

Benefits à la carte

Krieger & Associates for Lucent Technologies

Category: Booklet

Submitted by

Benefits à la carte Booklet & BaaG

The Lucent Technologies *Benefits à la carte* booklet and Benefits-at-a-Glance (BaaG) is a great representation of the quality of work which can be achieved under tight deadlines, with determination and teamwork.

Background

Lucent Technologies Inc., a global leader in networking systems, incorporated separately from parent AT&T in October, 1996. Since that time, Lucent has grown quickly. From January, 1998 to January 1999, Lucent's Canadian workforce doubled – from 315 to over 600. The Canadian HR group added new team members throughout 1998 and 1999 to manage the company's growth. Today, Lucent employs 778 and its growth continues.

How *Benefits à la carte* represents excellence

In 1999, the Lucent Technologies HR Team, while faced with aggressive deadlines and a demanding and quickly changing environment, succeeded in making significant and positive changes to their benefits program and producing quality communication materials to support them. In June of 1999, Lucent replaced its existing benefits plan with an enhanced, more flexible benefits program "*Benefits à la carte*", a name which reflects the flexible choices the plan offers. The *Benefits à la carte* launch materials contain our contest submission, the *Benefits à la carte Booklet and (BaaG)* which was produced in both English and French. For the launch, Lucent also produced a Guidebook, box with tabs to house HR materials, forms and promotional items.

Challenges

Despite a number of challenges, the *Benefits à la carte* materials were produced on time, without sacrificing quality. Using sheer determination and teamwork, the enrollment kit was **written, designed, produced and delivered to employees in less than 8 weeks.**

Other challenges:

Design development: This involved developing a concept which satisfied the Lucent HR Team and also satisfied a Lucent executive committee. Design development includes the selection, design and signoff of the creative elements such as layouts, artwork, colours and fonts. The design was originally developed in two-colour and then was re-developed in four colour based on Lucent's feedback.

Approval logistics: Since some team members worked at home and travelled occasionally, electronic proofs of the booklets could not be made, resulting in delays during the approval process.

Stated Goals / Objectives

Content Objectives:

- ✦ Technically accurate
- ✦ Scannable and easy-to-understand
- ✦ Written in friendly, non-technical language
- ✦ Organized for quick reference
- ✦ Answer common benefits questions
- ✦ Provide frequent reminders of how to obtain more information

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The BaaG was written simply and designed so that it is easy to understand. The booklet was written and organized by benefit, with claiming and Coordination of Benefits (COB) information (where applicable) at the beginning of each section. Immediately following the claiming information is a detailed chart summarizing eligible expenses for each benefit, by *Benefits à la carte* Option. To reinforce the choice, the levels of reimbursement for each Option are highlighted again under each detailed explanation of the benefit.

Design Objectives:

- ✦ Reflect the 'clean' Lucent corporate look (red painted logo with white background)
- ✦ Support content
- ✦ Enhance clarity
- ✦ Be colourful, modern and non-intimidating

For the *Benefits à la carte* launch, Lucent wanted to attractively package the materials in a way which worked with its corporate image and logo. In addition, Lucent wanted the materials to reflect a menu-based theme to reinforce the flex benefits programme offered to employees. Colour was used as a navigation system for the booklet, with each benefit item represented by a coordinating colour. Artwork was carefully chosen to support the "menu" theme but also reflect the subject of each section. Chapter headings were placed vertically on the edge of pages to enhance quick-and-easy accessibility.

Other Objectives:

- ✦ Increase rate of individuals choosing options (rather than the default plan).
- ✦ Create a better understanding of the benefit plan, by providing detailed information which is easy to understand.
- ✦ Complete all materials for the June 1st enrollment.

Measuring / Evaluating Project Success

It took approximately 300 man-hours to produce the *Benefits à la carte* booklet and BaaG. K&A's fees run from \$150 - \$180 per hour. Because of the tight timeframe, we were not able to take full advantage of production efficiencies. For example, if the French and English booklet could have been printed together, the printing disbursements would have been 50% less. However, the time constraints did not affect the quality of the final product.

Benefits à la carte was launched successfully by the required deadline to enable the June 1 enrollment. During the re-enrollment, the Lucent employees who chose a benefit Option other than the default coverage rose dramatically from **23% to 85%**. Lucent received comments that the booklet provided a lot of detail, yet was easy to understand what each Option covers. Lucent also received positive feedback from staff members who remarked on the flexibility within the plan itself; employees can choose the benefits most suitable to their own needs. A new Taxable Spending Account was also appreciated – a great option for unused flex credits for those who didn't want to contribute to an RRSP or the Health Spending Account (HSA).