

# BENCHMARKING

## 5 Trends We're Seeing Now

Since 2009, Tribe has conducted an ongoing benchmarking study with internal communications professionals on a wide range of topics. Sometimes clients ask us to benchmark best practices in a specific area that's particularly pertinent to them. Other times we pursue topics that we notice could be an issue for many clients.

These are five trends we've observed recently, most of which are related to or impacting each other:

### 1 A new focus on engaging front-line and operations employees

During the recession and just after, it was more common for large companies to focus on their corporate employees and to postpone initiatives directed at their drivers, cashiers, warehouse workers or manufacturing plant employees. Reasons given ranged from budget limitations to the expectation that any attrition in the ranks could be quickly replaced from the huge numbers of job seekers available.

### 2 A renewed interest in star talent

This trend seems to be related to the slight upticks we've been seeing in new hires across the country. In contrast to the past several years, when employers seemed to assume they had the pick of the litter when hiring, we're seeing a wave of interest in attracting, developing and retaining the best and the brightest.

### 3 C-Level interest in employee engagement

It's been more common lately to see employee engagement on the list of CEO priorities. Top leadership is more frequently charging internal communications, marketing and HR departments with the responsibility for making that happen. The irony, of course, is that funding such programs seems to lag slightly behind the management team's enthusiasm. Occasionally, we see leadership expectations that such programs could be pulled off with no additional budget dollars at all.

### 4 Lack of sustaining programs

This one is sometimes related to budget issues but just as often to lack of planning. At Tribe, one of the points we emphasize over and over to our clients is the negative result of launching an engagement program – be it a new employee intranet or renewed emphasis on corporate values or even a leadership blog – and following the big splash of the launch with silence. Sustaining communications are key to the success of employee engagement initiatives; yet we're finding many internal communications professionals frustrated with their companies' track record for sustaining programs.

### 5 The desire to bring corporate values to life

We're seeing more and more evidence of CEOs and other top management recognizing that company values should be more than a poster in the break room. To help employees internalize these values, Tribe has developed internal brand events with interactive activities exploring those values; ghost written culture books for CEOs and other top leaders that explore how those values impact day-to-day business; and involved employees in both video and print storytelling of how they're guided by those values.

Tribe clients include:



## TRIBE

Tribe is one of the few companies in the country with extensive expertise in employee engagement within large national and global companies. Our practice areas include Change Marketing®, Internal Branding, Corporate Culture and Talent.

The ten largest employee populations in Tribe's benchmarking study are:

- Wal-Mart (2,100,000)
- UPS (400,600)
- Target (351,000)
- The Home Depot (189,390)
- Deloitte (169,000)
- Procter & Gamble (127,000)
- Dell (100,300)
- Google (26,316)
- Porsche (11,910)
- Quicken Loans (3,000)

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