



The Power of One – One Tyco One Integrated Global Campaign One Strong Result

Peppercomm and Tyco, Jan 1,2013

Summary: 2013 Silver Anvil Award Winner — Integrated Communications — Business to Business

The Power of One – One Tyco, One Integrated Global Campaign, One Strong Result: Tyco and Peppercomm formed an integrated partnership to position Tyco as the global leader in the fire protection and security industry leading up to and following a corporate separation. This mammoth effort required a truly global integrated communications campaign with multiple disciplines (communications, creative, events, social/digital media, and traditional media), multiple audiences (employees, investors, media, customers) and multiple countries.

Integrated communications includes any program that demonstrates leadership of public relations strategies and tactics in a creative and effective integrated campaign, along with other marketing or communications. The program must demonstrate the clear leadership of public relations, along with its integration with other disciplines.

Full Text: One Tyco

“Starting today, we move forward as “One Tyco.” Our mission is to advance safety and security by finding smarter ways to save lives, improve businesses and protect where people live and work. Under this united umbrella, we join together to create the best company for our employees to work for – and for our customers to do business with.”

--George Oliver, Tyco CEO, October 1, 2012

On Monday, October 1, 2012, 69,000 employees awoke to a new vision – and new day – at Tyco. As CEO George Oliver delivered personalized speeches to staff across the globe, celebrations were in high gear to mark the beginning of the new Tyco. Employees, and other stakeholders, certainly had cause for celebration. Tyco International was splitting into three separate companies, creating a standalone \$10.5 billion enterprise focused on delivering fire protection and security solutions to more than 3 million customers worldwide.

In just eight months, the Peppercomm/Tyco team built an integrated “new company” launch strategy to guide all stakeholders through the process of the separation. This mammoth effort required a truly global integrated communications campaign with multiple disciplines (communications, creative, events, social/digital media, and traditional media), multiple audiences (employees, investors, media, customers) and multiple countries.

It also accomplished critical objectives:

- A) Demonstrate the new direction of the company to all stakeholders,
- B) Build and deliver critical communication tools to global communicators that tell the story of the new Tyco, and
- C) Create an external splash to delineate the new Tyco and demonstrate their strong position.

One Integrated Global Campaign

The Research: Unearthing Critical Insights through Deep Listening: Working closely with Tyco's brand strategy consultancy, Siegel+Gale, to bring its new positioning to life, the team conducted a 'listening' effort with communicators to find out how they were feeling about the separation and what they believed employees and customers wanted from the separation. Critical insights were gathered to inform the campaign:

- *Many believed this was 'just another phase' of Tyco's long, and somewhat challenging, history of acquisitions and spinoffs.*
- *Those outside the US felt disconnected from the North American HQ in Princeton, N.J., and wanted to make sure they launched the new company in a way meaningful to their local/regional markets.*
- *Many believed current communication vehicles, such as the website and company intranet, needed to be more user friendly, and serve as highly effective channels for connecting and information sharing.*

Drawing on its proprietary measurement system, Business Outcomes, Peppercomm analyzed media coverage to understand the current perception of Tyco. Results showed that corporate messages and media messages were not aligned and, moreover, media mentions focused on negative press about Tyco's past trouble. The team used these insights to craft the new Tyco story.

The Planning: The Journey to Day One (and Beyond): The team operated under a very short deadline. This campaign wouldn't have been possible without a strategic plan, incorporating multiple work streams, in place. Highlights from the campaign included:

- Creation of a (60+ page) guide that provided an overarching communications strategy and tactical plan, key messages for global communicators, updated information on business units/verticals and new executive bios.
- Organization of a comprehensive event activation plan to touch employees in 14 countries with live events, and an 'event-in-a-box' guide for dozens of additional remote locations.
- Best practice approaches to harness the power of Yammer, a new social-media influenced internal communication, to engage employees.
- Overhauling the existing company website to tell the story of the new Tyco.
- Utilizing the closing bell event at the New York Stock Exchange to galvanize public understanding of Tyco as a new company.

The Execution: Bringing the Brand Positioning—and Tyco Promise – to Life: The team executed a three-phased approach to communicate the new company via engaging storytelling:

Phase One: The team developed a series of five videos, representing key businesses within the new Tyco, which were played on Investor Day to build excitement and supplement presentations. Each of these videos – shot during a two-week span in 15 locations across four countries – was instrumental in helping investors understand the depth and breadth of the new Tyco enterprise. The team also created: internal memos on customized templates to reach employees; new signage for the corporate headquarters in Princeton; a series of infographics to communicate complex data in an easy-to-digest manner; brochures distributed around the world to teach people about Tyco's use of Yammer; and new PowerPoint and Word templates. One of the central hubs for communications was a new website, developed by Peppercomm and Tyco web experts, which included fresh copy, site mapping, wireframing, design, development/coding and testing.

Phase Two: On Day One, Tyco held a series of celebrations (customized for cultural and regional relevance) to touch each and every employee and build excitement. Fourteen live events were held around the world and nearly 40 'events in a box' were deployed to help each of Tyco's 1000+ locations celebrate. The new

CEO personally joined each of the live celebrations via web conferencing to further enhance the experience for employees.

Phase Three: On October 8, Tyco's new executive board rang in the closing bell at the New York Stock Exchange. This was followed by a two-hour party in the famed Boardroom of the NYSE. The entire day was filmed with a behind-the-scenes video so employees who could not attend could feel as if they were there. The senior leadership team, including CEO George Oliver and CFO Arun Nayar, participated in a series of interviews with key trade and business press focused on the future direction of the company.

One Strong Result

Results Tied to Objective A: Demonstrate the new direction of the company to all stakeholders

- Investor Data: Tyco leaders met with investors who control \$4.3 trillion in assets under management in just under two weeks. The meetings led to multiple positive comments about Tyco in the marketplace.
- Yammer: On Day One, 22337 (out of 29000) employees visited or shared photos on Yammer (more than five times the average usage) to share the excitement across the globe.
- Events: The team physically reached more than 10000 employees via Day One events – 15 percent of Tyco's global workforce.
- Website Traffic: More than 30000 unique visitors to the new corporate Website during the first week it was live; 80000 page views.
- Media impressions: More than 79 million media impressions. Tyco also saw a true shift in the quality of the coverage in that it re-focused the attention on Tyco's new vision and on new CEO George Oliver.

Results Tied to Objective B: Build and deliver critical communication tools to global communicators

- On Day One, Tyco had 500 posts on Yammer; today, they are averaging 1343 per day.
- On Day One, Tyco had 1176 groups on Yammer; today, they have 1565 groups, with about 165 active each day.
- 57% of the company is now on Yammer; 20% are actively engaged.

Results Tied to Objective C: Create an external splash to delineate the new Tyco and demonstrate their strong position in the fire protection and security marketplace

- The new Tyco.com has received more than 65000 visits – over 6x normal traffic – since its launch.
- The new Tyco.com also successfully merged two former Tyco sites – a customer site and a consumer site – into one seamless destination for everyone who needs to learn about Tyco, its products and its services.
- Nearly 80 million media impressions garnered from proactive outreach, as well as newswire coverage; Additionally, Cision media tracking results for November were more than eight times greater than nearest competitor – 112 million to 12 million).