

# FROM “ORDINARY” TO “EXTRAORDINARY”: SOLVING YOUR PARTICIPANT COMMUNICATIONS CHALLENGES

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CERTAINTY

INGENUITY

ADVANTAGE

Computershare

# Upcoming Events

## Webinar Series

- All Things ESPP @ [www.computershare.com/allthingsespp](http://www.computershare.com/allthingsespp)
- All Things Equity Plans @ [www.computershare.com/allthingsequityplans](http://www.computershare.com/allthingsequityplans)

## ESPP Day 2019

- May 16, 2019 | Boston, MA
- November 7, 2019 | Dallas, TX
- [www.computershare.com/esppday](http://www.computershare.com/esppday)

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# Housekeeping

Presentation is being recorded

- Email will be sent to all attendees with link to recording and presentation

Please take our survey!

## SPEAKER BIOS

Laura manages our client services team and serves as our strategic program development manager for our stakeholder communications businesses. Jacqueline develops, analyzes, and implements our communication programs. Laura and Jacqueline work closely to develop the design and execution of solutions that exceed our clients' shareholder multi-channel communication expectations.



### **Jacqueline Villalon**

Program Manager  
Communication Services, Computershare

- Program Development
- Stakeholder Communication
- Quality Execution



### **Laura Motel, PhD**

Vice President, Client & Program  
Engagement, Communication Services,  
Computershare

- Client Service Manager
- Program Development
- Stakeholder Communication
- Quality Execution



### **Ken Puritz, *Senior Client Relationship Manager***

Computershare Plan Managers

As a senior relationship manager Kenneth is responsible for his clients overall satisfaction with the services they receive from Computershare. He ensures that all services and products are delivered in a timely, professional and high quality manner and develops plans for the purpose of outlining a strategy to enhance and strengthen each client's relationship with Computershare. He has 22 years of experience working with corporate equity plans; the last 16 with Computershare.

# WEBINAR TOPICS

- ✓ Why are Employee Ownership Programs important?
- ✓ What influences participation?
- ✓ Understanding your audience
- ✓ Translating research to best in class communication
- ✓ Sample Communications
- ✓ Client Case Studies

# Employee Ownership Programs are Important

*"Where studies find improved attitudes under employee ownership, this is almost always due to the status of being an employee-owner, rather than to the size of one's ownership stake" (Kruse, 2002, p. 69).*



Better firm performance (including financial) outcomes<sup>2,3,4,6,7</sup>

*"On average, non-participating employees leave the table a salary-equivalent value of \$3,079 each year" (Babenko & Sen, 2014, p. 16).*



Common plan participants' demographics: more education, greater financial literacy, higher salary and age range 25-55.

*"Productivity improves by an extra 4-5% on average in the year an ESOP is adopted, and the higher productivity level is maintained in subsequent years" (Kruse, 2002, p. 70).*

Better employee workplace performance<sup>1,4,5,8</sup>





# Influencing Participation thru Communication

## Tea Time<sup>9</sup>

*“Where studies find improved attitudes under employee ownership, this is almost always due to the status of being an employee-owner, rather than to the size of one’s ownership stake”  
(Kruse, 2002, p. 69).*

**T** RUST: in the company, and CEO approval rates<sup>10</sup>, influence decisions

**E** DUCATE: Lack of understanding is an obstacle

**A** WARENESS: Future years participation increases only 0.6%



# Understanding your audience



# Our attention span has decreased dramatically in 15 years



**2000**



**2015**



Scientists believe we now have a shorter attention span than goldfish



Goldfish  
attention span

**9.00**  
seconds

# We have a diminishing capacity to process information

## Cognitive load

Total amount of mental effort

## Status-Quo Bias

People prefer things to stay the same

## Loss Aversion

It is in our nature to hate losing

## Bandwagon effect

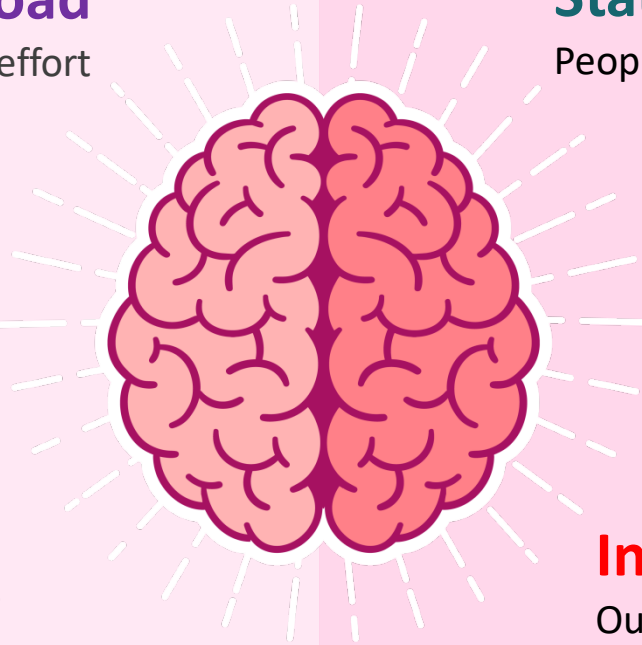
Reassurance about decisions

## Framing

Our perception of something

## Instant Recognition




Our brand perception



# TEA Time

## Communication Application



	Trust	Educate	Awareness
 Visual	<ul style="list-style-type: none"><li>Smiling<sup>11, 12, 14</sup></li><li>Eye contact<sup>12,13</sup></li><li>Photos<sup>17</sup></li></ul>	<ul style="list-style-type: none"><li>-Simple imagery<sup>16</sup></li><li>-Broadened, consistent use of embellished imagery<sup>16</sup></li></ul>	<ul style="list-style-type: none"><li>-Consistent imagery<sup>20</sup></li><li>-Imagery-attention grabber<sup>21</sup></li></ul>
 Audio	<ul style="list-style-type: none"><li>Lower pitch<sup>15</sup></li></ul>	<ul style="list-style-type: none"><li>-Audio-visual learning rate occurs faster than audio alone<sup>18</sup></li></ul>	<ul style="list-style-type: none"><li>-Voice familiarity improves recall ability<sup>18</sup></li></ul>
 Written	<ul style="list-style-type: none"><li>Credible<sup>19</sup></li><li>Personalizable<sup>19</sup></li><li>Predictable<sup>19,23</sup></li></ul>	<ul style="list-style-type: none"><li>-Layout adaptation (grouping, prioritizing)<sup>22</sup></li><li>-Color adaptation<sup>22</sup></li></ul>	<ul style="list-style-type: none"><li>-Consistent messaging<sup>20</sup></li></ul>

**Images, voices, and messages** should be consistent across channels and over time to drive trust, knowledge, and plan awareness.

# How does this translate into best in class client communications



# Internal Contributory Plan Statistics

**73%** DO NOT MEASURE  
THE EFFECT OF  
PLANS ENGAGEMENT



**70%** FEEL THEY  
RECEIVE 'TOO LITTLE'  
INFORMATION

**85%**

FOCUS TOO MUCH  
ON THE PLAN  
'MECHANICS' AND  
'SMALL PRINT'

**93%**

SAY THEY DON'T  
HAVE A DETAILED  
UNDERSTANDING OF  
THEIR PLAN

**69%**

SAY THEIR  
COMMS NEED  
IMPROVEMENT

**84%**

SAY THEY FOCUS MORE  
ATTENTION ON LEGAL  
AND TAX ISSUES



## THE CHALLENGES

Unclear Objectives  
and Measurement

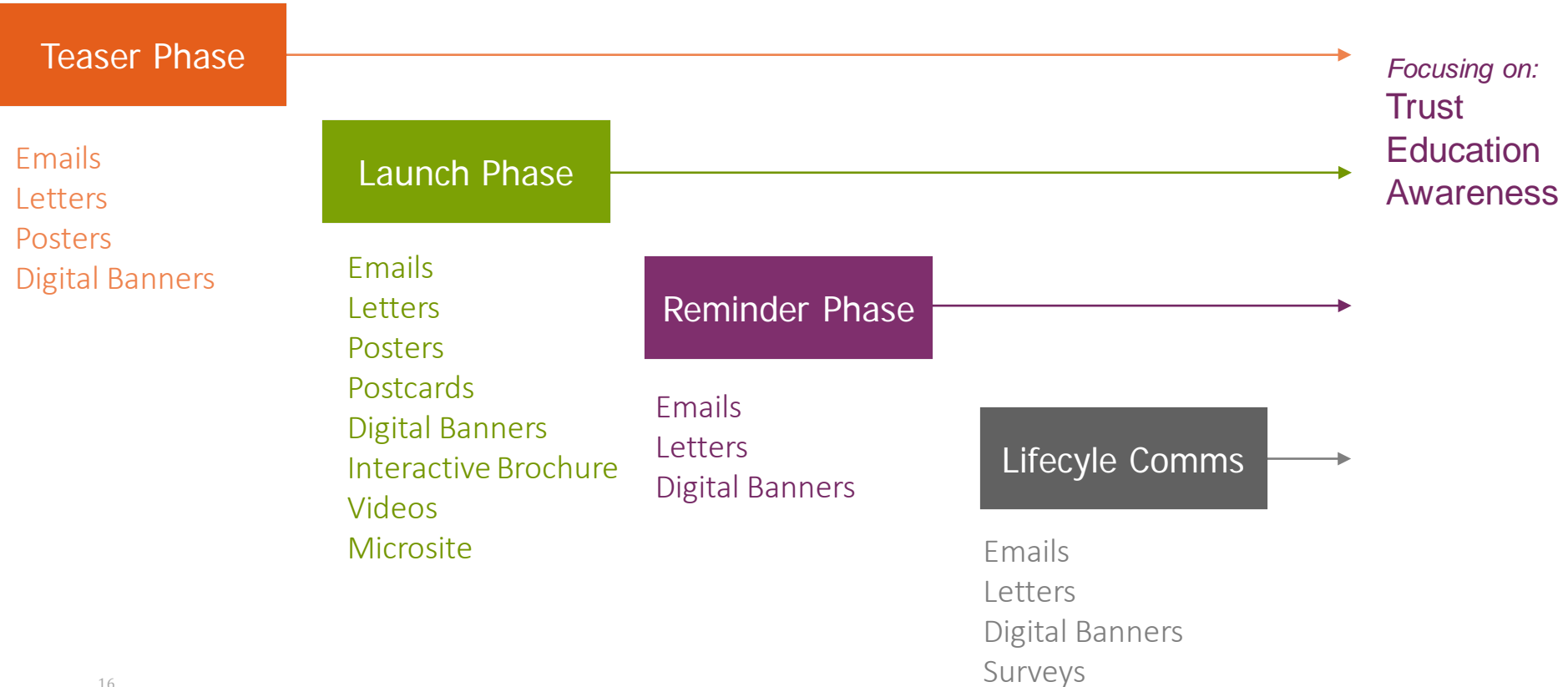
Weak or Complicated  
Communications

Share of wallet threat

No Integrated  
Proposition

**Reduced  
team member  
engagement  
and  
participation**

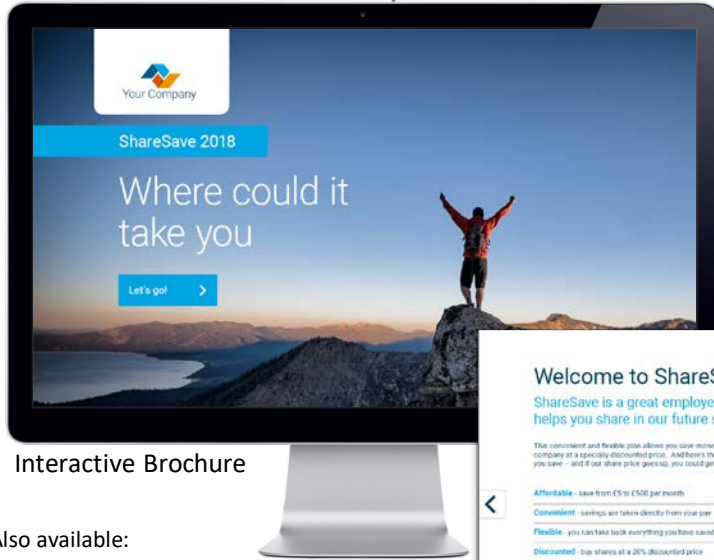
# Communication Channels





# Examples – Aspirational

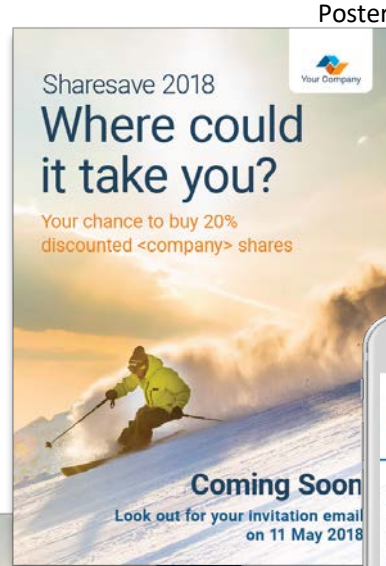
Great communications inspire emotion. Using powerful imagery, Aspiration links the act of investing to your employees dreams & aspirations.



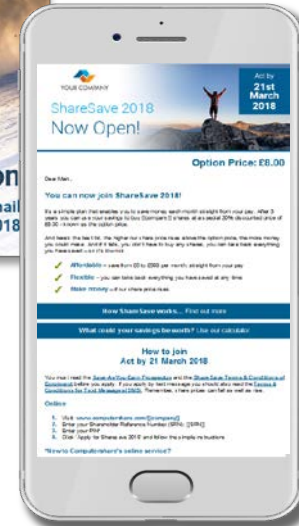
Interactive Brochure

Also available:

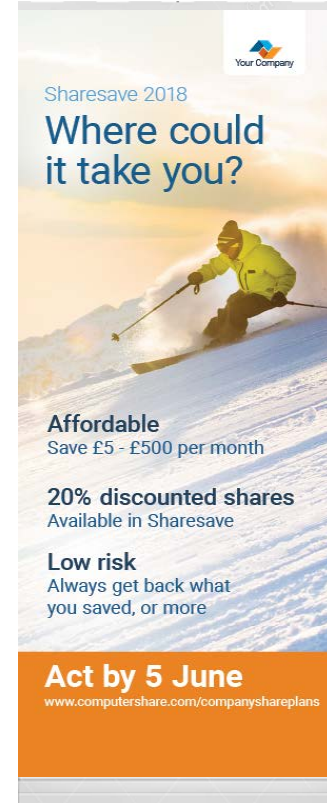
- Letters
- Table Talkers
- Presentation & Factsheets
- Flyers
- Video
- Microsite



Poster



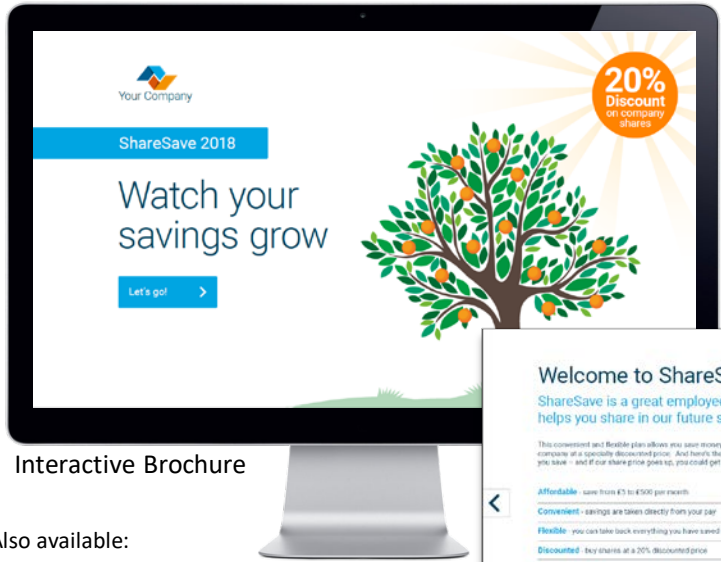
Email



Pull-up Banner

# Examples – Grow

This fun and animated concept symbolizes the benefits of joining ESPP through the growth of the plant into a tree and producing fruit.



Interactive Brochure

- Also available:
- Letters
  - Table Talkers
  - Presentation & Factsheets
  - Flyers
  - Video
  - Microsite



Poster



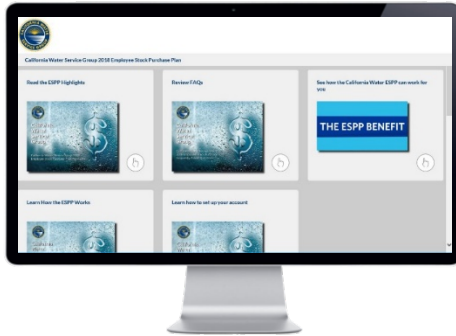
Email



Pull-up Banner

# California Water Service Group - New Plan

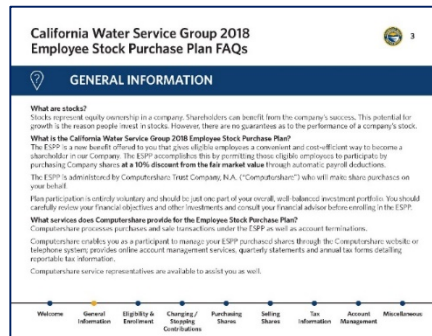
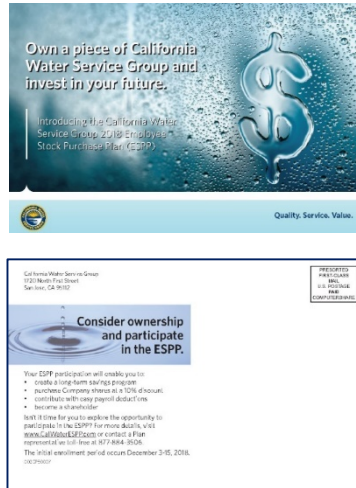
Microsite – A hub for all California Water plan information



Overview Brochure



Postcard



## Summary of the 2018 project

California Water was launching a new ESPP Plan in December of 2018. Their goals for communicating with their employees was to inform them of the new benefit and make them feel invested in the Company, providing a long-term benefit.

## Objectives

Employee participation in the new plan, averaging about 20% uptake in the initial enrolment period for 1172 eligible employees.

## High-level approach

- **Comprehensive multi-channel campaign** to maximize engagement
  - Highlights Brochure
  - FAQs
  - Postcard
  - Presentation
  - Microsite – 600 unique visitors, 366 clicked to “Enrol Now”

## Outcomes

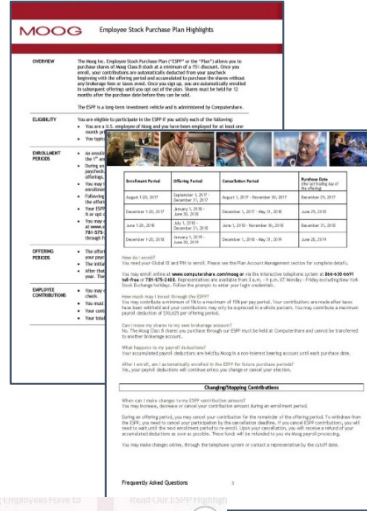
1172 eligible employees, 315 enrolled during first enrolment period, almost a 27% uptake.

# Moog - New Plan

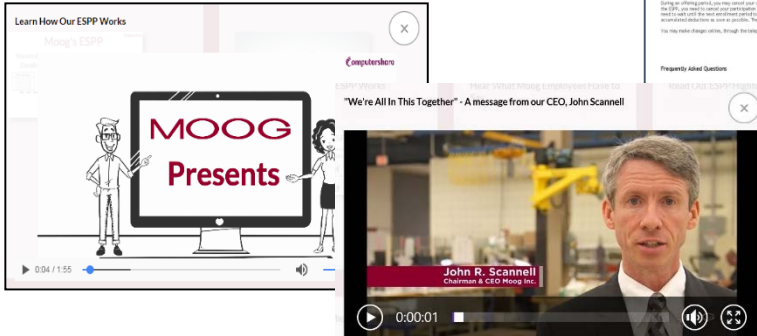
Microsite – A hub for all Moog plan information



Highlights Brochure



Videos



## Summary of the 2017 project

Moog was launching a new ESPP Plan in 2017. Their goals for communicating with their employees was to inform them of the new benefit and make them feel invested in the Company, providing a long-term benefit.

## Objectives

US based company – international footprint, looking to increase employee ownership. 6,000 eligible employees.

## High-level approach

- **Comprehensive multi-channel campaign** to maximize engagement
  - Highlights Brochure
  - Postcards
  - Tent Cards
  - Presentation
  - CEO Video
  - Microsite

## Outcomes

Steady increase in participation rates: 13% - 15% - 19% over the first three enrollment periods. Rolling out to Germany & the UK



# THANK YOU



# Contact Info

Please contact us with any questions

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