



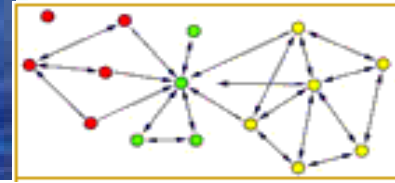
to give **credible** voice to **incredible** ideas



# Ketchum

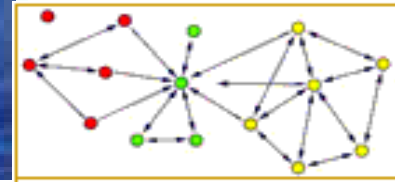
Robert Burnside, Ketchum, Partner & CLO

# Agenda



- About Ketchum
- ONA Objectives
- Key Findings
  - **Ketchum Account Team and Kodak**
  - **Pilot Office in Western Europe**
  - **Personal Networks**
- Recommendations
- Looking Ahead/Lessons Learned

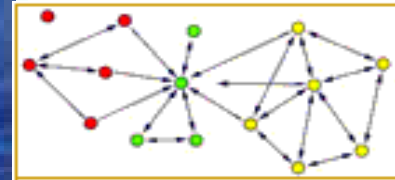
# Ketchum: It's About "Passion and Precision"



- As the seventh largest global public relations firm, Ketchum offers marketing and corporate communications services.
- Founded in 1923, Ketchum operates around the globe through its 23 offices and 46 affiliates and associations. Since 1996, Ketchum has been a subsidiary of the Omnicom Group.
- Ketchum's clients are well known and include Kodak, FedEx, Wendy's and the California Raisin Advisory Board.
- Each of Ketchum's five practice areas – Brand Marketing, Corporate, Healthcare, Food and Nutrition, and Technology – covers a different part of the public relations and marketing terrain, but share a few key traits: cross-practices, cross-continents "best teams" approach, subject matter expertise, and a passion for creating exceptional communications programs that rise above the noise.



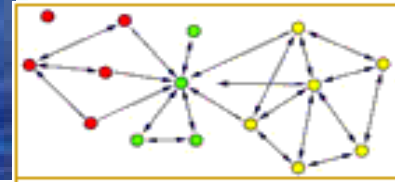
Ketchum's ability to work as a global team is a differentiator. ONA has potential to play a powerful part in strengthening this approach.



**In 2007 Ketchum experimented with ONA to determine if it could help the organization to achieve its long-term growth goals. To investigate this, ONAs were conducted at three different levels:**

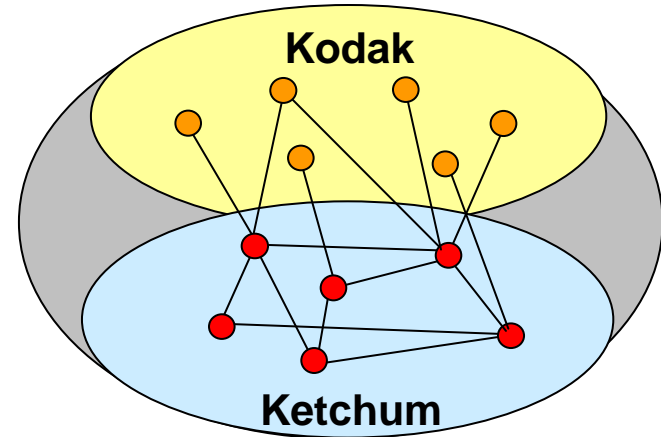
- **With the Global Ketchum and Kodak account team to optimize working relationships across organizational and geographic boundaries, and to create more value for Kodak.**
- **With a pilot office (London) to identify opportunities to expand networking across organization silos.**
- **With individuals to provide a view into personal networks and how an expanded network and awareness of energizing behaviors could improve performance.**

# Specific Objectives Were Established for Each Project



## Ketchum Account Team and Kodak

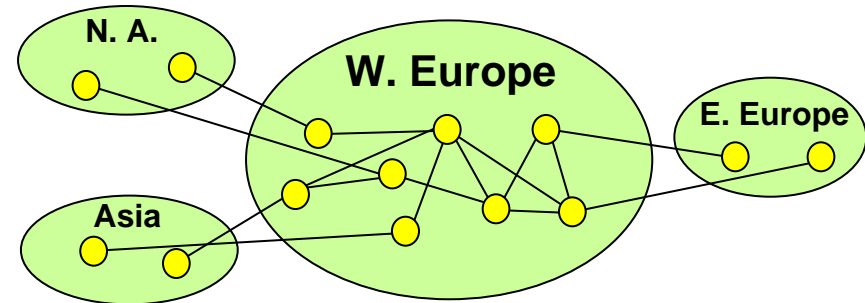
- Identify specific approaches to enhance how to work productively together.
- Identify people who facilitate effective collaboration between Ketchum and Kodak.
- Evaluate team performance and the leverage points for improving performance.



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## Pilot Office in Western Europe

- Identify specific approaches to enhance how to productively work together to serve clients.
- Help people facilitate effective collaboration within Ketchum London.
- Find ways to develop agency capabilities and serve clients more effectively.



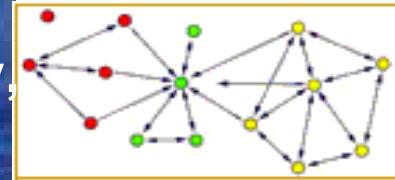
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## Personal Networks

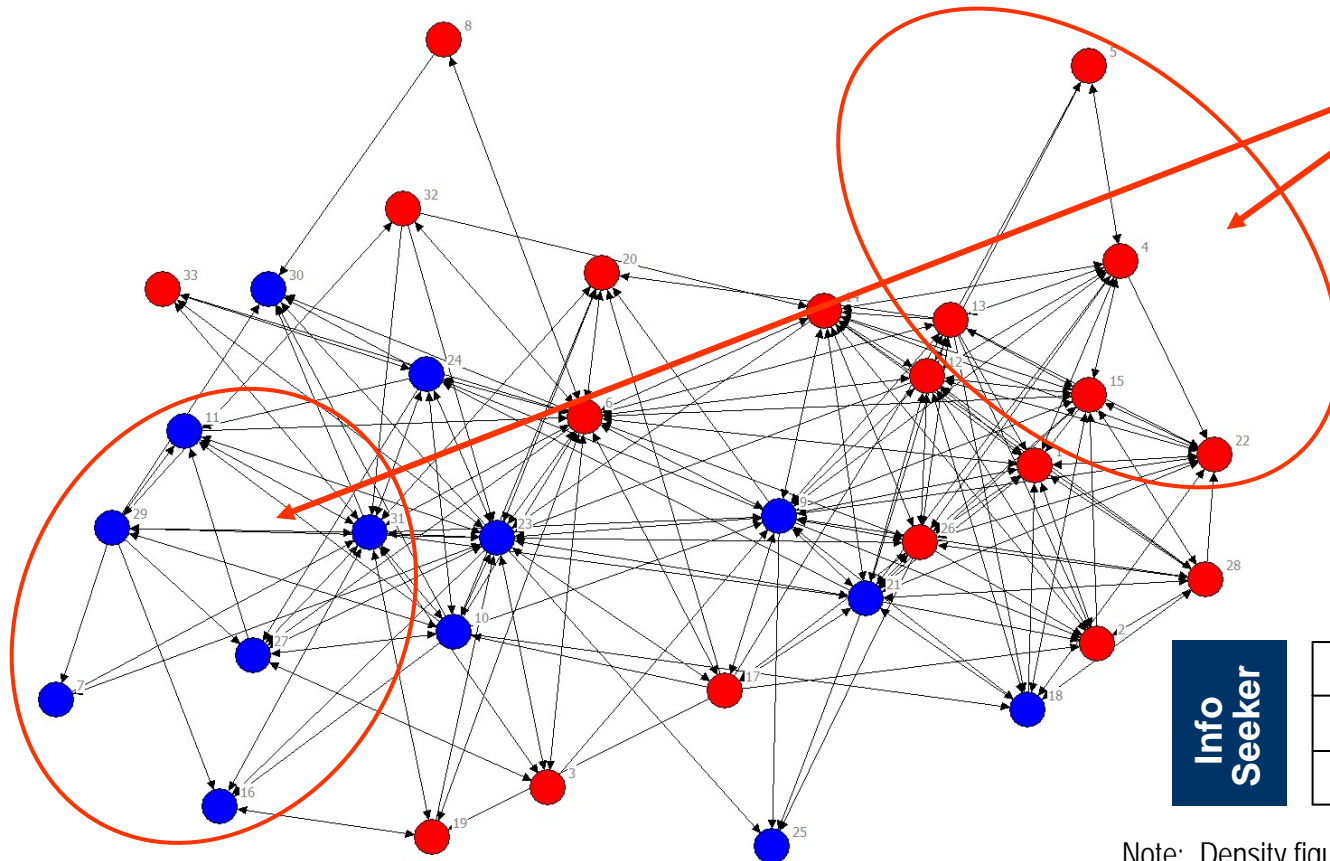
- Help define and improve people's personal networks for better performance and to foster individual growth.



Ketchum & Kodak teams are fairly well connected internally, with a healthy number of connections across teams.



Question: This person is effective in providing me with expertise, information, ideas, and advice in creating value for Kodak's PR activities. Response: Agree or strongly agree



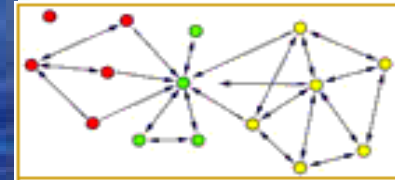
However, there are pockets where communication is primarily internal and cross-team relationships should be considered.

Info Seeker	Info Provider	
	Ketchum	Kodak
Density	Ketchum	Kodak
Ketchum	31%	19%
Kodak	18%	36%

Note: Density figures in the above table show the number of relationships (out of 100%) that exist within and between groups.

**Organization**

- = Kodak
- = Ketchum

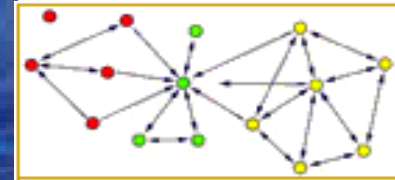


**Given the geographic diversity across the organizations, overall connectivity is good but could be improved.**

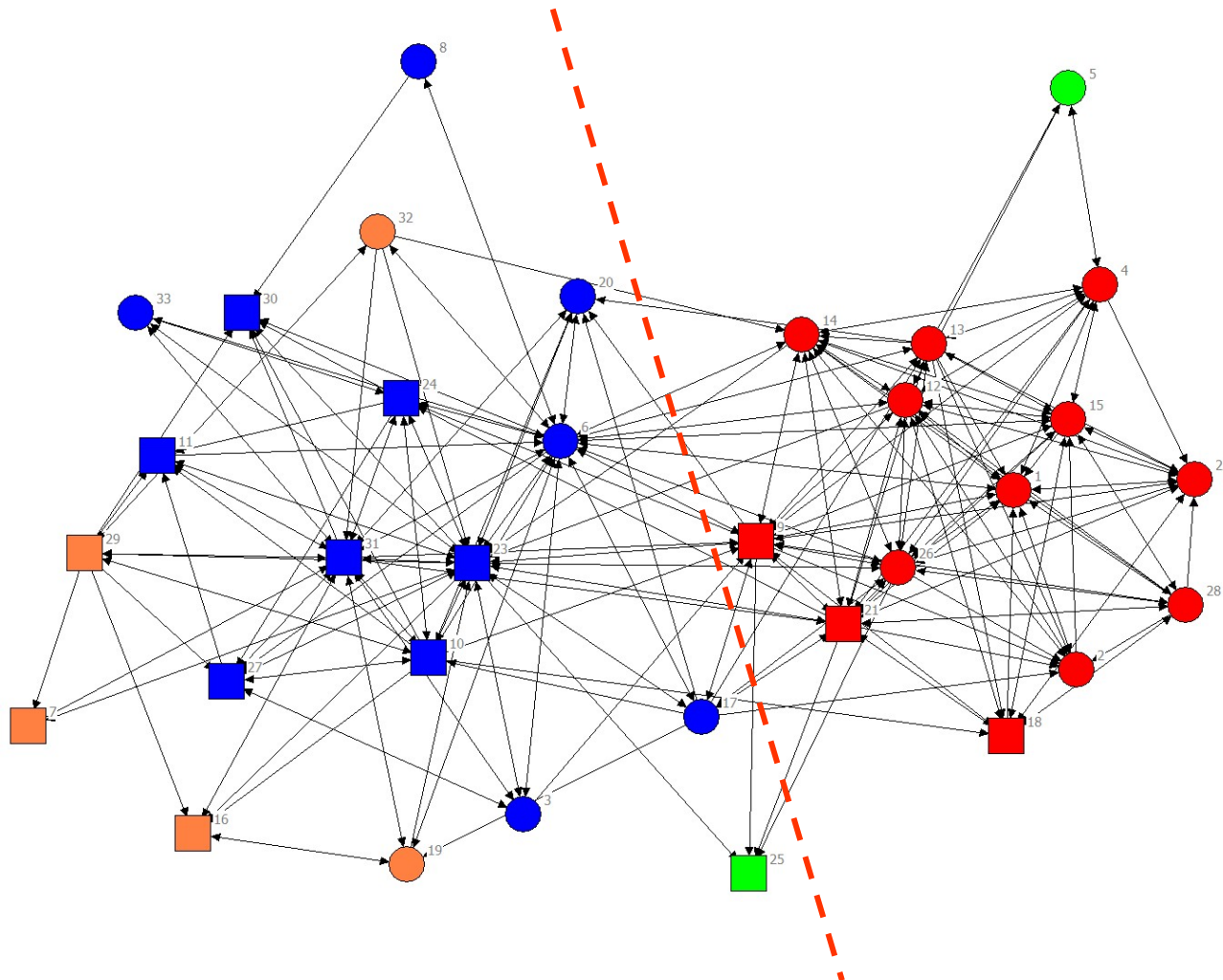
Question: This person is effective in providing me with expertise, information, ideas, and advice in creating value for Kodak’s PR activities. Response: Agree or strongly agree

Metric	Description	Agree & Strongly Agree	Comments
Density	The proportion of existing relationships (out of 100% possible) within the group.	25%	There is a fairly good level of connectivity given the geographically distributed nature of the team, but the group could improve collaboration significantly by building relationships across regions.
Cohesion	Average number of steps to reach any other person in the group.	1.9 (Target=2.0)	The cohesion level is excellent, meaning that anyone can be reached through just one other person.
Centrality	Average number of relationships each person has.	Mean=10.2 Standard deviation=5.4	The number of relationships is good given the size and distribution of the group. However the high variation in the number of relationships indicates there is potential to integrate less-connected members into the group.

# However, when examining the network by geography, there were some surprises.



Question: This person is effective in providing me with expertise, information, ideas, and advice in creating value for Kodak's PR activities. Response: Agree or strongly agree



**There is a substantial disconnect between the North American and European activities. Eastern Europe is not connected to NA while Asia is primarily connected to NA and not to Europe.**

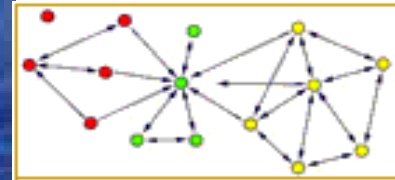
**Continent**

- = North America
- = West Europe
- = East Europe
- = Asia

**Organization**

- = Kodak
- = Ketchum

N. America and Europe are strongly connected internally, but there are significant gaps between regions.

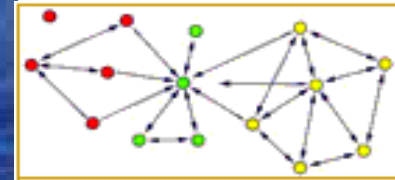


Question: This person is effective in providing me with expertise, information, ideas, and advice in creating value for Kodak’s PR activities. Response: Agree or strongly agree

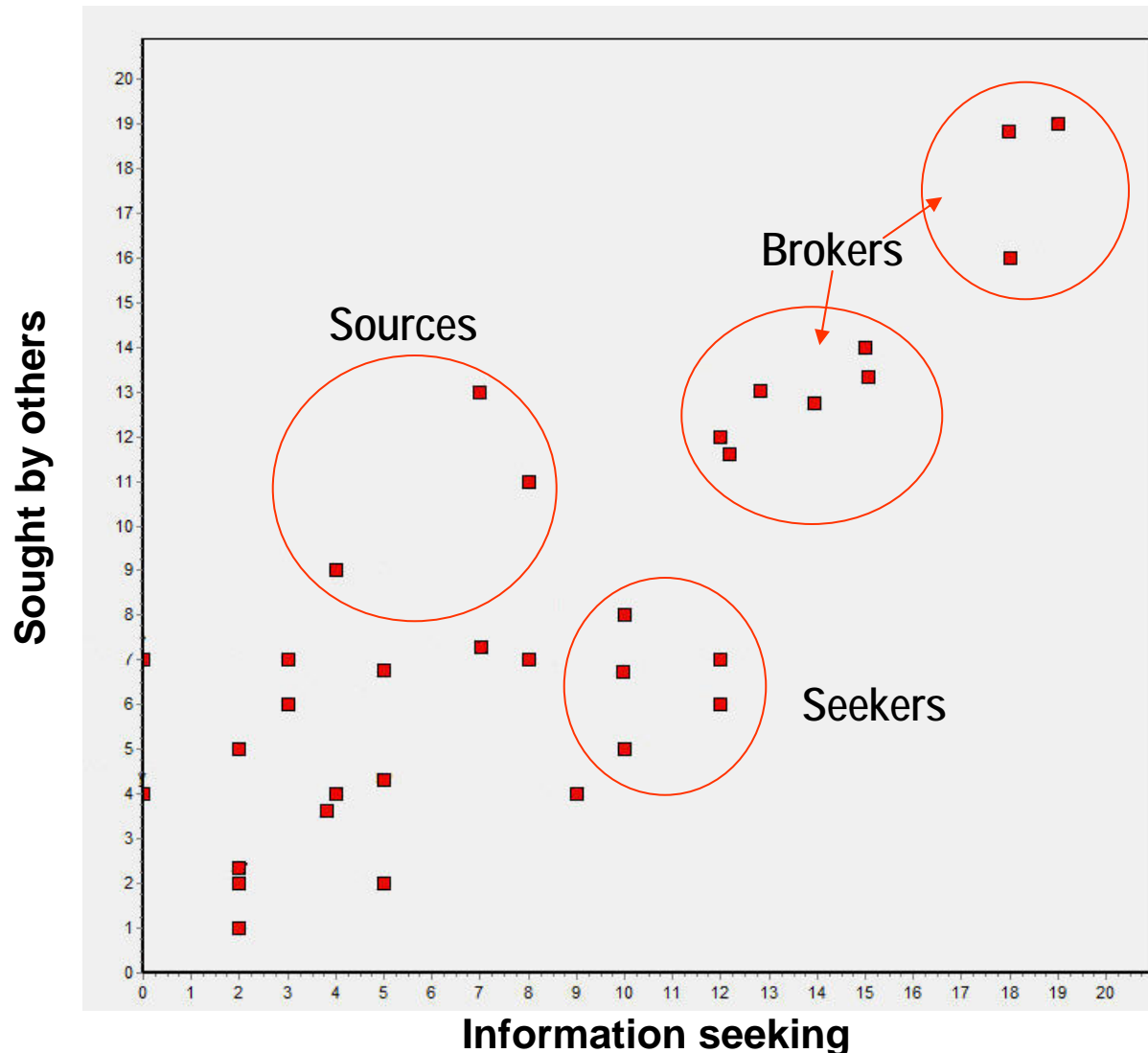
		Information Providers		
		North America	West Europe	East Europe
Information Seekers	North America	76%	11%	0%
	West Europe	12%	46%	17%
	East Europe	2%	20%	30%

*Above Density Table: density levels on the diagonal represent collaboration within skill sets, such as sharing of best practices. Density levels off the diagonal represent collaboration across skill sets. The table is read from row to column when understanding who goes to whom for information.*

# Brokers play the important role of connecting people across boundaries, such as functions, skills, geography.



Question: This person is effective in providing me with expertise, information, ideas, and advice in creating value for Kodak's PR activities. Response: Agree or strongly agree

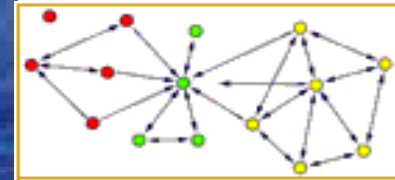


**A small number of people (in the upper right quadrant) are primarily responsible for brokering relationships and communications across the organizations.**

**Key findings:**

- The top 9 brokers are evenly divided between Ketchum and Kodak.
- Interestingly, long tenure either with employer or with the account team is not indicative of a broker.

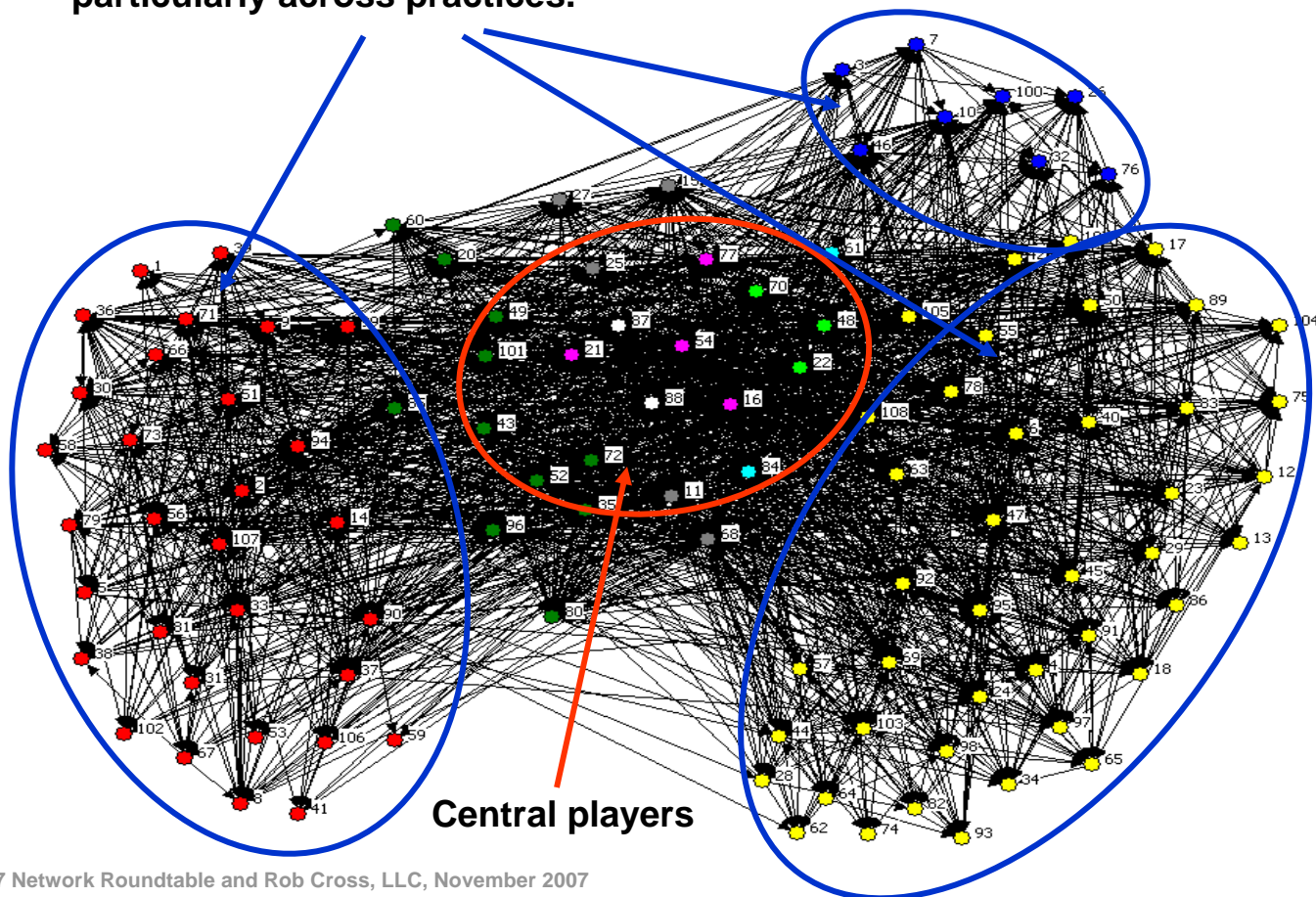
# Ketchum's London office is also well connected, although Healthcare, Consumer and Corporate are less so.



**Question:** Value of interaction: This person provides me with information, ideas, or input that helps me to service clients and develop my capabilities. **Response:** Agree or strongly agree

People in horizontal groups such as HR, IT, Finance and P&D are in central roles. Executives are also important brokers between practices. Consumer, Healthcare, and Corporate tend to be more siloed.

Fewer external relationships, particularly across practices.



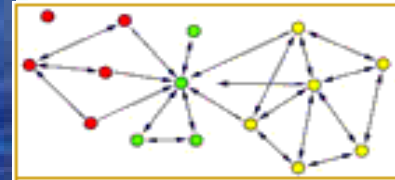
### Network Measures

Density	23%
Cohesion	1.7
Centrality	25

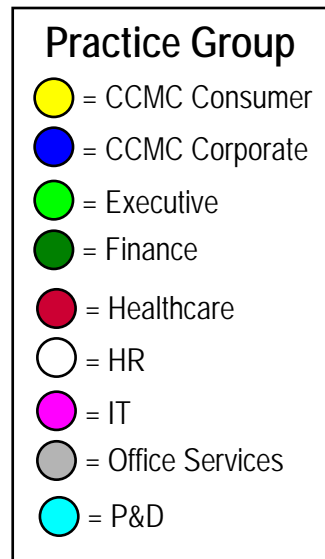
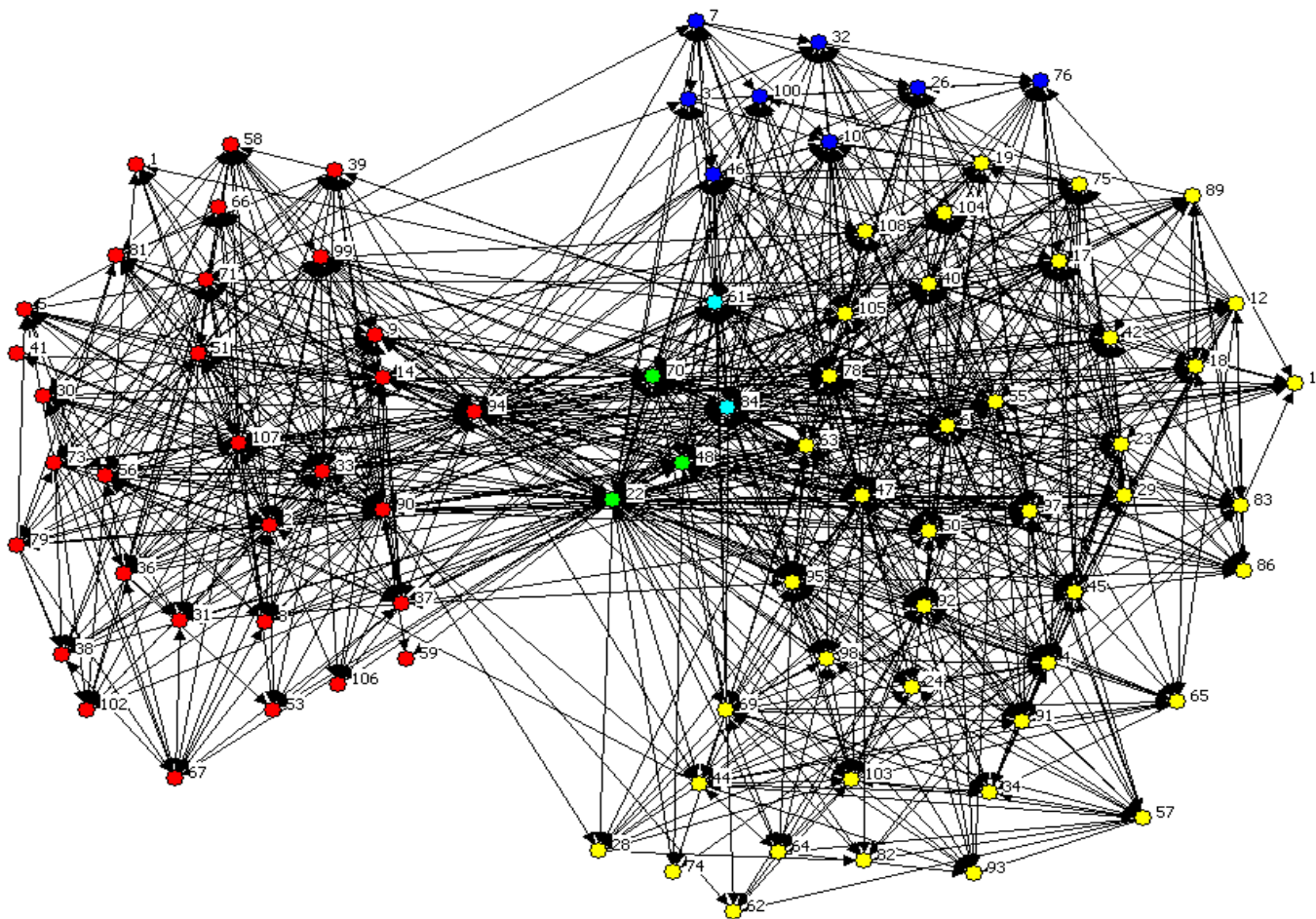
### Practice Group

- = CCMC Consumer
- = CCMC Corporate
- = Executive
- = Finance
- = Healthcare
- = HR
- = IT
- = Office Services
- = P&D

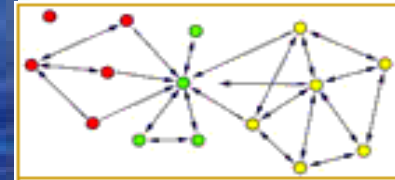
# Removing the central functions of Office Services, IT, HR and Finance reveals a much larger split in the network.



**Question:** Value of interaction: This person provides me with information, ideas, or input that helps me to service clients and develop my capabilities. **Response:** Agree or strongly agree



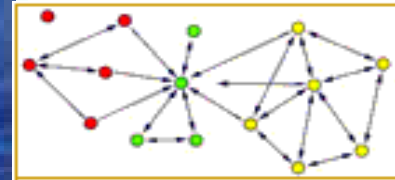
# Assessing collaboration within and between Practice Groups can identify precise opportunities in the network.



			Information Providers									
			# people	Consumer	Corp	Exec	Finance	Health	HR	IT	Office Serv	P&D
Information Seekers	1	CCMC Consumer	42	23%	18%	37%	26%	2%	55%	52%	41%	49%
	2	CCMC Corporate	8	6%	46%	29%	22%	2%	50%	44%	40%	38%
	3	Executive	3	52%	50%	100%	88%	44%	100%	83%	67%	100%
	4	Finance	11	16%	27%	42%	79%	20%	82%	77%	55%	36%
	5	Healthcare	31	3%	4%	20%	25%	33%	45%	47%	39%	21%
	6	HR	2	11%	31%	33%	14%	11%	50%	38%	20%	50%
	7	IT	4	25%	25%	58%	16%	25%	88%	100%	50%	25%
	8	Office Services	5	42%	40%	67%	64%	41%	60%	75%	65%	60%
	9	P&D	2	15%	38%	100%	36%	5%	100%	50%	40%	100%

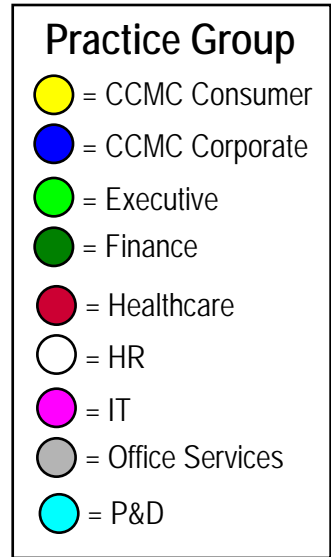
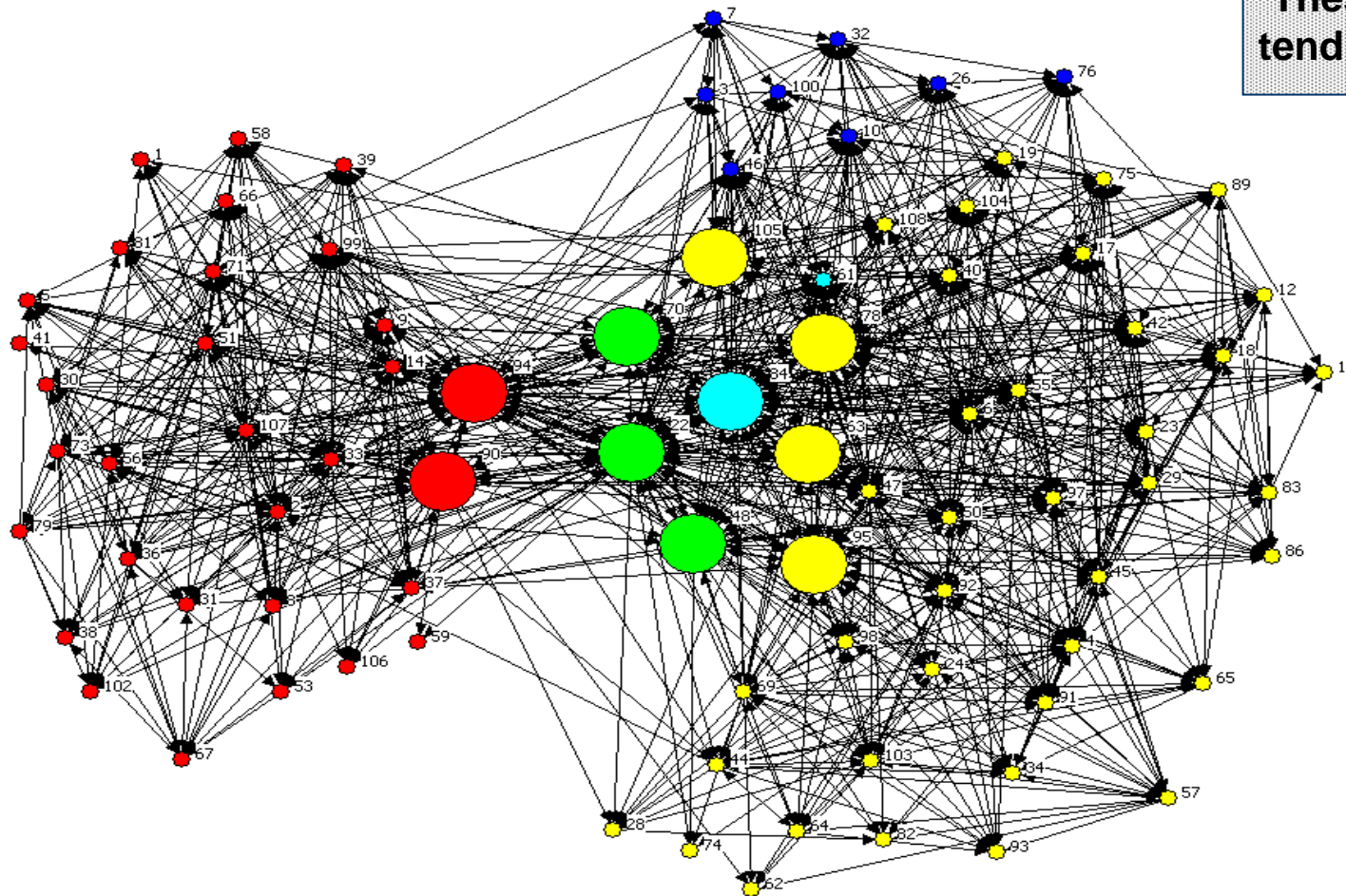
- Several of the smaller groups, such as CCMC Corporate, have relatively low internal collaboration.
- Collaboration between CCMC and Healthcare is very low.

# Cross-practice brokers play an important role in transferring information and innovation.

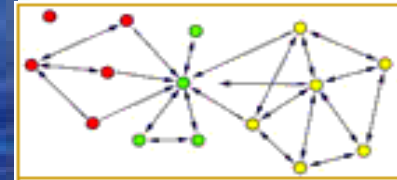


**Question:** Value of interaction: This person provides me with information, ideas, or input that helps me to service clients and develop my capabilities. **Response:** Agree or strongly agree

These top 10 brokers tend to be very senior.



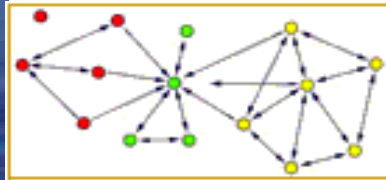
# Positive Energy is Also A Key Network Indicator; It Matters More Than You Might Think



- **Energizers get more from those around them.**
  - **People are more engaged in a given conversation and are more likely to devote discretionary time to these issues.**
- **People tend to be more innovative and creative with energizers.**
- **Energizers tend to win out in the internal labor market and with customers.**
  - **Ability to motivate others is as, or more, important than knowing the answer.**
- **Energizers promote work satisfaction and learning among those around them.**
- **Energy spills over into follow-on interactions.**
  - **De-energizers can be deadly on this front.**



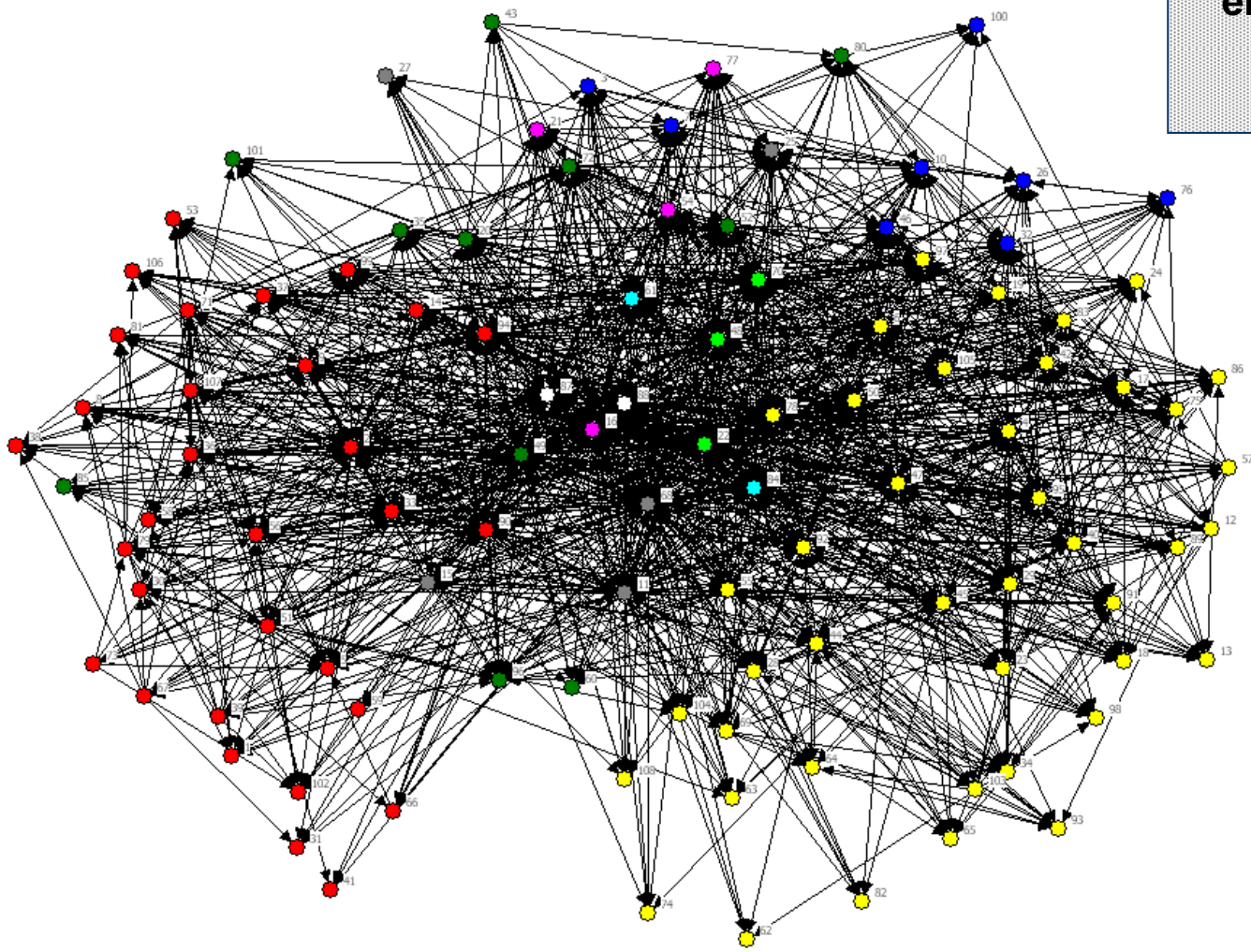
As a PR Firm, Ketchum believes positive energy is particularly important. Ketchum has a healthy number of energizers.



**Question:** When you interact with each person below, how does it typically affect your energy level?

**Answer: Energizing**

The majority of the key energizers (those in the middle) work across practices.



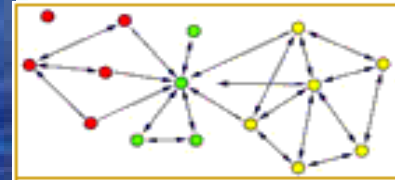
**Network Measures**

Density	15%
Cohesion	2.0
Centrality	16

**Practice Group**

- = CCMC Consumer
- = CCMC Corporate
- = Executive
- = Finance
- = Healthcare
- = HR
- = IT
- = Office Services
- = P&D

# The majority of the key energizers within the network are high in the hierarchy.



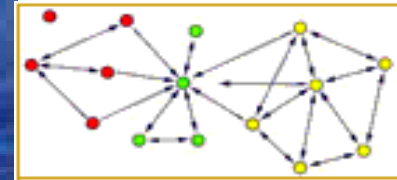
Question: When you interact with each person below, how does it typically affect your energy level?

Answer: Energizing

Name	Energizing ties	Practice Group	Hierarchy	Tenure	Floor
Person 22	50	Executive	1	5-10 years	second
Person 88	50	HR	1	1-3 years	ground
Person 84	48	P&D	1	5-10 years	third
Person 87	43	HR	5	3-5 years	ground
Person 78	41	CCMC Consumer	1	1-3 years	first
Person 48	40	Executive	1	5-10 years	third
Person 70	34	Executive	1	10+ years	ground
Person 2	31	Healthcare	2	5-10 years	second
Person 11	30	Office Services	4	5-10 years	fourth
Person 61	29	P&D	5	3-5 years	third

**People higher in the network are typically better known, so those who are energizing will stand out. Given the connection between energy and performance, energizing leaders are important to an organization's success and morale.**

# Specific Dimensions of Network Connectivity Can Promote Individual Performance in Project Work



## High Performers (i.e., top 20%) Have Non-Insular Networks:

### Select ties up in the hierarchy

- political support; information

### Lateral connections to peers

- brainstorming, best practice transfer

### High quality (i.e., energizing) relations to those lower in the hierarchy

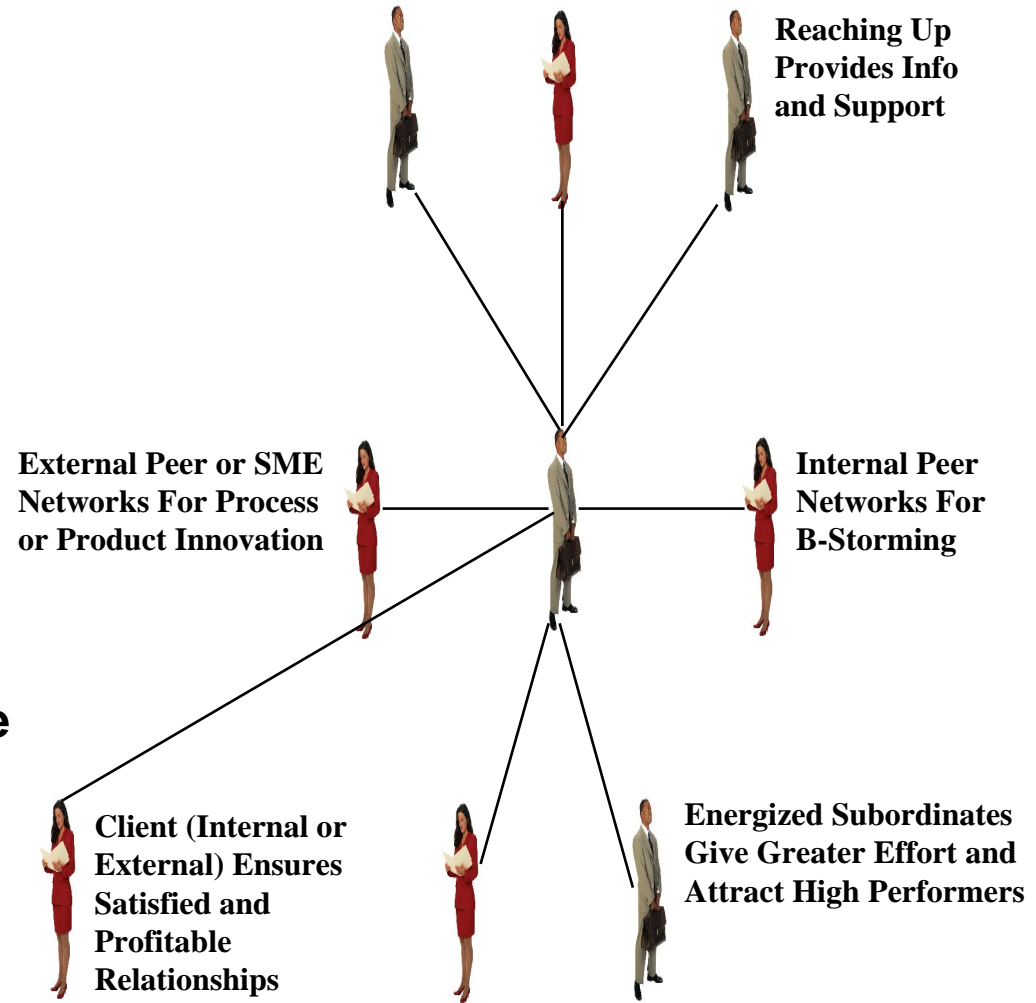
- creates reputation; develops high performers

### Select ties to experts outside of the organization

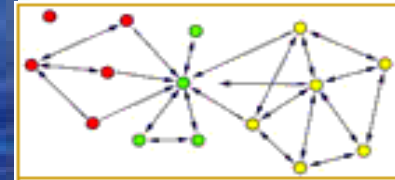
- increases innovations and novel opportunities

### Quality relationships with clients

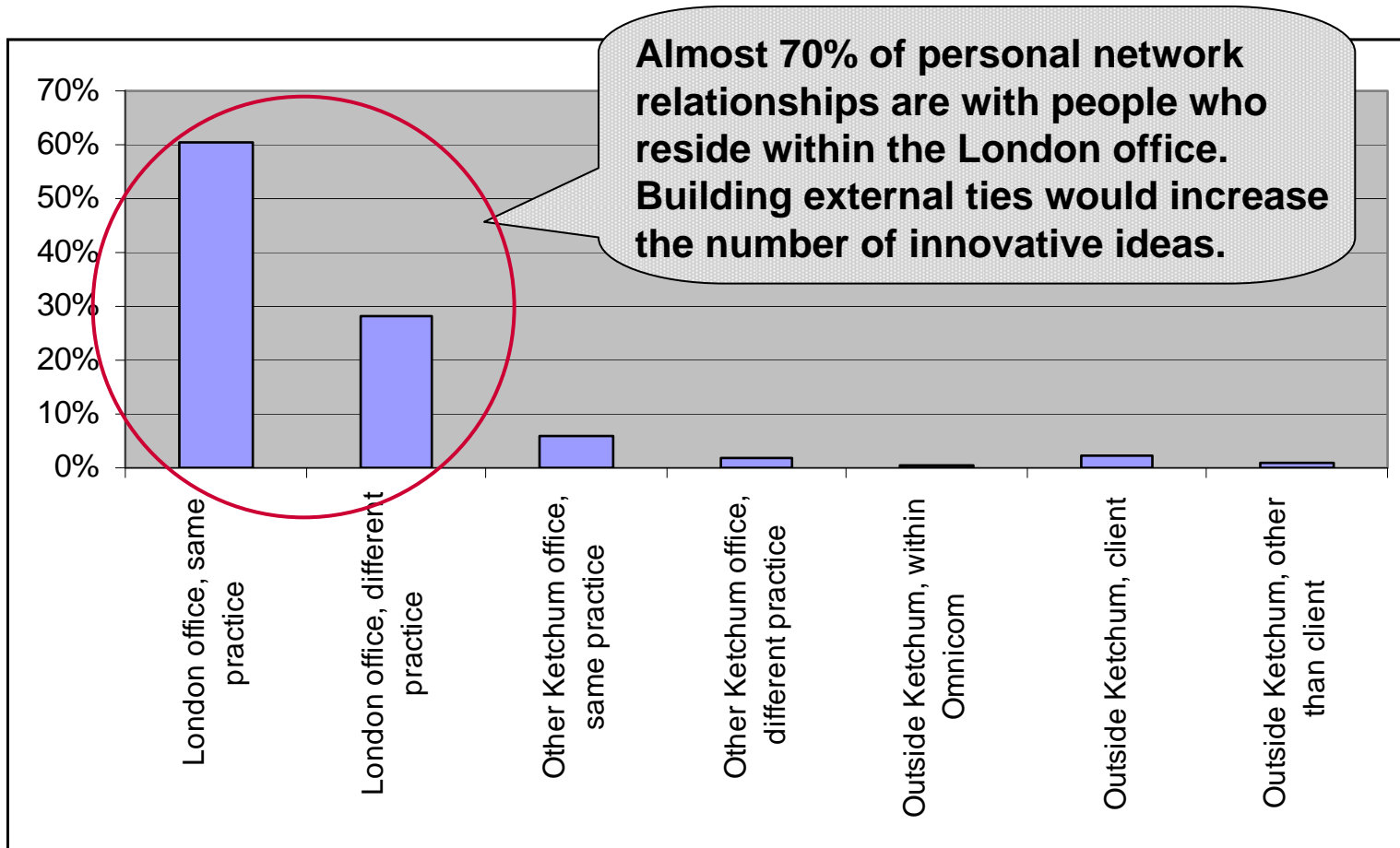
- relevance and profitable work



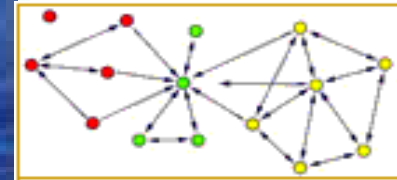
# People in the London office are very internally focused and would benefit from more external ties.



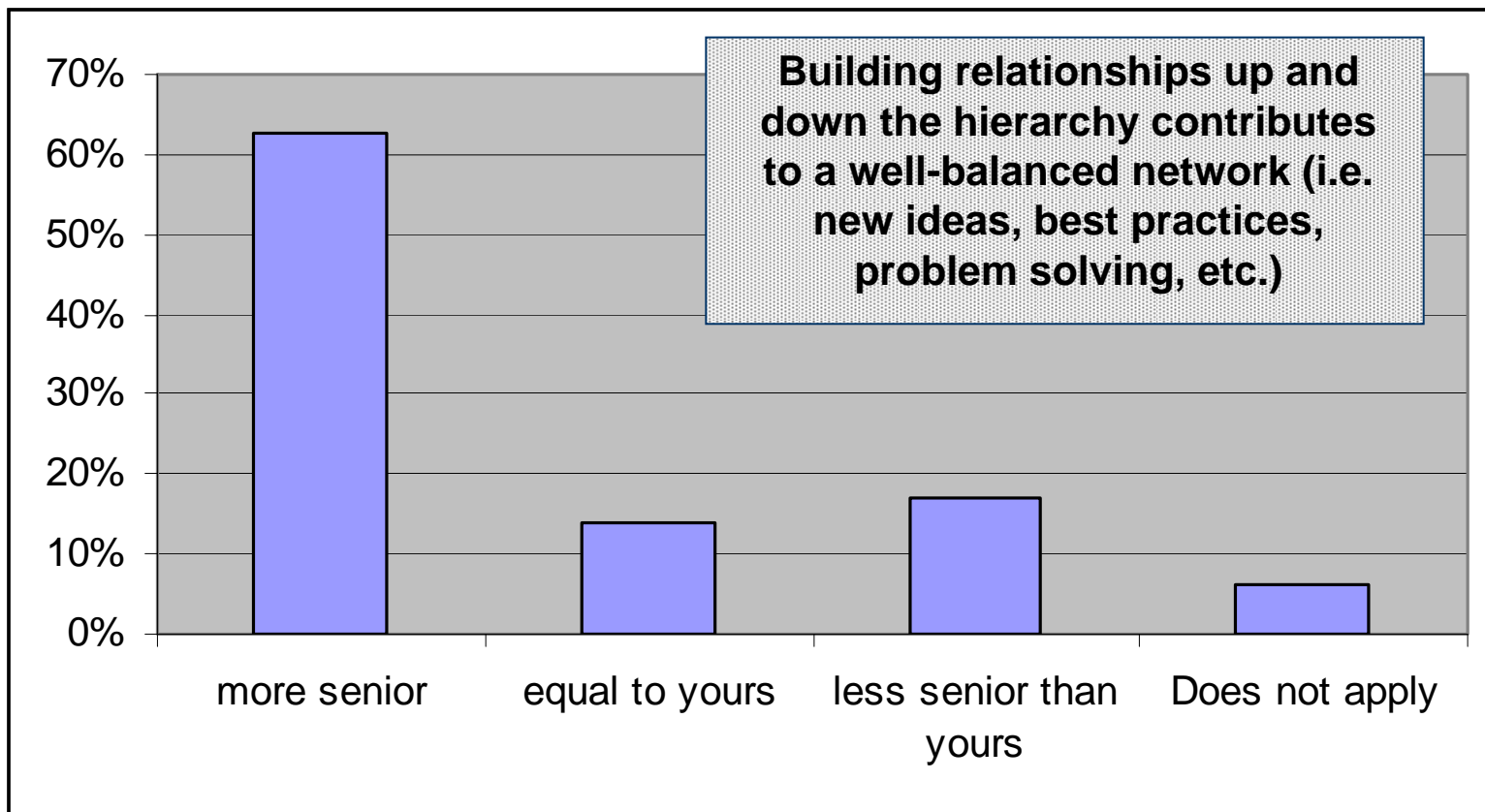
Please indicate each person's group affiliation.



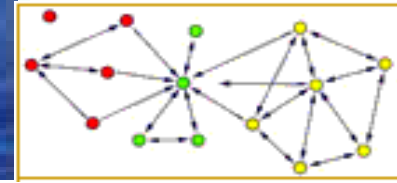
Over 60% of personal network ties are to people higher in the hierarchy.



Please indicate each person's position relative to your own.

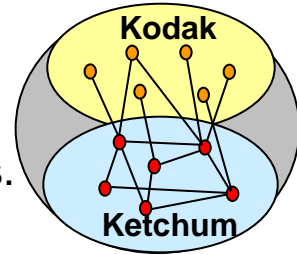


# Recommendations



## Ketchum Account Team and Kodak

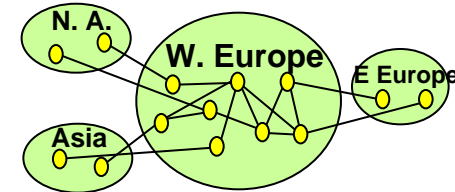
- Actively build networks to bridge geographic locations and raise awareness of expertise. Devise appropriate communications support for peripheral locations.
- Increase mutual awareness of expertise and capabilities to improve team performance and assist in leveraging skills and designing an effective team design.



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## Pilot Office in Western Europe

- Improve the wide distribution of relationships by better connecting the peripheral people (including many newcomers) and off-loading the highly central people.
- Consider reducing connections and honing the right relationships.
- Open up silos, particularly across practices and regions, by facilitating information flow and awareness of expertise.
- Ensure expertise is relevant (currently heavily biased) and well-placed in the network.



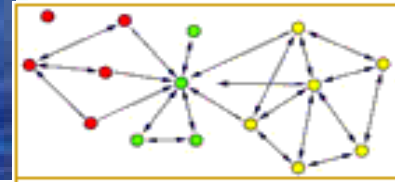
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## Personal Networks

- Improve external connectivity, which has been shown to improve performance, for more diverse input, ideas, and perspectives.
- Build more effective networks by including peers and people at lower levels.
- Deliver training on how to practice energizing behaviors.



# So, What Happened?



- Actions taken as a result of the ONA
  - Ketchum/Kodak Global Team
  - London Office
  - Individual Network Training
- Lessons learned
  - It takes time to educate the organization about the relevance of thinking about individuals as nodes in networks
  - Once they see a map they get it
  - But taking action still takes time and dedication
- Looking ahead to the future of ONA at Ketchum
  - We are considering an agency commitment to educating our people on the value of ONA in service of reaching our agency goals and our clients' goals