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Kellogg's. One of the most famous brands in the world. Products that people have grown up with, that are known and loved by millions. Corn Flakes. Tony The Tiger. Snap, Crackle and Pop. That's quite a brand. Our challenge was to achieve the same recognition for the Kellogg employer brand. And ensure that the brand was communicated to all employees, and embedded across Europe.

The background

Kellogg knew this project was fundamental to their future: they needed to attract the best talent, drive down recruitment costs, source candidates directly and build a talent bank. All these were critical if they were to achieve their five-year plan.

We helped our contacts at Kellogg to understand that if this project was going to work, we needed sponsorship from the President of Kellogg Europe, and further buy-in from the European Leadership team across seven countries. Once this backing had been secured, we were all set to proceed with a board-sponsored initiative that was totally aligned to achievement of Kellogg's business goals.

We were given complete access to the business. This was essential, if the work we were to do was to match the vision and values of the organisation, and be true to their consumer brand. We built relationships with brand, marketing and communications teams so they would support our work.

Then we carried out nine months of extensive research, inside the business as well as outside. In a marketing-led organisation, research is vital for success, and ours needed to be airtight. We talked to people across the business at all levels, and once we absolutely understood the way things were, we were able to begin the work of creating the message.



CASE STUDY KELLOGG'S

ADDING THE CRACKLE



All companies have an employer brand, good or bad, whether or not they feel in control of it in today's multi-channel world. Our job was to spotlight the best bits of Kellogg's employer brand, and turn them into a well-articulated, well-founded, inspiring message that could be used, felt and experienced. It needed to be big, simple, unique and true.

The results of our research were distilled into a set of brand promises, highlighting the deal Kellogg makes with its employees, and a creative expression of the reality of life at Kellogg: "It's a special feeling". This was launched across Kellogg Europe simultaneously by video conference, and to the media through a co-ordinated PR campaign. We rolled it out to the Kellogg HR community, and the Communications and Marketing teams, through a series of workshops. It has already taken hold across Kellogg Europe, with all candidate and employee-related materials now being rebranded, and we are working to embed this 'special feeling' into the entire candidate and employee lifecycle.

THE BRAND COMES TO LIFE

The early success of our work has given Kellogg the confidence to apply for, and gain, a place for the first time in The Sunday Times' 100 Best Companies To Work For – in at number 30 – and this feat has been replicated in France and Italy, and Kellogg in Spain has won the Observatory on Internal and

Communication Identity award. Recent finalists in a North West England Chartered Institute of PR awards, Kellogg also scooped the Personnel Today award for Employer Brand of the Year 2009.

Equally importantly, recruitment costs are down. Direct sourcing is up. And today Kellogg people can articulate just what a special feeling it is to be part of this incredible business if they are asked for reasons to join.



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BIG, SIMPLE, UNIQUE, TRUE

This brand couldn't be for any other business. It is absolutely Kellogg and arguably brings the spirit of their organisation to life in a way that has not been done before: it captures just what a special business Kellogg is. It's testament to Kellogg's engagement with the work that their UK HQ was redecorated according to the employer brand guidelines we created. Success is a special feeling.



PRETTY SPECIAL



Kellogg needed to own and embrace this – and they did! We gave them the tools: a 78-page brand book and a toolkit. They took that and used it to transform their offices, their communication tools, their recruitment and development tools. Marketing adopted the brand, and they're running with it. Internal comms made sure the message was received loud and clear; external comms made everyone proud to be associated with them. All these communications demonstrate that there's nowhere like Kellogg. They remind everyone of the incredible heritage. They reiterate that they are working with globally loved brands. They enhance the feeling that this is a special place to work, and a wonderful place to discover. And they do all this with boldness and consistency.

The future of the brand is looking good.



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