

Upgrading the Ethics and Compliance Experience at Yahoo!

ETHICS AND COMPLIANCE CAMPAIGN



With an organizational culture that celebrates innovative thinking and a working environment designed to inspire creativity, Yahoo! has built a reputation for balancing high tech with high energy and attracting the brightest in the industry. It has also earned a reputation as an ethical company, thanks to the loyalties of its devoted Yahoos and a set of core values established by its founders that have continued to drive what they do and how they do it.

As one of the most trafficked Internet destinations worldwide, Yahoo! has always sought to deliver personally relevant experiences to a wide range of user communities. In 2008, the organization set out to make ethics and compliance more personally relevant to its internal community, exploring fresh ways to communicate to its global workforce and address the kinds of ethical situations they encountered on the job each day. In its search for a partner to explore an integrated ethics and compliance solution, Yahoo! connected with The Network, and together they created a customized campaign that delivered the unmistakable message that ethics doesn't have to be boring.

The "On the Road With the Code" campaign leveraged Yahoo!'s unique culture while delivering a compelling message about ethics and ethical decision-making. The many moving parts of the campaign, a brand customized to uniquely fit the Yahoo! workplace and an emphasis on a global vision helped to inform and inspire every Yahoo in every location around the world.

"IT REALLY TOOK SOME THINKING OUTSIDE THE BOX TO COME UP WITH SOMETHING CREATIVE ENOUGH TO INTEREST EMPLOYEES EXPOSED TO THE INTERNET ALL DAY LONG."

Senior Director, ECO, Yahoo!



CAMPAIGN COMPONENTS

- Rewrite and redesign of Code of Ethics with translations into five languages
- A 45-minute animated interactive training course, also translated into five languages, and delivered online via Learning Management System (LMS)
- User-friendly intranet site with links to policy, resources, reporting and other key Ethics and Compliance Office (ECO) information
- Flash "teaser," employee desk-drops, management presentations and other buzz marketing collateral to tee up the campaign launch





THE CLIENT

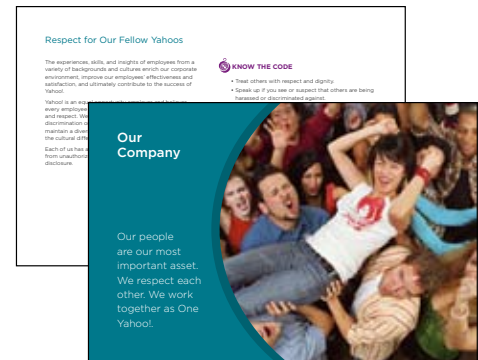
Founded by students David Filo and Jerry Yang in 1994, Yahoo! has become the world's largest global online network of integrated services with more than 600 million users worldwide. Headquartered in Sunnyvale, California, Yahoo! has a presence in more than 20 markets and regions around the globe and has been voted one of the Most Admired Companies.

Words like "status quo," "traditional" and "customary," are not part of the corporate vernacular at Yahoo!. Its recruiting messages invite those who "Think Big" to join their team and serve to attract candidates who embody an intelligent, innovative and collaborative spirit that's uniquely Yahoo!.

THE CHALLENGE

In 2008, Yahoo!'s new Ethics and Compliance Office (ECO) had just compiled results from a 2007 Integrity Survey. Based on the findings, they were looking for new ways to build awareness and accountability and uphold Yahoo!'s reputation for integrity, ethical conduct and trust. The team had taken preliminary steps toward re-writing its code to provide more comprehensive coverage of complex ethics topics and it had launched a new 24/7 hotline reporting tool. It had also delivered some off-the-shelf ethics training to its workforce, which had been met with a somewhat mediocre reception.

The ECO was interested in exploring an integrated approach – something that would tie individual initiatives together into a campaign that was clearly recognizable as Yahoo!. The team knew they wanted to re-write and re-brand their Code of Ethics to make it more readable and to offer an online version that employees could easily access. They also knew they wanted to offer a more dynamic ethics and compliance learning experience, one that would "fit" their unique culture and speak to the kinds of ethical situations that were relevant to Yahoos working around the world. Finally, the ECO wanted to establish a clear presence for its office on "Backyard," Yahoo!'s corporate intranet, to give employees quick and easy access to the tools and resources they needed to preserve an ethical Yahoo!.



Yahoo!'s Code of Ethics was designed for online viewing and translated into five languages.



A desk-drop announced the launch of the "On the Road With the Code" training and included a magnet with ECO contact information.

THE PROCESS

Yahoo!'s ECO selected The Network's mPower Communications agency to partner with them to develop a comprehensive campaign, which began with a highly structured discovery process at Yahoo!'s corporate headquarters.

During discovery, the ECO engaged a wide cross-section of Yahoos representing a diversity of job functions and job locations to share their perspectives on approaches and vehicles likely to resonate with employees. Members of Yahoo! and The Network teams immersed themselves in the Yahoo! culture, touring the Yahoo! campus, attending new-employee orientation sessions and conducting one-on-one interviews with key stakeholders.

They also conducted a series of cross-functional focus group sessions, with employees from international locations participating via phone. Participants offered key insights into the Yahoo! culture, as well as feedback on initial design concepts for employee-wide training. These findings informed the campaign strategy and significantly influenced the design of campaign elements.

THE SOLUTION

Building upon the information gleaned from discovery, The Network developed an integrated set of ethics and compliance components to engage Yahoos around the globe.

Yahoo!'s Code of Ethics: Winning with Integrity

Blending Yahoo! imagery, eye-catching design elements and customized, Yahoo!-specific content, the company's code was transformed into a ready resource for employees. Beginning with a message from the CEO, the code included features that reinforced key behaviors, connected employees to specific policies and addressed questions that were relevant to Yahoos and the kinds of ethical situations they might face in a typical day.

Designed for online distribution, the code featured a landscape orientation to facilitate onscreen viewing and included hyperlinks to more detailed Yahoo! policies. The code served as the cornerstone of the campaign with an easy-to-read style that reflected the look, tone and voice of Yahoo!.

Yahoo!'s Ethics and Compliance Training Course: "On the Road With the Code"

The Network teamed with Yahoo!'s ECO to design an online learning experience customized to "fit" the Yahoo! culture. Fully animated and featuring all things Yahoo!, the course opened with Yahoo!'s founders giving viewers the keys to the Stanford Trailer, the site where Yahoo! and its commitment to integrity were born.



Yahoo!'s ethics training course, "On the Road With the Code," was designed to provide an immersive, interactive experience.

"WE LOOKED AT 12-15 VENDORS – NOTHING ROSE TO THE TOP IN TERMS OF BEING UNIQUE OR DIFFERENT. THE NETWORK JUST 'GOT' US."

Director of Learning, ECO, Yahoo!

Employees were invited to board the trailer and take a trip around the code, "traveling" to five Yahoo! offices around the world to watch and react, as a series of unethical situations unfolded.

The course featured useful yet fun tools like an Ethics DPS (Decision Positioning System) and a hard-working Ethics Gauge that sent viewers a clear warning when teetering at the brink of ethical misconduct. A rousing game of "Conflict or No Conflict" (a parody of a popular game show), a drag-and-drop e-mail exercise to check for proprietary information, unethical acts "fed" to a hungry piranha – these types of interactive experiences helped to generate a high level of involvement and fully immersed Yahoos in the training experience. And Yahoo!-specific questions and answers at the conclusion of each "journey" helped to reinforce key points.

Approximately 45 minutes in duration, the course was translated into five languages for use by every Yahoo! office around the world, with completion tracked to monitor participation and compliance.

ECO Intranet Pages on Yahoo!'s "Backyard"

A strong corporate intranet presence was an important part of the campaign. Creation of an easy-to-recognize logo for the ECO and a redesign of the ECO pages on Yahoo!'s corporate intranet site helped to enhance awareness about the office and key governance initiatives. The ECO pages not only hosted information about ethics at Yahoo! but also featured links to various reference tools, including the Code of Ethics, the training module, reporting mechanisms and more detailed policy, where applicable.

Other Campaign Elements

The Network worked with Yahoo!'s ECO to develop electronic and collateral pieces that served to tee up the campaign and cascade the message throughout the organization.

A "movie trailer" was introduced to generate buzz about the course, and a fun desk-drop was distributed to announce the launch of the training.

Management presentations were developed to socialize the program before campaign roll-out, equipping managers to support the initiatives and understand their role.

A "quick start" brochure was developed for distribution at future new employee orientation sessions to provide a high-level overview of code topics, a ready reference to the ECO and reporting mechanisms as well as a reminder to take the mandatory training within 30 days of hire.

THE RESULTS

The build-out of its integrated ethics and compliance solution not only served to enhance awareness of Yahoo!'s code and behavioral expectations, but also transformed traditional ethics messaging into something unique and personally relevant to Yahoos worldwide. The completion rate for the training module was 99 percent in a culture in which mandatory training is a new concept. Yahoo!'s Director of Learning reported that employees had provided positive feedback about the campaign and that inquiries and questions directed at the ECO's office had increased, reflecting an enhanced level of awareness and compliance. The ECO plans to re-launch its Integrity Survey to benchmark results against data compiled in 2007 to further assess the success of the campaign.



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