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**Organization's Name:** BearingPoint

**Category and Subcategory:** 6.5 Audio/Visual: Other

**Title of Entry:** Deltek Awareness Videos

**Brief Description:** Short video series designed to raise employee awareness about internal company initiative.

## 1 Need/Opportunity

BearingPoint (BE) is a global management and technology consulting company with approximately 17,000 employees in more than 60 countries. The company does business in both the public and commercial sectors.

BE executives chartered and sponsored the Deltek Project in 2007 to implement new finance and operations solutions in early 2009. This project included two new technology systems from Deltek, *Costpoint* and *Time and Expense*, and replaced two older systems. The goal of these new systems was to keep the company current in its financial reporting and filings. This project was part of an overall company initiative to "achieve operational excellence."

Due to complexities in international markets, executives determined the systems should only be used by the North American business, which included approximately 9,100 employees. While only financial and accounting personnel would use *Costpoint*, all employees needed to use *Time and Expense*.

During much of 2007, executives declared a "communications blackout" for the project due to shifting project scope and overall company strategic direction. As a result, many employees received initial communication about the new systems, but interest waned after little to no messaging was provided during the blackout period.

As the project entered its final months and executives lifted the blackout period, the Deltek Project Organizational Change Management (OCM) team needed a way to engage employees again and build interest in the project prior to implementing the strategic communication plan. The team encountered several key challenges, such as:

1. Geographically-dispersed employees, with many traveling more than 50% of the year
2. Employees focused on clients and building business, rather than on internal organizational changes
3. An email-centric organization
4. Multiple organizational changes in the last five years, resulting in a change-weary organization

## 2 Intended Audiences

The intended audience for the communication solution included 9,100 computer-savvy BE employees with a wide range of roles and responsibilities. Employees ranged from junior analysts straight out of college to senior executives who have been with the firm for decades. While the majority of the employees were client-facing employees, many others worked in support and financial management roles. While most employees were located throughout the United States, many regularly worked internationally, in locations like Qatar, Iraq, Jordan and Egypt.

### 2.1 Employee demographics:

30% of the employee population is between the ages of 44 – 65; 42% of the employee population is between the ages of 32 – 43; 28% of the employee population is between the ages of 21 – 31.

#### 2.1.1 Communication Preferences:

During a North American BE employee survey in 2007, results showed distinct employee communication preferences. Results indicated that:

- Their preferred communication methods include:
  - Standalone communications through BearingPoint TV (65%)
  - NewsNow (weekly company newsletter) (55%)
  - Conference calls (27%)
  - WebEx Sessions (26%)
  - Newsletters (23%)
  - Live events (17%)
- Communications need to be delivered at critical milestones in the project
- Communications need to outline the benefits of the implementation

### 3 Goals and Objectives

#### 3.1 Goals:

- Increase employee awareness of the Deltek Project
- Provide a demonstration of the new time and expense system
- Demonstrate executive support of the project

#### 3.2 Objectives:

1. Achieve a 30% average viewership rate for the videos
2. Achieve an 30% average survey response rate
3. A minimum of 80% of employees report the information in the videos as “useful” to “very useful”
4. A minimum of 70% of employees report that they will watch future videos about the project

### 4 Solution Summary

The OCM team discussed several options, including traditional newsletter articles, intranet postings and executive emails. However, all of those choices seemed to feel overdone, with little chance of reaching busy and occasionally disengaged employees. The team needed a solution that would break through the “same old, same old” and catch employees’ attention. Given employee comfort with technology, a preference for delivery via BearingPoint TV, and that 70% of the employee population was under the age of 43, the team decided to use iShowcase, a flash video product from Thomson Reuters ([www.thomsonreuters.com](http://www.thomsonreuters.com)). Eye-catching graphics, combined with conversational dialogue, high-definition audio and video, and delivery through an employee-preferred communication channel, resulted in a highly dynamic, effective campaign.

Working with Thomson Reuters, the OCM team created an innovative three-part video campaign, featuring the BearingPoint CEO, Ed Harbach, and key, credible subject matter experts.

The three videos helped raise awareness about the new Deltek Time and Expense system and introduced employees to changing company policies. Key messages included:

1. Rationale behind the change, including policy changes
2. How the new system would affect employees
3. Actions they should take to prepare
4. Demonstration of how to complete timesheets and expense reports

During the campaign, all North American BE employees received an internet link for each video through BearingPoint TV. By clicking on the link, a video player opened on the employee’s desktop and the video started playing. At the end of each video, employees had the option to complete a survey about their experience with the video.

### 5 Result/Outcome

Thomson Reuters provided viewership statistics, while the OCM team obtained additional results using the survey that opened automatically at the end of each video. The team exceeded all planned objectives, breaking through the “white noise” of corporate communications and delivering specific awareness messages to the company’s employees. Many executives have congratulated the team on re-engaging the workforce in a very creative manner. While numeric results are shown below, employees provided a large number of write-in comments; the team has included those in the “Results” portion of this entry.

Objective	Result
Achieve a 30% average viewership rate for the videos	● An average of 35% of North American employees viewed the videos
Achieve an 30% average survey response rate	● Of the 35% of employees watching the video, 39% responded to the survey
A minimum of 80% of employees report the information in the videos as “useful” to “very useful”	● After the first video, 84% of employees reported information as “useful” to “very useful” ● After the second and third videos, 92% of employees reported information as “useful” to “very useful”
A minimum of 70% of employees report that they will watch future videos about the project	● 91% of employees who watched the videos reported that they will watch future videos about the Deltek Project