



## Inside-out: When HR goes viral

Reinventing Employee Communication in India

### Overview

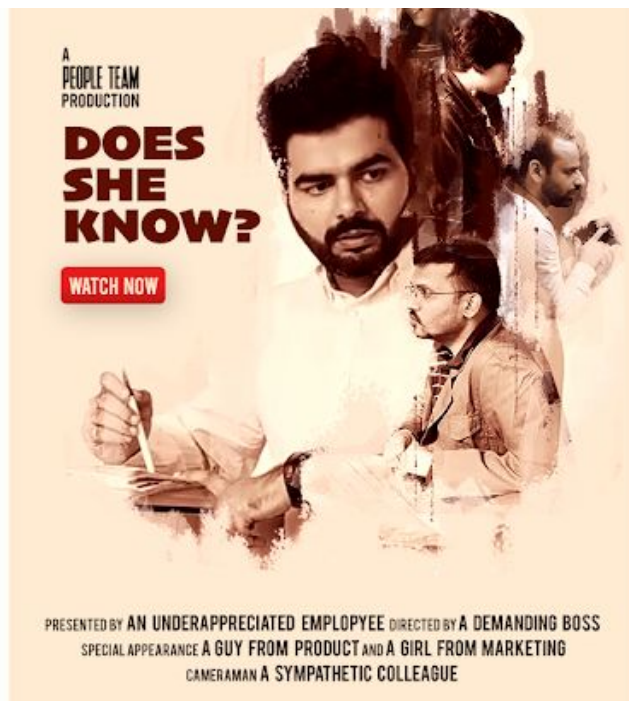
Times Internet's HR Team launched two cloud based people systems in FY19 - a skill documentation system for the large tech population and a Performance Management system for all colleagues. This would impact the entire employee population and entailed a large scale change management exercise. However, they were aware that colleagues often do not read or respond to HR communication.

The team was keen to drive this without deploying a carrot and stick approach and without leadership's push i.e., people should do it because it's beneficial for them, not because a leader is telling them to, or because there will be consequences if they don't. This called for a communication campaign that would draw attention and compel colleagues to act. The Times Internet HR Team reimagined the way they communicated with employees.

## Strategy

A communication framework was developed that constituted of the following:

1. **Guide Videos:** Helping people navigate through the new system (simple screen recordings with background voiceover)
2. **FAQ Docs:** Helpful communication around how to set goals, list of goals for each job function, answers to some important questions etc.
3. **Advertising Blitz:** An advertising blitz - design and execution of a communication campaign that encouraged employees to document their skills and set their goals. Benefits of adopting the system were communicated in a humorous, relatable manner. Two mediums were used:



**Videos:** we scripted and acted (TIL HR team employees) in videos that talked about different aspects of the new system. The stories were relatable and funny and narrated a situation that could be addressed through the system e.g., a boss isn't aware of the good work being done by an employee and how a "Feedback" feature of the new system can help that under appreciated employee, another one on the real time goal setting feature that enables employees to modify their objectives on-the-go anytime through the year, etc. The following collateral was prepared and shared widely across different social media (internal channels). The videos had a huge impact in increasing adoption to the

new system. Video link:

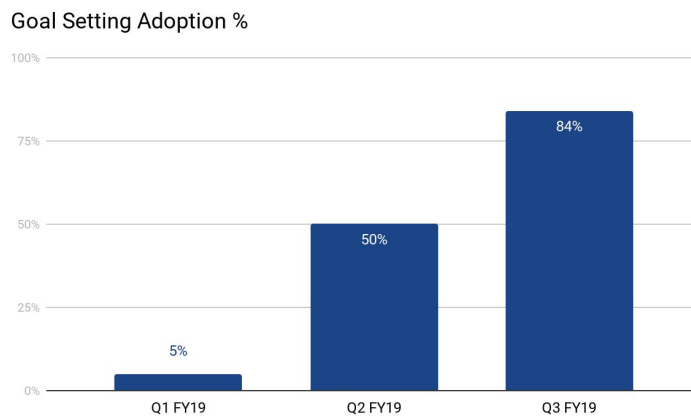
Video Link - <https://bit.ly/2BEpQDe>



**Quirky Mailers:** Mailers that communicated the compelling proposition through relatable memes, comic strips, trivia etc. These mailers were sent on our internal chat groups, as desktop pop-ups, on company lounge and company wide emails. We clearly saw an uptick in adoption with every mailer sent.

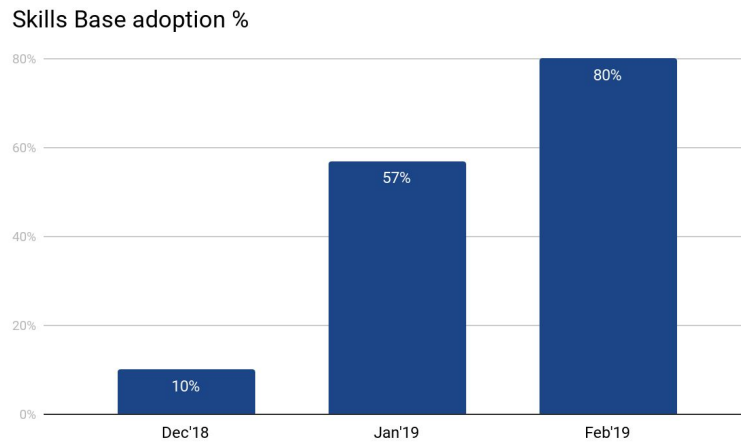
## Impact

I. Motivated more than 3,200 colleagues across 38 businesses to set work goals



\* Goal Setting launched in Q1 FY9

## II. Helped 850 techies realise their full potential



\*Feb numbers is as on 15th Feb 2019

## Conclusion

By mobilising a large cross-section of employees to engage and participate in long term change, the TIL Communication campaign turned on its head the logic that only top down directives work.