

MAKING NEW ARRIVALS FEEL AT HOME

Appealing to employees on an emotional level helped Gas Natural navigate its integration with Unión Fenosa, becoming the first integrated European energy firm.

by Jordi García Tabernero



The day of July 30 2008 has become a historic date in the recent and future calendar of Gas Natural. This is the day when the company announced it had reached an agreement with the ACS Group to buy its 43.5 per cent share in Unión Fenosa. This is when a dream that had so far eluded the company began to come true: the acquisition of an electricity company. Securing this agreement meant the start of a long process that entailed negotiations with the administrators and the launching of a takeover bid for 100 per cent of Unión Fenosa. Once the takeover bid had concluded, a process of integration began between the two companies, culminating on September 1 2009 with its registration at Companies House as a single company. This process meant the creation of the first European integrated gas and electricity company. From the time the news broke, employees of both companies followed each stage of the development of the merger in the press, anxious for news that would throw more light on the many questions that remained unanswered. Gas Natural was aware of the uncertainty that the process could create among employees in both companies. It therefore decided to launch an internal communications campaign in order to channel this concern and to create a perception of a single company, doing away with the spectres of 'buyer' and 'bought'.

EARLY STAGES We began to put together the campaign months before the start of the integration phase. It was obvious to campaign managers that it would not always be possible to convey every specific fact, and that a more emotional plane would have to be targeted. They would have to connect with the emotions of their employees and inspire them with excitement about this new stage in their professional lives. It was decided to create a shared space with a new identity, Our Energy, in which everyone felt welcome and which would help to present the joint future of the two companies. We had the 'product' – the new Gas Natural-Unión Fenosa – and now it would have to be launched on the internal 'market'.

BIRTH OF OUR ENERGY The concept of Our Energy took off from the wish to reflect the idea that behind great challenges there is always the effort and willpower of the people who support them. This concept converts people – here, Gas Natural and Unión Fenosa employees – into the authentic stars of the process, the source of the energy that would power the integration, and make the resulting company a success. A special graphic identity was created for the campaign, with logo and colours specially designed and adapted for each application and item of communication. Our wish to make our employees the

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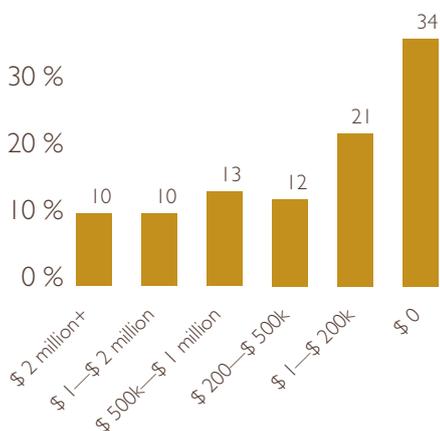
FACTS & FIGURES

The emergence of corporate responsibility as a profession in its own right has been recognised with the publication of the third Corporate Responsibility Survey, conducted by international recruitment firm Acre, independent consultancy Acona, and the Ethical Performance newsletter. In January and February this year, in-house professionals from across the globe, together with their consultancy counterparts, were asked about their field of activities, budgets and remuneration and the gender division at work. Around a third of respondents had no budgetary responsibility, while just over 10 per cent had control of budgets in excess of two million US dollars (below left). Meanwhile, the majority (63 per cent) of

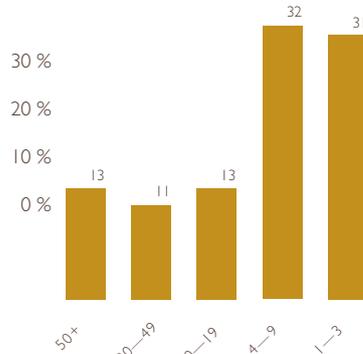
in-house respondents work in teams of nine people or less, while less than 10 per cent have 20 or more (below centre). This suggests that the level of human resources devoted to the relatively new discipline of CR remains low. Respondents were also asked to rank the activities they spend most of their time focusing on (below right), from Auditing and Assurance to Stakeholder Engagement and "Other". For both in-house and consultancy respondents, Reporting and Performance Measurement were the top activities, proving the continued tendency towards demonstrating openness and transparency. *Taken from Corporate Responsibility Survey 2010, January 2010*

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Budgets directly controlled by respondents



Team Sizes



Top 5 activities (In-House)

- 1 Reporting
- 2 Environment
- 3 Community Investment
- 4 Climate Change
- 5 Stakeholder Engagement

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PERSONNEL



Olaf Glaeseker
(Spokesperson & Head of PR)
Institution: Federal President
Start: July 01



Germany: Glaeseker speaks for Federal President

OLAF GLAESEKER, previously spokesman for the government of Lower Saxony, is the new spokesperson and head of PR for the new Federal President, Christian Wulff. Glaeseker replaces Petra Diroll, who was a provisional replacement for Martin Kothé. Prior to his appointment at the government of Lower Saxony, Glaeseker was spokesman for the CDU party in Lower Saxony from 1999–2003. He is replaced by Franz Rainer Enste.

L'ORÉAL



Sara Ravella
(General Manager, Corporate Communications & External Affairs)
Institution: L'Oréal Start: Sept 01



France: Dautresme to be succeeded by Ravella at L'Oréal

L'Oréal has announced that SARA RAVELLA will be the new general manager of corporate communications and external affairs and a member of the company's executive committee. She succeeds Béatrice Dautresme, who is to retire as executive vice president of corporate communications and external affairs in early 2011. Ravella's most recent position is senior vice president of communications and member of the executive committee at Lafarge.

SIEMENS



Camille Johnston
(VP, Corporate Affairs)
Institution: Siemens
Start: Sept 07



USA: Johnston joins Siemens US from White House

The Siemens Corporation has appointed CAMILLE JOHNSTON as vice president, corporate affairs. In this position, she will be a member of the US leadership team and will be responsible for developing, leading and implementing a comprehensive and integrated media plan for the Siemens Corporation. Johnston currently works at The White House and serves as special assistant to the President and director of communications for the First Lady.

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EVENTS



23.09.2010 EUPRERA Congress 2010

The European Public Relations Education and Research Association (EUPRERA) have organised this conference to focus on communication in a changing society, dynamics, risks and uncertainty.

► EUPRERA, University of Jyväskylä, Finland

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20.09 – 01.10.2010 Internal Communications

The focus of this conference is steering dialogue through change, crisis and the everyday workflow. It will feature speakers from Galp Energia, Adidas, British Telecom, Danone and more.

► Quadrige, The Westin Grand Hotel, Berlin

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07 – 08.10.2010 Online Communication

This year's programme, under the motto "Harnessing the Power of Social Media for Strategic Communication", will look at how companies and institutions all over Europe are using social media to help them work better, communicate better, and perform better.

► Quadrige, The Westin Grand Hotel, Berlin

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12 – 14.10.2010 EuroPCom

Billed as "The First European Conference on Public Communication", EuroPCom aims to promote professionalisation, knowledge sharing and networking of and between communication experts from the various levels of government in all EU Member States.

► Committee of the Regions, European Parliament

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