

The tool that gives **consistency**  
**to the communication** of the  
organisation





Several authors on several occasions have referred to the idea that the **organization** can no longer be considered a closed entity in itself, but rather an **open system**, engaged in numerous "conversations" with **very different audiences** but which, in turn, cannot help but have specific relationships and exchanges and influence each other (Romoli Venturi, Casalegno, De Palma, 2014).

In this open system, the employees and collaborators of an organization are the first "**Storyholders**;" they are able to tell the external story of the company's culture and values with strong credibility and authority because people sometimes trust those who work for a brand more than the brand itself.





## ORGANIZATIONAL COMMUNICATION AS A RESPONSE

Communicating means implementing **strategies** that are not a simple summation of techniques and professionalism, but rather adopting different points of view and planning skills, in order to move nimbly through complexity and to build and reconstruct new **visions and narratives** of the organization.

Defining communication as organizational means **exalting the role of the stories**, of all the stories, that arise: inside and outside the organization, among the people who are structurally or occasionally part of it, between the organization and other public institutions, with other civil society organizations present in the territory, etc.

It is therefore necessary that all these **signals be consistent** for the person who receives them.





# The organizational communication paradigm

Organizational communication, starting from Values, Vision and Mission is realized when:



the **communication process** is managed and coordinated by a single Company Function or by several Functions, but perfectly "synchronised";



it is possible to spread "**communication skills**" widely among all the people in the company;



high **coherence and synergies** are achieved between internal and external communication actions and between the more strictly managerial and organisational ones;



the **languages** are consistent both inside and outside the company;



the use of **media** is consistent with their specific characteristics



## The reference model





# Our proposal

**1VOICE** is a **tool** that, starting from the Values, Vision and Mission of the organization:

01

## **ANALYZES**

the "state of the art" of its communication;

02

## **DEFINES**

an action plan to make communication coherent, identifying: key messages, targets and channels/tools to be used, monitoring tools to measure effects.



# The method

The project is divided into the following phases:



**Interviews**, based on a defined questionnaire, with the top management and, if necessary, with other target groups;



**Semiological analysis** of the communication carried out;



Analysis of the coherence of **planned media**;



Analysis of existing **surveys** and **data** (climate and brand surveys, analytics of communication activities, etc.).

These four phases generate **a report evaluating the existing gap** compared to an ideal "model" of communication.

On the basis of this report the **co-designing of the action plan** to make communication integrated and coherent is initiated.



## The macro phases of the project



Spread and share **Values, Vision and Mission** to foster engagement



Communicate and "spread" **the Business Plan** and **the Sustainability Report** to reinforce V.V.VM's messages and keywords



Aligning **the Communication Plan** with the **Business Plan and the Sustainability Report**



Define **the Governance of Communication**, identifying the **Organizational Structures** that supervise it and who are responsible for the effectiveness of the organizational Communication Plan, promoting a closer collaboration between **HR, Communication and CSR**



Create a strong synergy between **Employer Brand and Consumer Brand** to improve image and increase sales



Develop **Brand Reputation** by increasing employee engagement



Create a **consistent language** by choosing the most effective **media**





## The expected outcome



**INTERNAL  
COMMUNICATION**

**BRAND  
IDENTITY**



**EXTERNAL  
COMMUNICATION**



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