

## Case Study

### LAUNCHING VISION & VALUES AT A LIVE EVENT PREMIER FOODS



#### Background

Through a series of acquisitions over the past 5-6 years, Premier Foods has grown rapidly to become the UK's biggest food producer. Employee research had revealed a lack of a cohesive vision and a big desire from employees for clear direction, common goals and shared purpose.

#### Objectives

Premier Foods wanted to build employee awareness and engagement in the 'new' organisation in order to retain talent, to ensure that they had 'one team' pulling in the same direction and to maximise their opportunity of delivering the business strategy.

#### Approach

Our approach was to create a 'conference with a difference' to signal that the new Premier was different, to 're-launch' the company to senior employees and to equip them to cascade to the rest of the business. As part of this we needed to inform conference delegates of the scope and scale of Premier Foods, create a common understanding of the company's vision and strategic principles and build their awareness of the role they needed to play in delivering these. The theme we devised was a 'Recipe for Success' with key ingredients being our people, our brands, our infrastructure and our creativity.

#### Actions

Senior employees attended a live event on 13<sup>th</sup> March 2008. Content on the day included:

- **Where we have come from?** Bring all delegates to common understanding of company brands and history, emphasise areas of similarity, a shared heritage & great brands. **Method:** Timeline, historical brand display and portfolio exhibition & company history video
- **Where we are now?** Share 2007 results, explain context of marketplace in which we are operating and demonstrate current scale of investment and activity. **Method:** Presentation by CEO with video clips from external commentators e.g. analysts & industry experts, followed by visits to 3 'showcase' rooms (our brands, our people and our infrastructure) where displays, tastings, videos, and live hosts brought to life the many and varied activities going on around the company.
- **Where are we going?** Share Vision and strategic principles and get delegates thinking about the role they play in achieving these. **Method:** CEO presentation with voxpops from employees to bring to life strategic principles, followed by each delegate receiving a jigsaw piece on which they pledged what they would do differently to help deliver company vision. Jigsaw pieces were assembled into a 'Big Picture' of the Premier Foods' logo.

#### Results

Feedback Forms were received from 307 delegates (88%). 86% found the event very useful and 14% found it quite useful. 97% felt more informed following the event. Scores for the individual elements of content averaged 3.95 (out of 5) with the CEO's presentations (featuring internal & external voxpops) proving most popular. The organisation of the event scored an average of 4.4 (out of 5).

#### Client feedback

"The feedback from the conference has been tremendous both from the management who attended and the Exec Board members. It was more than a step change in how we undertake these conferences, it was transformational...we created a buzz and positivity in the business which has been absent since last summer [when RHM was acquired]." **Robert Lawson, Commercial Director, Premier Foods**

#### Talk to us



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

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