



Contact us:

01943 854 800

commercial@wordsandpics.co.uk

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W&P really understand our challenges and how important an aligned and engaging internal publication is. They work hard to build relationships throughout the business to ensure they tell the right stories in an engaging way, and are a pleasure to work with.

Rich Baker, Head of Internal Communications, Carlsberg UK



Words&Pictures Case Study: Carlsberg Cheers

PROBABLY THE BEST... IC PARTNERS

Brewing giant Carlsberg UK gave us an exciting comms challenge: create a new colleague magazine, put it at the foundation of its communications strategy, and make it a catalyst for change across the business.

Cheers had been published quarterly for 10 years. Anecdotal feedback showed it was popular, but there lacked measured evidence of its impact, influence or value. Recognising the magazine is one part of the whole communications mix, we recommended an IC Channel Review.

The results, combined with Carlsberg UK's annual colleague survey, reinforced its popularity but revealed colleagues perceived it as too headquarters focused, retrospective, 'broadcast', tactical, and without clear links to specific goals and strategy. Colleagues actually wanted to

understand the strategy and what it means for them, read stories about other teams, know about future brand innovations before customers, and enjoy a more forward-looking publication.

For the Carlsberg UK IC Team, understanding the strategy is a huge priority as the business seeks to increase colleague engagement to help it be more agile in an incredibly competitive industry.

Taking all research findings and bringing our IC expertise to the fore we created a mission statement and principles to guide our approach. With the Carlsberg UK team, we agreed our ultimate goal: for *Cheers* to become the best internal communications channel possible, engaging and exciting colleagues, promoting two-way conversations, and being recognised among the best internal publications in the industry.



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Impact:

Channel engagement up 11%

"I find Cheers interesting and informative" up 10.5% from 61.7% to 72.3%

"I'm more aware of Carlsberg (beer) and would recommend it to friends" 88%

"I'm aware of our range of world and craft beers and understand their importance to our business" 84%

Continued... > Words&Pictures Case Study: Carlsberg Cheers

- We've achieved this by:
- keeping the trusted name, but creating new content, tone of voice and design
 - enabling conversations through authentic storytelling and sharing
 - exploring personal connections between company and colleagues
 - reinforcing pride associate with the brand
 - increasing its frequency to include more up-to-date information
 - collaborating every step of the way, between the Carlsberg UK and W&P teams to ensure that *Cheers* sparks conversations, engagement and works hard for the business.

Cheers was relaunched in January 2015, and A Pulse Survey immediately showed double-digit improvement in channel engagement – up 11%.

The number of colleagues saying they find *Cheers* interesting and informative increased by 10.5% up from 61.7% to 72.3%

Insights on colleague understanding of the company's products and strategy, resulted in the following:

"I'm more aware of Carlsberg (internally and externally) and would recommend it to friends" 88%.

"I'm aware of our range of world and craft beers and understand their importance to our business" 84%.

Importantly for the Carlsberg UK Internal Communications Team, *Cheers* is aligned with their strategy, and is helping communicate it to colleagues and increase their understanding of the strategy and their role in achieving success. We've also set a further benchmark, building on the Channel Review, from which future success can be measured.

