

Emma

- Communication Coordinator
- Healthcare Industry based in Ohio
- She has worked for the company for about one year. This is her first job after completing a degree in Communication Science.
- She is part of a large team working on building a strong brand in the healthcare market for her company.



Emma is a bundle of energy. She chose to do a degree in Communication Science because it covered writing and public relations as well as organisational communication. The spectrum of the degree opened many avenues for her. After going for several interviews, she accepted the role as Stakeholder Relations Officer with this organisation in the Healthcare Industry.

Emma is at the Foundation phase of her career, like in any building – a strong foundation is imperative. She needs to know as much as possible about the structure and the culture of the organisation as well as how to apply her newly gained knowledge and skills to the task at hand. Her days are full but exciting. The people in the organisation love her because of her energy but she knows that her supervisor, Rachel, is her safe-haven, ensuring that she does not go too far, too fast and that her work is aligned with the corporate values and standard.

In addition to her role as member of the editorial team of the in-house communication platforms, she is also member of the Brand Revival team tasked to improve brand awareness by 50%. This is scary!

To find her way Emma uses the six principles in the Global Standard to guide her fulfilling her responsibilities on the Brand Revival team.

1. **Analysis** – Her first need was to get to know as much as possible about the organisations stakeholders and they held. Her supervisor indicated that the organisation did an extensive external brand study the previous year – which she immediately got and studied. Knowing the importance of internal branding from a paper she did at university, she was disappointed to hear that no employee research about *their* brand knowledge or engagement with the organisation was available. But Emma had a plan...she proposed a small but valid and reliable study using various innovative research methods to obtain the information she needed about the employees.

2. **Strategy** – With all the information available, Emma developed a plan to optimise the use of the internal communication channels. She suggested that some be dropped and a new one be considered. She also had a content plan that supported the business strategy, which she clarified with Rachel, and the brand positioning group. At the brand positioning meeting, she was prepared to suggest ideas based on her thorough knowledge of the organisation and the industry.

3. **Context** – Because of her role on the editorial committee, Emma made sure she knew how the industry and the organisation work. She made a special effort to learn the language of the industry and the organisation – not only to ensure that she uses the correct terms, but also to be able to have a professional conversation with anyone in the organisation. When volunteers for the Social Committee of the organisation were recruited, she stepped up because she likes being involved and she knows she will meet many people and be able to build relationships while having fun.
4. **Consistency** – With the assistance of her supervisor, Emma is confident that she will be able to tell a consistent story about the business to the different stakeholders. Even though she will use many vehicles such as the newsletter, the electronic notice boards, presentations for senior management and even speeches for departmental managers to be used at awards functions, she knows what the core and the supporting messages are and will use them aligning with each vehicle.
5. **Engagement** – In her role on the Foundation phase of her career Emma thoroughly enjoys interviewing colleagues, developing and executing plans for various employee events like family days and awards functions. Fortunately she knew how to develop a Stakeholder Map to focus her engagement efforts strategically – it looks like fun, but she has a reason for everything.
6. **Ethics** – The ethical part of her role scared her a bit. Not only must she be aware of all the ethical regulations for healthcare communication, she must be function within the laws guiding listed companies. Being such a very diverse organisation with employees from various cultures she enrolled for a short course in diversity management on MOOCs.

Emma loves her job. It is fun to move around, talk to people, write stories for the newsletter, take photographs, arrange events and at the end of the function see happy faces all round. But she knows that she does not want to do this for more than three years. She saw a very interesting programme on investor relations and if she starts now, she could have that qualification in three years and move into investor relations communication.