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# Conference & Boot Camp **Internal Communication**

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*Steering Dialogue,  
Promoting Engagement,  
Creating Value*

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**13/14 October 2011**

Quadriga Forum, Berlin

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**New  
Interactive  
Formats**

[www.internal-communication.eu](http://www.internal-communication.eu)

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### Steering Dialogue, Promoting Engagement, Creating Value

Today's working environment is marked by constant change and insecurity, a situation which can have harsh effects on employee productivity and motivation, and has been dramatically aggravated by the financial crisis. However, motivated, productive and creative workforces are the best weapon companies have to get through the crisis.

It is therefore more important than ever to realise the full potential of internal communication; to define strategic goals, to formulate key messages and to identify the best channels to convey them. Internal communication also allows organisations to listen: the possibilities which arise through online communication allow for a broad dialogue, one which is widespread and often difficult to control, but also more genuine and potentially productive than previously.

As a university dedicated to the post-graduate education of high-level communication professionals, the Quadriga University sees it as its function to reflect on strategic internal communication and on the different tools that have been used by multinational companies to embrace these strategies.

The second Quadriga University Internal Communication conference, organised in cooperation with Communication Director magazine, will once again showcase the necessary toolkit to deal with internal communication strategies, both during everyday work situations and during situations of change and crisis in which internal communication plays a pivotal role.

Building on our participants' feedback and suggestions, this year's conference also includes more interactive formats and more opportunities to learn from each other and network with colleagues.

We are looking forward to a thought-provoking and inspiring conference, and would be delighted to welcome you in Berlin.

Sincerely,

A handwritten signature in black ink that reads "Peter Voß". The signature is written in a cursive, slightly slanted style.

Peter Voß  
President, Quadriga University of Applied Science

# Internal Communications

## Coming Full Circle

### Introduction

Crises are often defining moments for a company, but they can be defining moments for a discipline too. In the aftermath of the financial crisis, it is safe to say that employee engagement was one of the main differences between the companies that made it through and those who did not. As James Harter, Gallup's chief scientist of workplace management and wellbeing, once said: "In good times, employee engagement is the difference between being good and being great; in bad times, it's the difference between surviving or not".

In 2009, the communications department at Océ, a Dutch printing company, was faced with a shrinking budget just when they could have used all the money they could get: the economic crisis was taking its toll on the business, cost-cutting measures had been announced, staff were being reduced and a possible merger with Canon was the subject of much speculation. Rumours and insecurity were spreading. The tool which solved this issue required no budget – it was technically easy to implement, added to the company's intranet and spread on its own. It was the 'Rumourbuster': employees who heard a rumour would send an e-mail to a special address and the reply would be published online. The message, for Océ, was clear: "It is people who make the difference, not budgets".

In the case of Zurich Financial, reported by global head of internal communicators Deborah Hudson to Communication Director magazine, managing employee engagement was seen as a dynamic partnership between leadership and communications, and an intensive multichannel communications campaign lead by the CEO was launched. Jim Shiro opened a dialogue with the 60,000 members of the Zurich team on how to improve their strengths and get closer to their costumers – including events, online video and increased transparency, for example, through a thorough and understandable internal communication of the company's results as they developed over time.

A similar CEO-centered strategy was followed by the German Metro Group when communicating a large-scale strategy change, the ambitious Shape 2012 programme. In an article for Communication Director magazine, head of group communications Michael Inacker, emphasised the symbolic importance of having the CEO directly involved: "When he is personally involved in change processes as a direct dialogue partner, it underlines the urgency of the changes and the importance that employees have for the company and the change process". With the help of a platform called Straightto, which will also be introduced

at the conference, they invited co-workers to ask the CEO questions which were then voted by other employees. Here, as in the Zurich case, this was not about the budget and not about the tools either: it was about leadership. The Océ message still applies – "It is the people who make the difference". Among the companies who made it through the crisis, of which these are just a few examples, several internal communication strategies and tools were developed that allowed them

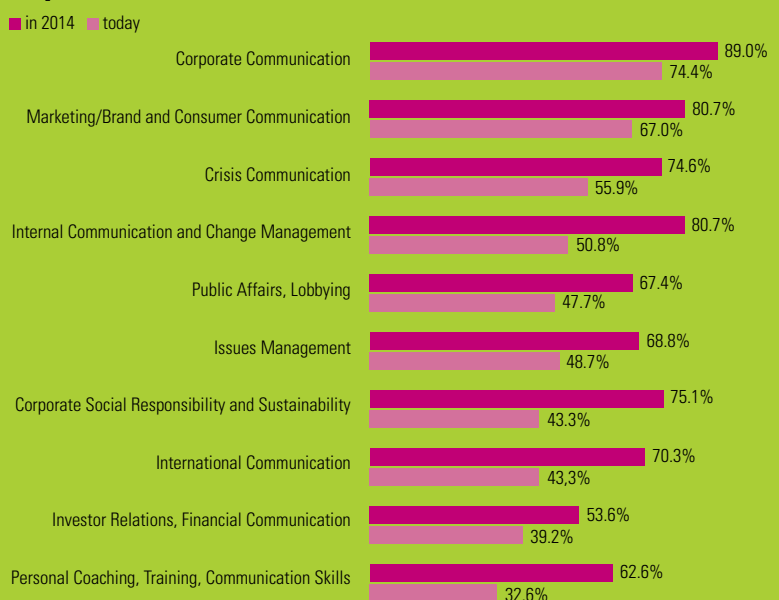
to recover employee engagement levels and bring their workforce together to get through the storm.

Not surprisingly, these examples forced the communication teams to stretch their creativity to find solutions that were feasible with very little resources and under time pressure. What is surprising, however, at least to the naked eye, is the fact that most of these strategies, developed for a crisis situation, are still in place, having proven their effectiveness and additional value. Has the crisis just enhanced our creativity, forcing us to think of better strategies and more efficient tools? Do we simply work better under pressure? No, it was more than that. It was a question of change; cultural change and leadership change.

### Culture vs. Strategy vs. Tools

Asking yourself about the relation between culture on the one hand, and strategy on the other (and tools as an expression of strategy), is like asking yourself what came first - the chicken or the egg? The chicken: many technologies existed before they existed: they were invented by visionaries and remained ignored for centuries until they were 'invented again', gaining prominence at a time in which society and our cultural development were ready for them and had a latent demand for what they could offer. The egg: new technologies bring about new ways of thinking about things, new ways of proceeding, and entirely new possibilities of thought. So, at different stages of history, new technologies have both responded to societal changes and caused them, in an ever-lasting circle.

### Internal communication and coaching are expected to gain importance



www.communicationmonitor.eu / Zerfass et al. 2011 / nmax = 2,163 PR professionals; Q 10 (scale 1-5; important discipline = scale points 4-5). All disciplines are considered more important in 2014. Comparison shows difference to the average increase (21.9%).

The same is true with the crisis, on the one hand, and the use of social media for online communication, on the other: some companies had a culture and communication strategies that almost demanded them, and used them very early to great success, but most were transformed by the tools that established themselves as commonplace throughout the corporate world and precipitated cultural changes that were probably inevitable, but would have taken longer to manifest if the crisis had not occurred.

Any corporate communications bible will tell you that this is no way of proceeding. But, what all three cases we have discussed show is the dynamic relationship between corporate and leadership culture, communication strategies and communication tools.

In the Metro case, for example, adding 'Straightto Cordes' to the tools already in place did more than just allow employees one more channel of communication – it changed what employees felt they were entitled to expect from their leadership, and the way leadership communicated with employees, and the platform very quickly became self-moderated, showing that the company culture was definitely ready for social media. This case started with an innovative tool, around which strategies were redefined and company culture could be seen under a new focus and consequently changed. As Pope John Paul II once said: "All human activity takes place within a culture and interacts with culture." If classic corporate communication sees a linear relationship between these three steps (the culture is at the base of the strategy which is then enacted by the tools chosen), both the financial crisis and the advent of online communication, with an emphasis on social media, came to demonstrate that the relationship between all of them is far more dynamic than previously argued. Especially in today's fast paced business environment, the process is not at all linear – it is more like a wheel, a circle, which can be faced from different angles and moved in different directions. This is nothing that communication professionals had not suspected before, as our daily work hardly ever follows linear processes, but knowing it can be ok and effective to start in a non-linear fashion could change the paradigm of how we work and the importance that we attribute to the different aspects of it.

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#### What does this mean for internal communications?

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Firstly, an extraordinary opportunity – if every single small step can change a company, then the importance of internal communications can be enormously highlighted with a comparably small effort. This is already taking place throughout Europe, and could be one of the reasons why the importance of internal communications is growing in the surveys (see graph).

Secondly, a huge challenge: organisations have become used to achieving a lot with lower budgets, and proving the need for a large campaign or wide-scope strategies may have become harder.

Thirdly, a new emphasis – independently of where the change starts, whether it was brought up by an external contingency, stirred up by the launch of an internal forum or brought about by a long-term internal branding campaign. The other common trait among the cases we discussed is leadership.

Taking charge, showing the way and leading a workforce through a highly insecure path: the sheer importance of the job, the complexity of the strategic considerations, the degree of responsibility it involves and the qualities it demands all contrive to clearly brand it as a leadership task. This does not necessarily mean that the success of the endeavour must come down to the internal communicator's personal qualities as a leader, although they are certainly a major asset, but it clearly means that understanding the mechanisms by which leadership can act as an enabler of change, an engagement boost and a motivating factor, is one of the most important tasks of a modern internal communications professional.



# 10 signs

## that you work in internal communications

1. Your budget is always the first to be reduced.
2. Other communicators constantly refer to your area of activity as extremely important, but many often think of your discipline as the 'cute' one.
3. One of the hardest parts of every single one of your projects is convincing management that it is 'worth it'.
4. Your area of work is often the last one to be considered when business decisions are taken.
5. And the first one that will need to take action.
6. You work with your Human Resources colleagues at least as often as you work with your co-workers in charge of external communications.
7. When social media came along, you had already been dealing with the 'guy next door' as a stakeholder for a long time.
8. You know internal communication could add more value to the business.
9. You secretly think that very few people know your company as well as you do.
10. You are probably right.

14.30

Opening

14.30–16.00

Bootcamp

Hands-On  
Session

### Interactive Workshops

The conference starts with four interactive workshops which will remain present throughout the entire conference, with the groups meeting twice on the first day and presenting on the second day.

Tired of conferences in which all you do is listen, take a few notes, start drawing on your block and get half of all your output talking to colleagues during meals, always in a rush to run to the next workshop? The conference Boot Camp is optional and free of charge and was designed as an opportunity to network, have fun, learn from seasoned professionals, from your colleagues and from yourself.

#### **Workshop Groups:**

##### **Newspaper**

If you thrive under pressure, the newspaper team is the place for you. With the help of a practiced journalist, a graphics team, and all the technology you need to make it work, this group will collect findings from best cases, conference participants, and speakers to add to their own unique print product. The finished newspaper will be printed and distributed to all conference attendees.

##### **Blog**

This is a collaboration project: a seasoned blogger will guide the blog team through successful blogging processes: what works online, which kinds of posts are read and shared, how to improve texts and how to correctly react to comments. Although our specialist will always be available for guidance, it is the team that must make sure that the blog remains up to date until the end of the conference. The conference blog can be followed live on computers throughout the conference centre and the link will be tweeted and sent to an international audience.

##### **Web TV**

Would you like to learn how it feels to plan a Web TV session? What goes on behind the scenes? The Web TV team will produce a 10 minute show to be presented to the conference audience on Day II and must guarantee them an informative, interesting and entertaining time. The consultants and the camera team working with you will give you valuable tips and help you as you move along and put together the final polished product.

##### **Live Event**

Events are one of the most valuable instruments in internal communication – they can be used to convey messages and create experiences that can really change behaviours. This team will have to create such an event, but with a twist – it can only last 30 minutes and will take place on the second day: it is the very last session on the programme. The events team will be helped by a creative consultant and an event planner who will make sure you get everything you need to make it work. You will define a central message to build an event that the other conference attendees will never forget.

**Participation in the conference bootcamp is optional and complementary. If you would like to join this part of the programme please indicate this on your registration form.**

**16.00–16.15**

**Introduction**

**16.15–17.00**

**Keynote**

## Behaviours Create Cultures: An Introduction to Viral Change

In the end, all communications are about change: a new contingency, a new product, a new strategy, a new communication tool, a new customer, a new challenge, an unforeseen crisis – change. Dr Leandro Herrero is the author of ‘Viral Change’ and ‘Homo Imitans’, and has studied and applied Viral Change, or, as he puts it, the mastering of social infection. Viral Change is the creation of social epidemics based on the five pillars of change: behaviour, influence, networks, stories and “distributed leadership”.



**Leandro Herrero (tbc)**  
**Author**

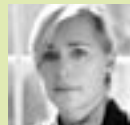
Leandro Herrero, a psychiatrist by background, spent many years in hands-on leadership positions in global companies before founding The Chalfont Project Ltd, a leading consulting group of organisational architects. He also pioneered Viral Change™, an unconventional change management methodology. He has published several books on the topic and is also a popular speaker.

**17.00–17.30**

**Case Study**

## Building an Internal Communication Strategy – the Rio Tinto Case

For the first best case session of the conference, Katharina Auer from Rio Tinto will detail how to develop a business-focused internal communication strategy and how to embed business strategy into the internal communications plan. Rio Tinto, a multinational mining and resources group, is the fourth-largest publicly-listed mining company in the world and has over 75,000 employees.



**Katharina Auer**  
**Head of Internal Communications**  
**Rio Tinto**

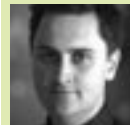
Katharina Auer oversees all areas of the group’s strategic communications, including strategy and execution. She has over thirteen years of communications leadership experience. Before joining Rio Tinto, she held communications management positions at AstraZeneca and then Shell International. Auer gained international experience in the UK, the Netherlands, Hong Kong and Nigeria, and has been called “a change catalyst”.

**17.30–18.00**

**Case Study**

## Keeping Nordea Afloat in an Industry under Fire

In an industry in which the constant chase for higher bonuses and paychecks has led to a highly volatile workforce, Nordea needed to raise employee engagement and increase internal communication if it was going to make it through the financial crisis and come out as a winner in the end. Christian Schultz, the executive communication adviser at Nordea, will explain the strategy followed by the bank and the roles played by social media, storytelling and leadership communications, as well as detail the role played by management, experts and even clients.



**Christian Schultz**  
**Executive Communication Adviser, Nordea**

In his role as executive communication adviser at Nordea Markets, Christian Schultz is in charge of advising Nordea’s co-heads regarding all communications functions at the bank. Schultz is driving the development of a new global communication strategy and corresponding expansions of the strategic and operational communication platform.

**18.00–18.30**

**Case Study**

## Creating Value with Corporate Values

Changing the values of a company, if taken seriously, requires the creation of a change process that successfully impacts across all levels of the organisation. This presentation will show how Henkel managed their recent value change process, and how it was rolled out over the entire organisation. The importance of attaining the buy-in of middle management and using the change as an opportunity to raise debate and discussion across the whole company, was felt across the organisation, proving that changing your values can create real value.

**Speaker: N.n.**

**18.30–20.00**

**Bootcamp (continues)**

**20.30**

**Dinner**

**9.00–9.15**

### **Bootcamp Results I**

Participants who participated in the conference Boot Camp present their results to the whole conference audience throughout the second day.

**9.15–10.00**

### **Case Study**

## Is Offline Dead?

The transition to online internal communications is, for many companies, a complete success. However, there are many offline communications activities that are essential to keep employees engaged with company leadership, as well as with each other. Stacey Minton of Merck Serono will explain how her team incorporates a variety of offline processes into their communication strategy.



**Stacey Minton**  
Director, Management and Employee Communications  
Merck Serono

Stacey Minton is the director, management and employee communications, at Merck Serono, a position she has held since late 2007. Her responsibilities include the development and oversight of all internal and external communications for the 10-member Merck Serono Executive Management Board (EMB). Prior to taking this position, Minton worked for the company as their Director, US Communications, Neurology. She graduated from the University of Georgia with a Bachelor's in Journalism.

**10.00–10.30**

### **Case Study**

## Make it Simple, Make it Powerful: The World Café

During this session Jonathon Scott will provide an insight into what a World Cafe is, when to use this powerful format and how to make it a seminal moment in your organisation. He will draw upon his experience of delivering World Cafes globally for organisations such as WWF, Avnet, Merck Serono, Volvo AB, BP and RSA. In addition, a colleague from Volvo will provide a case study that demonstrates how such a simple, yet powerful, tool can change how an organisation benefits from a World Cafe.



**Jonathon Scott**  
CEO  
Emic Communications

Following a distinguished career in the Royal Marines, Jonathon Scott specialised in internal communication and employee engagement. Scott has significant experience of training internal communication specialists, as well as managers, to be better communicators, and has been invited to join the UK Government 'Guru' panel for the forthcoming MacLeod report on employee engagement.

**11.00–12.00**

### **Workshop**

## Intranet Options

Which tools are out there and what do you have to consider when opting for an intranet solution? Are those free of charge platforms any good? Are they reliable, especially in an age where hackers have companies under intense scrutiny? And, on a second level, which features, apps and tools make sense for your company and co-workers, and which ones will cost more in effort than the value they add? Carsten Rossi, a well-seasoned communications adviser, will take you through the jungle of available solutions to help you find which one is the right one for your company, your employees and your budget.



**Carsten Rossi**  
Managing Director  
Kuhn, Kammann & Kuhn

Carsten Rossi is one of the managing directors at Kuhn, Kammann & Kuhn. As a consultant, he has worked with several multinational corporations. His focus is on social media and developing innovative communications strategies and tools for companies such as SAP, Novartis and the German Metro Group. He is a lecturer at the HTW Berlin, an active member of the online community and a member of the German Twittwoch.

**11.00–12.00**

### **Workshop**

## Internal and Employer Branding

Why should your internal brand be as thoughtfully and strategically developed as your external brand? Which consequences will this have for internal communication and for your overall reputation? And how do you develop an employer branding strategy that will make your organisation become known as a good employer and attract the best talents? This workshop will guide you through the strategic considerations of internal and employer branding.



**Hannes Maier (tbc)**  
Founder  
Internal Branding Academy  
Hannes Maier is the CEO of Symbiosis and the Founder of the Internal Branding Academy. He studied Marketing, Leadership and International Management at the Leopold-Franzens Universität Innsbruck and the Università degli studi di Siena.

11.00-12.00

Workshop

## How to Infect Your Company: A Workshop on Viral Change

Viral Change is an alternative to the slow, painful and unsuccessful management of change in organisations, as tested in several multinational companies. In Viral Change, a small set of behaviours spread by a small number of people through their networks of influence create massive behavioural tipping points, translated into new routines and 'cultures' (new ideas established, new ways of working, new process adoption, new culture). Viral Change is about creating an internal epidemic of success in whichever way you have pre-defined success. And yes... it works! This workshop will tell you how.



**Leandro Herrero (tbc)  
Author**

Leandro Herrero, a psychiatrist by background, spent many years in hands-on leadership positions in global companies before founding The Chalfont Project Ltd, a leading consulting group of organisational architects. He also pioneered Viral Change™, an unconventional change management methodology. He has published several books on the topic and is also a popular speaker.

11.00-12.00

Workshop

## Leadership Charisma? Find Your Own Leadership Swing

This workshop will provoke your thinking about the subject of leadership charisma and demonstrate how trying on different perspectives can unlock a range of possibilities for one's own leadership 'swing'. It will also illustrate some helpful techniques participants can start using straight away.



**Marianne With  
Co-Founder  
The Joy Asset**

Marianne With has over 15 years of experience in communications. With The Joy Asset, she takes her passion and talent to people and organisations for them to share and develop into an asset.



**Sandra Loftus  
Co-Founder  
The Joy Asset**

Sandra Loftus established Loftus Associates in Berlin in 2008, and has worked with Marianne With through The Joy Asset since 2010. She has over 16 years of management experience in multinational corporations

12.00-13.00

Lunch

13.00-14.00

Workshops 2<sup>nd</sup> round

14.00-14.30

Bootcamp Results II

14.30-15.00

Case Study

## Internal Online Communication - Beyond Intranets

In the age of social media, many organisations are struggling to find the perfect balance between encouraging their employees to communicate while keeping the conversations in-house. Wojciech Mrugalski will explain how Kompania Piwowarska, a global leader in the brewing industry, has integrated a social media platform, which stands apart from their intranet, into their processes, and how this has changed the way its employees connect - and the way in which the company connects with them.



**Wojtek Mrugalski  
Communications Manager  
Kompania Piwowarska, SAB-  
Miller plc**

Wojtek Mrugalski started his professional career in the car industry, holding positions in marketing and public relations. He has worked in the beer industry since 1999, originally in HR, before moving to corporate affairs in 2004. He is now responsible for internal communications, media relations, managing communication tools and channels, and internal branding.

15.00-15.30

Case Study

## Straight to the CEO - in Four Languages

Straightto is a software package designed to bundle and prioritise feedback of large groups of participants (employees, voters, customers) inside or outside your organisation, enabling direct and ongoing communication between these groups and the target addresser almost effortlessly. Director Dr Georg Kolb will introduce the tool and its possibilities for internal communication, and this will be followed by a case study Airbus case, in which direct communication to the CEO was made possible in four different languages.



**Georg Kolb  
Business Director, straightto**

Prior to joining straightto, Georg Kolb held position as social media director and key accountant at Pleon Germany, as chief of innovation at Text 100 Global PR in New York, and as managing consultant of Text 100's German business. Kolb has served as a lecturer in international PR at Munich University and in PR on the internet at the Bavarian Academy for Advertising and Marketing.

15.30-16.00

Bootcamp Results III

16.00

End

# Service

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## LOCATION

The conference will take place in the very centre of Berlin, only steps away from Unter den Linden. The Museum Island, Alexanderplatz and the Gendarmenmarkt, arguably Berlin's most beautiful square, are also within walking distance.

The Quadriga Forum is a new conference centre, opened in August 2011, inside our brand new building.

### Quadriga Forum

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[www.quadriga-forum.de](http://www.quadriga-forum.de)

To find out more about accommodation suggestions, visit our website:

[www.internal-communication.eu](http://www.internal-communication.eu)



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## HOST



Quadriga is a state-accredited university of applied sciences. Quadriga University trains modern communications managers for leadership positions in politics and business. We place great value on a holistic understanding of communications management. For this reason, the subjects and research programme at Quadriga University Berlin have an interdisciplinary structure.

[www.en.quadriga.eu/quadriga](http://www.en.quadriga.eu/quadriga)

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## PARTNER



Communication Director is the international magazine for public relations and communications published quarterly. Communication Director is also the host of the European Excellence Awards.

[www.communication-director.eu](http://www.communication-director.eu)

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### Programme Coordination:

Rita Dantas

[rita.dantas@internal-communication.eu](mailto:rita.dantas@internal-communication.eu)

# Terms & Conditions

## 1. Discounted Prices

Quadriga University grants discounts on the listed prices of certain conferences for members of the European Association of Communication Directors (EACD) and other partner associations. Subscribers to our media partner, Communication Director magazine, also receive a discount on the attendance fees for seminars and symposia. The participant's personal membership and/or subscription must be presented, current and verified at the time they make a seminar booking. Discounted prices are only valid if the amount invoiced is received by Quadriga University within the time stated on the invoice.

## 2. Cancellation

If a booking is cancelled and no replacement participant can be found, the following cancellation charges will be incurred:

- Cancellation 31 days or more before the event takes place: no charge
- Cancellation between 14 days and 31 days before the event takes place: 50% of total price
- Cancellation less than 14 days before the event takes place: 100% of total price

## 3. Cancellation and changes

Quadriga University reserves the right to cancel or reschedule seminar locations or times, or to arrange a substitute instructor if this is absolutely necessary due to there being less than six participants, an unforeseen problem with the instructor, or other unforeseen reasons out of the control of Quadriga University. In these cases, Quadriga University is not required to compensate travel or accommodation costs, loss of working time or other damages, and in other cases, only when there is gross negligence. If relocation is not reasonably possible for the participant, then they are entitled to cancel the booking immediately and without charge.

## 4. Place of Jurisdiction

Berlin.

## REGISTRATION

The registration fee includes participation in the programme, all conference documents and dinner and lunch buffets, as well as coffee breaks. Travel expenses and accommodation are not included in the price. A booking confirmation and an invoice will be sent to you after registration. Please remember to include your name in the transaction reference when making a payment. As the number of participants is limited, please be aware that your registration is only valid after receiving a booking confirmation. Please feel free to contact us should you not receive confirmation within 24 hours.

Registration Queries:

Dennis Schultz

[dennis.schultz@internal-communication.eu](mailto:dennis.schultz@internal-communication.eu)

# Registration

Fax: +32 (0) 2/219 22 92

**I would like to attend the Internal Communication conference.**

General admission: Conference fee **1160 Euro\***

I am an inhouse communications professional and a full member of the European Association of Communication Directors (EACD) OR I would like to become a full member of the EACD (annual membership fee, including Communication Director subscription: 140 Euro) and hereby officially apply for membership: Conference fee **840 Euro\*\***

I would like to register further colleagues at a reduced price: A second registered person will receive a 10% discount on their fee, and a third person will receive a 15% discount on their conference fee.

I would like to participate in the Conference Bootcamp (optional and complementary)

company

name/surname

function

If you would like to register further colleagues at a reduced price, please enter their names and functions:

Person 1:

name/surname/function

Person 2:

name/surname/function

address/city

telephone/fax

e-mail

date/signature

Alternative Billing Address  Yes  No

company

name/surname

vat number (if applicable)

\* Listed prices do not include VAT; access to all parts of the conference programme as well as to the dinner reception are included in the fee.

\*\* Listed prices do not include VAT; please see EACD conditions of membership on [www.eacd-online.eu](http://www.eacd-online.eu).

**register online at: [www.internal-communication.eu](http://www.internal-communication.eu)**

