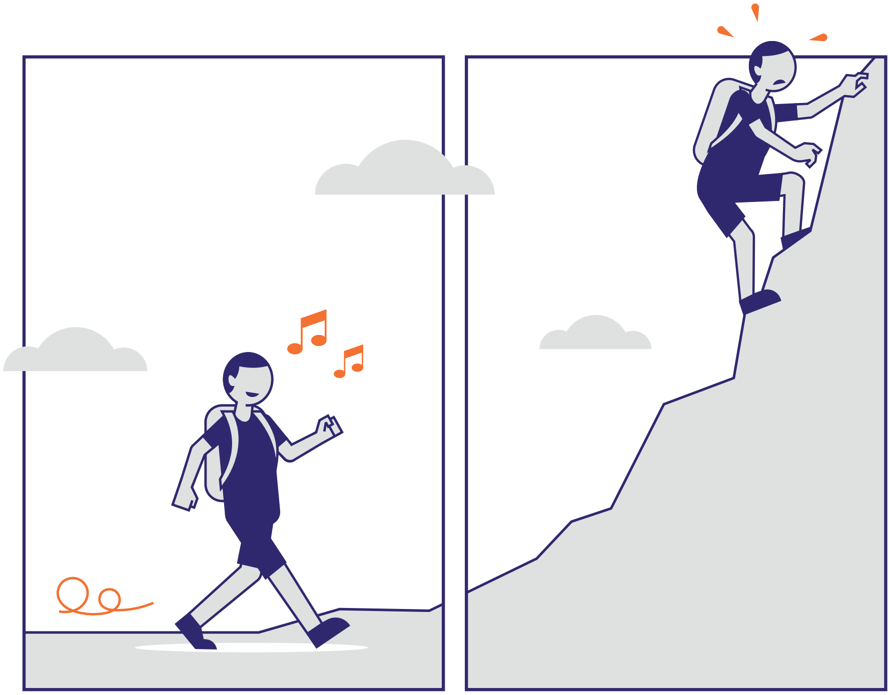
Next to the motivation and attitude of your target audience towards the topic you are about to communicate, their level of knowledge about the topic also plays an important role. Depending on how much your audience already knows on the topic, you can determine how much information you still need to communicate and explain to them.

Some of your audience members might already know a lot about the topic. Obviously, they won't need the same amount of information as somebody who has never heard of it altogether. It might even backfire if you try to communicate with them the same way. Giving too much information, or overexplaining something, can be pretty demotivational. It's annoying if somebody tells you something you already know. You might even get the impression they think you were stupid or not capable to understand the topic. And as we just learned, the more positive the attitude of your audience is, the better. So, you won't want to ruin that. Therefore, shoving the same information down everyone's throat is hardly ever a good idea.

In many cases, attitude and level of knowledge go hand in hand, but let's have a look at a simple example here: Imagine you wanted to print something in the office, but it doesn't work as the cartridge is empty. Now, you have two options: You either ask the office manager to quickly change it, or you turn to the intern who only started yesterday and comes straight from university (therefore, chances are, the intern has never changed a cartridge before). So, both people who could help you have very different levels of knowledge on the topic. If you ask the office manager, the only thing you need to say is that the cartridge is empty. There is no need for further explanation, as the office manager has probably changed it hundreds of times. If you started explaining how it needs to be done, you'd probably get an annoyed look or comment. But if you decide to ask the intern instead, you'll need some more explanation: Where can the intern find the new cartridge and what needs to happen to the old one? How does changing the cartridge actually work? See, you'd probably adapt your communication based on the level of knowledge of your target audiences in this little example. And that's exactly what you need to do with any change project.

As mentioned before, this often goes hand in hand with the motivation and attitude of your target audience. Explaining the topic to somebody who has a positive attitude and / or already knows a lot about the topic (and therefore mostly understands why it's necessary more quickly) feels like a walk in the park. On the other hand, if somebody is not motivated to participate in the change or doesn't know anything about it (which might also have an impact on the motivation), it might feel like climbing a steep mountain.

The office manager knows how to change the cartridge, and it's part of their job to do so. Walk in the park. The intern has no clue and might maybe even ask why the office manager can't do it, because, let's face it, changing cartridges is not necessarily what the intern expected to learn during the internship. You'll need more convincing and more explanation. Climbing a mountain.



Adoption Level

Last but not least, there is the adoption level. It's all about how often you expect your target audience to use the newly acquired knowledge or skills once the change has been implemented successfully. As change is still about your audience needing to change a habit or their way of working, it's important to evaluate how often it will affect them in their everyday working life. Once you know, you can help them create a new habit and do things differently than they did before.

Why is it important to take into account how often your audience will be confronted with a change in their behavior or habits? Well, basically, it's just another indicator that shows you how crucial the success of your change project and your communication campaign is to your business. And therefore, it's another factor you need to take into consideration when you create your internal communication plan.

Human beings, unfortunately, are creatures of habits. It takes us some time to build a habit, but it takes us even longer to change one. Obviously, the same goes for your employees. If they have done a certain task a million times one way, and the next day you expect them to do it differently, they need reminders to not fall back into their old habits. Not necessarily because they are not motivated to change, but simply because of the power of habit. That's how habits work. We are so used to them that we don't even realize what we are doing sometimes. It takes some time to accept that something needs to change in the first place, but once we have understood that it takes time and awareness to break the old habit and transform it into a new one. Therefore, repetition of the message is key when communicating a change project.

The more often you repeat your message in a way that the audience pays attention to it (this one is crucial. Obviously, you could repeat your message to yourself in your office a thousand times, but it wouldn't help to successfully communicate change within your organization), the easier it is to change the habit. You need to be aware of how often your employees need the new skill or change their behavior, as that also influences the length of your campaign: If they need to change a daily habit, it might take some effort, but they will build a new habit faster than if it concerns a task they only perform monthly. In the second case, you'll need to remind them again and again, as it's not top of mind anymore one month after they have first done things differently.

However, you also don't want to overdo it: If the change is less crucial, you'd want to downscale your campaign rather than constantly reminding your audience of a topic that's not that important anyways. And you'll want to pay attention to the moment when you communicate about the change - if the new habit only needs to be used every couple of weeks, there is no need to remind them daily. It can be a thin line between repetition to increase awareness and repetition that becomes annoying for your target audience. That's where the adoption level comes in handy.

Once you have applied the Success Scorecard to your change project, you'll have a pretty good overview of the gap between your current situation and your goal. Based on this, you'll be able to map out the steps your audience needs to take to complete the employee journey to a successful change implementation. But obviously, there are more things you'll need to take into consideration. Therefore, before going ahead and starting to create an internal communication plan, we'll first have another look at your target audience.

Think Like Your Target Audience

We have mentioned it briefly in the previous chapter: There is a chance that you and your target audience see things differently. You might be on the same page when it comes to the best food the canteen has to offer or that Excel is the best tool there is to work with data. But that doesn't mean that your audience has the same view on your change project. They might come from a completely different starting point.

Obviously, if you are directly in charge of communicating the change project with your colleagues, you have already heard about all the details before your campaign even starts. Your internal target audience still doesn't have a clue (or got very limited information so far, assuming that you haven't started communicating yet). But that's not the only aspect in which you might have different opinions. It's also possible that they don't see the reason why something should change in the first place (yet). Remember the attitude and motivational gap and the knowledge level? Well, these aspects influence the starting point of your target audience. And it's crucial to think like your target audience to be able to communicate as efficiently as possible.

Let's go back to the beginning of the book for a second: We talked about how marketers try to find out as much as possible about their target audience to be able to design the perfect campaign. The more they know about their audience, the better they can personalize their marketing campaign. And personalization increases the chances of their campaign being successful.

Therefore, adapting your communication to the way your audience is thinking can make or break your change project. It's crucial to understand where they are coming from to be able to design an effective communication campaign and turn it into a communication experience. Because in the end, it's not only about the information, but also about using the right channels at the right time.

Communication experience? That sounds pretty fancy. Think of it this way: Have you ever heard somebody talking about that one great teacher in school that taught them something they haven't forgotten until today? Yes? Good. But how about this one: Have you ever heard somebody say the exact same thing about a textbook they had to use in school? We're not talking about a great novel or thriller, but about a textbook that has a lot of facts in it. We bet you didn't. And there is a reason for that: a schoolbook is, well, just that: a book. It might have a great cover and all the best facts in the world, but still, it's just a book. You might remember certain facts you liked from the book, but most likely not the book itself.

It's the teacher who turns the plain facts into a learning experience. The teacher addresses students in a certain way, and if it meets their needs and catches them emotionally, they might actually remember the teacher for the rest of their lives. They might even tell somebody about that great teacher. It's the experience that sticks, not the nice book with all the interesting facts.

What does this tell us for internal communication? Basically, it tells us that you'll need to reach your target audience with something they can relate to and create a learning experience. Or, as this book is about internal communication, let's call it a communication experience. Rather than an email with all the interesting facts about the change project, you'll want to create something your audience will remember. They'll most likely not remember that email, albeit a very fancy one.

How? You might not have the same amount of time the teacher has to get to know his students, but you still can get to know your target audience as well as possible before you start your campaign. If you want to create the perfect communication experience for your audience, the first thing you need to ask yourself is: Who is that audience, actually?

Understand Your Target Audience

We've talked about this before: To be able to communicate perfectly with your audience, you'll need to divide them into different segments based on their need for information, knowledge level, attitude, and the effect the change project will have on their daily tasks, for example. But once you have done that, you should definitely take the time to get to know every single one of your audiences as well as possible. You can start off by asking some simple, demographic questions:

- What are the functions and roles of the target audiences within the organization?
- Where are they located?
- How long have they been working for the company?
- Where do they spend most of their time and who do they spend it with?

Asking these basic questions already helps you gain an overall understanding of who your target audience is. In smaller organizations, you might even know every single person in your audience in person. But especially in big, international organizations, that's often not the case. These basic questions will still give you a pretty good idea.

Once you have understood the basics, it's time to look at the motivation. What triggers them and what might potentially keep them from supporting you and your campaign? What motivates them and what drives them to do their job as well as they can every day? Are there any potential obstacles that could keep them from reaching your goal? Make sure to really put yourself in the shoes of your target audience.

The better you understand your target audience and their motivation, the better you can anticipate how they will react to your communication campaign. And you can adapt it accordingly. It will help you to foresee where things might become difficult and which aspect of your message to focus on. After all, you'll want your employee journey to be as frictionless as possible. And you can only reach that if your communication campaign fits the needs and the motivation of your audience.

Let Your Audience Become Advocates of the Cause

Another reason to focus on the motivation of your audience is that you can actually let them become advocates of your cause if you do it correctly. How? Well, as soon as you understand what drives them and how they see the change, you can actually start planning your campaign per audience. You can map out the different steps they need to take and define the perfect message for every single one of them. You can focus on things that trigger their motivation and address potential pain points in a way they know it's not going to be a problem in the first place.

And by putting yourself in the shoes of your audience, you can even take it one step further: You now know what drives them and what motivates them to show up at work and do their best every single day. Use this knowledge in your message and way of approaching your audience. It doesn't only help them to understand the reasons behind the change project more easily, but if you do it correctly, they might even get excited about it. As soon as your audience gets excited about your change project, they'll turn into advocates for it and pass the message on themselves. They might even try to convince others who are not as excited yet. Even if it's not proactively, but during a discussion with a colleague while grabbing a coffee, for example, it helps you to pass the message on.

By triggering their motivation, they will do everything they can to make your change project a success. And that doesn't only save you time and resources, but especially a lot of worrying. Just make sure to actually treat them as possible teachers and multipliers of your message.

Learn from Your Success

As mentioned before, knowing where you want to go is crucial to be able to map out the route to go there. Not only when travelling, but also when it comes to communicating change management internally. It's easy to define how your success looks once you have set the behavioral goals for your target audience. If they reach the behavioral goal, your campaign was successful. But instead of only deciding if it was a success or not, you can actually quantify your success to learn even more from it. After all, measuring successes effectively has been linked with positive financial outcomes repeatedly[22].

And this actually makes a lot of sense. Think of it: How could you properly evaluate your campaign if you don't have all the right data available? How will you know if you wasted resources? Or if your employees are using the channels, you are handing them to reach your goal? Or if the number of messages you are sending out is fine and you're not creating too much noise? Exactly.

Picture yourself as a project leader at a large multinational company for a second. Imagine you were responsible for rolling out a new system. After investing years of planning and hard work, the system is finally going live. It feels like you achieved your goal and have time to sit back and enjoy the benefits of the fancy new system now. But wait a minute! Although you have successfully implemented the system (successfully meaning it's been installed and works fine in theory), the employees don't start using it correctly right away. Some of them don't see why they should, as the old system is still working fine. Others simply don't understand how it works. Before you know it, employees are already creating workarounds to make their jobs easier for themselves, and you cannot proudly point out the productivity benefits at all to your manager. Instead, you'll need to repair the damage.

By defining clear behavioral goals and measuring the process, you might have avoided this situation. But without data, you are not even able to see how well

22 Amec: Measure and Evaluate Internal Communication for Maximum Effectiveness

employees adapt to the new system. Or, for that matter, any other change you have in mind.

We are creating mind-blowing amounts of data every day, and that amount is growing exponentially by the day[23]. And there is more than enough data you can collect about your internal communication campaign to make it measurable. However, that's not enough: It's even more important to learn from the data you are collecting. Data offers you great insights and observations, which form the starting point for an even more efficient communication. You might even call it productivity gains when you are able to use the data from one campaign to optimize the next one.

You've probably heard the term continuous improvement, which technically means becoming better every time based on what you learned from the last campaign. In marketing, it's all about continuous improvement and it has almost become a buzzword by now. But we think it should definitely start buzzing in internal communication, too. After all, there is no reason to start from scratch all over again and again when you already have some data to rely on. However, we need to measure it correctly and pay close attention to make sure those productivity gains don't get lost on the way.

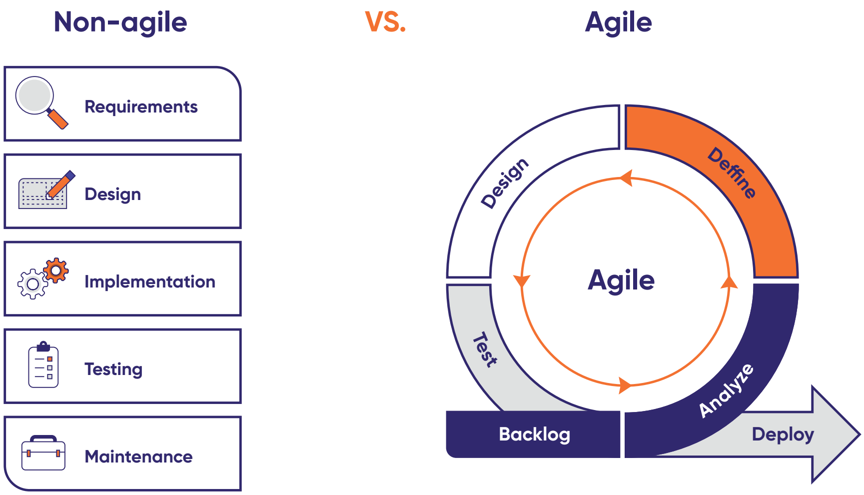
This can be pretty tricky, though. It's especially difficult to avoid making too many assumptions. Because even if those assumptions are somehow based on the data you measured, it's still not more than a gut feeling most of the time. In his article Don't Trust Your Gut for HBR, author Bonabeau refers to this phenomenon, too[24].

According to him, a certain degree of intuition is important when making strategic decisions but relying on it too heavily is always risky. And we agree. Often, our gut feeling is pretty well informed and not completely off, but you don't want to rely on it when it comes to evaluating a campaign. Thankfully, we don't need to anymore as technological improvements offer alternatives. Which leaves us more time to develop new ideas to approach our internal target audiences based on the evaluation, rather than guessing what to do next.

But how can we effectively integrate the insights we gain with those new tools into our communication strategy without wasting too much time (and money, for that matter)? The answer is one of the most popular buzzwords of the past decade: agile.

23 Bernard Marr: How Much Data Do We Create Every Day? The Mind-Blowing Stats Everyone Should Read

24 Eric Bonabeau: Don't Trust Your Gut



Being agile basically means to be able to understand and quickly adapt to developments of the environment of an organization. Within a company, this can often be done by having one common goal or purpose and using data to make decisions in concerned teams. Therefore, the teams that are closest to the development can make decisions based on clear facts to serve the goal of the organization. By passing the decision power on to teams rather than keeping it in the management team, companies are often faster to adapt to the market. [25]

Being agile doesn't only enable companies to make faster decisions. It also helps to deliver value faster and spares some headaches, as bigger tasks are broken down into smaller chunks. And, as often, smaller chunks are easier to digest (or in the case of an organization, easier to understand and evaluate) rather than one big piece of information. At the same time, working agile provides more direction to the teams themselves and minimizes waste by creating a consistent feedback loop of testing, measuring, and iterating[26].

Although this sounds pretty awesome, you might be wondering what working agile has to do with communication. Actually, quite a lot. We already discussed that good internal communication is all about sending the right message to the right people at the right time by using the right channels. And the toughest question in all of this definitely is: How do you know the preferences of your internal target audience? Well, the only way to really know is collecting authentic data. That's where internal communication is just like any other agile project: By testing and setting benchmarks, measuring the right outcomes for that benchmark, and understanding what it means, you'll be able to iterate and continuously improve your way of communicating internally.

25 McKinsey: The journey to an agile organization
26 Atlassian: What is Agile?

Measuring the Right Outcomes

Measuring itself is easy. The difficult part is knowing you're measuring the right outcomes rather than something completely irrelevant (or the wrong outcomes). That's why it's so important to set clear (behavioral) goals when implementing change: If you focus on the wrong goal, you are most likely measuring the wrong KPIs and set up your campaign in a way that's not really efficient.

Let's go back to the example of implementing a new software for a minute: If you set the goal that people use the new software for at least 10 hours a week, you'd most likely measure how many hours people actually spend using it. You'd assume that it indicates if the implementation is successful. But in the first place, the implementation was all about better productivity, remember? Therefore, measuring the hours employees spend on using the new software is not the best KPI to see if productivity is indeed increasing.

As you can see, measuring the right outcome really depends on what you are looking to achieve by implementing the change in the first place. Depending on the situation, it could be anything from improved efficiency or productivity to more collaboration between departments. And honestly, it doesn't really matter what it is. It's most important you set a clear goal and find out what the best KPIs are to measure the success. That's why you should always think about the problem you were addressing by implementing change in the first place. Once you have understood the problem, you can set goals and link your metrics to that problem. That's when you are measuring the right outcomes.

A pitfall that is pretty common but also easy to avoid when you know it is focusing too much on the number of clicks. Obviously, you always need to be critical of your content. And if nobody is clicking through to your landing page or your campaign, you should start wondering if your content is good enough. But you should also always keep in mind that this one first click on the link you sent to everybody by email is just the first step of the employee journey through your change project.

It's just one tiny part of a longer journey, and therefore, it's not the only step you should take into consideration when setting up the metrics for your internal communication campaign. What will your audience be doing once they clicked the link? Where will the link take them and what can / should they do there? Is the content they find there relevant to them, or is it rather generic? Is it easy enough to access the landing page so they are likely to come back later if they don't have the time to finish reading it yet? These are the aspects you should consider rather than only the number of clicks on a link in your first email. Remember: It's only the first step.

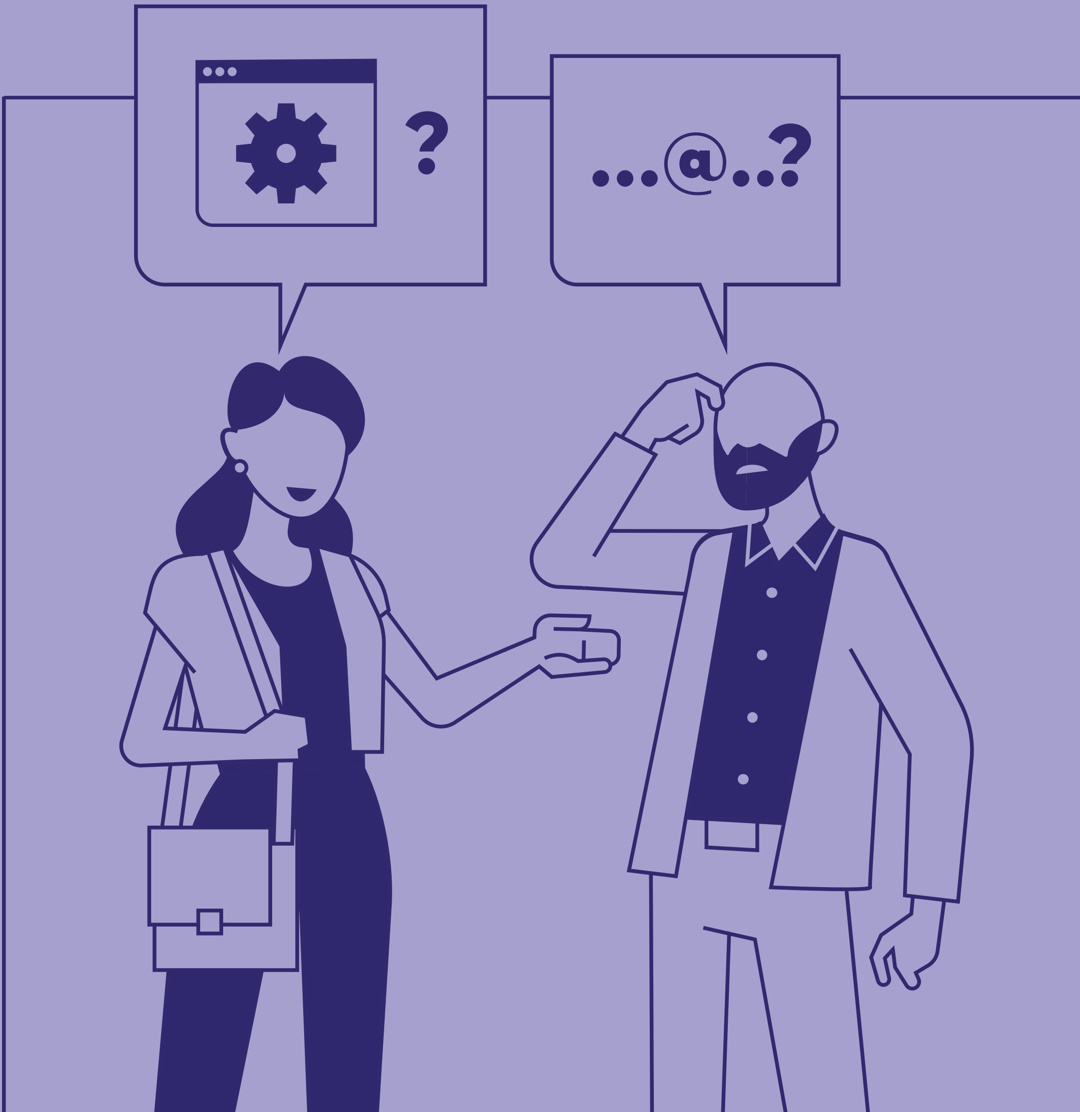
Conclusion

Efficient campaigning basically means sending the right message to the right people at the right time by using the right channels. But it's more than that: Efficient campaigning also means to carefully design the mix of allocated resources that are justified by the analysis of the problem at hand. That way, you can make sure to spread the right content that is motivating and supporting your internal target audiences throughout their employee journey to reach your goal. And finally, it also includes defining the best metrics to measure if your change project is being implemented successfully and to consistently learn from your successes to improve your current and all future campaigns.

To be able to do so, it's crucial to first understand the problem you are trying to solve by implementing the change. Only then you can understand exactly what you need to communicate and how you can measure its success. Also, it's necessary to get to know and understand your target audience(s) to be able to make the content relevant to them and to communicate accordingly. This way, you might even be able to turn your audience into ambassadors for your own cause.

Key Takeaways

- When creating an internal communication campaign, it's crucial to focus on the problem first. Only if you understand the problem, including the attitude of the employees towards the change project at hand, you can communicate it in an effective and successful way.
- To get to know how much time and effort your change project should take to communicate, you can use the Success Scorecard. It helps you determine the gap between the current situation and your goal and map out the employee journey.
- Also, it's crucial to realize that you and your target audience might not be at the same page regarding the change project. Taking attitudes and knowledge levels into account helps you design the perfect employee journey. Which, again, will increase chances of your change project being implemented successfully significantly.
- Last but not least, it's crucial to measure the progress and success of your campaign. If you don't measure correctly, there is no chance you know if it's successful other than your own gut feeling. Also, you can use insights to improve your current campaign or design even more efficient campaigns in the future.



Case Study

Following the two meetings, the external consultant sends Jan an invitation for a workshop to work out the objectives and goals for the internal communication campaign. Before they start, they fill in the Success Scorecard for the current situation at ForWWard to see how much effort is needed to reach their overall goal.

Situation now: ForWWard

Importance for organisation	Complexity of the topic	Attitude of audience	Level of understanding now	Use now	Knowledge perception now
Crucial	Extremely Complex	Very Negative	Evaluate	Very Frequent	Need to Explain Everything from Scratch
Very Important	Very Complex	Negative	Analyse	Frequent	A Lot to Explain
Important	Complex	Neutral	Apply	Sometimes	Quite a Lot to Explain
Slightly Important	Slightly Complex	Positive	Understand	Hardly Ever	A Few Things to Explain
Not Important	Easy	Awesome!	Remember	Never	Almost Nothing to Explain
			Unknown	Unknown	

Afterwards, they start defining overall objectives and talk about how they can break those down into smaller goals and strategies. And to be able to clearly see if the campaign was successful or not later, they also spend time thinking about how to make it measurable.
In the end, they come up with a measurable and clearly defined overall goal: *All employees of ForWWard understand and support the impact of digitalization and can use the necessary digital tools in their day-to-day work to contribute to the change.*

However, to be able to monitor the progress, they also define a short-term goal that helps them to see if they are on track: *Within three months after the kick off of the campaign, 80% of the target audience [which are all employees who actually* *need to work with the new system] have followed a training or workshop on the new software and therefore know how to use it.*

After they have taken this important step, they can think about specific tactics to meet this goal and define the steps they need to take on the way for each individual target audience. Although the overall goal applies to all of them, they have different destinations and steps to take on their way to reach it.

In the next step, the consultant asks Jan about the digital channels he has available to communicate internally. Jan is a little confused at first: He has his email account, obviously, and there has been an intranet, but nobody uses that anymore. Certainly, the consultant cannot be talking about these tools?

She certainly isn't. She asks Jan to get in touch with the marketing department of ForWWard to find out which tools they use. When talking to his colleagues from marketing, Jan finds out that there is a fully automated email tool in place that Jan could use internally, too.

The consultant explains that they could also create a landing page or use tools that are already being used internally, for example Microsoft Teams.

The Why What How Principle

In the previous chapter, we talked about how it's important to get to know your audience. It's necessary to understand their knowledge level to be able to adapt your message accordingly, which is crucial for efficient campaigning.

Now, it's time to zoom in on what you are supposed to communicate at what point of the employee journey and how you can make it relevant in the first place. We briefly talked about this before, in the chapter on the Employee Journey. Don't worry, we won't discuss it all over again. This time, we'll focus more on the information needs of the employees.

Over the years, we have understood that even if you have all kinds of different target audiences with very different information needs, they all have one thing in common:

People can only digest a certain amount of information at once. To be able to understand the relevance of a change project and process the information (and ideally adapt their behavior accordingly), they need to receive certain chunks of information in a specific order. That's especially crucial if you want to pass on a lot of information. Obviously, you'll still need to adjust the information itself per internal target audience, but the order the audiences need it in is always the same. We call it the **Why What How Principle**.

We didn't make this up ourselves. The Why What How Principle is based on the ADKAR model by change management institution Prosci[27]. ADKAR stands for *Awareness*, *Desire*, *Knowledge*, *Ability* and *Reinforcement*. It describes the information needs of every individual within an organization to be able to implement organizational change.

Basically, it comes down to this: The employee needs to be *aware* of the reason **WHY** the change is necessary to be able to develop the *desire* to participate and support the change. Once the desire is there, the employee needs to acquire the *knowledge* on **WHAT** the change entails. Finally, the employee needs to know **HOW** to implement the desired skills and behaviors through his new *abilities*. Last but not least, the employee needs *reinforcement* to sustain the change.

This is what the Why What How Principle is based on. According to this principle, every single target audience always needs answers to the following questions in exactly this order to understand the relevance of the project and participate in making the change a success:

27 Prosci: The Prosci ADKAR Model

- Why is the topic important?
- What does it mean?
- How can I contribute?

As mentioned earlier, we strongly believe that for a colleague or employee to succeed in contributing to the success of your change project, you really have to play on their intrinsic motivation. Only if they are intrinsically motivated, they will be happy to support your change project, although it means they need to change their habits and work in a different way. This basically means that we don't want them to do something simply because we tell them to, but we want them to do it because they understand why it's important to them. Or as Simon Sinek put it:

People don't buy what you do, they buy why you do it.
Simon Sinek - The Golden Circle

You might have realized by now that we even wrote this book according to the Why What How Principle. That's just how important the principle is to us and how we want to make sure you understand why internal communication is relevant, what you need to do and how you do it.

Why the Why What How Principle is Important

In the world we live in, the amount of data and information we receive daily is enormous. It's like an explosion we have to handle every single day, consciously and subconsciously. In this gigantic stream of information, it becomes harder and harder to reach your target audience with important information, as there is just too much competition. And when it comes to internal communication, you are technically competing with every bit of information there is - news, marketing from all kinds of firms, information your target audience receives from their private network, social media and of course, all those emails they receive to perform their jobs.

With all this information being thrown at us every single day, it doesn't really come as a surprise that studies show that 74 percent of all employees feel that they are missing out on company news. And if you look at it from the perspective of internal communication specialists, the situation doesn't become better: Only 40 percent believe that their colleagues understand their contribution to the organization's strategy 'well' or 'very well'[28].

And that's where it goes wrong. Employees actually want to make a change and they want their work to be relevant to the company's overall goals. That's what intrinsic motivation looks like. And that's what you want to play at. Instead of simply informing your colleagues about a change and how they are supposed to react, you want to give them a purpose and get them to contribute.

28 Gerri Knilans: Using Internal Communications to Enhance Business Growth

But with all the information and 'important updates' being thrown at them on a daily basis, it doesn't only become harder to make your message stand out. It also becomes harder for them to identify what really is important for them. Which of the emails is actually one that they should read with their full attention, and which ones are not a top priority? You mostly don't know, and you open them one by one, trying to figure out the best order to deal with them. But let's face it: Most emails you receive are not as important to you as you might first think (or as the sender thinks).

So, if you want to stay ahead of the competition by implementing change faster, you'll not only need to realize this, but also find a way around it. You need to make sure your employees see straight away how the information you are sending is relevant to them. That's why, when rethinking your internal communication strategy, you need to keep the Why What How Principle in mind. It's the most efficient way of triggering the intrinsic motivation of your employees.

What is the Why What How Principle?

By now, you should have realized that just throwing as much information as possible at employees is not the way to go when it comes to efficient internal communication. It's a way of communicating that is pretty outdated and, frankly, doesn't work. However, it's still being used, not only in internal communication. The Why What How Principle helps you to get around this pitfall.

The principle is based on the Golden Circle of Simon Sinek[29]. According to his book *Start with Why*, most people start with communicating the *What* of the topic they want to communicate. Also, in marketing. It's all about what they are doing, what the benefits of their product or service are, what people should do or not do, what you are missing out on...you name it. It's all about the *What*.

Then, they focus on the *How*: How something needs to be done, how people get access to their product or service, how they do things differently than the competition. But that's not how you build an engaging brand, or for that matter, an engaging communication strategy. People might see your communication, see the benefits, and buy your product once, if you are lucky. Maybe they like it and buy it again. But as soon as something better comes along, they go for an alternative. They don't become loyal customers because they don't understand the *Why* of the brand. It's simply not being communicated. Brands need to communicate the *Why* for people to be able to identify with the message and therefore become loyal customers.

Need an example? Look at Apple. Steve Jobs had a clear goal in mind when he started his company: Challenging the tech world. People who buy Apple products are not likely to switch to another brand, although Apple products are relatively

29 Simon Sinek: *Start with Why*

pricey. When they need a new laptop, they'll certainly research the ones Apple has to offer first, and only if they really can't afford it, they might go for a cheaper alternative. But if you ask an Apple customer why they are buying Apple products instead of another brand, they might name some technical aspects, but can't really explain it. They identify with the brand. It has become a lifestyle.

Technically, that's not only true for building brands. It's true for any kind of communication, especially for internal communication. After all, you want your employees to be loyal to your company and stay with you even if times get harder (we hope they won't, though). And certainly, you want them to be loyal when you are implementing change. You want them to identify with your message and act accordingly, because they understand that it is relevant. See, that's why you need to start with *Why*.

Let's look at it this way: When implementing a new software, what most companies would do to inform their employees is send out an email with information about what the software is and how it's better than whatever software was used before. The text of the email would probably be something like this: *We will implement this great new software, which is super user friendly and easy to use. Please use it. Here is a manual on how to do it. Let us know if you don't get it, maybe we'll help you figure it out within a couple of weeks.*

Nobody would say this is not true. The new software is probably more user friendly and easier to use than the old one. And obviously, the message in the email would be a little more motivating than the one above. But this is often how employees receive the message. It's unlikely that they will happily drop everything they were doing to get familiar with the new software and start using it straight away.

Why? It's not because they don't understand that the new software is great. But when sending out an email like the one above, you completely forget to make the message relevant to them. You haven't taken into account the needs of the employees, and you have left out the *Why*. They don't see how they can contribute to the goal of the organization by starting to use the software. It's not triggering their intrinsic motivation. Get the point?

Good. So let's see how you could rephrase the message above to a more engaging one that actually does include the *Why*. How about this:

Over the past years, we have become the global leader in our field. How cool is that? But competitors are popping up everywhere, and they are challenging us to stay ahead. Instead of working even harder, we will need to be more innovative and find ways to work more productively all together. To be able to reach new customers and keep the existing ones, we're creating the best customer experience in the industry! As an organization, we want to provide the easiest, fastest, and most flexible *customer service possible and provide even better service. But we can only do it together.*

See (and feel) the difference? Of course, we were using more positive language, but that's only to make our point clearer. In the second email, we explained why it's important to change something and how we need every single employee to make it happen. It's not only relevant for the organization as a whole, but also for the employees themselves.

By sending out an email like the second one, you provide more context. And it's that context that helps you gain understanding from your internal target audience. The chances of your colleagues being motivated to actively help make the change project a success increase. We promise.

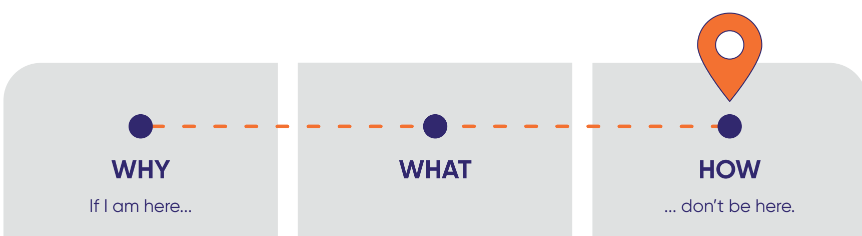
How the Why What How Principle Helps Your Cause

We have already explained in detail what the principle is and, to a certain degree, how you can use it to your own advantage, too. But how exactly does it help your cause?

If I don't understand it, I won't do it either...

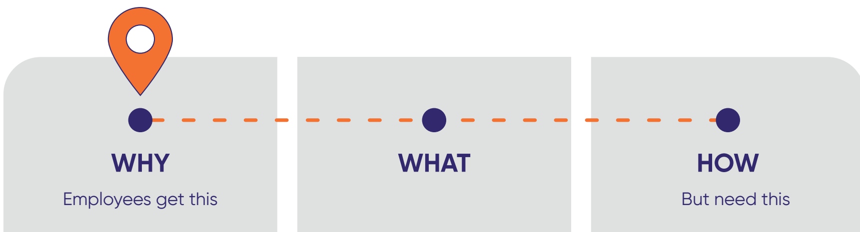
We've said it over and over again: Providing the right message at the right time is crucial if you want to optimize your internal communication strategy. It's not about what you think your audience needs, but what they actually need. And that's where the principle comes in: It is always, and we really mean always, important to first tell your audience **why something is important**. Only then are they ready to understand the relevance of the project and build the intrinsic motivation to support your change project. And only after they know what is going to change, are they ready to understand how it is going to change.

Not all employee journeys are exactly the same, naturally. But if you skip one of the steps on the journey, you are almost certain to lose somebody along the way. Even if you think somebody is already looking for the *How*, don't skip the *Why* or the *What*. Don't make assumptions or jump to conclusions. It could be fatal for your project.



We bet you have been in a situation where somebody started at the wrong end of the journey yourself. Have you ever been invited to that yearly presentation where the CEO gives a big speech and tells you more about that fancy new strategy for the next year and how it's going to be even better than this previous year? Yes? Well, there you go. It might have been a nice break from your daily routine, but we bet you zoned out at some point during the presentation. Most likely, when you got back to your desk, you had a vague idea of what will change in the near future, but no clue how it might affect you directly. That's one of those situations we want you to avoid in the future. You don't need this. You don't need employees who only listen half, having all those other important tasks on their mind, not understanding what they could do to help make the company even more awesome and why it's relevant to them.

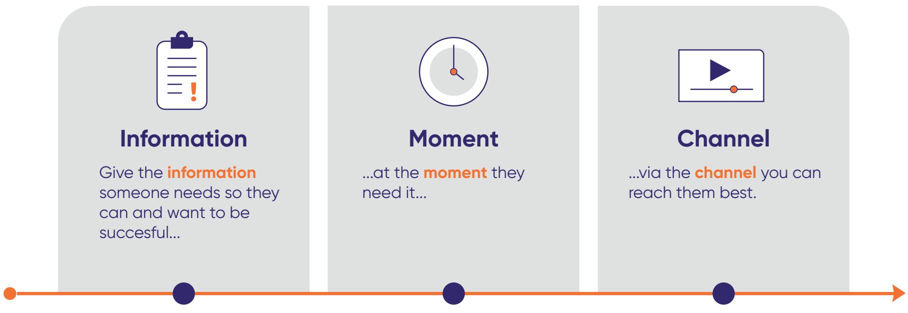
On the contrary: Companies who communicate in an engaging way succeed in motivating their employees to help reach the common goal of the organization. But to be able to do so, employees need to know what's in it for them. They need to know about how the new, fancy strategy is relevant to them personally to be motivated to help carry it out. When employees don't know exactly what's in it for them and how they can contribute, chances are the information is going over someone's head.



At the same time, it's super important to keep the employee journey in mind and don't jump back and forth between the different steps. Why? Well, just as employees are not ready to hear the *How* of your topic before they understand the *Why*, they don't need information on the *Why* again when they are already waiting for instructions on the *How*.

Let's go back to that fancy new software you were about to introduce a few pages ago. At some point, the future users of the software need to know how they use the system efficiently. They understood that it's more user friendly and easier to use. And, as you sent them a very good email explaining why it's relevant to them to actually use it, they are on board already. There is no point in telling them about even more benefits from the system at this point. Instead, it's time to provide them with information on how they use it. Not more, not less, just that. At this point, they don't care anymore how fancy the new system is exactly.

Even if you recently discovered even more benefits, you haven't let them know about yet? Yes, even then. It might seem quite appealing to brag about how cool the new software is. But we can't highlight this enough: Internal communication is not about you and what you think the audience needs, it's about what they actually need. And at this point, they might be closer to the final destination of the employee journey than you think. Understanding the needs of your audience and giving them what they need is key. Never let your own appreciation for all the awesome benefits of the fancy new software (or whatever change you are trying to implement) get in the way of that.



Conclusion

When communicating change within an organization, it's not only important to get to know your target audiences and adapt the message to them. It's also crucial to understand the different steps of the employee journey. No matter what the topic or who the target audience is, the journey always includes the steps of the **Why What How Principle**. By starting with explaining why the subject is relevant for the target audience, you can trigger their intrinsic motivation and make sure your message becomes relevant to them.

Only after they have understood why the change is necessary and relevant to them, you move on to explaining more about what the change will be and how they are supposed to support it.

By following the Why What How Principle, you increase the chances of your change project being implemented successfully significantly. When skipping steps or moving back and forth between the different steps, chances are the change project will not be communicated clearly. And that often causes annoyance or an audience not supporting you in the way you were hoping for.

Key Takeaways

- According to the Why What How Principle, every target audience needs and processes information in three steps. They'll first need to understand why the topic is relevant to them before receiving more information on what is going to happen and how.
- When communicating change, it's important to keep these three steps in mind and not skip one.
- However, it's also important to stick to the employee journey and not jump back and forth between the different steps.
- By starting to communicate the *Why* of a change project first, you make the change project relevant to the target audience and get them aboard more easily.

Case Study

The external consultant has explained to Jan that it's crucial to always start explaining the *Why* of the change project first, before going into details about what is going to change and what is expected from the employees. That's a good lesson! Jan now totally understands why nobody read his email and took it seriously: After all, he skipped all the information they really needed to get motivated and got right into the instructions. Of course, he didn't get the reaction he was hoping for!

Now, Jan sees it more clearly. He starts to define the *Why* of the change project for every single segment of the target audience. Jan has one big advantage: There are a lot of people that have been working for ForWWard for years, at least in the Netherlands. They love their job and couldn't think of ever working somewhere else. It's easy to explain the *Why* to them: It's necessary to keep up with the competition and stay in business. And they can work more efficiently.

The consultant backs her own theory up with answers from the interviews with different employees: They all wanted to know why something had to change in the first place. Based on the Why What How Principle, they map out the employee journey and the messages they need to communicate for each individual internal target audience.

Once they have defined the Why for each audience, Jan and the consultant start working on the next steps to inform every single target audience with the right message at the right time:

WHAT: Introduction of two software systems

1. AutoQuote an automated quoting system mostly needed for sales
2. MyFWD, a page where customers can track their own shipments rather than calling operations

HOW: Addressing several needs of the target audiences

1. Explain to managers how they can be good role models to get their teams on board
2. In detail tutorial of how to use AutoQuote
3. In detail tutorial of how to use MyFWD
4. Explain to customer facing employees how their role will change to advising customers

Finally, the employee journey for the entire change process has been defined. Jan and the consultant can now cross out the topics that are not relevant for specific target audiences. Operations, or the persona Sandra, will not be making any quotes with AutoQuote, so she won't need detailed instructions on how to use the software. It's simply not relevant for her.

Sandra
Operations

Destination
Sandra advises customers to go online and can list & explain the benefits of MyFWD

WHY
Awareness

1. Why do we have to change to remain the best in the market?
2. What do we have to do to keep up with the competition?

WHAT
Understanding

3. What is 'winning more at higher prices'?
4. What are 'more and better digital channels'?
5. What are we going to do to make the change happen?
6. What is AutoQuote?
7. What does 'pricing as a profession' mean?
8. What is MyFWD?

HOW
Activation

9. How can I be a good role model?
10. How can I use AutoQuote?
11. How can I use MyFWD?
12. How can I advise clients to use MyFWD?

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- 8 What is MyFWD?

HOW
Activation

- How can I be a good role model?
- How can I use AutoQuote?
- 11 How can I use MyFWD?
- 12 How can I advise clients to use MyFWD?

Sandra
Operations

Most important topics for Sandra

Sandra advises customers to go online and can list & explain the benefits of MyFWD

WHY
Awareness

1. Why do we have to change to remain the best in the market?
2. What do we have to do to keep up with the competition?

WHAT
Understanding

- What is 'winning more at higher prices'?
4. What are 'more and better digital channels'?
5. What are we going to do to make the change happen?
- What is AutoQuote?
- What does 'pricing as a profession' mean?
8. What is MyFWD?

HOW
Activation

- How can I be a good role model?
- How can I use AutoQuote?
11. How can I use MyFWD?
12. How can I advise clients to use MyFWD?

HOW

5

Now you don't only know why internal communication is crucial to the success of any change project within an organization. You also understood what you need to do to communicate change successfully. That's a good start. But although this book is not necessarily meant to be a hands-on guide on how to communicate change step by step, you still need some more information on the *How*. Or at least, we assume you might be curious about it. After all, we used our very own Why What How Principle to get you this far in our book.

We already talked about segmenting target audiences, breaking up your message by using the Why What How Principle and more. But even though you have done an amazing job at setting up the right message for the right person, all of this work will not bring results without the right infrastructure.

How to Benchmark Yourself

Ever had a wise person tell you to evaluate the situation and task at hand before starting to work on a project? We certainly have. After all, you can only see how far you got when you know where you came from. That's why you might want to benchmark yourself before starting to develop the perfect internal communication strategy.

We are not talking about the change you want to implement here, but about internal communication itself. After all, even the best story will go unheard if your emails, intranet posts or e-learning are read by nobody.

Where do you and your organization stand when it comes to internal communication? How are things currently being communicated internally? And what effect does that communication have on the employees? You need to benchmark yourself to get a better vision of what you need to do to improve your internal communication strategy. It's a little like the Success Scorecard: You need to know where you are and where you want to go before you can map out a route from one point to the other. Only this time, it's not about the target audience. It's about yourself.

Obviously, benchmarking yourself or even a situation you are directly involved in is always a little difficult. Especially if you want to have a neutral, objective analysis but have already been involved in the past.

It's always hard to admit something went not perfectly right in the past. And if you didn't collect the correct data about the outcomes of your internal communication strategy, you might get the idea that you'll need to rely on your gut feeling.

You might be able to define if the change project you were communicating in the past turned out to be a success or not. That's a start. But that's not enough to make your internal communication more effective over time. Here is something we made for you, to get you started.

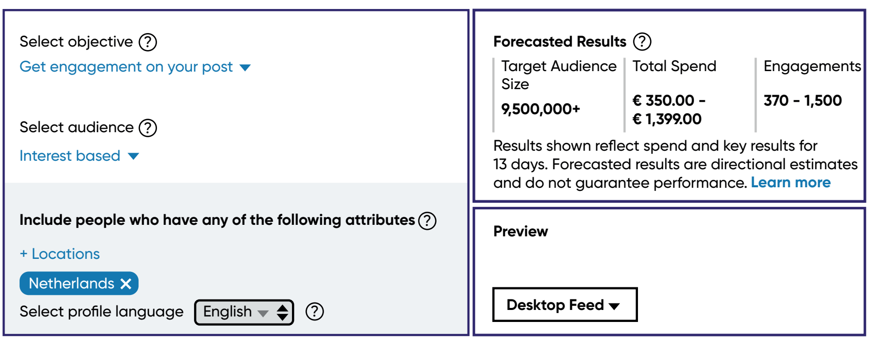
The Internal Communication Maturity Model

The **Internal Communication Maturity Model** basically shows you how mature the internal communication is within an organization. It helps you to compare the different stages of internal communication and identify which stage your organization is currently at. For each stage, it includes the tools, processes, and data needed to succeed. This way, you also know what you need to adjust to reach the next stage. And it even mentions the average identified success rate of every single stage.

The identified success rate is an estimation of our ability to connect the communication efforts we have taken to the actual outcome.

The better we understand the relation between cause and effect, the more accurately we can take actions and predict a certain outcome. If you cannot identify your success, you are mostly in the dark and all your communication efforts feel like a gamble. You have to rely on your gut feeling.

An example of highly identified success are companies like LinkedIn and Facebook and their advertising products. When advertising on these mature platforms, based on the budget and audience selected, they can already predict how many people will likely see your ad. This prediction is based on all kinds of data from your audience, such as media consumption behavior and their behavior during previous campaigns with similar topics.



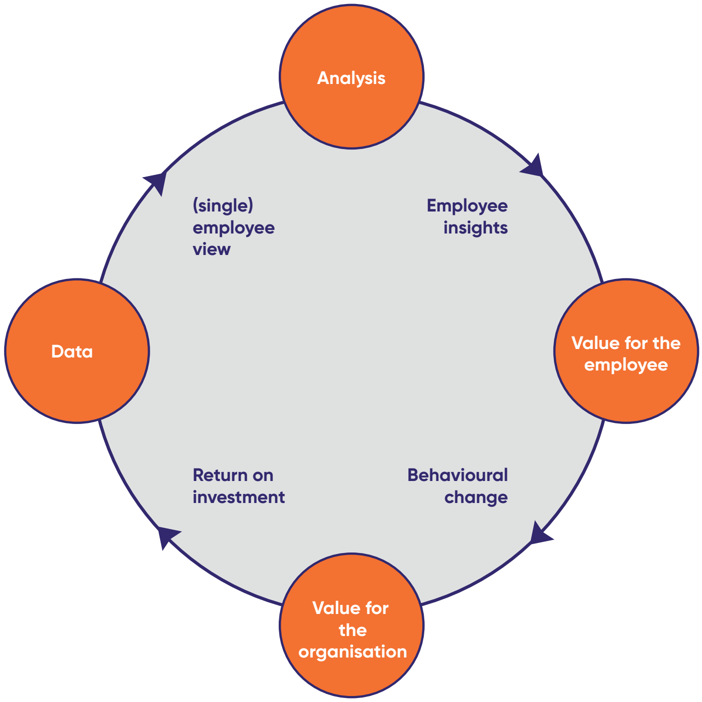
Ideally, this kind of predictions get more and more accurate, the more data you have (and the better you know how to interpret it). Eventually to a point where you know the exact effect of every euro you invest. So, the higher the rate of identified success, the more mature the internal communication of a company is.

Obviously, you cannot only identify the success rate of external communications. You can also apply this to internal communications. And that's where the Maturity Model comes in: Whenever a company is communicating something internally, you can assess the maturity or level of internal communication by using the model. Before we dive right into discussing the different stages of the model, let's have a quick look at the theory of the closed loop.

Maturity Model	**Ad Hoc Communication** 0% Identified Success	**(Digital) Mass Communication** 0-20% Identified Success	**Segmented Communication** 20-60% Identified Success	**Personalised Communication** 60-80% Identified Success	**Interactive Communication** 80-100% Identified Success
TOOLING Infrastructure data	• Legacy infrastructure • Not clear about data available • Inconsistent data quality	• Ad hoc solutions per campaign • E-mail addresses known in database • Data quality known • Central e-mail sending tool	• Profile data known in database (database growth) • Campaign insights (survey + click data) • Benchmarking data relative to other campaigns	• ERM platform (Employee Relationship Management) with profiling data • Centralised database • Aggregated data • Single employee profiles • Analist	• Realtime (ERM) platform (realtime effect & feedback on communication programme • Predictive data • Machine learning • API strategy
ORGANISATION Process management culture & people	• Moment & content based on gut feeling • Department-driven (topic push) • Unaware about data	• Top-down communication • One size fits all • Project 'campaign' team • Experimental • Aware	• Process for improving data quality • Segmented journey campaigning (persona-driven) & content creation • Optimisation plan • Basic understanding • Encouraged	• Centralised communications schedule (overview of change trajectories) • Individual planning & 1-on-1 automated campaigns • ERM manager • Enabled	• Organisation-wide • Multichannel automated roll-out plan • Content & channels centrally driven • Value analysis management • Managed
AUDIENCE (employees) Communication reporting & analytics	• Ad hoc communication • No insight	• Top-down communication • Click data and behavioural reporting	• Segmented journey & content • Segmented insights (campaign insights)	• Personal journey • Profile-driven • Content tagging • Personalised content creation	• Realtime optimosation of personal journey (closed loop & mutual value) • Content automation • Integrated campaign KPIs

The Closed Loop

The Maturity Model is based on our experience that good internal communication is a closed loop. The perfect internal communication strategy covers the entire loop, while lower stages of the Maturity Model don't make the full circle. The closed loop is a tool we use to identify and therefore prove the success of the different stages of the Maturity Model.



Ideally, you use a data platform to understand your employee's view (as personalized as possible), to communicate internally in a way that creates value for the employees. By doing so, you realize the behavioral change you need to make your change project a success. The successful implementation creates value for the organization and therefore, you achieve the return on investment you were probably hoping for. This includes more data on your employees that you can use to get even more insights before starting all over again with your next internal communication campaign. Loop closed.

When you reach the highest stage of the Maturity Model, you are using the closed loop successfully: By using interactive communication and learning, you gain more insights from your internal target audience and you are able to improve your communication for future campaigns.

When you take the needs of your employees into account, you do so based on data, and not based on your gut feeling. That's how you can provide value to them. However, it's important to know that success in this case is identified as behavioral change, because that's what you need to achieve to implement your change project successfully.

But obviously, not every company in the world is at the highest stage of the Maturity Model (yet). Therefore, the other stages of the model are not as advanced. When not closing the loop and, for example, not using the data you have to improve your next campaign, the average identified success rate of your efforts will be lower.

That doesn't necessarily mean your communication fails altogether, it just makes it less predictable if your communication will be effective. The less of the loop you complete with your internal communication, the lower the identified success rate. And the lower the stage in the Maturity Model.

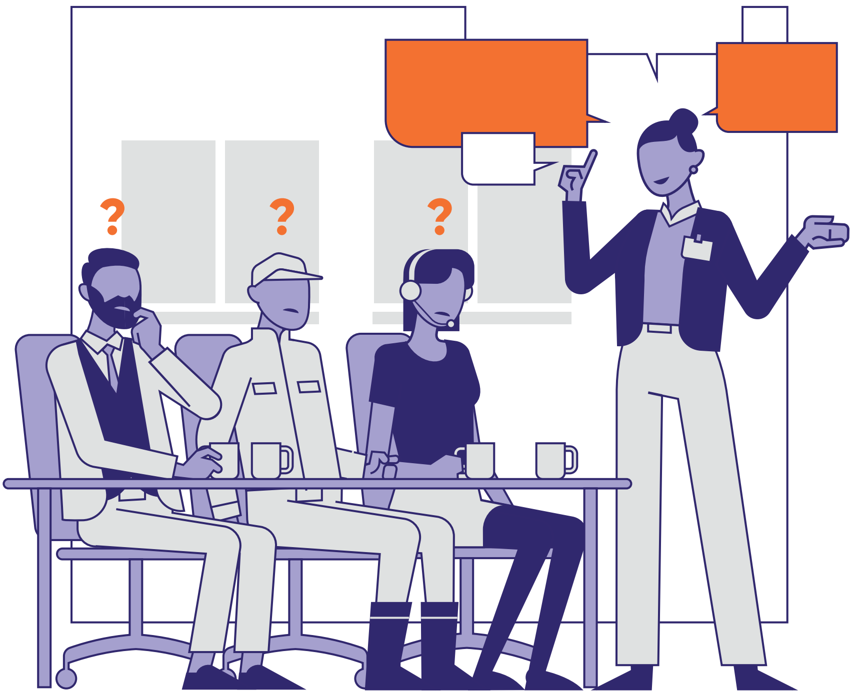
The Stages of the Maturity Model

In total, the Maturity Model contains five different stages of internal communication. It starts at ad hoc communication (not even close to the closed loop) and goes up to the fully closed loop: interactive communication and learning.

As it includes everything, from simple, ad hoc mass communication to detailed communication campaigns based on data, technically, every single organization in the world can be found somewhere in this model. And obviously, you can apply the model to any kind of internal communication, not only to change communication. But as this book is all about communicating change successfully, we'll look at it from this perspective. After all, that's what you wanted to know when you started reading, right? Therefore, we'll define success in this case as behavioral change of your internal target audience.

1

Ad Hoc-communication



The first stage of the Maturity Model is where most companies start at some point: Communicating internally whenever a topic pops up, without any underlying plan or strategy. Typically, there is no clear idea of who the internal target audience is or even if the contact data you have (for example email addresses of employees) is still up to date.

In this stage, there is no employee journey mapped out or any kind of strategy in sight. It's really just this: communicating whatever, whenever, based on available content, the situation or gut feeling. And we've discussed this before: Gut feeling is never a reliable source when you really want to implement change successfully.

Also, there is no evaluation happening at all. Not only because nobody thinks of analyzing the success of internal communication, but also because there is no infrastructure available to do so. Probably, the communication is happening the way it does because 'it's always been done this way'. And nobody ever complained about it. But nobody ever looked at the success, either. That's why this stage of the model has an identified success rate of 0 percent.

A good example of this is emails being sent out in bulk via personal Outlook accounts. There is no coordinated communication calendar, and any manager or employee can send out an email to everybody whenever they think they have something interesting to share. This means employees receive tons of irrelevant emails and the senders have no idea if anybody read their message.

2

(Digital) Mass communication

The next stage of the model is already a little more advanced, but in many ways still similar to ad hoc communication: (digital) mass communication. In this stage, there is at least some kind of data platform available, for example a central email marketing tool that is also being used for internal communication. Or a database with all the contact data. It's the first step of the closed loop, but it's still far from closed.

Because just as ad hoc communication, there is still no orientation towards the needs of the target audience. There might be a plan, but it's not taking into account what the target audience needs at what time. It's more like: There is this big change project coming up, and we need to communicate it at some point. This is all the information there is. Let's send one big email out to all employees at once. Digital mass communication.

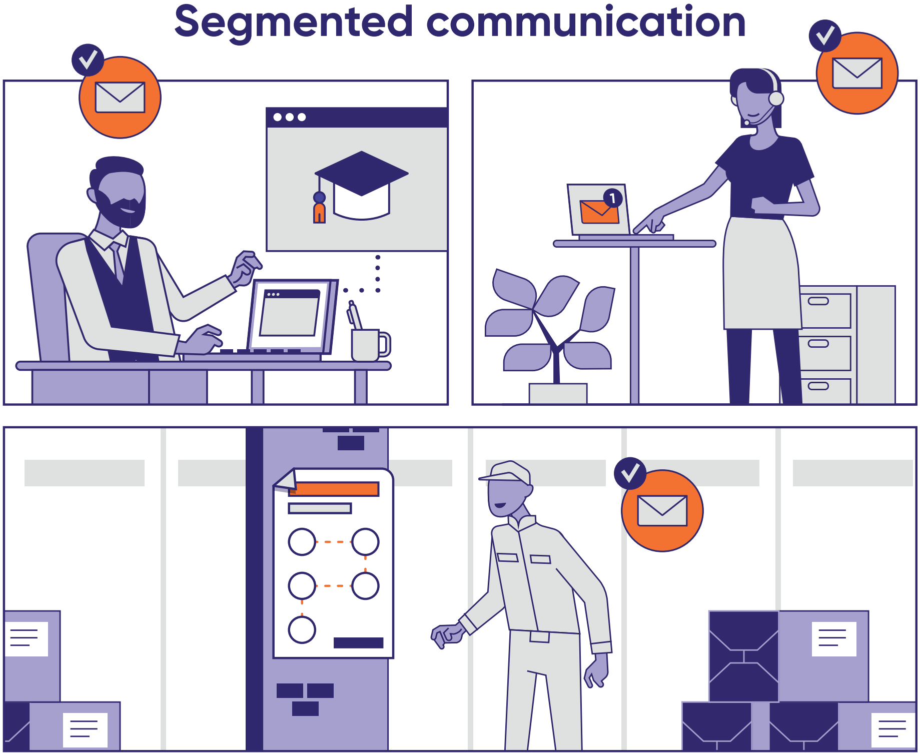
To be fair, this stage of the Maturity Model has a slightly higher identified success rate than ad hoc communication. Why? When using (digital) mass communication to communicate your change, it becomes a bit easier to connect your success to your actions.

For instance, if 10 percent of your employees signed up for a cyber security workshop after having received your email, you can at least safely say that your efforts moved the needle on the subscriptions. However, it's still hard to understand what needs to happen to get the other 90 percent to join.

Another advantage is the centralized process to send out emails. Although it's mass communication and far from ideal, at least not all departments send out stuff randomly and at the same time.

3

Segmented communication



The third stage of the Maturity Model is the segmented communication stage. The main difference with the last one is the availability of data in the internal communication processes.

While the first stages were most driven by the management or department in charge, segmented communication is driven by the needs of the target audience. There is enough data available to segment different internal target audiences and to evaluate the campaign. However, the understanding of the needs of the target audience are still pretty limited and rather basic. There is still a lot of room for improvement. The loop starts to look like one but is still pretty far from closed.
With segmented communication, the identified success rate depends on the insights you have and how you use them. But if the goal of your internal communication campaign is to reach and successfully influence about 60 percent of the total internal target audience, you might deliberately choose to go for this stage of internal communication. Obviously, we'd always advise you to go for the full loop. But there are situations in which this stage might be enough to reach your goal.

Why? We have talked about the impact of the change project on the organization before. It usually justifies the time and effort you put into your internal communication campaign. If the impact on the organization is minor and you have limited resources, segmented communication might be the way to go.

A good example of a situation where segmented communication was necessary was the legislation around data protection and privacy called GDPR in Europe. This law forced all companies to quickly change their ways of dealing with personal data. Once the law was introduced, companies had to change their way of dealing with personal data in a matter of months or face huge fines if they didn't comply.
In the case of GDPR, companies needed specific departments to deal with customer or employee data differently, but the new legislation didn't affect all employees. People that didn't work with this kind of data didn't need to understand it or change their behavior. However, the different departments that did work with this kind of data needed to be approached quite differently.

In a bank, for example, a marketer would get the instructions to no longer store the data of (potential) customers with online firms that could be hacked or might leak it. Sales departments needed to stop sending around Excel sheets with reports containing client data. And HR people needed to delete resumes and personal data of candidates that were not hired within a few years.
By segmenting these different internal target audiences and approaching them with information on how to handle the specific personal data they are dealing with; companies increased the likelihood of really being compliant with GDPR. If these companies had sent out an email to all employees saying 'We need to deal with data more carefully because otherwise, we might receive huge fines', you can safely assume they'd have had a lower success rate and probably minor panic attacks from the concerned employees.

Personalised communication

From segmented communication, we move on to the next stage: personalized communication. This stage is way more planned than all previous ones. Companies in this stage have more data and the according infrastructure available, which also allows them to evaluate every campaign even better.

In the stage of segmented communication, all employees are being approached at the same time. But that's not always how we work. Employees might be on holidays, and you don't want them to receive a message while they are enjoying their days off. You want them to receive your message when they are more likely to read and process it: The moment they are back in the office, so it's at the top of the pile.

In this stage, the campaigns are not only being planned, but might even be automated already, which saves time and money. But to do so, you need the appropriate resources.

Where segmented communication was already focusing on the needs of the target audiences, personalized communication takes it a step further: There are profiles of single employees, which enable the communication team to personalize the communication campaign even further.

With all the extra data and insights available and an even more personalized communication, obviously, the identified success rate of this stage is higher.

A good example of this would be combining data sources to make your communication as specific as possible. Segmenting the internal target audience by department, as mentioned in the previous stage of the model, already helps. However, in some cases this might not be enough.

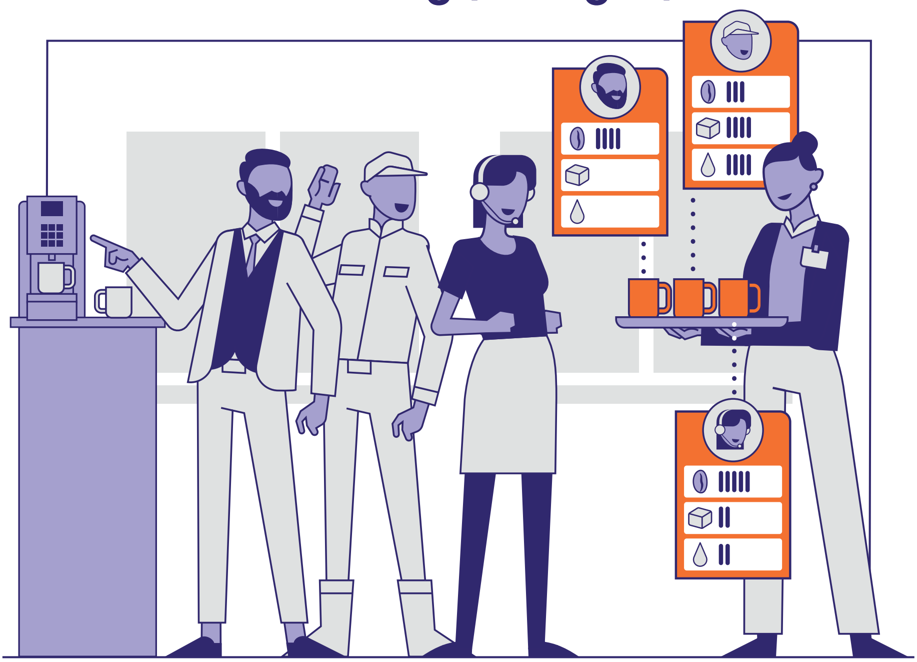
Let's go back to our example for a second: In the case of the bank, you might consider taking into account scores of the yearly compulsory e-learning or training employees need to compete. Let's assume all employees dealing with customers (and therefore customer data) need to take these training sessions. By using the results in your segmentation, you add another dimension you can consider in your internal communication campaign: People that typically score poorly versus those with the higher scores.

When it comes to GDPR, the high performers might need less intensive training on their new responsibilities. But people that usually score poorly might need more attention. By taking this into consideration, you can further decrease the risk of getting that huge fine by adapting your communication efforts accordingly.

At this point, the internal communication loop is almost closed. The only thing missing is the interactive part. And that's the last step of the journey!

5

Interactive communication & learning (dialogue)



And here we are, at the highest level of the Maturity Model. It's the only stage that helps you achieve 100 percent identified success, or in other words: If you really want to make sure your change project is successful, this is the stage you'll be aiming for. It's the closed loop, as it takes into account all the different aspects you need to close it.

The internal communication at this stage has it all: From the right data available to the insights in employee analytics. At this stage, you know how to approach your employees to make sure the communication adds value for them, too. And that's how you successfully influence their behavior whenever you introduce a new change project. By identifying the needs of the employees and connecting the dots for them, you provide them with the right information at the right time.

There are hardly any companies that reach this level of internal communication by using the right technology. Most good examples of closed loop communication come from external marketing. Based on your browsing history for hotels in Italy, for example, Google will automatically give you recommendations for flights. Also, at some point, articles with the top 10 best places to visit in the area might pop up. That's closed loop communication: By analyzing your behavior (the initial search), Google knows what you might need and provides you with the appropriate information.

Now let's translate this to internal communication: Imagine that, based on your interests and the workshops you attended in the past, HR knows exactly what you need and sends you recommendations for your further career path. You don't need to ask for it, and it creates new opportunities and connections you probably didn't even consider yet.

However, even at this stage, there is no guarantee that all employees will follow your lead and embrace the change project. That's why it's still possible that the success rate is lower than 100 percent. There might always be some people in the organization that just don't like the change, as we already explained in the chapter on the Success Scorecard.

Now you have read about all the different stages of the Maturity Model, have a look at the closed loop again. Only if you get to the highest stage of the model, you will be able to achieve the highest possible degree of behavioral change amongst your target audience.

Conclusion

No matter what project you are working on, measuring, or benchmarking the situation at hand is always key if you want to be able to clearly measure your progress. This is definitely also true for internal communication. As there was no model to easily and objectively benchmark internal communication efforts so far, we came up with the Maturity Model. It's an easy-to-read model that tells you more about the level of your internal communication infrastructure depending on your efforts, but also depending on the tools being used and data available. It also shows the identified success rate of every stage.

The highest stage of the model is the closed loop. In that loop, all internal communication is based on target audience insights and adds value for the employees themselves. Only this way of interactive internal communication gets companies an identified success rate of 100 percent. Collecting the right data and learning from previous campaigns helps to reach a higher stage of the model.

Key Takeaways

- The Maturity Model identifies different stages of internal communication and compares the data and tools that are being used. It also defines identified success rates per stage and helps companies to benchmark their internal communication efforts.
- The highest identified success rate is linked to the closed loop in which data from previous campaigns and from the target audience is being used for future communication campaigns.
- By learning from previous campaigns, collecting the right data and introducing the right tools, companies can reach the next stage of internal communication.

Case Study

Jan is very happy about how the internal communication campaign is going. With all messages being defined for each target audience, he has the impression he can dive right into choosing the right media and start rolling out his campaign. But the consultant holds him back.

Before they start, she wants to show him how he can benchmark all internal communication efforts of ForWWard, as she thinks that benchmarking is the basis of improving internal communication in the long term. And Jan agrees. After all, he wants to see if the new campaign is actually more successful than his efforts in the past.

According to the Maturity Model, Jan quickly identifies that his former approach was mostly digital mass communication. And suddenly, he understands why his first try failed: Although he had all the contact data of all employees available, he had no idea about what information his target audience needed. And he didn't even consider the fact that there might be several audiences.

But that's not all: Jan also didn't have any tools available to measure the outcome of his efforts. He just sent out an email from his personal account, and if he is being honest, he has no idea how many people opened it.

Jan now also understands that he needs to plan his campaign more in advance if he wants to reach the next step of the Maturity Model and close the communication loop. By mapping out the employee journey and listening to the needs of his target audiences, he can increase the success rate of his communication efforts. And by measuring the outcomes, Jan will be able to connect every part of his campaign to a result, which will give him even more insights for the future!

How to Measure Success

Another thing we want to have a more detailed look at here is how to measure success. Because without evaluation of your internal communication campaign, there is no way to know if you reached your target audience with your message if they understood it and if they did something with it. Or in other words: If they changed their behavior in such a way that they are helping you to implement your change project successfully.

But how can you actually measure the success of an internal communication campaign? After all, you don't want to spend hours or even days questioning people if they received and understood your message or had a close look at the infographic you sent them, do you?

Well, measuring can help you avoid that. And there is more: It can also help you find aspects of your campaign that don't work out as you planned them.

But when you measure the success of your campaign on the go, you are still in time to tackle any obstacles that might pop up along the way. In the long term, it also helps you close the loop as we discussed in the previous chapter.

You might not have all the right tools available right now (or not have the budget to get them). That's fine. But you can always take a look at your current internal communication channels and start building your measurement strategy. You can start small, that's still better than not measuring the success of your campaigns at all. In this chapter, we will give you the methodology and frameworks you need to continuously assess and optimize your measurement strategy.

Identify the Best Communication Channels

Whenever you are planning an internal communication campaign, just as any external marketing campaign, you'll want to identify the best channels to reach your target audience.

By channel, we mean the medium of communication: It could be an email, the intranet, a blog and so on.

To be able to use certain channels, you need tools.

When we are talking about tools, we mean the digital software you need to use a certain channel.

Email, for example, is both a channel and a tool (because obviously you need some kind of email program to be able to send an email, albeit Gmail or Outlook, or a marketing email tool such as Mailchimp).

Obviously, when it comes to selecting the perfect channels for your internal communication campaign, there are often some limitations. Mostly, not all channels are available. You could have the best animation video in the world in place, for example, but if there are no screens in the canteen to show them on (and that's what they are intended for), that's not an option. Unless you have the budget to hang some screens on the walls, obviously.

So before deciding on the perfect channel, ask yourself these questions:

- What digital channels have you been using for your communication so far?
- What channels does your organization already have that you aren't using at the moment?
- Are there new tools or channels that you were previously unaware of?

In their 2020 Employee Communications Report, email marketing technology company Poppulo shares that, the main obstacle that internal communicators have when measuring impact is a lack of tools[30].

Keeping this in mind, take some time to learn about the digital tools you have available across each channel. Often these tools offer new opportunities for content structure, distribution, and measurement. Also, don't limit yourself to tools that have the 'employee engagement' label. You can also find ways to use tools from other business areas, especially from marketing, although they are not labelled as internal communication tools. After all, marketing has about the same goal as internal communication: Reach the target audience.

And there are tons of tools available that you can use to not only distribute, but also measure your campaign. Look at software providers such as Salesforce or Adobe, who can provide accurate metrics and effectively attribute revenue to marketing and communication tactics. You can use that for internal communication, too. All you need to do is find out if you have the tools and channels available.

Once you have identified all channels you have available for your campaign, it's time to find out which channel would best fit the needs of your organization in this campaign. Take the needs of the stakeholders and the needs of your target audiences into account and give each channel a clear purpose.

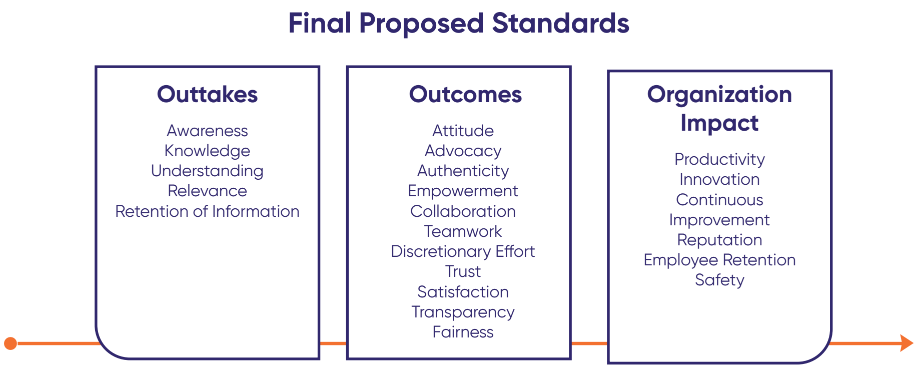
30 Poppulo: *Poppulo employee communications report 2020*

Ask yourself the following questions:

- **Why** should you be using the channel?
- **What** is the purpose of the channel?
- **How** should the channel (and tool) be used properly?

Establish Reliable and Relevant Metrics

The next step is to establish reliable and relevant metrics to be able to measure the success of your campaign. Luckily, you don't have to come up with that yourself: A Delphi Study introduced measurement standards for internal communicators by interviewing internal communications thought leaders from around the world[31]. The study proposed 24 common standards for internal communication, separated into **outtakes**, **outcomes,** and **organization impact** to help internal communicators understand the purpose of what they are measuring. These metrics also provide a straightforward way of applying a basic methodology to the measurement of success.



Proposed internal communication standards from O'Neil et al (2018)

Let's have a closer look at the different measurement standards:

Outtakes

Outtakes are the measurements of how the audience responds or interacts with your message. These are not specific actions or behaviors, but more abstract concepts such as awareness and understanding. By themselves, these types of metrics are not very useful. However, they are still necessary for people to exhibit the desired behavior change (outcome). For example: Did the audience understand the message? Did they think it was relevant to them? If the answer to these questions is no, most likely, your campaign will not lead to the behavioral change you were hoping for.

31 Julie O'Neil et al: *A Delphi Study to Identify Standards for Internal Communication*

Outcomes
Outcomes are based on what behavior change you're aiming to facilitate with your communication: What do you want your employees to know, feel or do? These are the really important metrics, as they help you to monitor *how much effect your communications have really had.*

Organization impact
In a broader sense, what impact does the communication aim have on the organization? Is the goal of the communication to increase employee advocacy? Decrease safety incidents in the workplace? Or perhaps to have a social impact on a particular community affiliated with the organization?

These measurement standards help you to determine which metrics you need. What aspects are crucial for you to be able to implement your change project successfully? Once you know which channels you want to use and which metrics you want to measure, you can set up your measuring framework.

Measuring Framework

Once you have determined the best channels for your campaign and got an idea about what you should be measuring, it's time to take a closer look at your tools and what metrics they can provide. Will you be able to use them to measure your objective? Or will you have to come up with a creative solution?

It's always important to keep your broader objectives in mind when determining what to measure. Think about how to create benchmarks and measure your improvements.

According to a Forbes article from 2016, for example, the internal communications team at Bayer engaged a group of 200 employees to gather continuous feedback about how to optimize their employee communication[32]. The group determined that despite email still being a good channel to reach employees, many of them were simply receiving too many emails and didn't have the time to read them all. In conclusion, the internal communications team at Bayer came up with a new metric for success: Instead of measuring the number of emails they sent, they started measuring the number of emails they didn't send to employees. Effectively cutting out all the unnecessary noise and messages that don't align with their strategic priorities became their way of measuring success.

But how are you supposed to know what the right metrics are without interviewing 200 employees and doing all the research? To help you out, we came up with the Funk-e Measuring Framework that you can use to determine the metrics you can use to measure the success of your internal communication campaign.

32 Rebekah Iliff: Best Practices for Effective Internal Communications

The Measuring Framework provides an outline of how to define which measurements to use within internal communication. It combines the measurement standards defined by O'Neil back in 2018 with the relevant tools, channels, and metrics to make sure that each objective is aligned with the proper channel and measuring strategy.

Objective (Outcomes/ Outtakes)	**Channel**	**Tools**	**Metric**	**Organisation impact**
What are you trying to achieve with this communication?	What communication channels will be used?	What tools/technology will you be using to distribute content, send messages and collect data?	What metrics will you be examining to evaluate your progression towards the objective? Will these metrics give genuine, actionable insights?	What impact do these objectives have on the business? why is this impact *valuable* in the first place? Are we just measurung for the sake of measuring? Things like "employee engagement" are not an outcome, but it's an important contributing factor.

Good communication is a process of progression and repetition; most messages need to be repeated at least seven times for your audience to even remember what you're saying[33]. As discussed earlier in this book, at Funk-e, we always break down our communication campaigns into three distinct phases to ensure effective communication: The *Why*, *What* and *How* phases.

It's crucial to keep these phases in mind when defining your channel strategy. We already discussed this: They are the basis of the employee journey, and by skipping one or neglecting the information needs of your audience, you will risk messing up the success of your campaign.

So, if you are able to measure the steps your audience is taking in every single phase, you'll have the data you need to pinpoint what works well and what doesn't. And you can improve your campaign where necessary.

To measure the steps, you can also use the Funk-e Measuring Framework. As you already defined objectives for each phase, you can easily measure if the phase was successful or needs further communication.

33 Jenny Winton: When it comes to your message, how much is enough?

Evaluate & Optimize

After you have set the measurements for your internal communication campaign, it's time to start rolling it out! But please be careful and don't fall into the trap of setting up a campaign and leaving it running indefinitely.

Although it's always nice to automate as many steps as possible, you can only be effective if you adjust your campaign to reality and you make sure to take regular looks at your measurements and evaluate them properly.

What works and what doesn't? Are the outcomes aligned with the objectives you set for the communication of your change project? Are you seeing the behavioral change of your target audience that you were hoping for?

Maybe, you see that the emails you are sending out are not being opened as much as you were hoping for, or that less people click through to your landing page. Don't wait until the end of the campaign before you take action. Your campaign will be way less successful if your target audience has to skip a certain step of the employee journey simply because they didn't receive or read the according information.

Instead, think about sending reminders or finding alternative ways of providing them with the right information at each step. Did they read the instructions of the *How* phase, but you have the impression they have trouble remembering them? Instead of sending another reminder, think of creating an interactive e-learning or putting a poster with an infographic next to the coffee machine where they'll see it several times a day. It's a simple reminder with potentially big influence.

Also, use the measurements of your current communication campaign to draw conclusions for the next one. Because, as we mentioned in the very beginning of this book, in our ever-changing world, change is necessary to stay ahead of the competition.

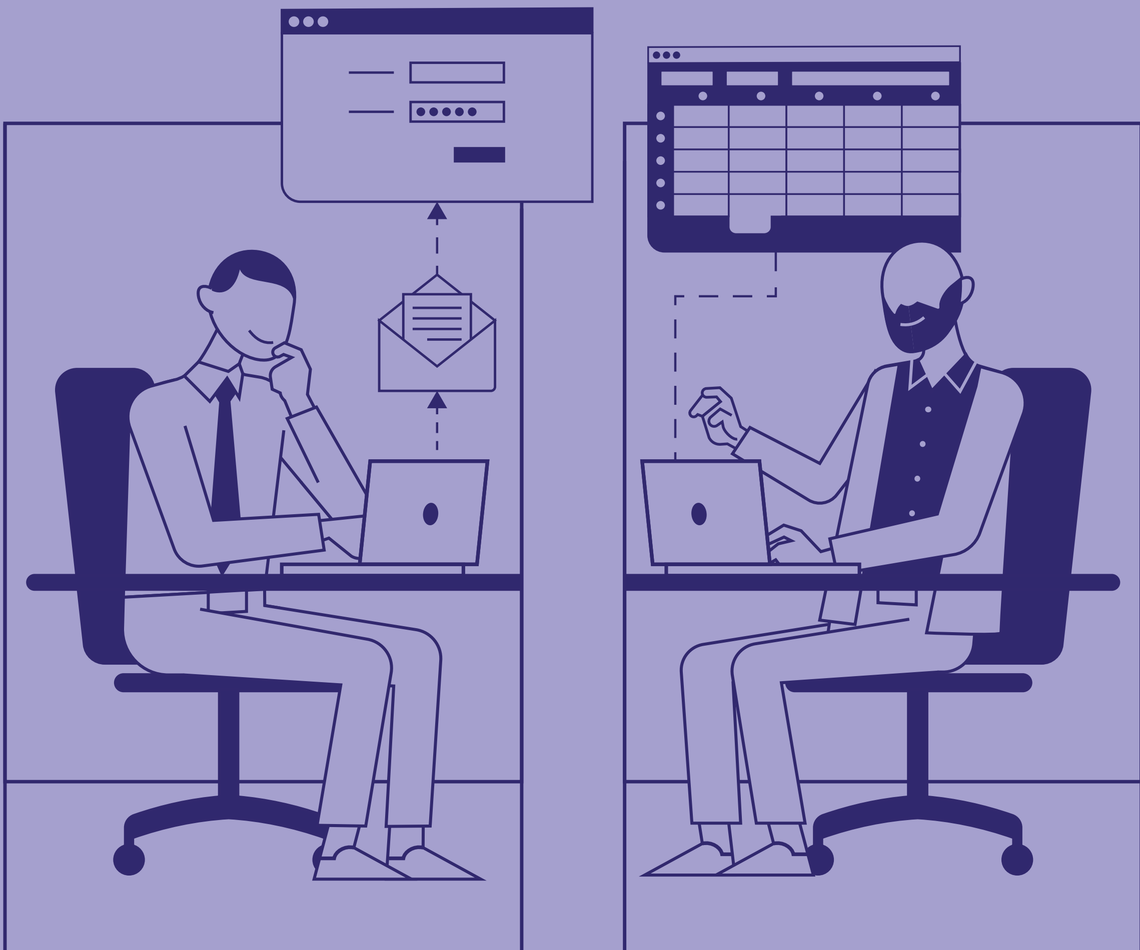
And it can be expected that change processes will be implemented even faster in the future. That's why it's even more important to learn from every single campaign. Ask yourself what worked and what didn't, and how you can improve your strategy the next time. What were the strengths of your strategy and how can you reuse these strengths the next time? How can you avoid the weaknesses of your current campaign in the future? And are there maybe tools or channels you want to look into before rolling out your next campaign?

Conclusion

Measuring your internal communication campaign doesn't only help you to define whether it was successful or not. It also provides you with important insights you'll need to close the loop of internal communication. To measure your campaign, the first step is to define metrics that are relevant to successfully reach the goal of your campaign. Based on that goal, you can not only map out the steps of the employee journey, but also choose the media and channels you need for your audience to reach that goal. You can use the Funk-e Measuring Framework to define the right metrics to measure if your campaign is successful and will help you reach your goal.

Key Takeaways

- Internal communication is often not measurable. But it is crucial to measure your internal communication efforts to be able to define if the campaign was successful or not.
- It's also necessary to measure the success of each campaign to reach the closed loop of internal communication in the long term.
- Defining clear goals helps you to map out the steps your internal target audience needs to take and to define the right media to reach every step of the campaign.
- The Funk-e Measuring Framework helps you to define the best metrics for your campaign.



Case Study

Jan now knows what he needs to do to reach the next stage of the Internal Communication Maturity Model: He doesn't only need to look at the needs of his target audiences, but also measure his efforts one by one to be able to draw the right conclusions from the results!

Together with the consultant, he looks at his internal communication plan again. Which data do they need to measure to make sure they reach every single employee with their message? And what do they need to learn from that data for the future?

One of the departments that really need to start working with the new system but seems to be a little reluctant to do so is the sales department. Those guys Jan met in the canteen earlier, who didn't even read his email. They will receive another email, but this time, Jan is making sure to know if they open it and if they click through to the landing page! With the email tool from the marketing department, that's no problem at all.

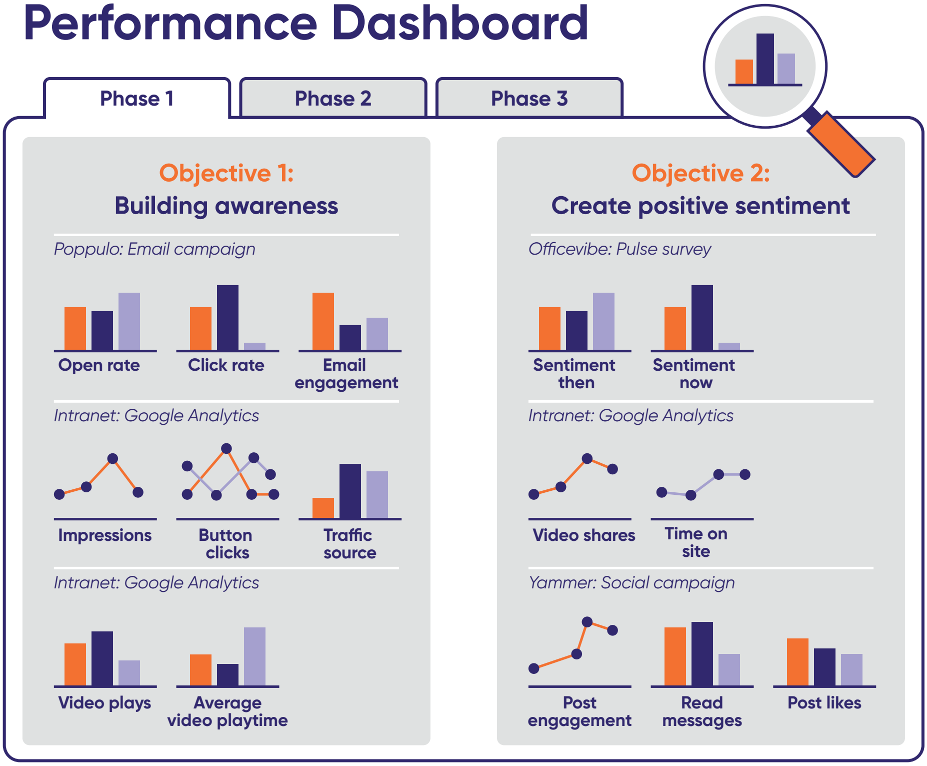
Also, he installed Google Analytics on the landing page he is guiding people towards. That way, he can measure which of the tools he is using is driving the most traffic. And how long people actually stay on the page to read through information, sign up for training and more.

All these metrics will help him to reach his short term goal: *Within three months after the kick off of the campaign, 80% of the target audience [which are all employees who actually need to work with the new system] have followed a training or workshop on the new software and therefore know how to use it.*

And eventually, these metrics will help him keep track of his bigger overarching goal: *All employees of ForWWard understand and support the impact of digitalization and can use the necessary digital tools in their day-to-day work to contribute to the change.*

The consultant also explains to him that it's not only good to keep an eye on the metrics. To analyze them, she advises him to keep track of them, for example in a simple spreadsheet. As Jan is a huge fan of Excel (and knows that the management team is, too), that's the way to go for him! But to make it look a little nicer, he also works on a little dashboard in which he can show the progress of his campaign.

Digital Transformation Campaign: Performance Dashboard



How to Get Your Campaign Story Straight

We've talked about all kinds of things you need for an effective internal communication campaign already. But there is one thing we have not yet mentioned: a straightforward campaign story. Because that's what you'll need to explain the topic you are communicating clearly and understandably to your internal target audience.

A straightforward campaign story is pretty crucial to the success of your campaign. Because even if you use all the right media and channels, and have the best plan in place, the campaign will fail if the storyline isn't clear to your audience. It's like that one person who always tells stories getting distracted by all kinds of irrelevant details and side stories. In the end, even if you managed to listen all the way through, you might have some problems understanding what the point of the main story was, exactly. Everybody has been in such a situation. At some point, you just give up trying to follow the storyline.

Well, that's what your audience does when your campaign story isn't straightforward. Or if you get distracted communicating all kinds of unnecessary details (at least unnecessary for the target audience in question). Obviously, you want to avoid that. And that's why we decided to mention it in this book.

Structure is Everything

As mentioned previously, we swear by the Why What How Principle. It's the best way to structure your information for every single one of your internal target audiences. And it's the basis of the employee journey: Only if people understand why something is relevant to them, are they ready to understand what is going to happen and how they can support it.

That's why we always use the Why What How Principle, to structure the story, too. Structure is everything in communication. And it's definitely something you need to be able to create that straightforward campaign story we were talking about. Once you have that storyline, you can stick to it to avoid confusion and maximize the chances of your target audiences staying put.

But, just like any story, the Why What How Principle is only the basis. A good story needs something more to it. The underlying structure is a little more complex. There are several models, but one we like to use is the SCQA structure by Barbara Minto[34]. SCQA stands for **S**ituation, **C**omplication, **Q**uestion and **A**nswer.

34 Barbara Minto: *The Pyramid Principle*

Especially when introducing a completely new subject, the first thing you need to do is, well, introducing it. That's the **Situation**-part. Think of the introduction as an elevator pitch to your audience. You have one minute to get the goal of your big change across and motivate your audience to follow you on that journey.

You will need to give a brief description of the scenery or situation. It's there to make sure all readers are on the same page before starting the story. You'll need some kind of introduction in your internal communication campaign, too. Let's look at an easy example:

> *So, to stay healthy, you bring fruit to work every day.*

Once you have introduced the subject, you can proceed with the *Why*. Or in other words: You can start introducing the problem you are about to solve with your change project. That's the **Complication** of the SCQA-model. Make sure it's recognizable for your target audience so they can relate to it. That increases the chances of them understanding the relevance of your change project significantly. Going back to our example, it might be something like this:

> *However, carrying a big melon around is going to hurt your back. You can't just throw some strawberries in your bag, unless you like your stuff turning red and mushy. And before you can eat a kiwi, you have to find a knife to prepare the fruit.*

Before you can introduce the solution to the problem you have sketched, you need to briefly address the **Question** that automatically pops into your head when describing any problem: Now what? In our example, it might be something like this:

> *Isn't there a better fruit to bring to the office?*

And well, then it's time to talk about the solution, or provide the **Answer** to the question. Or in other words: explain your change project. Ideally, the audience is frustrated as they recognize the problem and are more than willing to support your change project. This is the same theory we use in our animations to explain complex topics in a simple way, by the way. As long as we stick to the steps, we make sure everybody can follow the storyline and the provided solution. Going back to our bring-fruit-to-the-office-example, the answer might be something like this:

> *Bring a banana! It's not too big or heavy to carry with you every day. And it even comes prepackaged! You can throw it in your bag without worrying about your stuff getting greasy. And when you are ready to eat it, you don't need a knife or any other utensils to peel it. Isn't that awesome?*

Obviously, most change projects are more complicated than our little example. And some stories might need more steps in between. To be honest, most of the change projects you'll communicate in your professional life will be. In most cases, the problem you want to solve is bigger than the example and has more than one complication.

In this case, you can stick to the super extended SCQA-model, which looks like this:

S-BP-CCC-Q-A-E-FFF-Con-T

After having introduced the **Situation,** you describe the **Big Problem,** including three (or more) **Complications**. Then, you can continue with the **Question** and the **Answer.** As your problem is more complicated now, you'll need an additional **Explanation** of your change project, before pointing out three (or more) **Features** of your solution. Last but not least, you can communicate your **Conclusion** and your **Tagline**, which is nothing more than the next step.

Going back to our example with bringing fruit to the office, the explanation would give more background information about how big the problem of having difficult-to-eat or mushy fruit actually is. And how exactly a banana will solve this. Afterwards, you'd tell your audience more about the features of the banana as your solution. and how your audience can use it. For example, how to peel a banana properly without utensils.

And there you are: You now have a more complicated story, put into a simple structure. When you stick to it, you get your storyline straight for all target audiences.

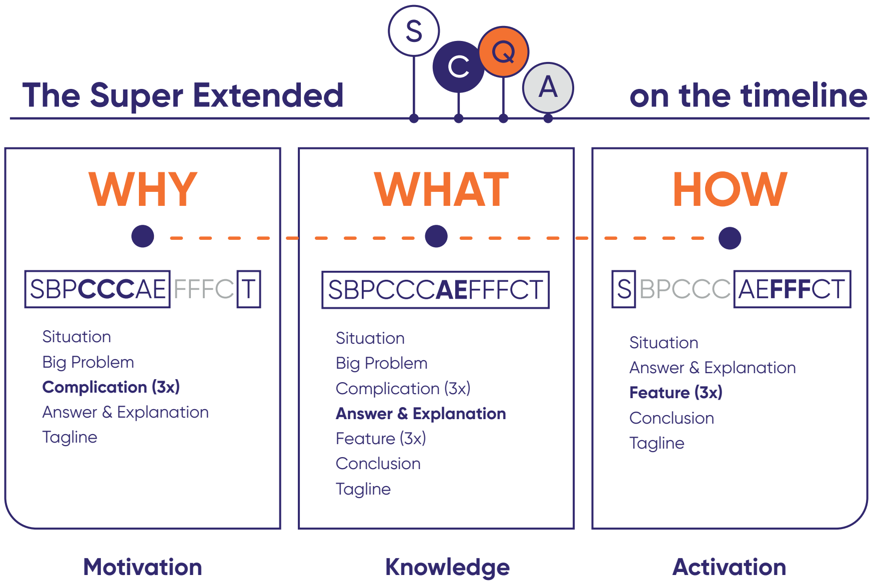
Why, What, How - the Backbone of Your Campaign

We've talked about the Why What How Principle before and won't go into detail again here. But we just want to remind you that it should always be the backbone of your campaign story. And even if you structure your story in the way we described previously, you'll see it respects the principle.

After all, by describing the situation and the problem, the complications, and the questions the problem causes, you create relevance for the topic. Your target audience needs this information to understand WHY it's relevant to them. By continuing with the description and features of your solution, you present them the WHAT: What are you doing to solve the problem you described earlier and what is your solution all about? And by going more into the features of your solution, you start the HOW phase: What can your audience do to participate in the solution?

This goes for every topic or change project you want to communicate internally (and technically, also for external communication if you ever need to explain a certain topic or solution to your target audience). By sticking to the Why What How Principle and structuring the storyline of your campaign accordingly, your story gets a strong backbone - and your campaign will be way more successful as it just all makes sense.

Geeky side note here: There are two different ways of applying the SCQA-model in internal communication. One is the one described previously: By structuring your entire campaign according to the different stages. In this case, you could, for example, have an email campaign for the SCQ part, and an animation explaining the answer. Thus, the campaign consists of several media. However, it's also possible to apply the very same structure to one single media, for example an animation. In that case, the animation contains all of the stages. And it can still be part of one stage of the SCQA-structured, bigger campaign.



Conclusion

Just as when telling a story to somebody, it's important to get the storyline of your change communication straight before you start. Otherwise, it is very difficult to listen to the story and understand your point. It's the same with internal communication: If the storyline is not clear for your audience, they might give up trying to follow it at some point. And obviously, that's something you want to avoid. Therefore, use the Why What How Principle as a basic structure for your storyline. Start with a short introduction before getting right to the problem your change project will tackle. Only then introduce the solution and continue with how the audience can help you implement the change project.

Key Takeaways

- A straightforward storyline is key to communicate change successfully and to keep your audience from losing focus.
- The Why What How Principle forms the basis of your storyline.
- You always need the following elements in your storyline: introduction, description of the problem, description of the solution.
- This even goes for complex change projects. Always try to break it down into these steps to get your storyline straight.

Case Study

Now Jan has defined the goal and metrics to measure his campaign, and with the message for every target audience in mind, Jan can't wait to start working out the details. The first thing the consultant wants him to do is work on the storyline of his campaign for each target audience.

Jan decides to start with the one department that doesn't seem too enthusiastic about the new software in the first place: the sales department. From his earlier research, he has learned that they are not eager to use the new software because they expect it to be way more administrative work. Obviously, Jan knows that that's not the case, but as they didn't even open his first email, they don't.

With his new plan, Jan is sure they will get the message. But to guarantee that they also understand it, he needs to get the storyline straight, first. Together with the consultant, he works it out according to the super extended SCQA-model. They also include the operational team as a second target audience in the overview.

<table>
<tr><th>Audience</th><th>S</th><th>BP</th><th>CCC</th><th>Q</th><th>A+E</th><th>FFF</th><th>Con + T</th></tr>
<tr><td>Sales</td><td rowspan="2">Global Leader</td><td rowspan="2">Customers more demanding
+
More competitors</td><td>Work harder
Higher price
Don't win new customers</td><td rowspan="2">How will we stay a global leader?</td><td rowspan="2">Best customer experience
+
Easiest, fastest and flexible experience</td><td>New, more digital channels
Develop new products
Put data to work</td><td>Win new customers</td></tr>
<tr><td>Operations</td><td>Work harder
No personal service</td><td>New, more digital channels
Put data to work
Automate repetetive tasks</td><td>Provide better/ more personal sevice</td></tr>
</table>

How Visual Storytelling Can Make Your Message Stick

Even with the best story in place, you might need something else to make your message stick. Because no matter how well it's structured, communicating a change project hardly ever resembles a bestselling book that everybody would love to read. Therefore, a long text is hardly ever a good idea. The easiest way to make your message stick is visual storytelling.

Visual storytelling works that well because human beings are visual. It's not for nothing that people say things like 'One image is worth a thousand words'. It's actually true. Not only because we can use a simple image to communicate the same as with a pretty detailed text. Also, because we remember visuals better.

Have you ever wondered why often, in public places, rules are explained by using symbols instead of words? It's not only to make it understandable for an international audience. It's because chances people will follow the rules are increased when using visuals. It's just the way our brains are wired. Humans use images to understand and imagine situations. Most of us think in visuals rather than in words. It's how we remember things. So, providing people with images instead of words increases chances they will remember what they are supposed to do.

Also, visuals help your message to stand out. With all the emails and other information, we receive consciously and subconsciously every single day, that's super important. Images help to stand out, connect the dots of the information we are seeing and help us understand the message.

Not convinced yet? Well, there are even some studies proving us right. Prepare to be blown away by these stats:

- Research shows that 71 percent of marketers[35] use images in their social media marketing and that posts including visuals get 650 percent more engagement than text-only posts[36].
- Our attention span has dropped significantly over the past years, due to the high number of visual triggers we get every second. Between 2000 and 2013, the average attention span of a human being was twelve seconds but dropped to eight[37]. It's debatable if it's shorter than the attention span of a goldfish, but it's short. Just saying.
- Our brain can process images faster than words. Within 150 milliseconds, it can process an icon or a symbol. And it only takes 100 milliseconds longer to attach a meaning to it[38]. There is no way you can read the same amount of information at the same time.

35 Mitt Ray: 10 Statistics To Get You More From Your Photos On Social Media
36 Carine Alexis: 29 Incredible Stats that Prove the Power of Visual Marketing
37 Kevin McSpadden: You Now Have a Shorter Attention Span Than a Goldfish
38 Simon Jonathan Thorpe: Speed of Processing in the Human Visual System

So, although our attention span has dropped significantly, imagine what our brain can do with visual information within those eight seconds. And that's exactly why you need visual storytelling to get your message across.

You might wonder why, with this context, we are even writing a book and not making an animation about all of this. Well first of all, we don't have the time to make an animation this long. That's not how we work. But most importantly, once you sit down and deliberately read a book, your attention span is (hopefully) longer than those eight seconds mentioned previously. You got this far in the book, which kinda proves the point. But at least, we tried our best with all the little illustrations here and there.

Support Your Storyline with Visual Storytelling

So, after we have made clear why you should definitely use visual storytelling to get the attention of your target audience and make your message stick, let's have a look at how it can actually support your storyline. Because that's what your audience needs to understand and process in the end to be able to support your change project.

The best way to make situations recognizable for your target audience is using characters or visuals with people in it. Why? Because an image of a person, even if it's just a very simple and broken down to basic illustration, can transport emotions. With one quick look (about 250 milliseconds, remember?), the human brain is able to connect the image to a meaning. If you wanted to create the same emotion by using text, you'd need lots and lots of words. And if your audience wasn't exactly waiting for an email or communication from your side, chances are, they won't even read it.

Back in the last chapter, we talked about the perfect structure of your storyline. Just to give you a few examples: You could use characters to sketch the situation and the problem your change project is tackling in a few seconds. Also, you can use the exact same characters when you describe the solution - just with a happy face instead of a grumpy one. This way, your storyline provides emotions and context, next to the bare text you were sending out.

How Visual Communication Supports the Consistency of Your Story

We've talked about this before: Consistency and repetition is key when you want to make your message stick. And visual storytelling can actually help you to make your story more consistent. Obviously, that also goes for the principles of visual communication, which includes basic elements such as typography, colors, icons and more. But it's especially true if you use illustrations or other visuals to support your storyline.

When communicating a change project, you want to influence your target audience to change their behavior in a certain way. To make that change happen, you made up your storyline and selected all the right media and channels to get the message across. You also already created some characters that you use when communicating the first phase of the campaign. They help you underline why the change project is relevant to all your target audiences as they find themselves in situations where the problem occurs. These situations are recognizable.

Whenever you start communicating the next phase of your campaign, you want to stick with those characters. Even if you found a new designer who has way better ideas in the meantime. You might want to use other characters to make your message more diverse, but in that case, you definitely want to stick to the same style of illustrations. After all, your audience will recognize the characters and directly connect them to what you communicated in the first phase. The characters have already become relatable. You'll want to use that effect rather than starting all over again.

Once you have created your visuals, you can use them across all media, the ideal way to connect the dots for your target audience. By using a unique visual communication style (which can easily fit the corporate identity of the company you work for), you make all means of communication recognizable. That doesn't only help your audience to understand the message as they directly get the connection between the different media. It also helps them to prioritize. After all, by recognizing that the communication they see in front of them is about the change project, they can decide if they have the time to read and process it now or later.

A smart way of using visual communication is by linking it back to the channels we discussed earlier.

An important question to ask yourself in this process is: How much time will somebody spend on your visual in this situation before losing attention? The answer will help you determine how much information you can bring across.

Why this is important? Well, think of a big screen located at the entrance of a building. Most people will walk by without paying a lot of attention. They might give it a glance, for maybe 5 to 10 seconds tops. And that means, you have exactly that time span to bring your message across.

On the other hand, imagine a video that is shown during a presentation or in a workshop. You would expect people to pay attention for at least two minutes before they grab their phones and stop watching.

The deeper you are down the employee journey, the longer the attention spans of your target audience get. But in the first phase, it's important to be quick. Because otherwise, you lose your audience's attention before you even start communicating your topic. Let's have a closer look at the different stages of internal communication including the attention span per level:

WHY - you have between five seconds and one minute to grab the attention of your target audience. Typically used media are intranet posts, posters, banners, narrowcasting videos, teasers with text but without audio at the entrance of the building etc.

WHAT - you already have the attention of the target audience, but you need to keep it to explain what the change is all about. You have between one and 45 minutes to do so before your target audience loses interest. Typically used media in this phase are short explanatory films or animations, webinars, workshops, or podcasts.

HOW - the audience gets your point but wants to know what it means for them. You have between 15 minutes and three hours of their attention for in depth instructions now. Typically used media: e-learning, training, screencasts or step-by-step tutorials, infographics, manuals, and process descriptions.

But wait, we are not there yet. You shouldn't forget the last step of the process. Because although you have communicated the *Why*, the *What* and the *How*, it doesn't mean your target audience will be remembering your message forever. Therefore, the last step you need is *Repetition*.

REPETITION - the target audience has seen all the steps, therefore their attention span is very short for the repetition or reminders, typically between five seconds and one minute. The media you can use in this stage are similar to those in the *Why* stage.

Conclusion

Even with a great storyline in place, sometimes text just isn't not enough to communicate your change project successfully. Especially when you are communicating complex topics, it helps to use visuals or visual storytelling. It helps your target audience to understand the message more easily, and therefore it helps your campaign.

Visual storytelling doesn't only support the storyline of your internal communication campaign, but also helps your internal target audience to remember it. After all, the human brain is wired to interpret and remember visuals better than a bunch of text, and visuals help them connect information to familiar or recognizable situations. Therefore, visual storytelling increases the effectiveness of your communication campaign.

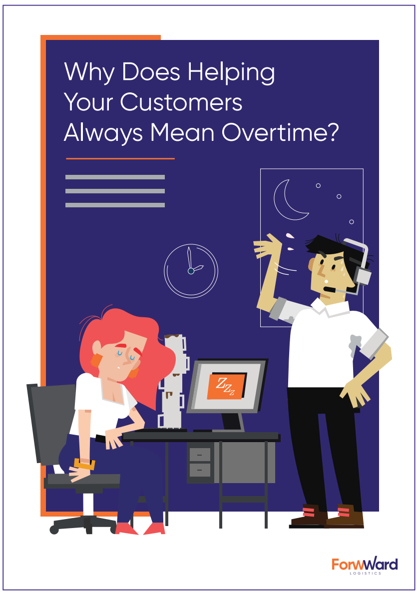
Key Takeaways

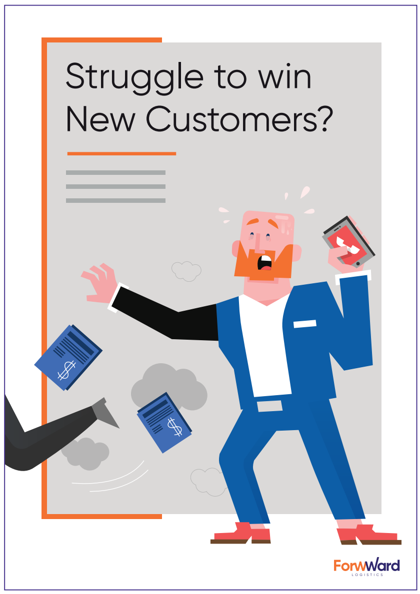
- Human brains understand visuals better than text as they can process and interpret it faster.
- By using visuals to support the storyline of your internal communication campaign, you increase the chances of your message to stick and to be remembered.
- You can use visuals to create recognizable situations and examples for the target audience, which also helps them understand the relevance of your message.

Case Study

Now Jan has found the perfect storyline for the different target audiences, there is only one step left before he can start sending out his internal communication campaign. Together with the consultant, he needs to find the perfect media to get his message across.

And as text doesn't draw as much attention as visuals, Jan decides to get a graphic designer onboard to design a visual style for the campaign (and for internal communication on the long term). Together, they come up with some characters that can be used in animations and infographics, which fit in with his campaign plans nicely.





From his previous experiences, Jan knows that sending out an email is not ideal for the first step. People are too busy and simply won't read it if they don't know what it's about. To still get the attention of the target audiences, he gets posters designed. They are easy to notice and deliver a short message that directly addresses the *Why* of the change project. Together with the consultant, he decides to put the poster for operations on their department door to make sure they see it every time they come into the office. For sales, they decide to put the poster on the intranet, too. They use it a lot, so they will certainly see it there. This way, they will see the relevance of the change for them and will pay attention to all further communication. Awesome!

While the message in the *Why* phase is different for sales and operations, Jan knows that the *What* is quite similar and relevant for both audiences. Therefore, the consultant and Jan get an animation done explaining what is changing to the entire target audience. It will be shared via a specific landing page and YouTube to make sure everybody sees it.

How Will MyFWD Help You?

MyFWD will create a smooth experience for your Customer, but also for you! What can you expect?

Booking Request

The Customer can place a booking online, so it's in the system right away. You see the departure date, arrival date and the request is already sent out to the shipping line!

No More Account Hassle

When a Customer places a booking, he automatically gets a personal account where he can see and manage all his recent orders. No more manual verfication needed, but instant access to his details. Just like ordering at Amazon!

Documentation

All booking documents are online as well. You and the Customer can upload files, amend them and approve them all in one place! So, you'll both always work with the latest version in MyFWD.

BL_01 BL_02 BL_03

Transparency

You see what the Customer does online, and they get more insights in all the work you do for them. Once a Customer checks off a task inMyFWD, it also checks it off on your own task list. Done and done!

Track & Trace

The status of each shipment will be visible in MyFWD. If there's a delay, you'll get a notification. Simple as that. You can now also easily access and share the Track & Trace link with one click!

Email Is Key

Most Customers work with email. Through automatic email we will inform them of any changes or tasks they can complete in MyFWD. This way, they will always be up to date.

Pro-Active

With MyFWD you'll constantly have insight in your transports, so you can focus on any exceptions. This way, you can offer the Customer a solution for a delay, before it's even a problem.

Personal Touch

Every Customer has their own wishes and specific way of working. Now, you can finally give the personal service they need and make them happy from booking to delivery!

MyFWD will be introduced step by step, so we can fine-tune the new Customer Work Experience together! Curious what's going to happen? More coming soon

ForwWard LOGISTICS

What Is the Best Customer Experience All About?

We will create the Best Customer Experience in the Industry.
It will be the Easiest, Fastest and most Flexible Experience for our Customer.

But what will that mean for us?

Quoting

Quote Request

In the best Customer Experience, Customers will immediately receive a confirmation when they request a quote. They'll get several pricing and route options, so they can choose the best one!

Smarter Quote

As CSR, you'll make your quotes in AutoQuote. Based on years of data, it will give insight in prices and options right away. That way, you can make a great quote
in a matter of minutes. In minutes!

Booking

Place Booking

Now it's time for booking the transport! The Customers can do that in MyFWD. They will immediately see available vessel schedules and can book the one they prefer right away!

Documentation

All important documents are now accessible online. So the Customer can upload, check, amend and approve everything and we always have the latest version!

Instant Insight

Once Customers can do more online, we don't need to input information in different systems, it's already there. Finally, you, as operator, have instant insight into all your active shipments and Customers!

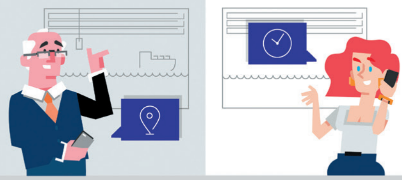
Personal Touch

Every Customer has their own wishes and specific way of working, right? Now, because you don't have to do those repetitive tasks anymore, you can give the personal service they need!

Delivery

Track & Trace

Once the booking is complete, the Customer can track their cargo all the time! Even if something unexpected happens, they immediately receive an automatic update, so they know what to expect!



Pro-Active Help

You also know constantly how transport is going. See something go wrong? Just give your Customer a call right away. Together you can solve the situation, before it even becomes a problem!

As you can see, the Best Experience for the Customer will also be a much better Work Experience for you.

Curious how we'll make this happen? More information coming soon!

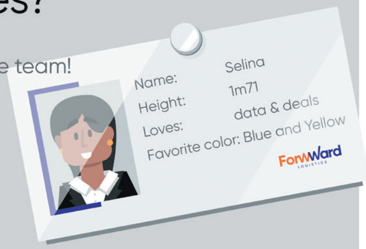
ForwWard LOGISTICS

Next one up is the *How* phase. As operations will mainly be using the new software MyFWD and sales will mainly be using AutoQuote, the consultant and Jan decide to split the communication up again. They focus on the operations department first. They get two infographics designed for them: One explains how repetitive tasks will be automated in the future once the new software has been implemented and the other explains what the best customer experience is all about. It's too early to use those infographics yet, but they will help Jan to communicate the *How* of the change project towards this audience. He's already looking forward to it!

And then, there is the sales department. Although Jan is still a little worried after his talk to them at the coffee machine, he is quite convinced that he will reach them with the poster explaining the *Why*. After all, they now see how this is relevant to them! To make sure they understand the relevance even better, he wants to emphasize the speed of the new software and the new way of working. It's all going to be much faster! As for operations, Jan gets two infographics designed for sales, explaining how the sales process will change. This way, they can quickly see and understand what is expected from them. Perfect for these colleagues, as they are always very busy!

How Will We Create Smarter Prices?

The Pricing Manager joins the team!



With AutoQuote we will use our years of experience to determine the best price for each Customer. But how will we go from data to the perfect quote?

Together with our newest member of the team!

Commercial Strategy

Leadership determines the overall direction for ForWWard. For example, how much we want to grow in what markets. They discuss this with the Pricing Manager.

The Pricing Manager keeps an eye on global trends and has insight into what is most profitable for ForWWard.
That's how she finds the best way for ForWWard to reach its targets.

Pricing Strategy

The outside sales reps know what competitors are doing and which accounts have potential. Based on the commercial strategy, they decide which segments and accounts we will focus on.

Now, we know what has priority. The Pricing Manager translates this to a Pricing Strategy, and tunes the algorithm behind AutoQuote . This forms
the prices and margins we use in our quotes.

Quoting

Once the CSR makes a quote, he knows that the prices he sees are the best for ForWWard. If he thinks a different price is better for the customer, he simply discusses this with the Pricing manager!

With the input of the CSRs, the Pricing Manager can keep updating and optimizing the pricing strategy and algorithms. So, our prices become smarter and smarter!

By working together and learning from each other,
we keep on improving our strategy and stay a Global Leader!

ForWWard LOGISTICS

What Is AutoQuote?

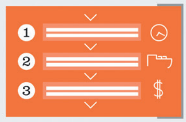
From Quoting in Days, to Hours, to Minutes!

To make Smarter Pricing and Faster Quoting possible, we're switching from AS400 to AutoQuote. Apart from looking better, it also guides you from start to finish. How will it work?

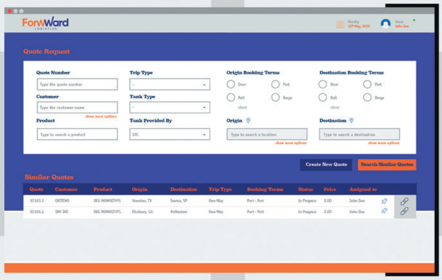
From Data to Intelligence

Right now, our years and years of knowledge and experience is spread around world. For the very first time, everyone will be able access it in AutoQuote! With our statistical models and predictive analytics, it will give instant insights and help you create the best quote!

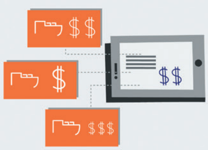
From Scattered Information to Structured Guidance



In AutoQuote our pricing strategy is translated to concrete prices and margins. You'll be guided from start to finish and get price ranges for your specific quote. So you'll be able to give the best price for ForWWard and your Customer!



From Actual Vendor Cost to Estimate Cost!



In AutoQuote, we use our years of vendor data to create very accurate cost estimates. So, you never will have to wait for rates of specific vendors again! And you can be sure you give a quote that will cover our costs as well.

From Manual Planning to Optimized Routing

How do you find out what route is best for your Customer? With a lot of hard work, right? Now, AutoQuote will become your navigator! With an algorithm it will calculate different routing options, right away. So you can choose the one that the Customer prefers!

Faster Quoting

With AutoQuote we don't have to wait for information anymore, we can send quotes in minutes! When a Customer gets it quickly, they're three times more likely to book!

Smarter Pricing

We can also offer more fitting prices for specific Customers or transports. Research shows that five out of ten times companies buy from the first vendor that gives an accurate price!

Personal Touch

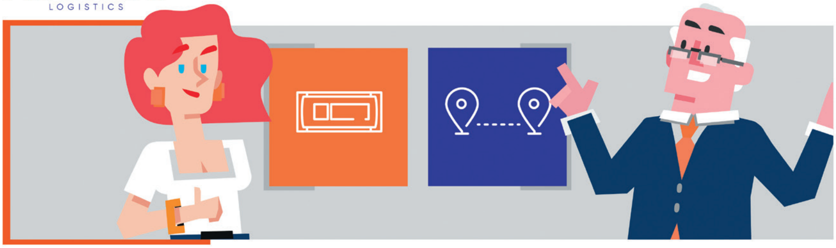
With AutoQuote you'll finally have the time to give the personal service you want to give! With just a follow up it's already two times more likely that you seal that deal. So give them a call!

ForWWard
LOGISTICS

Finally, both target audiences will receive reminders. By sending out an email via the newsletter tool to each audience with a link to get started, Jan cannot only motivate his colleagues to get to know the new software. He will also know if they clicked, and if not, he could make sure to remind them again to reach his overall goal.

Done! Now, Jan is ready to roll out his big internal communication campaign. And even better: he can measure the success of his efforts and report to the management team. He is sure if he succeeds this time, he'll even have more budget the next time to further improve his strategy. Because after all, the next change project will come for sure!

ForwWard
LOGISTICS



Introducing:
Track & Trace!

Discover how Track & Trace will help you create the best experience for your customers!

Tell me more! ⟶

ForwWard
LOGISTICS

1000 Years of Experience
Within Arm's Reach!

We're going to put all our experience and knowledge to work by using years of data. With AutoQuote our sales team can seal any deal!

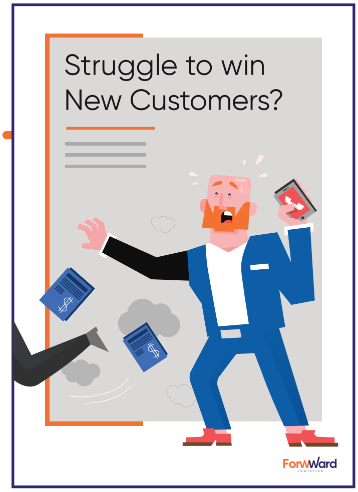
Tell me more! ⟶

WHY

WHAT

Relevant only for Sales

Philippe
Inside Sales



Deliverable: poster
Channel: intranet for sales
Message: why change?

Relevant for both

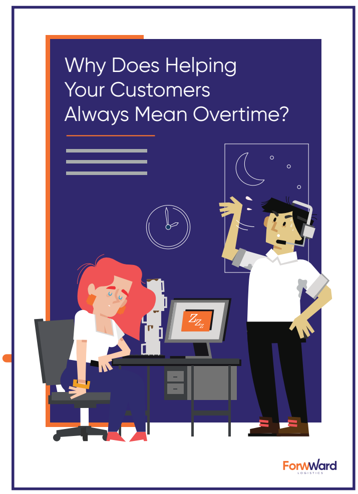
Sandra
Operations

Philippe
Inside Sales

Deliverable: video
Channel: intranet/youtube
Message: what is changing?

Relevant only for Operations

Sandra
Operations



Deliverable: poster
Channel: department door
Message: why change?

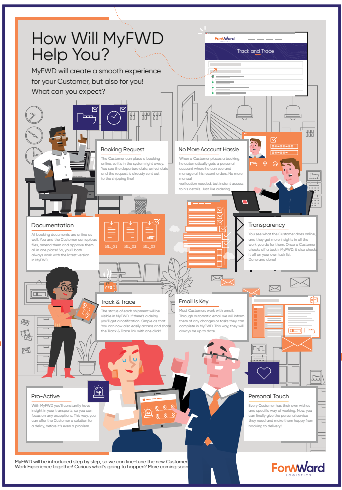
HOW

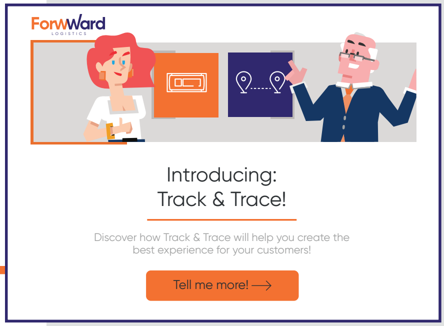
REPEAT

Deliverable: email
Channel: newsletter
Message: get started now!

Deliverable: infographic
Channel: intranet for sales
Message: how does the sale process change?

Disclaimer:
this campaign overview only presents a small portion of the assets created but should help give you an understanding how to differentiate between 2 audiences.





Deliverable: email
Channel: newsletter
Message: get started now!

Deliverable: infographic
Channel: presentation with handout
Message: how does the operations tool work?

Conclusion

Conclusion: Internal Communication is More Important than Ever

In the end, all there is to say is: Internal communication has become more important than ever. And chances are, it will be even more important in the future. In times of change, it's the only way to keep your employees on board, to keep them motivated and to keep them involved.

With an increasingly digital customer and a matching digital infrastructure, it is only a matter of time that employees start becoming as difficult to reach as customers. So, it is important to start preparing your digital foundations to get that communication to the same level as your external communication.

Although more and more companies seem to understand that it's also clear that there is still a lot to learn. For example, from external marketing: We need to treat internal target audiences just as marketers treat external ones. If we succeed to learn more about and understand the internal target audience, we can adapt our message and way of communicating change accordingly. Which will increase the chances of a successful implementation significantly.

The key of turning internal blabla into digital a-ha lies in understanding the internal target audience and using more tools than just sending out an email or posting something on the intranet. It lies in treating every change within an organization just as a marketer would treat a major marketing campaign. After all, every organizational change requires the employees to change too, in one way or another. And if you want to succeed in that, you need to take their needs into account.

No matter which changes you want to introduce or communicate, whether it's digital transformation, a new strategy, sustainable change or introducing a new IT program: Make sure to always focus on your internal target audiences, learn what information they need and never forget the *Why*. And make sure to learn from every campaign. That's the only way you'll be able to make the next one even better.

Thank You Note

What started out as a fun little side project turned into a huge effort on behalf of everyone at Funk-e. When we decided to write a book, we had no idea what we were getting ourselves into, but the journey has brought us an incredible number of insights.

Knowledge in a company is always the most valuable thing there is. But very often, this knowledge lives in the minds of the employees and will often remain invisible for everyone outside the company.

Writing this book has given us a chance to make this extremely tangible and has given us a chance to review our ideas, frameworks, and beliefs as outsiders.

We would like to thank the following people for making this book possible (in order of role and appearance in the chapter):
Annebel for helping to kick off the book amidst many projects.
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Janna and Manon for writing the foundational chapters of the book really well and building incredibly useful frameworks that make everyone's lives easier.
Damian for his never-ending structure, logic and making us sound smarter with well documented sources and proper research.
Gonne for her tireless dedication to finding simpler ways to write and structure stories and looking for equally simple ways to teach others.
Lianne for her very critical view on the entire book structure and helping us get the chapter structure and story flow to make much more sense.
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Best,
Alex Broekman

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