

SUMMER/AUTUMN 22



HAR
VARD:

eat
the fox 

HELLO

WELCOME TO THE LATEST ISSUE OF HQ!

Over the next few pages you'll hear more about our take on the marketing and PR industries, work we're proud of; trends we're watching and how we put our people at the heart of every decision we make. And you'll see that a theme emerges...

Here at Harvard, Make Your Move is our rallying cry. We exist to enable our clients and people to make their move. And this ethos very much anchors the content in this quarter's HQ! For our clients Making Your Move means combining our industry expertise with a breadth of integrated services that deliver bold programmes, enabling them to make the big shifts – disrupt markets, change minds, or win new fans.

For our people, it's about building an agency that enables everyone to reach their potential by creating and maintaining an environment where anyone, from any background, feels safe, and enabled to thrive. In the past few months we've activated Make Your Move across our business and with clients in new and exciting ways. We've overhauled our entire people strategy – from recruitment to learning and development. We've also reframed our entire DE&I strategy in line with our status as a Blueprint Ally. Now 94% of our team tell us they feel safe, inspired, and enabled to thrive every day.

We've transformed our client service proposition, with new client commitments sitting at the heart of our relationships. We've also launched new propositions including H:Lab – a design and branding offering for tech brands. And we we're continuing to work in partnership with some of the best and most exciting tech brands around. We also delivered impactful integrated work for the likes of Workplace from Meta, Square, Oppo, Monday.Com and Dropbox and have a client NPS of 8.8/10 (as of October 2022).

There's still much more to come as we race towards the end of 2022; with many more moves to be made.

I hope you enjoy HQ!



ELLIE THOMPSON
CEO

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**HELPING BRANDS
MAKE THEIR MOVE**



WANT TO BE HEARD IN THE MEDIA? THE FIRST THING YOU NEED TO DO IS LISTEN

How do you make your voice heard during one of the most challenging moments in news media history? This is a question we've been asking both ourselves and our clients, as UK news organisations attempt to navigate a catalogue of major existential threats.

Last year's Digital News Report from the Reuters Institute forecasted 'positive signs' for the news industry, observing higher audience consumption and rising trust amidst a second wave of coronavirus lockdowns. Reuters claimed that many traditional news brands had appeared to benefit "not just from greater attention, but also financially, with more people taking out online subscriptions and advertisers looking to associate themselves with reliable content".

This year's edition of the report has been much more sobering. Both the public's interest in the news and its overall consumption has seen a considerable decline in many countries, while trust has eroded almost everywhere. The cost-of-living crisis has persuaded audiences to rethink their media subscriptions, and social media platforms like TikTok and Instagram have diverted younger audiences away from mainstream news sources and towards getting their news directly from social networks.

The emotional gravity of recent news cycles – such as the Russian invasion of Ukraine – has encouraged more people to 'switch off' and selectively avoid news altogether.

There are structural problems too. Major news organisations such as the BBC, National World, Reach PLC and Reuters, faced a heated summer of strike action following continued staff complaints over working conditions, pay freezes and compulsory redundancies. The National Union of Journalists looks to be very busy over the coming months as it fights to improve compensation for those behind the scenes of the world's biggest media organisations.

These are truly unprecedented times for media professionals, as they work within an industry landscape that seems to be evolving at a rate of knots.

Observing all of these challenges, you'd be forgiven for wondering how best to work with the media and find the perfect balance between giving news organisations what they want and securing the appropriate space for you to say what you wish to.

But the answer is disarmingly obvious: focus on building transparent and mutually respectful professional relationships.

Securing coverage that matters to you and your audience has always been a privilege, not a right. So, when your spokesperson appears on television, your quotes are included in a newspaper story, or a byline submission makes it online...these moments should always be celebrated.

Hard work has been done to stay on top of what's happening in the news agenda, work out where your business fits into specific issues, deliver messages that articulate why your expert's views should be heard and justify why people should listen.

Quality media moments have always been challenging to land, but now securing them is harder than ever, with time-pressured news organisations facing a whole host of separate issues which stand between you and the coverage you're looking for.

At Harvard, we encourage ourselves and others to prioritise putting the media first. The UK's media landscape might be changing quickly but the principles of media relations fundamentally remain the same. It's still first and foremost about relationships, and therefore about identifying what the media need and where we might be able to help them get what they want – so they can celebrate their work as much as we do.

That's why we invest so much time in meeting media professionals – and why we work with clients to do the same. We want to ensure that what you're doing is always informed by what news organisations and their changing audiences are looking for.

This is achieved by really getting to know how journalists prefer to work, what they're really looking for from you and most importantly – what not to do. So much time is wasted by media professionals having to avoid or decline irrelevant ideas or pitches or endure ways of working which potentially do not synchronise well with busy schedules.

Want to be heard in the media right now? The first thing you need to do is listen.



JONATHAN BIRCH
Co-leader of Harvard
Strategic Media Team

IN CONVERSATION

PR — THE PERFECT BLEND OF CREATIVITY AND STRATEGY

Laura Barnes, Senior PR and Comms Manager for Europe, Mimecast as told to Segolene Roche, Associate Director Harvard.

How has the role of PR evolved over the past couple of years?

The importance of PR has clearly increased as businesses focus more on their brand message. Thought leadership is a fundamental part of it: in the past, brands were often guilty of being too focused on themselves and forgetting to tell stories that people could emotionally engage with. Today, PR is about telling stories that bring out the human element to make people think, care and act.

Advertising has long been the golden child when it comes to creative storytelling; is there room for PR to do the same?

As a cybersecurity business, our mission is to keep people safe, and enable companies to work protected. But because of the nature of our industry, it can be easy to fall into the trap of scaremongering. However, we stand out by combining our expert knowledge on complex topics with empathy and humour.

If you're going to do good PR, you need to remember three key principles: PR can't afford not to be strategic. PR can't afford not to be measurable. PR can't afford not to be creative. Because great PR is a perfect blend of creativity and strategy melting into one.

“PR CAN'T AFFORD NOT TO BE CREATIVE. BECAUSE GREAT PR IS A PERFECT BLEND OF CREATIVITY AND STRATEGY MELTING INTO ONE.”

This is a big challenge. How important is it to surround yourself with the right people to deliver on it?

The client-agency relationship is key to this success. Agency competency is a given; but beyond having the right skills and contacts, a good agency should have people who keep the client's overall objectives in mind, have the same appetite for bold stories and are not afraid to challenge the client. And most importantly, who genuinely care.



SEGOLENE ROCHE
Associate Director

COMMS CRISIS AND HOW TO AVOID ONE

Crisis communications is one the of the most misunderstood areas of our industry.

To the public, it's usually seen as “brandwashing” – a devious way to conceal how evil a business is. To those in the comms industry, it's often seen as an exciting place to be. And to businesses (aka clients), it's something uncontrollable that could strike at any moment.



The reality is that crisis comms is often just about putting forward one side of the story or clarifying information not yet available. It should never be exciting – it should be calm, functional and practical. If crises are a wild ride, we're doing it wrong!

And for businesses, a potential crisis might be unexpected, but it's very much in your control – if you prepare and have some preventative measures in place. There are three key things to remember:

Most “crises” are not full crises. A true crisis for a business is something which impacts not just a brand's reputation, but its long-term bottom line – even affecting the chances of survival.

If it's solely a reputational issue, with little to no chance of long-term negative consequences, then it's an issue, not a crisis. If managed well, it will be resolved, and all will be calm again.

The media is not your key audience, just a potential route to them. Always prioritise communications to core audiences – employees, customers, partners – in that order. These are the people likely to be impacted by even a smaller issue. In the PR world, any messaging should be created with these audiences in mind, not to placate journalists.

The media and social media are then channels to reach those audiences more widely – if necessary. Unless this issue impacts the public, for example a product fault in a consumer device, we would always recommend a reactive approach to media. But the media themselves are not the priority here... the people directly affected are.

Get prepared. In tech, every business – no matter its size – should be prepared for an issue, or eventual crisis. The likelihood of needing that response is slim. But the impact of not having one could be huge.

To prevent an issue becoming a crisis requires a crisis comms team in place, ready to support a clear escalation policy, a set of core messaging to focus us all when an issue hits, and then a set of potential crisis scenarios which could impact the business at some point.

It will feel almost indulgent spending time and money creating a book that might never be used. But the relief of having a clear strategy in place if it's ever needed is immense!



LORNA HUGHES
Managing Director PR

SHARE OF VOICE:

ARE WE TRYING TO SOLVE A PR PROBLEM WITH AN ADVERTISING SOLUTION?

In the data-driven world of marketing, PR measurement is a challenge. Senior decision-makers and investors want to perfectly attribute their spend and resource against revenue – and PR has long lacked the quantitative, attribution data other parts of the marketing mix have enjoyed.

As a result, comms teams have borrowed models of attribution from marketing and advertising, even if they aren't directly replicable. Share of Voice (SoV) is a prime example of where PR lacks the right like-for-like metrics.

According to Les Binet and LinkedIn's B2B Institute: "There's a strong relationship between market share growth and investment in advertising measured as 'Share of Voice'." The principle being the more you pay to be seen, the more you are seen. There's a direct correlation between budget spent, opportunities to be seen and, consequently, market growth.

The challenge is when this direct correlation is applied to PR. Typically, Share of Voice in PR is measured by counting a brand's share of total coverage in a given period. This may be total coverage, it could be coverage in specific publications, or it might even be measured by "total readership numbers".

But here's the rub: unlike in advertising, the volume of PR-driven media coverage is not always directly correlated to investment (while of course there can be some connection). For example, a small start-up with a killer campaign and a shoestring budget can garner a flurry of national coverage that an enterprise client might only dream of. Plus, a publication's unique monthly visitors (UVM) aren't equal to the number of readers of your earned article.

When an advertising campaign has ran, a media buying agency will be able to tell you how many times your ad was served, how many unique people saw it, how many times, and what they "look" like – gender, location and interests. That type of data – for the most part – doesn't exist for earned media coverage. All this to say: analysing Share of Voice in PR isn't clear cut. There's no intrinsic science to connect your media SoV with your market share.

So why the focus and fascination with Share of Voice in PR? For most part it's driven by an obsession with competitors, compounded by the idea that the bigger our share of coverage, the better the results.

You could get coverage in a trade publication which has a stalwart readership of 12,000 people/impressions. A publication that, monthly, might be read by 45% of your target audience. And yet, a competitor might get a big national hit – in a less relevant publication – but because of the big impressions number, they win out in Share of Voice. So, it's easy to see how it can be a misleading measure of success.

Plus, other than SoV in PR being an expensive endeavour (having to cover the cost of media monitoring for your brand, plus your competitors) the data alone isn't very useful because it isn't directional.

"UNLIKE IN ADVERTISING, THE VOLUME OF PR-DRIVEN MEDIA COVERAGE IS NOT ALWAYS DIRECTLY CORRELATED TO INVESTMENT"

Understanding what messaging a competitor is using, how they're positioning their new product in a way that cuts-through, which "wish list" journalist they have managed to engage: it's this kind of qualitative analysis of the quantitative data that gives us direction.

There's a huge opportunity for PR teams to leverage the information that is available to them. To make use of qualitative analysis that enables you to evaluate strategy and direction. To review competitors' quarterly earnings and annual reports to understand their business plan and potential market, audience or brand impacts. To use audience intelligence tools like Sparktoro to provide proof of the best channels and opportunities to reach your target audience.

Rather than trying to solve a PR problem with an advertising solution, it's time to use data to provide direction for how we measure and evaluate PR programmes - but let's stop pretending that SoV is a silver bullet.



JESSIE BLAND
*Director of Planning
and Strategy*

CREATING AUTHENTIC EMPLOYEE ENGAGEMENT

“Why are you talking about this now?
You’ve always offered internal comms
support?” I hear you asking.

As a full-service agency, internal communications has always been part of our offering, from leadership and narrative coaching, to design, fulfilment, and content. However, the state of the world and changing employee demographics have shone a bright spotlight on employee engagement at a c-suite level and internal comms managers are feeling the pressure.

We’ve seen many brands fall flat on their faces over misjudged and inauthentic internal comms about global movements like the pandemic, Black Lives Matter, and the war in Ukraine. Likewise, as Gen Z and millennial workers move up in their careers, the feeling of ‘belonging’ is more values-driven than ever before (60% in the US, as an example) and employers are expected to communicate, loudly and clearly, on pressing issues of the day.

With lines blurring, internal comms can no longer be an isolated specialism sitting somewhere between HR and the external marketing and PR teams – it needs a collective viewpoint. That means support from the outside in, to look holistically at engagement models and help deliver the hard truths on what needs to change and where you need support to the right stakeholders.

To support our clients, we’ve consolidated our take on the secret to internal comms success, the elements you need to change or develop to get there and our recommendations on how a collective view can help you turn the ambiguous ‘culture change’ into an actionable plan.

Sound interesting but you’re not quite sure what that means? Here’s a sneak peek at our thoughts on what underpins great employee engagement and what you need to address to make that happen:



MARY PASLAWSKI
Client Services
Director, Marketing

OUR TRUTHS

Trust and transparency are the bedrock of strategic alignment



Business vision - defining the direction everyone is going in

Having a purpose is not enough. Your purpose needs purpose



An internal purpose that aligns with employee's personal values

Employee engagement is built on emotional commitment



An engagement framework that takes employees on an emotional journey

Leadership embodies change but to embed it managers must drive it forward



Employer brand advocates who are empowered to drive change from the ground-up

Culture is shared lived experiences and behaviours that deliver on your brand promise



A way to measure long-term change in people not just process

200%

**ORGANISATIONS WITH HIGH EMPLOYEE
ENGAGEMENT OUTPERFORM THOSE WITH
LOW LEVELS OF ENGAGEMENT BY 200%**

(Source: Gallup)

4X

**COMPANIES WITH STRONG CULTURES
HAVE SEEN A 400% INCREASE IN
REVENUE GROWTH**

(Source: Forbes)

Re-evaluating how you do internal comms as a brand when employees are clamouring for more is a big task and internal comms resources have always traditionally been tight.

Whether you just need an extra pair of hands to develop content or a 0 to 100 employer brand, by working with you as an unbiased third-party, our expertise combined with your internal knowledge will create a collective voice to challenge, inspire and enact change.

Whether you just need an extra pair of hands to develop content or you need a 0 to 100 employer brand, by working with you as an unbiased third-party, our expertise combined with your internal knowledge will create a collective voice to challenge, inspire and enact change.

THINK LIKE A CFO: HOW MARKETING AND PR LEADERS CAN HELP DRIVE MORE CREATIVE AND INNOVATIVE COMMS

It's well-documented that the most innovative brands outperform the competition, especially in challenging economic times.

Kantar research shows how BrandZ's Top 20 Most Innovative companies grew at almost twice the rate of the S&P 500 after the 2008 economic crisis. And more recently, throughout the pandemic, a portfolio invested in BCG's 50 Most Innovative Companies of 2019 outperformed the MSCI World Index by 12 percentage points.

Often marketing and comms teams are seen as the drivers of innovation. Thankfully over the past few years the B2B tech world has already started to push boundaries in terms of tactics, technology, and creativity. From Sage embracing TikTok for Business to celebrate SMEs and Yext introducing celebrities such as Louis Theroux into their virtual events series through to Accenture hiring in the metaverse and Sherwin-Williams using AI speech recognition to engage prospects – we are starting to see a step-change in B2B.

In fact, Gartner reported that 72% of CMOs say they increased investment in marketing innovation last

year. However, the same research states that 91% are struggling to measure the business impact of this innovation and just 6% of CEO's are satisfied with their company's marketing innovation performance. So, there's clearly a disconnect.

And with more pressure than ever on marketing departments to prove ROI, are we likely to see push-back from the business and a return to 'safe' activity that means marketing teams stay under the radar?

Here at Harvard, we helped champion industry innovators through our partnership with *B2B Marketing* earlier this year. We are proud that four Harvard clients made it into the final cohort of '22. Having spoken to these clients – and more – over the past six months it's clear that a reset is required for how comms people interact with the wider business.

As one SVP of Marketing put it: "We need to think and act like CFOs now".

**THIS
MEANS:** 

1.

Aligning marketing innovation activity with business goals – too often innovation can be seen as frivolous by other departments in an organisation. And there are still occasions where marketing is referred to as the 'colouring-in department'. By aligning your creative comms to business goals – whether these relate to sustainability, customer retention or growth, – it ensures that you will change the perception.

2.

Measuring the impact of innovation beyond ROI – return on marketing investment is always a good KPI, but when it comes to innovation, we should go beyond this and look at wider metrics too. Depending on the activity, this could include c-sat, employee engagement or brand perception.

3.

Being results-driven – measure everything you can so you have the data to prove effectiveness of your activity, and build the business case for more investment (or alternatively kill off activity).

4.

Allocating an experimentation budget – one marketer we spoke to allocated 40% of their marketing budget to experimentation and trying new activity. You might like to start small – say 5-10% - but whatever the amount, this allocation signals intent and means that it's in the budget from the start and can be built on y-on-y.

5.

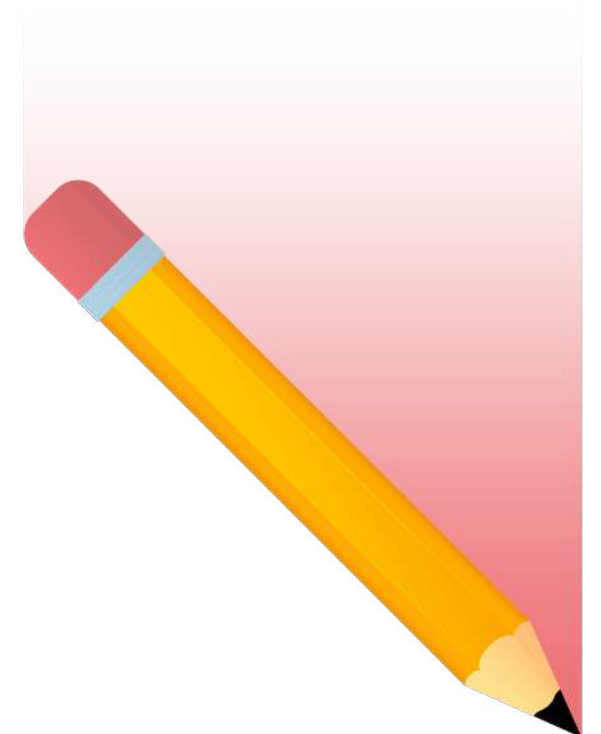
Bringing the business onboard – by being more accountable and transparent from the offset, the business will take this activity far more seriously. Just think how many CFOs end up as CEO (more than 30% according to research published last year).

And once again the data backs this up. Forrester's Marketing innovation Maturity Assessment from March of this year stated how execs in advanced-innovator companies are five-times more likely to take action based on measurement insights. And 80% of execs in these organisations say their marketing teams: "communicate specific metrics that demonstrate marketing's impact on overall business performance."

So there you have it. If we want to continue this trajectory for pushing our marketing and comms in 2023 and beyond, let's put down the colouring pencils and pick up the calculator.



ANDREW LAST
Managing Director
Marketing



THE PROMISE AND PERILS OF WEB3

As marketers and comms professionals, it's our job to understand the nuanced differences between new technologies and platforms, especially when the hype cycle gets going: When Facebook released its vision of the metaverse, that wasn't Web3. If Amazon decided to accept payments in Bitcoin next week, that wouldn't be Web3 either. A bank using a blockchain to record property ownership would also not be Web3. So, what is Web3?

The concept of Web3 is built on the idea that blockchain technology can underpin a fundamentally new approach to building digital applications. With Web3, digital tokens would mediate all kinds of online interactions, rewarding users and determining ownership in a supposedly "trust-less" environment.

To understand the core innovation of Web3, it's essential to understand the central criticism of Web2: too much power is concentrated in the hands of a few tech companies such as Facebook, Amazon and Google. Around the world, governments have begun legislating to limit the power of these tech companies. This includes breaking up monopolies, establishing new legal frameworks for keeping online spaces safe, and encouraging more transparency on data collection and advertising.

In contrast to the Web2 applications we have today, Web3 would have no centralised digital gatekeepers to establish the rules or profit off applications. Instead, apps would be developed to automatically reward individuals for their activity and developers for their efforts.

There's much debate over the potential of any crypto-based system to be a truly democratic alternative to Web2. If control of a Web3 system ultimately comes down to the ownership and use of cryptocurrency assets, could this simply shift control from tech corporations to high-net worth individuals?

Should all our engagement with digital services be explicitly motivated and rewarded financially?

But the biggest challenge for Web3 is a much simpler question. Something which made Web2 so wildly successful in the first place: UX. Amid the excitement over financial incentives and tokenisation, it's critical to remember that most users simply want digital services that are simple, efficient, secure and integrated.

The past few decades have been a Web2 masterclass in removing friction. Amazon 1-Click, facial recognition, omnichannel retail, contactless payment, open banking, the TikTok feed, streaming media and more – all point to the power and success of a slick, integrated and centralised user experience.

Here lies Web3's biggest challenge. Are users willing to adopt new digital services – a process that causes substantial friction – and move away from the seamless, centralised Web2 UX they're familiar with?

While it's certainly possible to develop a quality UX on Web3 applications, it's not necessary (in theory) for the app to succeed. If users are being financially rewarded for their activity and contributions, the vital role of UX in retaining user attention is no longer a priority.

Ultimately, do users want what Web3 is promising? Will micro-financial incentives be enough to convince them?

Maybe! But any marketer or salesperson worth their salt will tell you that friction is lethal for customer acquisition, satisfaction, and retention.

If Web3 is to be the future of digital services, then user experience – and not just financial incentives – needs to sit at its heart. In fact, Gartner reported that 72% of CMOs say that they increased investment in marketing innovation last year. However, the same research states that 91% are struggling to measure the business impact of this innovation.



SAM WARD
Senior Strategist

INTRODUCING

H:LAB MOVE DIFFERENTLY™

The world of technology is getting crowded. It's a space where all kinds of companies offer all kinds of things – often in surprisingly similar packages.

And at the same time, it takes much more to impress potential customers. Experience-led engagement (or in conversational terms, moments that really move) are the name of the game.

Altogether, it's even more essential today for technology companies to stand out – and stand for something. And that's where Harvard, and specifically H:LAB, can help.

Work that moves

At Harvard, we've already created brands and shaped brand-driven storytelling to be proud of.

Workplace from Meta keeps every employee connected, wherever and whenever they are. This year, we brought the story right back to the people that matter, using two films to spotlight personal experiences at Virgin Atlantic and Royal Ambulance.

This is Life on the Frontline: real stories of real people coming together every day to do amazing things. The emotive films, and associated thought leadership campaign, are well worth a view.

We've also had the pleasure of working on _VOIS: a new purpose-led brand created for the Vodafone Group. This brand world centres on the concept of light and movement – a visual representation of how _VOIS uses data to shape our world. It's a feast for the eyes.

We've always helped our clients to succeed by combining creativity with incisive strategy and planning, built on our love of technology. Now, we've brought all our design, branding and storytelling expertise together in one place at Harvard.

What is H:LAB?

Combining the strengths of Planning, Creative, Design and Content, H:LAB blends the very best of the science and art behind branding – in three simple steps.

THINK:

The sharp insight to uncover new perspectives

We use incisive strategy and planning to uncover the insights that will power company branding – from audience profiling and trends research to messaging and narratives. By helping define who you are and what you stand for, we can create compelling narratives and storylines.

CREATE:

Insight-powered ideas that move brands

We work with technology companies to fully understand the brand – and work out what comes next. Whether it's brand design, visual identity creation or tone of voice definition, our experts in strategy, design and content unite to create a distinctive and authentic brand language.

MAKE:

The highest levels of craft to bring tech to life

Then it's about delivering accessible, practical tools for creating a consistently powerful brand experience. It might be a ground-breaking campaign or a truly UX-focused interactive webpage – we're driven by creating best in class content of all kinds to move our audiences.

So, what's next?

We're passionate about partnering with our clients and giving technology brands the space to move differently – and move the world in turn.

H:LAB is the next stage on that journey, and we can't wait to see what we can produce together.

Harvard.co.uk/HLAB



MARC ALLENBY
Executive Creative
Director



CASE STUDIES

WIMBLEDON

ACING OPPO'S BRAND SPONSORSHIP 2 YEARS RUNNING

Every summer, Wimbledon ushers in a fresh wave of excitement – from world-class tennis, to Pimm's and iconic strawberries and cream. For the second year running, leading global smart device brand, OPPO, enlisted Harvard's consumer agency, Eat the Fox, to maximise their sponsorship of the event and drive brand awareness through media and influencers.

WOWING AT WIMBLEDON

To kick off OPPO's Wimbledon sponsorship, and celebrate Wimbledon's Centre Court Centenary, we wanted to highlight OPPO's unique camera and its ability to capture photos in high-definition. We asked tennis fans across the UK to celebrate the Colours of Wimbledon. With green, purple and white most synonymous with the tournament, we asked spectators to submit vibrant photos to help find Wimbledon's next big colours; whether it's the red of strawberries and cream, or the navy of the umpires' uniform.

We also have activations planned to highlight the new colour – watch this space!

This year, we boosted our annual Scoop takeover at Tower Bridge screening Wimbledon matches as part of a sold-out VIP experience. We created a 'Selfie Serve', allowing anyone to have their photo taken on the OPPO Find X5

Pro and printed onto ice cream – with more than 1,400 people taking part! Around 30 media representatives and analysts attended, including the likes of *Verge*, *Strategy Analytics* and *CCS Insight*. The takeover resulted in 12 pieces of coverage, including a feature in *Secret London*.

On site at Wimbledon, we organised a VIP Hospitality Suite for customers, media and influencers, with journalists from *Sky News*, *The Times* and *Wired* in attendance, as well as 8 influencers, including Jim Chapman (2.2M followers), Sam Thompson (1.5M followers) and Alice Liveing (696k followers).

Overall, Wimbledon 2022 was a smashing success – and we're looking forward to serving up another brilliant year of tennis.



EMILY ACKLAND
Account Director
at Eat the Fox

SENNHEISER

ADVANCING COMMUNICATIONS IN LINE WITH ADVANCED PRODUCTS

Sennheiser is a longstanding consumer client of Harvard and continues to be one of our most innovative.

The audio specialist has kept up with evolving demands from customers by adapting its product range, and its communications activity has advanced alongside.

Working with the Eat the Fox team, Sennheiser has moved away from the traditional print and technology reviews to creating valuable content for its entire customer base. While journalist testimonials and product debut press releases remain part of its campaign activity, launches now integrate influencer content from TikTok stars and Instagram Reels featuring products as part of trending dance moves.

With 49% of UK consumers using influencer recommendations to make purchase decisions, the pivot from purely traditional PR to digital ambassador-led content needs little debate. Objectives, messaging and focus areas may have remained the same, but the ability to be agile when it comes to new platforms and channels has ensured that Sennheiser communications are just as on the pulse as its products are.



JULIE BRANDER
Associate Director
at Eat the Fox

EVERYDAY NEWSROOM CREATIVITY

OPENTEXT SECURITY SOLUTIONS

Taking the complex and making it compelling is something we do every day here at Harvard. We love helping clients tell data-led stories that will get real traction with media. Big 'wow moment' campaigns are, of course, one route for this. But we thrive on finding smaller, creative ways to tell stories for our clients that still pack a punch – and at the heart of this effort sits our press offices.

Take the work we've done with OpenText Security Solutions (Webroot + Carbonite), one of Harvard's longest-standing clients. With almost a decade under our belts of driving their proactive UK press office, you might think we'd be short of ways to tell a cyber resilience story. But the reality is far from it!

For instance, when they came to us with a US-focused survey, we realised we needed to make it relevant for the UK market.

Using the initial research themes on phishing, combined with the spate of Royal Mail scams we were seeing in the headlines, we decided to test just how savvy UK employees really were when it came to spotting a phishing email (spoiler, they aren't).

We worked with the OpenText Security Solutions threat team to orchestrate "real" phishing scams by impersonating some of the

biggest brands in the UK, asking employees to differentiate between these scam emails and legitimate correspondence. In terms of how they fared, the results were even more shocking than we expected: less than half of UK workers were unable to spot the scam.

This single piece of quick creativity has fuelled more than 24 pieces of coverage across tier one tech media.

But we're not one-hit wonders. Driving longevity out of any piece of content is key to success. And this data has since been used at every relevant moment possible. We've weaved these findings into pithy comments in response to breaking news, included them in relevant features and used them as the basis to secure longer form bylines on phishing.

Ultimately, we've made sure this "smaller" piece of press office activity has gone on to fuel our media relations long after the initial sell-in.



AMY MCRITCHIE
Associate Director

SCALING UP WITH ANAPLAN IN THE UK

As a disruptive, connected planning company, Anaplan needed a UK team to establish PR in the market, build strong connections with HQ, and scale up activity as the business developed. This meant building brand awareness in the UK quickly.

After a competitive pitch, the team set about building a programme and structure that mapped out the organisation's priorities and objectives. This kicked off with investing significant time to understand the business – with hours spent speaking with product leads, reading reams of content, and deep-diving into the company's purpose.

Our strategy and planning team then conducted major story lining sessions with key executives to create core points of view that underpins a highly proactive newsroom engine. Finally, we aligned these points of view to key industry trends – such as the global supply chain and workforce planning challenges being faced in a post-pandemic environment.

These were rolled out across our newsroom – specifically targeting media that matters to Anaplan. The combination of impactful storylines and a targeted media programme led to immediate results with coverage across key vertical titles in supply chain, finance, and HR.

Beyond the results, the client relationship grows from strength to strength – built upon trust, openness, and a shared vision on comms. This has culminated in the company's first global PR campaign.

The campaign, targeted at CFOs was co-led by Anaplan and Harvard to provide content and toolkits for teams across the globe.

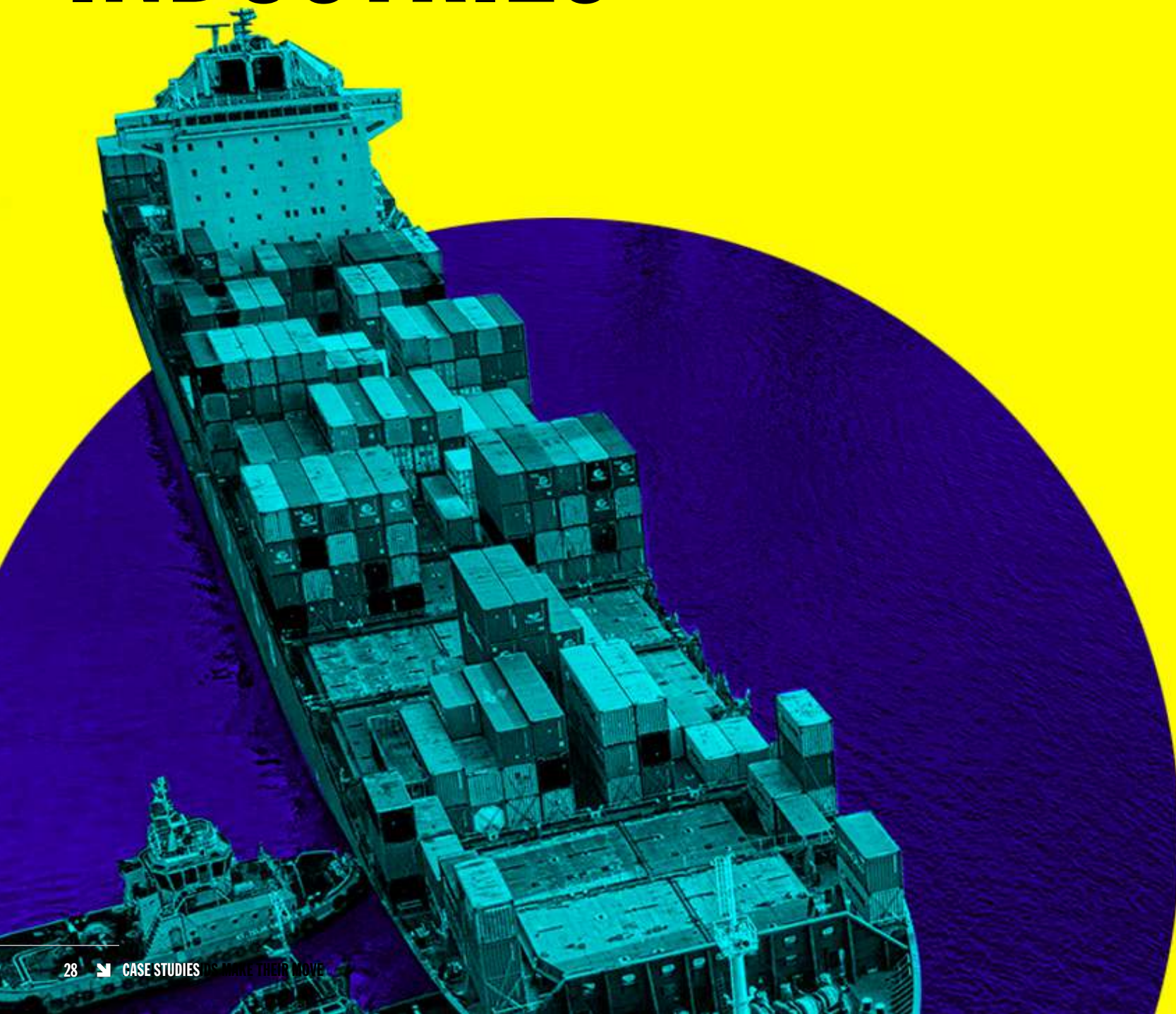
Overall, we've achieved over 50 pieces of coverage, hitting nationals, business, and vertical media. We've also created a structure and process for UK comms and have launched and managed the first global thought leadership campaign.

Moving forward with the trusted relationship built with the client, the scale up continues and the possibilities are endless. have been viewed more than 18,000 times and generated more than 100,000 organic social impressions, all without a single dollar being spent on paid media.



BEN ROBERTS
Director

CHANGING THE PERCEPTION OF 5G IN UK VERTICAL INDUSTRIES



5G has been the hot topic for a long time in our industry, and when you live and breathe tech, 5G adoption is a ‘why not?’- But for some verticals, the benefits aren’t always immediately apparent.

We worked with UK5G – an impartial innovation network that exists to accelerate the adoption of 5G across the UK – to support the Department of Culture, Media and Sport (DCMS) increasing awareness of the benefits of a ‘digital-first’ Britain.

We dove into each vertical industry to genuinely understand which actions would be most effective in improving 5G adoption through a series of focus groups with 50 key industry stakeholders. It quickly became clear that all were struggling to build a business case for 5G deployment as they were unable to find useful information and guidance on how to access 5G.

To help these industries consider 5G as an enabler of growth, we needed to raise awareness of the tangible benefits of 5G and highlight ways to access it and supporting technologies.

And so, we embarked on a campaign rooted in strategic content and targeted amplification. We knew UK5G needed to be more distinctive to capture the attention of our target audiences and that traffic to the vertical specific pages wasn’t as high as it could be. To address this, we developed a new look and feel for the campaign, ensuring all assets had a consistent look and feel to build stronger recognition with

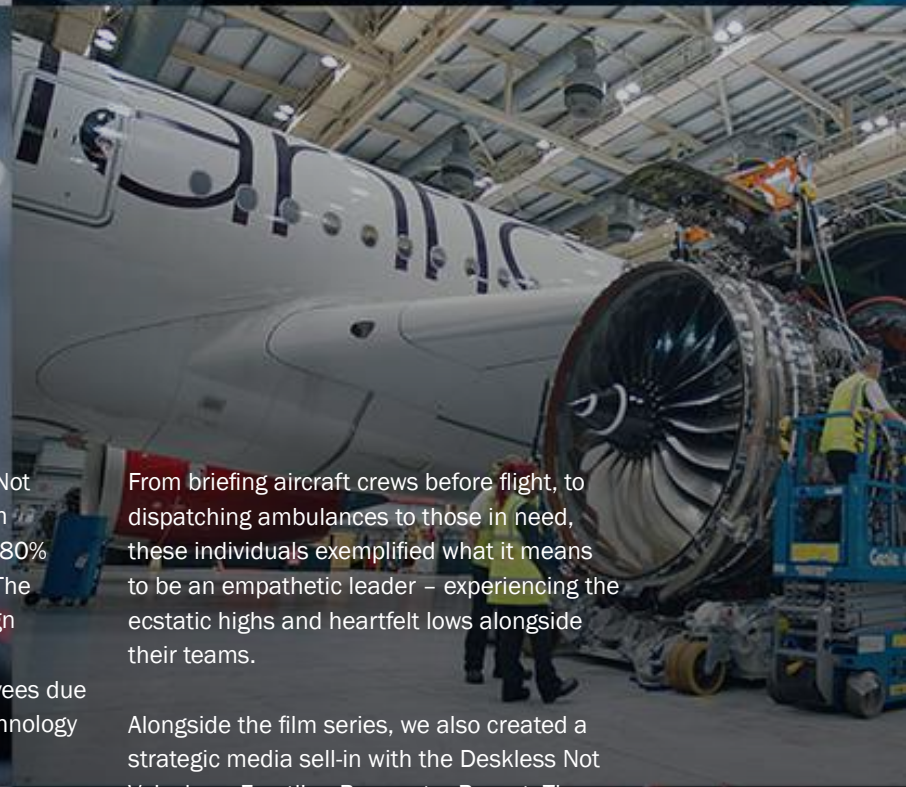
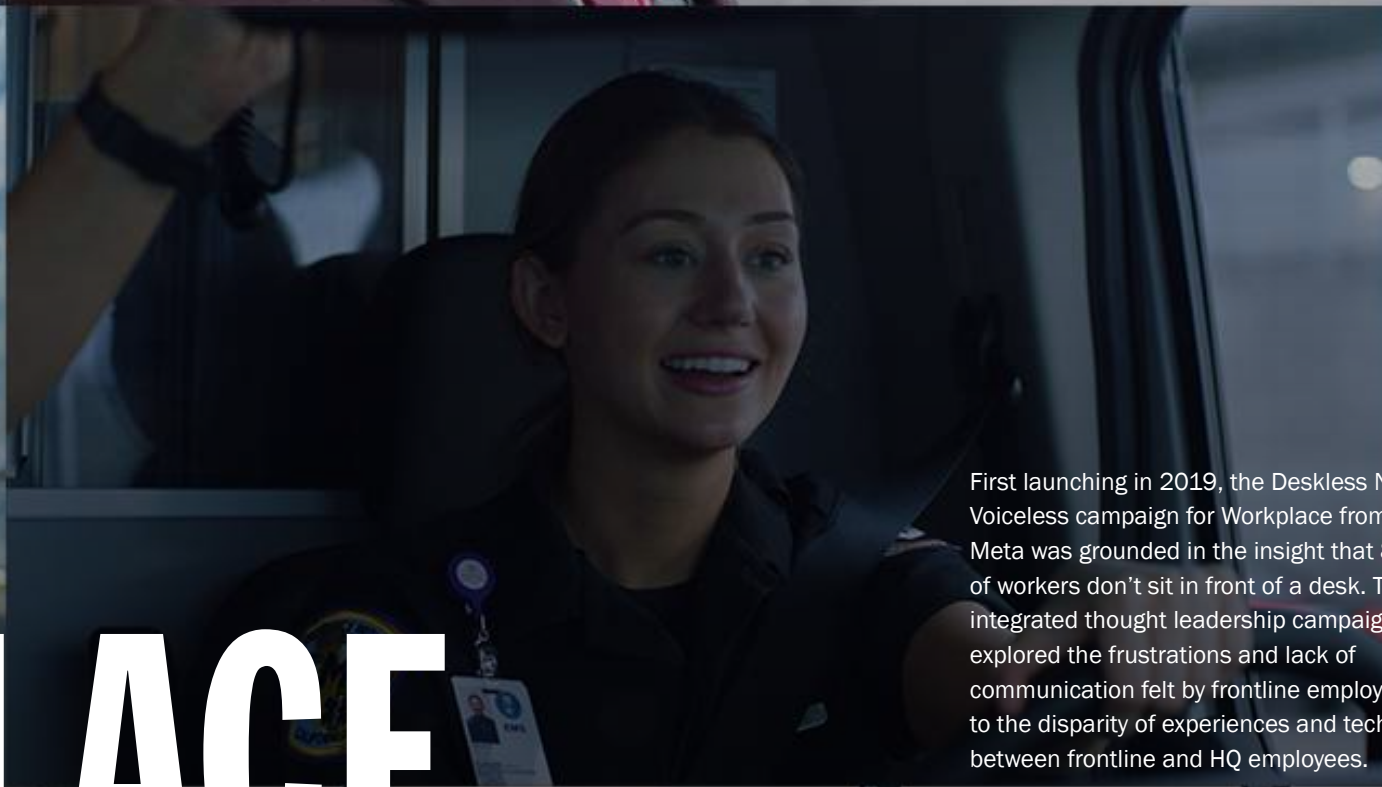
our target audiences. Our discussions also enabled us to create a content framework, focusing on growing awareness of the benefits of 5G in each industry as well as highlight the vertical-specific challenges to adoption through a series of blogs, social media content, podcasts, and virtual events.

Finally, to help us reach a wider audience and build credibility, we identified and engaged a network of influential thought leaders to generate content, host virtual events and produce social media posts.

With a 77% increase in traffic to the UK5G website and 91% of our target audience stating that they now understand the value 5G can bring to their business, the campaign was a success and laid the foundation for a phase two campaign.



MARY PASLAWSKI
*Client Services
Director, Marketing*



WORKPLACE BY META LIFE ON THE FRONTLINE

First launching in 2019, the Deskless Not Voiceless campaign for Workplace from Meta was grounded in the insight that 80% of workers don't sit in front of a desk. The integrated thought leadership campaign explored the frustrations and lack of communication felt by frontline employees due to the disparity of experiences and technology between frontline and HQ employees.

Building on the successes the campaign achieved in preceding years, in 2022, we wanted to kick things up a notch. Enter Life on the Frontline.

At the centre of the campaign, we created a film series that demonstrated the impact of technology without showing the tech itself – a rarity in B2B storytelling.

Life on the Frontline is a series of short and impactful documentaries featuring Virgin Atlantic CEO, Shai Weiss, in London, and Royal Ambulance VP of Human Resources, Eve Grau, in San Francisco, living a day in the life of their frontline teams and sharing their journey.

From briefing aircraft crews before flight, to dispatching ambulances to those in need, these individuals exemplified what it means to be an empathetic leader – experiencing the ecstatic highs and heartfelt lows alongside their teams.

Alongside the film series, we also created a strategic media sell-in with the Deskless Not Voiceless: Frontline Barometer Report. The thought leadership report gave an honest measure of the frontline experience globally.

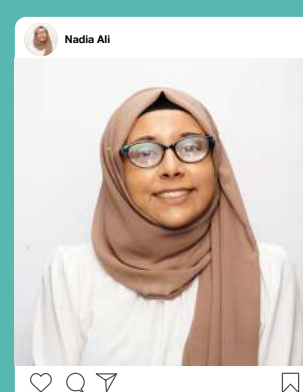
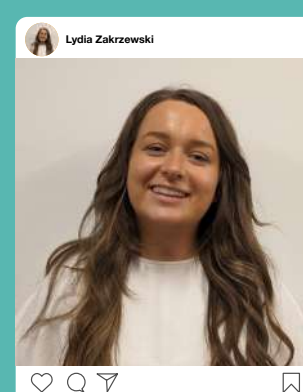
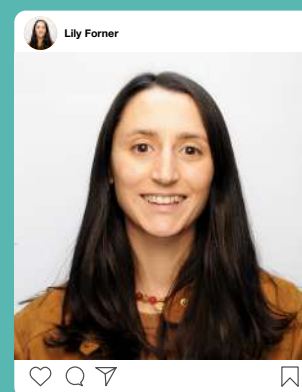
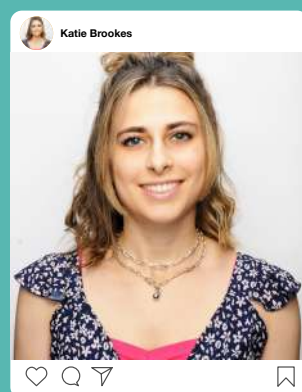
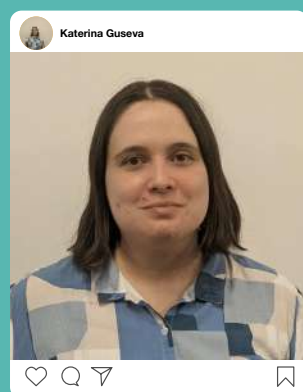
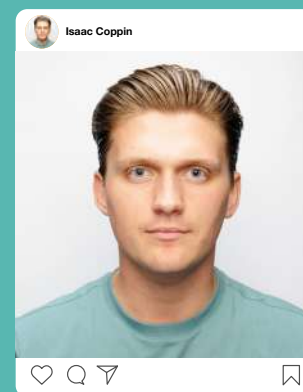
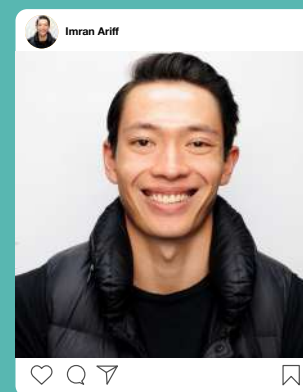
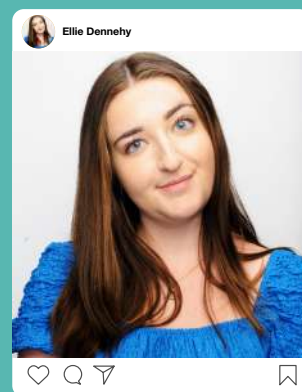
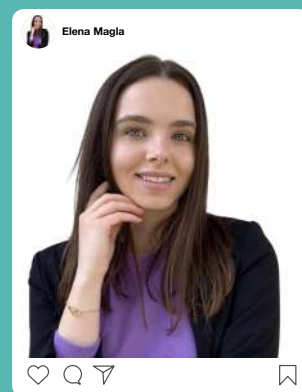
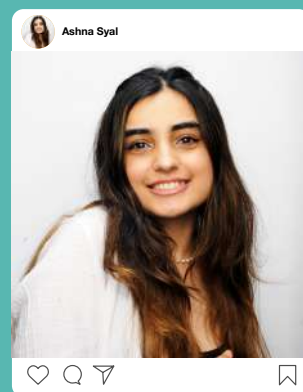
Collectively, the integrated campaign has achieved 50+ pieces of top-tier coverage to date. The Life on the Frontline videos have been viewed more than 18,000 times and generated more than 100,000 organic social impressions, all without a single dollar being spent on paid media.



WILL COOK
Director

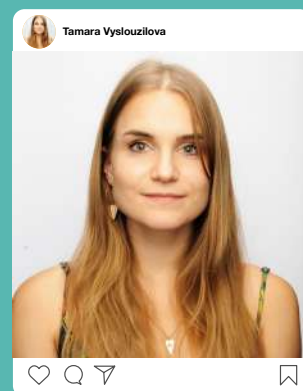
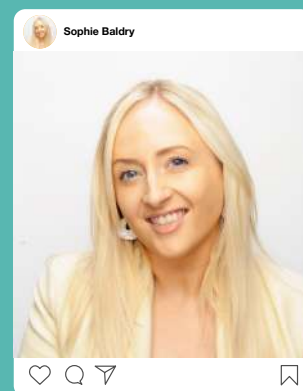
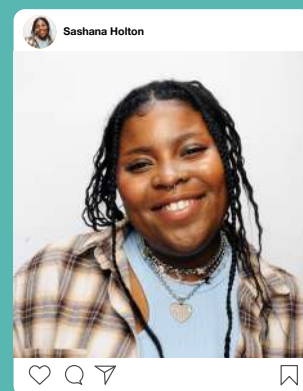
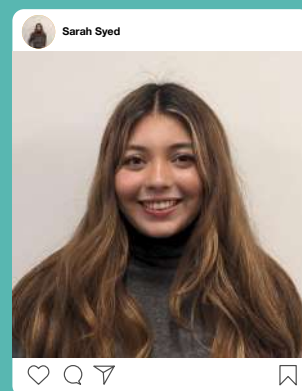
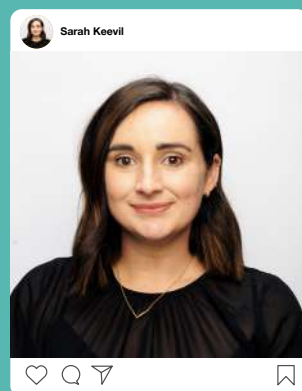
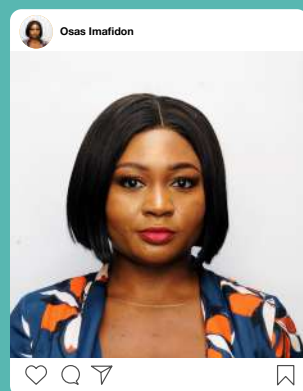


HELPING OUR PEOPLE MAKE THEIR MOVE



WELCOME TO THE TEAM

In the last few months we've welcomed a bunch of brilliant new starters to both Harvard and Eat the Fox. We are very happy to introduce you to some of them...



OUR DE&I JOURNEY CONTINUES

Diversity, Equity and Inclusion (DE&I) continues to be a huge focus for Harvard. Underpinning this, our vision remains absolutely clear – to create an environment where anyone, from any background feels safe, inspired and enabled to make their move.

This means fostering an empathetic, empowering, and open culture built upon trust and growth.

Having made real progress over the past couple of years – particularly around race and ethnicity through initiatives like race at work training and partnerships with the likes of BME PR Pros – we knew that 2022 had to see us grow even more, and in new ways.

Listening to the feedback from within the business, we wanted to go beyond our existing successes, pushing into new areas without losing the momentum in others. This required a rethink on the DE&I strategy to ensure we had the structure and leadership in place to make this happen.

It's been a successful process. We now have senior leadership across six pillars of activity and focus for DE&I – Disability, Gender, LGBTQ+, Neurodiversity, Socio-economic, and Race and Ethnicity. With clear leadership in place and support teams around each of the pillars, we've been able to make real progress across the board.

We're realistic with this though. We know we're much further ahead in our journey in some of these areas than others. In areas like gender and race and ethnicity, for example, we feel we have already made strong progress – with a strong understanding of key issues in the business, training sessions, and more all part of the journey.

But other areas – like disability and neurodiversity – we're at a different place. Recognising this and understanding our journey is nuanced and varied across these different pillars is vital to ensuring we're giving people and processes the right space to grow.

This isn't about having a million points-to-do list to bring about a whirlwind of change for the business. Rather, it's about having five meaningful actions against each pillar that quickly adds up to 30 across all the pillars. And we believe they'll necessitate progress and growth for us all.

It's encouraging to see that this year we've already had some huge wins, with more to come. To name just a couple, we totally overhauled our onboarding process to ensure we're meeting our new starters halfway and not just expecting them to assimilate to company culture. This means starting the onboarding process before they join (not getting them to do work though!) so they can feel as settled as possible right from the off.

We have also launched OPEN_, an internship programme which offers young people who have been previously marginalised or unable to access the industry, a seven-month paid internship. OPEN_ is a joint venture between Livity and Hidden – designed to replace traditional graduate schemes – focusing on outreach to communities to promote mobility and access to our industry.

DE&I underpins so much of the culture here at Harvard, and it takes the behaviours of each and every one of us to keep it growing. But it's not the only thing that matters when it comes to culture...



BEN ROBERTS
Director

REBOOTING OUR CULTURE POST-COVID: SOCIAL ORGANISING AT HARVARD



are coordinated. That way, we can make sure we're marking the moments that matter to our people – in sensitive and respectful ways – throughout the year. Between our group of mental health first aiders and champions, the SOC team and our DE&I champions at Harvard and VCCP Business, we managed to celebrate and commemorate 23 “moments” by the halfway mark of 2022, including Ramadan, Trans Day of Visibility, Mental Health Awareness Week and Earth Day.

For us, culture is all about enabling our people to make their move in their personal lives as well as at work. We launched an industry-leading parental leave policy which is fully gender-neutral and allows parents to flexibly decide who the primary and secondary carer will be and therefore how much leave each will take, which encompasses parents going on surrogacy and adoption journeys.

Like many businesses, in 2022, Harvard needed to reboot its culture following the Covid-19 lockdowns. Our mission has been to create an environment in which people from any background can thrive, but the question was how to do this well in the hybrid world we'd adopted? We decided to really focus on what makes us great – our people – and ensure that as quickly as we had changed the way we worked, we were changing the way we look after our people too.

At the heart of this was relaunching our social team – we renamed it SOC (social organising committee) and opened it up for a new cohort to join, so a broader range of people could organise fun across the agency. Our focus was on making our activities as inclusive as possible, to ensure everyone at Harvard felt like they have a way to engage with their colleagues in a way that's accessible to them – rather than feeling like the only way to feel included was to stay late at the pub. So far, we've done everything from karaoke to pot-luck lunches, darts to Dungeons and Dragons!

Looking at employee engagement more broadly, it's important to us that all our engagement initiatives and DE&I activities

In addition to the above, we've helped people make their move in so many other ways including through our revamped, hybrid-friendly learning and development programme which is fully up and running now and we're continuing to build and expand on our Harvard Health offering through Vitality, access to Calm and weekly yoga. This year, we've also introduced our Working Parent and Flexible Working Champions to foster a support network throughout the business and informal counsel outside of the People Team for those looking to go down these paths themselves.

We know that making your move looks different for everyone and we're continuously evolving what our People First approach looks like. Watch this space for even more updates in the months to come!



JO FRANKLIN-WRIGHT
Director

“WE LAUNCHED AN INDUSTRY-LEADING PARENTAL LEAVE POLICY WHICH IS FULLY GENDER-NEUTRAL AND ALLOWS PARENTS TO FLEXIBLY DECIDE WHO THE PRIMARY AND SECONDARY CARER WILL BE.”

EMPLOYEE SPOTLIGHT

SHANIL NAYEE, ACCOUNT DIRECTOR AT HARVARD



As told to Joe McDermott, Director at Harvard. In August, Shanil celebrated six years of work at Harvard – having joined as an Account Executive. Over that time, he's tackled countless challenges that the world of PR and comms has thrown at him. And earlier this year, he was promoted to Account Director.

However, that promotion was only the tip of the iceberg, as this year saw Shanil also win Young PR Professional of the Year at the PRmoment Awards and be shortlisted as a Young Game Changer of the Year at the PR Week Awards. And he achieved all this while planning a wedding!

Reflecting on his time at Harvard, we spoke to him about his journey.

WHAT CAN YOU REMEMBER ABOUT YOUR FIRST DAYS AT HARVARD AND HOW IT FELT TO JOIN THE AGENCY?

It was great - I felt welcomed, relaxed and I remember it being a lot of fun. I was quite a different person back then, extremely shy and reserved, so it was a surprise when I immediately felt at ease.

HOW HAVE YOU GROWN OVER THE PAST SIX YEARS?

Six years have flown by! And I've grown up so much – once I'd settled in, I can remember Lorna (MD PR) describing me as the Andrex puppy: excitable but lacking in direction! I like to think I've retained the excitement towards the day job, but I feel much more assured in where I want to take my career now.

IN WHAT WAY HAS HARVARD HELPED YOU MAKE YOUR MOVE?

I love that I get to contribute to a more honest, open culture at Harvard – we've done a lot of work to create transparency and ensure everyone can be themselves at work. It's not perfect yet but we've made great strides and I'm proud to be part of that.

I've had the opportunity to contribute to Harvard's DE&I initiatives – helping Harvard to secure Blueprint accreditation, support the Taylor Bennett Foundation, and generally champion diversity and inclusion through the 'Taking Action' group.

The latter was set-up following the murder of George Floyd and acts as a guide to the board in areas such as recruitment and retention etc. We stand as a point of reflection for Harvard – encouraging people to have more difficult conversations around the issue of race and not shy away from them.

And I'm glad we're now taking that approach across all aspects of DE&I with individual pillars and leadership groups for disability, LGBTQ+, neurodiversity, gender, socio-economic, race and ethnicity.

WHAT DOES IT MEAN TO YOU TO WIN YOUNG PR PROFESSIONAL OF THE YEAR?

Everything! I could go on about that night – the wonderful team I work with, the trophy, the celebration - but one moment really stuck with me. Afterwards, a completely random person came up to me and said, "it's nice to see a person of colour win." Representation matters and I hope we continue to see other brilliant, young BME professionals winning awards.



JOE MCDERMOTT
Director

KEY LEARNINGS FROM CANNES



So, after two years on hiatus thanks to an unspecified virus of unknown origin, the 69th Cannes Lions Festival of Creativity was back on in 2022. And boy, was it back on. I had the privilege of flying to the scorching south of France to take part in the Creative Academy: a week-long programme of talks and workshops with the ad industry's best of the best, open to 30 creatives from around the world each year. To secure my place, I had to write an essay and even create a video explaining why I should be there! It felt like being a schoolboy again.

The atmosphere was electric: all along the Croisette, the big dogs (Google, Meta, Twitter, Pinterest, Warner Brothers and their ilk) set up beautiful tented beach zones - where meetings, talks and socials were held during the day, and extravagant parties at night. Everyone was desperate to get into the Spotify beach! The Academy itself is a glass-walled building right by the Palais des Festivals, where the awards take place. Throughout the event, ad execs, film producers and CEOs rubbed shoulders with the likes of Ryan Reynolds (an ad man himself), Paris Hilton (there talking about NFTs?), Kendrick Lamar, Dua Lipa... and a small army. It was all very glitzy - and must've cost a great deal.

I was there, first and foremost, to be a sponge. To learn as much as I could. And there was a lot to absorb. Each day was filled, from 8.30 to

5.30, with talks by a host of fascinating people: Ted Sarandos, Netflix CEO and Michael Ouweleen, of Cartoon Network, on top of creative directors from the big agencies. We were given valuable insights into digital and social trends, creative inspiration from the horse's mouth - and most of all, on how to use what we do as a platform for social change with true purpose-led campaigns.

I came away with some vital insights about creativity and comms in the 2020s. First and foremost, to create brand messages that feel authentic, not overly produced or 'salesy'.

With modern audiences so desensitised to advertising, using technologies that never stop evolving, brands must address real human needs. Comfort. Security. Purpose. Self-worth. Creators are increasingly those who live and breathe social media, making self-shot content that shows real people and real lives.

With the next digital generation coming of age, it's also about reimagining familiar aspects of society. What can entertainment, or ownership, or property, or social networks become in the next few years? Agility is key: we have to jump on these trends now, while they're still gathering momentum.

Basically, it's not just about the story, but about where and how we tell it. And if our stories

can somehow have a positive social impact, influencing thought and culture, so much the better. To really own the next decade, we can't just be selling stuff: we have to align our brand values with those of our audiences.

Highlight of the week? It's a toss-up between the glamorous LadBible party - complete with free champagne, giant mansion setting and Basement Jaxx - or that time Frankie the Dinosaur, star of the award-winning 'Don't Choose Extinction' campaign for the UN, stalked into our classroom and tried to eat my head.



NEEL SOOD
Creative Copywriter



HEARD@ HARVARD

It felt like everyone, and their dog started a podcast during lockdown, it was a fantastic way to keep talking, discuss trends and issues and to quickly create brilliant content, easily consumed on those long lonely Covid walks. As such, we decided to do the same, we wanted to activate our large networks to talk about technology, marketing and PR and some of the innovative thinking that influences our industry.

Over a couple of years, it's gone from strength-to-strength. Our past three guests have been Zoe Scaman, one of the pre-eminent influencers on Web3; Rob Mayhew, Tik Tok comedian and Dean Forbes, an entrepreneur with a £1bn exit to his name.

HERE ARE FIVE THINGS WE HAVE LEARNT:

1. LET THE GUEST DO THE TALKING – obvious I know, but trying to control the content doesn't work, 4-5 questions provided up front to guide a conversation is more than ample.

2. SIGNPOST PERSONAL TOPICS UPFRONT – among many others, we've talked about race and ethnicity, female leadership and LGBTQ+ topics. Some of these topics may be very personal to guests and gaining consent on the depth of discussion is important.

3. TIMELY APPEARANCES – like most talk shows, there's usually a right time to have certain guests, usually film and book launches! Finding people that tap into prevailing thinking or push it forward are most interesting.

4. DO NOT SCRIMP ON PRODUCTION – there's lots of platforms to produce podcasts and we're lucky to have our own team, you need to sound professional if you want to be taken seriously.

5. PAY A FEE – to get the best people you can't expect their time for free, most people have turned it down, but it's an important principle.

Please do tune into **Heard@harvard** – available on all major podcast platforms.



LOUIE ST CLAIRE
*Non-Executive
Chairman*

THANK YOU

HAR
VARD:

