B2B Marketing Awards 2012

Category number: 15

Category name: Best corporate decision maker-targeted campaign

Programme/initiative name: Big Fish

Agency: Cameron Wells Communications

Brand or client: PMI Health Group

URL or microsite: www.pmihealthgroup.co.uk/business

B2B Marketing AWARDS 2012 FINALIST

pmi health group

CW CAMERON WELLS COMMUNICATIONS

B2B Marketing AWARDS 2012 FINALIST

Cameron Wells Communications/PMI Health Group

Category 15: Best corporate decision maker-targeted campaign

Summary

The 'Big Fish' lead nurturing campaign is a joint entry from Cameron Wells Communications and health insurance broker PMI Health Group.

It was devised to help PMI break into the traditionally time-pressured and hard to reach 'large corporate' market.

By creating various touchpoints throughout the year with senior HR professionals at some of Britain's largest employers, we ensured that PMI Health Group was front of mind at insurance policy renewal time.

The campaign ran for 12 months using a combination of direct mail, email, telemarketing, media and web marketing, and produced 228 sales meetings, more than double our original target of 100 and equivalent to nearly one in four of our targets agreeing to a meeting.

High quality content was key to the campaign's success. Objective, useful and topical advice from both medical and insurance experts at PMI lent credibility while a free subscription to a popular magazine created warmth towards the brand and provided a non-salesy way of getting past the usual gatekeeper and engaging with senior targets each month.

Telemarketing follow up was focused on targets in the active stage of the buying cycle – those who had accessed the advice material and where the renewal date was impending.

Word count: 200 words

pmi health group

CW CAMERON WELLS COMMUNICATIONS

B2B Marketing AWARDS 2012 FINALIST

Cameron Wells Communications/PMI Health Group

Category 15: Best corporate decision maker-targeted campaign

About the client company

PMI Health Group is the UK's largest independent provider of employee healthcare and risk management services, including private medical insurance, Occupational Health services and nurse led insurance claims management.

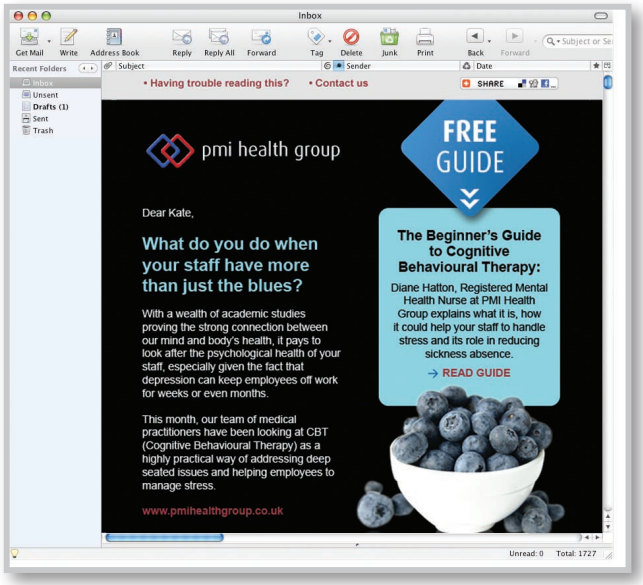
Strategy – broader business issues the company is facing

Although well established in the SME sector, the company had made fewer in-roads into the large corporate market, employers who would benefit most from PMI Health Group's holistic approach to employee healthcare and offer significant profit potential.

Objectives of the campaign

Our objectives were to:

- Grow the company's turnover and profitability within the large corporate sector, including relevant FTSE 250 companies.
- Generate 100 qualified leads (sales meetings) with senior HR professionals within large corporates.
- Raise awareness and promote appreciation of PMI Health Group's unique combination of in-house medical and insurance expertise.



Emailer

The target audience

The 'large corporate' sector is very different from the SME market. Buying cycles for group health insurance products and services are often longer, decisions more complex and buyers more specialist.

HR Directors in large organisations are often the busiest and hardest to reach of all senior decision makers and can be overloaded with information and promotional messages.

Following initial market research, which identified the factors affecting the sales cycle and topics of core interest to HR Directors, a target list of one thousand key prospects was identified - companies with more than 1,000 employees and turnover in excess of £100m.

pmi health group

CW CAMERON WELLS COMMUNICATIONS



Direct Mailer
(sent with magazine)

Media, channels or techniques used

To open doors to senior HR decision makers at some of the UK's largest employers, we created an integrated lead nurturing strategy, using media, direct marketing, email marketing, telemarketing and a new website. This:

- leveraged the group's in-house medical and insurance industry knowledge to communicate useful, relevant, objective, interesting and timely advice to HR professionals, as opposed to overt sales messages.
- maintained monthly communications over 12 months to keep PMI Health Group top of mind throughout the cyclical insurance purchasing cycle.

Direct/email marketing

Each month, targets were sent a copy of food magazine 'Delicious', together with a fruit-themed postcard and covering letter. Three days later, an emailer was issued with a link to an HR advice article on the PMI Health group website. The campaign ran for a year – so targets received 12 copies of 'Delicious', 12 emailers and links to 12 different advice pieces.

- **Attention-grabbing:** We themed the campaign around bright, bold images of fruit to reflect the health element of PMI's products and services. Intriguing headlines grabbed attention (Eg. Cherries - "Do you look like you're cherry-picking your staff on health grounds?" which promoted the company's Occupational Health services by linking to advice on the new Equality Act and what it meant for HRs).
- **Interesting and topical:** The content plan developed for the free HR guides was regularly revisited to ensure that content was topical. For example, we made the dry subject of managing premiums more topical by asking whether the audience sometimes felt like George Osborne (so much to do, but so little budget to do it with). The emailer was issued on Budget Day, eliciting a strong response. Another headline asked the question 'Are you ready for the unexpected abroad?' This was issued to coincide with news of international turmoil and kidnap – linking to advice on sending staff to work overseas.
- **Appealing:** Targets received a free 12 month subscription to a popular magazine with wide appeal, generating considerable warmth towards the brand and providing a strong ice breaker for the telemarketing team following up the mailers.



Direct Mailer
(sent with magazine)

pmi health group

CW
CAMERON WELLS
COMMUNICATIONS

Telemarketing

Click through and open rate data from the emails were analysed, and prospects 'scored' in advance of 'soft sell' telemarketing follow up every three months.

Media relations

- A series of meetings with editors of key HR titles were arranged, fostering relationships and developing awareness.
- Proactive news creation was undertaken, with incentivised surveys in customer enewsletters successfully used to generate headline grabbing statistics on a range of healthcare risks, from Cognitive Behavioural Therapy to workplace musculoskeletal ill health.
- Case studies promoting the company's unique nurse-led claims management service and by-lined advice features were published in key HR titles.



Press Cuttings



Articles on Online HR Advice Centre

Website

A new website was created with the same distinctive fruit branding as the rest of the campaign. An online HR Advice Centre, packed with useful advice, included the top tips features used for the direct marketing campaign as well as ad-hoc legislation updates, online calculators and links to useful resources for HRs.

Timescales of the campaign

Market research and analysis: August 2010

Campaign planning: September 2010

Monthly lead nurturing campaign: October 2010 to September 2011, with email click through analysis and telemarketing follow up every three months

Campaign evaluation: October 2011

pmi health group

CAMERON WELLS COMMUNICATIONS

Budgets

Cameron Wells agency fees £30,720

Direct mail x 12 months

- Delicious subscriptions £13,200
- Mailers £2,747
- P&P £12,168

Email x 12 months (design, build, distribution and reporting): £4,140

Website: copywriting within agency fee

Telemarketing: in-house cost

Results

228 meetings with large corporates were set (vs the agreed target of 100), a 22.8% appointment setting rate.

The campaign generated positive feedback, including an HR contact at Goodyear who commented that it was "the cleverest marketing campaign he had seen in 25 years" and that he "would not have agreed to a meeting had it not been for the great marketing."

- Average email open rate: 13% (highest – 17.9%)
- Click through rate to advice guides: 20% (highest 31%)
- Website unique visitors increased by 22%
- Coverage in core HR titles more than doubled (compared with 2010 coverage)
- Over £100,000 worth of positive media coverage was generated in 2011 with opportunities to see hitting 2,398,530

Client testimonial

> "We feel this campaign has been an outstanding success on a number of fronts, not just in the impressive appointment rate and return on investment. We have been complimented on our non-pushy, professional and co-ordinated approach."

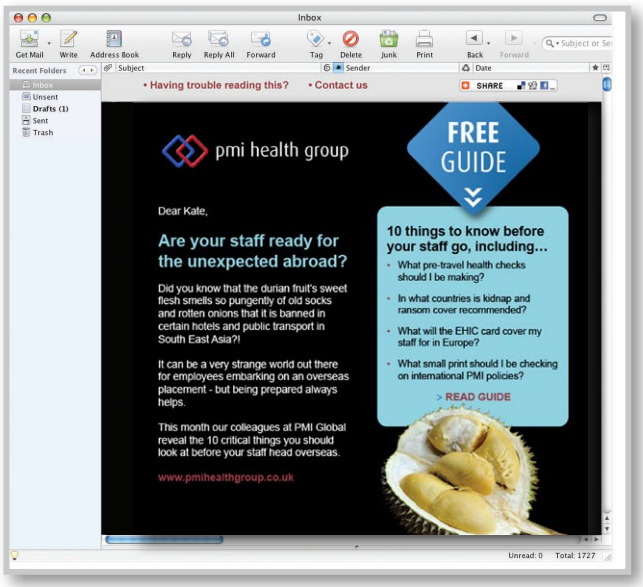
Kate Kilpatrick,
Marketing Manager, PMI Health Group

Word count: 981 words

Supporting material supplied

Presentation board 1: marketing collateral

Presentation board 2: media cuttings



Emailer

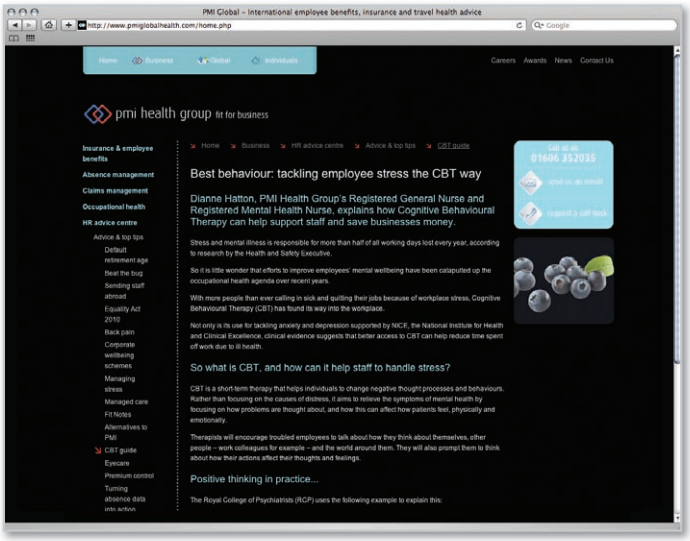
pmi health group

CW
CAMERON WELLS
COMMUNICATIONS

CAMERON WELLS COMMUNICATIONS



Big Fish
Fruit-themed emailer



Website
HR Advice Centre



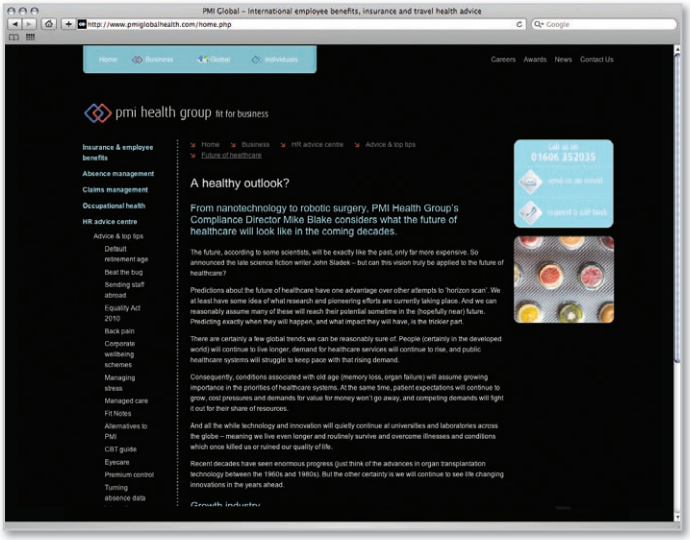
Big Fish
Fruit-themed DM postcard



Big Fish
Fruit-themed DM postcard



Big Fish
Fruit-themed DM postcard



Website
HR Advice Centre

CATEGORY NAME: Best corporate decision maker-targeted campaign/Best integrated B2B marketing campaign

CATEGORY NUMBER(S): 15/1

CONTACT: Debbie Wells

CAMPAIGN NAME: Big Fish

BRAND: PMI Health Group

AGENCY: Cameron Wells Communications

B2B Marketing AWARDS 2012 FINALIST

CW
CAMERON WELLS COMMUNICATIONS



Q&A

You ask the questions:
mental health

HI reader puts mental health employment expert in the hot seat

At any one time one in six workers is experiencing a mental health problem such as stress, anxiety or depression. Yet new research from Mind sug
that employees are still afraid of discussing mental health at work. When the charity asked *HI* magazine to support *Taking care of business*,
campaign to tackle this issue, we decided to hand over to a reader on the frontline of workplace health.

Here is what happened when Iain Laws, account director at national specialist intermediary PMI Health Group, interviewed Alex Tambourides,
of Mind Workplace, a consultancy advising employers on mental health

Iain Laws
- Working in financial services for 15 years
- Advises companies with 250-25,000 employees
- Says: "We need to break down the taboos around mental health. Our industry has a role to play in convincing employers to take a more active stance in supporting employees to maintain and achieve positive mental health."

Alex Tambour
- Working in mental health for ten years
- Chief executive of Hammersmith & Fulham one of 170 local Mind associations providi mental health services to local communiti
- Says: "If you do the right thing for your productivity you are doing the right thing law and the right thing for the person affe mental ill-health"

IL: When it comes to the link between employee health and productivity...a massively ignored element is mental health. I see that as a weakness for any employer thinking about health and a weakness for our industry in particular.
Perhaps a good place to start is by looking at the fact that mental health means a lot of different things to a lot of different people, particularly in the workplace. What area does Mind focus on?
AT: Mental health is a spectrum. That includes mild depression, episodes of stress and severe depression and anxiety. Mind helps employers deal with the whole spectrum, from presenteeism through to absenteeism.
It's actually easier to measure whether someone has a mental health problem when they are at work than in almost any other place. Your behaviour and the outcomes you are trying to achieve are quite closely and rigidly framed. You can ascertain whether someone has a mental health problem by the extent to which their functionality at work becomes adversely affected.

IL: How does Mind help employers practically?
AT: One way in which we are helping is a service called Mind Workplace, which is dealing with specific problems that employers are having. We also running a campaign called Taking Care of Business, which is in its year, which aims to help support employers to better manage and pron mental health of their employees.

Health Insurance June 2011



HR www.hrmagazine.co.uk

Home | News | Features | HR TV | Blogs
Analysis | Interviews | Opinion
Home » Features » Employee Benefits > Healthcare

Features

Minimising sickness absence in the face of NHS cuts

Mike Blake, 25 Aug 2011

Brutal NHS cuts will hit hard in the coming years - and UK plc and HR professionals will feel the aftershocks.

By 2015, the health service has been told to shave £20 billion from its budget, producing far-reaching consequences for businesses in every sector and raising the spectre of increased workplace absenteeism.

As funding shrinks, NHS trusts have started to de-prioritise certain procedures and cut back on a range of services - in exactly the kind of areas that could provide severe headaches for HR directors.

Cuts to musculoskeletal services and increased waiting times in the treatment of stress and mental illness are likely to result in a potential void in employee healthcare, with the onus on businesses to react.

A recent survey by the Chartered Society of Physiotherapists highlighted growing numbers of patients are receiving less hands-on physiotherapy treatment, while routine operations, including hip and knee replacements, are increasingly being seen as 'low priority'.

Preventive healthcare is also at risk of serious budget cuts, while mental health charity Rethink believes mental health services are being considered a soft target.

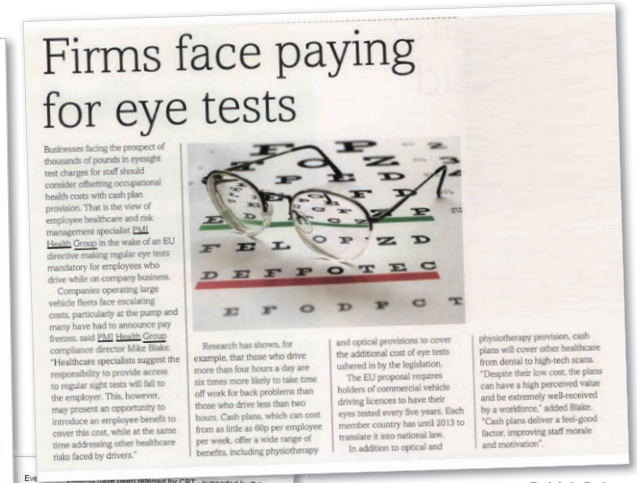
Musculoskeletal disorders, along with stress and mental illness, are considered the biggest causes of employee absence in the UK, so the implications of NHS cuts are instantly clear.

By scaling back on services, the Government has inadvertently pushed a burden of responsibility onto employers, who will increasingly be forced to explore possible options to help fill the growing gaps in state healthcare provision.

A range of employee benefits - from comprehensive corporate medical insurance schemes to cash plans - can go a long way to help prevent businesses suffering at the hands of perceived and emerging NHS weaknesses.

Providers too are being forced to re-examine their own procedures and adapt existing plans to meet the demands of a rapidly changing landscape.

hrmagazine.co.uk August 2011



Firms face paying for eye tests

Businesses facing the prospect of thousands of pounds in eyesight test charges for staff should consider offsetting occupational health costs with cash plan provision. That is the view of employee healthcare and risk management specialist PMI Health Group in the wake of an EU directive making regular eye tests mandatory for employees who drive while on company business.
Companies operating large vehicle fleets face escalating costs, particularly at the pump and many have had to announce pay freezes, said PMI Health Group compliance director Mike Blake. "Healthcare specialists suggest the responsibility to provide access to regular sight tests will fall to the employer. This, however, may present an opportunity to introduce an employee benefit to cover this cost, while at the same time addressing other healthcare risks faced by drivers."

Research has shown, for example, that those who drive more than four hours a day are six times more likely to take time off work for back problems than those who drive less than two hours. Cash plans, which can cost from as little as 60p per employee per week, offer a wide range of benefits, including physiotherapy and optical provisions to cover the additional cost of eye tests ushered in by the legislation.
The EU proposal requires holders of commercial vehicle driving licences to have their eyes tested every five years. Each member country has until 2013 to translate it into national law.
In addition to optical and physiotherapy provision, cash plans will cover other healthcare from dental to high-tech scans. "Despite their low cost, the plans can have a high perceived value and be extremely well-received by a workforce," added Blake. "Cash plans deliver a feel-good factor, improving staff morale and motivation".

Even [illegible] have been referred for CBT - supported by the National Institute for Health and Clinical Excellence (NICE) for tackling anxiety and depression - the situation remains difficult. Currently, the waiting time for treatment stands at more than six months in at least eight PCTs.

By the time employees have received treatment, it may have come too late for them to avoid disruption to working life - and for businesses to avoid disruption to their own operations.

In light of this, as well as the increasing difficulty of [illegible] at short notice for a range of other non-life threaten potential solution would see employers funding tre themselves on a case-by-case basis.

But there are pitfalls to such action, particularly as it benefit-in-kind tax liability on all relevant treatments.

As a result, the more logical option for businesses c introduction of an employee benefit scheme that cov treatments, whether PMI, employee assistance progr cash plans.

By introducing appropriate benefit schemes, compan fostering staff loyalty and positioning themselves as e but tax is also being levied more cost effectively on th premiums.

Either way, employers must be ready to meet the chal

Mike Blake, is a director at PMI Health Group

comment on this article

British Baker
June 2011



Staples launches occupational health and medical insurance strategy

The world's largest office products company Staples has launched an occupational health and private health scheme for its UK staff.

The company is working with PMI Health Group's nurses and occupational health team to manage its staff medical insurance claims and provide expert advice. More than 750 Staples employees are also receiving medical insurance brokered by the group.

David McGlennon, head of HR operations for Staples UK, said: "We have established a strong reputation as a company that invests in its people and this latest move further strengthens our status as an employer of choice.

"The membership of our medical scheme has almost doubled over the last two years and so we wanted a single provider to offer us a co-ordinated service, advising on managing costs and ensuring employees are well supported."

PMI Health Group's employee healthcare advice and claims management service, Managed Care, will now be the first contact for employees making a health insurance claim.

The service is provided by fully qualified nurses who give advice and support on any healthcare related matter via a dedicated helpline.

The company's Consultant Occupational Physicians will also carry out occupational health assessments for Staples, overseeing any management referrals.

HR Magazine
July 2011

Eye tests for drivers on business

Benefits

Regular eye tests may become mandatory for those who drive while on company business.

Previously eye tests were only compulsory for those who use visual display units. However, due to a proposed European Directive, fleet drivers will now also have to undertake eye tests which are provided by their firm.

PMI Health Group has warned that this will create an additional expense for companies, on top of the rising cost of fuel.

The proposal will require those who hold a commercial vehicle driving licence to undergo an eye test every five years. Member countries will have until 2013 to introduce the provision to national law.

PMI Health Group Compliance Director Mike Blake said: "Research has shown, for example, that those who drive more than four hours a day are six times more likely to take time off work for back problems than those who drive less than two hours."

He believes that the directive could provide employers with an opportunity to introduce an employee benefit to cover the cost and protect against other common health issues found by drivers.

Pay and Benefits
June 2011

Staples secures a co-ordinated service

OFFICE supply chain Staples has added an occupational health programme and claims management service to its healthcare benefits package.

Through the management service, Managed Care, which is provided by PMI Health Group, nurses advise on healthcare-related matters via a dedicated helpline. Also, occupational physicians conduct health assessments.

Staples wanted a co-ordinated service using a single provider because membership of its medical scheme has almost doubled in the past two years. Read more at: *http://bit.ly/ppIS2J*

Employee Benefits
October 2011

Personnel Today
HR practice, jobs and networking

A quarter of businesses not equipped to deal with stress

A quarter of businesses do not offer counselling to help staff cope with stress, new research has revealed.

The results of the study, commissioned by PMI Health Group, follows the CIPD's assertion that stress is now the number one cause of long-term absence.

"Clearly, this is a concern for businesses as they aim to reduce the number of staff on long-term sickness absence," said PMI Health Group Compliance Director Mike Blake.

"Stress is the biggest cause of long-term absence in this country, so it is necessary to take appropriate steps to reduce its effect.

"Where services, such as counselling, are provided, it is imperative to clearly communicate this to both employees and their line managers. This helps to ensure that the services are properly accessed when required. Only by doing this can the problem be addressed at source to help improve performance, productivity, staff retention and attendance levels."

Stress now accounts for 33 per cent of all long-term absence in non-manual jobs and 21 per cent in manual jobs.

There are many tried and tested methods to ensure employees do not feel the strain at work, but here are some of the strangest ways employers have tried to beat stress in the workplace:

- a brewery in Prague offers employees the chance to soak up their stress by providing a hot beer bath, allowing the beer's sedating qualities to be absorbed into the blood stream.

- internet giants Google and Yahoo both offer a massage service by a qualified masseuse whenever their employees are feeling the strain of working for such a high-profile brand.

- the Google office in Zurich has a relaxation room where employees can lie on massage chairs in a darkened room. It only by an aquarium built into the wall.

- Russians are submerging their anxiety by being buried alive on their lunch break! Therapists insist a calming effect results.

- animal therapy is a booming business in Tokyo. With the lack of space available for animals, people are turning to hiring out 'man's best friend' by the hour in offices to reduce stress levels. In Russia, one company even has a pet marmoset monkey!

- an American company employs a certified Laughter Yoga teacher to teach employees unconditional laughter with yogic breathing. It increases the amount of oxygen in the body, relieving tension.

- a concierge is available at Infogain Corp. to help employees manage their personal life when work is getting too busy and stressful.

- Proctor and Gamble have installed 'EnergyPods' within their offices which allow employees to nap for an optimal time before being gently woken up by vibrations and softly played music - leaving the user reputedly rejuvenated and ready for more work.

- with tables made of hay and decorated as a wheat field, the 'rustic retreat' in the TripAdvisor office is a place where employees go to unwind and escape from their heavy workload. It has proved so successful that another area of the office has now been dressed as a bamboo forest.

Personnel Today
February 2012

PersonnelZone.com EU Edition
the HR e-business centre

Turning absence data into action

Matthew Baldwin considers the importance of monitoring absence and provides an insight on which statistics are most valuable, and how to use absence data to best effect.

Knowledge is power

Managing and controlling absence is a key, and an all too often overlooked, ingredient of a successful business. Managing and controlling absence enables businesses to:

- Provide business continuity
- Better plan workloads and cover
- Measure and reduce costs
- Improve employee engagement and retention by tackling underlying issues – such as under-resourcing, low morale, or ineffective management
- Increase productivity through better understanding, speedier return to work

You can't do anything about absence until you know exactly when and where it is happening, and why. Its effective management relies upon accurate and up to the minute data – without this, managers are unable to determine whether or not their company faces a costly absence problem, identify trends or tackle underlying causes.

Although most businesses believe they monitor absence, when challenged, many agree that their processes are not as robust as they think. And without a robust process in place, it is impossible to accurately understand the impact absence has on your business.

Establishing the right process

A clear absence policy should be in place that supports business objectives and explains the rights and obligations of employees when absent due to sickness. Your absence and recording processes need to support that policy.

Every company has an absence recording system – ranging from simply leaving a message with the company receptionist to more comprehensive software systems. The important thing is to make sure your system is robust. A robust process is one which applies consistently across an organisation. It should collect real-time data on every absence, ensure line managers are automatically informed and kept up to date with absence, and provide a statistical insight into individual, departmental or company absences for the management team. The process should help you monitor how well the company absence policy is working, keep records and generate reports to help you do so.

In addition to data collection and reporting absence, good processes should also monitor the entire absence policy, supporting line managers in handling absence, so that return to work interviews are completed at the earliest opportunity, and managers are equipped with all relevant information – including an insight into past absences and return to work forms.

Consequently, business investments are increasingly being made in advanced software systems, such as Absence Manager, that employ automated recording technology that gives you consistency in data collection and enables real-time reporting and tracking of absence and its management. These offer the most logical solution by monitoring and recording absence consistently – and enabling managers to then get and manage and mitigate effectively.

General Motors is a great example of how such a system can deliver. At Vauxhall's Ellesmere Port plant, the introduction of Absence Manager has significantly improved the rate for the first day capture of recorded absence – a rise of 25 per cent, from 70 per cent to 95 per cent. Plant managers are now able to plan ahead at a much earlier juncture, from both a resourcing and departmental support perspective.

Calculating the business cost of employee absence

Few companies consider the cost of absence, and fewer still budget for it. Once you start to take into account costs such as paying salaries or sick pay, lost production time and replacement staff costs – never mind its impact on customer satisfaction, staff morale and lost business – you start to realise that it is a business expense that needs to be properly managed. In fact, in 2009 a CIPD study found sickness absence cost an average of £692 per employee!

A simple way to calculate the cost of absence is to multiply your average daily salary bill by the total number of days the workforce as a whole is absent for each year.

Useful additional calculations, which can be done automatically by many absence software programmes include:

'Lost time rate' – this measure expresses the percentage of total time available which has been lost due to absence, and can be calculated separately for different departments to identify areas of concern.
Total absence (hours or days) in the period x 100
Possible total (hours or days) in the period

'Frequency rate' – this measure shows the average number of absences per employee expressed as a percentage.
No. of spells of absence in the period x 100
No. of employees

'Bradford factor' – measures the number of spells of absence to identify persistent short term absences for individuals.
S x S x D

Where S = the number of spells of absence in a 52 week period taken by an individual, and D = the number of days of absence in same period.

Dig deeper and look for patterns

Absence monitoring technology should generate at-a-glance reports that will enable you to easily drill down to where absence problems lie, and help you understand the true cost of absence to your organisation. Some of the key areas to consider include:

Personnel Zone
July 2011

Case study: Telegraph reports tangible benefits from health strategy

Over the last five years, Telegraph Media Group (TMG) has developed a health and wellbeing strategy that has delivered measurable outcomes.

Its key results include a significant fall in the number of sickness absence days taken; increases in gym usage; and sizeable reductions in private medical insurance premiums, due to its work with PMI Health Group. TMG believes its health strategy has played a part in ensuring its turnover, operating profit and balance sheet net assets have all improved over the past three years.

Key to its success has been a holistic and integrated approach. Its health and wellbeing committee brings together all the stakeholders – HR, health and safety, employee assistance programme (EAP) and healthcare providers, physiotherapist, nutritionist, GPs and gym manager – to share information, develop ideas and discuss cases. TMG's package includes twice-a-year 'know-your-numbers' sessions with GPs, nurses, physiologists and physiotherapists measuring BMI, blood pressure, cholesterol and lung capacity.

The strategy acknowledges the importance of staff engagement. It now offers salsa classes, for example, recognising that people's 'fitness motivations' will vary, and dancing can improve heart and lung capacity just as well as a gym workout.

Richard Morgan, head of human resources, says: "We have worked to create an environment where health, wellbeing and safety are at the forefront of employees' minds. Because of this, we have high levels of employee engagement and this translates to measurable benefits for the business."

Employee Benefits
July 2011

CATEGORY NAME: Best corporate decision maker-targeted campaign/Best integrated B2B marketing campaign
CATEGORY NUMBER(S): 15/1
CONTACT: Debbie Wells
CAMPAIGN NAME: Big Fish
BRAND: PMI Health Group
AGENCY: Cameron Wells Communications

B2B Marketing AWARDS 2012 FINALIST