

Global Service Comms Vehicle Strategy

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Our Mission Statement

Ensure the right information reaches the right audiences, in an effective way without consuming more time and burden for our Service employees. We strive to engage the organization, tell a story and connect the dots to the Service Strategy, Wayfair priorities and always emphasize the why behind our initiatives.

Our Vision

To improve both our Service Communication offerings and the experience Service members have when interacting with those offerings. *Differentiating our vehicles by content-type, consolidating & standardizing our vehicles globally where possible and ensuring consistent data collection across all vehicles* will increase efficiency and clarity for Global Service & its supporting communication teams.

Current State Challenges

The current state¹ of our communications strategy presents multiple opportunities for improvement, as evidenced by a **declining readership** ([REDACTED]%-[REDACTED]%)² across our L1 newsletters YOY.

¹ See Appendix, Current State

² See Appendix, Figure 1

- There is a **cognitive burden** experienced by employees due to the **lack of differentiation in information shared across platforms** makes it difficult for our employees to find and process essential details.
- There is an **inconsistent employee experience**, as our strategy **lacks global alignment**, leading to discrepancies in messaging and information distribution.
- The **frequency of one-off messaging** which does not tie to a larger initiative or Wayfair and Service Strategy, making it difficult for our Service audience to connect the dots and see the full story
- **Past content** hasn't been consistently archived and is not searchable.
- The **absence of ongoing and new-hire education** about communications vehicles compounds the issue, leaving employees at all levels without a structured guide on where to access necessary information.

Our Future State

Overview of Changes

Channel	Cadence	Content
<i>Phase 1</i>		
Execute L1 + Newsletter (NA and EU Versions)	1x week	Policy, Process, Tech & Tools
Execute L2+ Newsletter (NA and EU Versions)	1x a week	Manager-specific Policy, Process, Tech & Tools Upcoming L1 Content
Offshore Partner Newsletter (Success Managers)	1x a week	Policy, Process, Tech & Tools (non-proprietary info)
Slack	As Needed (3-5x a week)	Employee Experience High Priority Announcements Create, Embed, Forecast Updates

Intranet	As Needed	Global Intranet Landing Page Global 'How to Stay Informed' Communications Page Updates to Knowledge Pages
<i>Phase 2</i>		
Global Culture Newsletter	1-2x a month	Culture, Benefits, Engagement

We're looking at communications from a global perspective, geo-specific vehicles will be reviewed and incorporated as follows:

- **Execute L2+ Newsletter:** manager-specific process/policy/tech/tools content at the top, and a section for upcoming content (i.e. a sneak peak into L1 updates) at the bottom
- **Execute L1+ Newsletter:** network process/policy/tech/tools and general content specific to the associate's job
- **Slack channels** will be reviewed, consolidated, and organized. They will be used for:
 - Engagement / Employee Experience content
 - High-priority (critical) updates which cannot wait until newsletter sends
 - Guidelines of what constitutes a critical update will be established and shared with stakeholders.
 - May also use Email/Service Hub Front Page or Infohub evergreen article banners.
- **Global Culture Newsletter:** culture and engagement highlights for all Service Employees
 - This will be part of Phase 2, with rollout in late Q1/Q2 2024.

Benefits

- Creating clear guidelines on what content goes in which channel:
 - Decreases overall communications hitting our audiences and extra 'noise' in channels.
 - Ensures audiences don't miss the most important content and improves trust and engagement.
 - Trains associates to quickly and effectively find the information they're looking for and what to prioritize in the little time they have to review communications.
 - Remove the burden of going to multiple vehicles for the information they need.
- Allowing data-driven communication via trackable newsletters, slack, and email offers valuable insight and ensures efficient use of time and resources.

- This also simplifies the back-end processes of aggregating, analyzing, and actioning on combined EU/NA data.
- Updating our Intranet strategy improves clarity around changes, ensuring associates:
 - Can easily find content they missed
 - Are directed back to evergreen knowledge articles
 - Know the best way to stay connected and informed
- Gaining efficiencies in ways of working across communications strategies and vehicles while still taking into account individual audience needs.
- Allowing us to tie back to larger strategic messaging and priorities

Vehicle Proposals

Newsletter

Global Execute L1+ Newsletter

Title	<i>The Service Download; Real time. Real info.</i>
Target Audience	Global Execute L1
Full Audience (for visibility)	Global Service L1+
Cadence	1x a week; Tuesday or Wednesday
Timing	9 a.m. ET (NA) 9 a.m. GMT (EU)
Content	Policy and process updates/announcements <i>Information an associate needs to do their job, improvements to the customer experience</i>

Global Execute L2+ Newsletter

Title	<i>The Manager Minute</i>
Target Audience	Global Execute L2-L3 NA version EU version

Full Audience (for visibility)	Global Execute L2+; Create/Embed/Forecast L1+
Cadence	1x a week; Monday
Timing	9 a.m. ET (NA) 9 a.m. GMT (EU)
Content	<p>Manager-specific policy/process updates and announcements <i>Information a manager needs to do their job</i></p> <p>Upcoming changes <i>A sneak peek into what's upcoming for L1 Execute</i></p> <p>Manager Minute Weekly Discussions <i>Suggested topics and content to bring to team meetings</i></p>

Offshore Partner Team Newsletter

Title	<i>TBD - may be similar to Service L1 newsletter</i>
Target Audience	Offshore Partner Teams
Full Audience (for visibility)	Global Execute L2+; Create/Embed/Forecast L1+
Cadence	1x a week
Timing	TBD
Content	<p>Policy and process updates/announcements <i>Information partner teams need - no proprietary information will be shared, as these are external partners, not under Wayfair.</i></p>

Culture Newsletter (Phase 2)

Title	TBD
Target Audience	Global Service L1+
Cadence	Bi-weekly or 1x a month; Friday
Timing	9 a.m. ET (NA) 9 a.m. GMT (EU)

Content**Benefits**

Benefit changes and highlights, other non-time-sensitive information

Culture

ERGs and DEI updates and events, holidays, leadership/employee spotlights

Engagement

Activities, upcoming calendar events, interactive content, etc.

Slack

Proposed/Current Slack Channels:

[Global Service Slack Channels Inventory](#)

Target Audience

Varied - across Global Service Teams

Cadence/Timing

Daily, as needed (mindful of Global time zones)

Content

Varies by channel, depending on the channel's purpose, as listed in the WIP doc above

**Note: Slack and email strategy for Embed, Create, and Planning will be added once discussed with Stefan Reimig. As well as considerations for manager-level channels throughout Service org.*

Intranet

Utilizing the intranet (InfoHub) as a support to communications will require partnership between Communications and Knowledge Management. Two InfoHub pages will be updated:

Global Intranet Landing Page

Target Audience

Global Service

Cadence/Timing

Updated weekly/monthly with ICYMI and Top Changes

Content

Links to the original announcements in Slack or Newsletter

Global Communications “How to Stay Informed” Page

Target Audience	Global Service
Cadence/Timing	Updated when needed
Content	Information around all of our channels + their audiences How to stay informed as a Service Employee

Updates to Processes

With this update, Communications will **no longer utilize blog posts** to host additional content outside of our regular channels.

Communications and Knowledge Management will collaborate very closely to make necessary edits to evergreen knowledge articles, and direct associates to that evergreen content. This ensures content is not duplicative, and improves the search function efficiency.

Proposed Schedule

See [here](#).

Appendix

Data and References

1. Communications [Survey Survey Form & Response Sheet](#)
2. EU [Focus Group](#)
3. OSS OKR - [Increase Audience Engagement Data](#)
4. Embed Comms [WBR Data 2023](#)
5. 11.6.23 [Comms Vehicle Inventory for Service](#)

Figure 1

Figure redacted for internal compliance

Current State

Channel	Cadence	Content
L1+ Newsletter (NA)	3x week	Policy + Engagement + Culture
L2+ Newsletter (NA)	1x week	Policy + Engagement + Culture
L1+ Hot Topics (EU)	1x week	Policy + Engagement + Culture
L1+ Slack	As Needed (3-5x week)	Policy + Engagement + Culture
L2+ Slack	As Needed (1-3x week)	Policy + Engagement + Culture
Team Meetings	2-4x a month	Manager Weekly Discussion Topic (as needed)