

Vol 1: Issue 3 | Price ₹125/-

# Reputation T O D A Y

The official magazine of #PRAXIS5

## PRAXIS 2016

Public Relations and Corporate Communications India Summit

**September 23<sup>rd</sup> - 25<sup>th</sup>**

# Reputation is Everything



# PRAXIS 2016 Agenda - Aamby Valley

## Day 1

Friday, September 23<sup>rd</sup>

- 12.30 pm Venue check-in and Lunch
- 01.30 pm Summit check-in
- 02.15 pm Welcome Remarks
- 02.45 pm Keynote 1: The digital era and the promise of disruption: Communications role in getting it right
- 03.25 pm Power Panel 1 –The Evolution of the Chief Reputation Officer
- 04.15 pm Power Panel 2 – A Global Viewpoint on Reputation Management
- 05.00 pm Tea Break and Group photograph
- 05.30 pm Special Session 2: State of the PR Business in India: An executive summary by PRCAI (15 minutes)
- 06.00 pm Special Address 1 on Media in India: The Transformation of Print Media and Readers of Middle India – Its Implications for Corporate Reputation
- 06.40 pm Keynote 2: The Role of Millennials and their Impact on Brand Reputation
- 07.20 pm Walk/Drive to the Fountain of Fortune
- 08.15 pm Cocktails and Dinner
- 09.15 pm Live Concert by the Indian Jam Project followed by DJ music
- 10.45 pm End of Day 1

## Day 2

Saturday, September 24<sup>th</sup>

- 07.30 am Breakfast (until 9 am)
- 09.15 am Lucky Draw
- 09.30 am Keynote3: The Power of Creativity in Building Corporate Reputation
- 10.15 am Special Address 2 on Academics: What are PR Academics Good for, Anyway?
- 10.45 am Special Address 3 on Research: The Importance of Research in Building Reputation
- 11.15 am Special Session 3: Pecha Kucha (Eccentrics)

- 11.20 am Tea Break
- 11.50 am Keynote 4: The Role of Reputation Management in the age of Artificial Intelligence and Virtual Reality
- 12.30 pm Special Address 4 on Communications Leadership: The New CCO – Transforming Reputation of an Enterprise in a Changing World
- 01.00 pm Special Session 4: Felicitations
- 01.10 pm Lunch Break
- 01.45 pm Special Session 5: (An hour-long workshop by invitation from 1.45 to 2.45 on Using Google tools to enhance the story telling narrative in Building Reputation)
- 02.00 pm Power Panel 3: Content as a Catalyst in Powering Reputation for Emerging Companies
- 02.45 pm Power Panel 4: How Startups Build and Protect Reputation
- 03.30 pm Keynote 5: Reputation in a real-time World (How technology is enabling brands and brand audiences to build mutually-beneficial and real time brand epics -- in a hyper personal and hyper local way)
- 04.20 pm PRAXIS closure: Awards to follow
- 04.40 pm Tea Break and Free time: 80 minutes
- 06.00 pm Awards evening reception: Organised by PR Moment and Event Capital supported by SCoRe
- 06.15 pm A special session
- 07.15 pm Awards night begins
- 08.15 pm Cocktails, Dinner and Live Concert by Voctronica followed by DJ music

## Day 3

Sunday, September 25<sup>th</sup>

Departure any time after leisurely breakfast and check out no later than 09.30 am

### Cover Page Picture Collage:

**Top Row L - R:** Paroma Roy Choudhury, Jon Higgins, Aedhmar Hynes, Abhishek Mahapatra, Sarab Kochhar, Gayatri Rath, Alok Sanwal, Kathy Bloomgarden

**Bottom Row L - R:** Pascal Beucler, Minari Shah, Alan Vandermolen, Shreya Krishnan, Gregor Half, Ophira Samuel-Bhatia, Roger Bolton

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# Reputation

## TODAY

A magazine for Public Relations and Corporate Communications Professionals

### FOCUS

Internal Communications  
& Employee Engagement



## The Game of Layers

It's all about navigating through a massive, changing landscape.

### INTERVIEWS

#### MADAN BAHAL



Our focus is to deliver international quality combined with an unmatched India perspective.

#### RITU KAPUR



We knew right from the start that we are only as good as our team.

#### MUKUND RAJAN



Listening is crucial to employee engagement & internal communications.



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with your eyes shut.**

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- **Alejandra Brandolini** (South America)
- **Geeta Singh** (Africa)
- **Sunayna Shetty** (Australia)



## Design

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You are at the fifth edition of a unique event. Some of you have been to all editions – you are indeed special. Some to more than one and for several of you this is the first time. PRAXIS is a summit unlike any other. We take pride in the fact that this labour of love is put together by a handful of volunteers who work weekends and week nights to ensure this annual gathering is meaningful to everyone who attends.

For several of you who have supported the event as a partner or speaker we are indeed grateful. We have global CEOs attending for the first time and we hope to make that a feature at subsequent editions. The focus is on FIVE. So, we have five global leaders delivering keynotes, we have five special addresses, five special sessions, and five people on each panel. The focus is on Reputation with the theme 'Reputation is Everything'.

While the summit acts as the singular annual gathering of the communications fraternity we felt this issue of the magazine should focus on Internal Communications. The cover story and the regular features focus on that emerging area of communications.

The PRomise Foundation was a name given to a group of volunteers when PRAXIS began in 2012. The entity has gradually evolved to include various activities and collaborations. In 2017, PRAXIS will become the annual property of Reputation Today. Nothing will change except the nomenclature and possibly the creative element. We hope you enjoy this edition. As the case has been each passing year, we seek your feedback by email and look forward to your support. We are looking forward to learning, sharing and having fun. Keep tweeting your experiences and insights using the hashtag #PRAXIS5.

In case you were not at this or any previous edition of PRAXIS make sure to be at the sixth edition on September 15<sup>th</sup> and 16<sup>th</sup>, 2017 in the North. In the spirit of focusing on FIVE we will stop with these five paragraphs, so you can meet an old friend, make a new connection and learn something new. Have fun!



[www.ReputationToday.in](http://www.ReputationToday.in)



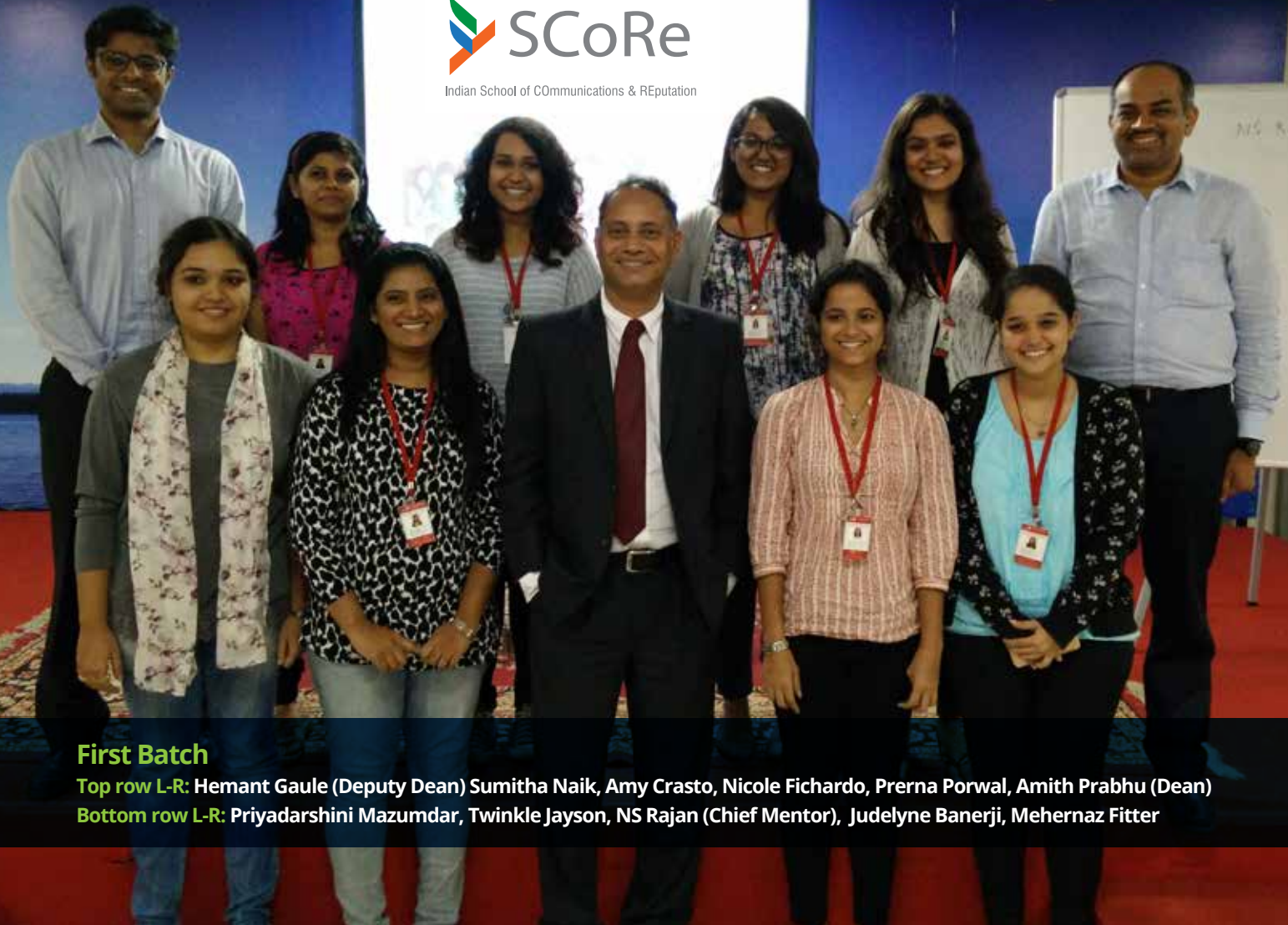
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### First Batch

**Top row L-R:** Hemant Gaule (Deputy Dean) Sumitha Naik, Amy Crasto, Nicole Fichardo, Prerna Porwal, Amith Prabhu (Dean)

**Bottom row L-R:** Priyadarshini Mazumdar, Twinkle Jayson, NS Rajan (Chief Mentor), Judelyne Banerji, Mehernaz Fitter



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## The Fulcrum Awards 2016 Shortlist

The organisers of Fulcrum Awards announced the finalists after an online and offline scoring by an eminent jury of 17 professionals. The winners of all the categories given here and all individual categories will be announced at the Fulcrum Awards night to be held on September 24<sup>th</sup>, 2016 at Aamby Valley, Lonavala.

### TECHNIQUE CATEGORY

#### Technique Awards - Best Use of Content

| Campaign Title  | Company /Consultancy Name     |
|---|-------------------------------|
| Motorola Mobility LLC: One Epic Road Trip   | Genesis Burson - Marsteller   |
| Goa Tourism Development Corporation: Tourism by Tourists                                | Adfactors PR                  |
| Ernst & Young Fraud Investigation and Dispute Services (EY FIDS): Anti - Corruption Day | Ernst & Young /Avian Media    |
| Viacom18: Thapki Pyaar Ki - Stammer of s...s...ssuc...cess                              | Viacom18 Media Pvt Ltd COLORS |
| Partnership To Fight Chronic Diseases: Sankalp - Disha Swasth Bharat Ki                 | S.P.A.G                       |
| Ericsson: Tech to drawing room pushing the B2B envelope                                 | Text 100                      |

#### Technique Awards - Best Use of Creativity

| Campaign Title   | Company /Consultancy Name     |
|--|-------------------------------|
| Godrej Corporate Communications team: Using experiential PR for a product launch               | Godrej Security Solutions     |
| Fevicol (Pidilite Industries): Shramdaan Divas - Bringing dignity into the lives of carpenters | Adfactors PR                  |
| Tourism New Zealand: Everyday a different journey  | Genesis Burson - Marsteller   |
| Viacom18 - COLORS: Thapki Pyaar Ki - Stammer of s...s...ssuc...cess                            | Viacom18 Media Pvt Ltd COLORS |
| Taj Hotels Resorts and Palaces Taj Safaris: Mowgli Trails by Taj Safaris                       | Rediffusion Edelman           |
| Amazon.in: Changing the way Bharat Sells Amazon Chai Cart                                      | Weber Shandwick               |

#### Technique Awards - PR Event of the year

| Campaign Title   | Company /Consultancy Name                         |
|--|---|
| Godrej Consumer Products Ltd: SUBHA BOLO GOOD KNIGHT   | Godrej Consumer Products Ltd                      |
| Disney India: Beauty and the Beast   | Disney India                                      |
| Department Of Industrial Policy & Promotion Govt Of India: The Story Of A Roaring Revival                      | Genesis Burson - Marsteller                       |
| PUMA India: ARSENAL FOREVER INVINCIBLE   | Madison Specialist Communication Services Pvt Ltd |
| ICICI Securities Limited: StockMIND - Quest for the Best Budding Investor'                                     | Adfactors PR                                      |
| Flipkart: Big Billion Days 2015: The human side of India's largest sale event turning negatives into positives | Flipkart  |

#### Technique Awards - Best use of Digital and Social Media

| Campaign Title  | Company /Consultancy Name    |
|---|------------------------------|
| BBLUNT's Dirty Little Secret The Dry Shampoo Anthem featuring Adhuna Bhabani & India's Top Bloggers | GODREJ Consumer Products Ltd |
| Asian Paints Ltd: Voice of Customer   | BLAQ                         |
| Janssen: Me Without Migraine  | MediaMedic Communication     |
| Goa GTDC: Tourism by tourist  | Adfactors PR                 |
| Voluntary Health Association of India: Lives Bachao Size Badhao                                     | Perfect Relations Pvt Ltd    |
| Viacom18:Vh1 Supersonic From comments to conversations From Like to Love                            | Viacom 18 Media Pvt Ltd      |
| Burrrp!: The Burrrp! NYE Hunt Game  | MSLGROUP in India            |

#### Technique Awards - Best Integrated Communications campaign of the year

| Campaign Title   | Company /Consultancy Name     |
|--|-------------------------------|
| Fevicol (Pidilite Industries): Shramdaan Divas - Bringing dignity into the lives of carpenters | Adfactors PR                  |
| Immunization Technical Support Unit (ITSU): One shot against seven deadly diseases             | Genesis Burson - Marsteller   |
| IBM: Cloud is Everywhere! IBM Cloud  | Text100                       |
| Aviva India: Aviva Early Starters  | Adfactors PR Pvt Ltd          |
| Viacom18 - COLORS: Bigg Boss Season 9 - Changing Perceptions A billion minds at a time         | Viacom18 Media Pvt Ltd COLORS |
| Uber: Get Ahead. Get There.  | MSLGROUP in India             |

#### Technique Awards - Best Use of Evaluation & Measurement

| Campaign Title  | Company /Consultancy Name   |
|---|-----------------------------|
| AIDS Healthcare Foundation: Influencing policy development in India to increase funding for prevention access to treatment and care for HIVAIDS | Avian Media Pvt Ltd         |
| Immunization Technical Support Unit (ITSU): One shot against seven deadly diseases  | Genesis Burson - Marsteller |
| Tourism New Zealand: Everyday is a different journey  | Genesis Burson - Marsteller |
| SpiceJet Ltd Rising like a Phoenix  | Adfactors PR Pvt Ltd        |

#### Technique Awards - Best Public Affairs campaign

| Campaign Title  | Company /Consultancy Name |
|---|---------------------------|
| Bureau of Investment Promotion Government of Rajasthan: Campaign To A Resurgent Rajasthan   | Edelman India Pvt Ltd     |
| Consortium of Global Private Equity Firms: Listing of the Stock Exchanges in India A campaign to tackle the issue of non - responsiveness of the authorities to list stock exchanges in India | Integral PR               |
| AIDS Healthcare Foundation: Influencing policy development in India to increase funding for prevention access to treatment and care for HIVAIDS   | Avian Media Pvt Ltd       |
| GLOBAL INTELLECTUAL PROPERTY CENTRE: Exploring Infinite Possibilities through Innovation and Intellectual Property Rights   | S.P.A.G                   |
| Partnership To Fight Chronic Diseases: Time to Unburden - Commitment to reduce the NCD burden in India through a multi - sectoral approach  | S.P.A.G                   |
| Saifee Burhani Upliftment Trust (SBUT):A Project With A Heart   | MSLGROUP in India         |
| Uber: Get Ahead. Get There.   | MSLGROUP in India         |





| Technique Awards - Issue and Crisis Management  |  |
|---|--|
| Campaign Title  | Company /Consultancy Name                          |
| Consortium of Global Private Equity Firms: Listing of the Stock Exchanges in India A campaign to tackle the issue of non - responsiveness of the authorities to list stock exchanges in India | Integral PR  |
| Housing.com   | Housing.com  |
| SpiceJet Ltd: Rising like a Phoenix   | Adfactors PR Pvt Ltd                               |
| Jet Airways: The Flight from Brussels   | Adfactors PR                                       |
| Big Bazaar: Checkbeforesharing  | Future Group                                       |
| Technique Awards - Best Internal communications and employee engagement   |  |
| Campaign Title  | Company /Consultancy Name                          |
| Greenolution - Powering a green world   | Tata Power   |
| Mary & Rico Lead By Example Campaign  | Marico   |
| Standard Chartered Bank India: Standard Chartered Stepathlon 2015   | Standard Chartered Bank India                      |
| Asian Paints Ltd: Voice of Customer   | BLAQ   |
| Standard Chartered Bank India: IOU  | Standard Chartered Bank India                      |
| HCL TECHNOLOGIES: Value Portals Newbie Campaign   | HCL TECHNOLOGIES LTD                               |
| Technique Awards - Best New Product Brand Built Through PR  |  |
| Campaign Title  | Company /Consultancy Name                          |
| COLORS INFINITY: Everyone is Invited  | Viacom 18 Media Pvt Ltd                            |
| Godrej Security Solutions: Goldilocks - My Personal Locker for Everyday Valuables!  | Adfactors PR                                       |
| adidas India: adidas Pure Silos Series Global Launch - India  | PR Pundit Public Relations Pvt Ltd                 |
| Titan: The launch of Titan JUXT Smart is now stunning   | Edelman India Pvt Ltd                              |
| Eureka Forbes - Aeroguard: AEROGUARD BREATHE IN THE PURE AIR  | MSLGROUP in India                                  |
| Telenor India: Self - Taking Financial Security to the masses with Telenor Suraksha   | Telenor India with Text 100                        |
| Renault India Pvt Ltd: Live for more  | Renault India Pvt Ltd                              |
| Technique Awards - Most Impactful Media Campaign  |  |
| Campaign Title  | Company /Consultancy Name                          |
| Tata Power: Act for Mahseer campaign  | Tata Power & Edelman India Pvt Ltd                 |
| Maruti Suzuki India Ltd (MSIL): Maruti Suzuki NEXA Redefining Automotive Retail in India  | Avian Media Pvt Ltd                                |
| National Basketball Association Pvt Ltd India: Go Big Go NBA  | Genesis Burson - Marsteller                        |
| L'Oreal Paris: You Cannes!  | Genesis Burson - Marsteller                        |
| Disney India: Beauty and the Beast  | Disney India                                       |
| SpiceJet Ltd: SpiceJet Rising like a Phoenix  | Adfactors PR Pvt Ltd                               |
| Oracle India: PR establishes Oracle as the ultimate Cloud Company   | Oracle India Pvt Ltd                               |
| Technique Awards - Best Use of Community Engagement of the year   |  |
| Campaign Title  | Company /Consultancy Name                          |
| Viacom 18 Media Pvt Ltd: Saving India's Cinematic Legacy One Frame At A Time  | Viacom 18 Media Pvt Ltd                            |
| Fevicol (Pidilite Industries): Shramdaan Divas - Bringing dignity into the lives of carpenters  | Adfactors PR                                       |
| Immunization Technical Support Unit (ITSU): One shot against seven deadly diseases  | Genesis Burson - Marsteller                        |
| Voluntary Health Association of India: Lives Bachao Size Badhao   | Perfect Relations Pvt Ltd                          |
| YES BANK Transformation Series  | YES BANK Ltd                                       |
| Smile Train: Healing Clefts   | PRactice Strategic Communications India Pvt Ltd    |
| Saifee Burhani Upliftment Trust (SBUT): A Project With A Heart  | MSLGROUP in India                                  |
| Fullerton India: Improving livelihoods for farmers through Cattle Care Fullerton Pashu Vikas Divas  | Weber Shandwick                                    |
| SPECIAL AWARDS  |  |
| Special Awards - In House team of the year  |  |
| Company Name  | Company  |
| Godrej Group Corporate Communications Team  | Godrej Group                                       |
| Disney India's Corporate Communications & PR Team   | Disney India                                       |
| Ford India Communication Team   | Ford India Pvt Ltd                                 |
| Internal Communications Team Standard Chartered Bank  | Standard Chartered Bank India                      |
| In House Corporate Communications Team Viacom18   | Viacom 18 Media Pvt Ltd                            |
| Special Awards - In House innovation of the year  |  |
| In House Corporate Communications Team: Viacom 18   | Viacom 18 Media Pvt Ltd                            |
| Team Flipkart Stories (Internal)  | Flipkart Internet Pvt Ltd                          |
| Special Awards - Boutique Consultancy of the year   |  |
| Ideosphere  | Ideosphere Consulting Pvt Ltd                      |
| Kaizen Communications (Kaizen PR Services Pvt Ltd)  | Kaizen Communications (Kaizen PR Services Pvt Ltd) |
| WordsWork   | WordsWork  |
| Special Awards - Mid Size Consultancy of the year   |  |
| Madison Public Relations - A Unit of Madison Specialist Communication Services Pvt Ltd  | Madison Specialist Communication Services Pvt Ltd  |
| S.P.A.G.  | S.P.A.G.   |
| Zeno India Communications Pvt Ltd   | Zeno India Communications Pvt Ltd                  |
| Special Awards - Large Consultancy of the year  |  |
| Avian Media Pvt Ltd   | Avian Media Pvt Ltd                                |
| Edelman India Pvt Ltd   | Edelman India Pvt Ltd                              |
| MSLGROUP in India   | MSLGROUP in India                                  |
| Adfactors PR Pvt Ltd  | Adfactors PR Pvt Ltd                               |



## How are new age companies engaging with their employees?



**Ekta Gautam**

Communications Specialist  
Flipkart

Today, technology permeates every function of an organisation, and HR is no stranger to the use of technology.

Although “employee engagement” is one of the most popular workplace topics, it may only be a catchphrase at many companies. Not a new concept, it’s become more of a hot-button issue as the job market improves.

**To read the complete article, please visit:**

<http://reputationtoday.in/views/how-are-new-age-companies-engaging-with-their-employees/>

## How digital media can transform employee engagement?



**Moksh Juneja**

Founder  
Avignyata Inc.

Digital transformation should be at the core of an organisation and embedded in the culture in order to innovate and motivate employees to experience something new.

**Organisations typically fall under three categories:**

- Digital reluctant
- Digital savvy
- Using digital for business

**To read the complete article, please visit:**

<http://reputationtoday.in/views/how-are-new-age-companies-engaging-with-their-employees/>

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## Internal Communications and Employee Engagement – The game of layers

By Shree Lahiri and Ambuj Dixit

In this game of layers, it's all about navigating through a massive, changing communicationscape. Putting the spotlight on IC & EE, we try to unravel this landscape, and talk to some Internal Communication experts too.

We can better understand the title by dividing it into the following key words - Internal Communications, Communications, Employee and Engagement.

This ever-evolving domain deals with understanding, maneuvering and converting subjectivity into objectivity, continuously, where two situations are never the same.

Subjectivity is integral to human beings - our employees. Anything that affects this human subjectivity is a matter of concern for IC & EE. Communication is the only way this subjectivity manifests. So if this subjectivity is understood well, chances are that communication can be handled well.

### What shapes this subjectivity?

**Internal factors** – Inner voice, emotions and desires

**Immediate factors** – Family, friends, peers (immediate social circle)

**External Factors** – Socio-economical and political factors like culture, history, religion, geography, political leadership, resources etc of a region

The deeper an understanding a person has of these words, the better the vision and contribution is in terms of using IC & EE to the advantage of the company.

### Scratching the surface

Internal Communication refers to all types of communication that makes work happen in an organisation. That is communication between individuals, between teams, between verticals and departments and how external factors affect all these. A badly-written email circulated to a bigger team could be one of the biggest culprits in bringing down the productivity of a company.

**But, who is drafting these emails?**

**Employees!**



"At GE, employees are foremost in driving the strategy to reality and hence it becomes imperative to drive the agenda with them. Sharing the strategy with the employees is the starting point of communication and this is done in an organised and planned manner. We also give a lot of impetus in hearing what our employees say. GE strongly believes that cohesive internal communication can turn our employees into voluntary brand ambassadors."

**Ms. Rachana Panda**

Chief Communications Officer, GE South Asia



## How difficult is it to align employees with the corporate vision?

Employee support can make or break turning a vision into a reality. Any organisational change starts and ends with employees, observes **Meena Vaidyanathan**, Founder at Niiti Consulting. No matter how exciting the vision, if there is no buy-in and adoption of the same by employees, the vision can never be translated into actions. Embracing change especially when the change is a significant departure from business-as-usual is always difficult to cascade to employees, but it is necessary.

"The challenge is to keep the vision alive for employees at all times, especially when their daily tasks are mundane and repetitive. Regular engagement and stimuli provided through various communication channels help achieve that," says **Saima Sharif**, Co-founder and Director of Crimson Communicare LLP. Organisations who involve employees at the start of any initiative are open and transparent about taking on board the 'voice' of employees. "Employees also 'watch' their leaders' actions and only when they see them 'walk the talk' is when they believe the vision is credible and there is support to see it through," points out **Aniisu Verghese**, Corporate Communications & CSR Lead at Tesco Bengaluru.

"Many organisations need to re-look and revise their corporate vision. Multi-generational employees today want to be a part of something larger than themselves, and a vision statement drafted 8-10 years back does not help. I believe that 'Corporate Value' communication is highly overrated. Organisations today need to do much more than vanilla campaigns to proactively engage its employees."

**Saima Sharif**

Co-founder and Director, Crimson Communicare LLP



## Are employees 'communication ambassadors'?

When they share the value and the vision of an organisation, employees become ambassadors. It's very important to articulate the corporate values and help employees imbibe them in their everyday work. Values need to be demonstrated in how business is transacted and this needs to be led from the top management. People emulate what they see and no amount of communication can be effective if the values are not translated into action by the management, observes Meena.

Steps are taken to engage people at all levels in meaningful, engaging ways at GE. "We believe it's critical to build our employees as brand ambassadors. For that we share real time, relevant and meaningful content with our employees for anytime, anywhere consumption," says **Rachana Panda**, Chief Communications Officer, GE South Asia. They use mobile communication platforms as well as apps and a vibrant intranet to send a range of engaging content, such as videos, blogs, polls and other compelling content.

Saima points out that it is also critical that the leadership's

actions are in sync with corporate values. "Nothing is more inspiring for employees than a leader who 'walks the talk'. The key to enroll employees as brand ambassadors is to clearly spell-out the 'benefit' i.e. what is in it for them? And the benefit need not be necessarily tangible," she says.

Every employee is expected to be an ambassador of the brand, asserts Aniisu. Helping employees understand 'how' and 'why' they need to participate is important in gaining their commitment. By inviting ideas and suggestions, involving them on communication assignments, recognising their contributions, empowering them to learn and teach each other, a company can make every employee a communication ambassador. "At Tesco Bengaluru, our communication philosophy considers these aspects. We run periodic surveys and focus groups on our communication quality and impact, have councils (design, editorial, audio-visual, social media) that involve colleagues to co-create content, run campaigns which put the colleague at the heart of our Communication (Yammer chats, Facebook – Tesco Bengaluru's anchors, Reflections – our newsletter is colleague-curated, CSR – where colleagues shape the company's agenda) and Engagement (Talent Showcase – where colleagues entertain each other in an internal platform)," he shares.



"At Niiti Consulting, we believe in working without boundaries and geography of work is incidental. We understand that people, who are passionate and creative, work best when given the space to work and trust. That's what keeps us together, connecting mostly remotely and hailing from different backgrounds."

**Meena Vaidyanathan**  
Founder, Niiti Consulting

### Communicating with millennials: ushering in change today

They are a driving force in the workplace. They've pushed boundaries in the workplace, including championing for flexible schedules, better benefits, improved parental leaves and fostering the idea that work should feel meaningful. What is the reality in the work environment today?

With millennials, communication is more impactful. Certainly with the technology doubling the pace of change, we need to be agile and match the pulse of the current generation of workforce, outlines Rachana. GE is among few companies globally where leaders are open to feedback; the innovative work culture embraces fresh ideas to communicate better. For example, they realised the need to devise something new to catch the attention of the 5000-plus employees at the India technology centers. "With the help of the HR team we gamified the 'Beliefs', thus making it easy for the employees to understand. The objective was not to push down key messages, but to create a pull towards something employees could easily relate to and use the messaging as a way of life. The different levels and 'Challenge a Colleague' format enabled a self-propelling mechanism, which saw an exponential growth in usage," she discloses.

The look and feel of any workplace today is very different

from what it was about a decade back. "I am sure millennials are not the only reason for this positive development, but they surely have played an important role. Technology is another factor that has transformed our work culture," explains Saima. But the most important reason is that organisations have realised the importance of attracting and retaining quality manpower. The work culture and employee policies are being crafted to provide an engaging and motivating work environment. So, she feels it is a win-win situation for all employees, irrespective of the age bracket.

According to Anisu, their workplace consists of millennials and they actively understand the need to improve engagement and involve them in the company's priorities. "Engagement is a two-way street and while the organisation can raise awareness about how their work adds value to our goals there is an equal expectation that the millennials will also step up and take ownership for making the organisation successful. We provide numerous opportunities for every colleague to join the conversations, influence how we make an impact internally and externally and we encourage everyone to participate," he shares.

At Niiti Consulting, they believe in working without boundaries. Meena says, "We, as a team aren't really the millennial brigade, since most of us have an average work experience of 15 years, but we believe in leveraging technology to maximise our work output and keep the work-life balance as well."



"I was fortunate to have spent half my work life in NIIT- an organisation that had innovative fora to communicate with its people and to pamper them with innovative employee engagement and reward practices a la paternity leave, dating allowance, ESOPs, happy nappy day, granny gratitude day etc that rest of the industry often copied with pride."

**Sanjiv Kataria**  
Managing Partner, Strategic Communications & PR Counsel





## The multi-generational challenge of India

Knowledge@Wharton has published one such article titled – “India’s New HR Challenge: Managing a Multigenerational Workforce”, which focuses on how events in the last 25 years have led to emergence of a different and probably disconnected generation at the workplace.

In the same report, Amit K Nandkeolyar, Assistant Professor of Organisational Behavior at the Indian School of Business, says, “India has gone through more changes in the past 20 years than most countries witness over a century.”

Unfortunately, we don’t see any analysis of this

development/societal change from communication’s perspective.

Indian workforce currently can be easily divided into three – i.e. pre-1991, 1991 – 2000 generation and post 2001.

The teens of 2000s were growing up amongst unprecedented exposure and abundance. A closed culture was all of a sudden forced to open up. Families where communication was usually one-way – from the head of the family to the rest of the family was now being challenged. The teens growing in 2000s were growing up in a world that was getting global – more so visually. This led to clash of cultures and questioning of existing practices based on common sense and equality.

“The role of internal communication is crucial to get employees on board with the vision. How the leaders articulate the vision, how closely embedded it is as part of the company’s programming, the role employees can play to make the vision come to life and the consistent approach to talking about the vision all matter to the success of the initiative.”

**Aniisu Verghese**

Corporate Communications & CSR Lead, Tesco Bengaluru



## How well are we using the above to strengthen the IC & EE?

1991 marked a major shift from manufacturing to machines and machine to human minds. This is where engagement comes into the picture. Liberalisation in 1991 had started showing impact on the economy. Foreign MNCs started setting shops and brought global best practices with themselves. This is where the IC & EE started to gather momentum.

Engagement became a focus, but unfortunately got limited to bonding in the team and enjoyment at work. This started manifesting in the form of parties, functions etc. What it missed is the unit for whom engagement has to be done, i.e. the individual’s mind, whose thoughts are where the engagement starts.

Elaborating on how environment affects Internal Communication strategies, Parminder Panesar, Head of Corporate Communications, Axis Bank, says, “Employees come from diverse cultures and bring with them their uniqueness and interesting viewpoints. For diverse organisations which are present across geographies, this uniqueness and interesting view points aid in crafting interesting communication strategies while also helping create a engaged and well connected workforce”.

The game of layers moves on. Time will tell if the IC & EE practitioners are sourcing their ideas and inspiration in keeping human mind and its vagaries at the centre or, still focusing on tactics as usual.



“It has become extremely important for organisations to ensure that all their employees are aligned to the same vision and goals of the organisation that they work. Organisations have realised the importance and need to have open and seamless communication with their employees at all levels to build a unified culture.”

**Parminder Panesar**

Head of Corporate Communications, Axis Bank



## In The League



**BLAQ** - "We belong to a faith called thinkers. Thoughtfulness, giving it shape & form and seeing it implemented is our biggest asset. We eagerly take challenges to engage the most cynical audience in the world – Employees. Everything related to Employee Communications is our expertise. Everything!" says the Blaq team. Their curative approach can make a big difference!

**Crimson Communicare** - Providing the corporate world with end-to-end solutions for all Internal Communication needs – from measurement to strategy to ideation to execution they offer strategic experience, insights and best practices, in addition to the ability to execute Internal Communication programmes.



**Engage4more** - As an integrated staff engagement and employer branding solutions provider, their mission is to partner with clients in creating a workplace atmosphere that fosters a sense of contribution, a feeling of belonging, and a spirit of collaboration, leading to a thoroughly engaged workforce.

**Facio Communications** - They offer solutions in branding, internal communication, digital marketing, interactive media, Public Relations and CSR. With an integrated marketing approach, they are research-driven and aligned with their target audience and marketing objectives.



**Intraskope** - This blog is the internal communication perspectives for a new world order, from practitioner, author and consultant Anisui Verghese. It is his take on internal communications and best practices to make professionals, researchers and students more effective in their careers. It supplements his book, Internal Communications – Insights, Practices and Models.

**Never Grow up** - From facilitating town halls or communicating brand stories to policy rollouts & internal branding - they manage all communication needs. Creative campaigns, monthly newsletters, developing intranet or providing recruitment media services – it's all part of their game.



**Niiti Consulting** - They support organisations through various stages of development and requirements from strategy and mentorship to research and documentation to capacity building. Their strength lies in taking an ambiguous brief and translating that into a set of result-oriented ideas and developing measurable and executable activities.

**Tune Up** - Looking at 'training need identification' as the most important part of Employee Engagement Process, they invest considerable time & effort in understanding, identifying learner's needs and defining alignment between training needs and business objectives.



# INTERNAL COMMUNICATIONS (IC) & EMPLOYEE ENGAGEMENT (EE) SURVEY SNAPSHOT

Is there an IC & EE function in your company?

54% No

46% Yes

84% of them have IC guidelines

No. of IC campaigns per year

4 to 8

52%

>12

38%

Top words when you think of IC&EE

VISION  
CULTURE  
ENGAGEMENT  
ENGAGED/ENGAGE  
LEADER  
LEADERSHIP  
INFORMATION  
VALUES  
FUN

IC & EE give you an edge over your competitors

thumbs up agree

75%

thumbs down disagree

15%

Only 29% of the respondents use an external agency.

46% of these don't find their existing agency competent enough in IC & EE.

Collaboration with HR

88% of the respondents engage with HR to drive IC & EE agenda. Only 38% of the 88% above engage with HR on a monthly basis

Popular IC & EE Channels

Intranet

90%



Townhalls & Mailers

82%



Posters & Standees

77%

Use of technology in your company



31% - Intranet

Mobile Apps

20%



13%

Social media

How do you measure?

Annual Surveys 90%

Intranet Visits 34%

Pre & Post Campaign Analysis 40%

Top 3 Challenges

56% respondents mention content / relevance / participation as the biggest challenge

25% mention leadership buy-in and respect as a crucial challenge

15% respondents agree that talent in the IC & EE domain and measurement share same space

Opportunities

Use of Technology

54% foresee the growing use of apps, gamification, digital tools, videos. However no clarity on any specific tool exists

27% feel that human intervention is another great opportunity that can help IC & EE

Top Trends

All the responses if taken into account only mark towards a paradigm shift in which the function is being leveraged in the companies

70% respondents say technology is unavoidable. Again no specific applications mentioned

34% are very clear that the domain will gain more prominence in the time to come. They also say that they see more investments flowing in the IC & EE domain

Respondent Profile: 84% of our respondents are Head / Director / Sr. Director / President of Corporate Communications / Corporate Affairs that includes IC & EE responsibilities • 68% of our respondents have 15+ yrs of industry experience • 63% have a tenure of less than 5 yrs in the current organisation • 68% participation received from companies that have been 20 or more years in existence – which means they have been here even before liberalisation of the economy took place. • 70% are from companies with a turnover over 1000cr • Equal mix of Indian & foreign companies

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Internal Communications (IC) and Employee Engagement (EE), once considered redundant, have today gained immense importance. But have they really come of age?

**In most organisations Internal Communication is equivalent to messages from the Boss.**

The term 'coming of age' used in the context of communication, is work-in-progress with the advent of social media. In most organisations, IC is the equivalent to 'word from the top' and most employee engagement tools sell 'corporate messages from the boss'. IC departments create and distribute content, mostly through email and intranets, which have replaced newsletters and magazines. There is lots of sending, little or no listening. The result: a wide gap between the corporate story and workplace reality.

It's important for a dedicated IC function to report news and relay information to employees, but reporting alone is not enough. Everything about business is changing; so is the way people get, share and use information inside the workplace. Employee communication departments need to recognise realities of the modern workplace and reinvent themselves.

As more millennials enter the workforce, the need for multi-channel access will continue to grow. 'Omni-channel' is a popular buzzword in the external marketing community; it is just as important in the IC arena. Companies can engage them through multiple channels, including apps, SMS, push notification tools and social media.

The 'audience' is important in an external content marketing strategy. It's no different when your audience is your employees. With external audiences, we tend to innovate to engage – through videos, mobile, image messaging, pictures, infographics, blogs, podcasts, whitepapers, reports. We need to do the same in IC.

**Employee engagement initiatives have evolved immensely in the new millennium.**

IC & EE initiatives, have certainly evolved into an extremely important tool in people management — the key to a successful organisation. This evolution can be attributed to the ever-changing dynamics of communications that has changed both externally but more importantly, internally.

Today, organisations have no qualms in forming communities or groups on social networking sites or IoTs (Internet of Things) such as Facebook and WhatsApp. From communicating necessary information, celebrating employee success stories to addressing employee concerns, social media has definitely changed the way internal communication functions. It not only promotes equal and free-flowing information but also lays down a two-way communication process.

Recently, Whatsapp was used in our organisation for crisis communications. There was wrong reportage in a leading business daily about our CEO quitting for better opportunities. We quickly negated the news, and our employees shared our social media post. Generating incredible word-of-mouth, this turned adversity into an opportunity!

Employee engagement initiatives have gained immense popularity in the new millennium. From office retreats to incentive trips, companies are coming up with new ways of engaging with their employees informally - be it Snapdeal that had stand-up comedian in its Gurgaon office to entertain its employees or YES Bank launching "Facebook at work". But, this is just the beginning. IC & EE has only reached the first level, and it is bound to evolve in the future as well!



**Deepa Jayaraman**, is COO at Hill + Knowlton Strategies and is responsible for service excellence for all businesses across H+K India. Her role involves strategic counseling, new business development and stakeholder communication.



**Aman Dhall**, is AVP & Head of PR & Communications, Policybazaar.com. In his present role, he is responsible for leading PR as well as external communications mandate for both Policybazaar.com and Paisabazaar.com.



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“Our focus is to deliver international quality combined with an unmatched India perspective and execution capability”



**Madan Bahal**, Managing Director of Adfactors PR, was named by The Holmes Report, in January 2016 as one of the 16 people from the international marketing communications and public relations fields, who were poised to make waves in 2016. PRWeek too has been including him in its Global Power Book since June 2015. In 2013, he was recognised for ‘Individual outstanding achievement’ in Asia-Pac by The Holmes Report.

*He speaks to Shree Lahiri, revealing the challenges faced by the business today and the way ahead.*

Q.

**How does the Indian PR business fare when compared to the global scenario?**

**Ans:** Compared to the global PR scenario, we are miniscule. Against an estimated USD 15 billion global business, the Indian PR market size is only about USD 200 million. This does not reflect our population or the size of the economy. However, we are growing much faster at about 18-20 per cent vis-à-vis 5-6 per cent globally.

Q.

**What are the major challenges facing the PR business today? Where do the growth opportunities lie?**

**Ans:** In the global context, the common challenge is talent and slow economic growth in most markets. In the Indian context, talent remains the principal challenge but there are other challenges too. The professional redundancy is a cause of worry, particularly at senior levels. Our pace of change is slower than our clients, government, or society at large.

The other challenge specific to India is the way PR firms are compensated. The business model is under stress – in most cases, fixed retainers are paid for unfixed volumes of work. Also, inelastic fee growth while annual service cost inflation

of above 10% is a dark reality. Unlike most industries that are able to pass on their cost increases to customers, the PR business in India has not been able to do so.

As for the growth opportunities, they are everywhere – in every practice area, in every sector, and in every geography. We just have to be competent to get the desired share.

Q.

**What are the three top things we can hope to see in the PR trade in 2016?**

**Ans:** We believe multiple factors will be driving growth in 2016 and beyond. These include: a GDP growth of over 8%, a stimulated rural economy, a wave of entrepreneurship sweeping India, and Governments emerging as a strong customer segment. Also, digital acceptance will grow among clients. Lastly, consolidation will continue while in parallel, we will see a healthy growth of start-up PR firms.

Q.

**What is the share that Internal PR - Internal Communications and Employee Engagement, enjoy today in the overall PR universe?**

**Ans:** There is a mismatch between the need and actual level of activity in internal communications and employee engagement. The share of internal PR is still quite small.



**Q.**

**Today, social media is top priority. What opportunity is social media providing the PR business?**

**Ans:** The social/digital pie is clearly growing. All Marcomm service providers, including ad agencies, media buying agencies, specialist social/digital agencies and PR firms are gunning for a piece of action. However, there is some confusion. The PR firm must develop clarity on defining its mandate in the social/digital context and develop offerings that are driven by its core strengths of relationships, engagement and reputation management

**Q.**

**What has been Adfactors PR's growth like, in the last five years – globally and in India? And, what is the road ahead?**

**Ans:** Our CAGR over the last five years is approximately 17 per cent. Over the next five years, we are targeting a growth of 20 per cent. It gets a bit challenging as the base grows but, we will have to be innovative and hardworking. Our focus is to deliver international quality combined with an unmatched India perspective and execution capability.

**Q.**

**Is the PR profession in India doing enough PR for itself? Please comment.**

**Ans:** There is a profound school of thought in Public Relations that says, "Good public relations is 90% behaviour and 10% communications." If we follow this simple maxim, there won't be much need for the PR business to do PR for itself.

**Q.**

**What are the focus areas in Internal Communication today?**

**Ans:** Businesses and institutions across the world are grappling with challenges coming from volatile, complex and fast-changing business environments. A collective organisational response is critical for its survival and success. Thus, the single-most important focus of internal communications has to be change communications – continuously explaining to the employees the compulsions, vision, strategy, and rallying them to deliver the brand promise.

**Q.**

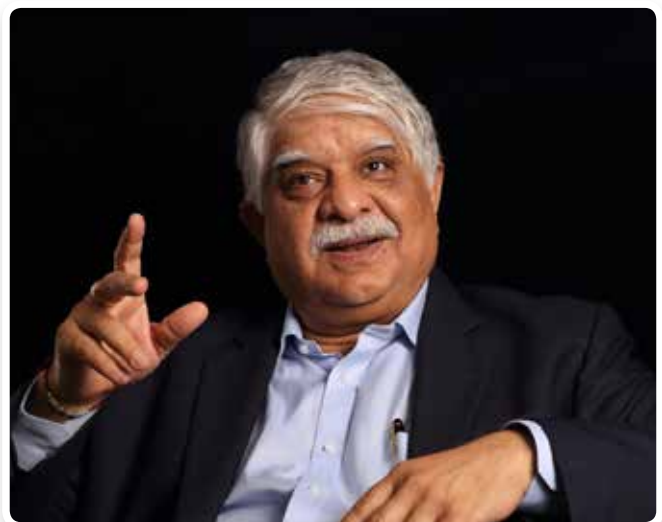
**Ignoring employee expectations does happen in the business world. What are your views, especially keeping millennials in mind?**

**Ans:** Firms that ignore employee expectations do so at their own peril; this is reflected in the balance sheets and growth profile of most PR firms in India. In a people-centric business, human resource will be the central plank of strategy. The principal need of younger employees is empowerment to deal with a rapid changing world with digital becoming mainstream. Our focus is to train them in critical areas required for professional and personal growth in this environment. My focus is also to make them fearless and free-thinking individuals, who are not afraid to think or express themselves.

**Q.**

**What is the interplay of culture in PR – both organisational and Indian? How do you think Indian companies are filtering corporate values down to employees?**

**Ans:** Peter Drucker famously said, "Culture eats strategy for breakfast." A strong culture based on shared values promises organisational and societal sustainability. India is a great example of the only surviving culture in a continuum for over 5,000 years. For example, the first tenet of all schools of Indian philosophy is *ahimsa* or non-violence. Another is: *Bahujan hitaya, bahujan sukhayo* (All our action should be for greater good). At Adfactors PR, we have imbibed these in our founding principles. We do not work for businesses engaged in meat-processing, alcohol and tobacco.







## eView – Integrating Internal Communications



**Hemant Gaule** is the co-founder and Deputy Dean of India's first independent school of public relations. Prior to this, he was a part of a team that spearheaded the Prime Minister's national election campaign. After graduating from the Indian Institute of Management, Ahmedabad, he spent two years with a leading Indian conglomerate in brand management and corporate communications.

For large business conglomerates, with interests in various sectors spread across time zones, internal communications (IC) can be challenging. A weak internal communications apparatus ends up being seen as a cost centre with limited hygiene value, rather than as an integral cultivator of organisational effectiveness. The Essar Group found its IC in a similar space.

In 2011, the group took a closer look at its IC ecosystem. Surveys revealed it was predominantly top down, and the otherwise established 'open door spirit' was not reflected through it. This was evident from diminishing engagement metrics. Any efforts to optimise or add on to this setup faced a rigid challenge – the organisation was too big. It was difficult to reach 18000 employees across 30 countries with equal effectiveness. Furthermore, why would employees make effort to contribute to platforms which engaged so few?

Right from its outset, the leadership had clarity of vision and was supportive of radical change. The transformation was driven by a central team that had representations from branding, corporate communications and human resources teams. Under the guidance of Shivnath Thukral, the erstwhile head of corporate communications, this team put together the elements for seamless creation, dissemination and monitoring of content.

It began by broadening the sources of content – in addition to conversations with heads of SBUs, other members like younger employees, those from international locations and plant sites got a chance to share their stories and relationship with Essar. Every contributor brought their personal style and stories, and audiences saw the diversity of professional and personal cultures across the conglomerate. More employees began to appreciate the relevance of IC, and were happy to get recognition. The team created content genres showcasing Essar's work in different industries, in CSR, and everything related to employees (People Plus).

The game changer however, was the infrastructure to develop and disseminate the stories. They built high tech

production and editing studios, and brought in expert guidance and crew to run it. Practically a news channel was brought to life to develop top quality video content, doing justice to the richness of the stories. Majority of story production and editing would happen at these studios in Essar House, Mumbai. For more stories, production teams were prepared to travel to other locations. Furthermore, two handheld cameras were provided to plant locations along with guidelines to shoot and send back stories. Some locations would also submit written content where another option wasn't possible.

eView was the internal news network that was thus created. The content was aired via several dozen LCD screens installed across Essar locations. The videos were also made available on demand on the intranet.

Equally extensive efforts were made to amplify the engagement with eView. The initiative started with contests for logo and name of the initiative, and a talent hunt for future faces of eView. A Vox Pop section was dedicated entirely to capture employees' voice. The more the employees contributed, the more their ownership into IC and connect with the organisation increased. In a way, eView made several employees feel like celebrities. The whole system worked with incredible discipline. Very few organisations have come close to building such an intricate system and making it work.

Such variety of sources of quality content meant there was never a shortage of content. The organisation was able to connect with locations they could not before, and galvanise connect where it was scattered. Leadership got opportunities to enhance their communications effectiveness. Viewership of eView and traction with employees (measured by variety and quantity of contribution) grew gradually over time. Over a period of time, the cultural and perception shift has happened which recognises IC as an integral vertical of the organisation. It is a remarkable case study on how clarity of vision, backing of leadership and concerted efforts towards achieving the vision make such transformations happen.

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“Listening is crucial to employee engagement and internal communication.”



**Dr Mukund Rajan** serves as a Member of the Group Executive Council at Tata Sons Ltd, and is the Tata Brand Custodian. He has served on the boards of various Tata companies, including Tata Teleservices, Tata Communications, Roots Corporation and Piem Hotels. Currently he is a Non-Executive Director on the boards of Lakshmi Machine Works, Tata SIA Airlines and TCS Foundation, and is a member of the Advisory Board of the Tata Opportunities Fund. He is Chairperson of the FICCI Environment Committee and serves as the Co-Chair of the CII National Committee on CSR.

*In a conversation with Shree Lahiri, he talks about Tata's heritage tag, the power of listening and more...*

**Q.**

**There is a shift taking place from the 'old school' and legacy communication tools to new instantaneous communication. How does your company, with its heritage tag, look at employee engagement?**

**Ans:** The 'heritage' tag, for the Tata group, is one of the strongest binding factors that unifies our colleagues across a conglomerate as diverse as ours. Our colleagues are inspired by our 15-decade old legacy and value system and how we communicate with our colleagues has evolved over the years. Factors like the changing nature of the employer-employee relationship, the changed expectations of employees and the availability of new channels of communication in the connected workplace have prompted corporates to quickly adapt themselves to this dynamic environment. From a top-down, one-way communication stance, companies and internal communicators are moving to a two-way communication approach, where the employer and employee are equal stakeholders, with both getting a chance to speak and be heard. Internal communicators must create a deeper engagement and involvement with the employees. It's no different at Tata.

With 600,000+ employees spread across continents, we are conscious that we have an enormous task at hand – of creating a common bond, to invoke a strong sense of belonging and pride in the Tata family, known for its unique heritage, pioneering legacy and reputation for trust and ethical conduct. We are constantly looking at

new ways to Engage. Our group intranet allows colleagues across companies to connect with each other and with the Tata brand, share experiences

around common themes, like brand marketing, corporate communication, internal audit, and so on. Enabled with social media tools, the intranet brings together our colleagues, empowers them to express themselves and learn from feedback. We've also launched mobile apps to enable easier access to the intranet.

**Q.**

**“It's not the consumer's job to figure out what they want”, said Steve Jobs. How do you think this fits into the sentiment of internal communicators?**

**Ans:** For the internal communicator, the consumer is the employee workforce. Therefore, the treatment and approach to communication and creating and delivering insightful, value-added services, will remain the same as that for any other retail consumer. This would certainly involve developing a deep understanding of the audience's needs, and identifying the 'said' as well as the 'un-said' need gaps which would then need to be addressed. Further, 'listening' is crucial to employee engagement and internal communication. It helps us understand the sentiment among employees, gives us insights into what gives them satisfaction or causes dissatisfaction at the workplace. Such feedback enables us to engage better, in more meaningful ways with our colleagues.





**Q.** You need a two-way dialogue for any effective communication. Do you think this is happening today in Internal Communications?

**Ans:** Yes, I do believe communicators today understand the importance of engaging with their audiences and are increasingly measuring their effectiveness by their ability to elicit a dialogue or discussion around their content. It has to be a reciprocal relationship, with both parties getting a chance to speak and be heard; only then can we expect meaningful outcomes.

In fact, a successful engagement goes beyond a two-way dialogue and draws debate and conversation from a wider audience. This is well reflected in the popularity of various engagement metrics, rather than simple reach or impression metrics that are being used to measure the success or failure of a campaign.

**Q.** Being an effective communicator is impossible without good listening skills. Please comment.

**Ans:** Communication is a two-way or a multi-way conversation, and therefore, is quite ineffective without the ability to listen and process, and respond appropriately. A good listener will pick up the nuances and the tone of conversation and seize the opportunity to extend the conversation or multiply its engagement through creative responses. Listening also helps communicators to understand and anticipate the needs of their audience, be it internal or external, and not only respond to the situation more effectively but also plan better for future situations.

**Q.** Employees and other internal audiences are key ambassadors and reaching them today is both challenging and rewarding. Have you come across any challenges?

**Ans:** Internal audiences are not just our brand ambassadors but – especially in our kind of an organisation – consumers of our products and services. And, happy customers are good for business. However, for audiences today, the stretched demands on their time, coupled with content clutter, imply diminishing attention spans. The challenge therefore, lies in developing engaging, useful

content that will break through the clutter, and delivering it in a crisp and concise manner, often enabling the audience to consume it within a minute or less.

**Q.** Mastering Internal Communication is not only possible but crucial to the success and profitability of an organisation; effective communicators increase profit. How do you see it?

**Ans:** Internal communication has to be tied to the larger organisational goal. It is an important tool to align employees to the vision, mission and business strategy of the organisation. Employees have to buy into your business goals to help you achieve those goals more efficiently.

Effective communicators would be able to align colleagues towards these goals and convert every employee into a brand ambassador. They transmit and multiply energy and passion across all levels of the organisation, bringing about a visible enhancement of experience when employees interface with customers. When all the employees of an organisation share a unified vision and work towards a common goal, the power of their collective consciousness elevates the purpose and performance of any organisation.







## Looking London, Talking Tokyo!



**If employees are our asset, then let us take the communication with them a little more seriously**

*If you know anyone who runs a small retail shop or business, have you observed how they speak to customers and their employees? Note, the two ways are very different. If we understand that we cannot talk to customers and employees in a similar way then the use of marketing and brand communication guidelines for internal communications becomes less relevant.*

By **Shubesh Ravindran**

Design in Internal Communications has mostly been developed in line with the marketing and/or brand guidelines. However, the nature of the subject in Internal Communications is significantly different from any brand or marketing campaign. When it comes to marketing communications you have a product /service, a defined target group, specific interests with a very specific purpose and engagement time.

Internal communications is the opposite – it is perpetual, it is more in grey areas (especially the economic environment we live in), it is more humane, the audience is more about human aspects than product features.

The basic factors of internal communications design and advertising design are similar. However, what defines those factors is where the game changes and these siblings differ greatly in approach and results.

### Why is visualisation so important?

Broadly, a good internal communications campaign has the following:



Message



Concept



Design



Channels

All communication experts would know the above list. However, I want to drive your attention to a very crucial element called design; mainly because, the other three depend on it. Designing is what talks to the audience. It is a language.

Thought is supreme and that is where the journey of crafting a campaign starts. Hence concept cannot be compromised. Understanding the factors that affect human behavior allows us to flesh the right message. Channel of communication affects the consumption of message.

Design brings everything to life. If a concept cannot be brought to life visually, it is as good as a failure. How things look affects the consumption of the content.

There is a reason why videos are gaining prominence. People are shying away from reading. This is also why traditional intranets are struggling to engage people in the organisation.

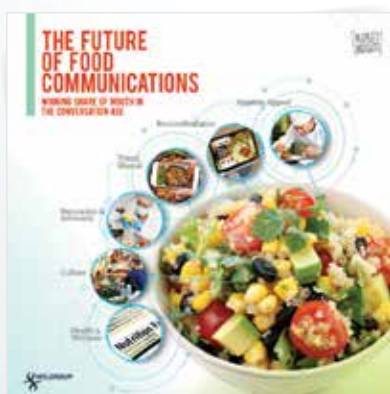
This is where I reiterate that Internal Communications and Employee Engagement campaigns should have their own grammar for evaluation. Employee communication cannot and should not be limiting.

I am listing down a few pointers that I have gathered from my experience. I would request the community members to add to the list so that we can develop it as a go-to list.

- Brand logo placement should not be mandatory. Often complex logo structures hamper design treatments.
- Freedom of using of illustrations, infographics, animated banners, etc. is essential. IC is very static due to media restrictions in email clients (e.g. Outlook), which do not support animated emailers anymore.
- Typography is also the key to a good design. Often font restrictions limit extensive experimentation with typography.
- Choice of colours should be as per the subject of the communication but often brand guidelines limit this. A diverse secondary colour palette for use in internal communications could be the answer.
- Descriptive content other than leadership messages should be avoided. Communications should be crisp and the content needs to reside elsewhere like the intranet.
- Digital as a medium is under-utilised. If digital ideas have to see the breakthrough then the IT team and IC division will have to be sensitive to employee communications agenda.

Let us demand good designs, from whoever is crafting campaigns for you. Let us be open to look at the employee engagement and internal communications communication from this domain's perspective and not the marketing communication perspective.

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"We are only as good as our team."



**Ritu Kapur** is a veteran of broadcast journalism, who co-founded *The Quint* with Raghav Bahl, a serial entrepreneur and investor. Earlier to embarking her journey with *The Quint*, Ritu was Head-Programming at History Channel and Features Editor at CNN-IBN. Her TV shows like *The CJ (Citizen Journalist) Show* and *Bhanwar* won her critical acclaim and also several awards.

*Shree Lahiri* chats with her on the young, vibrant team and the culture that exists at the workplace.

**Q.**

Internal communication is an extended form of storytelling, like news. What are your views?

**Ans:** Don't agree with this.

A lot of internal communication happens on two counts, the work-a-day stuff, i.e. what's going into production, workflow, editorial policy and ethics and, a lot of it is one-on-one and two-way.

The team is made up of distinct working individuals. It is not a homogenous mass. The team works as a unit and, at the end, if they win it's a victory of the team. But, at the same time, within this set-up, there are a number of individual issues and concerns which may impact the whole team.

By and large, Internal Communication at our office is very significantly one-on-one with young individuals, who are growing and evolving – bringing in collective strength.

**Q.**

Like in news, it's about 'real-time information sharing' in internal communication. What do you feel?

**Ans:** Absolutely and strongly agree with this. Any update in terms of journalism, news break, company policy, new technology must be shared with the team. We believe in communicating to everybody, as it happens. Transparency is important – the highs and the lows. Everyone in the team feels that he or she has a stake in everything that goes on.

**Q.**

How do you think internal communication is being featured in media? Is it all about external communication as far as corporate brands are concerned?

**Ans:** What you see in the media are things like a policy on paternity/maternity leave and not much else. You don't hear too much about HR communication in media. It is important that such conversations find a forum. Specially, sexual harassment and why it persists despite the Vishakha judgement.

**Q.**

Can media act as a conscience, to remind organisations that they need to raise the bar as far as internal communication is concerned?

**Ans:** Absolutely! There's no doubt about it.

Media plays a large role. Take for instance the TERI case, which involved charges of sexual harassment against Mr. Pachauri. The fact that it's out there in the media means it is driving the discourse, and at the same time, raising questions too. Sometimes, I think the communication has to jump out of the corporate space and come out into the open.

Also, in this digital world, every laptop or cell phone can become a media outlet, as employees take their issues to open blogs.



**Q.** How far do media companies go, to work towards improved employee engagement? Are there any grey areas?

**Ans:** I don't know how it works with other companies. For us, it is clear. From the start, we knew we were only as good as our team. I have always given importance to ensuring that every individual's skills are exploited. A lot of our work is creative, unlike say, sales. Understanding employee requirements and needs is one of the learnings I have taken away from CNN-IBN. It's important to know each one by name, and understand what gives them most work satisfaction. Very often, that is what each one is looking for beyond higher CTCs! Basically, I feel it's a question of following a focused path and celebrating the growth of your employees.

**Q.** The focus on employee well-being especially during crisis, is important. But, when reporters are involved in secret, dangerous missions, putting their lives at risk – how do you work around these situations?

**Ans:** This is paramount for us, sometimes even more than getting the story. We make sure that the story or the big break does not come at the cost of putting any individual's personal security at risk. Where there is a risk, we will never send a reporter alone; we ensure police protection. Whatever is needed, we make sure it is provided, so that the reporter is safe.

**Q.** Some trends in internal communication are generational shifts, internal social media and terms of engagement. Do you feel this is getting due attention?

**Ans:** We work with a lot of young people, who are generally 25 - 26 years old. There is a lot of energy and a great deal of ideation. Because it is a young team, there is a lot of investment in training to hone their skills, which would lead to enhanced performance. They are so well informed, so tech-savvy, they want to lead from the front and, sometimes they are guiding us! The terms of engagement are based on this "leadership", and not the number of work years that they have put in. We don't believe in being "ageist". We have people out of college, doing some fabulous writing, and we value that hugely.

**Q.** Another key metric that internal communicators are examining is turnover, specifically regrettable attrition, which involves tracking the loss of the most valued employees. How do media companies tackle this?

**Ans:** People out there should know that there's so much of fresh talent. One leaves and another walks in with a lot more energy! The attrition is visible among the 25-26 year olds, but among the senior people I don't see it. In my inbox there are eight to ten applications every day, and a good per cent of my time goes in scanning through them. The quality of talent is tremendous! But, on the other hand, it is exhausting too. You train people and they leave for a lesser job but a ten percent salary jump!

We have built in training modules for our employees, and there is constant revision happening, so that our production style does not get stagnant. A lot of new ideas come up in these training sessions.

Eventually the training methodology keeps evolving too - constantly, like a rolling stone!







Manifest – The Founders' Summit is a platform that aims to nurture the community of Founders, who are passionate women and men igniting action towards building a strong nation through innovation, ideas and insights. They are building products and services in various spheres, including Money and Fintech, Food, Aggregation, New Media, Edutech, Social Impact and Technology among others.

This is an offsite-style Festival and is brought to you by

**The PRomise Foundation and Event Capital**



## Radhika Aggarwal

Co-founder – Shopclues.com, talking about following your heart when building an enterprise



## Radhika Aggarwal

in conversation with Josey John, Consulting Editor – FactorDaily



## Ameera Shah

Promoter – Metropolis Healthcare sharing her views on owning the belief to innovate



## Ameera Shah

in conversation with Syna Dehnugara, Features Editor – CNBC-TV18



## Money and Fintech 1 Power Panel

L – R Monika Halan, Consulting Editor – Mint; Jimeet Modi, Founder – Indian Trading League; Ajay A Singh, Founder – 5nance.com; Adhil Shetty, Founder – BankBazaar.com; Vinay Mathews, Founder – Faircent.com; and Naveen Surya, Founder – Itzcash



## Srikant Sastri

Founder – Crayon Data speaking about how big data is transforming the world



## The Aggregators Power Panel

L – R Sourabh Uboweja, Founder – Brands of Desire; Kanika Tekriwal, Founder – JetSetGo; Aakrit Vaish, Founder – Haptik; Santosh Panda, Founder – Explara; and Amit Agarwal, Founder – NoBroker.com



## The New Media Power Panel

L – R Dhanya Rajendran, Founder – The News Minute; Jayadevan PK, Founder – Factor Daily; Meena Vaidyanathan, Founder – Niiti Consulting; Roopak Saluja, Founder – 120 Media Collective; Ayesha Sood, Founder – Jamun Collective; and Ritesh Singh, Founder – Arm Digital



## Raghav Bahl

Founder – Quintillion Media expressing why revolutionary thinking is critical in building an enterprise



## The Healthcare Power Panel

L – R Ravi Virmani, Founder – Credihealth; Gauri Angrish, Founder – Coral Care Book; Akanksha Kapoor, Founder – Oyehelp; Subhashini Subramaniam, Founder Babyberry; Pawan Gupta, Founder – Curofy; and Aakash Ganju, Founder – Mirai Health



## Raghav Bahl

in conversation with Abhinandan Sekhri, Co-founder – Newslaundry



## Arokiaswamy Velumani

Founder – Thyrocare giving a gripping talk on how to unleash potential with focus at the core



## Yogesh Chabria

Founder – The Happionaire Way sharing the secret teachings of the goddesses of wealth and knowledge



## Amitabh Kant

CEO – Niti Aayog speaking passionately about espousing innovation and celebrating founders



## The Tetseo Sisters

from Nagaland enthrall the audience with their mesmerising music and songs



## Amitabh Kant

in conversation with Anil Padmanabhan, Executive Editor – Mint



## The Money and Fintech 2 Power Panel

L – R Vivek Law, Founder – Investonomix; Pranav Manpuria, Founder – Cocopay; Nidhi Gurnani, Founder – Cardback; Vikas Sekhri, Founder – Cashcare Technology



## The Social Impact Power Panel

L – R Vikram Sampath, Founder – Archive of Indian Music; Kanika Pal, Founder – SOCHE Foundation; Shankar Srinivasan, Founder – Inclov; Deepak Goel, Founder – Karmacircles; Harsha Mukherjee, President – IICSR; Surabhi HR, Founder – Political Quotient



## Aparna Jain

Founder – Zebraa Works questioning the audience if new-age founders are braver than corporate India





## Tathagata Satpathy

MP and Founder – Orissa Post sharing his views on the importance of respecting privacy in a complex world



## The Food Power Panel

L – R Rajeshree Naik, Founder India Food Network; Rajyasree Sen, Founder – Food for Thought; Maulik Mistry, Founder – Mojo Bars; Vikram Achanta, Founder – Tulleho; Ashish Kapur, Founder – Moods Hospitality



## Divya Spandana

Former MP and Kannada Actor expressing herself on following your heart and standing up for a cause



## The Edutech Power Panel

L – R Syed Sultan, Founder – LXLIdeas; Phalgun Kompalli, Founder – Upgrad; Maruti Konduri, Founder – Cracku; Rajashree Krishnaswamy, Founder – Catalyze; Gaurava Yadav, Founder – Eduace



## Tathagata Satpathy and Divya Spandana

after a conversation with N Madhavan, Writer and Columnist



## Anshu Gupta

Founder – Goonj sharing his thoughts on building value using the power of values



## Ramesh Agarwal

Founder Agarwal Movers Group talking about disrupting with passion



## Anshu Gupta

in conversation with Suparna Chadda, Writer and Editor



## Amitabh Kant with the Manifest Team

L – R Deepak Chaudhary, Director – Event Capital; Amith Prabhu, Founder – PRomise Foundation; Shruti Malhotra, Founder – GoViral; Anubhuti Mathur, Content Director – February Networks; Amitabh Kant, CEO – Niti Aayog; Anil Padmanabhan, Executive Editor – Mint; Roshan Alexander, COO – February Networks



## Gul Panag

Co-founder Mobiefit sharing the founders' mantra of action, activism and activity



## Esteemed Partners of Manifest 2016



## Is Employee Engagement taking centrestage?



*Applying engaging strokes throughout her career canvas is Shree Lahiri, who has been by and large, involved in reputation management. Having worked in Corporate Communications teams, she has experience of advertising, public relations, investor and employee communications, after which she moved to the other side – journalism.*

*She enjoys writing and believes the power of the pen is indeed mighty. She is Senior Editor at Reputation Today and hopes to move from one focus area to another in the editions that will be released this year.*

*Mail your reactions to: [shree@reputationtoday.in](mailto:shree@reputationtoday.in)*

Recently, some innovative tactics directed at employees have been making news. Companies like Facebook and Apple are offering to freeze its female employees' eggs as a way to recruit more diverse talent. A new trend in the UK is to offer paid leave for workers, who have recently acquired a new pet, which is aptly called "paw-ternity" leave! Then, Sweden has just introduced a six-hour work day to increase productivity and make employees happier, so that they have the energy to enjoy their private lives.

Another tedious practice of the annual performance review is on its way out. GE announced it was abolishing its "rank and yank" system, which assigns employees a performance score relative to their peers (and results in the lowest percentile getting fired!). Other companies are also rethinking their practices. All these are directed at engaging talent and retaining it too.

Employee engagement plays a vital role in organisations, like motivating the performance levels of employees. Motivated employees will be committed and will put in their best at any given opportunity.

With the nature of workforce changing rapidly today, the dynamic work environment is predominantly young, energetic, tech savvy and well-connected. Communicating to and engaging the tweet-friendly, Facebook-posting workforce is the new challenge. Both employer and employee have an active role to play in cultivating engagement.

Engagement has to be equal on both ends – for the employer and employee. The first key ingredient of employee engagement is the work, as it's important for employees to find it mentally stimulating. Then questions arise; Is the employee supported by his managers and colleagues? Are the employee's efforts recognised? Does he or she want to be loyal and stay with the company? Then advocacy comes in – is the employee willing to recommend the organisation to family and friends? And, finally, come the values. Does the employee feel that managers and colleagues "walk the talk" in terms of the company's values?

**Megha Sen, Senior Manager, Human Resource at Octane Marketing, says "today employee engagement is not just fun activities' that you keep reading about! But, it is all about making employees more productive and happy, so that they learn."**

Focusing on employee engagement initiatives, some organisations keep their employees engaged through learning, some by practicing innovative HR initiatives and some others by passion.

The wheel of engagement rolls on ... but the question comes up – is it time now to re-imagine the employee experiences?





## #PRAXIS5 - We've come a long way ...



**Amith Prabhu** takes pride in calling himself a Public Reputation Professional. With nearly 15 years of work experience, Prabhu is currently a semi-entrepreneur, a passionate fundraiser and a PR educator.

*He is the Founding Dean of the Indian School of COmmunicators & REputation (SCoRe), India's first independent school of Public Relations. He is also the Founder of The PRomise Foundation, the only organisation from India which is a member of the Global Alliance and which organises the largest annual communications conference in South Asia.*

*Amith can be reached at @amithpr on Twitter.*

Every day we at The PRomise Foundation are thinking of new ways to offer something exciting to the Indian communications professional. The idea of a magazine was first mooted during the first edition of PRAXIS. What was brought out then was merely a newsletter. After three years of hibernation, earlier this year the PRAXIS magazine was born. Today, India has a school dedicated to Public Relations, a summit for the communications professional and a print magazine focusing on reputation.

PRAXIS has indeed become the mega annual internal event of the community. With 300 rooms and close to 400 delegates buying registrations almost a month before D day, it is becoming hard to find one venue that accommodates everyone. Under the Reputation Today franchise there is a two-city conclave, there is a three-city PRonto and next year on PRAXIS will become part of the offering.

Many of you may not be aware that PRAXIS was born on Twitter. In April 2012, I attended events for PR professionals in Chicago, around the same time Goafest was taking place for the advertising world. There was a lot of online chatter and in my typical questioning style I put out a tweet that said – “Don’t we Indian PR professionals need our own Goafest?” – A few liked the tweet and a couple of others responded with an affirmation. That was enough of an encouragement to pursue the idea. By end April I had a concept note in place and the rest is history.

Over 200 of us met in Pondicherry in November for the first edition. We decided to do something different from other events. The first rule was that we would not repeat speakers. (We broke that rule once for two people but will try never to do so again). We were not sure when we started out if it would be an annual feature or if we made it an annual event would we repeat a venue. But soon after the event we had clarity that every year we would take PRAXIS to a different region to make it affordable everyone to attend

without a hassle. We also wanted to offer it as an offsite so that smaller firms could use the opportunity to give their employees a break without the burden of organising it.

We get pulled up by few for not inviting them a second time to speak. We have to politely tell them that there are 250 potential speakers and we are only in the fifth edition.

**‘This year PRAXIS has evolved by getting Global CEOs to travel all the way just for PRAXIS. Next year we hope to bring global corporate communications leaders.’**

We ensured from the very first edition that we would have a panel for young professionals. This year we have evolved by getting Global CEOs to travel all the way just for PRAXIS. Next year we hope to bring global corporate communications leaders. The fact that Google India, eBay India, Godrej and Paytm have come forward as sponsors shows how this profession and event have evolved.

This year, as soon as PRAXIS ends another stunning event will make its debut. The PRomise Foundation is delighted to host the Fulcrum Awards – a joint venture between PR Moment India and Event Capital. The awards are unique as they are the only awards for communications where the jurors, participants, organisers and sponsors are mutually exclusive. The jury did not have representatives of mainline consultancies, ensuring a free and fair judging process supported ably by an independent Awards Director.

We hope you go back with at least five great memories, make five new connections, meet five old friends, learn five new things and tweet five insightful posts, including one of the magazine cover 😊.

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