

# Leading transformation award

## Winner

# Odeon Cinemas Group

People have been at the heart of Odeon Cinemas Group's blockbusting transformation strategy since it was launched in 2014.

With 9,500 colleagues across seven territories, the strategy needed to reach and resonate with a wide range of locations and languages. This was not a one-off engagement project, but an insight-driven employer brand to help futureproof the organisation and attract and retain the best people.

The company was made up of four siloed businesses and the 9,500 colleagues all worked to different visions, values and KPIs (and therefore outcomes). The 242 cinemas were structured differently and there were no economies of scale utilised. There was very little sense of a Group or one team mentality with a shared vision and values. The new leadership team set about creating a vision, values and transforming Odeon.

For genuine, long-lasting engagement they needed to revitalise the whole package for staff, and not just tinker around the edges. The spotlight fell on motivation and retention, with a rebooted EVP and a clearly articulated 'Deal' for colleagues. They released 70 products over the next year to bring this EVP and the Deal to life. Critical to this change were internal communications that offered transparency, trust and two-way conversations.

A new employer brand, 'Be ODEON', saw a redesign of every colleague touchpoint. It was given the same priority as a consumer brand launch and became not just a logo, but an innovative HR strategy.

The new senior leadership team brought a collaborative approach, bringing the executives together regularly for the first time. The top 150 leaders from across the business met for the first time in 2014 for a group conference to launch the It's Showtime strategy. Annual conferences have become the much-loved backbone of



their employer's strategies, plans, vision and values, compared with 82% the previous year. Nine in 10 (90%) said they were satisfied with internal comms, compared with just 76% in 2015.

In 2016 more than 200 'Brand Heroes' were recruited as brand ambassadors in cinemas, and were put on a fast track talent programme. A third (30%) of these were promoted after an eight-month programme that

involved more than 5,000 hours of learning. A further 30% are ready when roles become available.

Locally HR business partners have excellent working relationships with their senior teams to drive the cultural transformation in each country. This has brought a consistency to all aspects of life at Odeon, across territories.

The results were show-stopping. One in seven of Odeon's people have been promoted, absence rates have fallen by 50%, and 45,000 hours have been devoted to learning and development.

In Odeon's 2016 communications survey 99% of respondents said they understand

the strategy kick-off each year.

Odeon will be continuing its journey in 2017 with enhancements to some of these great initiatives and the introduction of brand new ones. The Brand Heroes programme will be receiving a sequel, expanding from cinema hosts to guest experience supervisors. There is a new learning and development programme, called Our Incredible Discovery, and a new recruitment tool called Fizz & Pop will help to hire people with the right values.

The judges applauded how clearly the workforce was engaged by the cinema group's journey, and how the project focused on the whole employee journey. They especially liked the advent calendar, run in February 2016, which contained 28 exciting activities, facts or business problems to solve linked to the business strategy. Odeon's HR team deserve to have their names in lights, and we would like to congratulate them on their award.

### Shortlisted

AbbVie UK

BBC

iForce Group

Lawn Tennis Association

National Trust

Transport for London

Vodafone

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