

## **TUI Rebrand – The Internal Communications Challenge**

### **Background**

In October 2017, two of the UK and Ireland's leading travel brands, Thomson and Falcon, were set to rebrand to TUI and complete the master brand's strategy of aligning the customer experience with one brand across all markets.

The UK is the largest market for TUI with ambitious growth targets over the next 3-5 years, so the company had to quickly raise brand awareness across the UK & Ireland for the rebrand to be a success. As well as investing in an external marketing campaign, it also looked to develop an aligned internal communications plan to engage its 12,000 colleagues.

It was important that colleagues felt part of the change, so they would be willing to let go of Thomson and Falcon and embrace the world of TUI. Some colleagues had worked for the legacy brands for over 30 years. Therefore, a shift in culture was also required to ensure everyone began thinking and behaving as a global brand.

In 2016, the internal communications team conducted research in the form of a TUI Pulse survey, which thousands of colleagues completed. It found there was a high level of awareness of the rebrand, but the understanding of the reasons for rebranding was lower than the company wanted. Colleagues also felt they did not have the tools available to help them and their colleagues through the change.

This would be one of the biggest change programmes the business had ever seen and communication was going to be complex as its 12,000 colleagues were located in over 600 shops, 23 regional airports, engineering bases, contact centres and offices across the UK and Ireland.

### **Objectives**

The objectives for the campaign needed to measure that colleagues were engaged, aware and informed about why the legacy brands were rebranding to TUI. More specifically the following objectives were set:

- 1) Grow Facebook following by 10%
- 2) Maintain TUIgether survey scores from previous year
- 3) Improve TUI Pulse survey results by 5%

### **TUI Internal Communications Strategy**

To deliver this, the internal communications team devised a three phase strategy from March to October to get all colleagues on board with the new brand and create a team of brand advocates. Phase one informed colleagues, phase two started to build advocacy and phase three was about creating excitement on rebrand day. The campaign ensured:

- All activity and messaging linked back to the strategy and reflected the company's values of colleagues being Trusted, Unique and Inspiring.

- A colleague first approach was taken, to ensure that absolutely everyone received information and had enough time to get familiar with the content before it was distributed externally.
- The language and design principles mirrored the external TUI Brand Launch campaign to ensure creative alignment and to modernise the look and feel of the communications in-line with the new brand.

### **Phase 1 - Introducing TUI**

In March 2017, the internal activity officially kicked off – all under the campaign banner Hello TUI. To mark the occasion Hello TUI chocolate bars were given out to all colleagues and a video was also shared to explain the reasons why the legacy brands were changing to TUI, which included faces of colleagues from all parts of the business. A dedicated Town Hall was live streamed from the UK head office, with the Managing Director and Marketing & Customer Director speaking about the change.

### **Phase 2 – Inspiring Advocacy and Educating Colleagues**

For the launch of the Hello TUI campaign a team of 120 brand advocates were recruited to support all of the rebrand engagement activity, promote advocacy and also serve as a temperature check to provide feedback on how messages were landing. The network, known as “Brand Champions”, was managed by the Internal Communications Manager with training, networking and monthly calls set up to inform and help share best practice.

#### Immersive Training

Time was secured at every function’s quarterly team meetings, including all 3000 retail colleagues. Rather than using the time to do a standard PowerPoint presentation, a TUI Smile Game was developed. The group activity, in the shape of the TUI Smile logo, took an hour to complete and was designed to help colleagues understand how the rebrand fitted with the business strategy. It was an innovative way of engaging teams by getting them out of their everyday roles and immersing them into the rebrand with a practical activity. Colleagues had to complete five sections in total, and for each one completed a puzzle piece was earned to stick onto the board, so by the end of the activity the TUI smile logo was complete. The sections included:

- 1) A refresh of the business strategy.
- 2) A discussion around what it would mean to become a global brand.
- 3) A quiz to help colleagues understand the five things that make TUI different
- 4) A roleplay to give confidence in talking to colleagues and customers about why TUI is the best company to work for and go on holiday with.
- 5) An individual action plan developed for how they were going to engage colleagues or customers in the rebrand.

#### Gamification

In addition to the TUI Smile game, gamification was introduced as a key tactic used to drive engagement and advocacy for the new brand. Rather than having competitions to create excitement about the rebrand, the activity linked learning and knowledge so colleagues were rewarded. Competitions included:

- **The TUI Challenge** – so colleagues knew how to pronounce the new brand name and say “Toooooiiii” not ‘chewy’ a competition was launched to find the person across the business that could hold that tuneful “Toooooiiii” note the longest. A promotional video was used to launch the competition and hundreds of entries were received. The winner held the note for 1 minute 39 seconds and won a holiday.
- **The Elevator Pitch** – to help colleagues become even more confident in talking about the change, a competition was launched to find the best 30 second pitch about why TUI was the best company to work for or go on holiday with. To enter they had to film their entry and post on the internal Facebook group. The page was overwhelmed with creative entries and the winner was from the retail team at the Honiton store. It was such a hit among colleagues that the internal communications team invited Lauren and Kirsty (the stars of the video) to perform live during the launch day celebrations at head office.
- **Digital Training** – to get colleagues up to speed on the key messages and what set TUI apart, Hello TUI e-learning modules were introduced. There were five modules and each module took just five minutes to complete. All modules were based around the five customer messages of what set TUI apart. For each module completed there was a prize up for grabs and if a colleague completed all five modules they were entered into a prize draw for a multi-centre holiday. There were 11,000 completions across all the modules. They had the highest completion rates of any other learning modules introduced before, that was not compulsory.

#### Managers Packs

Research shows that colleagues are four times more likely to act on something their line manager tells them than an internal communication. To ensure all managers were up to speed on the change and had all the messages they needed in a really simple format, a Managers Pack was created. This also included key activities for managers to do with their teams to help them through the change. An animated version was also created.

#### Content Strategy

Video content was a big focus for the Hello TUI campaign. With so many remote colleagues to engage with, who had little time to read communications, video was used to get key messages across in a really engaging way. The content was glossy and used a TV presenter to make the videos entertaining. In total all the content for Hello TUI that was produced had over 15,800 views. This included:

#### Video FAQs

The top questions coming into retail, contact centres and airline colleagues were turned into Video FAQs to quickly get colleagues up to speed on everything they needed to know. Also, to update colleagues on all the marketing activity happening in the build up to the change, a video was created challenging the Managing Director and Marketing & Customer Director to explain in two minutes all the marketing activity. But there was a catch there could be no corporate language, no marketing jargon and they had to weave in as many down with the kid phrases as possible. The video sparked talkability and was one of the most watched videos of the campaign.

### Airport Roadshows and Aunt Sally Boards

To help drive advocacy across airports the following bespoke activity was delivered:

- **Roadshows** – the Hello TUI team visited the busiest crew rooms across the summer meeting with crew at 4am in the morning to speak to them about the change
- **Z-cards** – All key messages were designed to hand out to all crew for them to read during breaks or whilst travelling
- **Aunt Sally Boards** – to showcase the updated uniform which would be in the new TUI blue Aunt Sally Boards were designed with the #HelloTUI to get cabin crew taking pictures and sharing them with colleagues across the businesses Facebook group.

### **Phase 3 – Hello TUI Launch**

The final task was to create buzz and excitement on launch day, so celebrations were organised across the business in numerous ways to ensure everyone could enjoy the day.

### Retail shops

On the eve of launch shops invited their most loyal customers to the store to enjoy canapes and a glass of bubbles and find out more about TUI. To ensure there was consistency across every store, a detailed framework guide was produced and a party pack was delivered with balloons, selfie props and prosecco.

### Airline and Engineering Bases

Party packs were also delivered to crew and engineers, together with mini bottles of branded prosecco for crew and pilots.

### Head Offices and Contact Centres

Across all office locations there was prosecco and music on launch day, with a dedicated town hall at head office that was live streamed.

### Merchandise

Branded merchandise was sent to over 630 different locations to be handed out to all colleagues on launch day. Colleagues received a back pack, a water bottle, a pad, pen and lanyard – items that could be used at work or outside of work to promote the brand.

### **The Results**

The Hello TUI internal communications campaign was a huge success. Unaided brand awareness for TUI currently stands at 39% which has surpassed the targets set and colleagues played a key role in helping to deliver this. The three internal communications objectives set out at the beginning of the campaign were also all exceeded:

- 1) During the rebrand the internal communications team grew the followers of their Facebook channel by over 50%
- 2) In the company's TUIgether survey the objective was to retain engagement in three areas from 2016 results:
  - **I would recommend my company as an employer** – increased from 78% in 2016 to 79% in 2017

- **I am proud to work for my company** – increased from 87% in 2016 to 88% in 2017
  - **Overall engagement** – increased from 80% in 2016 to 81% in 2017
- 3) Another Pulse survey was conducted in July 2017 to see if opinions were shifting whilst the internal communications plan was being rolled out. The results achieved were ahead of the KPIs set to achieve by October:
- **I agree/strongly agree that I am aware of the change from Thomson and Falcon to TUI** – increased from 83% to 92%
  - **I have the right tools and knowledge to help me on my journey to TUI** – increased from 69.4% to 88%

In addition, there was a huge amount of activity happening across the Facebook page on the day and day before of launch, including:

- 353 posts
- 1001 comments
- 18,351 reactions

By the end of 2017, all 12,000 colleagues in the UK and Ireland had officially embraced the world of TUI.