

INTERACTIVE MEDIA DESIGN / Excellence Winner

PepsiCo Total Rewards Online

PepsiCo HR Communications and Aon Consulting

PepsiCo

Purchase, New York, U.S.

Project Summary / Imagine a compensation and benefits program that is in many different pieces. Like a puzzle, the pieces do fit together, but it takes work to get it that way. Well, it shouldn't have to be that tough. Employees work hard for their money, and it shouldn't take more work to understand their own benefits package.

But that was the case at PepsiCo. According to focus groups, employees had some understanding of the individual benefits programs, yet they didn't recognize the combined value. They saw the total program as "complex," overshadowing the fact that it was very competitive. The problem was that there were too many programs with too many names. Compensation and benefits were not packaged together, but instead were piecemeal.

This was the perfect opportunity for a clear, streamlined web site to bring it all together. Personalized, with real-time data, it could be a single umbrella under which PepsiCo could unify its otherwise strong, yet separate benefits programs. A robust, integrated program could help the company attract and retain the talent necessary to carry PepsiCo well into the future.

Intended Audience / The U.S.-based workforce of PepsiCo includes over 56,000 employees from all PepsiCo divisions: PepsiCo Corporate, Pepsi-Cola, PepsiCo International, Quaker/Gatorade/Tropicana (QTG), and Frito-Lay. Like many companies, PepsiCo employees tended to view compensation and benefits with a "transactional" focus; for example, in terms of their paycheck, merit increases or through the lens of annual benefits enrollment.

Frontline Employees

Two-thirds of PepsiCo employees either make or deliver the food and beverage products the general public knows and enjoys. These employees are, on average, males in their early 40s who are married with a few children, and have a salary range of US\$35,000 – US\$70,000. They are based in over 1,000 unique work locations. These employees typically don't have access to a computer at work and often express a preference for print materials. Print materials could also entice them to go to the Web on their home computers.

While this group tends to focus on their own bottom line, it would be enlightening for them to realize the amount of money the company spends on individual compensation and benefits packages.

Headquarters Employees

The other third of the workforce is based in headquarters or field offices at PepsiCo, Frito-Lay or QTG in administrative, marketing or executive positions. These employees have access to computers at work and prefer online communications. With extremely busy schedules, this group does not have time to research their compensation and benefits program by program, and are likely take advantage of a single view.

Due to differences in compensation, the audience was divided into two groups—U.S. associates (54,000) and U.S. executives (2,300); thus there were two different web sites. Executives tend to be mid-career hires and have higher income and education levels than associates.

Objectives / The goal of the new web site was simple. PepsiCo wanted to improve the perception of the compensation and benefits program in order to attract and retain talented employees and leaders. To meet that goal, PepsiCo established two objectives for the launch:

1. Increase understanding and appreciation of PepsiCo total compensation and benefits.
2. Attract employee traffic to the new *Total Rewards* web site, with at least 10 percent of employees visiting the new site following the mailing of the *Total Rewards* statement.

Key Messages/Theme / The messages were fairly straightforward and could best be summarized as “You work hard to contribute to our success and deserve to be rewarded for your results” and “Total Rewards is PepsiCo’s investment in you that can help you live life well.” Grouped into tabs of commonly requested topics such as health care and retirement, the site offered lots of clean, white space and links to popular pages and tools.

Creative Rationale / The team’s vision was to create *PepsiCo Total Rewards*—a brand that would transform disconnected programs and messages into one cohesive package. Total Rewards would be designed in such a way that employees could easily access their pay and benefits information, would understand their total value and feel great about working for PepsiCo. It would all be accessed from one robust web portal, uniting the different divisions and outlying benefits brands. While it may sound simple, it was a Herculean effort for PepsiCo and all the brands to achieve.

The effort was well worth it. The new site is the “piece de resistance” of *PepsiCo Total Rewards* (a multimedia program) with everything in one central place. The site distinctions include:

- Visual interest, animation and sound, including applause and fireworks upon sign-in.
 - Single sign-on from PepsiCo’s HR portal, providing fast, easy access (a huge success).
 - Detailed information on benefits, costs and elections.
 - Personalized, targeted messages with motivational messages (for example: “Congratulations. You’re maximizing the 401(k) match!”).
 - Personal data updated every week.
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PepsiCo’s HR communications team owned the branding of the site and worked with the web team to supervise all development.

Results / Exit survey results on the new site indicate a very high degree of satisfaction with *Total Rewards*:

- Ninety-six percent of respondents said they had a better understanding of their *Total Rewards*.
- Ninety-three percent said they appreciated the pay, benefits and programs PepsiCo provides.
- Eighty-eight percent said they were better prepared to make smarter choices about their benefits.
- Eighty-three percent said they felt better about PepsiCo as an employer as a result of the *Total Rewards* communications.

PepsiCo mailed all employees a *Total Rewards* statement and anticipated that approximately 10 percent of them would access the new web site. To their delight, 18 percent of employees visited the site, exceeding expectations.

Close to 100 employees access the site each day for the first time, and return visits are also high. The puzzle pieces now all fit together!