

a proposal to provide



UDV



with an integrated



employee communications plan



the current situation

UDV Canada Inc. requires an integrated internal employee communications plan. There are limited resources available internally to devote to the development and implementation of this plan, so Buck Communications, a Practice of Buck Consultants, has been asked to prepare this proposal outlining an integrated solution to UDV's current communications need.

communications plan consider

UDV should give some consideration to the following:

- What are the objectives of your communication plan?
- What are the basic messages you wish to convey?
- What is the associated priority for each of these messages?
- Who is the target audience, how it's composed and how it can be segmented?
- Does the target audience vary from message to message?
- Are there any inherent barriers to communication within the target group(s)? within the organisation? associated with any of the individual messages?
- What communication vehicles are currently being used to communicate with this group?
- What communication vehicles have worked well and why?

- What communication vehicles has effectively and why?
- What other communications is the exposed to on a regular basis?
- What is the associated budget for plan?
- What is the required timing for the plan?
- What other activities, efforts, plans during that time frame that may represent opportunities?
- What resources and expertise do internally for the development of plan, its associated materials and
- Where will you require the most
- How can Buck Communications communications goals?

the communications plan

Phase I Assessment of UDV's Communications Need



Components:

- Interviews with senior management who are responsible for or directly influence the communications process;
- Identify and define the specific plan objectives;
- Determine measurement criteria;
- Define key messages to be delivered and their associated priority; and
- Review existing communication procedures and materials.

Assumptions

- The time requirement for meetings with senior management is estimated at eight hours.

Timing

Interviews, meetings	1 week
Objective, message creation	1 week
Total	2 weeks

Fees \$4,100 – \$4,900

Phase II Audience Research



Components:

- Identify audience shared characteristics and divide the audience into key recipient sub-groups;
- Define the current level of message awareness/knowledge, providing a benchmark to measure communications success.
- Conduct focus groups with individual sub-groups to identify communications drivers, obstacles, needs, preferences, interests and suggestions/ideas; and
- Summarize the research findings and discuss their impact on overall plan design.

Assumptions

- When administering the employee awareness survey, internal resources would be available to us and UDV would be responsible for providing an incentive for respondents and for the cost of any outside tabulation charges.
- It is estimated that we would conduct four separate on-site employee focus groups, each running about two hours in length.
- Any travel expenses incurred for travel outside the Toronto area would be additional.

Timing

Identify target groups	1 week
Employee survey and tabulation	2 weeks
Conducting focus groups	2 weeks
Summarize findings	2 weeks
Total	7 weeks

Fees \$6,250 – \$8,450

Phase III Plan Formulation

Components

- Develop the overall plan framework;
- Determine the number used to communicate recipient groups;
- Create the plan's schedule;
- Assign responsibility for implementation of each component.

Assumptions

- This phase is greatly influenced by information obtained from previous phases.

Timing

Initial creation of plan and Revisions, scheduling and responsibility for production
Total

Fees

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ve not worked

e audience being

this communication

communication plan?

s, happenings occur
present potential for tie-in

you have available
the communication
their implementation?

assistance?

help accomplish your

communications plan objectives

- To develop an organized and integrated framework for communicating key messages to UDV employees.
- To increase awareness of Diageo's four core values and expand the knowledge of how these values impact each employee's job, the UDV environment, and the organisation's bottom line.
- To explain Diageo's concept of peer group performance measurement for Total Shareholder Return (TSR) and identify the 20 organisations that represent the benchmark for this measurement.
- To ensure that accurate information about this peer group and UDV's current rank is available to all employees in a timely and easily accessible manner.

the proposed buck communications solution

It is our recommendation that an integrated communications plan be implemented. This begins with a solid understanding of the expectations and the communications objectives. We then establish a benchmark for success measurement, conduct research and define the various target audiences.

An overall strategy is suggested, identifying the appropriate media and a schedule for implementation is created. Then, we write, design and produce the resulting communications. Consideration is also given to post plan research and future assessment tools.



- a f i v e p h a s e a p p r o a c h



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and mix of media that will
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the creation, production and
component of the plan.

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phases.

its presentation 1 week

assigning 1 week

n. 2 weeks

\$2,475 – \$3,025

Phase IV Production/Implementation of Communications Vehicles



Components

- Manage the production and implementation process; and
- Creation, graphic design and production of a variety of communications (to be determined).

Assumptions

- Buck will be charged with overseeing the development of any communications resulting from the plan; and
- Both Buck and UDV will decide which components will be produced by Buck and which ones by UDV.

Timing

To be determined.
Based on the total number of communication vehicles under our direction.

Fees

\$1,000 – \$1,450+
(Writing, graphic design and production charges associated with each vehicle will be additional.)

Phase V Post Plan Assessment and Research



Components

- Revise the initial questionnaire to collect feedback on each of the communication vehicles used;
- Define the "post communication" level of message awareness, knowledge and retention, comparing it to the initial benchmark;
- Conduct a focus group to generate feedback and ideas for improvements of future communications; and
- Summarize the research findings and discuss.

Assumptions

- When administering the employee awareness survey, internal resources would be available to us and UDV would be responsible for providing an incentive for respondents and for the cost of any outside tabulation charges; and
- It is estimated that we would conduct only one on-site employee focus group about two hours in length.

Timing

Employee survey and tabulation	2 weeks
Conduct focus group and summarize findings	1 week
Total	3 weeks

Fees

\$2,200 – \$2,750



Buck Communications
A PRACTICE OF BUCK CONSULTANTS LIMITED

BUCK CONSULTANTS LIMITED

Buck Consultants, a subsidiary of the Mellon Bank Corporation, is a full-service international actuarial consulting firm. Buck's Canadian corporate office is based in Toronto, with other full service offices located in Calgary, Montreal and Ottawa. Buck Consultants provides a comprehensive range of consulting services related to benefits, communications, compensation, investments and pensions. Buck also offers expertise in the areas of disability benefit management, flexible benefit design and implementation, record keeping services and third party administration.

the BUCK communications practice

Whether your aim is to inform, educate or update employees, establish lines of communication or incite action, Buck Communications has the expertise to assist you in realizing your specific communications objectives. Buck's Communications Practice offers award-winning innovative human resource communications solutions to clients throughout Canada, in both official languages.



We offer you a total approach in creating customized and integrated communications programs aligned with achieving your corporate and human resource objectives. In short, we provide you with strategic direction, plan design, research, writing support and translation services. These are enhanced by our graphic design expertise, project scheduling capabilities and production management services.

The Buck Communications team is led by Linda Johannesson, an award-winning veteran communicator with close to 15 years of marketing communications management and consulting experience. Linda's expertise is complemented by a capable team of communications professionals who take great care with projects from concept to completion, delivering integrated, customized and dynamic communications solutions that use both traditional and new media.

awards won by buck communications include

Benefits Canada Awards

- Best overall strategic communications:
Flexbenefits, employees of the Bank of Nova Scotia

IABC Ovation Awards

Annual award presented by the Toronto chapter of the International Association of Business Communicators

- Award of Merit for Internal Communications,
Flexbenefits, employees of the Bank of Nova Scotia

IABC Silver Leaf Awards

Annual award presented by the Canadian chapters of the International Association of Business Communicators

- Award of Merit for Writing, *Petro Canada*
- Award of Excellence for Internal Communications Plans, *Canada Safeway*

getting "BUCK" to basics!