



The Delve Group, Inc.

Marketing Change Inside Organizations

An overview of our approach and its value.

Marketing Change

“Culture eats strategy for breakfast.”

When asked what keeps them up at night, CEOs involved in transformation often say they are concerned about how the work force will react, how they can get their team to work together, and how they will be able to lead their people. They also worry about retaining their company’s unique values and sense of identity and about creating a culture of commitment and performance.

Source: *10 Principles of Change Management*, Booz Allen Hamilton

Marketing Change

“Never lose sight of the end goal.”

- Transformation is impossible unless hundreds or thousands of people are willing to help, often to the point of making short-term sacrifices. Employees will not make sacrifices, even if they are unhappy with the status quo, unless they believe that useful change is possible. Without credible communication, and a lot of it, the hearts and minds of the troops are never captured.

• Source: *Leading Change - Why Transformation Efforts Fail*, John P. Kotter, Harvard Business Review

Marketing Change

“Seeing the road ahead matters...

In more successful transformation efforts, executives use all existing communication channels to broadcast the vision. They turn boring, unread company newsletters into lively articles about the vision. They take ritualistic, tedious quarterly management meetings and turn them into exciting discussions of the transformation.

Source: *Leading Change - Why Transformation Efforts Fail*, John P. Kotter, Harvard Business Review

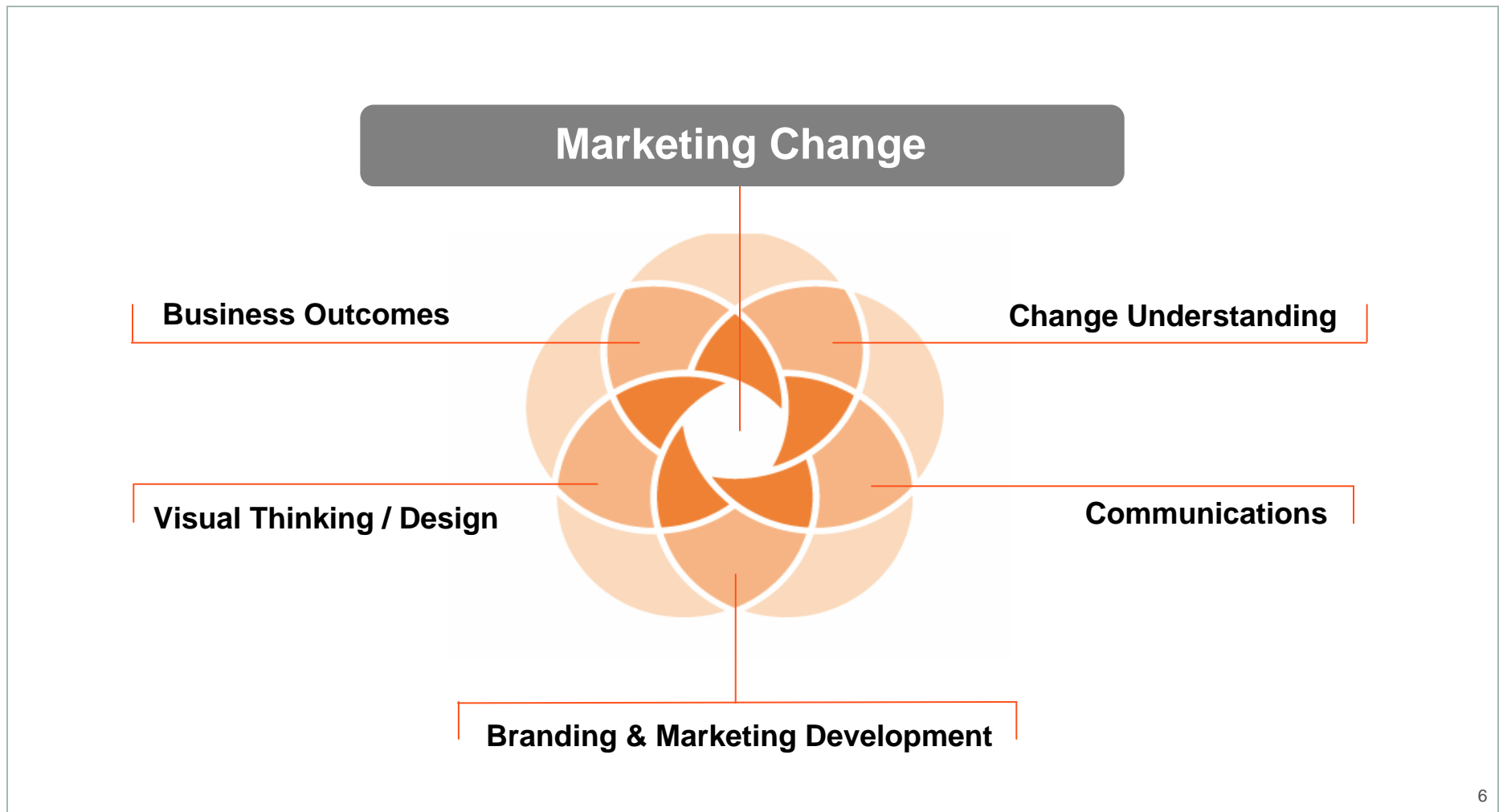
Marketing Change

...and so does telling stories about what the future holds.

Asked about the mechanisms the executives used to mobilize and sustain energy, they strongly emphasize the impact of clear, comprehensive, and compelling communication. A majority of all respondents say their organization sought to define clear goals for the next one to two years and communicated the transformation as a compelling story, and a little under half say that their company offered an inspiring view of a better long-term future.

Source: *Organizing for Successful Change Management*, a McKinsey Global Survey

Helping Change Take Hold



Marketing Change – Why It's Important

Seeing the road ahead is as vital to a company's change agenda succeeding as it is to having a vision and planning to execute it.

People need to know why, how, and what, they and their company are trying to achieve. And if you believe the proverb “a picture is worth a 1,000 words” visualizing the plan and marketing it compellingly, consistently and frequently are essential factors to success.

Marketing Change – Value Proposition

Our unique combination of expertise is dedicated to helping senior executives address one of the most critical factors in helping a company's change initiative succeed – marketing and communicating it.

Our approach strategically and creatively ties together our client's change agenda, vision, and goals, with their desire to visually and verbally communicate it internally. To do so, we leverage their brand to engage and guide their entire organization to understand, participate, and create the road ahead.

An Example – The plaNYC Initiative

The following are pages of a compelling brochure with insightful visuals explaining a New York City change initiative Mayor Michael Bloomberg is leading.

This document was distributed through the New York Times.

It aptly demonstrates the power of simple and clear messages, illustrates the road ahead, and leverages powerful visual communications as the means to create greater awareness, understanding, and ultimately participation in helping New York City continue to be the destination city it is today.

A Special Supplement from the City of New York

By 2010, New York will have added a population the size of Salt Lake City

By 2015, our temperatures will have risen by half a degree

By 2020, 40% of our power plants will be more than 50 years old

By 2025, more than 2 million people will live more than 10 minutes from a park

will you still love New York?

It's up to you.

plaNYC

Designed by
Two Twelve Associates

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plaNYC – The initiative's core messages



... with compelling images to support the core messages



...and a bit of attitude helps reinforce them further



Imagine dinner by candlelight
(but only when you're in the mood)

Reliable energy is just one reason that infrastructure matters. By 2030, nearly all of our major infrastructure networks will be more than a century old—and under new pressures. Together we can maintain and modernize these systems to compete as a 21st century city.

maintainNYC

New York City blackout, 2003

credit: [unreadable]

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... and it successfully engages the reader.



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Visuals easily communicate the changes...

THE CHALLENGES WE FACE

WATERWAYS Today our harbor is cleaner than it's been in more than 50 years. But it still takes only 1/10 of an inch of hard rain for sewage to enter our waterways.

We have made great strides in restoring access to New York City's waterfront. But too many areas remain off-limits to fishing, swimming or even boating. Despite substantially reducing sewage overflows, two billion gallons still enter our waterways every year. And natural areas like wetlands that protect our water systems have plunged by 85% since 1900. As we reconnect our waterfront to neighborhoods, our challenge now is to continue renewing our city's greatest resource: the water itself.

New York State water quality classifications

- YOU CAN BAT THE SHORELINE
- YOU CAN SWIM
- YOU CAN GO BOATING
- HEAVILY POLLUTED

Asthma hospitalizations, 2004
Children age 0-14 years

NYC is 100% above the national average.

AIR Our child asthma hospitalization rates are more than twice the national average.

Despite recent dramatic air quality improvements, New York City still falls short of meeting federal standards. Our ozone levels are too high and soot levels are 27% above national requirements in parts of the city. The U.S. Environmental Protection Agency (EPA) has linked both substances to asthma attacks and other damaging respiratory diseases. Now our challenge is to make sure that New Yorkers in every neighborhood have clean, safe air to breathe.

BROWNFIELDS
More than 1,700 acres of land in New York are severely polluted—an area more than twice the size of Central Park.

Real or perceived pollution has prevented thousands of acres of land from being used most productively across New York City. Hundreds of potentially contaminated sites are scattered across former industrial areas—sites that could be re-imagined to meet our infrastructure, manufacturing or community needs. As space becomes increasingly limited, our challenge is to reclaim and revitalize this polluted land.

CLIMATE CHANGE By 2030, average temperatures in New York City will have risen almost two degrees.

Nine of the last ten summers have set records for the hottest temperatures. As a city surrounded by water, we are more vulnerable to sea level rise and the growing possibility of violent storms. Global warming is already changing our city and the challenge is just beginning.

That's why New York has joined the fight against climate change and begun to slash carbon emissions by reducing energy consumption and dependence on oil. Our challenge now is to develop a more ambitious environmental agenda to protect our city.

New York City summer temperature rise, 1950-2006

Barretto Point Park, Bronx

Together we can

- Reduce global warming emissions by more than 30%
- Achieve the cleanest air of any big city in America
- Clean up all contaminated land in New York City
- Open 90% of our waterways for recreation by reducing water pollution and preserving our natural areas

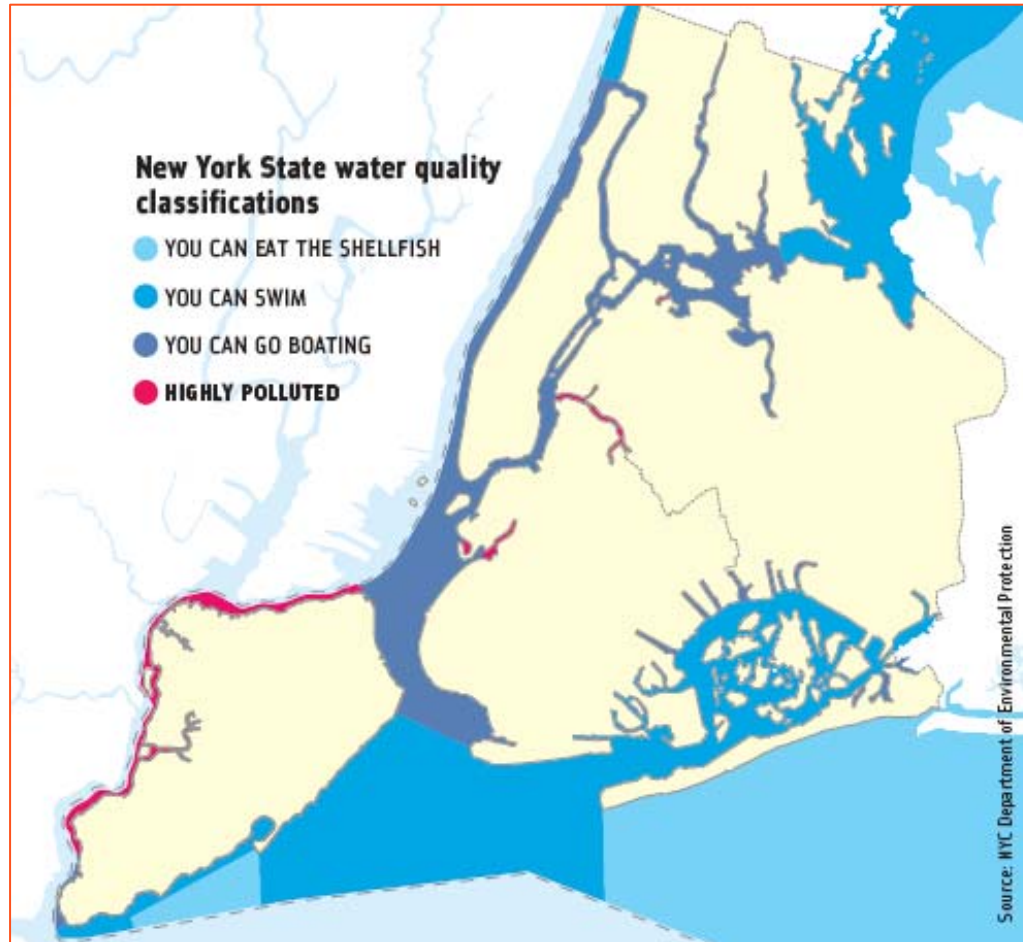
greenNYC

Consider communicating as some companies do

Below is one way to communicate the health of NY State Water Quality

- **South of Coney Island you can eat the shell fish**
- **East of Staten Island and south side of Brooklyn you can swim**
- **Waters surrounding Manhattan Island you can go boating**
- **Waters west of Staten Island are highly polluted**

...or do so simply through a compelling visual



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plaNYC's Summarized Top 10 Messages



openNYC

- 1** Create homes for almost a million more New Yorkers, while making housing more affordable and sustainable
- 2** Improve travel times by adding transit capacity for millions more residents, visitors, and workers
- 3** Ensure that all New Yorkers live within a 10-minute walk of a park

maintainNYC

- 4** Develop critical back-up systems for our aging water network to ensure long-term reliability
- 5** Reach a full "state of good repair" on New York City's roads, subways, and rails for the first time in history
- 6** Provide cleaner, more reliable power for every New Yorker by upgrading our energy infrastructure

greenNYC

- 7** Reduce global warming emissions by more than 30%
- 8** Achieve the cleanest air of any big city in America
- 9** Clean up all contaminated land in New York City
- 10** Open 90% of our waterways for recreation by reducing water pollution and preserving our natural areas

Education, Awareness, and Participation

To learn more
visit our website
WWW.NYC.GOV/PLANYC2030
Sign up for opportunities
to get involved
And send us your ideas—
we want to hear them
Join the discussion
And help shape the direction
of our city

New York City 2030:
ACCEPTING THE CHALLENGE

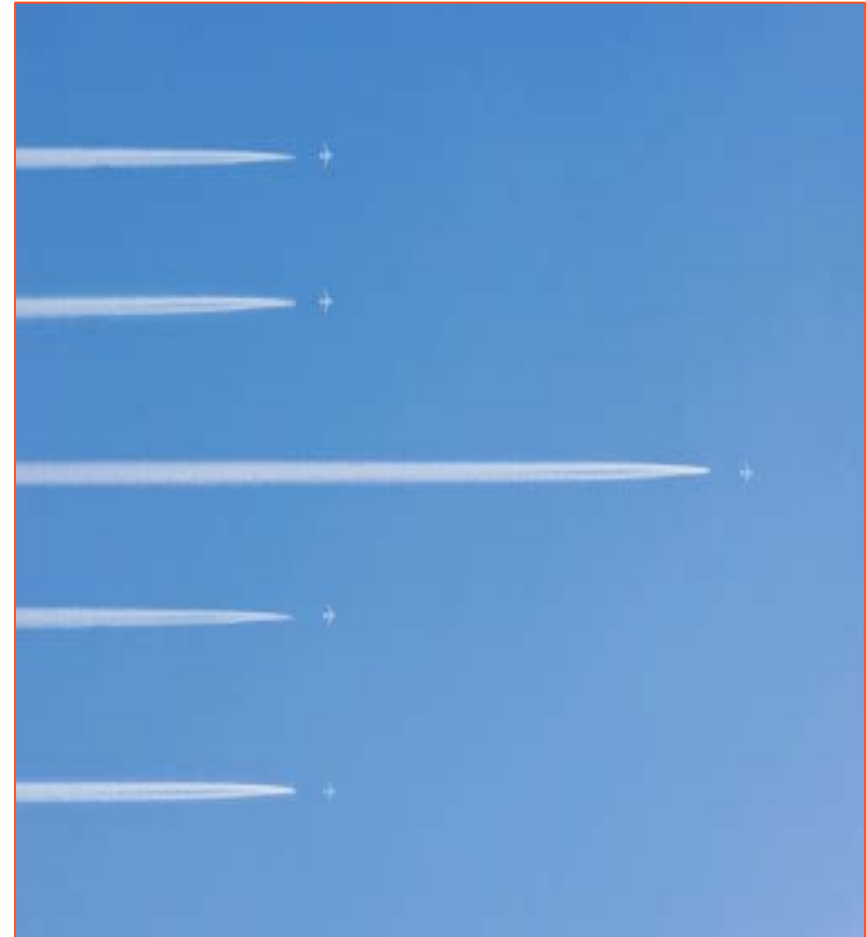
planNYC

FOR MORE INFORMATION, CALL 311

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Our Methodology – A Six-Step Process...

- Define
- Discover
- Design
- Deploy
- Distill
- Deliver



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... with Three Major Phases

Define & Discover



A solid foundation for success through research, readiness assessment, and brand awareness.

Design & Deploy



A compelling verbal and visual communication plan that align the Company's brand and the Change Initiative's objectives and timing.

Distill & Deliver



A consistent internal commitment to sustaining success through delivery of ongoing change communications materials and messages.

Phase 1A - Define

- Rapidly assess current perception of: the recommended change, internal communication approach, and the company's brand internally. Analysis of how this information influences the change approach and success.
- Garner insights from internal and external stakeholders to develop initial recommendation of strategic communication and internal marketing approach.
- Examine current measurement tools and measurement objectives for the change.



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Phase 1B - Discover

- Research gaps and opportunities from various perspectives and points of contact, including management, employees, customers, and the marketplace. Understand anticipated and unanticipated challenges, obstacles, and opportunities.
- Gather a deeper understanding of the impact the change will have on the corporate culture, social norms, market position, and customer experience.
- Create a detailed strategy, initial recommendations and concepts.



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Phase 2A - Design

- Use Delve's creative thought processes and visual thinking to design and develop comprehensive visual and verbal change communications and delivery methods.
- Develop key messaging and positioning that aligns with corporate and change strategy.
- Create detailed communications schedule, including delivery of key communications messages and vehicles, cascade approach, and leadership coaching.



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Phase 2B - **Deploy**

- Integrated team to implement and deliver the branded change communications that are tightly aligned to change project for pacing, audience, mediums, and frequency.
- Build in alignment to milestone communications that demonstrate objectives, outcomes, and results.



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Phase 3A - Distill

- Manage the gathering of the real time and ongoing feedback from employees, management, and external stakeholders to manage impact of change communications and the overall success.
- Assess initial messages, mediums, and frequency to make recommendations for adjustments, enhancements, and/or clarifications of messages.
- Frequent reporting of feedback, impact, and recommended adjustments and/or enhancements



Phase 3B - Deliver

- Transition management
- Partner with internal communications resources to ensure ongoing delivery of branded change communications.
- Ongoing maintenance....
- Ensure internal resources plan for ongoing delivery strategy and planning management based on data, experience and tangible results.



Key Delve Team Member Roles

Senior Communications Director:

- Communications professional with extensive expertise in change communication development and delivery
- Broad range of communications experience across multiple industries
- Experienced communications coach to management and executive team members

Communications Manager / Coach:

- Communications professional with experience in change communications development and delivery
- Experienced communications coach
- Excellent writing and editing skills

Project Manager:

- Strong project planning and organizational skills
- Experience in large-scale, multi-dimensional change projects
- Clear attention to detail and ability to multi-task and manage diverse team of professionals

Senior Designer:

- Experienced communications designer with experience in multiple design disciplines, including print and web
- Proven ability to translate complex business messages into clear visual representations

Mid-level Designer:

- Creative designer with experience in communication design

Administrative Support:

- Detailed oriented professional with experience in providing administrative support to multi-disciplinary communications and design teams.



The Delve Group, Inc.

Thank you for your interest in learning
more about this critical program

The Delve Group