



Project: Data privacy communications programme

Client:  BARCLAYS



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Who is the target audience?

This is one of the few projects where the answer is genuinely *all* employees. Normally when this answer is provided, if you dig deeper you uncover a better and more defined audience description. But within Barclays, data privacy (the handling of personal data) is a subject that transcends structure, function or location. It is the lifeblood of the business, and so managing and protecting it is something that *is* applicable to all employees. Anyone within Barclays, in any country, in any role, in any situation could be dealing with either customer or employee personal data. Yet, oddly, one of the core challenges is that many employees think they aren't the target audience.

EVERY YEAR IN THE UK THERE ARE APPROXIMATELY 65,000 KNOWN CASES OF ATTEMPTED IDENTITY THEFT, AND CRIMINALS ARE INCREASINGLY TARGETING BANKS BECAUSE OF THE VALUABLE INFORMATION THEY HOLD.

What was the brief?

Our brief stated the overall objective as:

To help maintain a world-class compliance culture through the development and implementation of a strategic employee awareness programme.

We developed a robust diagnostic phase that was grounded in a challenging stakeholder engagement programme. We needed to get into their heads and use their expertise to help us understand the very complex and dry subject matter. And we also needed to obtain the necessary information, insight and inspiration to develop both the strategy and the creative solution.

We also realised that by including a wide range of stakeholders in the development process we were effectively paving the way for their longer term buy-in to the communication activity, and starting the engagement programme.

From this research we made a series of recommendations for the aims of the communication programme, including:

- simplify the messaging, and create a core tagline/call to action;
- bring the dry subject matter to life, make it real and accessible to everyone;
- be innovative in the application of creative and use of channels to improve effectiveness;
- develop a toolkit for global application and customisation of the programme, to deliver improved coherence, effectiveness and cost efficiencies;
- develop a creative platform that is flexible enough to work globally, to adapt to local needs with an appropriate tone of voice for the audiences and which can work across diverse channels.

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How has the work achieved this aim and met the needs of the audience and the organisation?



The tagline, THINK PRIVACY, proved to be a simple, easy-to-understand (in any language) and resonant articulation of the challenge. It captured the required personal responsibility and frame of mind, and expressed the need for employees to “press the mental pause button” before action.

The launch programme combined two types of communication for maximum impact:

- generic messages with a long shelf life and global relevance;
- specific tactical campaign messages which could adopt a more emotive tone.

The DATA CAN BE DANGEROUS campaign material created quite a buzz with its very graphic portrayal of the issue, and was perfect for the launch activity. The generic communications were used for activities to support behaviour changes in critical “hotspot” areas and situations, such as security barriers, posters in print areas, confidential waste bins and desks.

We developed a comprehensive range of materials and looked for innovative messaging opportunities. We recognised that there were locations in the office environment where the format of the creative could be brought to life, and a contextual message could be very powerful. For example; we ‘branded’ the security barriers and replaced the normal security tags in use; we used the kitchen cupboards in social areas; and we used the quiet intimate environment of the lift. In each instance we tailored messaging to these situations for maximum effect. This innovative use of the environment, combined with the creative, proved to be a powerful combination and helped us achieve high awareness with relatively modest expenditure.

The communication activity also reflected and reinforced other key activities within the business including privacy roadshows, the launch of training modules, a voice mail cascade and security sweeps.

A Data Privacy toolkit has been developed and is part of a phased roll out to internal communications managers and privacy managers across the globe, to help manage a worldwide implementation programme.

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Measurements

The THINK PRIVACY toolkit includes a carefully constructed set of evaluation processes for delivering standard measurements of effectiveness. These are grouped in three stages:

1. Campaign evaluation

Pre-campaign evaluation

We helped Barclays develop a facilitated, modular focus group to enable local managers to get in-depth understanding of existing perceptions, behaviours and actions. A formal evaluation of the results highlighted the key conclusions from the discussions, and helped inform the planning process.

Pre-campaign online survey

We also developed an online survey to be used prior to launch, to establish a benchmark understanding about data privacy. The questions focused on what further information was needed to manage data privacy within roles, how to identify risks or report an incident, and where to source relevant knowledge.

2. Reach of campaign

The campaign used lots of channels, new and existing, and messages were carefully considered to ensure we reached as many employees as possible. Here's a few examples of how well this worked...

Laptop Sweep

One of the areas for specific action was the clean desk policy. We "hijacked" the existing nocturnal security sweeps to deliver a wake-up call to those who failed to heed the warning. In the evening the security guards were advised to remove any laptops that breached known security policies. Traditionally offenders were required to simply ask for them back so we decided to use a simple piece of communication to break this issue.

When the campaign launched, there was an immediate 75% drop in the numbers seized, and over the next few days it improved again to a 90% drop.

Plastic wallets

This is a good example of how simple contextual material, in this case a document holder with the THINK PRIVACY message, transformed behaviour, and in so doing helped to spread the word.

Intranet stories

Articles were posted on business unit intranet sites throughout the campaign. Hits showed that these had reached 60% of the audience.

3. Behavioural change

Plans are in place for the focus groups and the online survey to be repeated three months into the communication programme to assess shifts in awareness and changes in behaviour. To date anecdotal evidence is indicating a positive result. In fact, work is already going on to develop the first phase of the global rollout, including a Q2 launch in Portugal.



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A note about measurement

Due to the very nature of the subject matter, the majority of the results and measurements are highly sensitive and not for public consumption. However Barclays has provided the following comments to help understand the effectiveness of the programme:

“blue goose have approached this subject in a challenging and innovative way, and in so-doing have managed to bring a dry, complex and too-often ignored subject to life and help us place it high on the agenda of our leaders and employees.

“Most importantly the blue goose team established their professional credibility with the full range of our business stakeholders. Their ability to build trust with these stakeholders gave us the freedom to innovate and push boundaries. The resulting communications are distinctive, effective and deceptively simple. They are exactly what we needed for this major challenge.

“The programme was recently launched in the UK and the impact and feedback has been exceptional. We are now rolling the campaign out globally.”

Julian Parkin
Group Privacy Programme Director

“We have had excellent feedback and we are already seeing changes in behaviour with respect to personal data. For example, incident capture and clarification questions have increased, requests for training have gone up fourfold, and very importantly for us, our regulators and peers have given the programme a positive response.”

Sarah Phenix
Information Risk Project Manager

“The creative was just what we needed, distinctive and direct. We needed it to get the message across and stand out from the busy communication landscape. But as important was the ability of the campaign and the toolkit to work in multiple languages, which will set the standard for launching and managing global internal communications campaigns across Barclays.”

Danielle Spencer
Head of Group Internal Communications

Epilogue: Data privacy communications at Barclays – current progress

Measurement framework

At the start of the project, measurement and evaluation criteria were defined by the three core competencies that we expected all Barclays employees to be able to meet at the end of the awareness and training programme. These were:

1. That all employees are able to identify a data privacy risk or incident, and have knowledge of the appropriate risk assessment and incident reporting processes within their business unit.
2. That all employees display knowledge of the requirements for handling data within their role.
3. That all employees can demonstrate an understanding that employee and customer data has value

Measurement method

Evaluation methods included:

- Focus Groups
- Pre-Campaign survey
- Post-Campaign survey
- Other indicators, e.g. laptop sweeping, intranet hits, anecdotal feedback

Has it worked?

A reliable measure of the effectiveness of the Barclays Data Privacy Communications is the number of people who have been engaged. For the Barclays Group it amounts to tens of thousands, and counting. The communications have been adopted and rolled out by multiple brands in many languages, from Canary Wharf to Calcutta. Barclaycard are currently planning their fourth campaign.

Measurement results

Privacy Queries

Significant increase in questions to the Business Unit Privacy Teams. A key Business Unit Privacy team was receiving approximately 20 enquiries per month. They are now receiving more than 100 enquiries per month.

Incident Identification

Only half of the population felt that they could identify a privacy incident, and this has now risen to 66%. Increased awareness has also been seen in staff knowing where to seek advice, now at 92%.

Reduced Complacency

There has been movement away from staff being totally confident that they knew all the Privacy risks they face in their role. They now feel that Privacy is more complex than they may have first thought and they now consider it more carefully in what they do.

Profile: Awards & Recognition



European Information Security Project of the Year 2010



Award of Excellence Single Campaign Category



Best Security Education Programme Runners Up



International Association of Privacy Professionals Innovation Award 2009

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Engaging the Regulator, leading the industry

Clearly with Data Privacy and Information Risk Management messaging in the Financial Services industry there is an important regulatory aspect.

On the back of this communications campaign, Barclays have benefited from a huge rise in profile in the Data Privacy professionals' community. Barclays' Data Privacy Team have regular speaking engagements – clearly leading the way with Data Privacy communications.

The 'Brand X' strategy for the Think Privacy Campaign has enabled the campaign to be rolled out to a much wider audience. Barclays have formed a 'Think Privacy Consortium' of large global organisations with a shared interest in Data Privacy. Via its website, the ICO has promoted and launched generic materials created by the Consortium on an open source basis. These materials are available for download from the ICO site and have so far been downloaded over 1,300 times.

Creative inspiration

Barclays have been inspired to push the creative boundaries in the interest of increased employee engagement. Since this campaign blue goose has been commissioned to deliver the following for the Data Privacy and Information Risk Management teams:

- Viral video awareness campaign to call centre staff
- Blackberry training
- Password Vault
- IRM Book

Contact us for more information on any of these exciting and innovative projects.



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HOW ARE YOU HANDLING DATA?

As a business we need and use personal data from our customers and colleagues in many different ways. It is the lifeblood of our business. We all have a responsibility to ensure that we look after and protect this data. Extra care always needs to be taken if personal data is being transferred or sent off site. Don't take risks, seek advice. Think privacy.

For more information look for Think Privacy in Barclays Group Intranet A-Z.



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DATA CAN BE DANGEROUS

Every year in the UK, there are approximately 65,000 reported attempts at identity theft, making it the country's fastest growing crime. Criminals actively target banks because we hold the personal data most valuable to them. Make sure you act responsibly with any data you hold, send or dispose of, and that it is always protected. Think privacy.

For more information look for Think Privacy in Barclays Group Intranet A-Z.



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TREAT DATA WITH RESPECT

Our customers and colleagues provide us with the personal data we need to run our business. But they expect us to treat it with respect and act responsibly. Extra care always needs to be taken if data is being transferred or sent beyond our network. Think privacy.

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**THINK
PRIVACY**







