

1 - Document Control

Reviewers			
Date	Reviewer Name	Position	Sign-Off
	P. Funkhauser	Project Director	
	J. Unibrau	Asst Project Director	
	P. Diddystein	CEO	
	J. Peapodiferous	Director of Human Resources	

Final Sign-Off			
Date	Reviewer Name	Position	Sign-Off
	P. Funkhauser	Project Director	
	P. Diddystein	CEO	

Distribution	
Date	Name, Position
	S. Pickleworth, Management
	C. Utomorrow, Management
	B. Wildered, Management
	M. Seiler, Management
	T. Tate, Management

2 - Scope

This communications plan will be a tool for communication practitioners at Poseidon Oil Corporation to guide internal communication changes and adaptations resulting from the merger.

Current internal communication issues result in a need for a new plan that provides solutions for gaps in communication, lack of knowledge about the merger, and a currently inefficient communication structure since the merger.

The plan accounts for issues and characteristics unique to Poseidon. An audit analyzes the identity of Poseidon that although positive, contrasts with NOVA's. It outlines the problems and benefits of having a company with branches all over the world within a rapidly changing work environment.

To create the plan, the communications team has used observation techniques as well as information from the communications audit. Using this information, goals and objectives were set for the completion of the project. Strategies and tactics will be evaluated through the system described at the conclusion of the plan.

The implementation of the goals and objectives of the plan will require the input and cooperation of the communications team as well as Poseidon and NOVA's employees. The communications team hopes to achieve its objectives in the time allotted using the tactics and tools listed in this document and the resources already available. As the project progresses, it is imperative to monitor the success of the tactics and sign-off on the appropriate tasks.

3 - Project Overview

Poseidon is implementing a company-wide internal communications plan that will improve communication methods and employee morale of both Poseidon and NOVA employees.

The initiative, which was drafted in March 2003, will span a 12-month period. The Poseidon Department of Communications has developed the plan and will be responsible for implementation and evaluation. The plan is designed to benefit all audiences including executives, management, employees, families, and stockholders. Its efforts will increase the ability of Poseidon and NOVA to grow together and define a vision and common goal for everyone involved.

The plan was developed on the principle that a corporate culture is established through effective communication within the company. In order for Poseidon and NOVA to compete in the thriving oil industry, the details of the merger and future visions need to be communicated to employees. Their feelings and opinions also need to be expressed using tools and tactics accessible and visible to them on a daily basis. This new plan will foster interactions among all constituencies and serve as a tool crucial to daily work.

4 - Situation Analysis

▪ History

Poseidon Oil Corporation is a fully integrated oil and gas company operating in the Western United States and in various locations around the world. The company has been in business since 1950 and has since established a reputation for innovation and success.

Poseidon employees are considered the best in their field and work under excellent conditions. Employees are treated with respect and encouraged to take risks to remain at the forefront of the industry. Many employees are promoted from within, and they typically stay with the company throughout their careers.

In February 2000, NOVA Corporation purchased two-thirds control of Poseidon's stock. NOVA, a very large petroleum transmission company with vast holdings worldwide. Former employees at its Houston headquarters describe a corporate environment that is extremely competitive and driven by fear of downsizing. Many changes have occurred since the merger in 2000, leaving many Poseidon employees disgruntled and concerned about their careers with the company.

▪ Current Collaboration

NOVA has permitted Poseidon to maintain its separate identity within the NOVA companies. This will allow Poseidon to keep its original trading symbol that has represented its corporate culture for over 50 years.

The merger with NOVA has also meant more opportunities for Poseidon employees, including the purchase of more offshore drilling rigs, raises to some specialists, and a possible improved health benefit package.

▪ Benefits of a new system

The main goal in creating a new communications system is to develop more efficient communication methods that will improve employee morale and increase productivity. To achieve this goal, there is a need to integrate work environments and create a common vision and philosophy. It is imperative to communicate information about the merger, including the economic and social benefits of being owned by NOVA, and to extinguish and dispel circulating rumors. Finally, NOVA and Poseidon's existing communication channels need to integrate in order to form a cohesive and productive working atmosphere.



5 - Communications Audit

In the process of creating and restructuring the communications systems at Poseidon, the communications team conducted a communications audit. The purpose of the audit was to take a “snapshot” of communications needs, policies, practices and capabilities. The audit allows us to uncover the necessary data to allow top management to make informed decisions about the future communication objectives and to uncover misunderstandings and barriers related to the merger with NOVA.

The objectives of the audit were to take an inventory of the existing communications systems and assess their effectiveness, to gather information on our audiences, which allowed us to target our communications using appropriate messages and channels, and to synthesize information to direct our communications objectives.

- **Communications inventory: audience and channels**

Not much existing information was available on Poseidon’s previous communications policy; this problem was compounded by the fact that NOVA brought in managers to oversee this area.

The recipients of Poseidon’s internal communications are diverse, with employees overseas in North Atlantic, off coast of Newfoundland, North Sea, off eastern Scotland, Sulawesi Sea, and off coast of the Philippines. Poseidon employs 3,200 people who are active in all segments of the petroleum industry, including offshore exploration, undersea extraction, refining and marketing of oil and gas.

Poseidon’s head office is in Seattle, with refineries in Colorado, marketing facilities throughout western United States, and offshore drilling worldwide. NOVA is headquartered in Houston, with holdings in North and South America and worldwide. Managers from NOVA were brought in to oversee key areas, including finance, accounting, administration (including corporate communications and recruiting).

Poseidon has several existing channels of communication, including an intranet (or advanced computing network) since 1986, a monthly company newsletter distributed by mail, an annual report (including multimedia presentations), mass media news releases, and signage and logos. We also



assume Poseidon communicates via e-mail, memos, Internet Web site (external), phone, fax, and face-to-face meetings.

▪ **Communications Assessment**

The Poseidon communications team assessed employees attitude toward existing communication through surveys, interviews, focus groups, and observations.

The assessment involved a cross-section of all employees (approximately 3,200 employees total), including top, mid-level and lower-level management, specialists (geophysicists, geologists, chemists and engineers), clerical, secretarial and uniformed personnel, and marketing.

Material evaluated by the employees included annual reports, advertising, meeting minutes, e-mails, Web site traffic, manuals, brochures, handbooks, other HR materials, and trade show material.

The communications team asked the following questions, among others in surveys, interviews, and focus groups:

- What are the levels of understanding and interest about key issues — how do employees view the merger?
- What are the preferred channels of existing communication?
- How much access do employees have to these channels?
- Is the frequency of the messages effective?
- How effective are supervisors' communication skills?
- How often do you have face-to-face interaction? What is the value of this?
- How credible, accurate and timely is the communication, in your opinion?
- What do you remember from the last newsletter? Was it helpful to you?
- Demographic questions, including geographical diversity, age, sex, education levels.

▪ **Results of the audit**

A clash of reputations exists between Poseidon and NOVA. The two companies need to integrate work environments and create a common vision and philosophy. Poseidon was established by two brothers who set out to create a company capable of cutting-edge undersea oil exploration and production. The founders' expertise enabled them to talk knowledgeably about the business with virtually every employee. Its reputation was one of good customer service, high expectations and exacting standards, and employees typically rose to meet management expectations. Employees were treated with respect and encouraged to take risks to remain at the forefront of the industry. Working conditions were excellent, with third Fridays off with pay, first class business travel and

accommodations, four weeks annual vacation and savings to a cap of 12 percent annually.

Conversely, NOVA is highly professional, modern, cutthroat, and impersonal. The corporate environment is self-described as extremely competitive and driven by fear of downsizing. NOVA's goal is to make company more fiscally efficient. NOVA views Poseidon atmosphere as "old fashioned and quaint," with Poseidon's marketing symbol held up for particular scorn and ridicule. Therefore, a need to integrate corporate visions exists in the newly merged company.

A lack of understanding of merger changes and benefits exists, causing a need to communicate information about "restructuring" to stamp out rumors with truth, whether good or bad news. We know that Poseidon perks have been taken away. For example, there are no Fridays off, vacation days were reduced for lower-level employees, including clerical staff, and travel must be made through NOVA travel department, with first class limited to presidents and above.

However, there are many benefits for Poseidon employees as a result of the merger. NOVA's funds mean more opportunities — offshore drilling rigs and raises to some scientists and engineers. There is talk of improved health package, which we assume has been verified.

Finally, the audit has indicated that there is a need to integrate NOVA and Poseidon corporate communications systems and project a generally integrated atmosphere.

▪ **Other Assumptions:**

1. We have graphic designers, advertising, & photography people in-house.
2. We assume that there will be health benefits given to most employees as a result of the merger.
3. The company is willing to invest in technology equipment to make communications more mobile and improve business.
4. There is a LAN network that is able to upgrade the intranet, and we have server technology to work with in the upgrade.
5. Every employee has a computer or will have access to a computer as a result of the technology upgrade.
6. All employees have a general understanding of the Internet and understand the fundamental principles of computing.
7. The employees will be allotted time "on the clock" that will allow them



- to participate in activities designed by the new communications plan.
8. The corporation wants to save money where possible. There are limited resources available for the communications plan and we must utilize resources cost-effectively. Management only wants to invest in projects that produce direct, measurable results.
 9. The communications task force team will be employed long enough to implement and evaluate the new communications plan.
 10. The company has departmental meetings weekly.
 11. NOVA's employees are willing to cooperate during the changes and participate in the suggestions provided by the internal communications plan.
 12. Executives and directors believe in our capabilities and trust our assessments.
 13. Workers are not happy with the current communication plans at Poseidon and NOVA.
 14. Workers would like more access to information concerning changes implemented and the benefits and results of them.
 15. Morale among employees has decreased due to lack of communication between NOVA and Poseidon employees.

6 - Objectives and Strategies

Overall Goal: Develop more efficient communication methods that will improve employee morale and increase productivity, which are essential to the organization.

Objective #1: To increase knowledge of the merger and thus to effectively integrate the NOVA and Poseidon employees into a cohesive communications unit.

To achieve this objective, we aim:

- To increase knowledge of the benefits associated with the merger including but not limited to information about raises and improved health care packages.
- To present in clear and simple language the economic and social benefits of being owned by NOVA.
- To dispel rumors by providing information about how the merger affects the company as a whole.
- To provide information necessary to make the management transition as smooth as possible for all employees.
- To provide and make clear any new expectations. While Poseidon employees may have known them before, they may have been altered with the change in ownership.
- To provide timely information to employees concerning news that changes or affects how they do business.
- To effectively integrate the new and old employees into a cohesive communication unit.

Strategy #1: Increase the credibility of messages by making senior management, supervisors, and lower management more accessible and visible to all levels of employees.

Objective #2: To promote the acceptance of the visions and goals of both companies.

To achieve this objective, we aim:

- To filter information from NOVA to Poseidon in messages concurrent with the Poseidon communication structure.
- To increase morale among all employees now acting under the Poseidon branch.
- To recognize employee accomplishments and contributions.

- To incorporate NOVA's communication goals into the framework of the Poseidon communication structure.
- To create a combined identity for NOVA and Poseidon.
- To establish what is working and use those principles in other areas of the company. (i.e. computer network, excellent customer service.)
- To generate enthusiasm about Poseidon and NOVA's future together.
- To incorporate Poseidon's corporate story and philosophy.
- To communicate a new "corporate culture" to employees in different areas of the world.

Strategy #2: Combine the management efforts of Poseidon and NOVA to aid in creating an identity familiar and accepted.

Objective #3: To establish new and open up existing channels of communication that allow for the free flow of information that speaks to all levels of employees.

To achieve this objective, we aim:

- To establish two-way communication between NOVA managers and Poseidon employees.
- To increase the flow of information from NOVA to Poseidon and vice-versa in a positive light.
- To incorporate multiple channels of communication that speaks to all types of employees.
- To provide support to those struggling with the new changes.
- To place a strong emphasis on feedback in motivating and improving job performance.

Strategy #3: Integrate all forms of communication to support the core messages and business goals of Poseidon and NOVA.

7 – Tactics

Tactic: Create “P-Link,” a corporate intranet - designed as a communication vehicle and information resource.	
Audience: Everyone in the company	
Launch Date or Duration: Immediately	Support Staff: IT Support & Management

Corporate Intranets have shown to be the most efficient and cost effective communication medium to date. The intranet will operate as an internal network, designed to serve the internal informational needs of Poseidon using Web concepts and tools. P-Link will be secured with firewall software to provide the necessary privacy and allow access only to authorized users (i.e. investors, etc.).

P-Link will be implemented specifically to increase communication among employees and management by storing and disseminating information through a common channel. This link will be accessible from a computer terminal anywhere within company headquarters, and from oil rigs on the Pacific Ocean via satellite technology.

P-Link is the foundational tactic that must be completed because many objectives can be accomplished using this medium. As the target audience and specific messages are defined, more detailed tactics can be accomplished through P-Link. Please see Appendix A for more information on corporate intranets.

Tactic: Social lunch meetings (to be held every Wednesday at noon).	
Audience: Employees & Management	
Launch Date & Duration: Every Wednesday for one month.	Support Staff: Comm. Team, Executives, Management.

The Company Social will be a weekly lunch meeting, held for one month following the implementation of the communications plan. The social will be catered with a lunch buffet in a large meeting room. Depending on location and availability, departments may meet individually or mix with other departments. Executives will speak briefly at the social to clarify issues concerning the merger in order to dispel rumors, answer employee questions, and give a personal view on the current status of the company.

Employees are encouraged to mingle and meet employees from other departments, executives, and managers face-to-face. This is an opportunity to get a direct response to their questions, and meet company employees at all levels.

Once the first month of lunch meetings has commenced, evaluations will be made concerning the objectives achieved through the events. If resources permit, the lunch meetings can be continued as needed.

Tactic: Employee/Management Discussion Board (on P-Link).	
Audience: Everyone in the company	
Launch Date & Duration: launch with intranet	Support Staff: IT Support & Comm. Team

Discussion Boards are designed as a digital conversation vehicle to receive and post messages from any intranet user. This board is not meant to be used in everyday conversation, but to post a question to the entire organization. This will allow management, executives, and communications specialists to observe and address employee concerns at a more convenient time (whenever they wish to log on to the discussion board).

Tactic: Dynamic Workplace Cultures training (available both in-person, and by an online seminar).	
Audience: Management & Employees	
Launch Date & Duration: First month, then continually	Support Staff: Comm. Team

"Dynamic Workplace Cultures" is a strategy designed to engage people and boost performance in a collaborative workplace. This seminar will be presented to department heads and management as a new concept to use in employee relations. The ultimate goal is to create a workplace where every employee is respected, recognized, and understands his or her role in the company.

Supplemental material on the seminar can be found in Appendix B.

Tactic: "It's Possible" advertising campaign	
Audience: All constituencies, both internal and external	
Launch Date & Duration: Immediately, duration of 6 months	Support Staff: Comm. Team

"It's Possible" embodies the feelings and hopes of collaboration and future possibilities that come with the company merger. This positive message will be the vehicle to carry many messages throughout the company: to introduce the new logo, to motivate employees, and to promote the new company structure. See Appendix D for a sample poster prototype.

- ***To motivate employees to work more productively:*** "It's possible...to make every second count, and not count every second."
- ***To encourage feedback:*** "It's possible...to have a voice and finally be heard."
- ***To generate awareness of the merger:*** "It's possible...to get the facts, right down to the last detail."
- ***To introduce the new logo:*** "It's possible...to change our look, but still look good."



Tactic: Intranet capabilities for mobile communication connections - "P-Pods"	
Audience: All Poseidon employees	
Launch Date & Duration: Immediately	Support Staff: IT Support Comm. Team

"P-Pods" will take this business to the ends of the earth. Each employee will be provided with a Personal Digital Assistant (PDA) or immediate access to a mobile computer lab. For example, Rig-crew may not need a PDA, but would find a rig-based computer lab very useful. With mobile technology, every employee, regardless of his or her station, can keep up to date and connected to the company. "P-Pods" will have access to the company intranet, the Internet, and have e-mail capabilities.

Tactic: "Our Company - Our Vision" - Focus groups set to discuss and develop a new company vision	
Audience: All levels of employees - a sample group of the company	
Launch Date & Duration: 1-3 months	Support Staff: Comm. Team

"Our Company - Our Vision" will bring together a test sample of the corporate population, including executives, managers, department heads, office staff, rig crew, etc. Lead by a moderator from the communications department, the groups will focus on creating a new vision for the company - one that was designed by and for employees. This tactic will reiterate the importance of each member in the corporate culture, enabling everyone to have a voice.

Once elements of a new vision have been discussed and agreed upon, the communications team will work with executives to finalize the process. A summary of the results will be published on the intranet.

Tactic: Design and launch a new logo and corporate identity materials.	
Audience: All constituencies - both internal and external	
Launch Date & Duration: 1-3 months	Support Staff: Comm. Team & Graphic Design

A new identity will be the embodiment of the shared vision of the merged companies. Working with a combination of two very familiar logos, graphic designers in the communications department will generate new logo ideas. These ideas will be discussed and edited with the advice from top-executives to produce several versions of the new logo, which will then be tested in focus groups. One to three months will be allowed for the creation and testing process.

The logo will be the foundation for Poseidon's revamped corporate identity. Stationary, presentation templates, intranet and Internet design, promotional materials, and all other carriers of signage will reflect the identity change. The CEO will communicate the release of the new logo and identity materials to all employees with a personal letter, explaining the change. The new materials will be introduced to audiences both internally and externally, accompanied by the "It's Possible" ad campaign to promote the new identity.



Tactic: Intranet awareness tutorials and seminars.	
Audience: All employees	
Launch Date & Duration: 1-3 mos., and as needed.	Support Staff: IT Support & Comm. Team

Intranet Tutorials will be provided to help employees effectively navigate and employ the new intranet. Initial phases of the program are designed to make employees aware of the new resource and its capabilities. Later phases will be more in-depth, targeting those employees with less computer technology knowledge.

There will be a link from the intranet homepage that takes employees to a tutorial on aspects of the intranet. Seminars will be conducted periodically to familiarize employees with the intranet and increase

confidence in their abilities to successfully use the resource. The tutorial link will remain on the site, and informational seminars will be conducted as needed throughout the year.

Tactic: "Our Story": retelling the corporate story	
Audience: Website viewers & all employees	
Launch Date & Duration: Immediately	Support Staff: Comm. Team

"Our Story" will be a comprehensive corporate history, starting with Poseidon founders – brothers Billy and Frankie Poseidon - continuing through the NOVA merger, with an outlook for the future. This story will help to instill pride in the company culture and to keep the founding principles of Poseidon alive and active. With a positive focus on the recent merger, the story will illustrate how the integration of NOVA is just another chapter in the continuing history of a profitable oil company.

Tactic: Company Network Map (a feature of the intranet).	
Audience: All employees	
Launch Date & Duration: Immediately	Support Staff: Comm. Team & Management

"All in the Family," or the Company Network Map, is every employee's guide to the network of people and their responsibilities. The chart will diagram the connections between employees, who they are responsible to, who they are responsible for, and the basic chain of command.

A prototype of this diagram can be found in Appendix C.



Tactic: "P-Port" - Computer Portals - software to be made available on P-Link.	
Audience: Employees and Management	
Launch Date & Duration: Immediately	Support Staff: IT Support & Management

"P-Port" is portal software exclusive to Poseidon that allows every employee to customize the desktop features on their computer. This software will be available to download from P-Link.

P-Port will serve as a gateway to P-Link, enabling communication, collaboration, and access to company information. A portal is different from the company intranet in that it can gather and organize any type of data and information in one space - on your desktop. This allows for employees to get the big picture of the industry, the business, and all of their options. More

information on P-Port and it's advantages can be found in Appendix A.

Tactic: News release to announce the new logo and corporate identity.	
Audience: All constituents	
Launch Date & Duration: In 3 months – along with logo release date.	Support Staff: Comm. Team

A News Release will be sent to all major newswires, trade magazines, and other news sources concerning the release of Poseidon's new corporate identity and logo. Advertisements will be placed immediately following the news release.



8 - Evaluation

This communications plan should be evaluated constantly and updated to ensure its effectiveness in helping further the development and goals of Poseidon. In addition to the standard review methodology for any communications program that includes regular discussion between the marketing and communications departments and their supervisors, there should also be analyses and debriefings conducted by the marketing and communications staff, justification of resources, and the following:

▪ **Readership Surveys**

A key question of management during the implementation of a new communications plan is the impact of the communication on the organization's audiences. Management wants to understand the usefulness of publications and other resources. Readership surveys provide information about the following:

- how frequently publications are received;
- how much of the publication is typically read;
- the types of articles/information preferred;
- how easy the writing is to understand;
- whether the length of information is appropriate;
- how effective photos and illustrations are;
- how effective the layout is;
- preferred distribution method;
- the extent of reading the publication in helping employees discuss something about the company more positively with people outside the company;
- who employees discuss information with outside the company;
- how the plan has changed the way employees do their jobs.

▪ **Employee Attitude Surveys**

Today's highly competitive and fast-paced business environments require our employees to work effectively not only with their supervisors and managers, but also with each other. Therefore, receiving feedback from them within their employment network is essential in understanding how effectively their needs are met through the plan.

The attitudes employees have toward the company greatly influence their motivation and job performance. This is especially relevant to Poseidon and NOVA, whose employees are the company. Without their efforts, our company would be unable to provide the services it does.

The employee attitude surveys are a reliable and cost-effective way of finding out what employees really think and feel about our organization, how things can be improved, or new developments and changes (the merger and new communications plan). These survey findings will enable

management to introduce ideas that will enhance business performance and increase staff retention and morale.

- **Conduct Focus Group Sessions for Starch Testing**

This advertising research technique will allow us to obtain in-depth information on many topics covered in the readership surveys. In order to obtain results, we will convene a focus group that has read the latest publication and ask them to write down what they remember reading or seeing in it. This “unaided recall” allows us to see which items produced the greatest recall.

The next step will ask participants to identify how much of the articles they read by looking at a copy of the publication. This is “aided recall” and will allow facilitation of discussions related to the reasons encouraging and discouraging the reading of articles. This technique can also be proactive and used as a tool before publication of print and reading materials. A Starch Test worksheet could be outlined similar to the chart below:

Articles/Columns	Skipped It	Skimmed It	Read it All
Cover		X	
Letters from CEO			X
Employee News		X	
Spotlight	X		

Exhibit: Starch Test Worksheet

- **Conduct a survey of employees to track improvements in their opinions of internal communications.**

No later than six months after the implementation of the new internal communications plan, we will distribute a survey similar to the first one used during the communications audit and track changes in opinion since implementation. Specific questions will be asked regarding the new programs, campaigns, and communication methods. The results of this survey will allow us to update the plan and initiate new projects.

- **Formally review and evaluate each tactic that is implemented.**

Once a tactic has been implemented, its success will be evaluated individually through mechanisms appropriate for that tactic. For example, after the new intranet is set up with the portal, employees will be asked to offer feedback regarding its usefulness and whether it is enhancing their performance and accessibility to information.

Intranet Uses

- Web-based database access for ease of use.
- Search engines, indexing engines, and directories that assist in keyword-based searches.
- Interactive communication tools such as chatting, audio support, and video-conferencing.
- Document distribution and workflow, including Web-based downloading and routing of documents.
- Groupware, including enhanced e-mail, bulletin boards, screen sharing, and other group support tools.
- Conduit for the computer-based telephony system.
- Increase productivity
- Reduce costs
- Reduce waste and cycle time
- Improve customer service

Intranet Application Areas

- Search and access to documents.
- Personalized information via web-pages and e-mail.
- Enhanced knowledge sharing among employees.
- Individual decision making – access the right information online.
- Software distribution company-wide.
- Document management – pictures, photos, charts, maps, regardless of location.
- Project management – keep track of progress.
- Training through online classes.
- Enhanced transaction processing – database management, entry, and retrieval.
- Paperless information delivery.
- Employees control their own information.

Portal Applications

- Knowledge bases and learning tools.
- Business process support.
- Customer-facing sales, marketing, and services.
- Collaboration and project support.
- Access to data from disparate corporate systems.
- Personalized pages for various users.
- Effective search and indexing tools.
- Security applications.
- Best practices and lessons learned.
- Directories and bulletin boards.
- Identification of experts
- News
- Internet access
- Keep track on profile data, membership data, internal systems, external systems, stock prices, news feeds, weather forecast, etc.

Portal Framework

- Integration
- Collaboration
- Publishing
- Personalization
- Search
- Knowledge management
- Business intelligence

...for...

- Scalability
- Accessibility
- Extensibility
- Security

Appendix D

"It's Possible Ad Campaign"
Created by Jenn Valle
Staff Ad Design Specialist



"It's Possible..."

*to make every second count,
and not count every second.*



Communication Network

