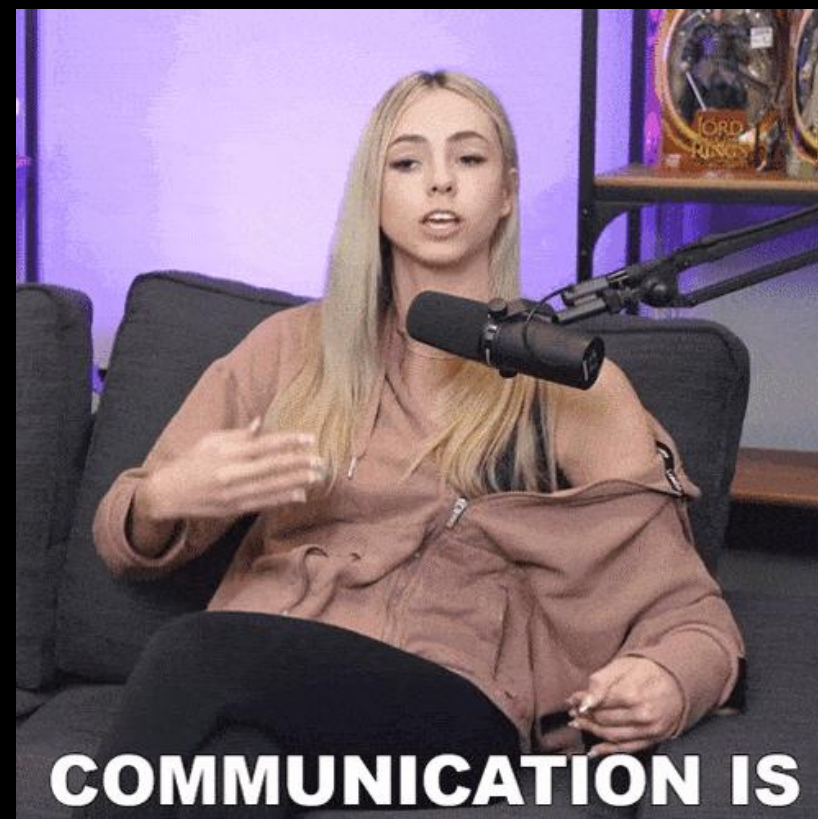


The Corporate Communications Conference

INNOVATIVE INTERNAL COMMS & EMPLOYEE ENGAGEMENT STRATEGIES

Mercedes-Benz .iO



COMMUNICATION IS

The Corporate Communications Conference

***THE CULTURE BUILDERS:
RETHINKING INTERNAL
COMMS IN TIMES
OF CHANGE***

Mercedes-Benz 

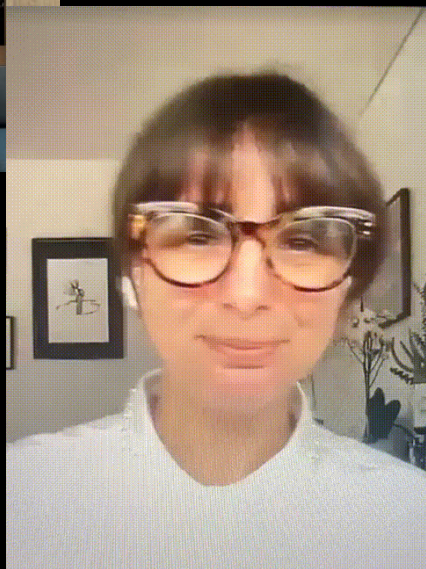


HELLO! 🙋

WHO'S SPEAKING?



Carolina Andrade



ROLE

Head of Comms at Mercedes-Benz.io

HOMEBASE

Portugal / Lisbon

FAVOURITE SUBJECTS

- Strategic Communication
- Change Management
- Diversity, Equity & Inclusion
- AI
- Fashion

BACKGROUND

- 15+ years in communication
- Strategic Comms, Media relations, Internal Comms , PR, Events
- Fashion and Luxury industry
- Tech Corporate

BIGGEST SOURCE OF INSPIRATION

My son, Tik Tok, Reading, Friends and talking to like-minded people



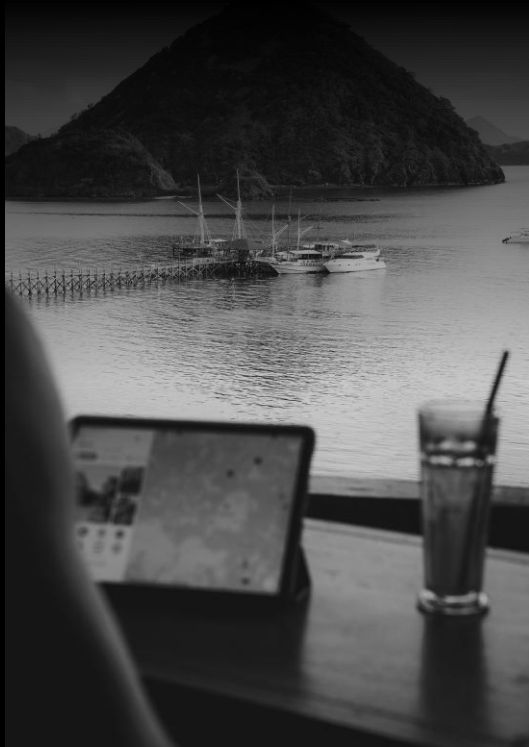
IN COMMUNICATION

CURRENT THEMES

INTRODUCTION

WHAT DO YOU THINK ARE THE CURRENT THEMES OR CHALLENGES IN COMMUNICATION?

HYBRID



ENGAGEMENT



UNCERTAINTY



RETHINK INTERNAL COMMS IN TIMES OF CHANGE

INTERNAL COMMUNICATION HAS NEVER BEEN MORE IMPORTANT.

IT'S NOT ABOUT JUST SENDING A MESSAGE.

IT'S ABOUT ALIGNMENT, BELONGING AND ACTIVATION.



RETHINK

INTERNAL COMMS

THE ARC: WHAT WILL WE TALK ABOUT TODAY

REACH



BELONGING



CHANGE



REACH: IF THEY DON'T SEE IT, THEY DON'T FEEL IT

REACH



VISIBILITY DOESN'T MEAN UNDERSTANDING

OPEN RATES WON'T GIVE YOU MEANINGFUL INSIGHTS

CUT THROUGH THE NOISE

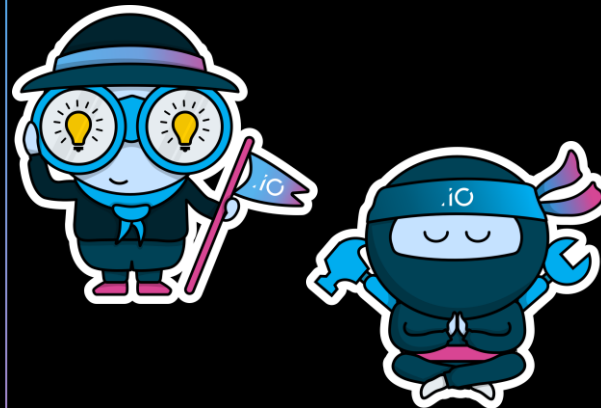
REACH: IF THEY DON'T SEE IT, THEY DON'T FEEL IT

VISIBILITY DOESN'T MEAN UNDERSTANDING

MAPPED THE COMPLETE EMPLOYEE JOURNEY, INCLUDING THE KEY MOMENTS FOR COMMUNICATION



THROUGH WORKSHOPS, DEFINED EMPLOYEE ARCHETYPES OR PERSONAS



USE CHAT GPT TO TEST MESSAGING WITH EVERY PERSONA

ADAPT AND ITERATE WHERE NEEDED



REACH: IF THEY DON'T SEE IT, THEY DON'T FEEL IT

REACH



VISIBILITY DOESN'T MEAN UNDERSTANDING

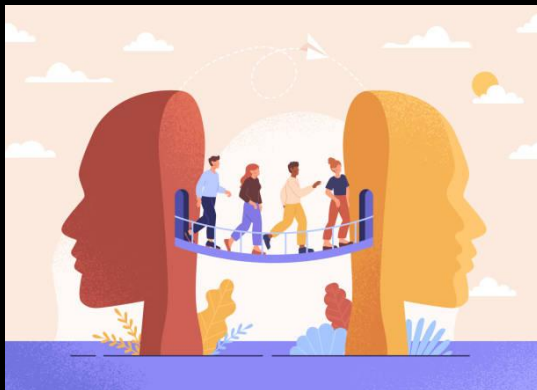
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REACH: IF THEY DON'T SEE IT, THEY DON'T FEEL IT

OPEN RATES WON'T GIVE YOU MEANINGFUL INSIGHTS

**OPEN RATE VS.
ACTION TRACKING**



**OPEN RATE &
INTERNAL EMPLOYEE-
CENTERED CONTENT**



**OPEN RATE VS.
EXTERNAL EMPLOYEE
GENERATED CONTENT**



**SOCIAL
ACTIVATION
SCORE OF
+7%**

REACH: IF THEY DON'T SEE IT, THEY DON'T FEEL IT

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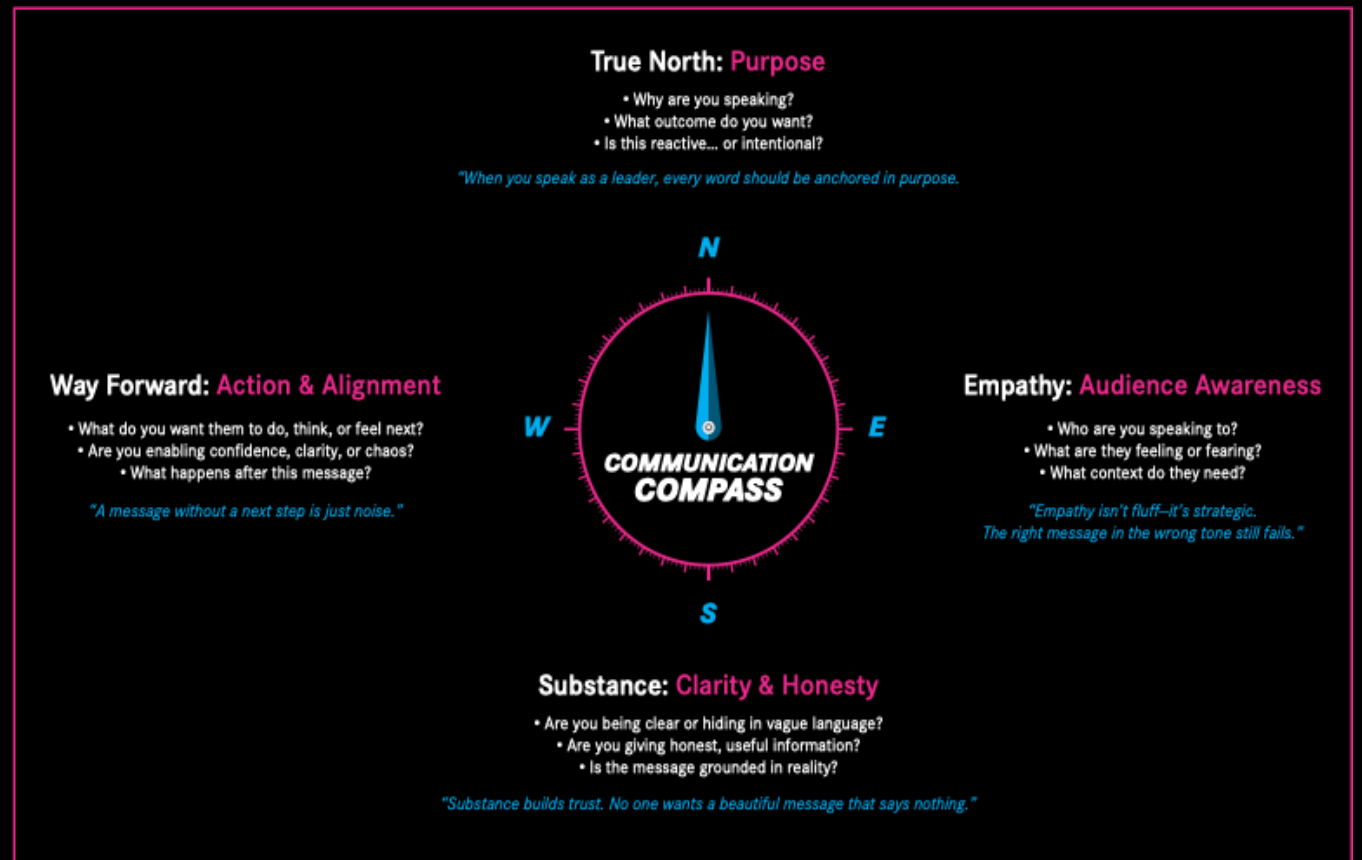
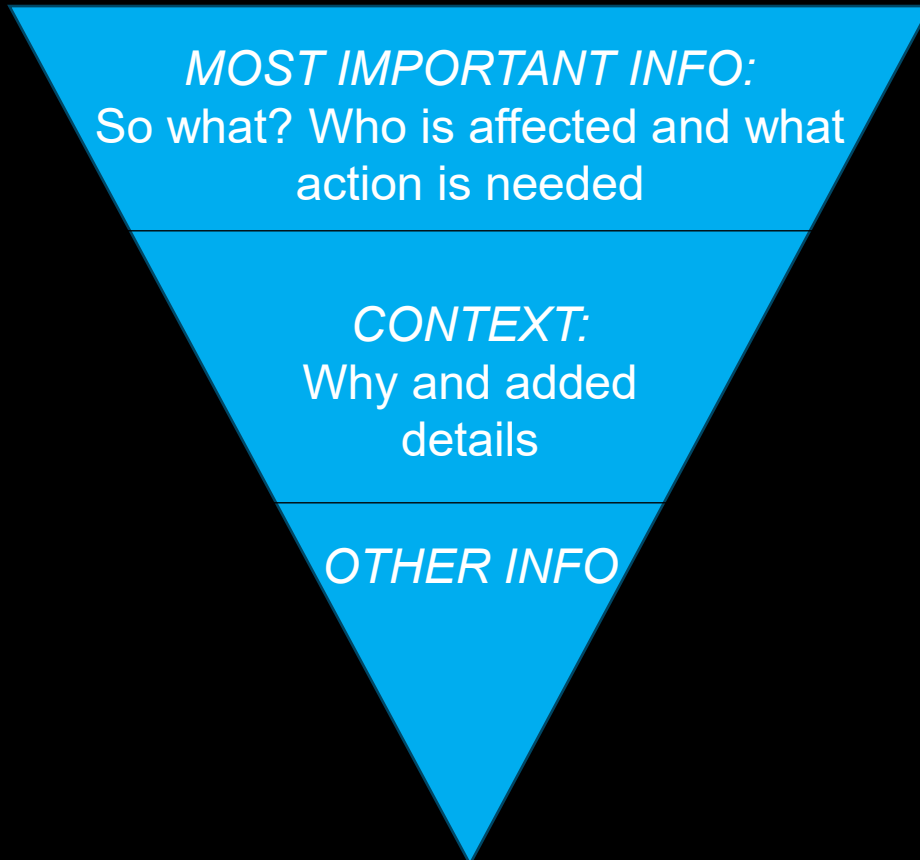
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REACH: IF THEY DON'T SEE IT, THEY DON'T FEEL IT

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THE ARC: WHAT WILL WE TALK ABOUT TODAY

REACH



BELONGING



CHANGE



BELONGING: THE BRAND LIVES ON THE INSIDE FIRST

BELONGING



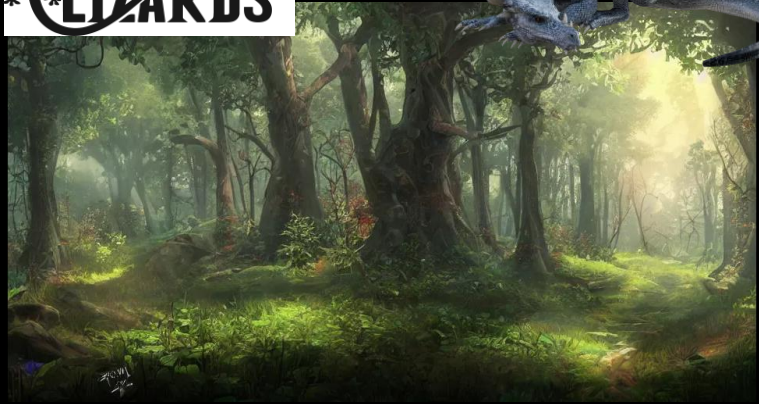
EMPLOYEE EXPERIENCE AT THE CENTER

THE IMPACT OF RITUALS

FROM PEOPLE TO PEOPLE

REACH: IF THEY DON'T SEE IT, THEY DON'T FEEL IT

EMPLOYEE EXPERIENCE AT THE CENTER



VALUES RELAUNCH

 Name Product Owner Character Type	 Name Scrum Master Character Type	 Name FE Developer Character Type	 Name BE Developer Character Type	 Name System Architect Character Type
 Name Engineering Manager Character Type	 Name HR Business Partner Character Type	 Name Finance Partner Character Type	 Name QA Engineer Character Type	 Name Data Analyst Character Type

TRANSFORMATION NINJA

HANDS-ON & DETERMINED

„Passionate for creating a real impact and making a change. Driver for making ideas come true.“

Proactivity, Driver, Energy & Positivism, Focus on Execution, Bringing ideas to reality, Pacemaker

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EXPERT HERO

EXPERIENCED & DEDICATED

„Are seen as a reference, focuses on their professional career and on growing technical expertise. Also open to learn from others and share cross-knowledge.“

Knowledge/evidence based, Open to learn - Growth mindset, Expertise, Active listening, Knowledge & experience

Mercedes-Benz .iO PRISONS LIZARDS

OWNERSHIP

VALUE: IMPACT

Having a sense of responsibility and accountability for one's actions, decisions, and results, taking initiative and making necessary changes to achieve success.

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SELF-DEVELOPMENT

VALUE: EXCELLENCE

Improving one's skills, knowledge, and abilities through intentional learning and reflection; setting goals, identifying areas for improvement, seeking out feedback, and engaging in ongoing learning and development activities.

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COMMUNICATION

VALUE: COLLABORATION

Effectively conveying ideas, thoughts, and information to others; being able to communicate clearly and concisely, tailoring communication to different audiences and situations, and listening actively to others.

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CUSTOMER FOCUS

VALUE: CUSTOMER-CENTRIC

Understanding customers' needs, preferences, and expectations, and then tailoring products, solutions, and/or services to meet those needs; listening actively to feedback and using it to improve customer satisfaction.

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BELONGING: THE BRAND LIVES ON THE INSIDE FIRST

BELONGING



EMPLOYEE EXPERIENCE AT THE CENTER

THE IMPACT OF RITUALS

FROM PEOPLE TO PEOPLE

BELONGING: THE BRAND LIVES ON THE INSIDE FIRST

THE IMPACT OF RITUALS

CONNECTION RITUALS

- Foster emotional bonding
- Spark belonging and psychological safety



***WEEKLY COMPANY
ALL HANDS WITH Q&A***

TRANSITION RITUALS

- Mark beginnings/endings
- Support change comms



***GLOBAL ONBOARDING
EVENT***

MILESTONE RITUALS

- Celebrates progress & success
- Reinforce desired behaviours & culture



ANNIVERSARY EMAILS

IDENTITY RITUALS

- Reinforce values & culture
- Create shared language & meaning



***RECOGNITION &
APPRECIATION
AWARDS***

BELONGING: THE BRAND LIVES ON THE INSIDE FIRST

BELONGING



EMPLOYEE EXPERIENCE AT THE CENTER

THE IMPACT OF RITUALS

FROM PEOPLE TO PEOPLE

BELONGING: THE BRAND LIVES ON THE INSIDE FIRST

FROM PEOPLE TO PEOPLE

SPORTS CLUBS MANAGED BY EMPLOYEES & SUPPORTED BY THE COMPANY



FROM WOMEN.IO TO A COMPANY-WIDE DEI STRATEGY

OUR EXCELLENCE IS DRIVEN BY OUR DIVERSITY

AWARENESS

- Quarterly company-wide goals with a focus on diversity, diversity initiatives.
- Yearly internal survey where we measure, among other things, employee satisfaction in DEI (top 3 category in the last year).
- YDU: External and internal campaign focusing on the diversity of our workforce and their stories.

TRAININGS

- Unconscious Bias training for the recruitment team, to be extended to management.
- Gender Diversity Executive program from INSEAD for a group of employees from different areas of the company.
- Mentoring program spanning different areas, from technical to personal development.

EDUCATION & GROWTH

- Specialized Frontend Academy with Exocore AI. MB, oncoex, were the teachers and mentors, with 4 students transitioning to full-time positions by the end of the Academy.
- Women.io Panels with inspiring female leaders.

BREAKING THE BIAS

- Structured interview process
- Diverse hiring panels
- Job postings revision to ensure neutral language
- Dashboard to follow up and track different diversity KPIs

CELEBRATING TOGETHER



THE ARC: WHAT WILL WE TALK ABOUT TODAY

REACH



BELONGING



CHANGE



CHANGE: COMMS IS THE NERVOUS SYSTEM OF TRANSFORMATION

CHANGE

CHANGING
PLACE
CHANGING
TIME
CHANGING
THOUGHTS
CHANGING
FUTURE®

THE 3Rs OF CHANGE COMMS

MAPPING THE CHANGE CURVE FOR COMMS

MANAGERS ARE OUR BEST FRIENDS

CHANGE: COMMS IS THE NERVOUS SYSTEM OF TRANSFORMATION

THE 3Rs OF CHANGE COMMS



RYTHIM | THERE'S NO SUCH THING AS OVER-COMMUNICATION

- Pre/During/Post communication
- Change management Office with office hours



RATIONALE | EXPLAIN, REPEAT AND REPEAT AGAIN: "WHY NOW?"

- Monthly and Quarterly updates
- Written communication to distribute



ROLE CLARITY | WHAT DO WE WANT PEOPLE TO DO/THINK/FEEL?

- Frame it from the employees POV: What does this mean to me?
- FAQ

CHANGE: COMMS IS THE NERVOUS SYSTEM OF TRANSFORMATION

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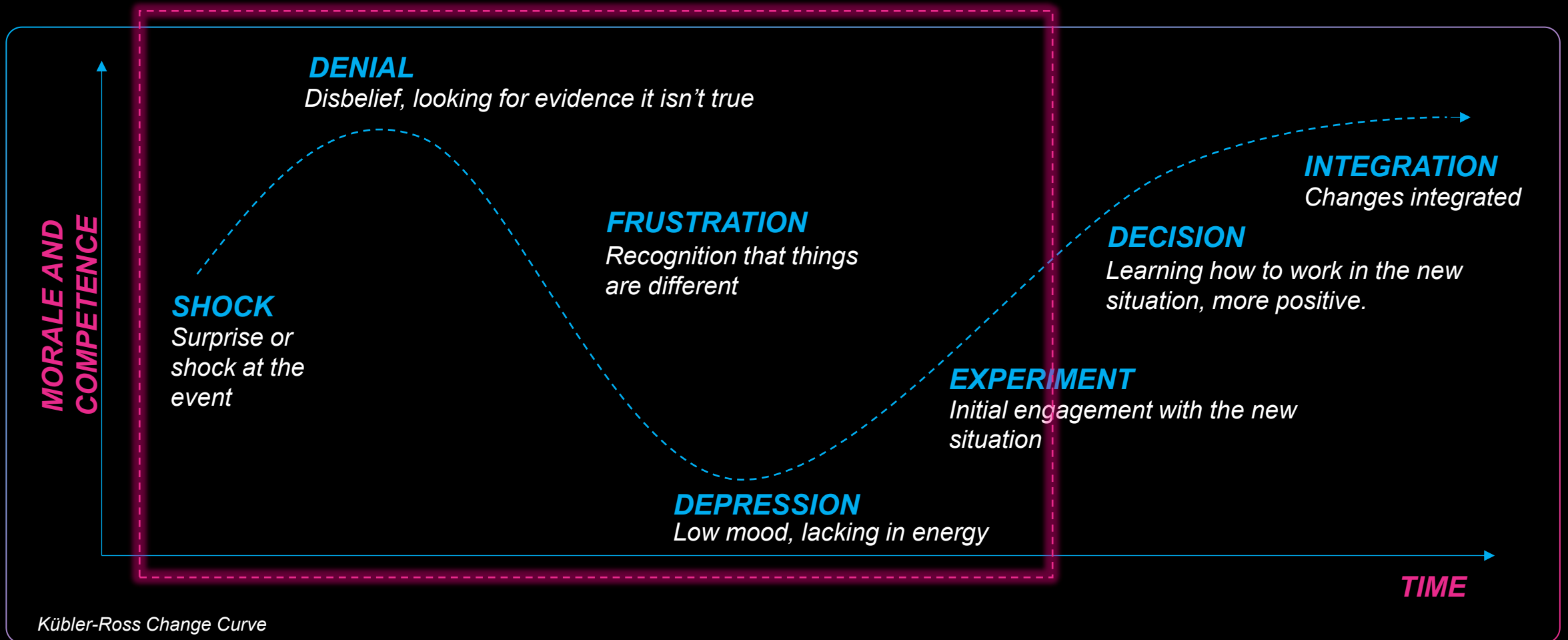
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PRE-COMMUNICATION

- Brief your management team with time for feedback and questions.
- Do dry-runs where they can also give inputs on tone of voice and storyline.



MESSAGES & FAQ

- Equip managers with tools to help communication with teams.
- Schedule team calls after main communication.



EMPOWERMENT & ENABLEMENT

- Communication Hub for 2-way communication.
- Trainings and workshops to give them the tools and reflection time on main challenges.



AND WITH THAT....
I AM DONE!
QUESTIONS?