



Vision and Values Launch

Film Lab Creative and Phillips 66, Jan 1, 2013

Summary: .2013 Silver Anvil Award of Excellence Winner — Internal Communications — Business (More Than 10,000 Employees)

After Phillips 66 was established as a new, independent downstream energy company from the spin-off of assets from ConocoPhillips, the company engaged an internal, cross-functional team of employees to develop the Vision and Values for the organization. Internal Communications then set out to communicate them in ways that inspired employees, connected them with our strategic objectives and help employees live out our Vision and Values daily at work and at home.

We Are Phillips 66.

Providing Energy, Improving Lives.

Safety. Honor. Commitment.

Internal communications includes programs targeted specifically to special publics directly allied with an organization, such as employees, members, affiliated dealers and franchisees.

Full Text: **SITUATION ANALYSIS**

After Phillips 66 was established as a new, independent downstream energy company from the spin-off of assets from ConocoPhillips, the company engaged an internal, cross-functional team of employees to develop the Vision and Values for the organization. Internal Communications then set out to communicate them in ways that inspired employees, connected them with our strategic objectives and help employees live out our Vision and Values daily at work and at home.

RESEARCH

Shortly after the May 1, 2012 repositioning, we asked our 1,500-member employee survey panel to rate the extent to which a list of 21 key words best describes Phillips 66. The results served as the benchmark against which our Vision and Values launch effectiveness was measured. Additionally, shortly after the repositioning, only slightly more than half – 58 percent – of employees said they had been communicated our strategy in easy-to-understand terms.

We saw an opportunity to articulate our Vision and Values and communicate it through the organization in ways that:

- Align ambassadors and key stakeholders to champion Vision and Values.
- Inspire the global workforce around vision and values.
- Ensure employees connect vision and values with strategic objectives.
- Create a line of sight for all employees on Phillips 66 vision, values, strategy and individual goals and accomplishments.

- Engage employees in conversations about our industry, our company, Vision and Values, strategy and success of Phillips 66.

PLANNING

The Internal Communications team built the communications plan around the centerpiece of the campaign: the *Moving Forward* video featuring three employees who define our core values and visually highlight how those values correlate to their home and family lives. With a global workforce across a variety of different sites and different levels of access to computers, our plan included email, intranet and home mailers to ensure the greatest possible reach. Additionally, we selected the launch day and time at which the largest number of employees could experience the Vision and Values launch at the same time.

Our goal to build employee awareness, understanding and commitment to Vision and Values would be measured by:

- Achieving minimum 50 percent employee awareness by December 2012.
- Significantly increase employee awareness, understanding and commitment by year-end.
- *Moving Forward* video to achieve 4,500 views by year-end.
- *We are Phillips 66* intranet microsite to achieve 5,000 views by year-end.

The budget for producing the *Moving Forward* video was \$40,000, while tactical work took place in-house.

EXECUTION

Prior to launch: Ambassadors and key stakeholders participated in conference calls and webinars to learn of the launch plans, received tools to help them champion Vision and Values, and ask questions to help them facilitate a successful launch. The global workforce received a series of teaser emails to build excitement and to communicate the launch date.

Launch: Vision and Values launched through a mass email from the ELT which introduced the *Moving Forward* video. The timing of the email was strategically planned so that most Phillips 66 employees worldwide could experience the launch and view the video simultaneously.

The video link resides on a microsite created within the Phillips 66 intranet devoted to Vision and Values. The microsite is where employees find details about Vision and Values, including how they drive us toward achieving our strategic objectives. It offers a “store” of promotional materials and signage imprinted with our Vision and Values, and through *Real Life Phillips 66*, our Vision and Values Blog, employees share what Vision and Values mean to them and describe how they live them out professionally and personally.

Post launch: *Connecting the Dots* is a series of internal feature stories and testimonials on Phillips 66’s intranet designed to tie Vision and Values to our strategy by sharing specific examples of how they are being played out throughout the organization. A mailer went to employees’ homes that included a note from the ELT, a Phillips 66 keychain and badge card imprinted with our Vision and Values. Ambassadors received a thank you gift for their roles in championing Vision and Values.

EVALUATION

After the launch, we utilized our employee panel to measure the communications effectiveness against our goals and objectives.

- 94 percent of key stakeholders agreed they had the necessary resources/tools to communicate Vision and Values to employees.
- 86 percent agreed they “feel proud to work at a company with this Vision and Values.”
- 78 percent agreed “Phillips 66’s strategy has been explained to them in clear and easy to

understand terms,” up from 58 percent pre-launch.

- 81 percent “understand how my work contributes to our company vision.”
- We achieved at least 50 percent employee awareness one month sooner than our goal.

| | July 2012 (How well they describe the company) | November 2012 (Recognized and embraced as our values) |
|-------------------|---|--|
| Safety | 72.7% | 92.9% |
| Honor | 10.5% | 58.3% |
| Commitment | 28.9% | 64.9% |

Our web statistics support our results:

| | Year-end Goal | Actual |
|-----------------------|----------------------|---------------|
| Video views | 4,500 | 5,623 |
| Intranet views | 5,000 | 7,602 |

Overall, employees feel a sense of pride and commitment toward our Vision and Values:

- 93 percent said “I feel committed to each of our company values.”
- 79 percent said “Our values effectively describe how we conduct business day in and day out at Phillips 66.”
- 78 percent said “Our vision effectively describes who and what Phillips 66 strives to be.”

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