

Case Study

INFORMING AND ENGAGING EMPLOYEES DURING MAJOR CHANGE PREMIER FOODS



Background

In March 2007, Premier Foods acquired RHM, bringing together two of Britain's best known food companies. The combined company is Britain's biggest food producer with a turnover of £2.7 billion and employing around 20,000 people in the UK at over 60 sites.

Objectives

Following this major acquisition, Premier Foods needed a communication programme that would:

1. Inform and engage employees throughout the inevitable period of change.
2. Build and maintain employee awareness and understanding during the integration period.

Approach

In the first six months, it was important to ensure that employees felt informed about their new owner and the integration process and that they understood any personal impact this might have on them. Allman Communication worked alongside the Premier Foods CEO and Operating Board, to develop the right messages and activity to achieve this.

Actions

- Pre completion a RHM Top 50 meeting was held by the new CEO to communicate his ambitions and reassure the senior team.
- Welcome emails were sent from the CEO, a leaflet was mailed to employee homes on 'day one' and an Integration Update e-newsletter kept employees informed of the fast moving developments.
- Leadership team briefings delivered by the CEO and Operating Board ensured consistency of message across the company and established a 'one team' approach. A series of Breakfast Briefings enabled groups of 12-15 employees to chat with the CEO about the integration process and their concerns.
- A suite of communication tools were created to communicate the decision of a major manufacturing review (including closures) to internal and external audiences.
- Regular 'pulse check' surveys measured delivery of message - feedback was used to shape programme.

Results

- More than 75% of affected employees said they felt informed about the integration programme during the 6 months after each acquisition.
- The programme gained class winner at the 2008 Central Communicator in Business (CiB) awards.

Client feedback

"You deserve a medal for your patience and resilience in taking communications forward in the group over the last 12 months. We would not have achieved what we have done without you."

Paul Thomas, Group Finance Director, Premier Foods

Industry feedback

"The Premier Foods Integration Communication Strategy was a very strong entry which clearly demonstrated a successful combination of strategic thinking with practical communication delivery to achieve a winning result." **Feedback from a judge at the Central CiB Awards 2008**

Talk to us



To find out how we can help you better communicate with and engage your employees, please contact:

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