



Video Voyage for HR Professionals

Who and what steers video communications for HR

Workforce
Business, Strategy and Management



INTRODUCTION

The need to improve employee engagement and communications have long been strategic priorities for many organizations.¹ As the pace of business increases, many organizations are struggling to keep employees informed and engaged. Further, in business-critical situations the static nature of email often fails to provide staff with the sense of urgency and immediacy that can be crucial in rallying employees to meet a challenge or take advantage of a market opportunity. As a result, more and more organizations are turning to streaming video to enhance and improve their internal communications.

For many HR and Communications teams, streaming video has become a valuable tool for both delivering information and enhancing corporate culture. Over the past 12 to 18 months, 59 percent of organizations have increased their video usage. In the future, 79 percent of organizations plan to use video for HR and corporate communications, with 67 percent of organizations increasing their use in the next 12 to 18 months. The uses, metrics, drivers and roadblocks explain significant factors for continuing this trend and improving employee engagement.

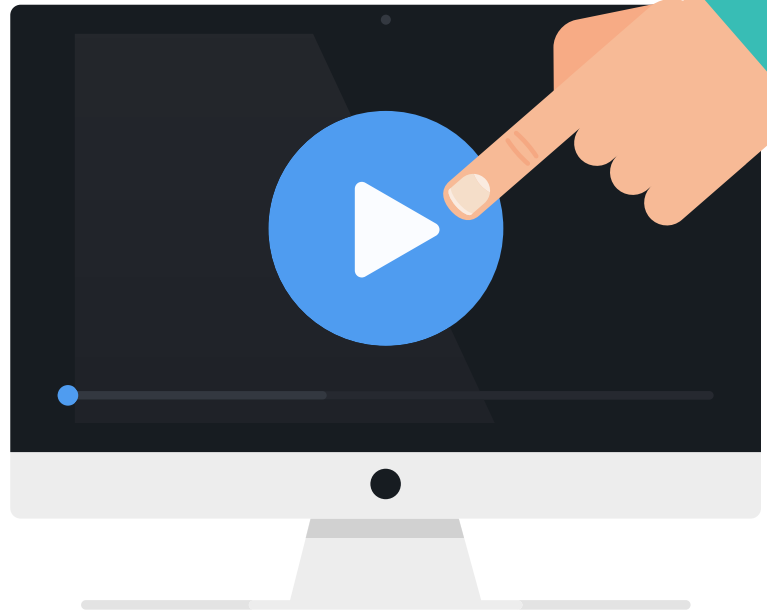
This paper will examine some of the drivers increasing organizational interest in enterprise video communications and the roadblocks facing organizations as they implement these solutions.

USES & USERS

Organizations use video communications for many different purposes — even within functions. One top purpose has been compliance training, used by 75 percent of organizations in the past. Since compliance training should be standardized, video provides organizations a way to deliver accurate and consistent messaging to all employees.

Use cases for using video for HR and corporate communications are similar across the board. Nearly half of organizations use video for “how-tos,” instructing employees in benefits and other HR tasks. Regular broadcasts of recorded announcements from senior leadership and recaps of town hall or business unit meetings comprise more than 40 percent of video communications. Many organizations also use video to foster corporate culture via employee stories, unique and personal to the organization.

Various HR departments with specific information dispersal needs and content use video communications. Sixty-seven percent of organizations report that their learning and development teams currently use video. Workplace safety and employee relations departments also use video for their communications more frequently, allowing for standardization and consistent messaging in areas where these qualities are most important. Nearly one third of organizations' recruitment departments are using video for their communication as well. Talent management, performance management and recruitment departments in global organizations are also using video at a significant rate. Video communication allows for an organization to reach a larger audience in a shorter period of time. For recruitment, talent management and performance management departments this time savings can help cut the cost of finding and retaining quality hires.



Finally, the C-suite is embracing video as an avenue to help drive alignment with organizational strategies and reinforce corporate culture throughout the organization. Why? According to a survey published by McKinsey & Company in April 2015, executives rate the creation of a shared vision as the most important activity they undertake when assuming a senior leadership role.² Streaming video allows leaders to communicate quickly across their entire organization, while its ability to impart passion and authenticity enables executives to build more personal connections with their teams.

Depending on the organization, different groups may be charged with creating video content. While some organizations partner with vendors and create little to no content on their own, most create some content themselves and work with vendors on other others. Those that create all their video content in-house constitute 38 percent of organizations and, as video tools and platforms become easier to use and less expensive to acquire and implement, more organizations are bringing video creation in-house. This isn't just for large enterprises. In fact, smaller organizations are more likely to create in-house video content; possibly due to budget constraints for outsourced projects.

Below are the most common use cases for enterprise video for employee communications:

Town Halls

The Town Hall channel is usually dedicated to video broadcasts from the organization's leaders. It's used to communicate organizational strategy, provide updates on company business and inform, inspire and educate as a way of enhancing the employee experience.

Human Resources

HR teams can use a dedicated channel to provide employees with up-to-the-minute information about benefits, regulatory changes and training content. Video is a great method to help explain complex benefit options and guide employees through enrollment, reducing HR staff workload.

Sales Enablement

Salespeople need up-to-date information about products, pricing, market updates, case studies and competitors. A dedicated Sales Enablement channel provides a one-stop shop for information that can be accessed on practically any device.

Customer Service

Building a Customer Service channel helps communicate timely product and service updates and upcoming product launch information that may affect their workload. The support team can also use the channel to share internal information about critical customer issues.

Marketing Communications

The Marketing channel can help create an internal pipeline of market and product updates, success stories, competitive and market news and information about upcoming campaigns or initiatives that will help everyone stay informed and aligned.

Engineering

The Engineering channel can be used to securely share internal information about upcoming products and services, showcase prototypes, proofs-of concept, initiatives that are under consideration and solicit ideas for new offerings.

FIGURE 1: MOST IMPORTANT VIEWER ACCESS INFORMATION

Completion rate

75%

Access timestamp

34%

Geographic location of the viewer

29%

Device used to watch

13%

TRACKING

The business value of streaming video— whether created internally or not, can best be determined by considering the usage data linked to videos. Viewer tracking (being able to monitor and measure video access to a specific employee or email address) is a critical method to understand whether your video is reaching and impacting the right people. While 86 percent of organizations feel that viewer tracking for their content is important, for organizations sharing video content for HR purposes, tracking only view numbers may not provide the insight necessary to improve communications and results. The most important viewer access data for organizations are completion rates (75 percent) and access timestamps (34 percent) (Figure 1).

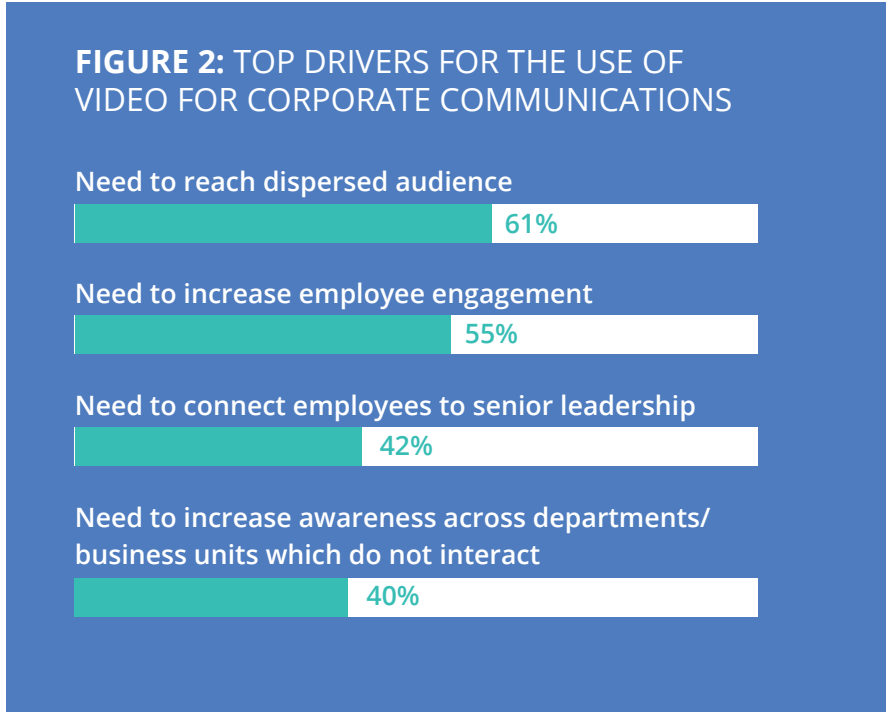
Completion rate, is especially important in areas like compliance and employee development. Additionally, as workforces become more mobile, organizations are analyzing the types of devices used for viewing to ensure that they can meet the demands of those mobile users.

Knowing how and when viewers complete a video is important in understanding where knowledge gaps may occur. This completion rate information can also be used to improve video content by including only pertinent information for the audience or front-loading interesting portions of the video to keep viewers engaged longer. Access timestamp information can provide an organization with optimal dissemination time periods, which can be converted into more views or improved employee engagement outcomes. Organizations with global distribution are additionally concerned with the geographic location of the viewer. If content is being viewed less frequently in a specific geographic region, adjustments can be made to target that region more aggressively.

DRIVERS & ROADBLOCKS

The reasons organizations use or don't use video for communications vary. Accessibility and convenience are among the top reasons for using video for corporate communications. If a program doesn't reach the right people or can't reasonably be completed during working hours, the usefulness and effectiveness of the program is greatly reduced. While cost is always a factor, regardless of organization size, solution and production costs continue to decrease, making the adoption of video less of a financial concern. One other barrier often cited is the perception that video is "hard," requiring extensive investments in equipment, facilities, and skills not normally found in organizations. While these can be legitimate concerns, the tools and skills needed to successfully implement streaming video initiatives are relatively easy to acquire and implement. Also, the level of control and the speed with which in-house video can be produced make this a valuable investment.

There are different topical reasons an organization would utilize video communications. The need to reach a dispersed audience (61 percent) is the top driver for all organizations and is even more of an influence with organizations with a distributed workforce (80 percent). The need to increase employee engagement is cited as an incentive to incorporate video into corporate communications by 55 percent of organizations. Communication by video also allows employees to use their time most efficiently by watching when it is convenient to them and doesn't interfere with other job functions. Connecting employees to senior leadership and increasing awareness across departments or business units which don't otherwise interact are also prominent factors (Figure 2).



Yet, despite the importance of these drivers, there are some organizations that aren't incorporating video into their communication strategies. The most common roadblocks to increasing the use of video for HR and corporate communications are lack of budget (52 percent) and lack of skills for video creation in-house (41 percent).

CONCLUSION

Effective corporate communications can be a competitive differentiator and a critical business process. With streaming video as a part of the communications toolkit, organizations have the ability to deliver information in easily digestible clips and in a style that is dynamic, engaging and convenient for the viewer. As a result, the use of video is becoming more and more prevalent in HR and corporate communications. As organizations adopt cloud-based enterprise video platforms that make it easier to create, produce, manage and measure the use of video, HR departments and corporate communicators will have the tools and processes needed to show the business value of their communications initiatives.

IBM Watson Media



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All data taken from the 2016 Workforce Video Communications Survey unless otherwise noted.

NOTES

1. 2015. Robyn Reilly. *Five Ways to Improve Employee Engagement Now*.
2. 2015. McKinsey & Company. *Ascending to the C-suite*.