

# EMPLOYER BRANDING STRATEGY

BT Regional Operational Centre  
Sep 2016 – Dec 2017

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# BT (British Telecommunications) global - activities and services

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BT is one of the world's leading communications services companies, serving the needs of customers in the UK and across the world, where we provide fixed-line services, broadband, mobile and TV products and services as well as networked IT services.

In the UK we are a leading communications services provider, selling products and services to consumers, small and medium sized enterprises and the public sector.

We also sell wholesale products and services to communications providers in the UK and around the world. Globally, we supply managed networked IT services to multinational corporations, domestic businesses and national and local government organisations.

We're one of the world's leading providers of communications services and solutions, with customers in 180 countries.

## BT ROC in Hungary - activities and services

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BT ROC in Hungary is part of BT's Global Services provides an exceptionally wide portfolio of services for worldwide clients for 10 years now. 11 business units are having more than 20 functions, supporting customers from 15 countries. We operate globally and deliver locally with 17,000 Global Services experts serving leading multinational companies. Our number of colleagues reaches 2300.

Our unique breadth of scope, reach and capability helps our customers solve the most complex business communications requirements on a global scale. We're innovative in our thinking and dependable in our delivery.

We organise our business around our customers, with specialist industry practices underpinned by world leading security and customer service.

Our portfolio strategy, the Cloud of Clouds, is a powerful combination of cloud services, IT integration skills, global network and professional security expertise. It allows our customers to connect easily and securely to the applications and data they need, regardless of where they're hosted and where they're based.

## Background

Employer branding was identified as one of the five pillars of BT ROC's business strategy in 2016.

Employer branding strategy formulation began in cooperation with the experts of Impact Works at the beginning of September.

Employer brand strategy was finalized in January 2017.

# Challenges and solution

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## Business challenges

- Ambitious company strategy
- Difficult labour market situation
- Relative obscurity
- Limited applicability of central employer branding tools



## Employer branding strategy

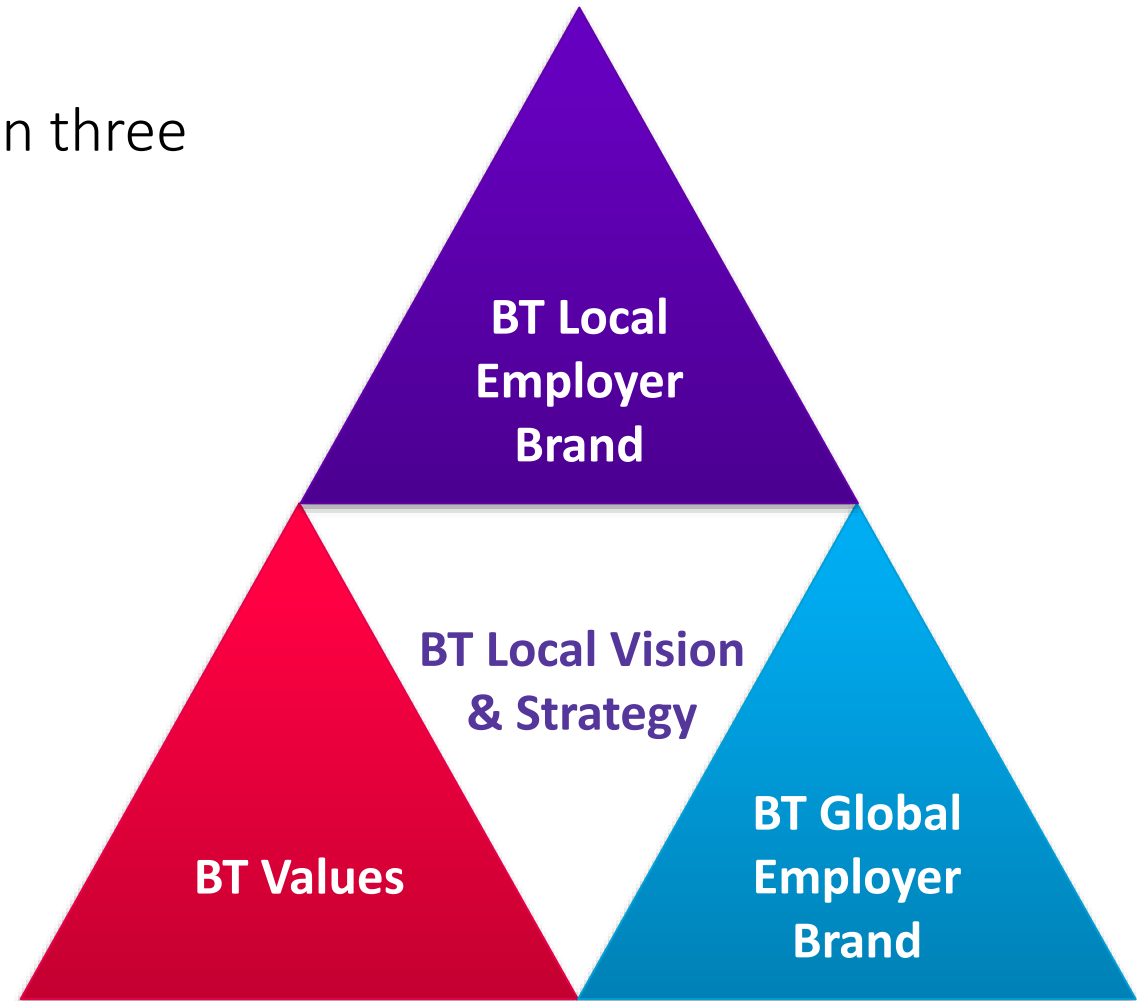
- Brand strategy
- Communication platform
- Campaign
  - Internal
  - External

## Strategic pillars

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The local employer brand stands firmly on three pillars:

1. BT's corporate values
2. BT's global employer brand
3. The local BT vision and strategy.



# Collaboration

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- Active Top Management participation in strategy formulation.
- Integrated collaboration between leadership (Regional Leadership Team - RLT), recruitment, HR, communication and employer brand team.
- Strategic project management, creative development and execution in cooperation with Impact Works.
- Regular involvement of the wide employee population from analysis to creation and execution.



# Employer brand strategy formulation

Research

Analysis

Creation

# Goals

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1. To have a clear view of who we are and what we stand for: **identity**.
2. To have a clear statement about what we want the world to know us for: **positioning**.
3. To have clear statements about what we promise and what we expect: **EVP**.
4. To have a coherent **brand personality** with clearly defined **brand values**, attributes, and **tone of voice**.

# Research

Culture

Market

Competitors

# Research – Organizational culture

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We involved **more than the half of our employees** through workshops and surveys (~1500) in order to find those **competitive values** and **differentiators** which exist in BT in Hungary.

## General research involving all employees:

- FLOW motivational survey
- Quantified Company USP survey
- Employee engagement surveys

## Targeted research:

- Interviews with top management and key internal stakeholders
- New Joiners' impressions

## FLOW survey results

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The online motivational survey described the ROC as a **secure workplace** with an **exceptionally good community**.

The culture places high emphasis on working together in an **open and collaborative environment**.

People receive **sufficient feedback**, their **financial needs are met**, and there are **opportunities for personal growth and career development**.

# Leadership interviews

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The members of the Regional Leadership Team and key internal stakeholders expressed congruent views regarding common and aspirational organizational values, and the desired core positioning of the brand:

## ***Common values***

Proactive

Cooperative

Honest

## ***Aspirational values***

Supportive

Open

Knowledgeable

## ***Desired positioning***

Exciting

## New joiners' impressions

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The impressions of the generally highly motivated new joiners after 3 days of orientation training add an often overlooked aspect to analyzing culture and brand perceptions.

The responses of approximately 70 employees gave us valuable insight into existing key brand strengths.

**Professional**

**Friendly**

**Stable**

**Growing**

**Potential**

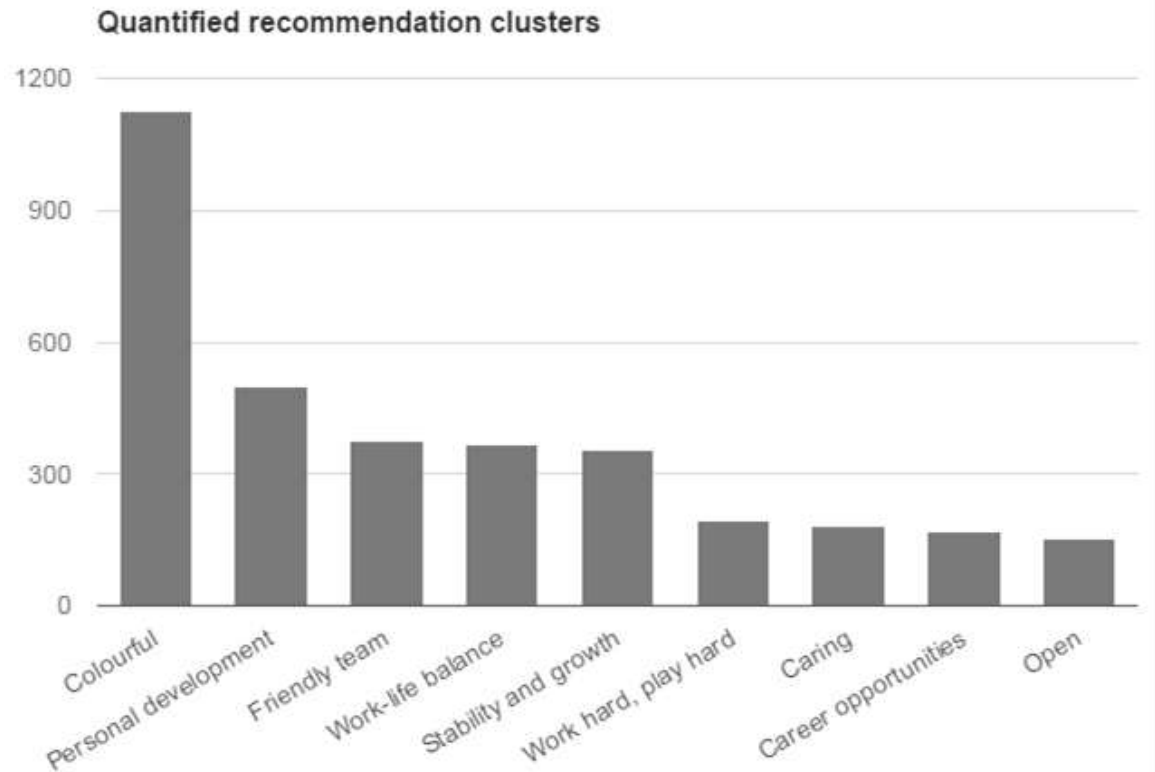
**Flexible**

**Huge**

## Quantified Company survey results

Quantified Company's innovative collaborative research platform enabled us to invite every employee into an honest, open discussion about the company strengths.

ROC is a **large, vibrant, rich** and **varied** multinational environment, but apart from that, employees would recommend BT as a **stable, growing** organisation with **good team spirit** and **work-life balance**, where there is room for **personal development**.





## Research – Competitive analysis

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We have analyzed the communication of the following competitors:



# Competitive interviews

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A large number of positive differentiators came out in the group interviews; however, only four were shared across all of the groups.

The general theme is that in BT **employees are treated like adults**: responsible human beings who can be trusted and valued for who they are.

Informal

Flexible

Freedom

Career opportunities

Openness

Support

Trust

Learning & development

# Research – Candidate attraction drivers

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We have looked at attraction drivers globally, in Hungary, and among engineering students.

## Global

- Salary
- Job security
- Career opportunities
- Job content
- Learning & development

## Hungary

- Salary
- Job security
- Work-life balance
- Work environment
- Career opportunities
- Job content

## Engineering

- Work-life balance
- Job security
- Job content: challenging
- Job content: creative
- Job content: expert

# Analysis

Culture

Market

Competitors

# BT cultural characteristics

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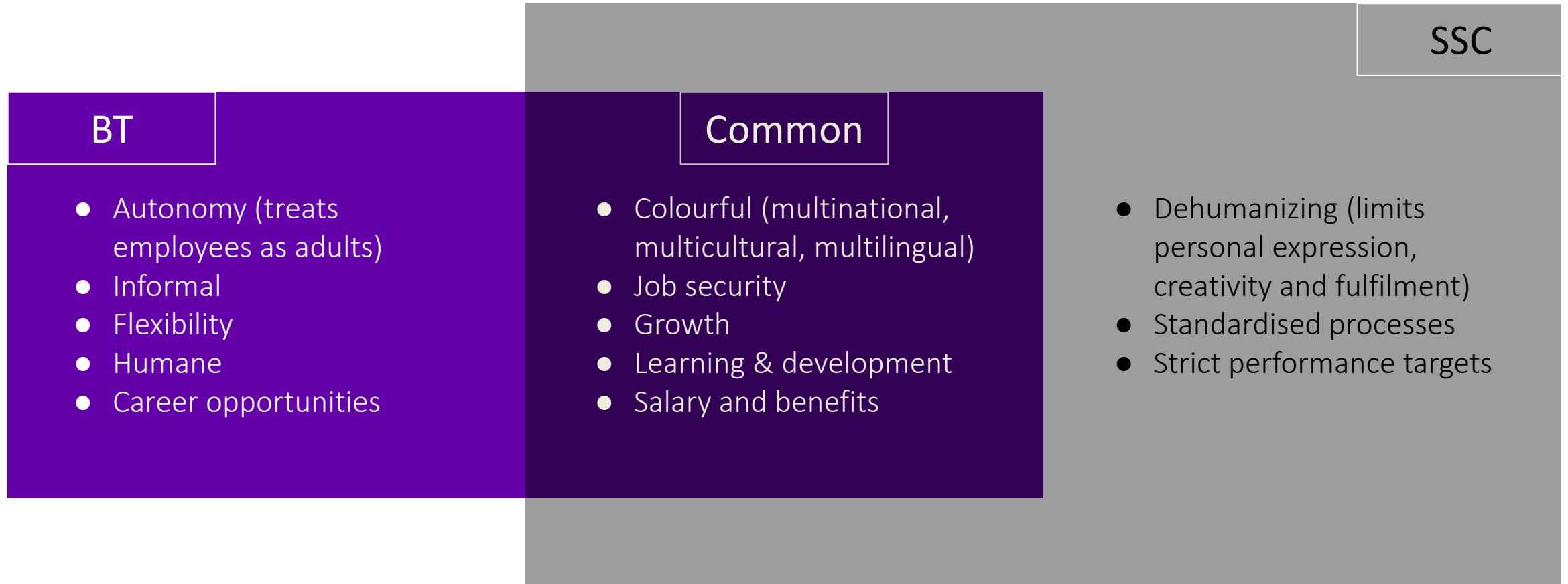
The most important characteristic of BT ROC is **community**. The foundations of the friendly atmosphere are **openness, trust** and **honesty**, which are experienced not only horizontally, but vertically as well.

In contrast with many SSCs in Hungary, BT's employees feel they are **treated as adults**, and are given the corresponding **freedom** and **responsibility**.

The culture is **informal**, which is also a differentiating factor.

The daily challenges – mostly technological, procedural, and change-related – while frustrating, also enable and even urge employees to use their **creativity** and **cooperate effectively** with others to come up with innovative solutions.

# Commonalities and differentiators



# EVP categories

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## Mandatory (competitive necessity)

- Salary
- Job security
- Career opportunities
- Learning & development

## Distinctive (competitive advantage)

- Job content
- Flexibility (work-life balance)

# Target and key stakeholder groups

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## *Internal*

Non-leaders

Leaders

Senior management and decision-makers

## *External*

Career starters and students

Professionals and managers

Senior leaders and decision-makers



# Brand Creation

Identity

Positioning

Personality

EVPs

Shortening distance between people.

We solve the most exciting global challenges in IT and telecommunications together, with empowered, autonomous adults we trust.

# Brand personality

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## Brand values

Autonomy	Treats people as adults.
Trust	Does as promised.
Openness	Listens and talks to everybody.
Honesty	Says what's on his mind.

## Brand attributes

Proactive	Goes out of his way to find solutions.
Supportive	Helps others in their endeavours.
Knowledgeable	Displays competence and intelligence.
Exciting	Causes enthusiasm and eagerness in others.

## Tone of voice

Accurate	Says exactly what he means.
Simple	Makes sure others understand him.
Friendly	Likes the person he's talking to.
Informal	Respects people, not their titles.

## EVP statements

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### Salary Learning & development

**Earn more, learn more.** We offer competitive salary and benefits, and top-notch training opportunities for experienced professionals and career-starters alike. If you want to be at the the top of your game, join BT and level up!

### Job content

**We aim high.** We are building the cloud of clouds, the next generation of networked IT services. Our task is to make the most innovative technologies available for the biggest companies on the globe. Up to the challenge? Join BT and lead the way.

## EVP statements cont.

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### Job security

**Plan the future with us.** Our purpose is to use the power of communication to make a better world. We are looking for enthusiastic partners who share our passion for long-term plans and great execution. Join BT for stability and growth.

### Career opportunities

**You write your story.** We love to see you succeed, and trust you with all the support you need. Make the most of it! Be the hero you really are, and join BT for truly global career opportunities.

### Flexibility

**You are fine, we are fine.** We know that employee wellbeing is at the heart of a healthy workplace, where people enjoy coming in every day. Or every other day. We find the arrangement that suits you best. Be part of BT's team and enjoy the benefits of trust and flexibility.

# The Employer Brand of BT ROC

Positioning statement	We solve the most exciting global challenges in IT and telecommunications together, with empowered, autonomous adults we trust.				
EVP statements	Salary + L&D	Job content	Stability	Career opportunities	Flexibility
	Outside: Earn more, learn more Inside: Learn more, be more	Outside & inside: We aim high	Outside: Plan the future with us Inside: Brilliant future together	Outside & inside: You write your story	Outside & inside: You are fine, we are fine
Values; Attributes; Tone of voice	Values		Attributes		Tone of Voice
	Autonomy Trust Openness Honesty		Proactive Supportive Knowledgeable Exciting		Accurate Friendly Simple Informal
Cultural identity	Shortening distance between people.				

## Execution

Campaign-based approach built on a long-term communications platform.



# Purpose and Goals

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The **purpose** of the communication strategy is to be able to organise all communication efforts of BT in Hungary in order to realise its desired **positioning coherently, effectively** and **efficiently**.

Its **goals** are:

- external - to increase **brand awareness** and **attractiveness**
- internal - to increase **awareness of strategy, cohesion** beyond silos, **engagement** and **retention**

## Communications platform & campaign strategy

## Consideration #1

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**What we have built is great but we want to focus on the future.**

BT's achievements in Hungary are more than respectable but we cannot assume that our past is overly exciting to those we'd like to talk to.

We propose that we create excitement about our plans for the future.

## Consideration #2

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It is good to have a strategy but we want to sell a vision.

We know what an exciting new phase has just begun for BT in Hungary but our plans may not mean much to those who don't know us.

We propose that we aim higher and offer something more: a vision.

## Consideration #3

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It is superb that we have plenty to say but are we able to listen?

We want to give people reasons to want to listen to us, to get to know us. We should give them also the opportunity to tell us who they are.

We propose that we let them write their own story.

## Solution

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Let's connect past and future, open up a wide space of possibilities and invite people to bring their own ideas, hopes and dreams about their careers, about technology, about society, about their lives.

Let's give them a reason and let them do the talking.

Let's talk about...

# #next10

## The next ten years.

# The #next10 communication platform

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**#next10 is engaging.** It asks more than it says. It offers opportunities. It makes you think. It discusses, listens, it doesn't avoid giving answers.

**#next10 is thrilling.** It's curious about bold ideas, it smacks in the middle, it winks at you. It wants to create a better world and seeks partners for it. It offers you the experience of thinking and creating together.

**#next10 is genuine.** It follows a common sense approach. It doesn't daydream; it has 10 successful years behind. It's ambitious; it knows it can make an impact. Colleagues stand for it, genuinely.



# Rationale

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The platform is flexible enough to be used both internally and externally.

It allows us to talk about past achievements and history, as well as our vision and strategy.

It is adaptable: it can function as a headline, tagline, recurring phrase, or an overarching theme in communications – as required.

It works well with our EVP statements.

And it is broad and open-ended enough to enable us to connect with a wide variety of people and ideas.

Since 2007 we have built the best SSC in Hungary.

A great start, we think.

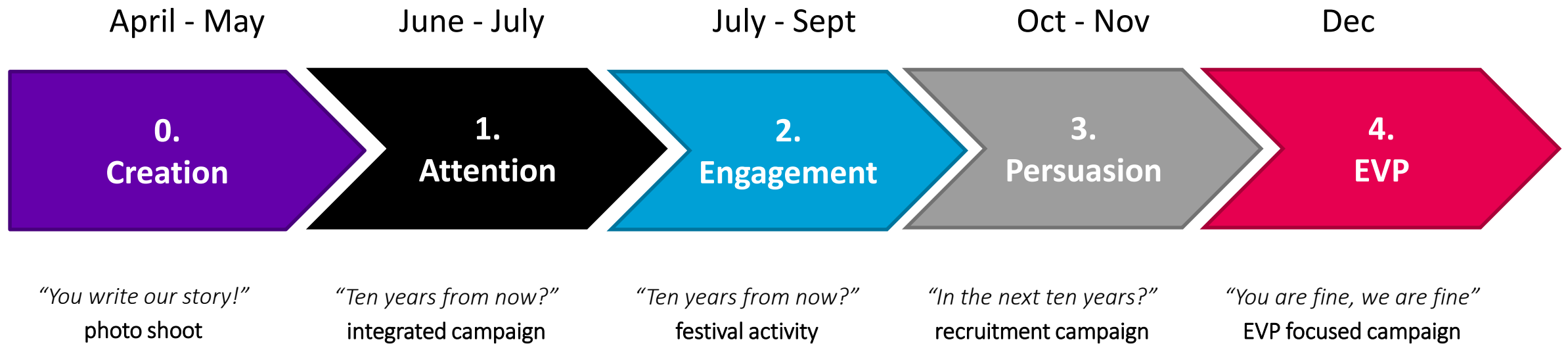
What are we going to build in the next ten years?

Let's figure it out together.

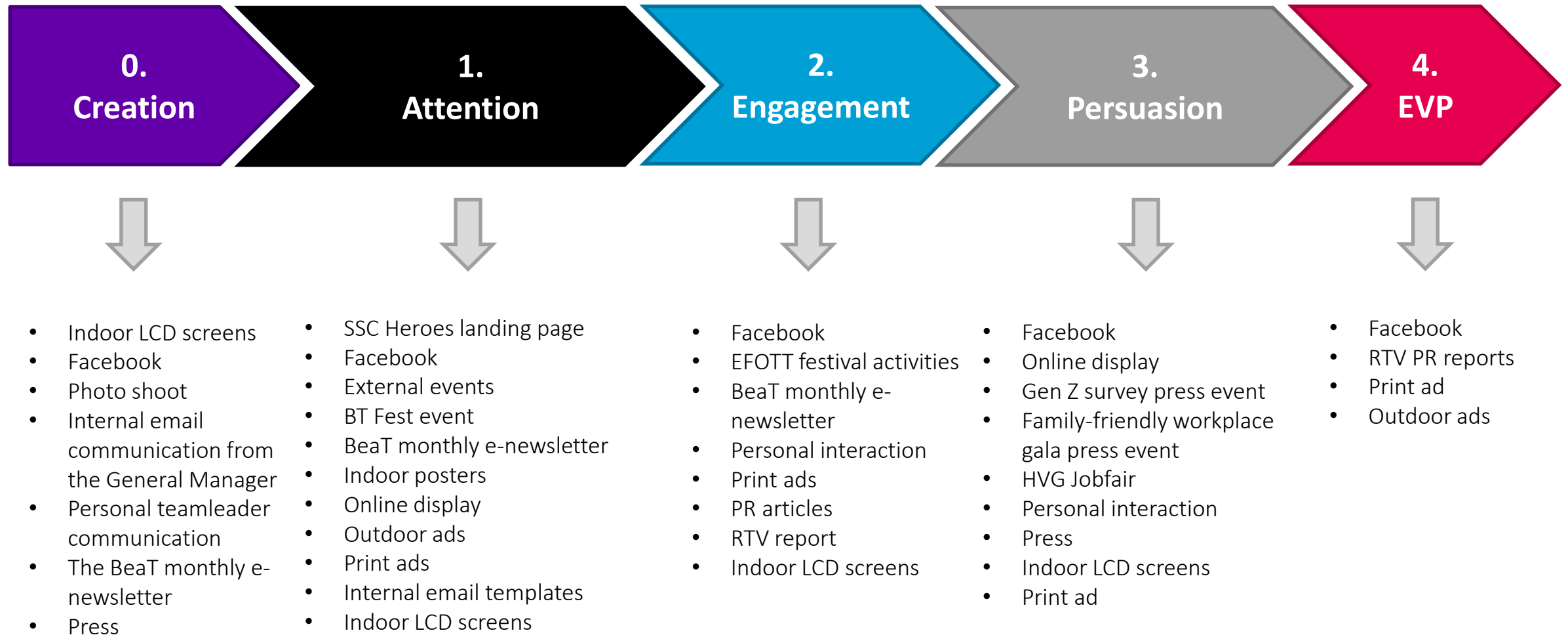
**Join BT and plan the future with us.**

# Campaign strategy

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# Communication channels



## 0. Campaign phase – „Creation”

April-May internal campaign

Message: **You write our story**

# Internal communication – Internal implementation of #next10

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## Goal:

Engagement → Creation → Identification

We wanted our employees to indentify with the brand so we involved them in the branding process.

## Concept

We invited our colleauges to participate in the preparation of #next10's campaign. We actually wanted them to be part of the process: we didn't only need their photos but asked them to bring their favourite objects to the photo shoot to represent their presonality. We asked them to talk about which EVP's they can identify with and why. We wanted the participating colleagues to enhance the brand messages through their unique perspectives.

## Internal communication – Call to photo shoot

Nearly 100 applicants for the photo shoot.



**“You write our story!”**

Be the **star** of our brand new advertising campaign \*

**Apply now for the photo shoot.**  
» details in our email communication.

**BT**



## Internal communication – Photo shoot

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# Internal communication – The new employer brand identity with employee photos

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## 1. Campaign phase – „Attention”

June-July launch campaign

Message: **10 years from now...?**

# External communication - #next10 landing page

<https://sscheroes.com/company/bt-hungary>

- A company profile microsite on the leading jobs and networking website of the sector, [SSC Heroes](https://sscheroes.com)
- Featuring the #next10 design and identity
- Showcasing EVPs along information about the company and open positions.
- Monthly visit rates increased 30-fold from May to December





# External communication - Online display

## Main advertising surfaces:

- HVG Online
  - Profession
  - Eduline
  - Adaptive Media
- youth desktop and mobile package
- (WMN.hu, Markmyprofessor.com, Magyarnarancs.hu, Honfoglalo.hu, Idokep.hu, PTO.hu, SG.hu, m.privatbankar.hu)

The screenshot displays the BT Hungary website with a dark blue header. The main navigation bar includes links for 'PROFESSION', 'ÁLLÁSKERESÉS', 'MUNKAADÓKNAK', 'HIRETÉSELDARÁS', and 'BEJÉPÉS'. Below this, there are tabs for 'ÁLLÁSKERESÉS', 'HÍRLEVÉL KÖZÖLTETÉSE', 'ÖNKÉPZÉSI FELTÖLTÉSE', 'CV KÉSZÍTŐ', and 'REGISZTRÁCIÓ'. A search bar is present with the text 'Állás, kulcsszó vagy vállalat neve'. The main content area features a large advertisement for '10 ÉV MÚLVA ROBOTOK LESZNEK A KOLLÉGÁID?' with a man holding a steering wheel. To the right, there's a section titled 'Nem látjuk a jövőt, de együtt megtervezhetjük.' with a woman holding binoculars. Below these, there's a 'Kiemelt állásajánlataink' section with various job listings from companies like LEGO, dpd, and H&M. The bottom right corner includes the text 'Ismerd meg a legvonzóbb szolgáltató központot Magyarországon!' and 'BT (British Telecommunications) sscherones.com/company/bt-hungary'.

## External communication – Outdoor advertising

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BKV 1 tram foil June - July



## External Communication - Roll-ups, molinos for events





# Education-Business cooperation

- Cooperation with 5 universities and 9 secondary schools:
  - Business skill trainings and business language courses in 3 languages for students
  - More than **70 notebooks** donated for schools
  - Discounted sports activities for BT employees in BME sport facilities
  - The programs **involved** nearly **2000 students** in 2017
- Altogether with our event promotions more than **120.000 students** could **meet with BT personally**
- *CEE Shared Services and Outsourcing Award* : **Best University-Business cooperation in the year, 2017**



# Internal communication – BT Fest

Around 1200 people, **55% of employees** registered to **BT Fest**.





# Internal communication – LCD contents

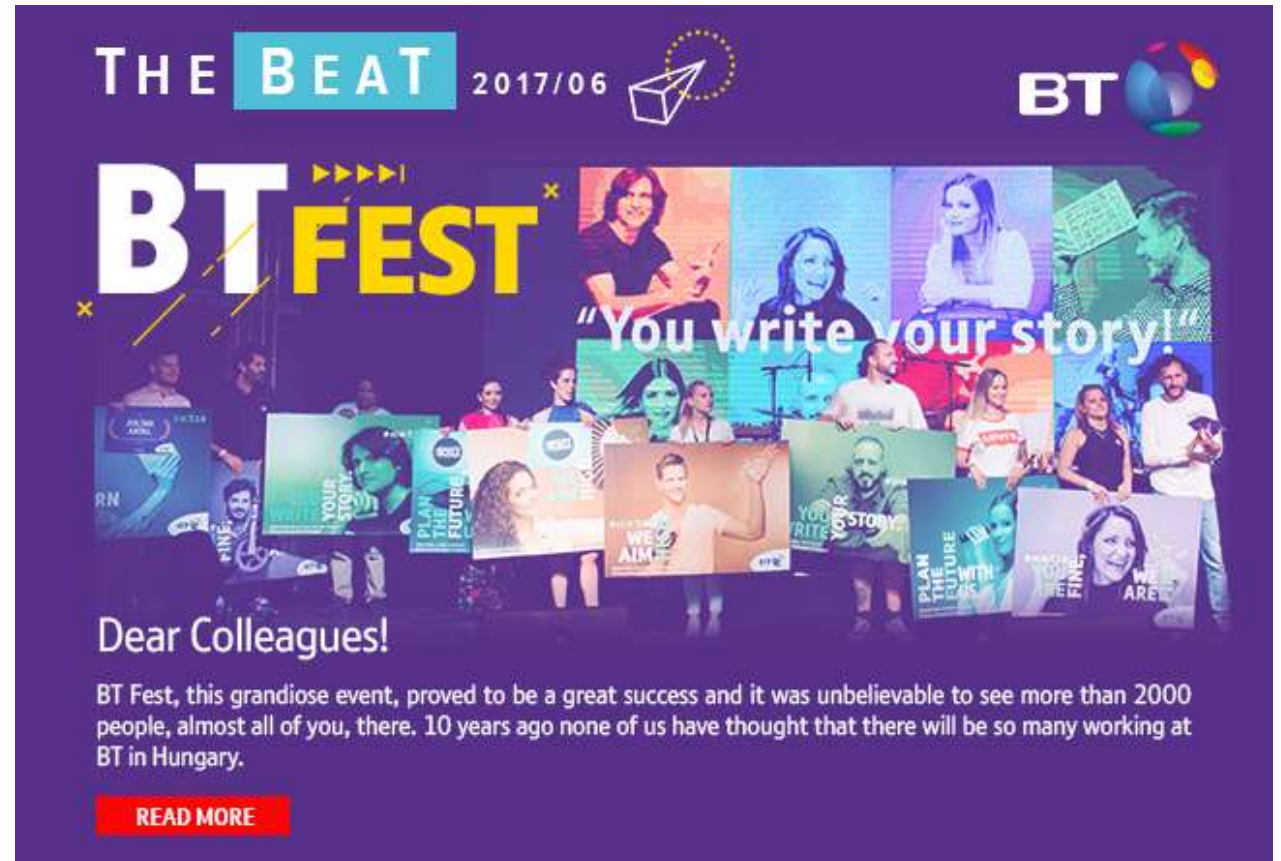
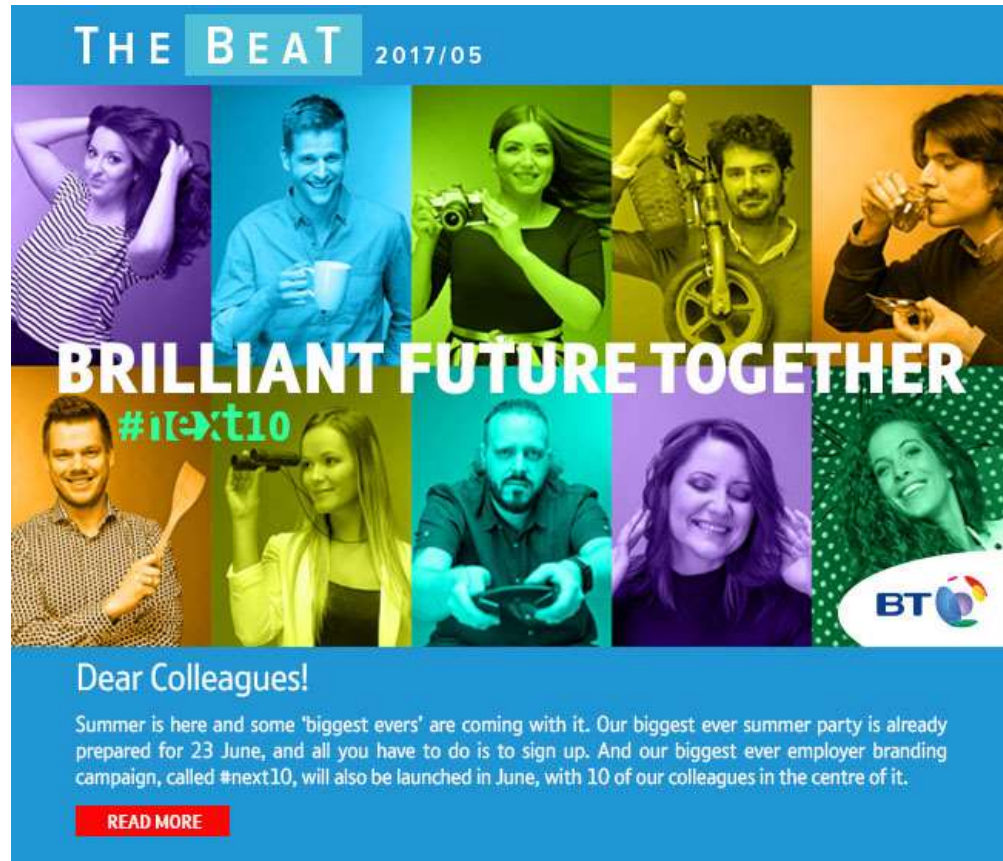
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- We established LCD communication in our two offices in the Autumn of 2017
- more than **50 displays** in the offices and communal areas
- Professional and entertaining content
- New content each week



## Internal communication - ,The BeaT' internal e-newsletter

The internal e-newsletter is regularly read by about 66% of the employees.





## Internal communication – Posters for the 10 photo models



# Internal communication - Internal Facebook site posts

More than **1000 employees** are being informed about the most interesting news via the **internal Facebook group**.



## 2. Campaign phase – „Engagement”

July-Sept experiential campaign

Message: **10 years from now...?**



# External communication – EFOTT activites

## Tools:

- LED screen video
- BT tent
- LCD screen
- Merchandise
- #next10 tattoo
- Print advertisement
- #next10 interactive board

## Result:

- nearly 120.000 people reached
- over 1.000 direct booth visitors



# External communication – Outdoor advertising

## Advertising surfaces:

- DKV 1 tram foil July - August
- DKV 1 tram monitor (18 pcs) July - September
- DKV bus monitor (125 pcs) July-September



## External communication – Facebook ads

- the number of **followers** increased by **1.300** in 1 year
- **engagement** of users increased to **8%** in average (**from 1%**) in 1 year





# Internal communication – Social talks

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- monthly **lectures**: „Social Talks’ in BT’s office since September 2017
- **work-life balance** related topics
- topics and lecturers are **chosen by the employees** in advance
- full **recordings** are published via the **internal Facebook group**

Examples of previous lectures:

Father Pál Feri: From loneliness to togetherness

Kádár Annamária: The fairy-tale hero of the story of your life

Léder László: Society without a father



### 3. Campaign phase – „Persuasion”

Oct-Nov recruitment campaign

Message: **10 years from now...?** / **In the next 10 years...?**

## External communication – HVG Jobfair autumn

- Planning and building a new booth
- #next10 designed EVP messages on the built-in LCD
- Photo game: #next10
- HVG Jobfair online questionnaire result: out of the 220 exhibitors  
BT is the 8th most preferred employer and 1st in SSC sector
- 300% more delivered CVs on jobfairs



# External communication - Renewing recruitment tools

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- 14-page magazine-shaped **leaflet** for job fairs and recruitment agencies
- New job description template
- „Behaviour codex’ for the recruitment team at job fairs
- Personal participation of the **#next10** photo models on job fairs
- Thematic **email templates**



# External communication – Online display and Facebook ads

## Online advertising surfaces:

- HVG Online
- Profession
- Monster

## Facebook ads:

- #next10 3<sup>rd</sup> phase messages
- Job advertisements
- Family-friendly mentor organization award



BT Hungary  
Sponsored ·

Like Page

A következő 10 másodpercben eldőlhet a következő 10 év.

#next10

Kattints az állásajánlatokért!  
Contract Commercial Manager- English + French - BT (British Telecommunications)

BT.COM/KARRIER

Learn More

Like Comment Share



## External communication – Print ads in Funiversity Magazin

**MIVEL FOGLALKOZIK A BT  
MAGYARORSZÁGON?**

**a)** Bolgár Terézia  
kelmefestő  
nemzetközi karrierjét  
egyenetli.

**b)** Nyelveket beszélő,  
pályakezdő és tapasztalt  
munkavállalókat keres  
a 2300 fős csapatába.

**c)** Betéti társaságok  
érdekképviselői  
szerveként  
felvonulásokat szervez.

A helyes válaszokat megtalálod:  
[sscheroes.com/company/bt-hungary](https://sscheroes.com/company/bt-hungary)

**BT**

A **KÖVETKEZŐ** TÍZ ÉVBEN...

**MENNYIT  
SZERETNÉL  
KERESNI?**

**#next10**

**(Keress+Tanulj)BT**

Versenyképes fizetést és képzési lehetőségeket nyújtunk  
pályakezdőknek és tapasztalt szakembereknek egyaránt.

**LÉGY A  
CSAPATUNK  
TAGJA ÉS LÉPJ  
SZINTET!**

[bit.ly/btcareershungary](https://bit.ly/btcareershungary)  
[facebook.com/bthungary](https://facebook.com/bthungary)  
[sscheroes.com/company/bt-hungary](https://sscheroes.com/company/bt-hungary)

**BT**

## External communication - Generation Z survey

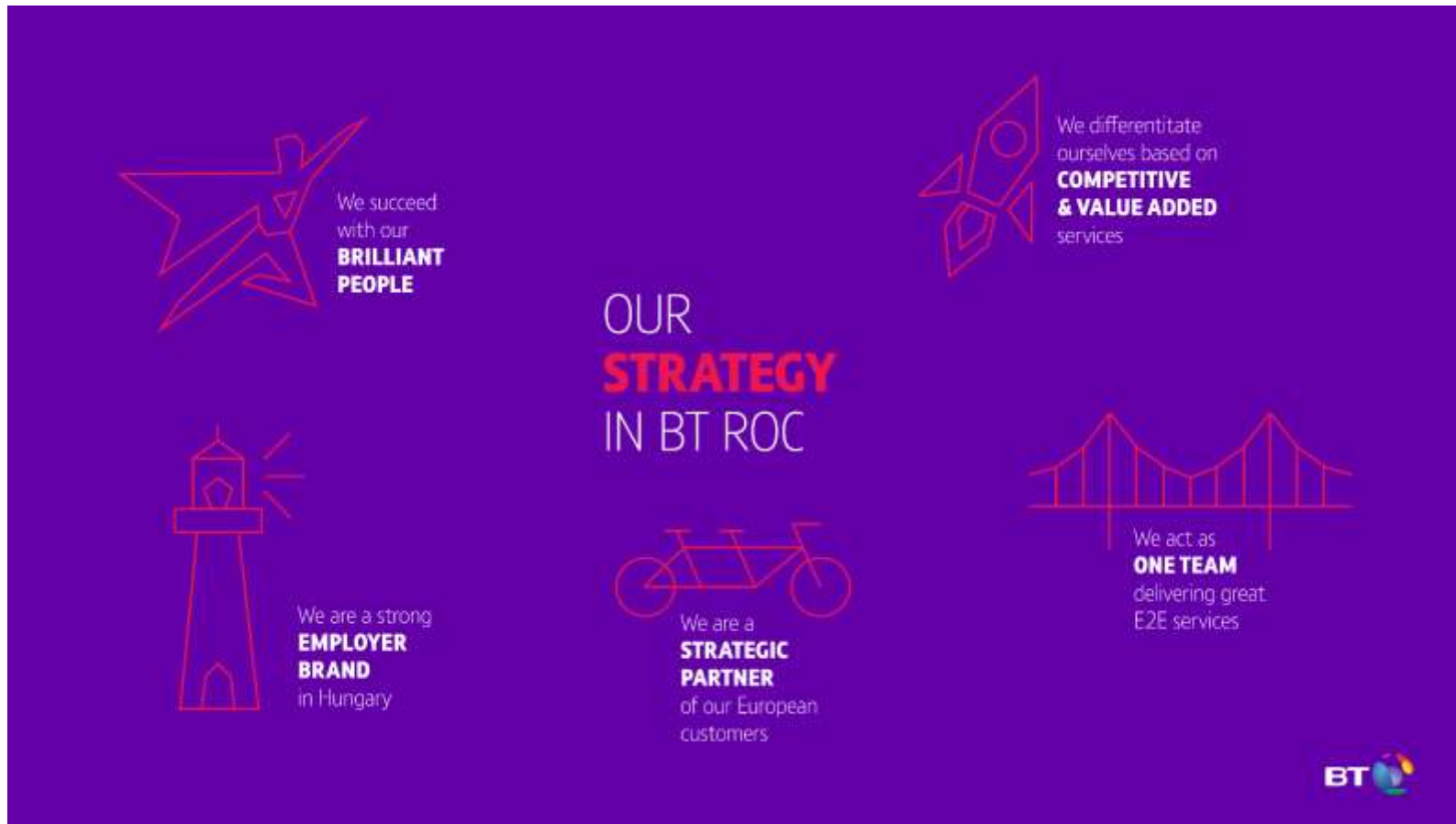
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- a unique, future-focused, representative **survey** among the members of generation Z
- what they think about their **education**, **job prospects**, **careers** and **ideas** about their future
- the results were published after **our press event**
- 100+ online, 5 RTV, 24 print coverage



# Internal communication – visualising the corporate strategy

**Awareness of the strategy** after the campaign is approximately **70%**, based on an internal survey.





## 4. Campaign phase – „EVP”

Dec awareness campaign

Message: You are fine, we are fine

# External communication – PR interviews with the General Manager

## ATV interview



BT Hungary

Published by Impact Works [?] · December 12, 2017 ·

Mi kell ahhoz, hogy egy vállalat Családbarát Mentorszervezetté válhasson? Leginkább éveken át tartó tudatos építkezés, és egy olyan átfogó program, ami végigkíséri a szülőket a várandósság pillanatától egészen a munkába való visszatérésig, és az után is. A munkaerőpiaci kihívások miatt pedig ez a befektetés nem csak emberileg, hanem még üzletileg is megéri. Erről beszélt Szabó Zoltán ügyvezetőnk az ATV-ben.

Szeretnél te is egy Magyarországon mintaértékű, valódi családbarát cégnél dolgozni? Kattints angol nyelvű bemutatkozó oldalunkra, és ismerj meg minket!

<https://sscheroes.com/company/bt-hungary>



Megéri családbarát cégnek lenni

A Start Plusz vendége Szabó Zoltán, a British Telecommunications

## Fem3 Café interview



BT Hungary

Published by Impact Works [?] · December 20, 2017 at 9:10am ·

A család és a munkahely összeegyeztetése valóban olyan nehéz feladat, mint ahogy sokan gondolják? Ügyvezetőnk, Szabó Zoltán a FEM3 Caféban is elmondta, hogy ha egy komplex program áll rendelkezésre, akkor ez mindkét fél számára könnyebbséget és biztonságot jelent. A BT-t mi is egy ilyen program mentén alakítjuk folyamatosan családbarát munkahellyé, aminek köszönhetően mára Családbarát Mentorszervezetté váltunk, amely egyengeti a többi magyarországi vállalat útját is ezen a területen.



FEM3 CAFÉ / Ezek az intézkedések tesznek egy munkahelyet családbaráttá / fem3.hu

A FEM3 csatorna hivatalos honlapja.

# External communications – Facebook ad campaign



Like Page

A család az első. Dolgozz a BT-nél, és élj a családi napközi, a távmunkalehetőség vagy a gyerekbarát irodasarak előnyeivel!



Ismerj meg bennünket!

BT (British Telecommunications)

[SSCHEROES.COM/BT-HUNGARY](https://sscheroes.com/bt-hungary)

Learn More



Like Page

Ha neked jó, nekünk jó. Eszerint alakítjuk cafeteria rendszerünket, ehhez szabjuk a munkaidőt és szülés utáni kedvezményeinket.



Kattints a részletekre!

BT (British Telecommunications)

[SSCHEROES.COM/BT-HUNGARY](https://sscheroes.com/bt-hungary)

Learn More

# Results

## Internal results

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- The **Employer Brand strategy creation** was carried out with the involvement of more than the half of our employees through workshops and surveys (~1500)
- Nearly **100 applicants** for the **photo shoot**.
- Around 1200 people, **55% of employees** registered to **BT Fest**.
- The **internal e-newsletter** is being regularly **read by** about **66% of the employees**.
- More than **1000 employees** are being informed about the most interesting news via the **internal Facebook group**.
- Our **internal employee engagement**: **+1%** increase to **86%** overall.
- **Awareness of the strategy** after the campaign is approximately **70%**, based on an internal survey.

# External results 1.

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- **Media campaigns:**
  - **700% visitor boost** on our career page
  - **monthly visit rates** of the company profile micropage **increased 30 fold** from the start of the campaign to the end of the year
- **Jobfairs:**
  - HVG Jobfair online questionnaire result: out of the 220 participants **BT is 8th as most preferred employer** and **1st in SSC sector**
  - **300% more delivered CVs** on jobfairs
- **Facebook:**
  - the number of **followers** **increased by 1.300** in 1 year
  - **engagement** of users **increased to 8%** in average (**from 1%**) in 1 year
- **3 professional Awards**
  - brought nearly **100 brand appearances** in the media

## External results 2.

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- **Z-generation survey:**
  - unique in the market.
  - Delivered **100+ online**, 5 RTV, 24 printed coverage
- **Education-Business cooperation:**
  - with **5 universities** and **9 secondary schools** countrywide
  - University and school programs **involved** nearly **2000 students** in 2017
  - Altogether with our event promotions more than **120.000 students** could **meet with BT personally**
  - *CEE Shared Services and Outsourcing Award* : **Best University-Business cooperation in the year, 2017**
- **EFOTT:**
  - nearly **120.000 people** reached during the festival
  - over **1.000 direct booth visitors**
- **Feedback of recruitment agencies and the candidates:**
  - The visibility and brand awareness of BT ROC has significantly increased on the market



## Awards in 2017

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