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The 6th Annual



Strategic Communication Management

Summit UK
2007

Keeping business strategy at the core of your communication plan

Wednesday 17th and Thursday 18th October 2007
Plus Pre-Summit Workshops **Tuesday 16th October 2007**
Millennium Gloucester Hotel - London, UK



Robert Nuttall
Head of Internal Communications
Marks & Spencer



Wendy May
Head of Communications
Zurich Financial Services



Phil Askham
Head of Experience
O2 UK



Jenny Burns
Head of Internal Communications
British Gas



Antti Miettinen
Senior Communications Manager
Nokia



David Littlechild
Head of Employee Engagement
Lloyds TSB



Mark Darby
Head of Internal Communications
Visa Europe



Kathryn Pallant
Head of Internal Communications
Department for Environment, Food & Rural Affairs



With so much hype around new developments in social media, it's easy to get carried away and lose sight of the "big picture". Attend the Summit and find out **how to make sure your employees understand the business strategy and their role in delivering it.**

Plus hear practical advice on how to:

- Use internal comms to support change
- Help your leaders to communicate better
- Drive your business strategy through effective communication
- Engage your employees

Plus 2 practical half-day workshops: 16th October 2007



Using communication to support organisational change with **Sue Dewhurst** and **Liam FitzPatrick**
Competent Communicators



How to coach senior managers to become better communicators with **Louisa Scott** and **Molly Watson**
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The 6th Annual



Strategic Communication Management

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2007



“This was my first Summit and I have learned a great deal. I’d love to attend another in the future.”

Rosalind Watson, **Watson Wyatt Ltd.**

Dear Communicator,

I’m delighted to invite you to attend Melcrum’s 6th Annual **Strategic Communication Management Summit UK.**

As well as being a showcase for the “best of the best” high-level communication strategies, research and practical tools for communicators, this year’s Summit will take a look into the best ways to keep business strategy at the core of your communication plan.

With so much hype around new developments in social media, it’s easy to get carried away and lose sight of the “big picture” about what our communications strive to achieve: driving business forward.

Robert Nuttall of Marks & Spencer promises to be one of the highlights of the Summit when he tells us how the CEO and internal communications have worked together to shape and drive the business strategy of the retail giant.

But this is only one of the great presentations in the pipeline, this year’s line-up of presenters is second to none – a great mix of successful communication professionals sharing their comms strategies in real-life business situations, and international industry experts imparting their knowledge and latest research.

You’ll leave with practical tools to immediately improve the way you work, and inspiring ideas for your future strategies.

The SCM Summit UK provides the perfect opportunity to get together with your fellow senior comms professionals and share your challenges and ideas.

This is more than just a conference, it’s a Summit – bringing together the best minds in communication from around the world.



Attend, be inspired, and return to work with the enthusiasm and ideas to make a difference.

I look forward to welcoming you in October.

Victoria Mellor
CEO
Melcrum Publishing

Keeping business strategy at the core of your communication plan

Come away from the 6th Annual SCM Summit UK with answers to these questions:

- What new trends and ideas are working to engage employees?
- How can I make sure my employees understand the company goals?
- What are the most efficient techniques to communicate change?
- How can I convince my senior leaders of the importance of good communication?
- How can I get my new communication programmes noticed?

Who should attend:

Directors, Heads of, Managers, Advisors, Consultants and Specialists in:

- Internal Communication • Employee Communication
- Employee Engagement • Human Resources
- HR Communication • Corporate Communication
- Organisational Development • Corporate Affairs
- Public Affairs • Public Relations • Stakeholder Relations

You’re in good company – past attendees include:

Abbey, ABN AMRO, Accenture, Airbus, Alstom, American Express, AstraZeneca, BAE Systems, Barclays Capital, BBC, Boots, British American Tobacco, British Energy, British Gas, BT, BUPA, Burger King, DaimlerChrysler, Dept for Work & Pensions, Dept of Social Development, DHL Worldwide, Diageo, Dixons, Dublin CC, easyjet, Eli Lilly, Ernst & Young, F. Hoffman La Roche, Fidelity Investments, Fleishman-Hillard, Fujitsu, General Motors, GlaxoSmithKline, Halifax, HP, HM Revenue & Customs, Home Office, ING, Jack Morton, Johnson & Johnson, Jones Lang La Salle, Laing O’Rourke, Linklaters, Lloyds TSB, McKinsey & Co, Microsoft, National Blood Service, NEC Group, NHS, Nokia, Norwich Union, Novartis, Orange, Pfizer, Procter & Gamble, Reuters, Royal & SunAlliance, RBS, Royal Mail, Safeway, Scottish Power, Shell, Siemens, Sony, South West Trains, Standard Life, Surrey CC, Surrey Police, T-Mobile, the Co-operative Group, The National Trust, Towers Perrin, Vodafone, Xerox and more.

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Practical Pre-Summit Workshops Tuesday 16th October 2007

Melcrum workshops are hands-on, interactive sessions, which allow you to delve deeply into a specific area of communication. You will return to the office with real solutions that you can implement immediately. Places at workshops are strictly limited to ensure you receive one-on-one attention from the workshop leader and have plenty of time to have your specific questions addressed.

Morning Workshop

09.00am – 12.30pm

Using communication to support organisational change

Dealing with constant change is one of the biggest challenges facing leaders and organisations. In this practical and interactive workshop, you'll find out what you can do to help your company implement change successfully, taking employees with you as willing participants instead of reluctant spectators or even saboteurs.

You'll learn from best-practice case studies about how leading organisations are managing change, and leave with tools, tips and techniques you can start using straight away. The workshop will cover:

- The top 10 reasons why change efforts fail, and how to avoid them
- Using change theory to shape your communication planning approach
- Supporting leaders to communicate change effectively
- Making change personal to connect with people's hearts, not just their heads
- Choosing tactics that help people learn and move forward – going beyond "tell/sell"



Workshop led by Sue Dewhurst and Liam FitzPatrick, trainers of the **Internal Communication Black Belt programme**, the no.1 training course for internal communicators.

Workshop leaders:



Sue Dewhurst

Sue spent ten years working as a senior in-house internal communicator with Royal Mail, Barclays and latterly ntl as Director of Internal Communications before founding her consultancy business. She specialises in change-related communication, and is known for combining strategic thinking with a pragmatic approach, making sure communication solutions 'actually work'. Her experience ranges from restructuring and redundancies, large-scale IT change and vision and values work through to crisis communication.



Liam FitzPatrick

Liam has twenty years' experience in communications in-house and as a consultant. He has worked in the UK and internationally across a range of sectors including transport, aviation, government, oil and gas, telecoms and not for profit. He is particularly interested in research and evaluation. Liam's teaching experience includes lecturing on the MBA programme at Imperial College in London as well as being a visiting lecturer at several universities and colleges.

Afternoon Workshop

13.30pm – 17.00pm

How to coach senior managers to become better communicators

Effective leadership communication is essential to create an environment that will enhance productivity and performance. While there is no doubt that most business leaders are experts at shaping the best strategy for their organisation, many don't have the necessary skills to develop a climate and culture where employees feel valued and are willing to perform at their best.

In this workshop you'll learn how you can coach, assist and convince senior management how good communication is key to maximising their essential role in driving employee engagement. Your workshop leaders, The Company Agency, work at the very highest levels of the business and political worlds, helping leaders to maximise the impact of all their communication across a range of contexts. Hear how you can help senior figures in your organisation deliver their messages in ways that play to their natural strengths as communicators. The format of the workshop will be interactive and participative, encouraging delegates to interact and learn by doing. Key areas to be covered include:

- Introductory briefing about the importance of communication skills for individual, departmental and corporate success – including a company's bottom line
- Presentation challenges and solutions – why people do and don't listen
- Content challenges and solutions – what is a narrative or story and why is it a relevant and valuable communication tool?
- See how you communicate: Filming and analysis of how each participant communicates individually and as part of a team in a range of contexts

- Review of passive visual cues, voice, pace, style and tone of communication
- In-depth coaching in content selection, language and length of narrative and assessment of audience needs
- Dos and don'ts of presentations

Workshop leaders:



Louisa Scott

Louisa spent seven years at the BBC. She was Results Editor for the 2001 General Election and worked as a producer for the Political Research unit, News 24 and latterly the Six O'Clock News. She joined The Company Agency in 2003 and works with senior executives helping to improve their personal communication skills.

Molly Watson

Molly began her career trading FTSE Options on the London International Financial Futures Exchange. She then moved into journalism, becoming New York correspondent for the Evening Standard, a columnist for the Mail on Sunday and regular contributor to Vogue, the Daily Telegraph and The Spectator magazine. She recently headed up the London Office of Crosby|Textor, Australia's leading political strategic and opinion research consultancy. Molly specialises in crafting corporate narratives.

Day One

Wednesday 17th October 2007

08.30-09.00 **Registration & Coffee**

09.00-09.10 **Welcome from the Chair**

09.10-10.10 **How Marks & Spencer's CEO and internal communication work together to drive business strategy**

Since his appointment as CEO of Marks & Spencer in May 2004, Stuart Rose has steered M&S through an unsettling period and succeeded in pushing the business forward with a focus on quality, value, service, innovation and trust. In January 2007, M&S launched "Plan A" – its £200-million "eco-plan" that will transform the entire company over the next five years. In the opening session, Head of Internal Communications, Robert Nuttall, will outline the role the function has played in the company's recovery and in supporting the integration of the social, corporate and environmental agenda across the organisation. This will focus on:

- Increasing the visibility of the CEO and his senior management team through regular meetings, live broadcasts, the intranet and the employee magazine
- Delivering a consistent story on progress across all internal channels
- Seeking regular feedback on understanding and belief in the plan through company-wide surveys including "60 second" online surveys
- Running focus groups to understand areas of success and those requiring improvement
- Aligning messages with media, government relations, investor relations and marketing teams
- Rebranding all key internal channels to become more accessible
- Delivering the brand and engagement process for "Plan A"



Robert Nuttall, Head of Internal Communications,
Marks & Spencer

10.10-10.30 **Morning Coffee**

10.30-11.30 **How to use involvement to accelerate performance**

The Eventworks define involvement as "active participation to create ownership, belief and commitment". Employees who are "involved" in the business are far more committed and passionate than those working for competitors – who may merely focus on "engaging" employees. But how do you move beyond engagement to involvement? This session will share practical ideas and solutions by practising what it preaches and getting you involved.



Jeremy Starling, Managing Director,
The Eventworks – the business of involvement

11.30-12.30 **Building employee engagement through the technique of Appreciative Inquiry**

Appreciative Inquiry is an engagement technique that, when used successfully, can transform the relationship between leaders and employees and build real momentum and commitment to change inside an organisation. In this session you'll hear how the technique is being applied at O2. Head of Experience, Phil Askham will focus on:

- Using large-scale "inquiries" to energise the organisation, build common purpose and fully connect employees with the brand and customers
- The difference between internal brand education and true brand engagement
- Evaluating the link between happy employees and happy customers
- How O2 has become one of the UK's best places to work



Phil Askham, Head of Experience,
O2 UK

12.30-13.40 **Lunch**

13.40-14.40 **Using sponsorship to strengthen employee-focused business messages at Visa Europe**

Organisations often strive to make employees ambassadors of their sponsorship programmes through a range of engagement activities. At Visa this has been taken a step further: the company is using its partnerships with the Olympic and Paralympic Games, Rugby World Cup, Disney and FIFA football as a way to engage employees in the business strategy. Drawing on this approach at Visa Europe, as well as past experiences at Lego, Vodafone and Ericsson, Head of Internal Communications, Mark Darby will talk about:

- How to explain the business benefits of sponsorship properties to employees
- How to use sponsorship properties effectively with employees
- How to merge sponsorship with business messages
- Using sponsorship as reinforcement of the business strategy



Mark Darby, Head of Internal Communications,
Visa Europe

14.40-15.40 **How can reality TV help bring an internal campaign to life?**

With a new stock-management system due for implementation, B&Q needed to ensure that employees were fully up to speed on what was required of them to ensure a successful roll-out of the new system. B&Q devised a campaign idea and approached The Edge Picture Company to bring it to life with moving images. The aim was to dramatically increase awareness and get staff thinking about their individual responsibility. This session will look at the campaign from development through implementation and evaluation, focusing on:

- Communicating and ensuring visibility of the new system to 36,000 B&Q employees
- Reviewing the response from staff
- Measuring the impact of the initiative in terms of staff attitudes and performance
- The impact on business performance in terms of productivity and cost savings
- Expectations vs. reality – outlining the results



Caroline Jones, Business Engagement Manager,
B&Q



Nicky Flook,
Former Kingfisher Communication Manager

Pete Stevenson, Creative Director,
The Edge Picture Company

15.40-16.00 **Afternoon Tea**

Keeping business strategy at the core of your communication plan

16.00-17.00

Renewing Defra – the role of internal communication in a time of change

"Renew Defra" is one of the most ambitious change programmes in government – and its success depends on great communication. The programme is designed to transform the Department for Environment, Food and Rural Affairs into a flexible organisation that is responsive to ongoing change and ready for the future. Once complete, Defra's staff will work flexibly across projects and programmes and be rewarded differently – for working style as well as delivery. In this session you'll hear how communication has played its part from the outset, with a specific focus on:

- How internal communication is supporting major change at the heart of government
- Creating and sustaining momentum when your staff have "seen it all before"
- Handling headcount reductions while striving for transformational change
- Putting communication at the heart of a new organisational culture



Kathryn Pallant, Head of Internal Communications, **Department for Environment, Food & Rural Affairs (Defra)**

17.00-17.10

Closing remarks from the Chair following by Evening Drinks & Networking Reception

Day Two

Thursday 18th October 2007

08.20-09.00

Breakfast Briefing Two ears and one mouth – listening as a key communication discipline

Communication professionals have a responsibility to not only ensure consistent presentation of key leadership messages to the wider workforce, but also to seek to understand what's happening "on the ground", and in many cases to open the eyes of leadership to the realities of what's truly going on in the organisation. Drawing on consultancy engagements for BP, GlaxoSmithKline and Shell, as well as his experience in founding and leading an international communication consultancy, Enda Logan will explore the importance of listening as a communication discipline, and its role in ensuring that communication delivers real business results.



Enda Logan, CEO, **The Fifth Business**

09.00-09.10

Welcome from the Chair

09.10-10.10

Ringling the changes at ITV: A new CEO and a new approach to internal communication

In January 2007, ITV capitalised on the arrival of its new CEO as a valuable opportunity to re-energise the organisation. In this session find out how the internal communication team took the new leadership as the starting point and built a focused programme to allow employees to get to know the new boss, enhance engagement and make staff proud of where they work.

In this session, you'll hear about:

- How ITV decided what internal changes were needed
- The first 100 days – devising plans for the new CEO and for the communication team
- Combining face-to-face communication with the use of social media
- Launching a blog forum – giving people a chance to get involved and respond
- Segmenting the audience – creating regional intranet sites
- Monitoring employee response

Penny Lawson, Director of Internal Communications, **ITV**

10.10-10.30

Morning Coffee

Stream A

10.30-11.30

Putting the energy back into British Gas by making it a great place to work

At British Gas, involving and engaging employees by ensuring they have a say in the business strategy is seen as the driving force behind making the organisation a great place to work. In this session hear how the communication team is mobilising management to widen the circle of involvement and lead from the front, providing all employees with opportunities to meet, discuss and learn about the business they work in. You'll hear about:

- Developing a compelling strategy with the British Gas management team
- Involving the top 150 senior managers
- Implementing an engagement plan to engage people at all levels
- Making it sustainable by running the strategy throughout the employee lifecycle – recruitment, induction, reward
- Ensuring the brand is integral to maintain a consistent look, feel and tone of voice



Jenny Burns, Head of Internal Communications, **British Gas**

10.30-11.30

What makes an outstanding internal communicator?

Original Research

Unlike accountants, marketers or HR practitioners, internal communicators have no recognised path to professional development and accreditation. So how do you know what good looks like? In this session, development experts Sue Dewhurst and Liam FitzPatrick will explain how they used insights from over 700 communicators worldwide to develop a definitive competency framework. They will talk about:

- The 12 competencies that are key to internal communication success
- Tailoring the competency framework to suit your own role
- Using the framework to guide recruitment and development



Sue Dewhurst and **Liam FitzPatrick**, Directors, **Competent Communicators**

Stream B

11.30-12.30

Engaging the Public to Beat the Drought

Following two consecutive dry winters and an imminent drought, the entire communication team at Southern Water tackled the unique situation of devising a strategy to encourage their customers not to waste water. Find out how this challenging task led the company to combine internal and external communication skills to ensure the success of the campaign. You'll hear about:

- A company-wide effort to get everyone involved
- Making the most of different communication channels including media, theatre, advertising, internet, external resources and direct customer contact
- Working with key opinion formers including MPs and local authorities
- What made the campaign stand out and ensured its success
- Measuring the award-winning campaign's impact



Geoff Loader, Director of Corporate Communications, **Southern Water**

11.30-12.30

What your Chief Executive really wants from internal communication

Earlier this year, The Company Agency and Melcum jointly invited a number of Chief Executives from Europe and the US to participate in some ground-breaking research into how they view internal communication and – most importantly – what they want from their internal communication resources. Darren Briggs, Partner at The Company Agency will share with you:

- What you should be focusing on to grab the attention of your number-one internal customer
- Alternative strategies to win over the cynical CEO
- Techniques to build a strong relationship with a passionate CEO
- Best-practice examples of CEO and internal communication partnerships



Darren Briggs, Partner, **The Company Agency**

Original Research

12.30-13.40

Lunch

13.40-14.30

Making business leaders better communicators at Zurich Financial

A fully engaged workforce can have a truly positive impact on productivity and performance. But this means turning informers into engagers and helping managers to become more inspiring leaders. In this session you'll hear how Zurich Financial is responding to these challenges, with a focus on:

- Research into how the role of the manager has changed
- Training leaders to be more engaging
- Encouraging leaders to inspire themselves
- Creating a wider layer of leaders who share responsibility for engagement
- Combining face-to-face communication with technology to boost the visibility of leaders



Wendy May, Head of Communications, UK, **Zurich Financial Services**

14.30-14.50

Afternoon Tea

14.50-15.50

Communicating business strategy and redefining Nokia's company culture

In late 2006, Nokia designed an innovative "high-tech – high-touch" strategy to engage employees in the company's move towards becoming more of an online organisation. In this session, learn how Nokia combined web 2.0 principles, face-to-face approaches and social media tools to ensure maximum involvement and collaboration with employees throughout the organization. You'll hear about:

- Senior management's expectations of the "Renewed Nokia Way" initiative
- Devising the communication strategy and techniques
- Employees' response to the initiative
- How the process mirrored the new culture
- The partnership between Communication and Organisational Development



Antti Miettinen, Senior Communications Manager, **Nokia**

15.50-16.50

Using communication to build and sustain an engaged workforce at Lloyds TSB

The role of line managers and leaders in building and sustaining high levels of engagement is critical to ensuring future business success. Making managers better people managers requires them to be able to communicate effectively in a one-to-one, team and business environment. Equally, leaders need to demonstrate desired values and behaviours on a consistent basis to ensure a sense of purpose and alignment with organisational goals. Drawing on his experiences within the Wholesale & International Banking Division of Lloyds TSB, David Littlechild will talk about:

- Developing the right approach for measuring critical levers of engagement
- Maximising the value of line managers from qualitative and quantitative data
- How line managers can use effective communication skills to engage the workforce
- Using data to support on-going development and growth of managers and leaders



David Littlechild, Head of Employee Engagement, Wholesale & International Banking, **Lloyds TSB**

16.50-17.00

Closing remarks from the Chair & Close of Conference

"Very well organised. High level of quality"

Sophie Cretal, **Areva**

"Good mix of speakers – lots of ideas to take back"

Viv Thomson, **NHS NSS**

Keeping business strategy at the core of your communication plan

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The *Communicators' Network* is the free-to-join global network for professional communicators. Its

goal is to connect internal and corporate communicators working on the same challenges wherever they are in the world in sharing ideas and resources that work.

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Connecting Communicators

Melcrum is a research and training business, expert in all aspects of internal communication. Through our

global networks, we connect more than 25,000 professional communicators in sharing what works. Together, we seek to improve the effectiveness and influence of internal communication.

Melcrum understands that good communication leads directly to better business results. Our research sets out to prove the link between communication and the bottom line. Whether that's through improving the communication skills of leaders and managers; getting the most from new technologies; engaging employees through strategy communication; getting change communication right, or proving the value of what you do through effective research and measurement.

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For more information, please contact: Frankie Hannigan
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Strategic Communication Management

Summit UK 2007

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Accommodation

Fees do not include hotel accommodation. To book a room at the conference venue, please contact the hotel directly. There is a preferential rate for the delegates of the summit. However, this rate's availability is limited, so book early to secure your room at preferential rate, quoting the reference "MELC 1510". Please phone the reservations desk at:

Millennium Gloucester Hotel
Harrington Gardens, London, SW7 4LH, UK
Phone: +44 (0)20 7331 6454 • Fax: +44 (0)20 7331 6466

Substitutions/Cancellations

You may substitute delegates at any time. For cancellations received in writing more than 30 working days prior to the event, delegates will receive a credit redeemable against a future Melcrum event. For cancellations received less than 30 days prior to the event, no credits will be issued.

Payment

Please note all bookings must be paid for in full at least 10 working days before the date or within 30 days of registration of the event.

Fees

The fee for this event covers all written materials, lunch and refreshments. A confirmation email will be sent to you acknowledging your registration. Please contact us if you do not receive this within seven days of booking. This registration form constitutes a legally binding contract. It may be necessary for reasons beyond the control of Melcrum Publishing to change the content and timing of the programme, the speakers, the date or the venue. In the unlikely event of the programme being cancelled, Melcrum will automatically make a full refund but disclaim any further liability.

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