



2019 FEIEA GRAND PRIX

OUR WINNERS
AND FINALISTS

21 NOVEMBER 2019

HOTEL WIDDER, ZÜRICH SWITZERLAND





Our Process and Final Jury panel

The FEIEA Grand Prix honours the projects delivering internal communication excellence throughout Europe through 12 different classes. It's a robust process

In the first national stage, FEIEA national associations select a maximum of three country entries per class to go through to the second stage, the pan-European round.

In this second stage, all entries are evaluated by jury members of all the FEIEA member countries via an online platform. In evaluation, judges take into account three major criteria, the QUALITY, the INNOVATION and the EFFECTIVITY of the entries. Each of these are further broken down in sub-criteria which is evaluated with a score of 10 points.

Then up to five entries with the highest overall score are chosen to go forward to the final stage, the pan-European judgement weekend in which a winner is selected for each class.

The Jury commented that they were 'pleasantly surprised' by the overall quality of the final entries, although the quality varied from class to class.

"This shows that we are on the right track concerning Internal Communications as a strategic element for companies and organizations throughout Europe," said FEIEA's GP Director Peter Op de Beeck from Belgian association vonk. "It's always interesting to see the different approach and focus of the various countries, emphasizing the cultural differences."

For a pan-European Jury, it is both refreshing and rich, but equally difficult to balance these cultural differences, however, despite some in-depth discussion at times, the Jury was usually in agreement on who the Winner should be. This discussion process involved discounting entries that didn't demonstrate strong impact, changing a few entries to a more relevant class and deciding not give an Award in one specific class.

"We thank all organizations and companies for entering our 2019 FEIEA Grand Prix," said Peter who has also compiled some jury tips for you – helping you to be even better prepared for next year's Awards:

- Make sure to add relevant results to your entries, and please focus more on outcomes instead of output when highlighting these results
- Always add a boiler plate of your organization, explaining in a few sentences who you are, what your organization is doing, and an outline of your business objectives. This helps our Judges in better understanding some of the choices you made in your projects
- Always add a short video in which you can explain the entry to someone who has never seen it
- Add context where possible (and in line with the Entry Pack requirements) and don't forget to include lessons learned, the difficulties and challenges you had to overcome.



This year's final Jury comprised:

- Isabel PERANCHO – representing Dircom, Spain
- Paula PORTUGAL MENDES – representing APCE, Portugal
- Mateja EDELBAHER – representing SIK-PRSS, Slovenia
- Sarah VANGHELUWE – representing vonk, Belgium
- Joachim TILESSEN – representing SVIK, Switzerland
- Stefano MURDACA – representing ASCAI, Italy
- Steve DOSWELL – representing IoIC, United Kingdom

Class 1: Best Internal Communication Strategy

THE FIVE FINALISTS

Mapfre (Spain): Mapfre Strategy Internal Communication



MAPFRE is driving an ambitious transformation process to harness the great challenges and opportunities of an increasingly digital environment. Being a global organization, present in +100 countries worldwide, it was a challenge to reach the entire organization in a way that ensured employees would internalize, understand and embrace the new plan, its strategic pillars and the new strategic initiatives that would define our future.

In terms of MAPFRE's internal communication, there were three clear objectives: To inform all levels within the organization, to drive change, to ensure employee engagement with the company's transformation process. We divided the strategy into two levels: we contacted managers and provided them with the tools (a complete communication kit) so that they could be the ones who conveyed the messages to their teams at country, region and business unit level. And we created a new line of communication products that enabled employees to identify the sender of each communication action, thus differentiating between global, country, region and business unit communications.

Infrabel (Belgium): Energizing Infrabel



At Infrabel, we care a lot about the people that work for us. We want them to feel good, both physically and mentally. Therefore, we created a program that is based on five pillars: plenty of exercise, a balanced diet, sufficient sleep, appreciation in the workplace, and motivation. We call it our "Energy program".

For each of the aforementioned pillars, we set up different pilot projects to see what activities truly add value, what really motivates our employees, and above all, what really works for them. We primarily focused on our employees in the field, who are more difficult to reach. We zoomed in on the different pillars separately and local team leaders could choose if, when and how to fill in a particular pillar.

Iren SpA (Italy): Iren



Iren is a multi-utility created in 2010 through the merger of a number of regional companies with over 100 years of history. The "Mission, Vision and Values" project was started with the aim of constructing a clear and shared identity among these companies and their different cultures. The Board of Directors defined the Mission and Vision, while the 8 values were selected by 400 organizational managers, voting via smartphone.

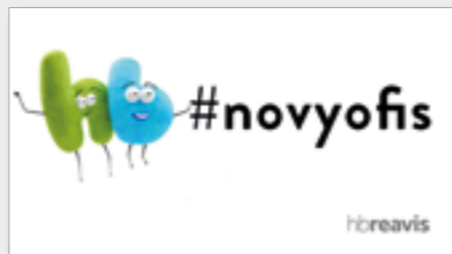
A mixed working group of people from different areas, departments and of varying ages designed communication tools to involve all members of the company. These included:

- Brochure: distributed to 7,000 workers
- Pop art: the face of 60 colleagues used to create value posters, badges and trinkets
- Eight videos: the actors are all employees with voting for best videos and actors
- Bands: during the Christmas celebrations, four employee bands

sang Iren value songs

- Meetings: Mission, Vision and Values team meetings for all employees

HB Reavis (Slovakia): #novyofis



We engaged +400 employees into the relocation process and change their behavior

- To create a unique product of our company - showcase for clients
- To change the way we work educating employees how to use spaces for maximum productivity
- To ensure the relocation will happen without any time loss and without fear of the unknown
- Taking into account corporate culture and values, both reflected in the tone of voice visuals

The audience was a combination of old, classic HB Reavis-teams (focusing on RE) and the new HB Reavis (bringing trendsetting services), targeted via different communication tools and channels. They ultimate aim was letting them experience the new strategy. This process becomes a benchmark for our discussions with clients. Employees are proud of our new office and they do not hesitate to promote it externally.

LLYC (Spain): Schindler Elevate Mission



Schindler Iberia's response to its most significant future challenges is Elevate Mission. This is an internal and revolutionary communication plan designed to put over its main key business issues while highlighting the role of its technicians. Over 80%

of the workforce works off-site. To do so, we have developed this innovative communication plan consisting of:

- A creative and strategic approach where technicians are visualized as Super Secret Agents
- An interactive video where the spectator had to overcome different challenges
- A gamification in which the employees competed against each other
- An ambassadorial plan to boost campaign awareness for all employees.



Class 1: Best Internal Communication Strategy

AND THE WINNER IS...

LLYC - Schindler Elevate Mission



Jury decision:

The Class 1 entries all were interesting and diverse which judging this class harder with the different focuses on scope and approach. Two entries clearly stood out as they really proved the power of Internal Communication by engaging all employees. The Jury selected LLYC as the Award Winner and praised it as a 'brilliant project, especially in the way it recognizes the blue collar workers, promoting 100% participation towards hard to reach employees.

Special Jury Commendation:

Ass the Jury was equally impressed by the way HB Reavis showcased its own proposition (they're flying their own jets) going through the process of moving themselves to being a real estate company, they want to give a Special Jury Commendation to HB Reavis for doing a great job here.

Class 2: Best Change Communication Strategy

THE FIVE FINALISTS

BNP Paribas Fortis (Belgium): TomorrowBank



BNP Paribas Fortis is a Belgian bank with international reach that is part of the robust financial world player, BNP PARIBAS. The financial industry is under a lot of pressure nowadays. Digitalisation is an answer to the two major trends: low interest rates and demanding customers in search of more autonomy and a comprehensive customer service (omnichannel).

One of BNP Paribas Fortis' overall goals is to improve digital knowledge, i.e. to aid further digitalisation of both colleagues and clients. BNP Paribas Fortis and tinQwise co-created TomorrowBank: the go-to online learning platform, reaching around 6,500 bankers. TomorrowBank started off as a knowledge-focused learning platform, but in 2018 the scope was extended to include the Proud Digital Banker project. A project dedicated to coaching bankers in successfully applying their newfound knowledge into their day-to-day practice.

RTBF (Belgium): Change within RTBF



RTBF, the public Belgian French-speaking broadcasting company, has launched a major change program

for its entire organization. This started in 2016 and ended in 2018 with the implementation of the new organizational model. Acticom took in charge the internal communication aspect of the change program in close collaboration with RTBF Internal Communication team.

The strategy was based on the ADKAR methodology. The biggest challenge was to get employees who are passionate about their job, including small screen and radio stars, on board an extremely ambitious project whilst ensuring the continuity of operations and public service missions. The new organizational model certainly has been accepted by employees who were difficult to convince and they now want to take part in the Change. Transformation-specific communication has been integrated permanently into RTBF's media mix.

TIM S.p.A. (Italy): TIM around the customer



Customer experience is central to TIM strategy and the "TIM around the Customer" project includes actions for a "continuous improvement" of processes related to this subject. The communication campaign has the objective to lead a cultural transformation, because TIM employees need to know more about this subject and to become aware of their role in improving it through their own work.

In order to lead this change in a "different" way, the campaign is developed in 3 steps using a mix of very different and innovative actions: inform to raise awareness among colleagues on the subject; engage in edutainment logic to motivate TIM employees on the continuous and widespread improvement;

enhance, moments of rewarding and motivating. All actions are strategically planned to prevent to be overlapped or undervalued during project lifetime: publishing activities (news on intranet, Yammer, digital signage), edutainment activities (games, corporate fiction, live events, photo shooting), training initiatives.

Proof (the Netherlands): NN Hungary, 101 ways to empower yourself



The ambition of insurer NN in Hungary is to be a respected company that truly matters in the lives of its stakeholders, by providing personally relevant services. To achieve this, NN Hungary is actively working on creating an environment in which employees feel ownership for this ambition and empowered to contribute.

A crucial element in this transformation is a new way of working: the agile way of working. PROOF put initiative and empowerment at the heart of the approach. All initiatives and activities that contributed to the Agile transformation came together in one creative concept: '101 ways to empower yourself'. This way PROOF brought the agile transformation to life for employees, using the ADKAR model to ensure effective communication:

- Phase 1: Inform and inspire
- Phase 2: Engage and activate
- Phase 3: Prove, confirm and look forward

As the basis for all internal alignment activities we used the McKinsey Influence Model. This model focuses on 4 elements to make a transformation a success: a good story, an empowering environment, developing skills and capabilities, role models & ambassadors.

Poštová Banka (Slovakia): Farewell dress code



The Poštová banka brand has transformed over the past two years from a traditional bank to a modern one for active people. That's why we decided to cancel dress code rules at the bank's headquarters. We started with printing the statement "DRESS RELEASE" to everyone would know about it, even outside the bank. On shirts.

Our employees are free to choose their clothing and express their own style. We also created a clothing drive and together managed to collect 526 pieces of business attire; the collection was given the name "Dobro sa nosí" (Good is in) which is possible to buy at popular second-hand NOSENE. Proceeds of this collection will be used for good.

Thanks to a survey, we know now that our employees accepted the dress code cancellation positively, which supported employee engagement and also supported brand perception outwards. Sustainability and ecology have become topics of discussion and we continue in environmentally conscious activities for our employees and public.



Class 2: Best Change Communication Strategy

AND THE WINNER IS...

Poštová Banka - Farewell Dress Code



Jury decision:

Although the subject was not a vital element in the daily business of the Bank, the Farewell Dress Code project embodies a deep cultural change. The various elements in the communication mix are both creative and smart, e.g. using the Dress Release messages printed on the printed shirts for top-managers, is disruptive and embraces the idea of inclusion.

The Jury was also pleasantly surprised by the attention for sustainability and environmental care. Employees feel free and flexible which was excellent for boosting motivation and engagement. The whole communication campaign was implemented using the own internal capacities, at almost zero cost.

Class 3: Best Multi-national Communication Strategy

OUR FOUR FINALISTS

Applus+ (Spain): Safety Day Global IC Campaign



Applus+ is a global company providing technical services in the testing, inspection and certification sector. Our employees' professional backgrounds and technical skill-sets are critical to delivering our high-quality services. Fundamental to this service excellence are risk prevention and safety.

To promote these, our Global Internal Communications Team run an employee global communications campaign, culminating in 'Safety Day' and reaching 17,500+ employees through 35+ internal communication actions and 860+ events.

Central to the program's objectives is to nurture and spread a GLOBAL SAFETY CULTURE. Championed by the CEO and VPs, over 100 communications and HSQE personnel deliver the campaign using a rich variety of media and channels in 55+ countries. The annual campaign kicks-off in March, and all communications focus on 6 well-defined objectives. It is a huge success with our multilingual global workforce.

Eni (Italy): The Six-Legged Hack



The Six-Legged Hack was a global hackathon involving more than 457 employees from 60 subsidiaries, to increase international engagement,

generate new ideas and strengthen motivation. Employees were the stars of the internal communications campaign, which was creative and continuously updated. Channels included intranet content, print and promotional collateral, plus a livestreamed final. The multi-national communication strategy centered the goals.

The KPIs (satisfaction rate, participation rate, views, number & quality of projects, mgmt. involvement, feedback forms, real-time votes, long term outcomes) demonstrates the success of the project. By the end, employees felt part of an international community, created ideas from diversity and learned a new, innovative way of working. Today, Eni's global subsidiaries are considering ideas generated in the hackathon for real-world development.

Enel S.p.A. (Italy): (Il)Legal factor



The (IL)LEGAL Factor - OUT OF THE BOX is a contest engaging the in-house legal teams to work on researching legal topics of interest for the Enel Group. Colleagues could "copy" from anywhere, consult colleagues and, for the first time, also take advantage of the know-how of external experts, in the spirit of "Open Power" thus enriching their skills.

The Legal function transforms from being a business support figure to being an influencer able to find and recommend the most intelligent solution, aiming to achieve the business goals. The graphic icon of the project is inspired by the metaphor of the labyrinth. With it, we challenge

our colleagues to solve a game that, at a first glance, has no solution. A conceptual game of the ability to think "out of the box", to overturn points of view, to find basic solutions that seem not to exist.

The competition was divided into three geographic areas and the teams were grouped by area: Italy, Latin America (LATAM) and the rest of the world (Spain, Romania, Russia, etc...). The resulting mix plays to the advantage of originality, the abolition of all types of barriers and "Out of the box" thinking.

Gestamp Automocion (Spain): Press Play Diversity



Gestamp is an international group with presence in 22 countries employing over 43,000 people. This means we integrate a diverse range of people with different languages, interests, traditions, generations, gender, and backgrounds. Our corporate culture works in the aim of a common, successful strategy - 'One Team' - by aligning our strengths while allowing growth for local expressions.

The Press Play Diversity Campaign intends to capitalize the unique features existing at Gestamp through personal interviews around the Group which we share on our Intranet 'One Gestamp' to give visibility to our Diversity. A program featuring our international teams, intergenerational stories, and other cases that we live day by day at the Company, calling to action the Gestamp partners to continue pressing Play to Diversity, as our employees have already done at Mexico, India, Argentina, Russia, China and Brazil.



Class 3: Best Multi-national Communication Strategy

AND THE WINNER IS...

Applus+ - Global Safety Day



Jury decision:

All four finalists proved to be strong entries. The ultimate choice for Applus+ was made because of the consistency and continuity in the campaign. The Jury praised the Applus+ entry to be a "very impressive campaign" realizing excellent results, while being widespread in the company during almost six years already.

Global Safety Day is closely aligned with business objectives. The use of gamification, creating a common culture, not only about safety, with strong objectives and clear involvement from the senior management was backed up by an impressive channel mix.

Class 4: Best Multi-language publication

OUR FOUR FINALISTS

Enel S.p.A. (Italy): E-magazine



A whole publication that analyzes and interprets the outside world. This is the main goal of eMagazine, the Enel house organ which over time has managed, with its stories and analyses, to facilitate interaction and discussion among colleagues, putting them at the heart of the stories. Nor should we underestimate the formative role the publication plays for families and local communities.

Coming out every two months, the magazine contains 64 pages, 50 of global content and 14 dedicated to the country where the magazine is distributed. Aimed at around 70,000 readers, it is written in six languages, and addresses the most important themes of Enel's industrial policy. The current format represents the Group's official voice. The choice of layout, a box format with text and inserts, the involvement of illustrators and photographers, the presence of infographics make it closer to a weekly magazine than a house organ.

F. Hoffmann-La Roche (Switzerland): Myroche magazine



myroche is the employee magazine for over 94,000 employees worldwide and is published three times a year in German and English.

Employees in Switzerland receive the magazine at their home. Sites worldwide receive the print edition in different circulations. At the end of 2018, we embarked on a major relaunch: a newspaper was transformed into a modern magazine focusing on specific topics, supplemented by a new digital presence and, more recently, a company-wide app.

myroche is a premium magazine of the highest quality in terms of content and visuals. Each issue focuses on a specific topic that goes beyond everyday business and touches on universal issues that resonate with employees around the world. With authentic and personal stories about people at Roche, we surprise and inspire reflection. We also see it as our duty to address controversial topics and stimulate discussion.

Zavarovalnica Triglav (Slovenia): Obzornik



Obzornik Int is a 28-page internal print magazine for a readership of the more than 5,000 employees of Triglav Group, the leading insurance-financial group in the Adria region. The magazine is published four times per year in seven markets, six countries, in six languages and in two scripts.

The key objectives of the magazine are to build awareness that every co-worker is a part of the Group and to drive engagement. Obzornik Int is one of the most important tools of internal communication in Triglav Group. As recent internal research on readership conducted among the employees of Triglav Group shows, it is read by 95% of the employees.

The main goal of the magazine is to create a devoted and engaged community of employees; therefore, the content of each Obzornik Int is up-to-date with current projects. We have chosen cooperation in accordance with the strategy of the Group as the main competence for all employees in 2019. For that reason we have dedicated the whole May issue to that topic.

Bystronic (Switzerland): People 02.2019



The company culture and philosophy "One Bystronic" is the main message of the employee magazine "People". Since the early days of Bystronic in a Swiss village, this sense of togetherness has been a success factor. Today, the family is rooted locally but at home all over the world, with more than 2,800 employees and production facilities in Switzerland, Germany, China and USA.

The editorial team takes this into account by authentically showing the personal facets of employees from all over the world. That "we" feeling is also important because Bystronic is in the process of reinventing itself. This transformation goes hand in hand with digitalization and the company is becoming more and more an end-to-end solutions provider: processes and responsibilities are drastically changing. By preparing digitization topics in an objective and entertaining way, knowledge is conveyed that offers added value both professionally and privately. And thus the magazine is not the mouthpiece of management, but a kaleidoscope of everything that distinguishes Bystronic. This transparency and authenticity strengthen credibility by creating trust.



Class 4: Best Multi-language publication

AND THE WINNER IS...

F. Hoffmann-La Roche - myroche



Jury decision:

The myroche publication stands out as it is a real piece of art, both visually and content wise. Being part of the overall IC Strategy the publication combines Internal and External Communication, featuring a high level of feedback from people (quotes, debates).

Company employees are looking at you/addressing you on rather difficult and sometimes controversial themes from almost every page. It has also a nice balance between print and online with a clear strategy and solid measurement.

Class 5: Best internal magazine/newspaper

OUR THREE FINALISTS

Novartis (Slovakia): Novae Artes, internal printed magazine



The aim of the magazine was to improve gaps in internal communication and information flow within local company identified in employees survey. In 2016, the first five issues of the magazine were published:

The executive body is the Editorial Board. Membership in the Board is voluntary and open to every associate. Coordination of activities and the primary responsibility for individual issues is with the editor-in-chief, which is a "rotating" function - for each issue of the magazine it is always a different member of the editorial board.

The content of each issue consists of a fixed structure and variable component according to current topics. The aim is to bring a varied mix of information that captures the working life of the organization in an attractive and informal language beyond standard corporate and business topics. The magazine is open to authorial contributions from all employees. The members of the board and associates authoring articles are solely responsible for the content of the magazine. Graphics and printing are provided by 3rd party.

Consum Cooperative (Spain): Buletin Informativo Social

BIS is the employee magazine for the Consum Cooperative, which has over 16,000 workers. It is released bimonthly (6 times a year) and it is a way of giving our communication



coherence, visibility and follow-through, as well as making people proud of where they work, and sharing company goals and values.

It is an innovative magazine, both in terms of design and the way information is presented. It combines strategic, operational and business content and information, but from an emotional and real-life point of view, making the employees the real stars of the show. The sections are fixed, and the tone of the articles is informal and direct, the content is informative and 100% journalistic, where the priority is interest and news.

Novartis (Switzerland): Live Mai-August 2019



Live magazine is the global internal feature publication of Novartis, published four times per year in print (German) and online (English and German). The magazine serves as the building block for customer magazine Campus as well as global digital campaigns, which reach up to a million readers and viewers. The goal of the magazine, which includes videos and podcasts, is to capture the technological, medical and cultural development of this

leading healthcare company, which has a global workforce of more than 100,000 associates and is active in more than 100 countries worldwide.

In order to lend a robust structure to the publication, reflect the company's complexity and attract as many readers as possible, live magazine's editorial focuses on single-topic issues such as culture, oncology and digital health. This allows the editorial team to demonstrate the breadth and depth of Novartis and create a comprehensive view of the company.

Besides providing leadership interviews, the magazine also attaches a lot of importance to the achievements of individuals and teams, which have low visibility in traditional media and traditional internal PR. Live magazine cultivates long-feature forms, photo reportage and traditional reporting in order to offer a mix of journalistic genres.



Class 5: Best internal magazine/newspaper

AND THE WINNER IS...

Novartis Slovakia - Novae Artes internal printed



Jury decision:

The Jury much appreciates that this is a magazine from employees for employees: employees wrote over 350 articles. It brings useful information to its target audience as it was part of the response to the outcome of a recent survey around communications.

The content looks authentic and supports the communication goals.

Class 6: Best photograph/picture

OUR TWO FINALISTS

TIM S.p.A. (Italy):
TIM é



The aim of the project was to develop an unusual illustrated guide, interpreted directly by colleagues, which could show everyone how to act and which aspects to focus on in their work, consistent with the strategic orientation of the Company. The idea was to develop portraits of colleagues using the power of the TIM logo, applying it in particular positions, and emphasizing, by dark background, facial expressions characterized by a serious look and closed or slightly smiling lips.

The aim was to enhance the person, as an expression and interpreter of the concepts. Like Renaissance portraits, the subject was also associated with symbolic, idealizing elements: the tablet or smartphone as representative figures of the context of reference, the pregnant woman as a representation of the concept of "change and responsibility". Each shot was associated with a title and a body-copy, which, through a logical and/or indirect connection with the image, emphasized the message to the viewer.

Galp (Portugal):
Energizers Collection



To showcase Galp's global presence, we put our Energizers under the spotlight - spread around the four corners of the world, they are the living energy that makes Galp a Global Energiser. To tell their stories, we created a documentary project, a photo-report created in partnership with Visão magazine and photographers Arlindo Camacho (Portugal), Enric Vives-Rubio (Spain), Mauro Vombe (Mozambique) and Jardiel Carvalho (Brazil).

Originally designed to be the opener stories of our new internal online platform, www.energiser.pt, the sheer quality of their stories wound up being

the driver to create an exhibition titled with their photos and stories alongside the World Press Photo exhibition in Portugal, the chapter separators of our 2017 Integrated Annual Report (published in 2018) and a postcard booklet to be distributed alongside that Annual Report with selected photos and their summarised stories.

This was our way of showing a global and humanised Galp from an original perspective, to many more people than those who read the Report & Accounts and, especially, for our employees who got to know more about some of their colleagues.



Class 6: Best photograph/picture

AND THE WINNER IS...

TIM - TIM é



Jury decision:

The Jury was impressed by the very strong concept. It especially praises the fresh thinking consistent with the strategic orientation of TIM. It's a great project which brings strategy to life in such a visual way. Each photograph is meticulously planned, mapped to the strategy, and carefully thought out - highly professional and consistent.

Each person really does 'shine' through the final results. The Jury remains nevertheless a bit curious about the impact that the illustrated guide had and the difference that these professional images have made to shaping behavior within TIM.

Quality of the picture is outstanding but it's especially the utilization of portraits of colleagues in an original Renaissance setting to illustrate desired values and attitudes that is charming.

Class 7: Best infographic/graphic image

OUR FIVE FINALISTS

Ageas (Portugal): Super Security Ageas



In June 2018 the figure of Super Security was born, a guardian and a defender for the information security policies and procedures of the Group Ageas Portugal. A need for a different approach leads us to the idea of a fictional character communicating messages to employees (messages habitually seen as boring and with many technical terms to learn and keep in mind). This resulted in a refreshed new format that caught people's attention. The internal messages presented with humor showed a greater impact power than traditional messages.

Super Security was born as a cartoon character by the hand of an award-winning Portuguese cartoonist that accept the challenge. The cartoons strips were published weekly in several communication channels. One year later, the Super Security cartoons strips were transformed into physical handbook and distributed to all employees. This is the result of a creative internal campaign to generate greater awareness to thematic associated to information security.

Edrington (Belgium): Workmat Transform Vision Sessions



Edrington, a leading, international company offering distinctive premium spirit brands has the vision to be(come) the world's leading premium spirits company. As to guarantee the company's future in an ever changing world, the company decided to launch Transform.

Transform represents cultural change and in order to succeed, we need everyone to engage with it. One crucial pillar in this Progression Journey on improving Quality & Service is the organization of the Transform Vision Sessions, a half day workshop for the Edrington Global Supply Chain teams. The goal of these sessions was to gauge people's feedback, ideas and thoughts on Transform. It's the ambition to delve deeper and figure out as a team, what it means for that particular team, and how that team can best adopt it.

As format for the Workshop Sessions we've chosen a "workmat" where we combined relevant, well thought-out questions with a lively, identifiable visualization. This "workmat" exercise is visualized as a Spirit Distillery Process, which is very familiar for all participants, irrelevant of level and function they have.

Galp (Portugal): Galp One Pager



Along the past year, several of our colleagues asked our Internal Communication team to help them in creating templates or other documents that could help them explain, in a simple way, Galp's presence in the world.

From that necessity came our idea to create a simple, one-pager infographic explaining our core business, our projects and other things - in summary, a visual aid to help explain who we are and what we

do at a glance. It was made available both on our corporate intranet and upon request and the feedback was very positive. The one pager quickly became a regularly used piece in both internal and external presentations as well as one of the first contact points with the company for new or prospective employees during their onboarding or interviewing process. This infographic is available in our three main languages: Portuguese, English and Spanish.

TIM S.p.A. (Italy): Il segno di...



During "TIM Inclusion Week" stories of TIM people were told, positive, with moments of suffering, but also of joy and inclusion. "Il segno di..." is a collection of 5 video-animations, which tell stories of inclusion of TIM colleagues:

- 1) Eleonora, with multiple sclerosis
- 2) Sara, transsexual
- 3) Mariadelia, a woman engineer with a passion for STEM disciplines
- 4) Roberto, a deaf person who has undertaken to raise awareness of the condition of deaf people in the company
- 5) Valentina a lesbian, the first in Italy to have had a paid permit for a period equal to the marriage licence

It was decided to focus on people stories, told by colleagues themselves, transformed into scripts and then illustrated and edited in video by colleague Giovanni Fallacara. It was a complex work of listening, understanding, empathy and inclusion. A teamwork, realized only with internal resources and passions.

Petrol d.d. Ljubljana (Slovenia): Energy among us



Petrol's internal magazine Energy Among Us was our first internal medium and is still one of our primary tools of IC, its purpose being to help build a devoted and satisfied community of employees. Being a magazine by the employees to the employees, we wanted to creatively invite them to create the magazine covers. The basic idea was centered around one of the core values of Petrol - creativity, thus the winning proposals come in all forms of artistic creation, which are then processed by the magazine's graphic designer to be transformed into a cover illustration.

The cover of the second issue of 2018 was the first in the series of now 11 covers, which were created based on employee's artistic designs. Since the beginning of the initiative, the covers of all editions have been illustrations done by employees, with 120 employees having participated in the competition.



Class 7: Best infographic/graphic image

AND THE WINNER IS...

TIM - Il segno di...



Jury decision:

The Jury was deeply charmed by the esthetic quality of the images, a highly original series of illustrations and graphic work that raise awareness and tell stories about inclusion. Each mini-story is beautifully planned and delivered, personalised to each person's story with empathy and skill. The feedback it had internally was really positive too, demonstrating that visual messaging grabs attention effectively.

It's a great initiative to making a difficult subject like inclusion debatable. Working together with different internal people create an atmosphere of belonging, recognition and respect.

Special Jury Commendation:

Apart from the Award Winner the Jury wants to give a Special Jury Commendation to Edrington as an appraisal for the use of the 'workmat' tool and methodology to engage and motivate the employees.

Class 8: Best digital communication

OUR FIVE FINALISTS

Poštová Banka (Slovakia): Expresso Blog & TV



Expresso blog and TV were created in 2018 to make our internal communication more attractive and interactive. Our brand experienced a great transformation and internal communication needed a revival. Except the Intranet, which is a tool for the 1,500 employees, we needed a platform where they could find information about daily life at Poštová banka.

On Mondays Expresso sends the latest news via newsletter to all employees. Our language is relaxed and friendly, same as the new brand and the atmosphere among us. We also produce Expresso TV, "Bank News!" about up-to-date topics, event after-movies or Christmas greetings. The best thing about Expresso TV is that the costs for the production are zero. The only things we need are creativity, time and camera.

Thanks to Expresso, our internal communication is more intense, creative and the awareness of our colleagues is way better. We enjoy preparing both formats and our colleagues enjoy watching them.

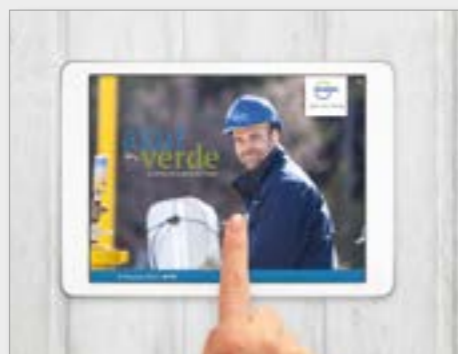
Groupe Renault (Spain): Employees Area app



The Renault Group in Spain has launched an APP for its 13,000 employees, which brings together everything that may be interesting to a company collaborator. It is an interactive tool that gives employees the possibility to access all the company's news, perform the procedures online, enjoy advantages and even offers the possibility of participating in the activities of the Company. All this helps to increase their pride and make employees the best brand ambassadors.

The APP has been a before and after in Internal Communication, since 70% of employees work in chain positions (without mail or telephones) so that communication was done through traditional channels. The figures speak for themselves in terms of successful evolution. It has 10,000 users (92.82% active). The Communication Department updates information 3 times per day and there are 500 benefits available to employees. More than 1,000 activities have been proposed and more than 30,000 entries in competitions have been received.

Atrevia (Spain): Azul y verde



Azul y Verde is ENAGÁS's quarterly internal digital magazine, produced in collaboration with ATREVIA, which reflects the life of the company and the people making it up since 2009. Initially its publication was offline, but in order to evolve and provide added value for its readers, it took a step forward and decided to publish a versatile online version adapted to its users' needs.

The sections have a triple objective: to inform, inspire and arouse interest.

Contents are familiar and encourage participation. The company's corporate identity is held very much in mind in the magazine design in order to make it recognisable. It is 'responsive' and includes modern, trend-setting graphic resources. The online magazine permits the incorporation of videos, infographics, external links to the publication, etc. Enagás has more than 1,300 employees, 607 being regular subscribers. The last 2 issues received over 1,000 visits.

Sequel Group (United Kingdom): The Reporter Quarterly



The Reporter Quarterly is a flagship quarterly publication for international law company White & Case. It reaches 6,000 people across the world, making them feel proud to be part of the Firm. The company's strategy is focused on it being 'One Firm', so employees in 41 offices spread across 28 countries will feel part of a single team.

The Reporter Quarterly contributes to the Firm's strategy of becoming a truly international law firm by reflecting the global scope of the business and showing how each country or practice area contributes. It covers the key issues, working alongside a daily intranet channel, The Reporter Daily, to give employees an in-depth picture of the stories (and people) behind the news.

The publication brings stories, topical issues, and strategy to life, helping to inform employees while giving them a chance to contribute. We do this through multi-media and a fully-responsive site that can be viewed on tablet, mobile, laptop or PC.

Sequel Group (United Kingdom): Nestlé Gazette



A former bi-annual printed magazine, Gazette, had informed colleagues at Nestlé's headquarters in Switzerland, its market communications leads and retirees, but in 2018 the company introduced a new and refreshed global employee communication strategy. As part of this, Nestlé Group carried out a reader survey to find out if its bi-annual printed publication Nestlé Gazette was fit for purpose.

The answers told them it was time to create a modern, digital publication that offered its readers an insight into the business, an opportunity to comment and interact and which they could access from anywhere, on any device. The result is the new and improved interactive digital quarterly magazine that has exceeded expectations.



Class 8: Best digital communication

AND THE WINNER IS...

Groupe Renault - Employees Area app



Jury decision:

The Jury praised the way this case was presented to the judges. It's a very interesting showcase on how to introduce an 'employee app' as it combines seamlessly 'must have' features with 'nice to have' ones. Although attention for playful elements and competitions, the app does also tackle the business objectives inside the organization.

This entry was also one of the few to have the courage of giving the actual cost of developing and distribution of the solution. This app is a great example of a digital communication internal channel: very innovative, with a high usability, great user experience and very in touch with the aims of the project

Class 9: Best intranet

OUR TWO FINALISTS

Ageas (Portugal): iOne intranet



In June 2018 the “second home” for employees of Group Ageas Portugal was born: iOne, the intranet platform that united all the employees, trainees and outsourcers working in the organization. iOne was named by employees after an internal challenge so they could feel to be part of it from the beginning.

This intranet is a unique and global workspace which enables communication and the exchange of knowledge, information and content within the entire organization. With collaborative spaces integrated into the intranet, iOne invites active participation using Microsoft Office365 that provides a number of collaboration and communication tools to be used to create a social experience, be up to date with the latest company information, share ideas, and collectively contribute to the company’s goals. Two of the most powerful tools are Teams (to foster collaboration) and Yammer (whose feeds are integrated on the homepage to boost engagement).

By the end of 2018 (6months after the launch), the platform had 91% of unique visitors and 78,6% active users.

Energias de Portugal (Portugal): edpON intranet



The edpON intranet has been developed to make life easier for EDP’s almost 12,000 employees in more than 14 countries. Through it, staff can access all the Group’s corporate information, learn about upcoming events, keep up with the latest news, and access corporate and HR services. To ensure the information is always at hand, the platform also has an app. Communicating with the thousands of people who work for the EDP Group has always been a bit of a challenge. Their different jobs, their geographical spread, the different time zones, and the lack of access by the more technical employees to some features has placed some obstacles in the way of plural communication that can reach everyone in real time.

The intranet is available in four languages - we added Brazilian Portuguese to the Portuguese, Spanish and English from the previous version - to close the gap between the approximately 12,000 employees of the Group, spread over 14 countries. The new platform is now accessible anywhere and on any device. At home, on the street, on your mobile phone, tablet or any other device (the site was developed in Responsive Web Design to fit any format), employees can check the latest news, consult the Group’s agenda, or access to the key tools.



Jury decision:

The Jury felt that despite the clear efforts made both by Ageas and EDP to build a powerful intranet, the current results are not yet the level of a Grand Prix winner, especially measurement and presenting results (outcome) should be further elaborated. However, the Jury definitely wants to encourage the efforts made especially by Ageas Portugal and is therefore giving a special “Jury Encouragement” to Ageas iOne.



Class 10: Best audio-visual project

OUR FIVE FINALISTS

Galp (Portugal): Today is a good day to ... travel around the world



Aiding in bringing to life one of our Energisers' dreams – people with remarkable life projects and filled with good energy – is part of what we do at Galp; after all, we are giving back the energy they have created for the world with us. One of our Energisers, Rute Gonçalves, has the dream of circumnavigating the globe with her family, an adventure that is currently underway. To inspire others and share her story, we have started an audiovisual storytelling project with a strong video and photography component on our internal news website to showcase this.

The trip they have started is expected to last two years – the return is scheduled for 2021 – but there is not much pressure to keep up with timetables, because even the weather can delay matches, forcing a few weeks break. There is, however, a certainty. During all this time, the family will not be alone. Galp will accompany their adventure.

About four years ago João, a businessman linked to the recreational nautical industry, had been set on the idea of travelling around the world in a yacht. His wife Rute Gonçalves, employed as a brand manager at Galp, asked the company to give her the incentive required to fulfill this dream by granting her temporary leave from her duties, in addition to donating the sail and fuel for the boat.

Slovenská Sporiteľňa (Slovakia): Here I am again – CEO vlog

On 1 January 2018, Peter Krutil became the new CEO of Slovenská

sporiteľňa. He also introduced a new perception of the bank's brand. How to communicate this change to approx. 4,000 employees? How to get away from old-fashioned directorial speeches to subordinates? We wanted to get the CEO out from behind his big desk and closer to people, in a modern and innovative way. And solution was to pick up an Osmo, put a smile on CEO's face and get vlogging. We made Peter Krutil the most popular vlogger in Slovenská sporiteľňa. His regular vlog is called "Here I am again."



All other relevant information about this project is in video available at <https://youtu.be/pErUP4BmBrU>

LLYC (Spain): Schindler Elevate Mission



Schindler Iberia's response to its most significant future challenges is Elevate Mission. This is an internal and revolutionary communication plan designed to put over its main key business issues while highlighting

the role of its technicians. Over 80% of the workforce is working off-site. To do so, we have developed this innovative communication plan consisting of:

- A creative and strategic approach that turned the technician into that of a Super Secret Agent
- An interactive video in which the spectator had to overcome different challenges
- A gamification in which the employees competed against each other
- An ambassadorial plan to boost campaign awareness for all employees

MAPFRE (Spain): Digital Challenge Reality



Digital Challenge is MAPFRE's strategic initiative which has the objective of managing the change that the organization needs to be able to adapt to the new digital requirements, bringing flexibility and agility to the work environment, providing tools to enable collaborative working and knowledge sharing, and developing digital profiles and new forms of leadership. Improving our work skills with the help of technology is the key factor in our digital transformation strategy.

The major work areas are new work environments, collaborative working and knowledge management, culture in a digital world, and new forms of remuneration and recognition. To help the organization discover in detail how, this project is being deployed first in Spain, Brazil, US, Turkey and Peru, and will then be progressively executed in the rest of the organization, MAPFRE's Corporate Communication defined, in collaboration with HR, an ambitious communication plan including a new language and innovative format to address all the employees worldwide.

Swiss Life Group (Switzerland): Living a self-determined Life



Swiss Life wanted to make the different aspects of a self-determined life tangible by providing specific examples – with the help of its staff and their personal environment. The project Swiss Life implemented a Group-wide portrait series for 2018. The leading roles in the campaign were played by relatives and acquaintances of Swiss Life employees whose self-determined life takes a special or particular form. In a multi-media portrait the employees explained just what self-determination means to them, while a person they know personally served as a practical example of a self-determined life.

This resulted in eleven impressive portraits of people and their stories – from Switzerland to South Africa. There were also eleven video interviews with employees who explained why the person portrayed lives a self-determined life. To conclude the campaign a best-of-video was produced as well. The campaign was carried out in collaboration with external video agencies.



Class 10: Best audio-visual project

AND THE WINNER IS...

SLOVENSKÁ SPORITELŇA - Here I am again, CEO vlog



Jury decision:

The Jury praises this entry for its strong results. It's an innovative way of CEO communication, and conveys a positive message as well as the will to innovate. Good example of a strong leadership communication with a well-balanced alignment between internal and external communications. The CEO seems to be a modern and open-minded leader.

The video to explain this entry was really a brilliant example on how an entry should be presented to the Jury.

Class 11: Best use of social media/app

OUR FIVE FINALISTS

Poste Italiane S.p.A. (Italy): app NoidiPoste



The NoidiPoste app for mobile devices was created with the aim of providing approximately 130,000 employees of the Poste Italiane Group with a tool capable of involving, informing and communicating effectively with the entire company workforce. It is a device that can be used in any place and at any time, is accessible from public stores, as well as fully customisable in content and services, from notifications to the menu through to news. Not just one app, then, but several apps “made to measure” according to your needs and preferences.

The creation of the NoidiPoste app is the result of work that has lasted about a year between design, development and release, which saw the involvement of numerous company departments. It is a project that is about to cross the major milestone of 50,000 downloads in the first 4 months since its release. The app is now a starting point for a process of integration over time of all employee services which are potentially accessible from outside.

Realdolmen (Belgium): #Proud

In 2016 our company transformed from a pure technology focused into a more people-centric company. Our employees have always been very

proud of their own work and expertise, but the transformation ensured that they also became proud (#RPROUD) of the company. That’s how our ambassador story was born. In order to actively spread the #RPROUD vibe, we installed a process that enabled us to turn this pride into beautiful storytelling, fully in line with our strategy and identity. By giving our people a voice and making content easily available and shareable in a ready-made social media post, we succeeded in our ambition.



Through a digital interactive platform, ambassadors receive professional content weekly. By spreading it, they can profile themselves as experts and contribute to an increased sense of pride. Today, we are already with 1,000 ambassadors. And although our focus was on the internal channeling, the ambassador story also became a success externally. Our visibility in the market got a serious boost: in one year, we reached almost one million people. We transformed a ‘feeling’ into something tangible and shareable and are very pleased with this successful digital transformation.

Groupe Renault (Spain): Sociabble



Renault has a clear strategy about Social Media and the importance of involving its employees in it. This was the driver for Sociabble, a platform that combines the Group’s Social Media feeds. The objective: to inform the employees about company news and to involve and motivate employees to share that news on their own Social

Media accounts. Studies show that employees are 27% more optimistic and 20% more loyal when they participate in debates on social media.

In this way, we not only involve employees by turning them into the best ambassadors of the brand, we also give employees the chance to increase their personal reach and participate in important company events like International Motor Show, International press test drive and Formula 1 Grand Prix. The tool also helps the Company to increase its ROI; the Group and its brands obtain 24% more visibility and 8% more engagement.

Consum Cooperativa (Spain): Gente Consum App



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Sequel Group (United Kingdom): Skanska Events App



Skanska UK, a major construction company with 5,700 UK employees, wanted an easy-to-use, innovative and reliable app for attendees to use at a wide range of company events. Having previously used Google’s Slido to present an event and enable polls and Q&As in real time, the team wanted a more flexible, multi-user, multi-event app that could be used again and again, with minimal effort for organisers and users, and without the need to purchase or build a new app for each event.

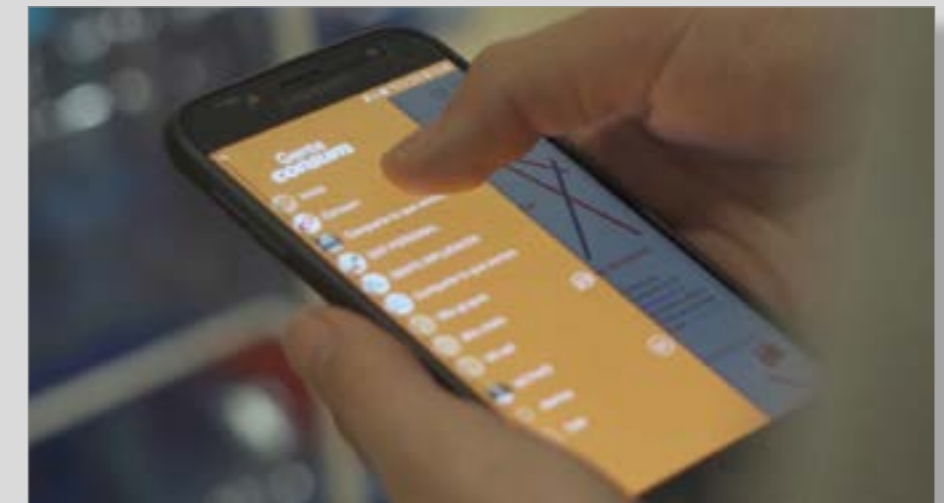
They also wanted an app which could integrate with Yammer, their widely used social feed, and that’s exactly what Sequel’s ‘My Events’ app provided. The app proved to be an instant hit. Skanska has really embraced My Events and has used it for 11 events making it a significant and important strategic communication tool that embraces the company’s social culture.



Class 11: Best use of social media/app

AND THE WINNER IS...

CONSUM COOPERATIVA - Gente Consum App



Jury decision:

The Consum App proves to be a very effective communication means involving strong participation of workers (85% of them doesn’t have a laptop). The Jury appreciates also the strong link to other communication initiatives, while the app is very well conceived and designed.

It’s definitely an app for fast communication: through the app, employees are connected, they feel involved. With the app, employees are informed of any news wherever they are. They get information faster, which is important today. The final results prove that employees needed such a communication channel.

Class 12: Best internal communication event

OUR FIVE FINALISTS

Enel S.p.A. (Italy): Enel Days



Enel represents the image of a utility that is open, innovative, sustainable, flexible, responsive and capable of driving the energy transition. However, the issue of the energy transition is likely to remain “far” from people and appears almost as a media trend rather than a business trend in which each unit plays a fundamental part.

The ENEL DAYS 2019 project represented an opportunity to talk about the guided energy transition and the corporate strategy with the aim of spreading these concepts through strong contamination actions among all colleagues in the Group. The project was born as a restyling of the internal cascading communication process already in use in the Group for several years; the main strategy of the ENEL DAYS project aims at integration and innovation. The project includes: plenary events, thematic workshops (to promote the sharing of new ideas and strategies, create synergies and stimulate moments of exchange and brainstorming), exhibition stands of the Group's main innovations, multimedia area, an energy transition dedicated exhibition, a Circular Economy installation and a corner area for the promotion of initiatives concerning specific business areas.

Galp (Portugal): Galp Energisers Summit 2019



The Galp Energisers Summit is an event designed to inspire the company's employees and transmit to them the positive energy of learning about memorable ways of overcoming challenges and solving problems. This year's event was held on 15 January at FIL, covering an area of 9.000 m2, with 1,028 employees attending. The concept: to move forward. This year's event the format was truly innovative. Its scope was expanded and with the use of a very strong digital component, participants were even able to share experiences with the 11 countries where Galp is working, through a streaming broadcast. The transmission was in continuous with an average of 500 people watching it and a total of over 2.000 unique visitors.

To amplify the experience, an app was developed to allow interaction between users. Content included information on the subjects dealt with at the event and the advance construction of the participants' agendas, the future trends for the industry and the company, and mechanics of gamification that aroused the curiosity and a ranking where the users collected points by participating in the event's activities.

Mediaproduccion (Spain): Our 25th anniversary



A trajectory and a story we wanted to celebrate in the style that lives up to such a monumental journey and to celebrate with all our colleagues who've made Mediapro the benchmark it is in its sector today. We did not want to forget our families, without whom this wouldn't have been possible. The event had to be one designed for all kinds of people; children, young people, the not so young, ... a family with teenage kids, a group of coworkers, couples,

... Port Aventura, one of Europe's largest amusement Parks would be perfect to cover all the angles and arrange activities for all tastes and persuasions.

The deployment was immense. The challenge seemed insurmountable, but we put an in-house team together and, with the support of Port Aventura, Renfe, Iberia and Best Tours, it became possible to ship almost 9,000 people from 30 cities around Spain to Port Aventura (Tarragona) for the June 15th weekend. For 6 months we maintained contact with Group professionals via email, videos, and finally an app to reveal details of the event and to help share the building excitement around the weekend making sure everybody can participate.

At the same time, we organized competitions including futsal, paddle, e-sports and open water swimming, which culminated in fantastic finals during the event. There was even a Trivial featuring questions about the Group and its activities.

Consum Cooperativa (Spain): Gente Influencer



To tell people about the new Gente Consum App, we put on an event for our influencers, the 650 employees (one per centre) who are most active on our digital platforms. We wanted them to see first-hand everything that they would see in the App and communicate it to the 15,000 workers in the Cooperative.

The workers, from 12 provinces, took part in organising the event before it happened on the App itself. It was based around six spaces, each with original tests and experiences related to the professional sphere, but also to preferences and interests.

Results during the event:

- 11,568 images: 1 every 2 seconds
- 145 videos
- 5,991 posts: 3 per second
- 16,554 comments and interactions
- 1,000 hashtags

Thanks to the influencers, 7 days afterwards we already had 10,000 app downloads, and since then there has been a sustained average monthly participation of 80% of the workforce.

Tatra Banka (Slovakia): Demo Day



In Tatra banka, we are aware that if we want to have loyal and engaged employees, we must not only inform, but also involve them. The goal of our internal event Demo Day is to engage our employees directly into strategic projects we are currently working on. Apart from that, they have an opportunity to test and provide their feedback to our innovations prior to “go live”. They can participate in event in person, connect to live streaming or watch the recording later.

This event has contributed to the year-to-year increase of the scores in our annual engagement survey. The score for the question “I understand how my goals relate to the strategy and goals of the bank” increased by 1%, the score for the question “I am proud of working in our bank” by 4% and the overall engagement also increased by 4%. The average NPS score of the event on a 5-grade scale is 4,67. With each next event, the number of participants grows by 25%. The last Demo Day reached 35% of all employees in total.



Class 12: Best internal communication event

AND THE WINNER IS...

CONSUM COOPERATIVA - Gente Influencer



Jury decision:

The five Finalists all were of high quality but had different purposes and concepts, which made it sometimes hard to compare. At the end, this entry was selected because of the brilliant way to engage people using the available resources and money smartly. The Jury highlights the innovative way in which the company ambassadors were selected and ‘trained’. Highly efficient to have the influencers experience the new app, and them promote it further throughout the organization.

Impressive results presented with lots of detail, lots of visuals and videos. Strong graphic and branded cohesion. The way this was presented to the jury makes us not only comprehend the event, but equally get excited and feel the impact it must have had. The success of the event was event enlarged by using the word of mouth publicity for it, and thus it achieved great results.



2019

