FINALIST 2013
B2B AWARDS

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Category number: 19

Category name: Best internal audience campaign

Programme name: Tate & Lyle Values

Agency: BergHind Joseph

Brand or client: Tate & Lyle

Word count: 934

BergHind Joseph

Tate & Lyle Values

Summary

Tate & Lyle operates around the globe, and has a workforce of approximately 4000 employees.

Its primary operations are providing high quality ingredients and solutions to food and beverage manufacturers, but products also extend to the industrial, animal feed, pharmaceutical and personal care markets.

Whilst the Tate & Lyle brand is a well recognised name, the business found its performance had been inconsistent in recent years.

Following the appointment of a new CEO, Javad Ahmed, it was viewed as an opportunity to improve the business' performance. In order to do this, it was regarded as critical to review and redefine the core business values so that they reflected the company's new direction, and improved operations with customers, suppliers, investors and the community.

BergHind Joseph's involvement in Tate & Lyle's values was to help devise a communication campaign that would:

- Present the new values and create an awareness of their arrival
- To create a dialogue and level of interaction with the values to maximise engagement
- To embed the values within the business and give them longevity to improve business performance.

Word count: 198

About the client company

Tate & Lyle is an international provider of high quality ingredients and solutions.

The business was established in 1875, and was (until 2010) responsible for producing iconic products like Tate & Lyle Sugar and Lyle's Golden Syrup. Today, the business is structured into two global business units: Speciality Food Ingredients and Bulk Ingredients.

Strategy



Tate & Lyle's vision is to be the leading global provider of speciality food ingredients and solutions.

The appointment of the new CEO, Javad Ahmed, marked an opportunity to refocus and improve business performance. To support the fulfilment of this ambition, the business conducted a review of its core business values. This was in order to reflect the company's new direction, and define its operations with customers, suppliers, investors and the community.

Whilst a revision of the businesses values was a positive step, for it to really deliver lasting results employee awareness about them had to be generated. More importantly a level of engagement had to be established so that the values became embedded within the business.

Objectives of the campaign

1. To communicate organisation wide the three core values – Safety, Integrity and Respect – and the five performance values - Accountability, Achievement, Creativity, Speed and Teamwork.
2. To create a dialogue around the values and to actively respond to these conversations where appropriate.
3. To provide mechanisms that would embed the values for the longer term.

The target audience

The entire Tate & Lyle workforce had to be communicated to – this amounted to 4000 employees, based around the world.

Communicating with all of the business's employees presented a number of challenges. They spoke a multitude of languages and worked in a number of functions – from factory floor to head office.









Media, channels or techniques used

To reach out and create resonance with every employee a number of approaches were used which existed both on and offline. By using a series of mechanisms, it ensured that no matter what role or language an employee spoke, they had the opportunity to engage with the values:

Phase I

Focus Groups

We supported the roll out of 27 focus groups around the world. These were facilitated by 'values champions' and provided employees (in all functions) with a platform to discuss the values and their meaning.

The outcomes of these Focus Groups were then shared with management and the HR team to ensure it informed communications around the values moving forward.

Postcard drop boxes

Located in various offices and factories around the world, employees could share their thoughts and ideas around individual values.

Value walls

Dedicated places within Tate & Lyle's offices where outcomes from the postcard drop boxes could be posted and shared with all employees.

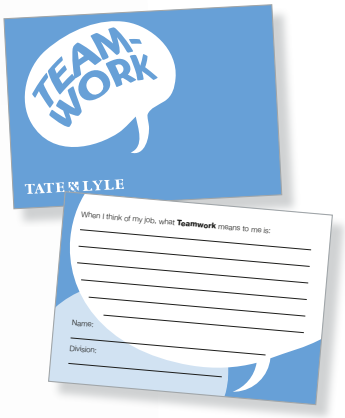
Poster campaign & table top displays

To communicate the new values and encourage employees to 'have their say' on what the values mean to them.

Intranet

To communicate what the arrival of the values meant, outline what the values were, and share employees thoughts on what they meant to them.





Postcard dropbox
with postcard pads



Call-to-action poster campaign using real Tate & Lyle employees from three global locations



One of the banners used to create
local 'Values walls'

Intranet microsite homepage





Three-sided table top display for
meeting rooms and canteens



Phase II

Following the initial 'rollout' stage we looked to feedback its outcomes. This stage of the campaign had provided us with integral information about how the values were perceived and the behaviours that were associated to them.

By communicating this information back, it proved that employees were being listened to and responded to where appropriate. By doing this it would drive a greater level of engagement with the values, and would encourage employees to act upon them. This was accomplished by:

Hand illustrated poster campaign

Produced in 14 languages we looked to communicate the definitions of each of the values around the world.

The posters also acted as a visual cue that reinforced the importance of the values throughout Tate & Lyle's operations.

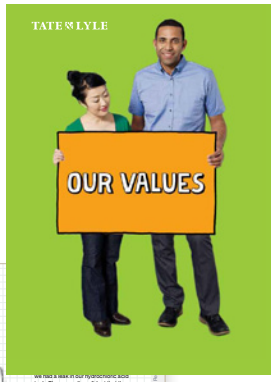
Values hand book & pocket-size value guide

To support the company's appraisal system and to further embed the values within the business, we developed a booklet that employees and line managers could use to set values orientated objectives, monitor progress, and demonstrate how they were living the values day-to-day.

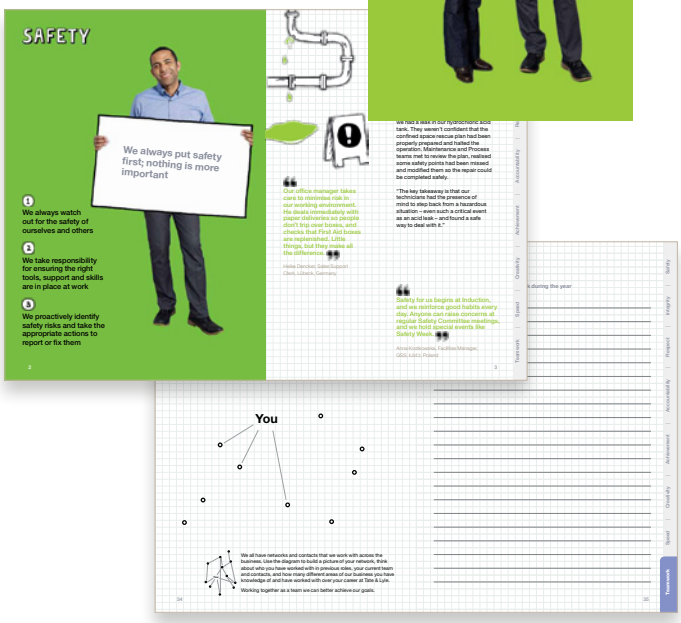




Poster campaign with hand drawn lettering and carefully selected professional models representing 'real' Tate & Lyle employees



Values hand book, which is used as a practical tool for staff development



Credit-card sized value pocket guide





Some of the multiple language versions produced



The campaign was translated and produced in 14 languages

Timescales of campaigns

May 2011:	Awarded project
May – July 2011:	Planning and development of first concepts for 'tell us your story' campaign
August – September 2011:	Roll out of focus groups and feedback initiatives
October – November 2011:	Analysis of outcomes from focus groups and feedback mechanisms
December 2011- March 2012:	Generation of design concepts for value definitions in 14 different languages
April 2012:	Designs approved and production phase
June 2012:	Rollout of values definitions and 'embedding' phase

Budgets

These details were provided to judges in the original submission but are commercially sensitive and therefore confidential.

Results

These details were provided to judges in the original submission but are commercially sensitive and therefore confidential.

Client testimonial

> The BergHind Joseph team made a significant contribution to the overall success of Tate & Lyle's values project, which saw the revised company values come alive across our global business. Working closely with Tate & Lyle's HR team they created an inspiring and striking multilingual communication campaign which resonated with our 4,000 strong workforce. This not only ensured that every employee had visibility of the values, but that they also had the opportunity to become actively involved in their implementation. This has really helped to cultivate a culture based around our values, and has subsequently improved performance.
>
> Rob Luijten, Executive Vice President - Human Resources

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