





# FAST GROWTH, GLOBAL PHARMACEUTICAL COMPANY

## Company Facts

-  Multiple locations in US and Europe
-  \$300M revenue, 1500 employees

-  Doubled revenue in last 5 years
-  Expected to double again in next 4 years

## COVID-19 RECOVERY



### MARCH 2020: Leadership Increased Communication

- safety measures
- government restrictions
- revenue impacts
- weekly or daily communication with employees



### JULY 2020: Business Changes as World Reopens

- business increased
- hybrid workforce (*many remote*)
- revenue recovered
- demand soared & lead times extended



### AUGUST 2020: Leadership Goes Silent

- rumors spread
- questioning customer satisfaction
- employees unsure how the business is doing & ability to deliver
- employee frustration & decline in retention due to instability rumors

## CHALLENGE

The senior leadership had become distracted with exciting opportunities ahead as the world and business reopened. With many challenges to work through, leadership didn't slow down or work to keep the organization informed and updated on the state of business.

## OUR APPROACH

- Defined the stakeholders & the wants/needs of each
- Identified the right types of communication/key messages & the frequency needed
- Built a process and plan to implement an Internal Podcast Series to reinforce key messages
  - senior leaders talking about success stories from employees throughout the organization
  - receive status updates on critical impacts to the business
  - relevant and timely content to what was going on in the business
  - flexible listening for employees: in the car, headphones at the office, at home, while working, etc.

## THE RESULTS

The company saw improved alignment on the state of the business, calmed the fear of the employees, and united around their purpose and direction to move forward together.

Companies where our practice has made a difference



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