



Excellence in Enterprise Video Awards

Profiles in Success: Bausch & Lomb
Achieves Tangible ROI Using Video



Bausch & Lomb



Produced by:

InterActive
Media Strategies

Nominated by:

The FeedRoom



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BACKGROUND

Interactive Media Strategies has awarded the Excellence in Enterprise Video for achieving tangible and measurable return on investment (ROI) with its video initiatives. Bausch & Lomb is a multinational company with approximately 12,000 employees in more than 40 countries. The company offers the world's most comprehensive portfolio of eye health products, and represents one of the oldest and most respected healthcare brands in the world.

Bausch & Lomb was nominated for the Excellence in Enterprise Video Award for its innovative efforts in using video for a wide range of internal and external business objectives with great success. As part of the interview and evaluation process for the EEVA program, Interactive Media Strategies had the opportunity to meet with representatives of Bausch & Lomb at the company's global headquarters in Rochester, New York. We met with Mike McDougall, vice president, Corporate Communications and Public Affairs, and Clinton Lewis, senior communications specialist.

BUSINESS GOALS AND OBJECTIVES

Going in to their video initiatives, the company's early goal was to be able to provide employee communications messages for employees around the globe in an effective way, and to be able to do so in a cost-effective manner. McDougall believes that enabling employees to see and hear the firm's senior executives with video is a much more powerful way to communicate than the written word alone.

"We have employees in facilities all around the world, including operations in China, India, Germany, France, the UK and other countries, and being able to reach them all effectively is a challenge, and to be able to do so cost effectively is even more of a challenge," says McDougall.

"The other issue is that we have a mix of employees, from a finance manager working at a desk in Hong Kong to employees working at a factory in Waterford, Ireland or at our facilities here in Rochester.

"When you are able to see a corporate executive on video, it's real, it's there, and employees can see their face, hear the tonality, and better understand the information being presented," he says.

Another important goal for the company was to be able to provide important corporate communications messaging and information to a broad set of interested parties all around the world, including media outlets, news agencies and channels related to the company's diverse eye health products. The corporate



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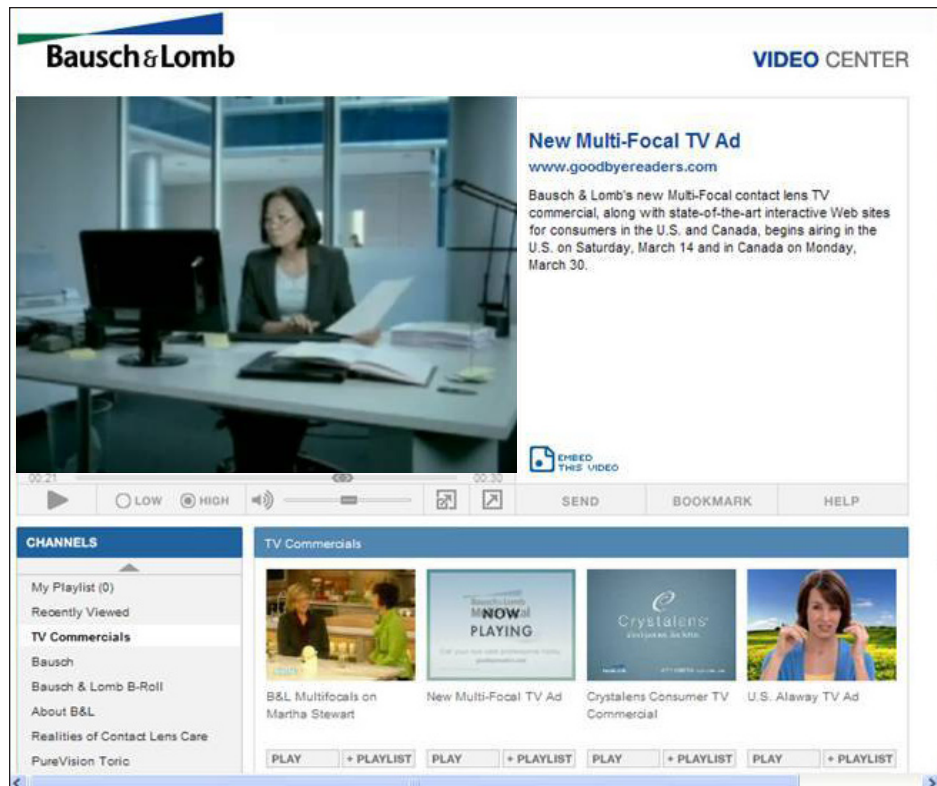
communications and media relations team wanted to be able to reach as many key constituents as possible, and to do so in a way that provided a very user-friendly experience for end users.

Reaching a large base of employees in many different countries poses a challenge to almost every multinational company. As Clinton Lewis indicates, Bausch & Lomb was a case in point. “Having such a large number of employees as we do, spread out over such a wide geographic area, obviously the number of languages spoken is always a consideration. One of the capabilities we’re fortunate to have is the ability to provide closed captioning, or subtitles, for employees in almost any language we want.”

BAUSCH & LOMB TV

The platform at the heart of Bausch & Lomb’s video initiatives is called Bausch & Lomb TV, which is the company’s branded internal video portal and which is based on technology provided by The FeedRoom. Within the video portal, employees can click on a variety of different channels, such as company TV commercials, information about the company, training videos, as well as channels dedicated to business units such as Vision Care, Surgical or Pharmaceuticals.

(See screenshot in exhibit below)



The company not only posts video into the Bausch & Lomb TV site, but across the company’s intranet and other websites. This includes videos for HR training,

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executive communications, research and development and other purposes.

Being able to offer employees the ability to create and publish their own content has become a new strategic objective for the firm. It is important for employees to have a voice and to share it with others in the firm. For Bausch & Lomb, the objective was to be able to provide a simple means for doing so.

The capability to provide a user friendly upload tool for employee-generated content was important for McDougall and his team. The company uses Really Simple Upload from the FeedRoom, and according to Lewis, it has been very well received. “It really empowers employees and allows them to communicate on their own terms. The reaction from employees has been very positive and the video content doesn’t need to have high-end production values,” according to Lewis.

BENEFITS ACHIEVED

Bausch & Lomb has achieved a number of benefits from the enterprise video initiatives as a result of both the internal use of video for employee communications as well as external use for corporate communications and media relations.

Reduced Costs by Eliminating Shipments of DVDs — Bausch & Lomb has generated significant cost savings by using online video as a primary communications tool for many different types of content that was previously published to VHS tapes or DVDs and shipped to locations all around the world at considerable cost. Lewis estimates that each time a piece of video content, such as quarterly earnings meetings, was sent to other locations the costs involved could be \$10,000 or more – just in shipping costs alone, not including tape or DVD duplication or printing of labels or packaging. By using the online video distribution platform the incremental costs to send out video to those same locations are practically zero.

“We’re definitely seeing an ROI from the use of video in our communications,” says McDougall. “It’s a matter of not shipping DVDs around the world, it’s a matter of increased employee engagement and recognition of content, and it’s also a matter of teams not flying executives to sites around the world.”

Enhanced Communications with Employees in Native Languages — The company has been able to reach its wide base of geographically dispersed employees with video content such as messages from senior executives, but now with the closed captioning capabilities the firm is reaching more employees with content that can be subtitled in their native language. This really helps to create a more connected feeling among employees according to McDougall.

ROI from Enterprise Video — Bausch & Lomb has seen a number of financial benefits from their video initiatives, including reduced costs in a number of different areas. As McDougall reports, “We’re definitely seeing an ROI from the use of video in our communications.” McDougall says that Bausch & Lomb sees a positive ROI from areas that include:

- Repurposing existing video footage, including the ability to tap into the company’s massive archives of video footage from decades of commercials, corporate videos, training programs and other content.
- Saving on duplication and shipping costs from not having to send VHS

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— **Mike McDougall**
Vice President
Corporate Communications
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Bausch & Lomb



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tapes or DVDs to locations all around the world on a regular basis.

- Enhanced effectiveness of training and communications as a result of employees being able to see, hear and watch the material and information being shown, rather than just reading about it.

EEVA WINNING STRATEGIES FOR SUCCESS WITH VIDEO

■ **Don't Be Afraid To Try New Things**

"What sets B&L apart is that we're not afraid to fail. We promote a culture that places a value on placing a lot of small bets, and taking calculated risks. If they don't work out, we still learn from it. It's continuous learning that's important to us. What also sets B&L apart is a culture of innovation, and not just from an R&D perspective. We're challenging each other to innovate across the company, and that includes communications," states McDougall.

■ **Leverage Social Media**

Bausch & Lomb shows that even in industry sectors that for years have been far more conservative than other segments, such as high tech and software for example, it pays to explore ways to leverage technology trends that are just starting to take hold in the corporate world. "We're in a business, the medical industry that by definition has a tradition of being very conservative. We can be conservative, but we can also do things such as being much more aggressive with social media – with Twitter and YouTube for example – and it's working for us," says McDougall. "In fact, we have customers that come to us and say, 'We've been waiting for someone to do this in the industry, and you seem to be first' and our customers appreciate that."

■ **Use Technology to Expand Capabilities & Increase Productivity**

Using the right technology for video content creation, management and distribution can allow a firm to accomplish far more things than ever before. Where some companies believe that deploying a sophisticated video solution will require a considerable expansion of staff and expertise, Bausch & Lomb sets a great example that this is not necessarily the case. According to McDougall, "What tends to intrigue people is our size . . . what shocks people is that we only have three professional communicators – globally. We're actually teaching others internally how to communicate; it's a real shift in the communications mindset. Our role is to coach, to counsel . . . and in many cases to have our colleagues communicate themselves." McDougall explains his view on the evolution of video within Bausch & Lomb, "We got into this very early on and it's helped us because we could see the evolution of video for all these years, but at the same time, it's not enough to just keep pace, our goal is to set the pace."

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For more information about the Excellence in Enterprise Video Awards program, contact: Paul Ritter, Vice President Interactive Media Strategies, (508) 881-7149, ritter@interactivemediastategies.com.