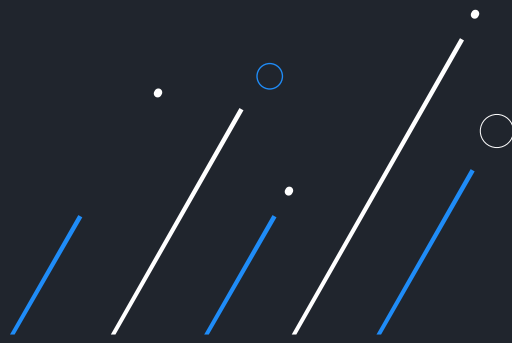


# HOW TO CREATE CULTURE THROUGH **EMPLOYEE COMMUNICATION**

6 comms leaders on connecting, communicating  
and building community on Workplace





# WELCOME TO THE **AGE OF DISRUPTION**



According to Accenture, 63% of companies are experiencing disruption<sup>1</sup>.

The question for senior leaders isn't how to avoid it; it's how can they navigate through it.

The answer is communication.

Employee communication is how companies align their people and business strategies to become more agile and responsive. So why do so many of them undervalue it, relying on tools like email or posters that aren't just old-fashioned but ineffective?

# CONNECTED COMMUNICATIONS

At Workplace, we see it differently. We know that effective communication only happens when people are connected.

Facebook has spent 15 years understanding how to do this. We've learned what people want from each other, what they want from their community and what they expect from technology.

Now we're bringing that deep understanding to the enterprise so you can:

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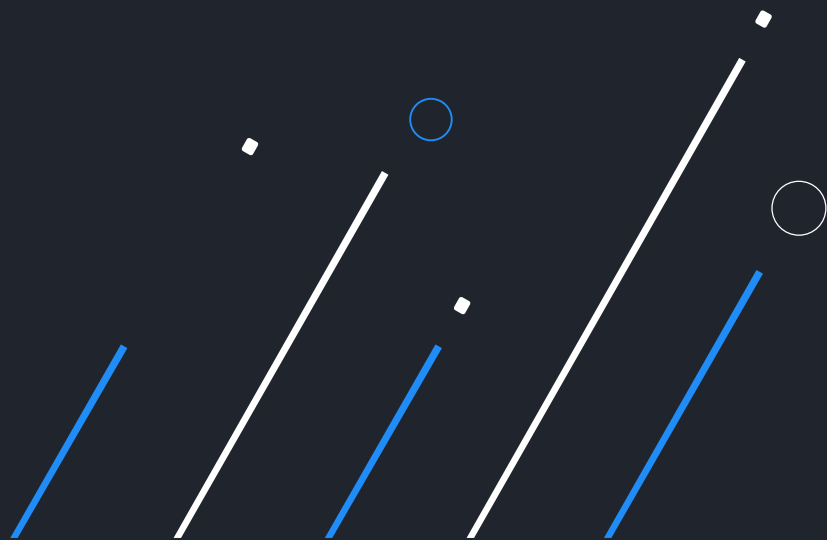
**Connect your entire company  
(and reach everybody  
with key messages)**

**Communicate with  
employees (in a way that's  
authentic and engaging)**

**Build community through  
conversations (in which  
everybody has a voice)**

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We asked 6 Comms leaders at world-class companies to break down each of these areas and share their stories of connecting, communicating and building community on Workplace.



## CONNECTING EVERYONE **ON WORKPLACE**

Workplace gives you the power and technology to connect everyone, including remote and deskless workers, in a secure and scalable way. But what does that look like in practice?





# DANIEL SUNDIN

## DIRECTOR, INTERNAL COMMUNICATIONS

### PETCO

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**Company:** Petco

**Employees:** 25,000

**Location:** North America

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The North American retailer needed a solution to connect frontline employees in 1,500 store locations nationwide to its head office in San Diego CA. Workplace provided that connection, helping to break down silos and solve problems.

Ron Coughlin barely had his feet under the CEO's desk at Petco when he received an unexpected email. It contained a picture of a French bulldog that had recently passed away. The email's sender

was a Petco employee who pointed out that the company's bereavement policy only covered family members; it didn't say anything about pets. But Petco's long-standing belief is that pets are family. Wouldn't it make sense for the bereavement policy to reflect that?

Thirty minutes later, Ron and Michelle Bonfilio, Petco's CHRO, made a decision. Including pets in the bereavement policy was the right thing to do. From that day forward any employee who lost a family member, including pets, would receive paid time off to grieve.

The incident got Ron thinking. Getting direct feedback from an employee had made Petco's bereavement policy better. But the only employees able to get in touch with him were the ones in corporate office

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"I see myself and my team as advocates for our employees. It's our job to stand up for them and ensure their voices are heard and their needs are both understood and appreciated."

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Daniel Sundin, Director, Internal Communications

and store leadership positions who had access to email. What about everybody else?

So Ron reached out to his communications team with a challenge. He needed a way to communicate directly and regularly with every employee in the company. Not just that, he also wanted to hear what they had to say. That meant there had to be an immediate, two-way feedback loop.

After due consideration, the team decided that Workplace would be the tool to connect all 27,000 Petco employees across 1500 store locations.

Connecting everyone in the organization is something Daniel Sundin, Petco's Director of Internal Communications, is passionate about. "I see myself and my team as advocates for our employees,

especially those on the front lines, interacting with pets and pet parents in our stores every day," he explains. "It's our job to stand up for them and ensure their voices are heard and their needs are both understood and appreciated."

The benefits of being connected on Workplace quickly became apparent, especially for frontline employees. According to Daniel, it helped to break down silos that had existed for many years. "We had strong disconnects among our corporate offices, regional leadership and store locations just because they couldn't really see what the other was doing," he says. "With Workplace, that gap has been greatly reduced.

"We're now able to hear some of the challenges our retail locations are facing, and we can address those challenges more

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"We had strong disconnects among our corporate offices, regional leadership and store locations. With Workplace, that gap has been greatly reduced."

Daniel Sundin  
Director, Internal Communications

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effectively than we have in the past because we understand what they are," he continues.

"We can actually see them and experience them through videos and photos that we're getting from our store employees."

This kind of visibility might be great for breaking down silos, but it doesn't come without challenges.

"Workplace shines a light on every part of the organization, so we're seeing things we didn't see before," says Daniel. "It's a process that we need to go through to grow as a company. It ultimately makes us stronger."

But it's not just frontline employees that are benefiting from being more connected. Ron Coughlin has visited over 150 stores since he became CEO in June 2018, and he's made it a habit to share pictures and videos

on Workplace after each trip. But it goes deeper than that, too.

"All of our leaders are able to get their messages directly to every employee without facilitation," says Daniel, "and they can get immediate feedback from those employees. We've had quite a number of positive changes that have happened because of that feedback."

As an example, Daniel points to another message that found its way to Ron - this time on Workplace - from a frontline employee who had never previously had the opportunity to reach out to the CEO. She loved working for the company and wanted to be a mother someday, but she couldn't afford to have a baby at Petco.

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"Workplace shines a light on every part of the organization, so we're seeing things we didn't see before... It ultimately makes us stronger."

Daniel Sundin  
Director, Internal Communications

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Petco leaders took that to the Board of Directors and updated the company policy so that all employees, regardless of gender or how they welcome a child into their families, now have six weeks of paid parental leave.

What Workplace has changed for Petco isn't just how the company operates. It's how people feel.

"People choose to work at Petco because they love animals," says Daniel. "Now they're really able to connect with like-minded people across the company to find that it's more than just a job. Workplace has helped facilitate that."





# CRISTINA MACINA

## GLOBAL INTERNAL COMMUNICATION & ENGAGEMENT STRATEGY LEAD

### NESTLÉ

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**Company:** Nestlé

**Employees:** 320,000

**Location:** Europe

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With 320,000 employees across 4000 locations in 190 countries, not to mention its stable of over 2000 brands, Nestlé is the largest food and beverage company in the world. Cristina Macina was tasked with finding a way to connect it.

#### Why did you choose to deploy Workplace?

It was part of our strategic vision to bring people together in order to make them more connected and transform their cool ideas into great products that can satisfy the needs of our customers. The challenge was big but so was the opportunity to unlock the collective power of those people working together.

#### How did you roll it out?

We piloted Workplace with the sales force at Nestlé Mexico. At the time, they had this very geographically dispersed team that was starting to feel isolated and disconnected from the organization. But they were very passionate so they decided to

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"We've seen the inspiration and innovation that come from simply connecting people that don't speak the same language or have never been able to interact."

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Cristina Macina  
Global Internal Communication  
& Engagement Strategy Lead

introduce Workplace. Two years down the line, the results are amazing. That team now says it has 94% more visibility into what's happening in their market as well as Nestlé worldwide. And now that they have more access to best practices from around the company, they're seeing 60% more innovation.

### **What was the biggest challenge when the time came to release Workplace to the entire company?**

Sleepless nights! The implementation was so big that it took over 24 hours to get it to everybody. But we had four principles to get Workplace out in the best way possible:

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**Think globally but act locally**

**Empower the teams in all of our countries and markets**

**Give a very specific and strong role to the leadership team**

**Create an approach that was centered around what people wanted but also supported by data**

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### **What benefits have you seen now that the entire company is connected on Workplace?**

I was obsessed with bringing more engagement to the organization and we got that. But I also wanted to demonstrate that Workplace could add value to the business. One of the benefits was bringing simplicity and agility to this very big company. But what we've also seen is the inspiration and innovation that come from simply connecting people that don't speak the same language or have never been able to interact.

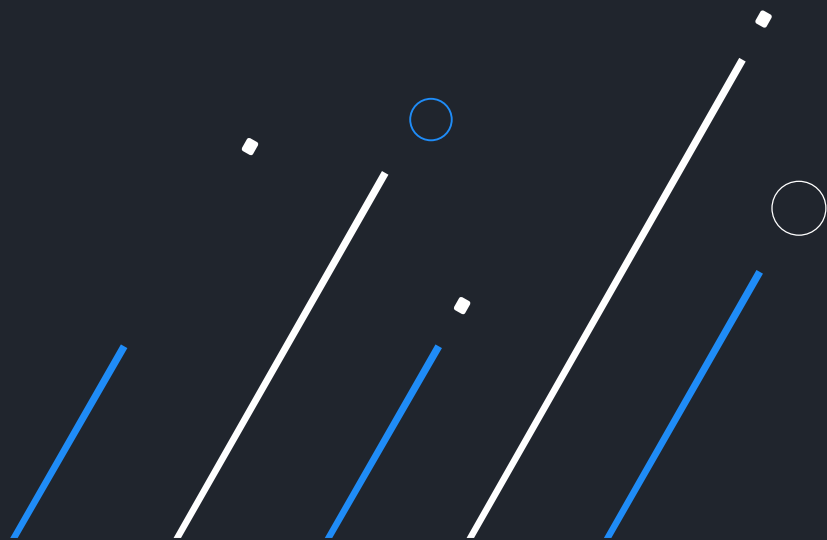
Many employees join Nestlé because it's such a multinational company. But then you get hired in Italy and you never get to speak to your colleagues on the other side of the world. Workplace really offered this opportunity to connect and to share a passion for our products, our brand or even just activities like running or pets. It gave us the ability to connect on many different levels - from the emotional to the business.

## What was the biggest surprise for you?

The biggest surprise was the speed with which the tone of the conversation changed. We are a big company and sometimes some of our communication felt a bit formal. Because people were so familiar with Facebook, what I saw immediately was how they switched from formality to conversation. 'Hey, come here, let me share my recipe...' 'Hey, look what I've done...'

This was something that surprised me. I didn't expect it to happen so quickly. I think it has brought people even more closely together because there is more personal exchange, more of an insight into the life of the human being that you bring to work every day.





## COMMUNICATING WITH EMPLOYEES **ON WORKPLACE**

Comms managers want their messages to be scalable, engaging and measurable. That's why Workplace uses company-wide Groups, Pinned Posts and Mark as Important for news and updates. Live video brings communications to life, while Insights allows you to track reach and engagement over time.





# RACHEL SETTON

## MANAGER, EMPLOYEE ENGAGEMENT & COMMUNICATIONS

### CHEVRON

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**Company:** Chevron

**Employees:** 50,000

**Location:** North America

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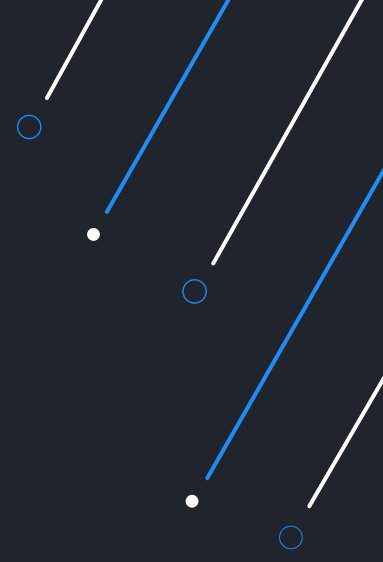
Workplace helped to transform top-down communication at Chevron, making leadership more visible and more approachable than ever before.

When the Pacific Coast Oil Company was founded in 1879, it was only three years since Alexander Graham Bell had been granted a patent for the telephone. One hundred and forty years later, a lot of things have

changed - technology, working habits, even the company's name - but communication is still very much the issue for Chevron.

The buck stops with Rachel Setton, Chevron's Manager of Employee Engagement & Communications. It's her job to make sure that 70,000 people in 40 countries all have access to the information they need to stay connected to the company's mission, strategy and values. In 2018 she decided that Workplace was just the tool she needed.

"We started out with Workplace really hoping to connect everyone, to provide a platform where people all over the world could come together, share ideas, innovate, collaborate and be inspired to do their very best," she explains.



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"We started out with Workplace really hoping to connect everyone, to provide a platform where people all over the world could come together."

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Rachel Setton, Manager, Employee Engagement & Communications



"And we learned that they were hungry for it." Twelve months later, 77% of the company is on the platform "doing all the things we hoped they would do."

Rachel is clear about why the first year has been such a success. "We were very lucky to have support from the top," she says. "This was a decision that Mike Wirth, our Chairman and CEO, made. So even though people all around us were concerned that the sky was going to fall in, we were able to say, 'Look, this is a directive. We're going to move forward. We need to transform the way we work, we need to reimagine how we all collaborate with one another.' Through that support we were able to have a successful launch, but he's the one who's helped leaders within Chevron role model his behavioral changes."

Key to those changes was the way in which the CEO used Workplace to communicate more directly with employees, making himself more visible to people in the organization. "Most of the people at Chevron have never been to our headquarters," explains Rachel - meaning they'll never even set eyes on their CEO. "Earlier today I saw him post a selfie with 15 people in an elevator as they were on their way to do some community work. That helps us humanize a company that is 70,000 strong."

But it doesn't stop there. "One of my favorite stories was right before launch, Mike wanted to have a different name [on Workplace]. Not 'CEO Mike Wirth' but just... Mike. So he messaged one of my guys. This guy looks at me and says, 'Rachel...?'"

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"The one thing I didn't anticipate was that this would be a platform that would help people bring their authentic selves to work."

Rachel Setton  
Manager, Employee Engagement & Communications

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I'm, like, 'Yeah?' 'The Chairman just texted me on Workplace Chat. What do I do?' And I was like, 'Text him back!' So they had this awesome conversation, and he got really clear information about what the Chairman needed from him. The ability to just speak with the Chairman one-on-one through technology was something really, really new for him and also made him feel super recognized and important."

While Rachel saw the immediate impact of Workplace on employee communications, it didn't take long to realize there were other benefits, too. "We'd all talked about collaborating together, innovating together, being more connected," she explains. "But the one thing I didn't anticipate was that this would be a platform that would help people bring

their authentic selves to work. People felt empowered to be able to state their opinion on the platform and feel like they were heard. Workplace gave each employee a voice to the very center of the corporation and to other business units as well."

She's quick to point to examples. "We had one employee say on Workplace, 'Hey, I'm noticing my co-workers who are expecting are having a really difficult time getting into the office. We've got a really big campus. Can you do something about it?' Within 48 hours we set up special parking for those who are expecting, as well as for those who might have some mobility challenges.

"It's really giving folks permission to do things differently," Rachel continues. "There was a woman

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"I thought of Workplace as an engagement tool – I never imagined it would have such a big cultural impact for this company."

Rachel Setton  
Manager, Employee Engagement & Communications

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who posted herself watching our last town hall at home with her baby. I think about what used to be a predominantly male organization with not enough women in leadership, and this woman was able to post what working looks like today, which is very different from the leadership and working ways they've had before.

"I thought of Workplace as an engagement tool – I never imagined it would have such a big cultural impact for this company."





# ROELAND VAN DER HEIDEN **DIGITAL DIRECTOR, GLOBAL CORPORATE AFFAIRS** ASTRAZENECA

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**Company:** AstraZeneca

**Employees:** 60,000

**Location:** Europe

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How do you communicate with 61,000 employees across three major sites on two continents?

And how do you bring people together around a singular strategy when your portfolio covers everything from cancer research to neuroscience?

Roeland van der Heiden has the answers.

## **Why did you choose Workplace**

What we were really looking for when we were considering Workplace was a tool that could make the company feel more agile and where language wouldn't be a barrier. We liked Workplace because we didn't have to train people on a new technology – it's familiar, people already like it. When we rolled it out we saw adoption skyrocket immediately.

## **As a comms leader, what do you like best about Workplace?**

Comms people really like it because it makes our lives so much easier. At AstraZeneca, we can empower our leadership, we can go Live from events at a scale we have never done before. The



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"Our executives are much more effective in their communications because they're much more visible."

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Roeland van der Heiden  
Digital Director,  
Global Corporate Affairs

popularity of Live video across all our channels is phenomenal.

### **Can you give us an example of how you're using Live video to communicate with employees?**

Our CEO and leadership team went Live with our annual results. Normally we make decks that are spread through the company comms teams to cascade the information. Workplace made it easy for us to go Live with the results, first from the analysts meeting and then with a CEO interview.

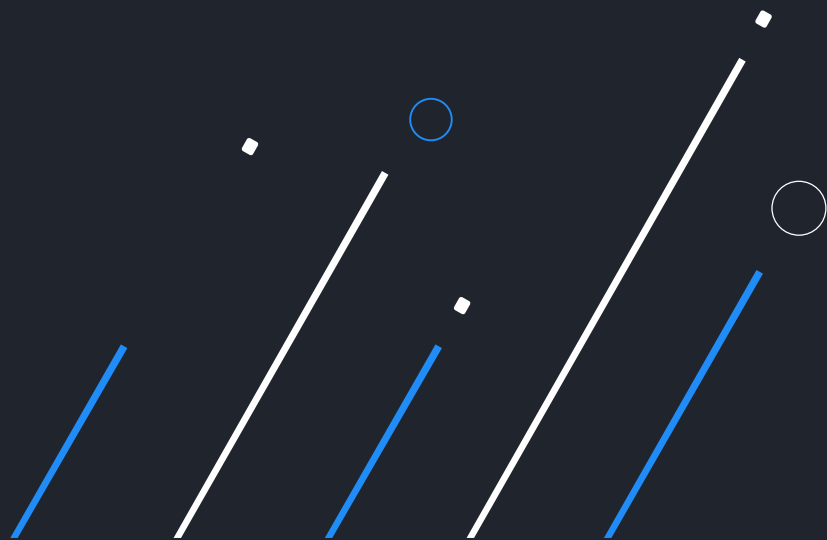
### **How has Workplace changed the way your leadership teams think about their comms**

It makes our executives much more effective in their communications because they're much more visible. What we're seeing now is that they're using Workplace more consistently.

One of our senior leaders goes Live every Monday morning. And that executive also makes sure she finds the time to engage with content from her people, wherever they are in the world. She runs the Operations unit and it's really the first time that many of her people have felt part of the larger company.

### **How would you summarize the impact of Workplace?**

I think the key is connectedness and engagement. Our engagement scores have gone up consistently across the board. Workplace plays a part in making sure we can both communicate more effectively top-down, but more importantly that we see all kinds of connections and collaborations happening automatically bottom-up because people are now connected. It's a flatter organization.



## CREATING COMMUNITY **ON WORKPLACE**

Workplace gives people a voice and empowers them to use it, strengthening culture and transforming companies into communities. We do this by ensuring accessibility and familiarity, driving engagement and providing controls to manage the noise.





# ASHLEY BELLVIEW

## DIRECTOR, GLOBAL INTERNAL COMMUNICATIONS

### BOOKING.COM

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**Company:** Booking.com

**Employees:** 24,000

**Location:** Europe

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How do you preserve your culture through a period of rapid growth? For travel disruptor Booking.com, the answer is Workplace, which has become the platform for employees to share feedback and ask questions of their leadership.

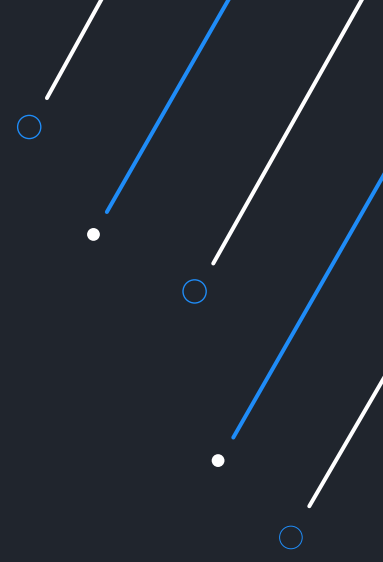
"I grew up as an internal comms leader alongside Workplace.

Before I worked at Booking.com I was doing external communication and foolishly thought that it was exactly the same. I launched Workplace about six months after taking the role. I really believed that the future of communication at work wasn't going to be in static emails or highly-processed change management comms. The way to get people talking is to mimic internally the life they lead externally because the walls between both have come apart a little."

'Getting people talking' is pretty much how Ashley Bellview sees her job description. And at first, it wasn't even that difficult.

"Booking.com started as a quite a social company," she explains. "By the nature of the way it





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"Trust is critical to building a community that can challenge one another and make each other better. Connection builds that trust."

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Ashley Bellview  
Director, Global Internal  
Communications

started up, there hasn't been a lot of hierarchy. We've always had a relationship-driven culture."

Maintaining those relationships when your company fits into a single room, office or city is pretty straightforward. But what happens to your culture when you suddenly have 24,000 people in 65 countries? "When we were spread across the globe, we realized we were lacking a place for our culture to live," says Ashley. "If you don't give it a place to live, it can fall apart. We needed to figure out how to create a space for the culture to grow and thrive along with the rest of the company."

At the heart of the culture that Ashley wanted to protect was trust. "Trust is critical to building a community that can challenge one another and that can make each other better," she argues.

"Connection builds that trust. If you're disconnected, you don't know one another and there's no trust. So you tend to speak quite formally, you follow through with bureaucracy, and there's a real risk of going stale and not being innovative anymore."

Workplace became the platform to build that trust by making connections and building community across the globe. In fact, it's so ingrained in the Booking.com culture that for a moment Ashley struggles to explain it - like a fish being asked about the water. "What role does it play? It plays all the roles," she laughs. "It's the virtual version of what we expect to see in the office."

She thinks some more and has another go: "No matter where you sit within the organization,

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"No matter where you sit within the organization, we all come together on Workplace."

Ashley Bellview  
Director, Global Internal Communications

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we all come together on Workplace. It allows the democratization of information, the spreading of ideas, the element that anyone can have a voice, therefore everyone's just like anyone else.

"I've learned through the exploration of Workplace what internal comms should become in the future, which is really allowing people to have a voice, allowing that dialogue to happen. That dialogue is uncomfortable sometimes, but it's made me a much stronger leader to be able to go to the CEO of my company and say, 'It's okay if people are upset. It's okay if you've sent an announcement and it didn't land right away. What matters now is how you respond and how you engage.'"

In fact, the role of leadership is critical when it comes to building community. "You need to make sure your leaders are ready to be vulnerable," says Ashley. "If your leaders are still quite top down and they don't care about connection, it's not going to happen because everyone looks above them to see what the norms are. They need to understand the power of connection."

That's definitely the case at Booking.com. The company holds regular Workplace Q&As where leaders are put on the spot to face whatever is top of mind for employees. But here, too, technology can make an important difference when it comes to building community. In particular, by amplifying the kinds of voices that wouldn't otherwise be heard.

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"You need to make sure your leaders are ready to be vulnerable. If your leaders don't care about connection, it's not going to happen."

Ashley Bellview  
Director, Global Internal Communications

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"Over time we're building a culture where people say, 'Oh, it's quite safe. If I give my feedback on this platform, it gets answered. No one's going to shut me down,'" says Ashley. "They now have a space where it's totally okay to ask a question that they wouldn't feel able to ask the CEO of the

company in person. You can do it from the safety of your own computer or phone. In fact, we've asked you to do that. That's one other element where we start to break down those walls and allow people to come together and feel a little bit safer."





# MARCOS ELEFThERIOU

## HEAD OF CULTURE & INTERNAL COMMUNICATIONS

### ENNISMORE

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**Company:** Ennismore

**Employees:** 2,500

**Location:** Europe

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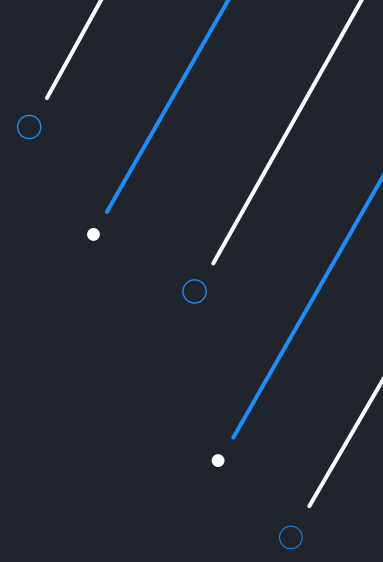
Ennismore's mission is to create hospitality brands that inspire discovery. But with a fast growing team and new brands joining the portfolio, the first job was to discover how to build a more connected culture internally. Marcos Eleftheriou explains how they did it.

#### **When did you first start using Workplace?**

I first started using Workplace at my previous job. We'd been looking for a platform to help us connect people. When I interviewed with Sharan [Pasricha, Ennismore's founder and CEO], he'd already talked to Workplace. That made accepting the job much easier.

#### **How did you actually deploy Workplace at Ennismore?**

The approach I took revolved around getting the Workplace group structure right. How we arrange them, the naming convention, whether they're open or closed. This first part was quite operational - taking a view of all the existing distribution lists, at the department structure and at what people would find useful.



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“With Workplace came an understanding that everyone at Ennismore has the same work values and we're all part of the same team. That's really powerful.”

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Marcos Eleftheriou  
Head of Culture & Internal Communications

## **What was the reaction?**

People just instinctively got it. They began talking to each other, sharing content, making their own connections. Workplace creates the space for everyone in the business to have a voice rather than just being talked to.

## **Can you give us an example of how this helped create a sense of community?**

When we acquired Gleneagles it was a bit of a leap for us because at the time it was a very different kind of hotel in terms of culture, organization and hierarchy. It was really important to help them feel part of the shared culture. What we saw was how Workplace quickly enabled people at Gleneagles to organically create their own groups. People really got into it and began sharing updates, ideas and content.

With Workplace came an understanding that everyone at Ennismore - whether in Scotland, New York or Amsterdam - has the same work values and we're all part of the same team. That's really powerful.

## **Why do you think this matters?**

A better-connected, more engaged team is a happier team. Happier teams give better guest service. So if we can ensure our teams feel like they're working as one, that they're aligned to the brand, aligned to the vision, aligned to our culture, it means they'll be better at delivering awesome service. Workplace gives them the sense that they're part of something big. That's key for us.

# SUMMARY

Employee communication is critical to navigating the age of disruption. Workplace supports internal comms teams by connecting everyone in an organization so you can communicate with employees to drive strategic alignment. In addition, Workplace creates a space for two-way conversations that strengthen culture and build community.

The result is a real impact on the bottom line. According to a Forrester Total Economic Impact study, business that connect their people on Workplace see the following comms benefits<sup>2</sup>:

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25% reduction in leadership communication costs

34% faster to inform frontline workers of company news

20% faster decision making

32% more product innovation

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Already, over 3m people every month are connecting on Workplace, across businesses of all shapes, sizes and industries.

If you're ready to take the next step, check out our [Connected Communication Strategy Guide](#) to discover how Workplace can solve your key comms challenges. Or head to [workplace.com](https://workplace.com) to learn more.

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## Sources

1 - Accenture, Disruptability Index, 2019

2 - Forrester, Total Economic Impact of Workplace by Facebook (study commissioned by Workplace), 2019