

*Claim Center Advancement Launch Creative Tactics 2011*  
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### Division 3: Communication Creative, Category 24 – Interactive Media Design

In response to employee survey results asking for brief, creative and informative deliverables to break out of routine e-mails and bulletins, we designed creative tactics to use as part of a comprehensive communications strategy.

**Project Summary** / In 2010, after five years of planning, our claim organization launched its most ambitious internal deployment to upgrade and enhance our claim processing abilities. Communications were critical to our staff understanding and embracing the new technology and claim processing methods. In 2006, we had begun annually surveying employees regarding our communications methods. By responding to their feedback, we were rewarded with rising survey numbers. But in 2010, we knew we had to hit the ball out of the park in response to their pleas for less content-heavy messages, brief and effective tactics and a fresh approach to getting their attention.

**Intended Audience(s)** / Our target audience was our 1,500 claim employees. Of the 67% of employees who responded to our 2010 communications survey, 50% had been with the company 10 years or more. Previously, employees had told us through surveys and telephone interviews, they had “information overload.” Key messages were being lost due to lengthy written deliverables filled with boring corporate jargon. So, we trimmed the content, stripped away verbiage and focused on the calls to action. But, due to this critical deployment, we needed fresh, creative and brief communication methods. Employees were supportive of our previous efforts, so we felt we could go further.

**Objectives** / Several objectives are outlined:

1. To maintain our great momentum and take it even a notch higher by introducing creative tactics
2. To control information overload and release timely, vital information in a creative manner to support change management efforts
3. To have leadership embrace our new approach versus the traditional methods
4. To effectively work with a limited budget and sparse resources
5. To create tactics that conveyed information in an engaging manner to educate and assist employees, while building community

### **Key Messages / Themes**

- We understand you need the right information, at the right time, through the right vehicle to support you during this important and demanding deployment.
- We listen and respond to your feedback; we will be with you throughout this critical transition.
- We understand you want less heavy-content deliverables.
- We understand your time constraints and need for brief, effective messages.
- We are a fun and caring place to work, and want you to be part of this process.

**Creative Rationale** / As the project leader, my strategy included using traditional communications and introducing creative tactics. We controlled information flow, and began sharing data with a shot of creativity mixed in with humor and fun, while respecting time constraints and building community. We created deliverables, such as an electronic interactive building to show our progress (good-bye to lengthy e-mail updates), an electronic quiz (a fun and effective way to share key messages), and a humorous and playful video thanking folks for a great deployment (eliminating a ho-hum leadership message).

**Results** / Here are the responses to each of our stated objectives (*please note: tactics have been removed at the request of the submitting organization but should be included to demonstrate how objectives were achieved*):

**1. To maintain our great momentum and take it even a notch higher by introducing creative tactics**

The percentage of employees saying they received the right amount of information to *effectively do their job* rose from 76% to 82%. Additionally, 1,092 employees responded to our communications survey with 605 comments. "Compliments" was the #1 category for the second year in a row, with comments such as, "I have worked at CNA for nearly 12 years and compared to other companies I have been employed at CNA by far communicates information to its employees better than any company in my entire working life."

**2. To control information overload and release timely, vital information in a creative manner to support the change management efforts during the deployment**

Not only did employees say they received the "right" amount of information, but according to the survey comments, information overload and change fatigue were not included in the top four categories, as they had been in some previous years. We heard comments such as "Communication regarding CC 5.0 has been abundant but appropriate," and "Communication has really been enhanced over the last year. This is so important to each employee. Good job!"

**3. To have leadership embrace our new approach verses the traditional methods**

Leadership was so pleased with the creative tactics they marketed them in their staff meetings and management calls, as well as publicly endorsing and owning them, such as presenting the video at the leadership and "all hands" meetings.

**4. To effectively work with a limited budget and sparse resources to respond to employees' request for brief, effective communications**

With no budget, we efficiently used in-house talent - our designer, a claim technology employee and a video person helped me. Our claim technology person worked ten hours on each tactic, our designer worked eight hours per tactic, and our video person worked 16 hours on the video.

**5. To create tactics that conveyed information in an engaging manner to educate and assist employees, while building community**

The percentage of employees saying they received the right amount of *information to understand the claim organization's goals and objectives* held steady at 85% during the most ambitious and difficult deployment in our history. Additionally, employees sent photos used in the video, embraced the quiz and building graphic tactics, and even wrote a deployment song we used in the video!