



DIRECT LINE GROUP

Prioritising your activity

August 2024

blackbridge

Agenda



01

Recap

02

Your challenge to us

03

Considerations

04

Priorities & approach

05

Costs

06

Team

07

Questions



WHERE WE
LEFT OFF...



Our last conversation

Big ideas to solve a complex
challenge

Our creative approach

How we use data and insight



WHERE YOU
WANT TO BE



A position of strength

Capitalise and build on momentum

Correct sequencing of work

While factoring in relevant considerations



YOUR CHALLENGE TO US



Taking into account our business and culture transformation, and our cost challenges as an organisation, what do you think are our priorities for the first 6-12 months from an EVP, employer branding and talent attraction perspective, and how would you propose we address them?”



Taking into account our **business and culture transformation**, and our cost challenges as an organisation, what do you think are our priorities for the first 6-12 months from an EVP, employer branding and talent attraction perspective, and how would you propose we address them?”



Create a group culture story to embed new...

And inspire existing talent

Representative of who you are now

Recalibration & adaptation, rather than new beginnings



Taking into account our business and culture transformation, and our **cost challenges** as an organisation, what do you think are our priorities for the first 6-12 months from an EVP, employer branding and talent attraction perspective, and how would you propose we address them?”



Impact against a budget

Smart with our approach

Intelligent media spend

Maximise current assets/activity



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The careers site is a pivotal milestone
Build a brand from the inside out
Advocacy will be key
Consistency of messaging and identity
Focussed on efficiency



CONSIDERATIONS



EVP fatigue

Evolution not revolution

The website date is non-negotiable

Leadership are bedding in

Commercial considerations



PRIORITIES & APPROACH

W H A T

An evolved EVP for the Group

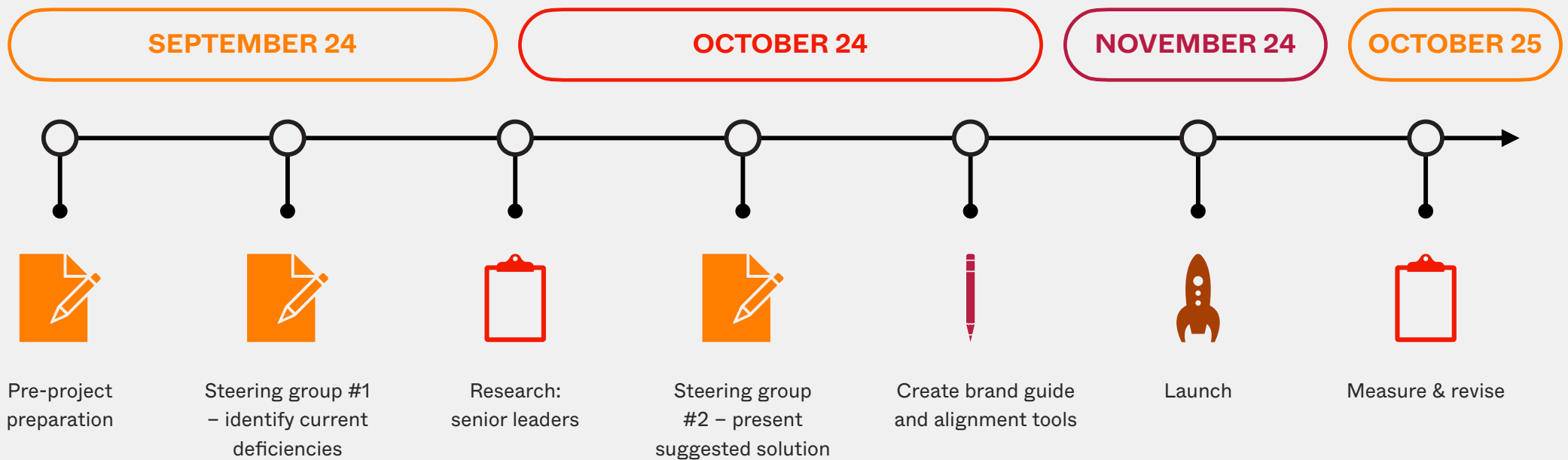
W H A T

An evolved EVP for the Group

W H Y

- The business is changing
 - We need to check existing propositions against the developing strategy and culture
 - We need a robust foundation for the new creative
 - We need to accommodate any market changes
 - Evolving the EVP should consolidate senior buy-in to TA
-

EVP EVOLUTION PROCESS





By the end of this you'll have:

- An evolved EVP informed by original leadership research and sense-checked across wider constituencies
- An EVP that's informed by TA-based steering groups
- An EVP that is summarised and visualised in a designed report
- Tools to ensure alignment of EB, TA, HR, management and leadership, such as a 'How to talk talent into joining DLG' guide
- Incremental improvement, delivered in a considered way (not via a flashy employer brand launch)

W H A T

A creative look and feel for your refreshed EVP

W H A T

**A creative look and feel
for your refreshed EVP**

W H Y

- You need a look and feel that's reflective of who you are now
 - That's meaningfully distinct from the competition
 - And developed to attract and retain the talent you need to succeed
-

CREATIVE DEVELOPMENT





By the end of this you'll have:

- A refreshed employer brand look and feel
- A light-touch playbook
- A bank of fit-for-purpose assets based on your needs
- A team engaged, informed and equipped with the tools to succeed

W H A T

Employee engagement

W H A T

Employee engagement

W H Y

- The employer brand needs to be felt, not just communicated
 - There are a number of knotty challenges and significant change
 - It's an opportunity to excite and involve your existing talent
-

EMPLOYEE ENGAGEMENT

OCTOBER 24

NOVEMBER 24

DECEMBER 24 - FEBRUARY 25



Audit and prioritise internal touchpoints for activity



Working session to explore the priority employee experiences



Story gathering



Internal event, manager conversation guide, storytelling



Prioritised internal activity to reflect new employer brand

Priority employee experiences being refined to reflect the ambition for the experience on the inside



Ongoing internal campaign



By the end of this you'll have:

- Insight into the experiences which are currently falling short, or the cultural mores which frustrate employees
- A plan and assets to address the insight
- A series of authentic stories
- A launch that will bring DLG colleagues together
- Managers who are equipped to talk about the employer brand and what's in it for colleagues

W H A T

**A careers site that's
engaging, informative and
effective (in 6-months)**

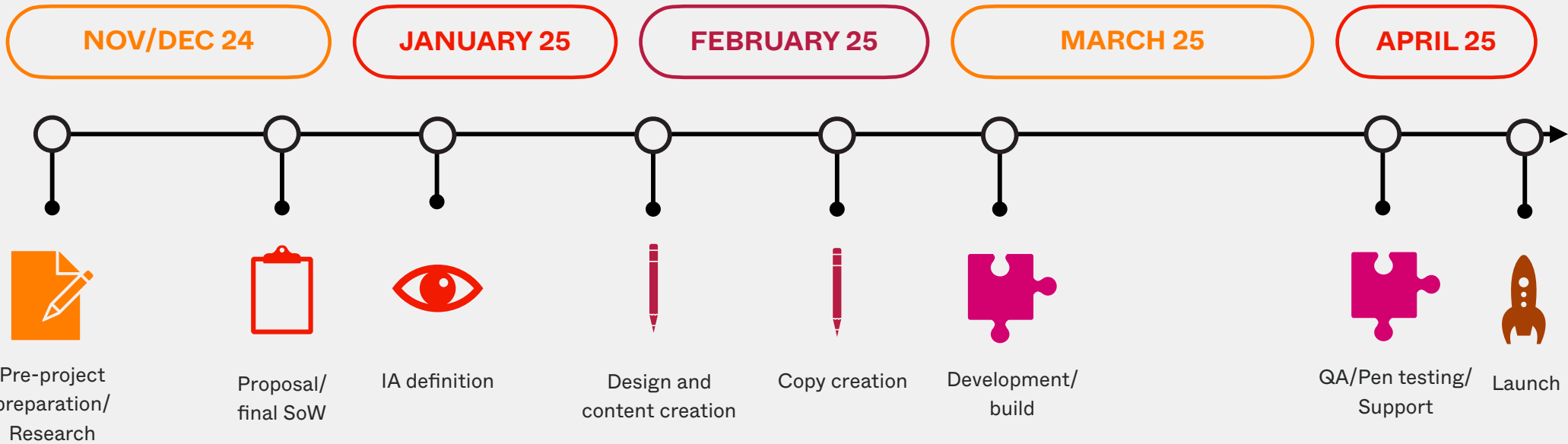
W H A T

**A careers site that's
engaging, informative and
effective (in 6-months)**

W H Y

- Your current contract is coming to an end
 - It's a key content hub and platform for your evolved EVP
 - We need to maximise conversion to increase ROI
-

CAREERS SITE





By the end of this you'll have:

- A destination careers site that brilliantly articulates who you are
- A hub that's geared towards education, self selection and conversion
- A seamless integration with Workday
- An easy to update CMS that you can own independently
- A careers website that you're proud of

W H A T

A new informed, data-led channel strategy

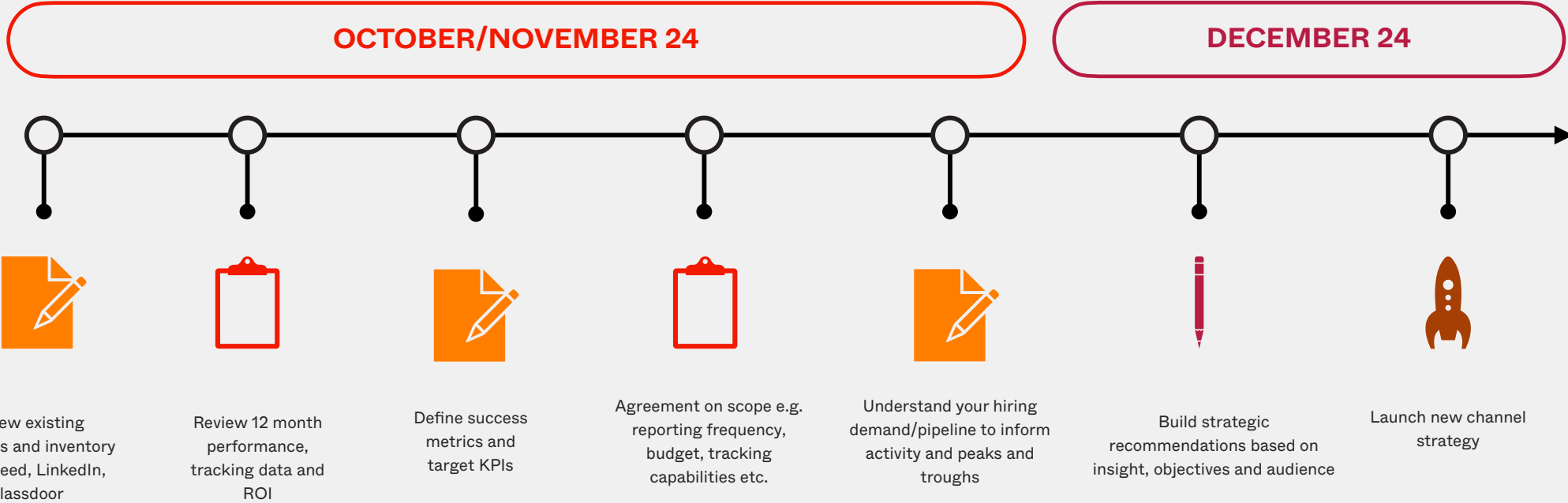
W H A T

A new informed, data-led channel strategy

W H Y

- You're spending too much on media; there's a need to reduce
 - There are efficiencies to be created
 - You need one proactive partner taking ownership across the full channel landscape
-

CHANNEL STRATEGY





By the end of this you'll have:

- A data-informed channel strategy
- A strategy that's cognisant of your hiring demand
- A plan for reporting and review of data to allow timely optimisation and refinement

W H A T

Best practice always-on social media and employee advocacy campaigns

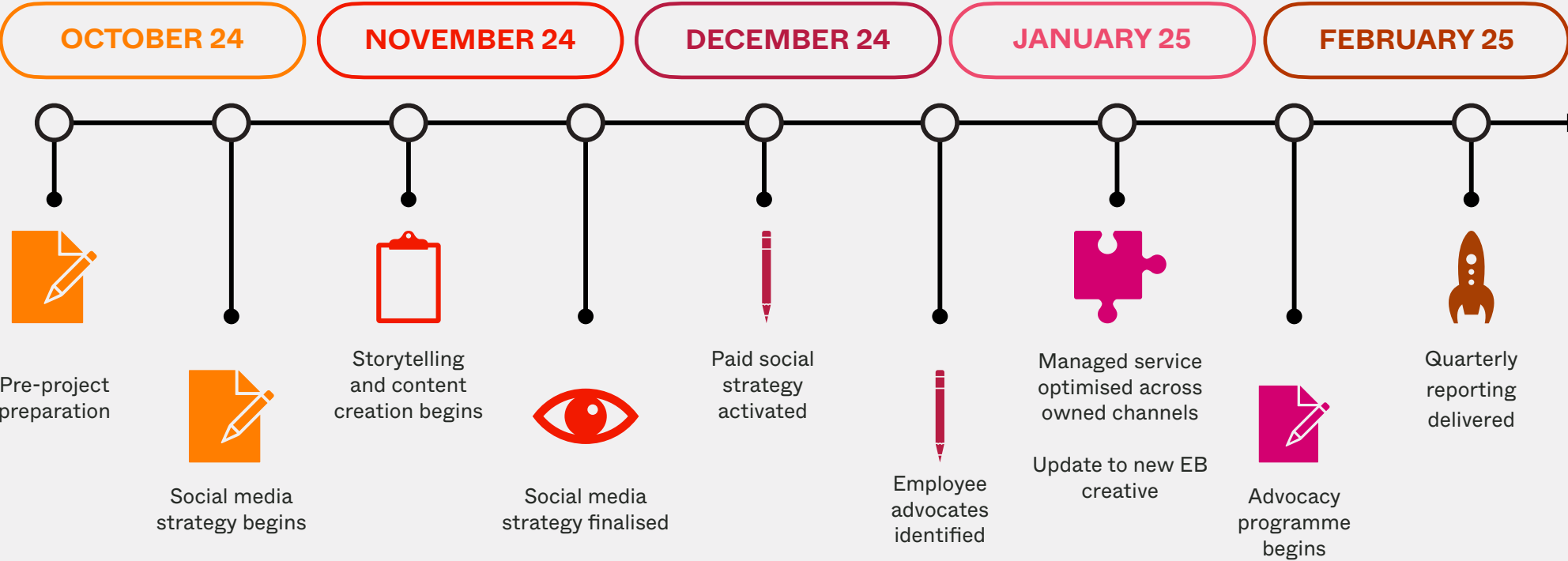
W H A T

Best practice always-on social media and employee advocacy campaigns

W H Y

- Raise awareness of DLG as an employer (mid/long-term), whilst filling open positions now (short-term)
 - Deliver value against your spend in the recruitment marketing channel mix
 - Paint an authentic picture of what work life is like at DLG through social
 - Build a community of engaged audiences (organic social), while continuing to reach prospective talent too (paid social)
 - Tackle internal sentiment challenges and manage DLG's reputation as an employer
-

SOCIAL & ADVOCACY





By the end of this you'll have:

- A social media strategy that's always-on, fuelled by and owned by your people
- A social media managed service of engaging content across key platforms
- A window into your culture through a captivating employee advocacy program
- A flexible paid social strategy that can be delivered to meet your workforce demand

W H A T

**A plan to build consistency
across key touchpoints of
the candidate journey**

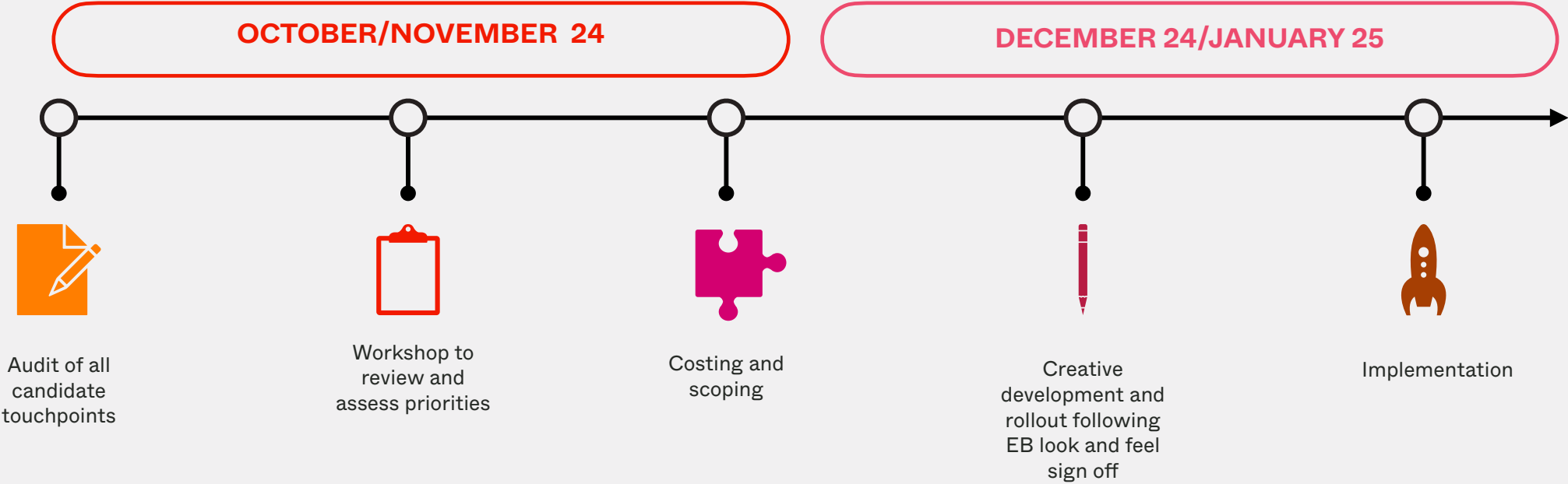
W H A T

**A plan to build
consistency across key
touchpoints of
the candidate journey**

W H Y

- New story, everyone needs to experience it
 - Building credibility and trust in a time of change
 - One rallying cry
 - Consistency across all interventions
 - Human centric and inclusive experiences help reduce attrition and regrettable losses
-

CANDIDATE JOURNEY





By the end of this you'll have:

- An understanding of all your candidate touchpoints
- A plan and scope to build your story across the end to end journey

W H A T

**To use data to measure,
benchmark and inform
onward activity**

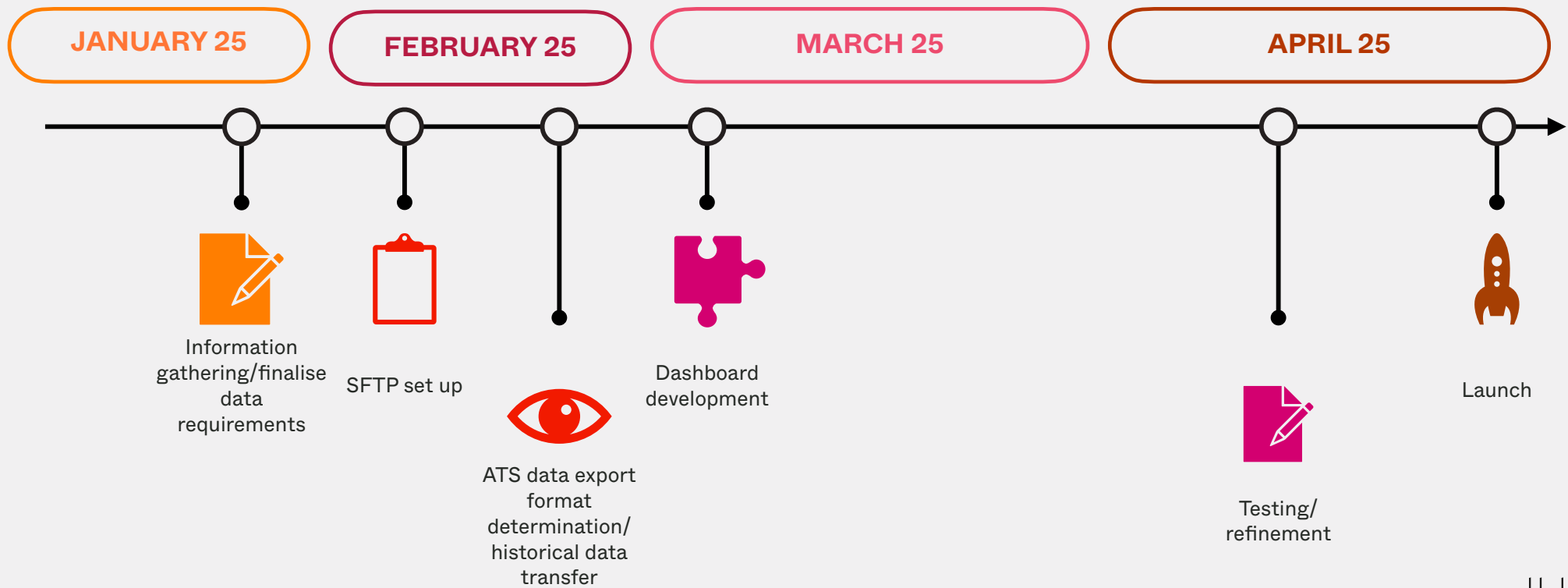
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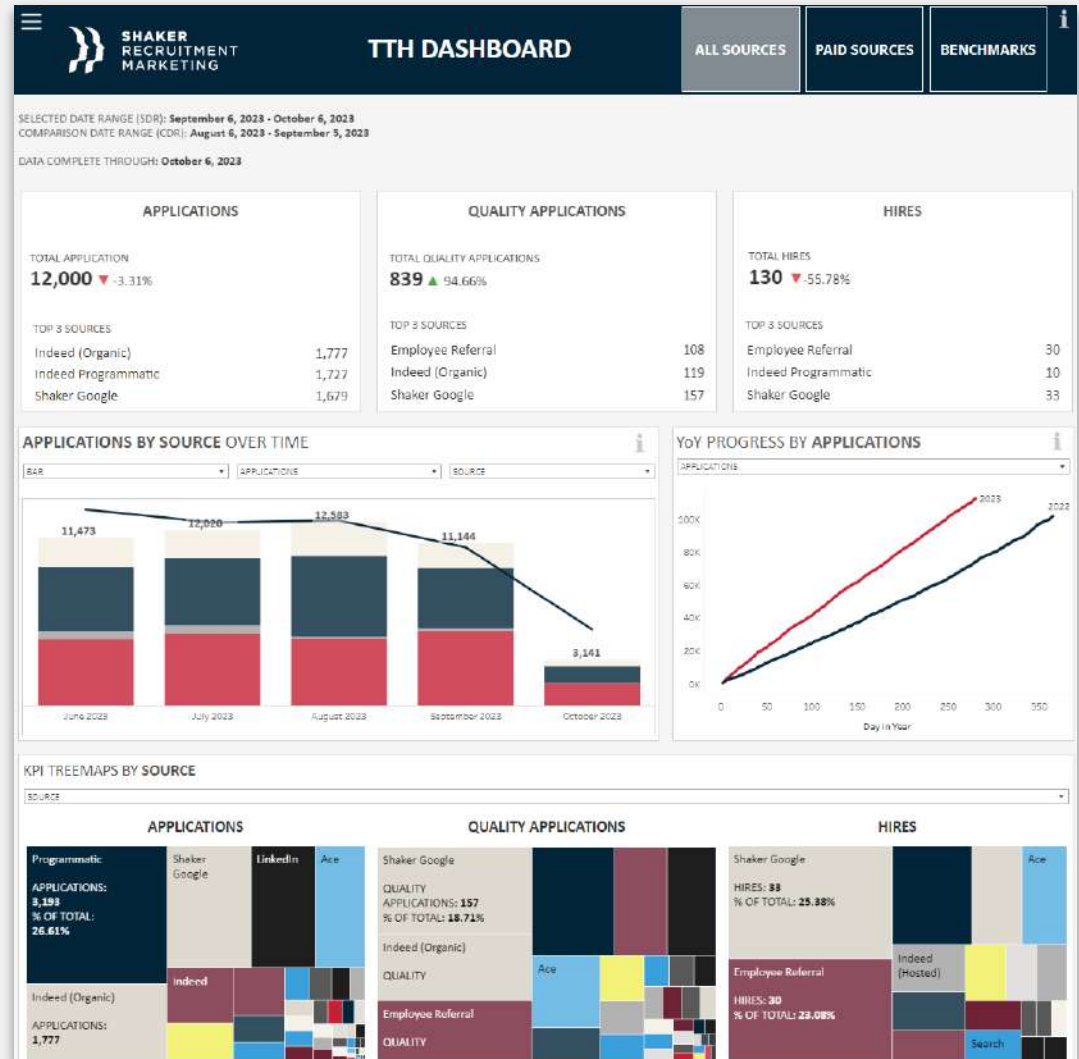
W H Y

- Maximises your budget
 - Allows you to understand the impact of the activity
 - Measuring progress informs future activity
 - Track from media source to placement (including Workday integration/tracking)
-

DATA & MEASUREMENT



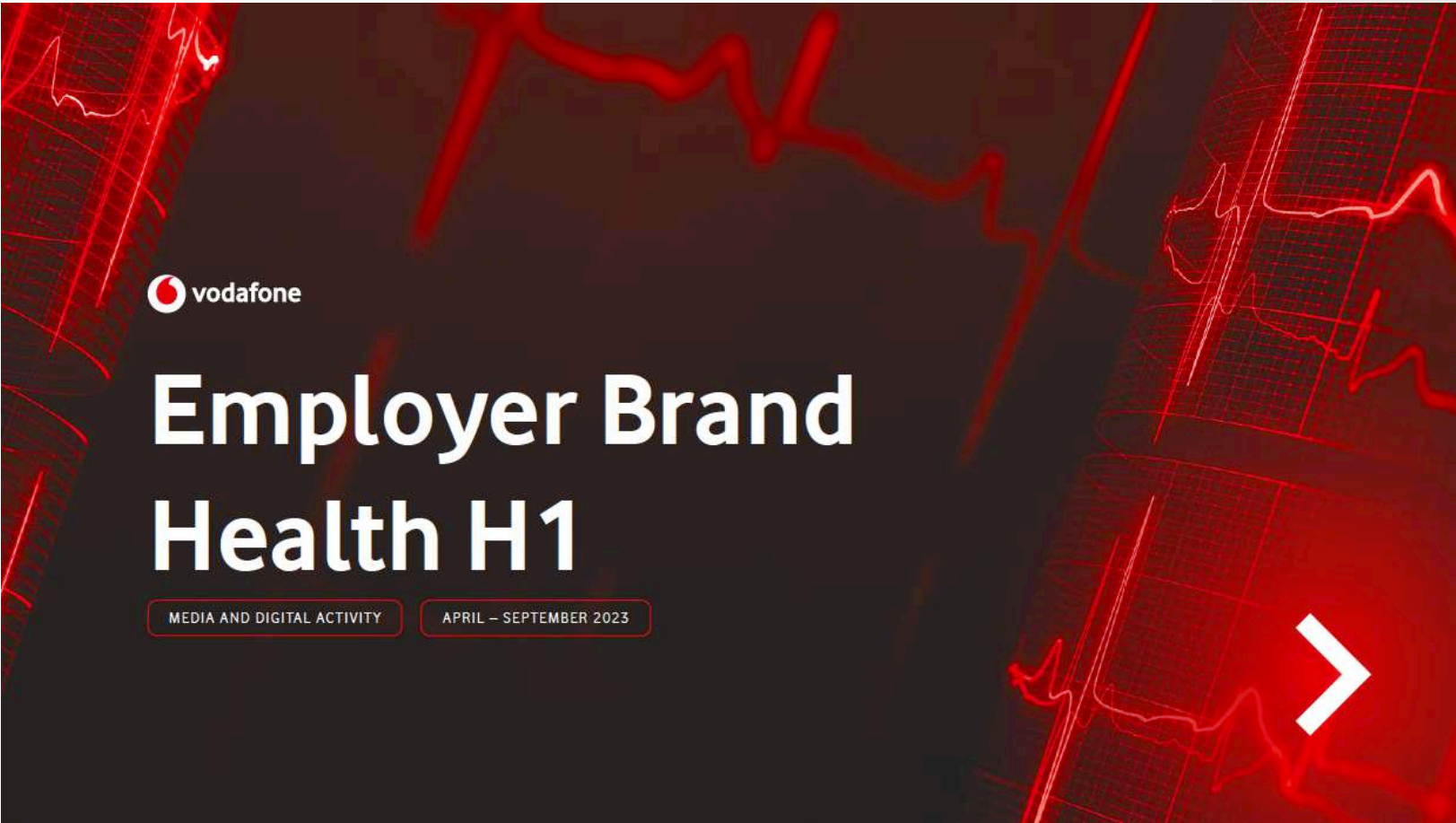
Track-to-hire dashboard



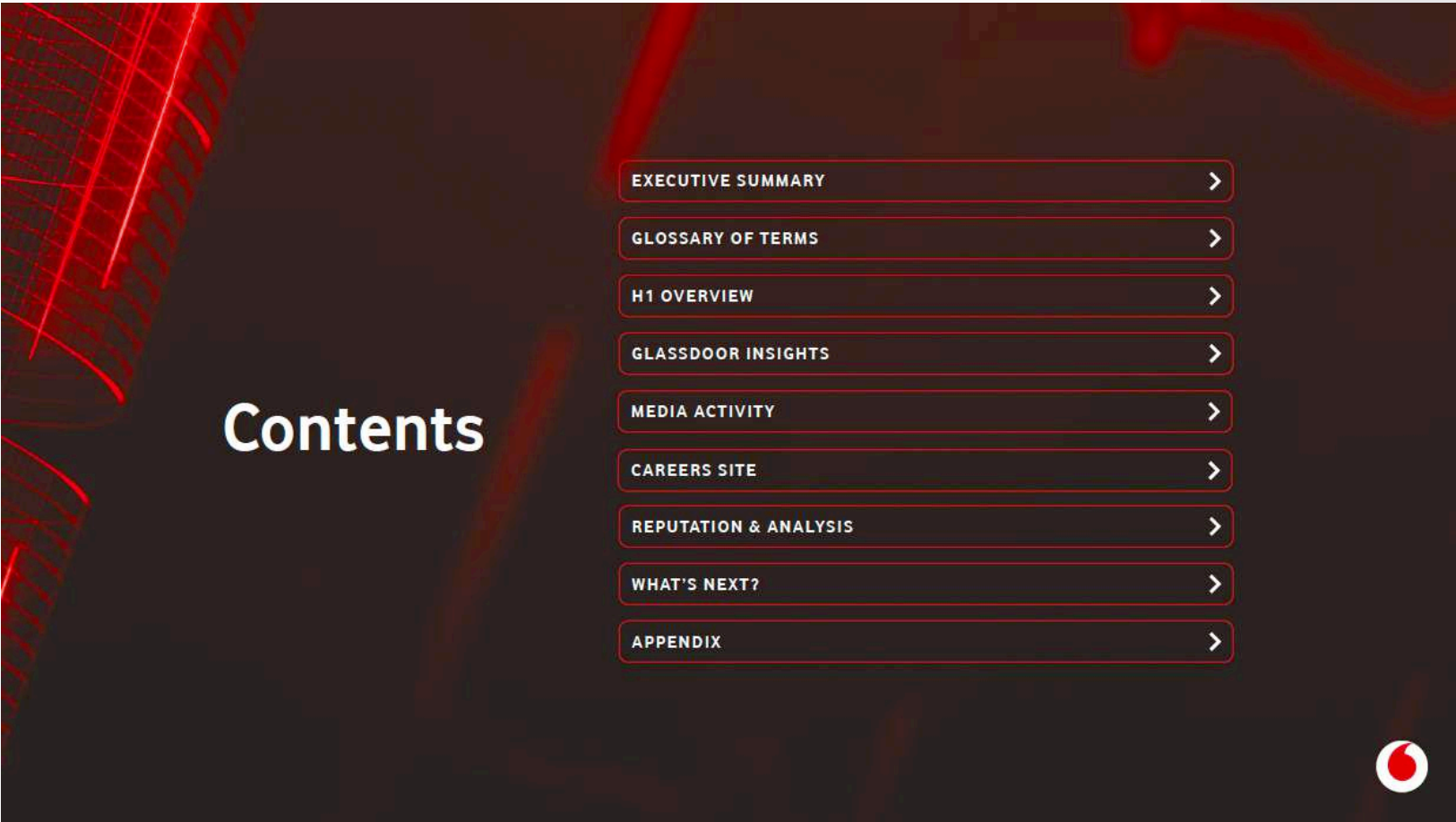
Standard TTH Dashboard

- Breaks out spend and contribution by media
- Tracks all stages between application and hire
- Period over period comparisons
- Requires ATS data, Shaker specific source codes, complete media spend

Creating additional content: Guidelines and examples



Creating additional content: Guidelines and examples





By the end of this you'll have:

- A dashboard that pulls together all your recruitment marketing intelligence into one place
- A 6-monthly employer brand report that tracks our progress and sentiment in the market
- In addition to:
 - Optimisation of media and ad spend to reduce costs and increase ROI & quality
 - A strategy that's underpinned by data



COSTS

BUDGET BREAKDOWN

**Employer brand
development**

£23,000

**Creative
development**

£66,000

Employee engagement

£31,000

Careers site

£110,000

Channel strategy

£6,500

**Social media/advocacy
(12 months)**

£198,000

Candidate journey plan

£8,250

Dashboard (year 1)

£58,000



YOUR TEAM

YOUR TEAM

CLIENT SERVICES



Finn Lynch

Board Director

Finn will be your most senior sponsor. While he won't be involved in the day-to-day running of the account, he will be across everything and readily available if you need him.

He will attend all business review meetings and be your escalation point.



Tam Salih

Client Partner

Tam will be responsible for account strategy and employer brand strategy. He'll be ensuring you get the absolute best from the team at Blackbridge. He'll use his experience to contribute to all stages of the development of the EB and activation of any work. He'll be your first point of contact for anything strategic.

Tam is your go-to for any new proposals.



Hannah Rawson

Account Director

Hannah will be working closely with Tam and will be responsible for driving the account forward. Hannah will lead on the day-to-day running of the account and help navigate us through all work streams.

Hannah's responsibility is to ensure all projects are adequately resourced and running smoothly. Hannah will attend WIP calls and meetings and will work with Tam on new project proposals and briefs.



Hasina Connell

Project Manager

Hasina will be the engine behind the scenes making sure your projects are delivered on time and within budget.

Hasina will be responsible for project delivery and will be your key contact in delivery phases. Hasina will own projects and attend/lead certain WIP calls.

YOUR TEAM

DIGITAL



Ben Nunn

Digital Operations Director

Ben will lead on all things digital. This means he'll be responsible for both social and careers site development. He'll be a regular point of contact and someone you'll get to know very well.



Jazmin Demjan

Social Media Manager

Jaz will be running your social media strategy. She'll be supporting Ben on the day to day operation of the channels across paid and organic.



Ben Fox

Social Media Director

Ben will have strategic oversight of anything and everything to do with recruitment marketing. This includes media, SEO, paid campaigns, organic and employee advocacy. Ben will be working closely with your team at the relevant points.

YOUR TEAM

CREATIVE



Alistair Wotton

Executive Creative Director

Alistair will be the lead creative, responsible for anything and everything from ideation of the new employer brand, through to creating meaningful digital experiences to attract top talent or engage existing people.



Lucy Adela-Smith

Head of Art

Lucy will be your lead Art Director. Responsible for generating new ideas, creating stunning visuals and protecting the brand from a visual perspective.



Luke Thompson

Head of Copy

Luke is your lead Writer. He heads up our Copy department and works closely with Lucy on new ideas and crafting beautiful words. He'll ensure consistency tonally and from a language perspective.

YOUR TEAM CONSULTING



Mike Hanbidge

Head of Employer Brand

Mike will lead on all elements of the brand and messaging strategy. He'll consult with you on all areas of insight and data gathering, including audience insight and competitor mapping, and then define and deliver an approach to position DLG favourably within the market.




Elizabeth Bryant

Head of Engagement

Liz will lead employee engagement activity, including strategy and planning to ensure that your employer brand is understood and felt by your employees and can support change in the business. Currently completing a masters in psychology, Liz is a huge fan of the power of creativity together with applied psychology to amplify communication effectiveness and change behaviours.



TO
CONCLUDE



A considered, intelligent approach

A willingness to ask difficult questions

Enthusiasm, and a passion to do great work

An holistic employer brand solution, delivered under one roof