Corporate Communications 360: Internal, external, data, and beyond

The bottom line: Corporate communications influence on the sales function

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(One) Change Approach

1. UNFREEZING
   Building a sense of urgency for change & establishing a change vision

2. CHANGING
   Empowering action, celebrating successes, pushing

3. REFREEZING
   Anchoring new approaches into culture
Change Management Process

PHASE 1
PREPARE FOR CHANGE

- Create urgency
- Align & build guiding teams
- Create clear change vision

UNFREEZING

PHASE 2
MANAGE THE CHANGE

- Communicate
- Engage & empower action
- Motivate & celebrate wins

CHANGING

PHASE 3
REINFORCE THE CHANGE

- Consolidate by analyzing and adjusting
- Hardwire approach to make it stick

REFREEZING

Overlay of Prosci, Kotter, Lewin

Presentation to 2018 PRSA Conference NYC
Case Study #1
Thaw a **deep, deep freeze**

01 Identify key stakeholders, thought leaders & holdouts

02 Give them something to react to while being open to real input

03 Socialize the shared vision among broader groups
Empower the Working Group to Get to Work

Outcomes & Analysis

1A Work Product
- Identify tools, processes, and communication streams for success

1B Get to It
- Create tools for all stakeholders based on how they digest information

Socialize (again) & Refine

2A Cascade
- Create cascading and parallel paths to share information and check for understanding

2B Share Widely
- Provide well-thought out and designed tools to create credibility and trust
Presentation to 2018 PRSA Conference NYC

Case Study #2

Why do we need to change? What do employees need to learn about branding to be better ambassadors for marketing and sales? How do our corporate values drive our sales messaging? What barriers prevent stronger engagement within sales teams?

UNFREEZE

What procedures and training needs to change internally to match our customers’ values and create a better customer experience?

CHANGE

What skillsets do our teams need to help us pivot to a stronger sales culture and better tell our story?

CHANGE

What is working among current clients? What do we need to know, accommodate, change in the way we sell?

UNFREEZE

How can leadership support the change they want to see? How do we sell the change?

UNFREEZE, CHANGE, RE-FREEZE

How do employees need to change the way they position our products and services?