

Communications Experience Backgrounder

Internal Use Only

December 2021

Contents

1. [Strategy: Why communications experience?](#)
2. [Definition: What is a communications experience?](#)

these sections not started yet:

3. **Value:** Why is communications experience important?
4. **Solution:** How does FWI | Poppulo create communications experiences?
5. **Differentiation:** Why we're better
6. **Proof points:** Case studies
7. **GTM:** How we'll bring our communications experience position into the market

Appendices:

- Analyst Input & Feedback
- Competitors and Adjacent Players
- Brand Strategy
- Growth Strategy
- Trademark Guidance from Legal
- Working drafts of messaging/Brainstorms/Raw Ideas

Interviewee Ideas

Internal Stakeholders

David Levin
Mairead Maher
Jen Sartor
Susan Slagle
Others TBD

Customers

- Paypal, contact tbd
- Maximus, Jared Harris
- Experian (former customer, we have a contact there who might be open to speaking, she is an early adopter and very strategic. They left Poppulo for Dynamic Signal, which was acquired by SocialChorus (which rebranded as FirstUp) and before she migrates to Firstups new platform she wants to look at all her vendor options.
- Newmont Mining
- Others tbd

Key Launch Timelines

These are key dates for Monigle to know:

Jan 11-12: Company/Sales Kickoff where David and the Exec Team will announce our vision for the communications experience platform, including laying out the “why” or market imperative that has led us to this vision (the problem we’re solving)

Feb 14: Revenue team training - this will include training on key communications experience messaging and the sales pitch deck

March 1: Sales begins preselling

April 1: Press release announcing launch of Communications Experience Platform

Q2: Demand generation campaigns launched

Our 2022 product roadmap will deliver on key pieces of the platform, but we intend to begin to pre-sell in Q1.

There is much more detail around the launch plan being worked out, here’s a bit more related to the market launch activities:

Communications Experience Launch

Key Market Launch Objectives & Activities*

Strategic Positioning & Messaging Development - define our point of view and enable our employees to champion it

- Q1/ Deliver internal message playbook
- Q1/ Deliver horizontal sales pitch and 1 vertical sales pitch
- Q1/ Enable all employees on POV
- Q2/ 100% of GTM employees successfully certified in horizontal pitch
- Q2/ 100% of non-GTM employees surveyed understand POV

Analyst Relations - influence key analysts toward our POV to drive awareness and preference that translates into buyer demand

- Q1/ Secure budget and sign contract with 1 analyst firm to validate POV via sponsored research/content
- Q2/ Brief 3 analysts on communications experience POV
- Q2/ Analyst firm completes sponsored content validating communication experience with 1 named lighthouse customer
- Q2/ Influence 1 analyst to incorporate comms exp into their point of view
- Q2/ Complete 1 piece of sponsored analyst research validating POV

Public Relations & Brand Awareness - drive publicity/awareness with buyers and influencers that translates into buyer demand

- Q2/ PR announcement of Communications Experience Platform launch
- Q2/ Update FWI & Poppulo website messaging to incorporate POV
- Q2/ 1 new piece of collateral created to position comms exp platform
- Q2/ New thought leadership content incorporates comms exp messaging
- Q2/ 2 speaking engagements secured for thought leaders
- Q2/ Publish 1 Forbes thought leadership article

Revenue Enablement

- Q1/ Deliver high-level platform collateral
- Q1/ Deliver Proposal/Catalyst Deck
- Q2/ Secure 2 referenceable lighthouse customer testimonials
- Q2/ Refine and deepen CommsXP Maturity Model
- Q1/ CommsXP 101 Enablement
- Q2/ CommsXP 201 Enablement & Certification

Demand Generation

- Q1/ Deliver plan for CommsXP DG campaign
- Q2/ Launch inbound campaign to drive pipeline goal
- Q2/ Launch sales prospecting to drive pipeline goal

**See full cross-functional launch plan for broader view of launch activities beyond these market-facing deliverables.*

1. Strategy: Why communications experience?



Our Approach to Assessing our Strategy & Positioning

Goals

Assess the **strengths** of the combined FWI | Poppulo company and platform

Understand where the **market** is going and the **categories** and **segments** we play in

Define the **positioning** that sets us up to win

Questions

How do we leverage the unique combination of FWI and Poppulo that creates a **differentiated and winning** value proposition?

Is there a **larger market** or category that our combined value proposition opens us to?

Approach

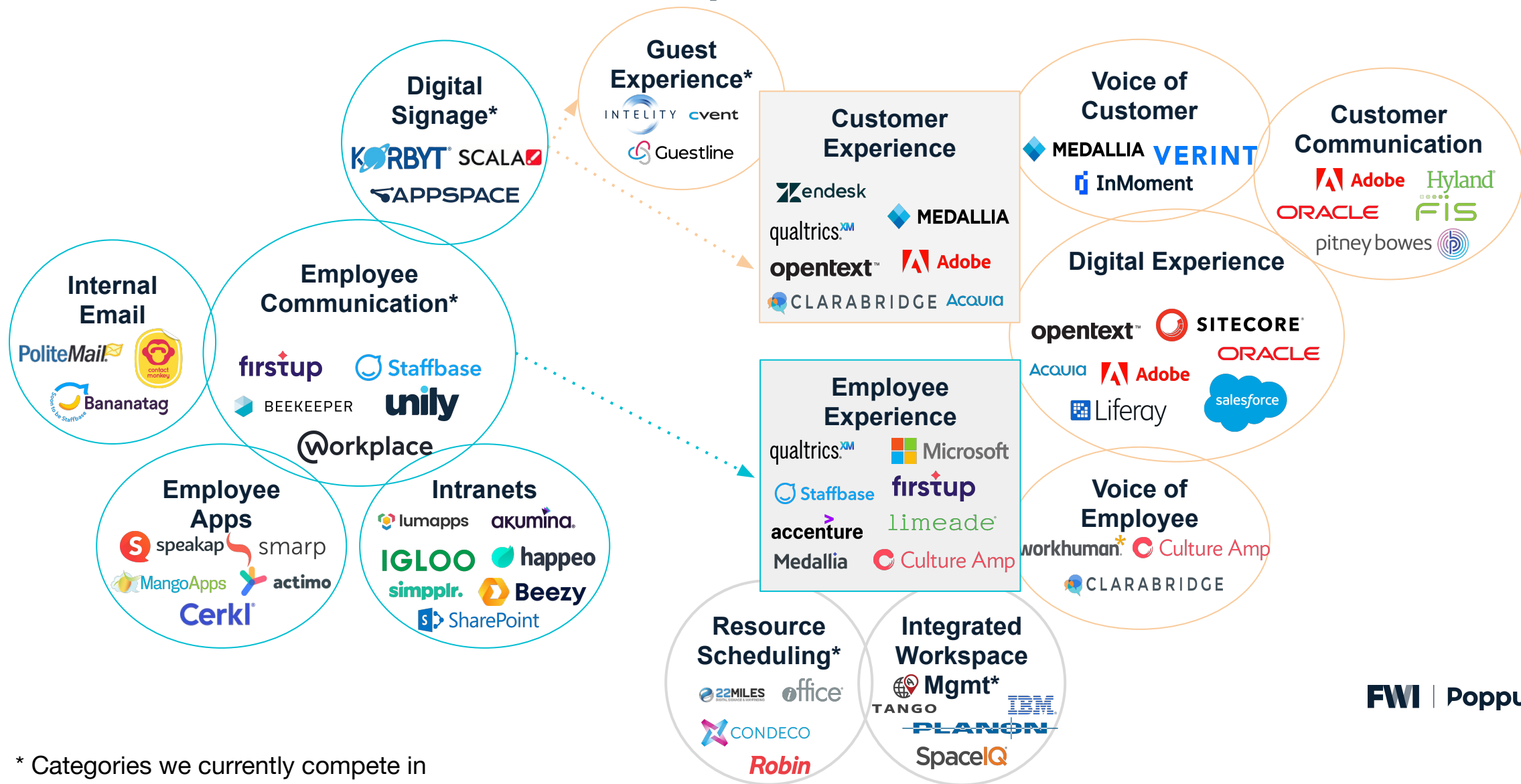
Market landscape analysis of:

- Our current categories
- Adjacent categories
- Competitor positioning
- Broader categories
- New category creation potential

Customer landscape analysis including:

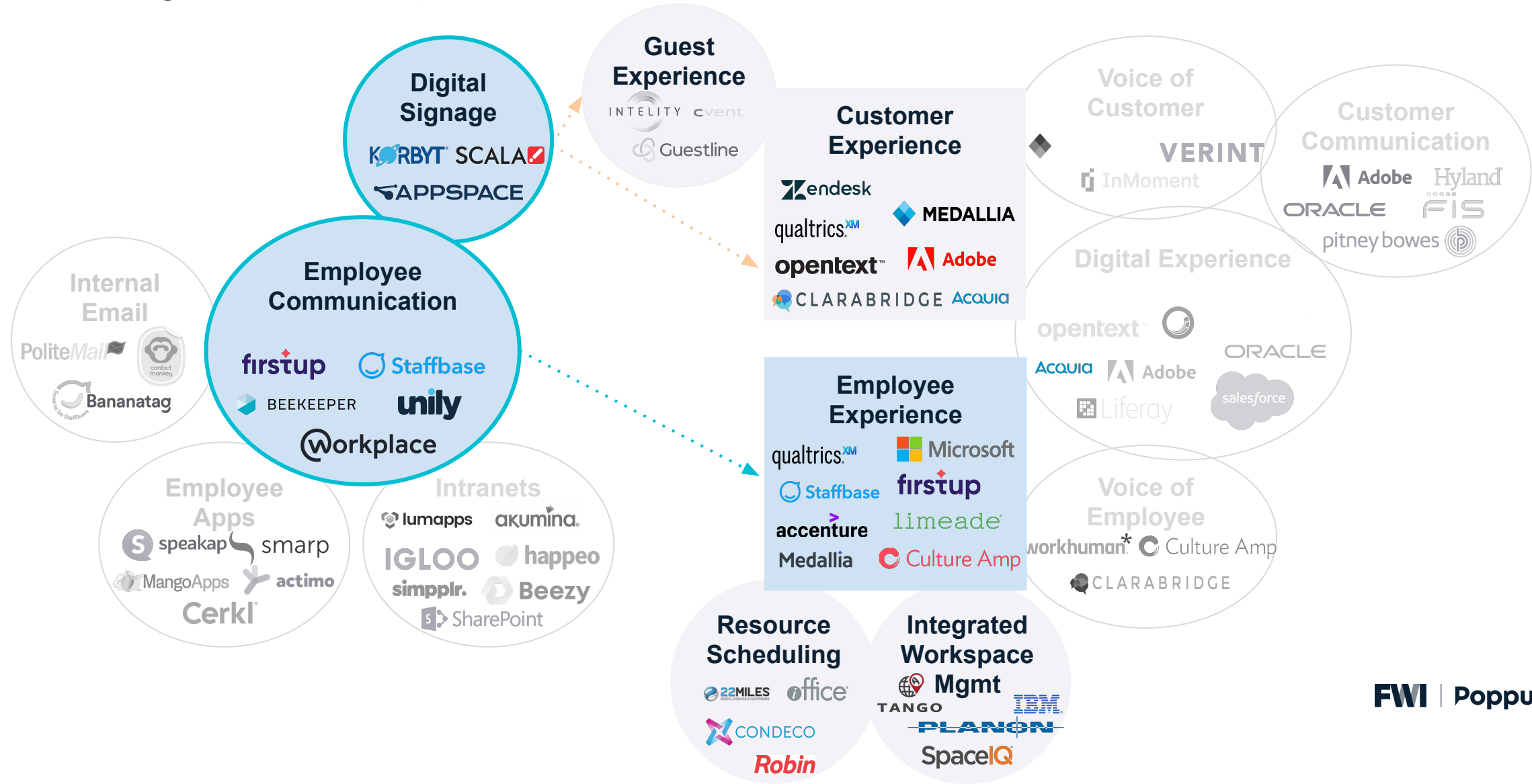
- Feedback from client workshops
- Salesperson interviews

We asked if there is a category that better encompasses our value prop - and defined a market landscape that looks like this:



* Categories we currently compete in

We concluded that there is no single category today that encompasses our value prop and that our current categories best represent our buyers' frame of reference when looking for solution providers



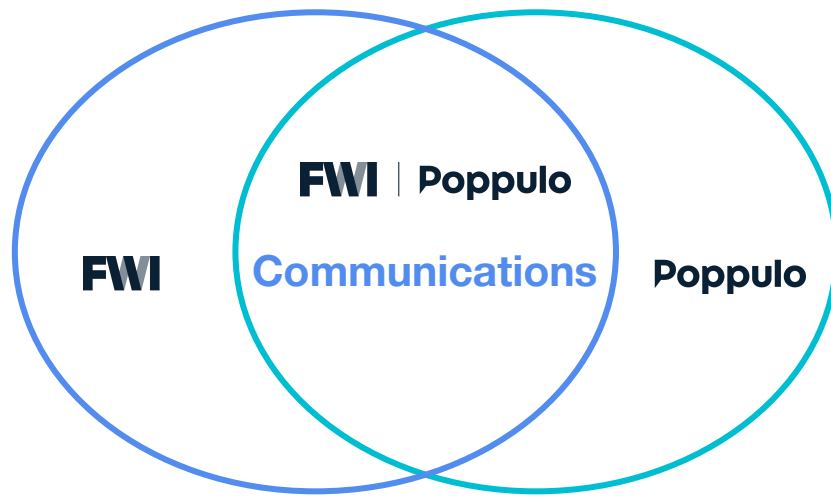
Conclusions from Strategy & Positioning Assessment

- Both buyers and analysts today position Poppulo as an employee comms vendor, FWI as a digital signage vendor, and SSG as a resource scheduling vendor
- But these existing categories box us in, limiting our ability to express our unique value prop
- Differentiation within these categories is critical but challenging - competitors are fast followers to our strategy and positioning.
- There is no other single existing category that better encompasses the combined value proposition that together we deliver.
- There is a movement among employee comms competitors to position for EX
- There is an early stage emerging trend toward the convergence of EX and CX that we are uniquely positioned to ride
- Creating a new category is a prohibitively costly and time consuming investment with uncertain results.
- To differentiate within our current categories we must make a bold positioning move

Recommendation: position our platform as a Communications Experience Platform

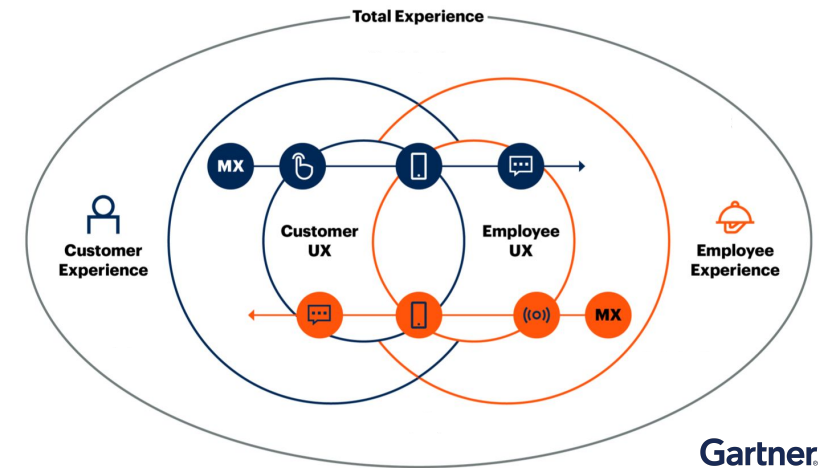
Why Communication Experience?

Communications is what unifies us.
It is at the heart of both our companies.



Experience is where the market is moving.

Frictionless experiences for employees
Seamless experiences for communicators
Connecting digital and physical experiences



Communications Experience positioning:

Credibly claims an “experience” position without overreaching
Differentiates our ability to connect physical-digital experiences
Aligns to **C-suite strategic priorities** with a problem-based value prop
Unifies our companies and speaks to our common mission
Is a more **robust vision** than competitors positioning for EX

Communications Experience Positioning Implications

- We will continue to position ourselves in the employee communications, digital signage and workspace management categories to ensure that our buyers understand what we offer
- However, within these categories we will reposition our technology platform as a Communications Experience Platform to better encompass our joint value proposition and break away from the competition:
 - Communications Experience Platform stays true to our communications roots, while allowing us to explicitly align communications to the experience outcome without overreaching.
 - It gives us the opportunity to define the criteria by which buyers select a technology partner - by defining what a Communications Experience Platform is and why it is necessary
 - It will also require a significant investment in internal change management to gain the buy-in of our teams to carry the message to the market and in external awareness and education
- In this way the platform becomes the unifying element that brings our three brands together, and potentially gives us the foundation and opportunity to rebrand the combined org at this level and consolidate brands in a future phase.

Analyst Feedback re: “Communications Experience”



John Kostoulas, VP Analyst @ Gartner

Focus areas: HCM & Employee Experience

It definitely resonates with me. I think it is on the right track in trying to do two things:

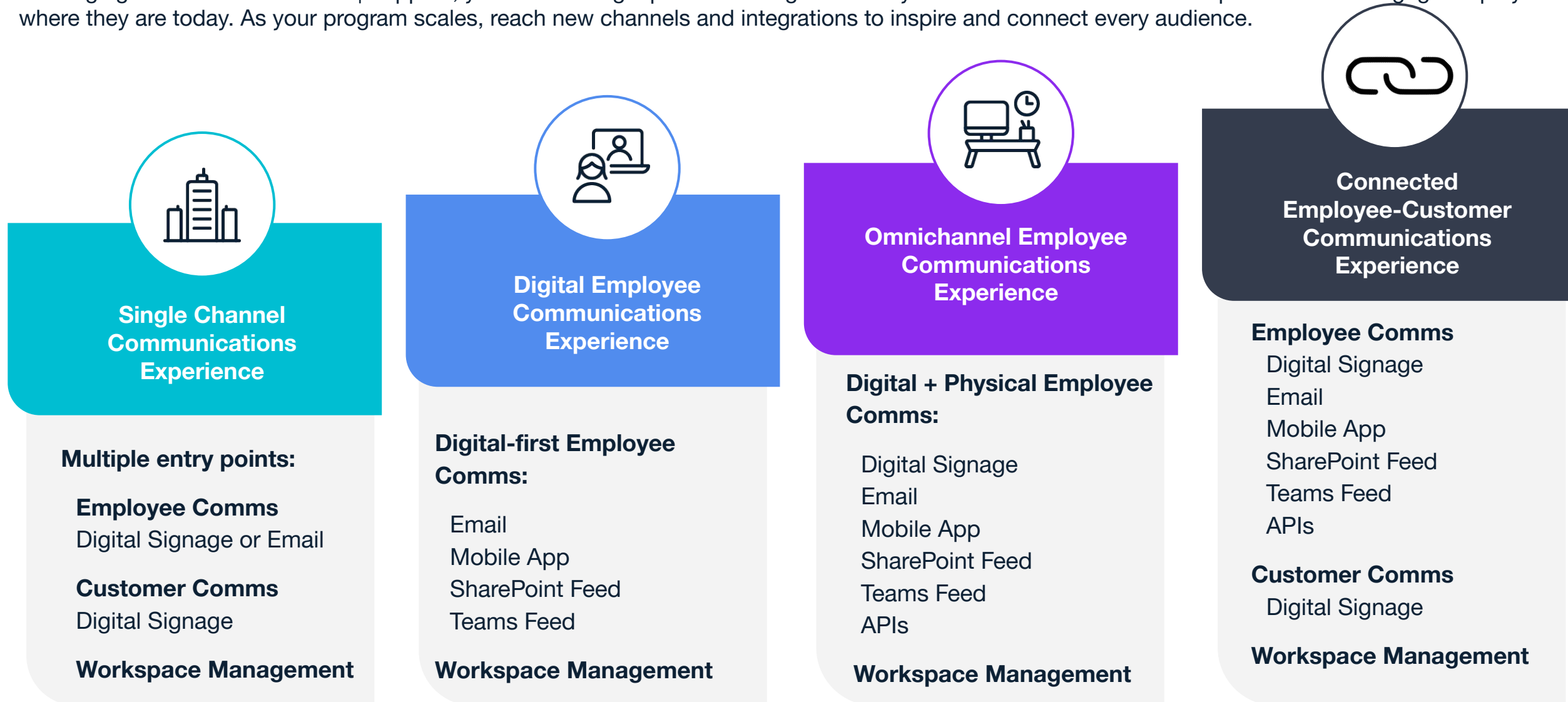
- To find the term that **relates to both the customer and the employee experience.**
- At the same time, it is **not too broad** as to be something that FWI | Poppulo can contribute but 20 other systems can also contribute. Because that is the complication of tying yourself directly to customer and employee experience.

So it makes sense to me, but you might fall into the other issue that you pitch it and people say, **"Is this a category?"** I haven't seen that. Nobody does that." So, I was thinking **the missing link is how you tie this to customer experience and employee experience as *outcomes*.**

We can speak about the experience around the **communications experience as an important sub-outcome of employee experience.** So you see I'm trying to avoid the aspect of categories here. Not because you don't match to the category, but because this category doesn't exist. So instead of you having a dialogue with your prospective clients about whether this exists or not, I think it's more beneficial to debate if communications experience is an essential element of employee experience. They would say yes. And **this points us from a feature and category based value proposition to a problem based value proposition.**

Our Communications Experience Platform is Designed to Grow with Customers as they move along the Maturity Path visualized below.

Messaging around this: With FWI | Poppulo, you're choosing a platform that grows with you. Create communications experiences that engage employees where they are today. As your program scales, reach new channels and integrations to inspire and connect every audience.



2. Definition: What is communications experience?

We need to develop an internal Message Playbook for our Communication Experience Platform to ensure that across the organization we are all using consistent, competitively differentiated messages that resonate with our stakeholders – including our prospects, customers, partners, analysts and investors.

A Message Playbook is an internal reference tool that creates a shared language about our company, our vision and our solutions. It codifies our key messages into a simple, easy to use format for all customer-facing employees.



Message Playbook Approach

We have a number of message playbook formats to choose from (examples below), and would like to also see what Monigle has found effective.

DAILY ENGAGEMENT

Lasting behavior change starts with daily engagement. Virgin Pulse's habit-building platform drives the industry's highest engagement, helping employees create and sustain daily success routines that lead to lasting behavior change and positive outcomes.

	SEVERAL TIMES A DAY	ABOUT ONCE A DAY	LESS OFTEN
FACEBOOK	51%	23%	26%
SNAPCHAT	49%	14%	36%
Virgin Pulse	42%	36%	22%
INSTAGRAM	38%	22%	39%
TWITTER	26%	20%	53%
YOUTUBE	29%	17%	55%

What it is	How we do it	Benefits	Why we're better
Lasting behavior change and positive outcomes start with daily engagement. When you give people tools to help them reach their goals and they have success using them, they engage and interact more.	The Virgin Pulse app engages employees every day to learn, do and become their best at work, and beyond. Some examples of how we engage members daily include: - Daily cards give quick, actionable tips that engage members each day in healthy new activities - Daily trackers make success easy by breaking big goals into small daily wins that get, and keep, members motivated - Daily (expiring) points motivate healthy actions and routines, bringing employees back to the app every day to learn and do healthy things	Daily engagement with the Virgin Pulse platform: - Fuels personalization and boosts utilization of all benefits – daily interactions help us personalize the experience based on employee needs and interests, and connect them with the right programs, benefits, tools and events to help them be happier, healthier and more productive - Drives outcomes like: 30% lower employee turnover 2.9x lower worker's comp claims 15% lower unscheduled absences 53% high risk members reduced their overall risk year-on-year	With usage rates that rival the most popular social apps like Facebook, Instagram and Snapchat, employees rely on Virgin Pulse's habit-building platform every day to support their health, wellbeing and performance.

ENTERPRISING POPPULO
Enterprise Message Playbook

9/29/2020

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

Communications Experience Platform

Market Positioning Statement	
Key Messages	
Key Message 1	
Key Message 2	
Key Message 3	
How does it help solve the buyer's problem?	
What are the main drivers to purchase?	

Working Backwards

As a first step to defining how we enter the market with our Communications Experience Platform, we took the Amazon working backwards approach. On the following slides you will see iterations of that positioning in mock PR format.

NEW POSITIONING STATEMENT

FWI | Poppulo's industry-first
Communications Experience Platform delivers
highly targeted and trackable communications across
multiple channel experiences to connect with
audiences in today's hybrid world



In today's hybrid world of fragmented digital and physical experiences, only products powered by **FWI | Poppulo's Communications Experience Platform** for **employee communications, digital signage and workspace management** enable enterprises to create communications experiences that inform, inspire and connect all their internal and external audiences, including employees, customers, guests, students and patients.

NEW POSITIONING STATEMENT

FWI | Poppulo's industry-first **Communications Experience Platform** improves both employee and customer experiences in today's hybrid world



In today's hybrid world of fragmented digital and physical experiences, **FWI | Poppulo's Communications Experience Platform** for **employee communications, digital signage and workspace management** enables enterprises to create communications experiences that inform, inspire and connect all their internal and external audiences, including employees, customers, guests, students and patients.

Working Backwards: Draft Press Releases

[Link to Document](#)

FWI | Poppulo Launches Industry's First Communications Experience Platform (CommsXP™) to Improve Both Employee and Customer Experiences in Today's Hybrid World

Denver, CO – FWI | Poppulo, a global leader in employee communications, digital signage and workspace management technology solutions for enterprises, today introduced **Communications Experience Platform (CommsXP™)**, the industry's first cloud-enabled communications experience platform, and unveiled the next generation of its **omnichannel employee communications, visual communications and workspace management** product suite, powered by CommsXP platform technology.

In today's hybrid world of fragmented digital and physical experiences, FWI | Poppulo is setting the new standard in communications experiences and helping enterprises bridge this divide. Only FWI | Poppulo's **Communications Experience Platform (CommsXP™)-powered products and solutions** enable communicators to create communications experiences that inform, inspire and connect all their internal and external stakeholders, including employees, customers, guests, students and patients across the digital and physical divide.

"Customers and employees alike are asking organizations to deliver communications experiences that meet them where they are, in the digital world, the physical world, and through a blend of the two," said David Levin, Chief Executive Officer at FWI | Poppulo. "Big and small, organizations that embrace this shift will set themselves up for sustained growth, resilience and relevance. FWI | Poppulo is proud to unveil these breakthrough advances to **our suite of best-in-class products and solutions, powered by Communications Experience Platform (CommsXP™)** so that we can better help enterprises rise to this challenge and connect, inspire and engage all their stakeholders."

Introducing the Next Generation of FWI | Poppulo Communications Experience Platform (CommsXP™) Products & Solutions:

- Positioning enhancements as next-gen products forces us to name those products -- which raises branding and product naming questions. Is it FWI Cloud 2.0, Poppulo Enterprise 2.0, SmartSpace 2.0? [Alan: valid point]
- How do we describe each of those? Is FWI Cloud "just" digital signage? Is Poppulo Enterprise just email/mobile/SP/Teams? Is SS "just" workspace management? [Alan: I think the short answer is yes :)]
- Where does "Omnichannel" fit into this hierarchy? Is CommsXP the omnichannel platform? [Alan: Yes. CommsXP is Omnichannel]

About FWI | Poppulo

FWI | Poppulo is setting the new standard for communications experiences with **Communications Experience Platform (CommsXP™)**, the industry's first communications experience platform to improve both employee and customer experiences in today's hybrid world. More than 6,000 of the world's most successful organizations rely on FWI | Poppulo to achieve their business goals with omnichannel employee communications that inform and connect their people and visual communications that engage their customers. For more information about FWI | Poppulo's award-winning solutions visit www.fwi.com and www.poppulo.com.

[Link to Past Versions](#)

Draft 3.3

FWI | Poppulo Launches Industry's First Communications Experience Platform to Improve Both Employee and Customer Experiences in Today's Hybrid World

Denver, CO – FWI | Poppulo, a global leader in employee communications and digital signage technology solutions, today announced the launch of **Communications Experience Platform (CommsXP)**, the industry's first communications experience platform. Purpose-built for the enterprise, **CommsXP** powers FWI | Poppulo's expanding suite of omnichannel employee communications, enterprise-grade digital signage and best-in-class workspace management solutions.

In today's hybrid world of fragmented digital and physical experiences, **CommsXP** sets the new standard in communications experiences to help enterprises bridge this divide. Only **CommsXP** empowers communicators to create communications experiences that inform, inspire and connect all their internal and external stakeholders, including employees, customers, guests, students and patients across the digital and physical divide.

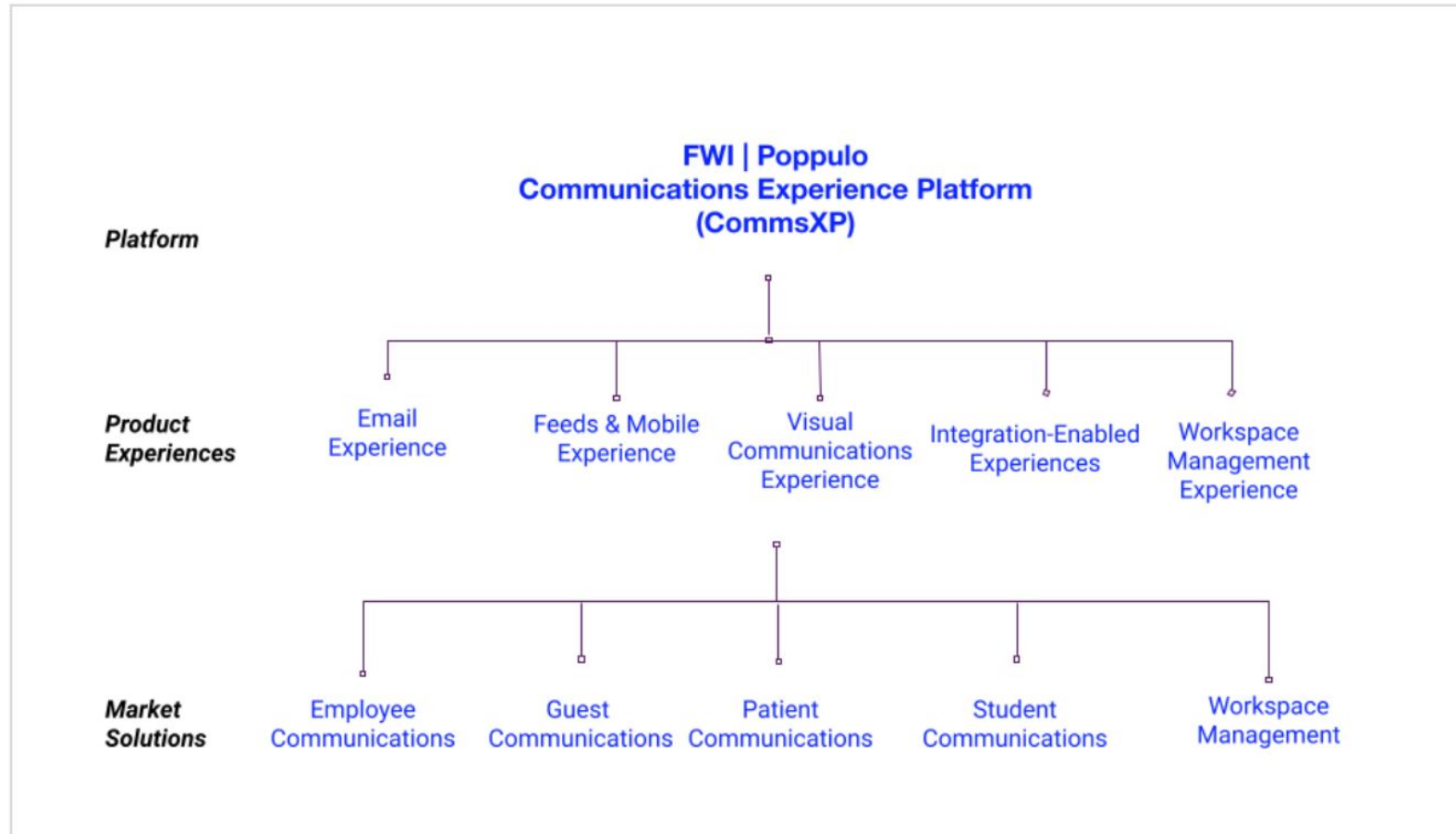
"Customers and employees alike are asking organizations to deliver communications experiences that meet them where they are, in the digital world, the physical world, and through a blend of the two," said David Levin, Chief Executive Officer at FWI | Poppulo. "Big and small, organizations that embrace this shift will set themselves up for sustained growth, resilience and relevance. **FWI | Poppulo CommsXP** is purpose-built to help enterprises rise to the challenge and connect, inspire and engage all their stakeholders."

Announcing New Communications Experience Cloud (CommsXP) 1.0 Applications & Features

- **New advances in intelligent content publishing** - enabling communicators to publish hyper-personalized and hyper-localized communications, at scale and across all their communications channels, including FWI | Poppulo's email, mobile, digital signage, collaboration tool and intranet channels, as well as via our powerful content APIs and seamless third-party integrations with leading business-critical systems such as Salesforce, Workday, etc.).
- **A powerful new unified reporting suite** that empowers communicators with a single source of truth to measure and optimize the performance and impact of messages across all their communications channels.
- **A new personalized communications feed** available across including FWI | Poppulo's email, digital signage, communications mobile app, workspace management mobile app, and Microsoft SharePoint and Teams integrations. This feed enables communicators to easily reach employees and customers with relevant, targeted messages wherever they want to engage.
- **Seamlessly integrated communications solution** for frontline and deskless workers, giving communicators a direct line to these hard-to-reach workers, connecting and engaging them via FWI | Poppulo's seamlessly integrated mobile app and digital signage network.
- **New workspace-as-a-service tools** to optimize the use of enterprise real estate footprints

Platform Hierarchy & Taxonomy

Platform Hierarchy & Taxonomy (for reference & discussion)



Appendix: Analyst Input & Feedback



Analyst Input

To understand our market landscape we held inquiries with the following Gartner Analysts who cover employee communications, employee experience, digital workplace, customer experience, and more. We have transcripts for all of these calls, which you are welcome to read.

- John Kostoulas (3x)
- Jim Murphy
- Mike Gotta
- Rashmi Kotipalli
- Gene Pfifer
- Adam Preset
- Jason Wong
- Gavin Tay

The inquiries with the following 3 analysts to be the most useful and we'd recommend that you review them for context.

John Kostoulas (3 calls)
Adam Preset
Gavin Tay

I have attached notes/raw transcripts from those 5 calls for you to read.

I will also attach Gartner research on the Digital Workspace

Appendix: Competitors & Adjacent Players



Key Competitors to Look At

Employee Communications

- Firstup.io (this is the re-branded merger of SocialChorus and Dynamic Signal so also see their websites)
- Staffbase/Bananatag (merged this year)

Digital Signage

- Appspace
- Korbyt
- Scala

Adjacent companies to look at

- Adobe - primarily operate in the CX/customer comms space but we are seeing some customers consolidating their employee comms onto Adobe. This seems to be an early trend driven primarily by desire to consolidate tech stack, but presents a threat. See following slides for more detail.
- Medallia - have some messaging around convergence of CX and EX

The following slides are a competitive update we provided to the BOD earlier this year outlining some moves we are seeing from SocialChorus, Adobe, Salesforce and are relevant to our decision to select Communications Experience as our positioning stance.

Objectives & Agenda

1. Provide an update on three emerging trends impacting our business:

TREND 1

Poppulo is competing with SocialChorus/Dynamic Signal for both mobile opps and omnichannel opps

TREND 2

SocialChorus and other mobile-first IC vendors are now repositioning as employee experience solutions

TREND 3

The convergence of CX & EX is driving some buyers to consolidate IC tech stacks onto CX platforms

2. Identify next steps and recommendations

TREND 1

Poppulo is competing with SocialChorus/Dynamic Signal for both mobile opps and omnichannel opps

Email + Mobile	Email + Mobile	Email + Mobile	Email + Mobile + Signage	Email+Mobile+Teams+SP
				
\$85K Email+Mobile Land Loss 12K employees; 5K deskless Jul 2020	\$45K Mobile Expand Loss 16K employees Oct 2020	\$91K Email + Mobile Land Loss 50K employees; 30K deskless Nov 2020	\$53K Omnichannel Land Loss 20K employees, 6K deskless Jan 2021	\$61K Omnichannel Land Loss 25K employees; 8K deskless May 2021

TREND 1

Poppulo is competing with SocialChorus/Dynamic Signal for both mobile opps and omnichannel opps

Email + Mobile	Email + Mobile	Email + Mobile + SP	Email + Mobile + Signage	Email+Mobile+Teams+SP
				
\$85K Email+Mobile Land Loss 12K employees; 5K deskless Jul 2020	\$45K Mobile Expand Loss 16K employees Oct 2020	\$91K Email + Mobile Land Loss 50K employees; 30K deskless Nov 2020	\$53K Omnichannel Land Loss 20K employees, 6K deskless Jan 2021	\$61K Omnichannel Land Loss 25K employees; 8K deskless May 2021
Chose SocialChorus: • SocialChorus app is “sleeker, more modern.” Poppulo’s interface “felt dated” • Primary decision factor was “ease of use” • Initially looked for “broadcast email system” • Covid accelerated shift to modern mobile exp. and SocialChorus met both needs	Chose SocialChorus despite initial intent to choose Poppulo Mobile • Wanted to consolidate on one platform • SocialChorus better met need to send plant-specific info and crisis comms to targeted groups • Still using Poppulo for corporate-wide email	Chose SocialChorus • Poppulo indicated “no capability” for 13 features reqs and only “partial capability” for 12 features • Required cross-channel publishing to email, web, mobile, and “other platforms” (SP, etc) . • Others had close to 100% coverage of those features.	Chose SocialChorus • Based on mobile app and ability to expand into digital displays so they could reach their non-wired employees.	Suspect they chose SocialChorus (unconfirmed) • Prospect stated top reasons we lost were: ○ Lack of MSFT integration (Teams and SharePoint) ○ Lack of non-email auth ○ Limited functionality

TREND 1

SocialChorus is an omnichannel competitor

"SocialChorus is built for the omnichannel needs of a unified digital employee experience, delivering content, resources and systems access to every employee on the channel or endpoint they prefer."

Choose your plan

Explore the SocialChorus FirstUp platform, and find the right plan to power your digital employee experience journey.

Starter	Core	Enterprise	Ultimate
An award-winning mobile app and email solution	An omni-channel workforce communication platform	A modern intranet solution that connects your people, content and technology	A complete productivity solution for all your workers wherever they are
Highlights:	Everything in Starter plus:	Everything in Core plus:	Everything in Enterprise plus:
✓ Mobile App ✓ Email ✓ Studio ✓ Assistant ✓ Analytics	✓ Desktop ✓ 1 Content Microapp ✓ Language Translations ✓ Scheduled Reports ✓ API Access	✓ 2 Assistant Integrations ✓ 2 Content Microapps ✓ Employee Directory ✓ Custom Homepage ✓ 5 GB video uploads	✓ Assistant Microapps ✓ 4 Assistant Integrations ✓ 5 Content Microapps ✓ Custom Reports ✓ Custom Dashboards
GET QUOTE	GET QUOTE	GET QUOTE	GET QUOTE

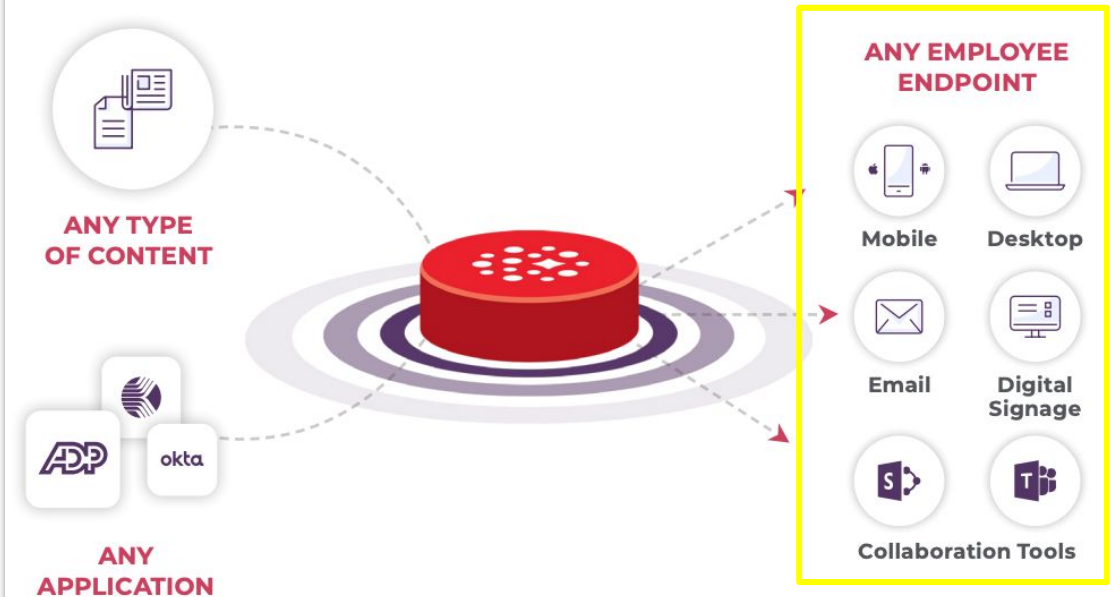
Upgrade to an omnichannel employee experience

The SocialChorus FirstUp platform distributes personalized information, resources and applications access—on the platforms and endpoints your people already use.

- **Out of the box:** Includes mobile app, web experience, email
- **Customizable:** Integrates with any system or software to deliver content through embeddable widgets

HOW FIRSTUP WORKS

Reach employees where they are—our **UX anywhere** approach.



TREND 2

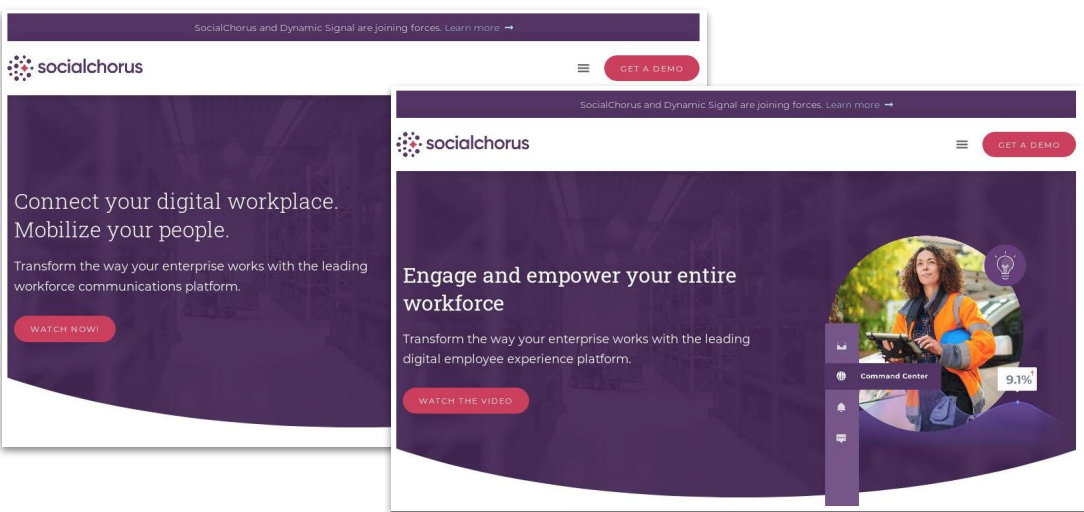
IC vendors increasingly position themselves as “Employee Experience” (EX) solutions

- **SocialChorus** repositioned from a “workforce communications platform” to a “digital employee experience platform”
- **StaffBase** positions as both an “employee experience platform” and “internal communications software”
- **Unily** positions as an “employee experience platform”, “multi-channel communications platform,” and “mobile-first platform”
- **LumApps** positions its Microsoft partnership to deliver a “Better Employee Experience”

TREND 2

SocialChorus now positioned as Digital Employee Experience Platform

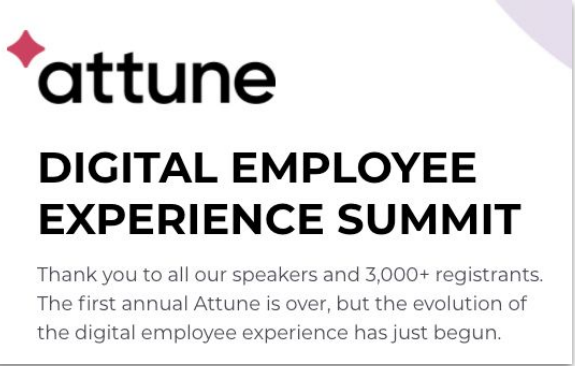
Before: “the leading workforce communications platform”
After: “the leading digital employee experience platform”



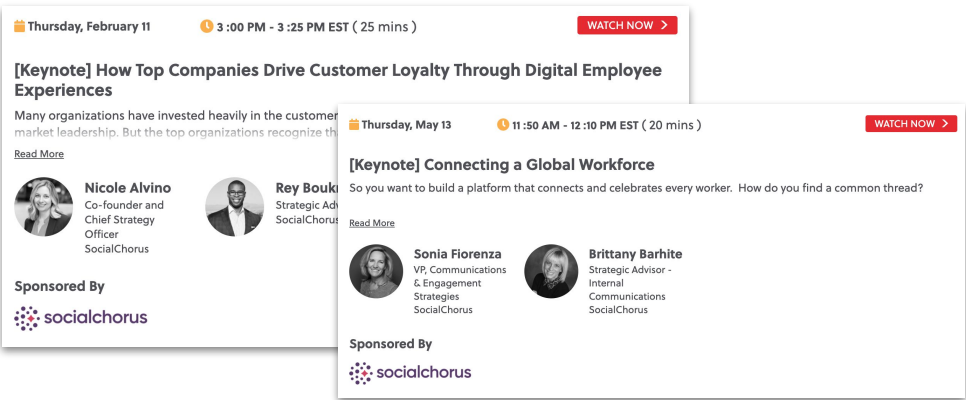
M&A positioned to transform the digital employee experience



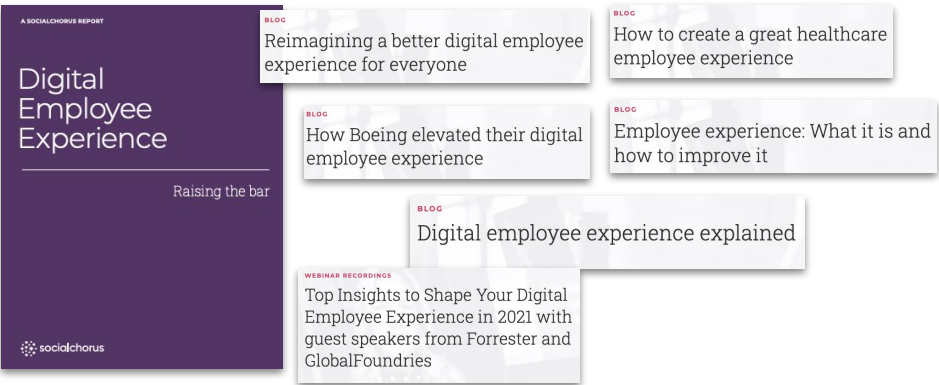
Annual conference positioned as digital employee experience summit



Demand Gen focus on DEX & HR Buyers



Thought Leadership focus on employee experience



TREND 2

How does this impact enterprise buying decisions?

Who is the EX buyer? Not IC.

- The scope of EX is far bigger than IC and with >40% of employee experience touchpoints residing outside of IC, EX is often owned by the CHRO and HR. Other key stakeholders include IT/Digital Strategy and Operations.
- So, positioning an IC product as an EX solution enables and requires vendors to penetrate enterprises at a higher level, beyond the IC buyers who Poppulo typically sells to.

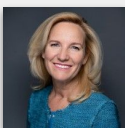
Selling EX solutions requires greater strategic expertise and enterprise sales skill than IC.

- To support this need vendors like SocialChorus and StaffBase are building a bench of strategic advisory talent.
- These strategic advisors are able to influence EX buyers with employee experience “playbooks” that maximizes their solution footprint -- and in turn marginalize Poppulo.

TREND 2

SocialChorus is leveraging advisory to expand footprint

Strategic Advisory Team



Sonia Fiorenza, VP Communications & Engagement Strategies (5.5 years)
Former Corp Comms at Gap, Amgen, SunAmerica



Chuck Gose, Senior Strategic Advisor (4 years)
IC Podcaster & Former Corp Comms at Broadsign, Stratacache, RMG Networks



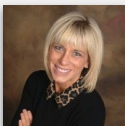
Kensley Wigginton, Senior Strategic Advisor (3.5 years)
Former IC at Stantec



Rey Bouknight, MPH, Strategic Advisor (9 months)
Former IC/PR/Corp Comms at MGM, Michigan Dept HHS, Nevada Cancer Institute



Kyla Turner, Strategic Advisor (9 months)
Former BCBS, Love's Travel Shops, MidFirst Bank, Southwest Airlines



Brittany Barhite, Strategic Advisor (5 months)
College Professor in Comms and Former IC/Marketing/Corp Comms at Owens Corning, First Solar, Cumulus Broadcasting

Customer Success



Manish Bohra, Engagement Director (4.5 years)
Former Deloitte & CapGemini

Example: Boeing uses SocialChorus to power their Boeing News Now mobile app and says Manish has spoken in depth with them about their strategy, using SocialChorus' playbook.



Heather Fraser, Engagement Director (4 years)
Former Deloitte, Accenture



Octavia Gibson, Engagement Director (3 years)
Former GLG



Lindsay Boyd, Engagement Manager (4 years)
Former Accenture

All plans include

- Universal User Profile for targeting and personalization
- Drag and drop content editing and asset libraries
- Campaign automation and delivery orchestration
- Strategic advisory, support, education and community
- Best-in-class security (GDPR, SOC 2, ISO 27001, CCPA)
- Global availability with 99.99% uptime

Are they sitting under Nicole Alverino VP Strategy/ Co Founder?

<https://socialchorus.com/company/leadership/>

TREND 2

How is this impacting Poppulo opportunities?

IC strategy influenced by SC/DS	RFPs influenced by SC/DS	Threat to cross-sell expand opps	Exclusion from land deals	Exclusion from expand deals
	 Walgreens Boots Alliance			
\$287K Email customer 175K employees	\$1.2M Mobile opportunity \$85K Email customer 304K employees	FWI & SocialChorus customer 143K employees	Dynamic Signal customer ~40K employees	Dynamic Signal customer Poppulo Email customer (backup) 18K employees

TREND 2

How is this impacting Poppulo opportunities?

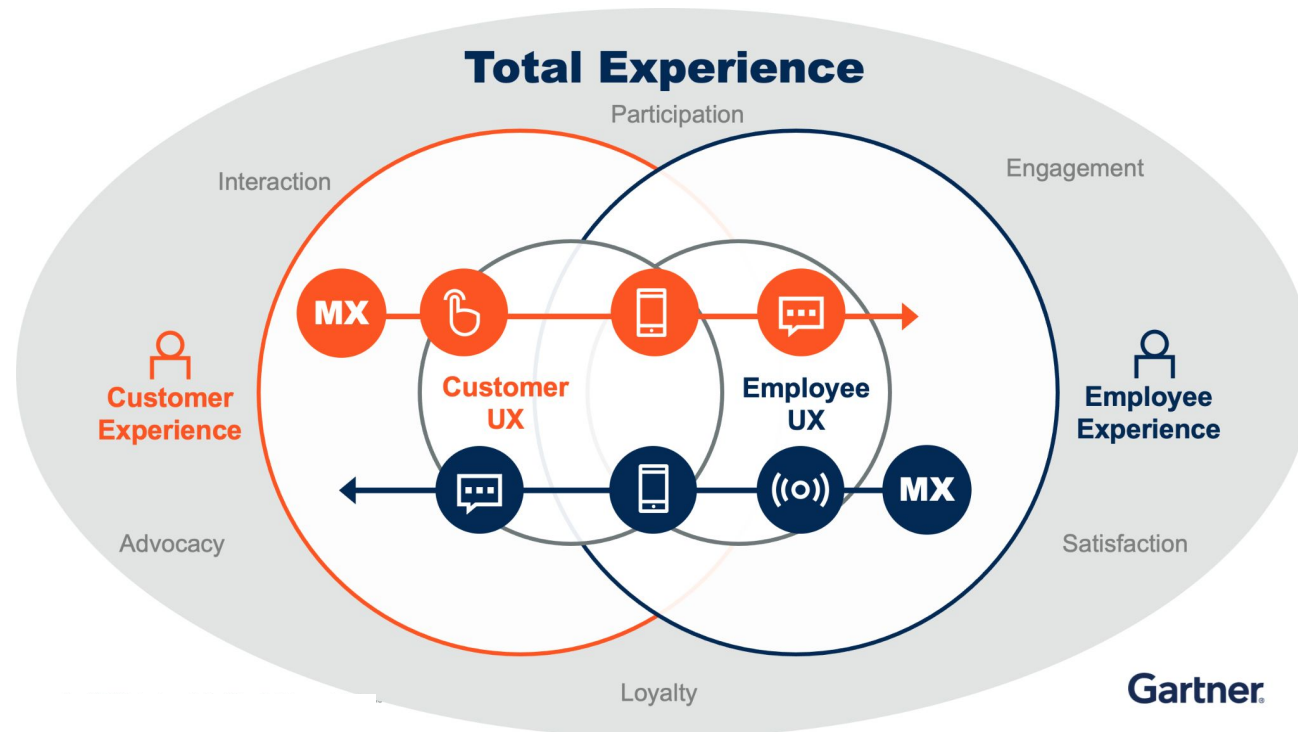
IC strategy influenced by SC/DS	RFPs influenced by SC/DS	Threat to cross-sell expand opps	Exclusion from land deals	Exclusion from expand deals
	 Walgreens Boots Alliance			
<i>\$287K Email customer 175K employees</i>	<i>\$1.2M Mobile opportunity \$85K Email customer 304K employees</i>	<i>FWI & SocialChorus customer 143K employees</i>	<i>Dynamic Signal customer ~40K employees</i>	<i>Dynamic Signal customer Poppulo Email customer (backup) 18K employees</i>
SocialChorus used advocacy RFP as wedge to expand into IC use cases. Poppulo's email reserved for urgent "all employee CTAs" to 500+ employees.	SocialChorus and Dynamic Signal heavily influenced mobile app RFP requirements (e.g., microapps, live video streaming).	Use SocialChorus for Boeing News Now (BNN) employee app; SC presented their strategy "playbook," which threatens our cross-sell/expansion opps.	Dynamic Signal won a mobile/omnichannel opp in which <u>Poppulo was not considered</u> according to a Dynamic Signal sales rep.	Moved most comms to Dynamic Signal , did not include Poppulo Mobile in their selection process because they considered us only an email tool

TREND 3

Convergence of internal and external comms is driving buyers to consolidate IC tech stack onto CX platforms

CX/EX Convergence is pulling IC onto CX platforms

IC is not involved in Total Experience Initiatives



Who To Involve

CX Leader

- Chief customer officer
- Chief marketing officer
- VP of customer service
- Chief sales officer

EX Leader

- COO
- Chief HR officer
- VP of operations
- General manager

UX Leader

- Chief experience officer
- Chief marketing officer
- Head of design

MX Leader

- CIO
- CTO
- Chief digital officer
- Chief product officer
- Head of enterprise architecture

Note: These are representative roles Gartner has uncovered thus far based on client conversation and research. Roles will vary by industry.

© 2019 Gartner, Inc. and/or its affiliates. All rights reserved. Gartner is a registered trademark of Gartner, Inc. and its affiliates.

Gartner

TREND 3

Convergence of internal and external comms is driving buyers to consolidate IC tech stack onto CX platforms

Findings from analysis of 10 opps involving CX vendors

- Decisions to consolidate IC tech onto CX platforms are driven by interest in both **tech stack integration** and **tech stack consolidation**, as well as a desire to **leverage CX best practices** for IC use cases.
- These **buying decisions are often made outside IC** - by functions like digital strategy.
- Enterprises use a wide range of Adobe products for internal comms. Those analyzed here do not use Adobe Marketo. *There is more to learn about how Adobe's products are used for IC.
- Adobe product weaknesses:
 - Campaign is cumbersome and hard to learn.
 - Experience Manager and Campaign have no dynamic content capability for newsletters.
 - Content review and approval workflows are lacking for newsletters.

TREND 3

Findings from analysis of 10 opps involving CX vendors

Customers	Charter Comms (Canceled)	\$132K ARR	Replacing Poppulo Email with Adobe Stack including Adobe Experience Cloud, Adobe Experience Manager, Adobe Analytics, Adobe Target and Adobe Campaign
	Genuine Parts (Canceled)	\$23K ARR	Dropping Poppulo Email and consolidating their toolset to Adobe , which they use today for external customer campaigns
	L'Oreal Canada (Canceled)	\$17K ARR	Dropping Poppulo Email and moving to Adobe , which they were already paying for. Adobe provides them with better business efficiency and more flexibility with templates
	Liberty Mutual (Canceled)	\$123K ARR	Dropping Poppulo Email and moving to Salesforce Exact Target , which they also use for external and internal email to save time and money.
	Shell (Canceled)	\$100K ARR	After strategic review by IT, dropping Poppulo External Connect, which was used for both external and internal comms, to move to Adobe Campaign Standard .
	Sealed Air	\$78K ARR	Building a new Intranet with Adobe Experience Manager. No mention of dropping Poppulo but looking for ways to integrate with Adobe .
Prospects	Adobe (Closed Lost)	N/A	Suspect Adobe was secret shopping.
	Logitech	\$100K ARR 5K Employees	Use Adobe Experience Manager for Intranet; require a tool that integrates with it and supports workflows for newsletters with dynamic content so they don't have to create multiple newsletter versions.
	E*Trade/Morgan Stanley	55K Employees	Evaluating Poppulo, Bananatag & Adobe Campaign , which Brand team uses already. Don't have resources for customization Adobe would require but as an established vendor still have to evaluate it for IC.
	Boehringer Ingelheim	\$87K ARR 7.5K Employees	Unhappy with Adobe Campaigns b/c it's cumbersome, hard to learn and requires the user to know HTML. ³⁷ Can take days to create a single Newsletter and that's the only way to get metrics.

TREND 3

Adobe focus on Employee Experience

Adobe is advocating for Convergence of EX-CX

“Ensuring that CX, EX, and PX are aligned, have common/comparable/consistent metrics, and are all part of one vision is the foundation of any success in transforming the organization.”

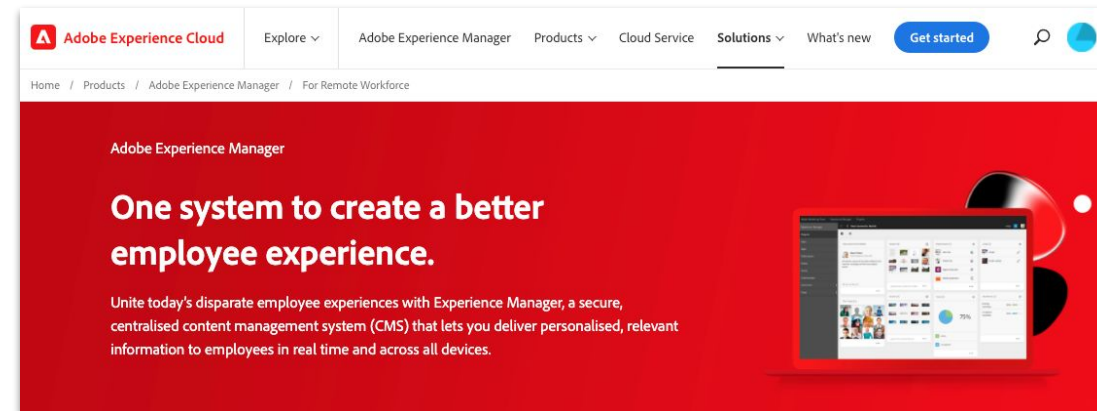


Defining the strategic imperatives to deliver a multidimensional experience

The competitive advantage that comes from getting it right is monumental. For this reason, the next question is how to create the “go forward” plan. Forrester’s research identified the most important activities that will deliver the desired benefits and form the foundation for the future. Three important activities surfaced quickly:

- Investing in CX enablement:** New investments that are focused on enabling the next-generation CX will yield the business results that organizations demand as quantified by any number of financial metrics. The vision should be: “Improve CX and the results will follow.”
- Aligning the employee experience to CX across the business ecosystem:** Put simply, customer and employee experiences must align. When employee tasks and workflow create and support customer delight, employees feel empowered and valued, simplifying retention and recruitment. This is true for both customer-facing and back-office staff. According to the Forrester research, 44 percent of firms that are CX leaders have a vision for enabling employees to better support CX. The same research shows that nearly half of these firms are focusing on delivering the right technology and customer data to make this happen.
- Aligning strategies and metrics across the customer, employee, and partner experience:** Too often these three groups are considered separate entities. Ensuring that CX, EX, and PX are aligned, have common/comparable/consistent metrics, and are all part of one vision is the foundation of any success in transforming the organization.

Adobe is expanding focus to target Employee Experience use cases



Nine takeaways: How Adobe is delivering personalized, digital experiences to Walmart employees

10 February 2021 by Steve Byngshall

The DWG Technology and Research Institute brings together organizations, technology providers and experts to share knowledge, ideas and perspectives securely and confidentially, to significantly improve and reimagine the way we work today and in the future.

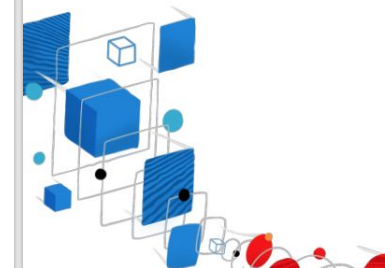
In a January 2021 DWG Institute Technology Exchange, we partnered with Adobe and Walmart to hear how Walmart drives digital experiences using Adobe technology. Featured in the session were:

- Josh Van Tonder, Group Product Marketing Manager, Adobe
- Paul Bucalo, Director, Enterprise Content and Search, Walmart
- Steve Wilson, Director, Digital Strategy and Brand Engagement, Walmart
- A Taylor King, Director, Digital Strategy, Global Communications, Walmart

This post explores several takeaways from the session.



Engaging the new digital workforce: A blueprint.



Adobe Digital Publishing Suite Solution Brief



Engaging employees with mobile apps

Driving employee productivity with HR and employee communications apps

Table of contents

1. Why HR and employee communications apps matter
2. HR and employee communications apps: A blueprint for success
3. HR and employee communications apps: A blueprint for success
4. Creating HR and employee communications apps with DPS
5. Summary

In global organizations with geographically dispersed employees, HR executives face the challenge of inspiring team members to stay engaged with their work and aligned with the overall company strategy. According to research from Gallup, only 13% of employees worldwide are actually engaged at work—meaning “they are psychologically committed to their jobs and likely to be making positive contributions to their organizations.” What’s more, experts estimate that by better connecting employees to the organization’s broader goals and strategy, companies could improve productivity by 20% to 25%—resulting in increased revenue and output of \$1.3 trillion per year.

However, making employees feel connected with the business isn’t a matter of increasing the volume of information. In fact, employees are increasingly overloaded with content coming from every source and channel imaginable. To cut through the volume of email and company intranet sites, many organizations are creating innovative mobile apps for employee communications.

Many leading organizations are turning to Adobe Digital Publishing Suite (DPS)—a complete mobile content production platform—to help connect with their employees through news/travel apps, streamline employee orientation with HR onboarding apps, and bring their culture to life for prospective employees through recruiting apps. Digital Publishing Suite offers a complete set of features that allow companies to create engaging mobile apps to reach their employees on the devices they use at work every day.



ExxonMobil has transformed its recruiting strategy through a mobile app that showcases the company's career opportunities, culture, and working environments.

Conclusions: SWOT Analysis



Strengths

- EX & HR foothold
- Mobile product breadth
- Strategic advisory bench

Weaknesses

- Expensive
- Weak email capabilities
- Weak governance capabilities
- Noisy, Twitter-like experience
- Poor mobile engagement
- Light, one-size-fits all digital signage integration

Opportunities

- Evaluate EX positioning response
- Emphasize governance and omnichannel capabilities
- Expand Mobile app capabilities
- Defend personalization lead
- Catch up to analytics capabilities

Threats

- Influence with EX buyers who control total exp tech stack
- Continued marginalization of Poppulo within install base



Strengths

- CX foothold
- Platform breadth
- Robust content creation
- Multichannel capabilities
- Enterprise scale

Weaknesses

- Expensive
- Hard to learn
- Time-consuming to use
- Often lacks people data integration

Opportunities

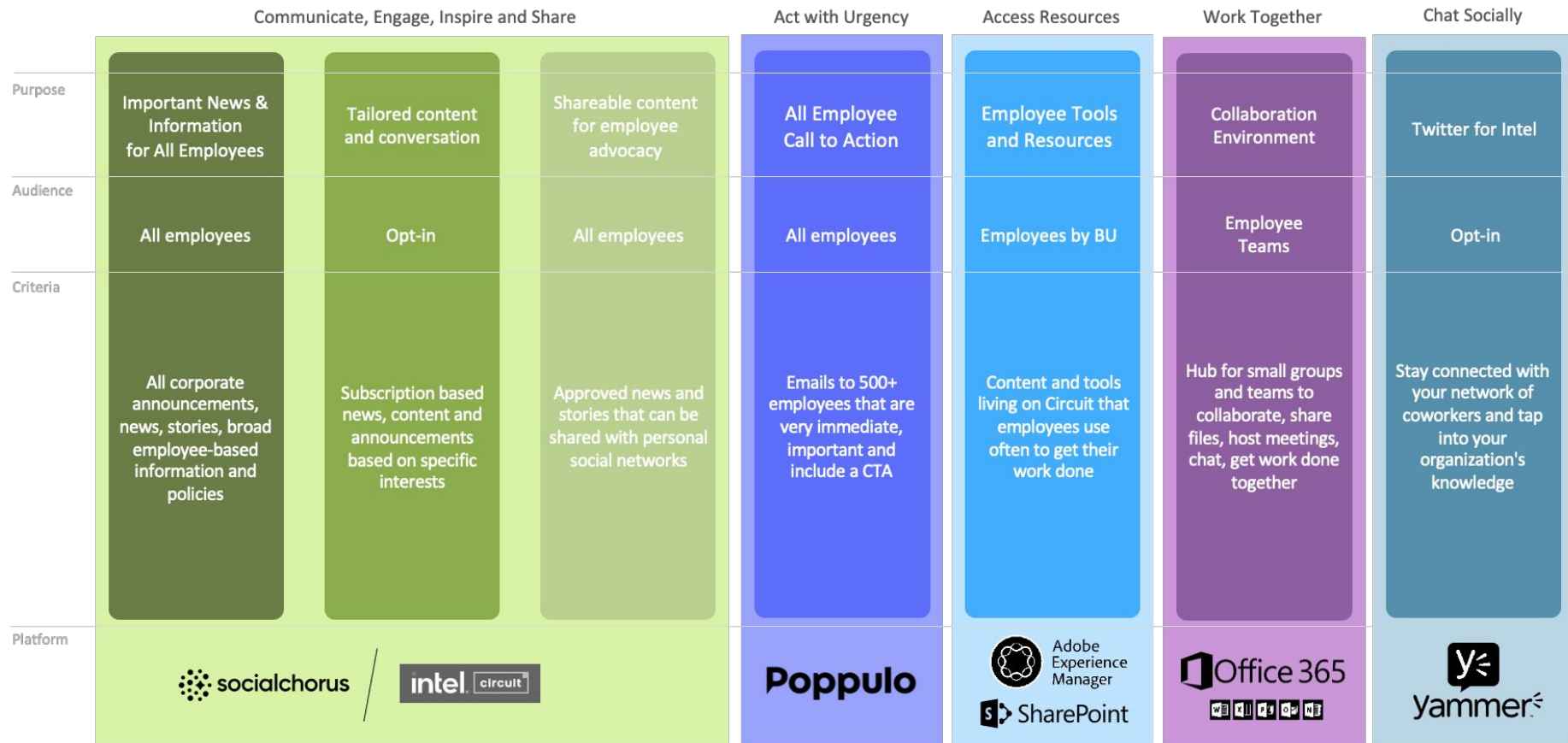
- Emphasize our ease of use, purpose-built for IC and FWI-Poppulo integration
- Build content & analytics integrations to/from Adobe

Threats

- Continued attrition by Adobe customers
- Tech stack control outside IC (e.g., digital strategy teams)

Monigle: this is Intel's (a current Poppulo customer) internal comms tech stack and approach based on type of comms. With our Communications Experience Platform we aim to push SocialChorus out, integrate into SharePoint, etc.

Intel's Communications and Collaboration Ecosystem



Appendix: Brand Strategy



Key Learnings

from Customer Workshops

- 1) The omnichannel message resonates – customers want targeted content delivered across email, signage, mobile and intranet
- 2) Customers value a mix of operational content to drive performance and employee engagement content to drive retention
- 3) Customers often want to publish content from other enterprise applications like Tableau, Power BI, Qualtrics, Plural Sight, and more

Workshop Summary: What We Heard

Goal	Tactic
Reduce Employee Churn	 Improve employee retention and showcase innovation with clear concise and visually attractive messaging driving culture and recognition.
Improve Time to Value Employees	 Reduce Labor Costs by reducing training time needed with on-demand training/detailed instructions and diagrams at the cost center location.
Improve Margin by Increasing Throughput 27%	 Improve throughput by reducing stoppages due to delays in inventory visibility at the cost center location.
	 Reduce employee downtime with COVID tracking and safety training videos
	 Reduce rework with improved visibility of items needing rework as soon as possible.
	 Improve throughput to shift change with near real-time communication of dependencies and status .
	 Reduce delays at cost center due to incomplete training with on-demand detailed instructions and diagrams .
Reduce IT Costs	 Reduce time to manage visualizations with centralized display management and templates.

HSBC uses Poppulo as comms engine for Qualtrics

By using a custom field and macro within an email, HSBC sends personalized Qualtrics surveys to over 250,000 employees

HSBC spends \$400K+ annually with Poppulo as the Comms engine on top of Qualtrics for internal sentiment

10

Days FTW Time Saved

4X

Increased Feedback*

\$500K

Annual spend with Qualtrics
that's optimized through
Poppulo

Over 15M emails sent on Poppulo YTD 2021 to dynamically distribute surveys to a targeted audience

Survey-related email subject lines

1 Jan 2021 - 28 Oct 2021

Sender timezone

Email subject keyword(s)

Click a row to filter all tables, click again to un-filter

Customer	Emails	# Mailings
HSBC	2,915,100	470
Verizon	2,490,366	433
Honeywell International	1,591,631	223
Vodafone Group Services Ltd.	1,176,513	373
Johnson Controls, Inc.	760,392	161
Unilever UKCR Ltd.	760,104	142
Genpact	753,047	52
Raytheon Technologies Corporation	720,340	82
Lockheed Martin Corporation	710,403	77
BNY Mellon Corporation	691,961	92
Thermo Fisher	663,904	67
CenturyLink	637,209	139
taxback.com	616,089	21
Macy's	583,380	21
Intel	511,781	25
Maximus	496,721	77
USAA	485,420	166

Click a row/col/cell to filter all tables, click again to un-filter

Subject keyword(s)	Jan ...	Feb...	Ma...	Apr...	Ma...
survey	2,570...	3,20...	4,30...	4,64...	4,69...
quiz	85,931	84,019	139,...	250,...	51,524...
poll	55,323	82,465	80,028	62,227	77,288...
questionnaire	133,6...	36,357	94,978	98,293	65,288...

Grand total	2,84...	3,40...	4,62...	5,05...	4,88...
-------------	---------	---------	---------	---------	---------

Customer	Email Subject
Verizon	Take the survey for a chance to win.
Genpact	Instinctive Racing quiz Win racing merch
HSBC	Performance and Pay Survey
Raytheon Technologies Cor...	RTX Global Town Hall Replay and survey
Raytheon Technologies Cor...	May 5 Global Town Hall Replay and Surv
Verizon	Tune in live today for our back to school p
Verizon	Take the survey for a chance to win .
Verizon	[Watch now] The 4Q results webcast repl
Verizon	[Watch now] Test your knowledge with ou
Verizon	Watch the 1Q Results Webcast replay, tak
HSBC	Have your say - your invitation to complet
Verizon	Can you get an A+ on this + quiz?
HSBC	\$(subscriber.field('name.firstName'))!Hi),
CVS Health	Company Town Hall survey: Share your fe

Northrop Grumman uses FWI as the comms engine for Tableau in the factory of the future

By using FWI's Tableau adapter, Northrop Grumman brings powerful production data to the factory floor to drive efficiency in F-35 manufacturing

Northrop Grumman started using FWI in its Factory of the Future to increase access to critical information and improve production output. It's now expanding across the organization

5

Integrations implemented to publish comms from 3rd party applications

25+

Unique comms identified in customer workshop to drive operational improvement and employee engagement

\$300K

Likely ARR value of expand deal following successful implementation in first Northrop location

Customers like Northrop Grumman, Dish, Spirit Aero, and DB Shenker use FWI software to publish analytics or data from Tableau and PowerBI to screens across their organization.



*“Insights are worth pennies,
actions are worth dollars”*

PayPal expands with SSG, Dynamic Neighborhoods and publishing “signage content” to Sharepoint

Latest use case to publish call center data to Sharepoint via upcoming FWI embed channels

PayPal currently spends \$2M a year with FWI including the \$133K to publish signage content to other channels

\$700K

ARR for Digital Signage

\$1.2M

ARR for SSG

\$133K

ARR for publishing 44
different live data sign types
to Sharepoint

PayPal call center stats will be the first FWI application published to other channels via upcoming release of embed on Viewer channels



Brand Strategy

Our brand strategy is to:

- Centre on the platform as the unifying element of our combined business
- Focus our initial brand strategy on investing and defining a brand for this core element
- Maintain our portfolio of three brands
- Set a path to future brand consolidation when we consider elevating the platform name to the company entity level under one website.

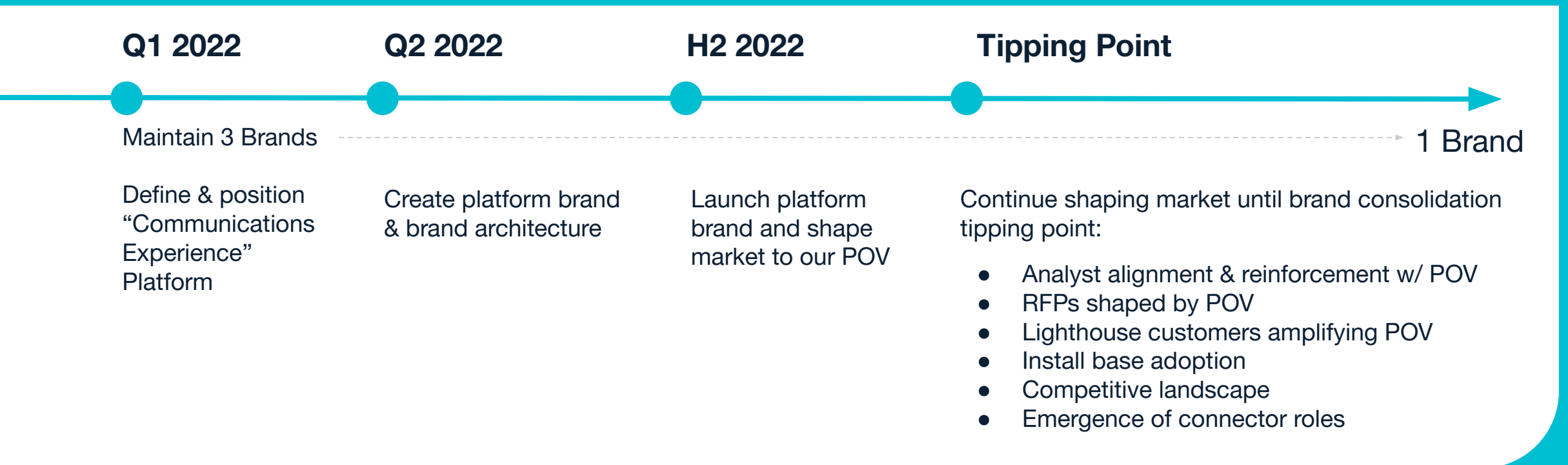
Each brand becomes single-mindedly focussed on its market category:

- **Poppulo** becomes the brand for employee communications.
- **FWI** becomes the brand for digital signage, with focus on GX use cases. IC use cases link off to Poppulo website.
- **Smartspace** remains the workplace management brand with a strong communications experience value prop.

Each brand and website:

- Is unified by an overarching strategic brand story centered around “communications experience”
- Will begin building equity in the platform brand through all our marketing and communications.
- Visibly makes the connection to the parent brand - “An FWI | Poppulo brand”

Brand Evolution



Brand & GTM Implications

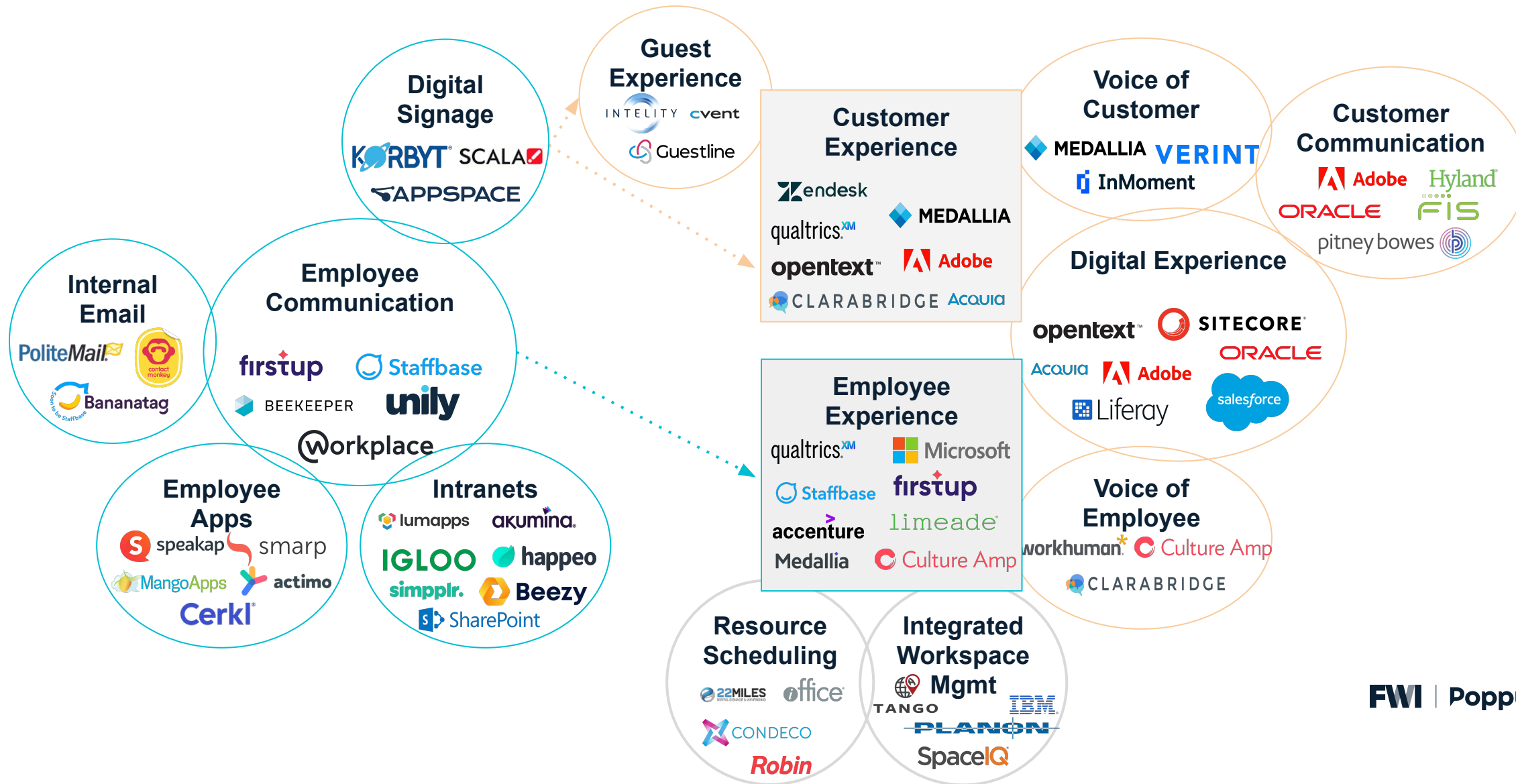
This branding approach is much leaner than originally envisaged and scoped to try and accommodate it within FY22 AOP:

- The phased approach is pragmatic given where both market and business is at and need to drive revenue growth.
- It allows us to build equity in the platform brand over the coming year which helps to de risk any future rebrand.
- Brand research is light and less robust but will be directional.
- Agency deliverables are lighter with heavier reliance on the internal team.
- We're one company but will require focused management across 3 brands:
 - Align growth and product marketers to different markets.
 - We will share core group of shared resources in digital marketing and operations.
 - Requires focus on prioritization, resource management and alignment with Revenue goals.

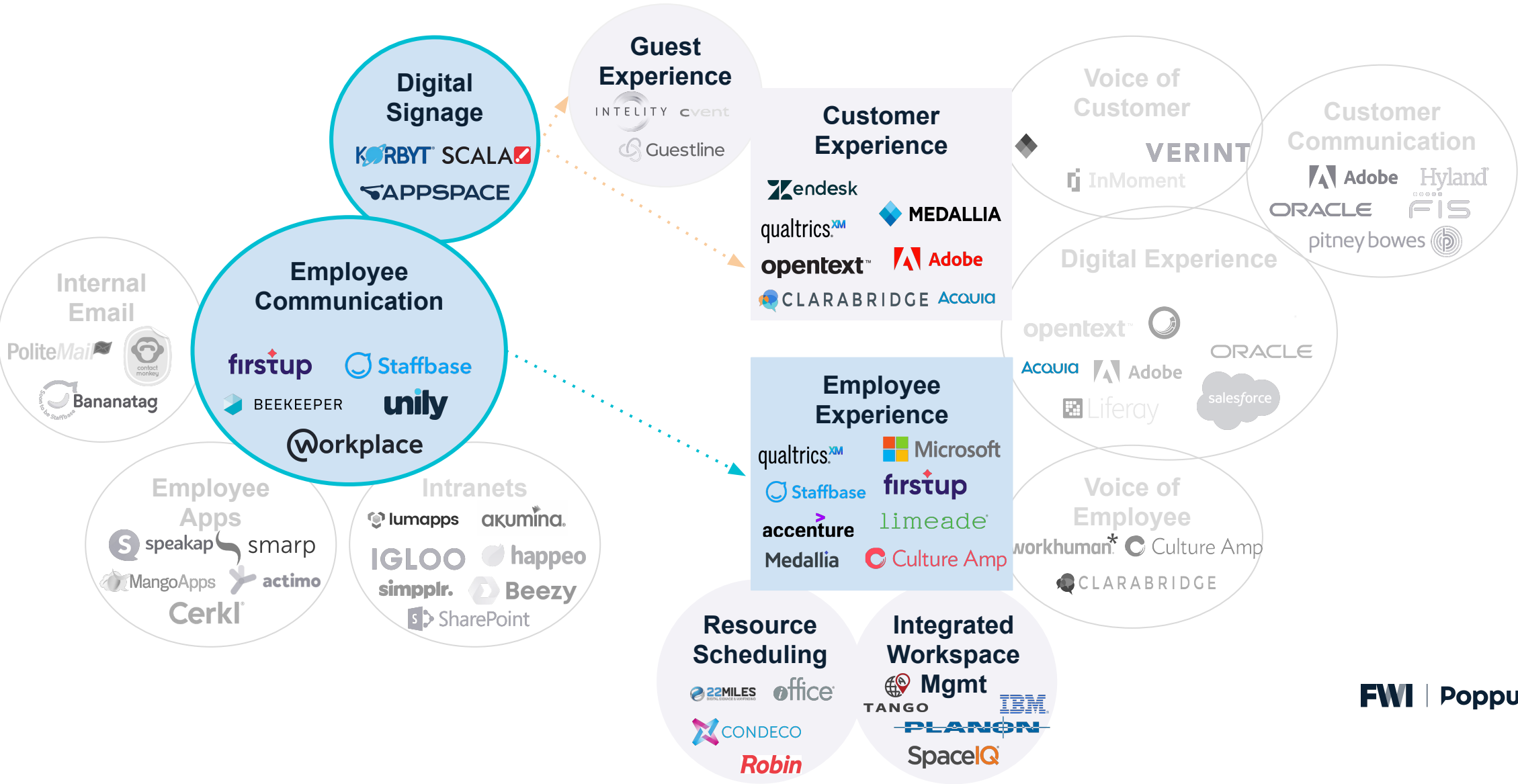
Branding the unified platform will require:

- A compelling “communications experience” point of view
- Investment in market education
- Strategic advisory expertise and GTM resources
- Successful delivery of our product roadmap
- Balanced optimization of searches by single channel buyers with our omnichannel/Comms experience platform positioning
- A demand gen engine that drives single channel pipeline while setting a path to omnichannel

Is there a category that better encompasses our value prop?



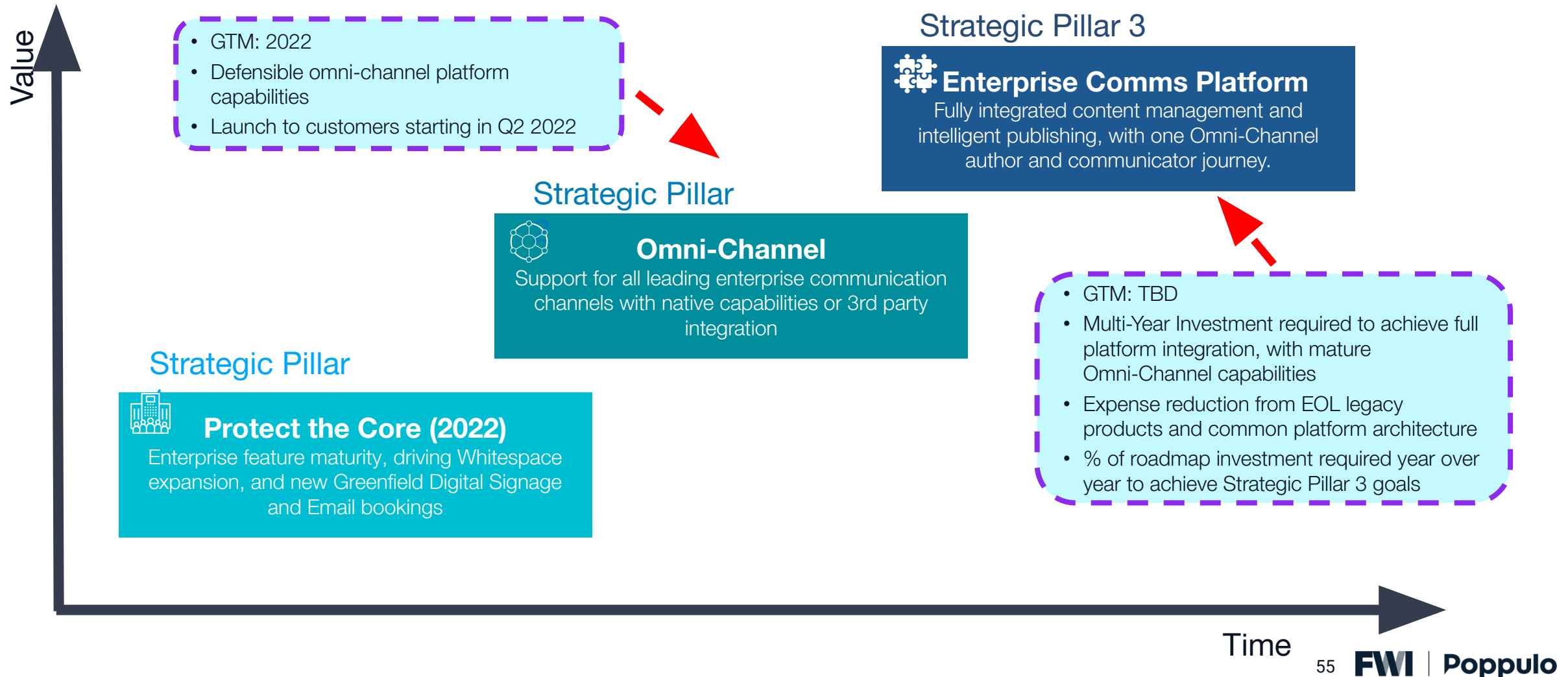
There is no single category today that encompasses our value prop



Appendix: Growth Strategy



Multi-Year Platform Growth Strategy to Achieve Omnichannel Platform Transformation



Our 2022 Product Strategy Must Deliver in 3 Key Areas

1. Launch Omnichannel product offering, enabling communicators to deliver personalized content via the most effective channel. Creating this personalized experience for each employee is key to establishing a new PEPY pricing model, extracting more value from large enterprise customers:

- Personalized “feeds” which can be integrated into many channels allowing communicators to deliver a consistent message to the right employee.
- Enterprise-wide reporting across these channels
- Robust mobile app with extended capabilities to engage front-line employees without a corporate email account
- Extensible APIs to connect the platform to the rest of the enterprise technology ecosystem

2. Start the integration of FWI, Poppulo, and SSG Platforms into an Omnichannel platform. We will start with 4 high-value integration points in 2022, and the Investments will continue into 2023:

- Poppulo personalized “Feeds” Integrated Into Digital Signage
- Poppulo personalized “Feeds” Integrated Into SSG Workspace App
- FWI dynamic content and 3rd party integrations (“Visual Apps”) available through Poppulo personalized “Feeds”,
- Unified Content Playback Reporting Across Poppulo and FWI

3. Protect The Core of our businesses by addressing enterprise feature maturity, impacting our largest ARR Customers. Key areas are:

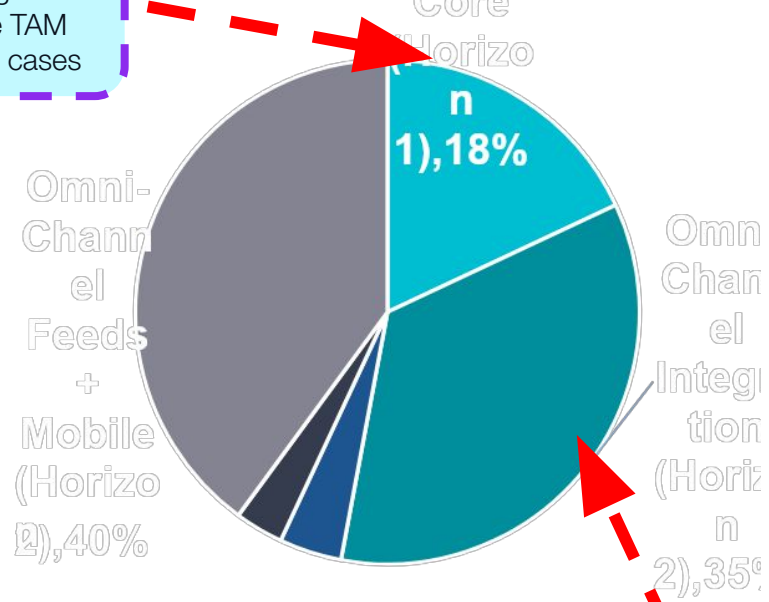
- SOC Use Case Expansion
- Integration Framework Open Web Adaptor
- Approval Workflow – Tables/Preview
- Enterprise Grade People Data Management
- Bot Traffic

Platform Vision & Growth Strategy Aligned to 1B+ Digital Signage (Device) and 175MM Estimated Omni-Channel (PEPY) TAM

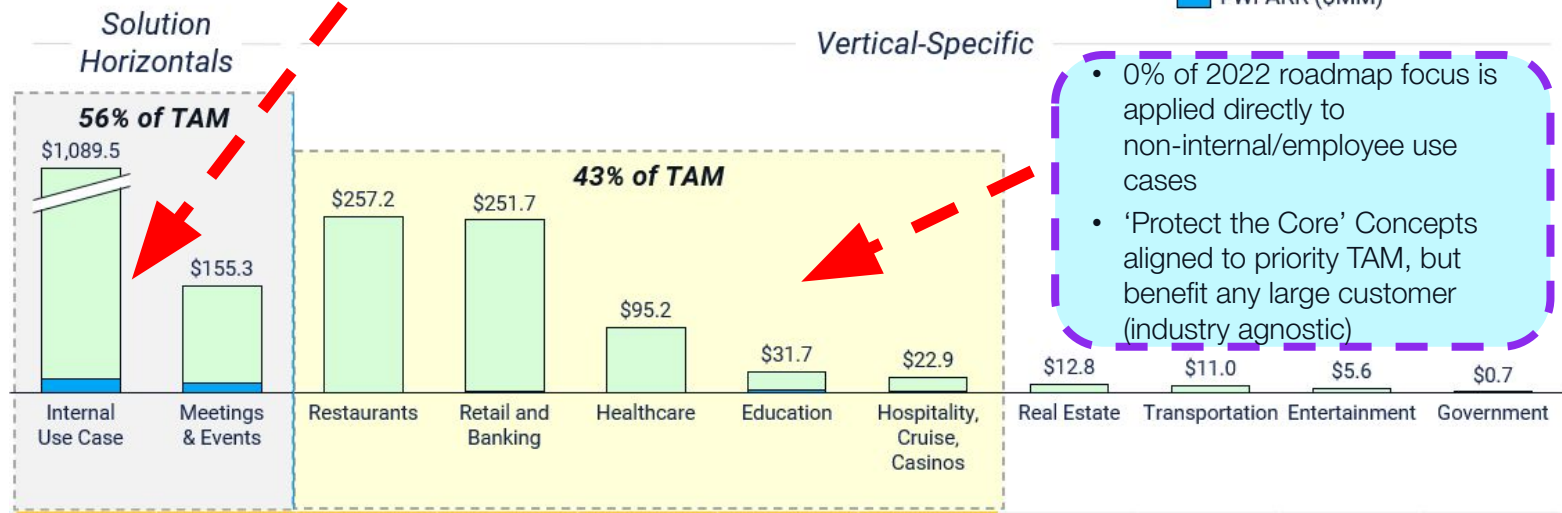
- Estimated 15k+ global organizations with over 1k+ employees
- Current pricing strategy positions an omnichannel per employee annual rate (\$3 USD) estimate to start, in addition to per device pricing for digital signage
- Combined TAM for internal employee use cases remains significant

• 18% of total investment, aligned to Digital Signage TAM for internal use cases

Growth Investment by Strategic Pillar



• 2020 TAM analysis for internal digital signage use cases, projects 1B opportunity with less than 5% penetration



• 0% of 2022 roadmap focus is applied directly to non-internal/employee use cases

• 'Protect the Core' Concepts aligned to priority TAM, but benefit any large customer (industry agnostic)

• 79% of total investment, aligned to omni-channel employee comms use cases for enterprise customers

• Impacts both digital signage device licensing greenfield/whitespace and PEPY for employee access across all other channels

Appendix: Trademark Guidance



Communications Experience Trademark Guidance from FWI | Poppulo Legal

1. We have a variety of filings for both FWI products and Poppulo and have recently filed the intent to use applications for CommsXP, CommExP, Comms Xperience, Communications Platform with the U.S. Patent and Trademark Office. Before expanding these intent to use filings internationally or modifying any of the existing trademarks, we are waiting on the internal determination as to GTM strategy for branding.
2. As a reminder, we did not proceed with the intent to use filing for the full “Communications Experience Platform” or “Communications Xperience Platform” due to the existing mark held by Raydiant (“Experience Platform”). Per counsel, we suspect this would draw fire from Raydiant.
3. The recommendation from counsel is that we start using the CommsXP, and other intent to use filings ASAP and do so with the Service Mark “SM”. Counsel informed us that the presence of the SM mark within the software itself—the landing page, in any downloadable format of the software, etc. is very important to a trademark examiner when we submit the evidence of use. Mairead, happy to set a separate meeting with you and Jenny to discuss if you would like.

Next steps for Product Marketing:

We should play out some scenarios for how we'd use "communications experience platform" in situ and get Legal's feedback (may ask you to help/respond to those). I also don't know how we'd use all 4 of these marks in customer-facing materials as this guidance recommends - seems like we'll sound odd. I wonder if we could just create a landing page or two for SEO purposes where we have light copy. More to consider here for sure.

Appendix: Working Drafts/Brainstorms/Raw Ideas



Since we are saying that Communications Experience is a part of the Employee Experience (an essential element, the glue, foundational, etc.) I tried taking a derivative approach, first determining how others define Employee Experience:

The communications experience is a set of perceptions that employees have about their experiences at work in response to their communications from and with the organization. (~IBM/Workhuman)

The communications experience is one aspect of the employee experience. It includes every communication that happens along the journey an employee takes with an organization. (~Gallup)

Communications experience is the way in which employees internalize and interpret the communications they have with their organization, as well as the context that underlies those communications. (~Gartner)

Communications experience is companies and their people working together to create personalized, authentic experiences that ignite passion and tap into purpose to strengthen individual, team, and company performance. (~McKinsey)

Communications experience is a company-wide initiative to help employees stay informed, engaged and productive/on track. It's an enterprise-wide strategy, that deals with all the day to day communications employees receive at work. (~Josh Bersin)

Communications Experience is one critical component of the Employee Experience, which encapsulates the entire journey an employee has at an organization. From “interview-to-exit,” every communication in the employee lifecycle constitutes their communications experience. Communication Experience uses software to listen and respond to employees in the moment by capturing signals from direct feedback (like surveys) and indirect feedback (such as helpdesk tickets, chatbot transcripts and performance reviews). (~Medallia)

Communications experience is the employee's holistic perception of the relationship with their employing organization derived from all the communications touchpoints along the employee's journey. (~Plaskoff)

Communications experience is a critical component of employee experience. It is the communications that are designed and created for employees and represents what the organization believes the employee needs to know. Put another way, communications experience is creating an organization where people understand what is happening, what is expected of them and feel connected. Like employee experience, communications experience typically falls into three categories: culture, technology, and physical space. (~Jacob Morgan)

The limitation of this approach is that it is employee-focused and does not encompass our full joint value proposition of creating communications experiences for both customers and employees. Do we also look at how others define Customer Experience and find the intersection?

Why is Communications Experience important?

Business Outcomes

Organizations that deliver exceptional communications experiences achieve better business results and outperform the competition. They reduce unwanted attrition, retain and develop top performers, drive higher employee engagement, and increase productivity. They also drive higher customer ratings (or satisfaction).

Employee Expectations

Employee expectations and demands for their communications experiences have dramatically changed. Employees want their communications channels to be like consumer applications — smart, engaging, intuitive and personalized. At the same time, employees want to be heard. They want to provide feedback and they expect to see changes based on their input. The moments that matter are those critical touch points between employer and employee that define the communications experience. Organizations can't afford to ignore communications experience. **The costs of not focusing on communications experience are significant when you consider that — without the ability to collect and connect data across the entire employee lifecycle—there's no way to achieve those outcomes.** It's very important that the systems utilized to measure the communications experience are listening on a continual basis and not just at a point in time. To truly capture the voice of employees, organizations need to collect feedback at every moment that matters.

Customer Expectations

Research this... You can't deliver great customer experiences without focusing on your people and delivering great employee experiences. Employees come first. Your employees represent the frontline that face the customer. Oftentimes, customer experience is the only differentiator for a company. Great experiences keep customers coming back. And satisfied employees—those who enjoy their jobs and feel like they are adequately recognized and rewarded— are more likely to put forward a positive face to the customer. As such, the employee experience is intertwined with the customer experience. If you focus on your employees, the numbers will follow.

Employee experiences are made up of moments that matter from the first interaction as candidates until the time employees exit or retire. Effective management of the employee experience involves continuously capturing employee feedback and then — based on the insights — acting with precision and in real-time to drive ongoing improvements.

Think of employees as consumers of the HR department. Ensuring that employees are satisfied, engaged, and bringing their A-game to work every day requires a way to measure and optimize their experiences in an ongoing fashion. Additionally, EX and CX go the other way too. Organizations can develop and coach employees using customer experience data to improve the service that the employee is providing. Some organizations identify CX barriers using voice of the employee feedback as well.

Communications Experience Platform

Market Positioning Statement	
Key Messages	
Key Message 1	
Key Message 2	
Key Message 3	
How does it help solve the buyer's problem?	
What are the main drivers to purchase?	

What is Employee Experience?

IBM Smarter Workforce Institute and Workhuman:

The employee experience is a set of perceptions that employees have about their experiences at work in response to their interactions with the organization.

Gallup

The employee experience is the journey an employee takes with your organization. It includes every interaction that happens along the employee life cycle, plus the experiences that involve an employee's role, workspace, manager and wellbeing.

Gartner

Employee experience is the way in which employees internalize and interpret the interactions they have with their organization, as well as the context that underlies those interactions.

McKinsey

EX is companies and their people working together to create personalized, authentic experiences that ignite passion and tap into purpose to strengthen individual, team, and company performance.

Josh Bersin

Employee Experience is a company-wide initiative to help employees stay productive, healthy, engaged, and on track. It's an enterprise-wide strategy, often led by the CHRO in partnership with the CIO and it deals with all the day to day issues employees face at work.

Medallia

The Employee Experience encapsulates the entire journey an employee has at an organization. From “interview-to-exit,” every moment, every interaction and every touch point and transaction in the employee lifecycle constitutes their entire experience.

Employee Experience uses software to continuously listen and respond to employees in the moment by capturing signals from direct feedback (like surveys) and indirect feedback (such as helpdesk tickets, chatbot transcripts and performance reviews).

Josh Plaskoff, PhD - Indiana University

The employee experience is the employee's holistic perception of the relationship with their employing organization derived from all the encounters at touchpoints along the employee's journey.

Jacob Morgan

Employee experience is what is designed and created for employees or what the organization believes the employee reality should be like. Put another way, employee experience is creating an organization where people want to show up. This typically falls into three categories: culture, technology, and physical space.

IDC?

Forrester?

Deloitte?

Evolution of Employee Experience



Experience- focused

Accenture

- [Business of Experience](#)
- [Evolution of Customer Experience](#)

MIT - [In the experience economy, systems of experience take center stage](#)

[IDC Brief: Employee Experience Management Is The Next Frontier](#) - this mentions “moments that matter” which is something Gartner has also talked/written about

Brainstorm with David Levin, Bob Erdle, Mairead Maher

Directional notes given to David Levin, Bob Erdle and Mairead going into a strategic narrative brainstorm on 12/21”

This session was to enlist their brain power to create a powerful "strategic narrative" that drives our buyers to our Communications Experience Platform.

The first, and most critical step, is to identify the **"big change in the world,"** or the **"why"** that challenges the status quo. Bottom line, I'd argue it's *not* the shift to hybrid or the noisy world - both are old news to our buyers, and not differentiating. So, what is it? If time allows, please feel free to [read this for more perspective](#) on what we need from that "big change" that sets up Comms Exp. It's a change in the world that:

- **Gives rise to stakes for our buyers** (i.e., the change must create new winners and losers, otherwise they'll stick with the status quo)
- **Sparks recognition yet is new** (i.e., it's already happened, not a future we're trying to persuade them they should want)
- **Is a new trend that flouts conventional wisdom** (i.e., the shift to hybrid is old news)
- **Enables us to describe how things have changed** (e.g., Leaders today are perfectly enabled to manage change in a world that no longer exists)
- We're looking for a change that's bigger than communication. A change for which communications experiences are the solution.

Ideas for the Big Change in the World

- The Great Disconnect - many more employers than workers want to return to the office ([Forbes](#)) MONIGLE - This seems to resonate with many who I've tested it on because the disconnect is big enough to encompass an technology disconnect, and information disconnect and a cultural/human disconnect and it applies to both employees and customers - and communications experiences solve the disconnection problem.
- The Great Resignation - a lasting effect of this pandemic will be a revolution in worker expectations. Case in point: Amazon is losing more than a third of their workers each year, forcing employees to ramp hiring like never before. ([The Atlantic](#), [Josh Bersin](#))
- Shift from Working for a Pay check to Working for Purpose - similar to The Great Resignation
- Shift from CX > EX to CX+EX and recognition that creating good employee experiences is critical to creating good customer experiences
- Digital Transformation - even as the need to transform accelerates, most transformations still fail (see legacy Poppulo pitch)
- New Work Model - pain points around collaboration, innovation, management, productivity and communication
- Convergence of tech/tech becoming immersive, "invisible" - metaverse and experience-based technologies.
- "Business of experience" - we work/live in an experience economy where transactions/broadcasts are shifting to experiences
- Involvement of employees and customers in shaping culture/brand - no longer top-down
- Consumer expectations have become truly liquid across different product and service categories. ([Accenture](#))

Additional info for inspiration - some examples:

Zuora pitch example:

- **#1. Name a Big, Relevant Change in the World:** We now live in a subscription economy.
- **#2. Show there'll be Winners & Losers:** In the last 15 years, 52% of Fortune 500 Companies have disappeared. Those companies that have survived/won have shifted from product ownership to subscription services.
- **#3. Tease the Promised Land:** Customers now expect the Subscription Experience.
- **#4. Introduce Features as "Magic Gifts" for Overcoming Obstacles to the Promised Land:** Zuora Subscriber Identify (with it's New World features positioned against Old World alternatives)
- **#5. Present Evidence that You Can Make the Story Come True:** "There was a pre-Zuora Box and a post-Zuora Box. It was really painful before you guys came along." --Customer CEO

Legacy Poppulo pitch example:

Brainstorm from Heather Bicknell

What is the BIG CHANGE in the world (that would create need for CommsXP)?

Old World	New World
Remote work was treated as a perk, not usually offered, and often part-time	Initial resistance to long-term remote work has relented as uncertainty continues (Apple), employees expect flexibility
"Hybrid" work technically existed but was not treated as a third working model or designed around by vast majority	Office downsizing and redesign to focus on enabling value of in-person work (collaboration, culture)
Sick leave was treated as a perk & being sick in society/work was normal; heroic to work sick	New appreciation for preventing spread of illness; sick days expected (tho not always taken due to internal/external pressures, may be unpaid)
Employees had fewer job options, job hopping often required relocating	Great resignation, easier to change jobs, emphasis on retaining employees/hiring
Mental health topic taboo at work	Burnout and wellness part of the EX conversation
Work for paycheck	Work for purpose
Old school work culture (toxicity often tolerated or only addressed in extremes)	BLM, MeToo, corporate accountability, authenticity
CX > EX	EX investment, recognition of symbiotic relationship between CX & EX
Physical experiences/commerce	Digital experiences/commerce (contactless, delivery, curbside, gig economy)
Web 2.0, centralized big tech	Web 3.0, decentralized
Unions for frontline labor	Unionization across industries (retail, media, tech)
Centralized power	Decentralized power (populism)

Brainstorm from Heather Bicknell

What do we call this change?

- Revolution
- Renaissance (Accenture uses this... doesn't seem quite right since this isn't a revival, but a future-oriented movement)
 - Business of experience (BX)
 - Everything is up for reimagination
- Digital experience revolution (Lakeside)
- Movement
- Transformation
- Shift

What big/urgent challenges do orgs face today?

- Great resignation
 - Culture, loyalty, engagement, purpose > paycheck
- Failure to compete and keep up with accelerated digital transformation
- Navigating new work model
 - Pain points around collaboration, innovation, management, communication, productivity

Brainstorm from Charlotte O'Donnelly

- The way you communicate with your employees and customers defines your internal culture and external brand.
- These communications experiences are shaped by both the medium (channel) and the message (personalized, measurable).
- Technology is a conduit to and key component of a communications experience but it isn't the communications experience itself. (Differentiates us from Lakeside and other IT-focused digital experience vendors that view technology fixes as improving DEX - that's just one component of it).
- It's not just about how the message is delivered but how it's received - look and feel of the communication, ability to create a dialogue/social engagement, measurable and actionable with appropriate follow up.
- Virtual events that are so seamless the experience is equivalent to one in person. Onsite experiences that are digitally enabled and utilize technology to create connection. One consistent feed that flows across channels. All integrated and powered by a single platform.
- Having a seamless process for delivering exceptional communications experiences ensures you can scale, remain agile, and communicate at the frequency today's employees and customers demand. So the technology behind the communications experiences is critical.
- That's why you need a platform that specializes in streamlining the publishing process for your communicators and optimizing the experience for your audience.
- When you have such a platform, the technology actually fades to the background and the message/experience is what shines through. These communications experiences play a critical role in employee retention, customer loyalty, and business growth.
- It's way more than sending an email or posting a message on a sign. Fundamentally, it's your culture and your brand. Your employees/customers are comparing the experience you provide to every other brand/digital experience they interact with.

Evolution of comms experience:

Message → Meaning → Dialogue → Relationship

Deliver an email → Measure who engaged → Enable replies and feedback, personalization → Integrate messages to create connection everywhere

Can you reach your employees/customers?

Can you measure your impact?

Can you engage?

Can you create connection everywhere?

Problem/trends:

Convergence of technology/technology becoming more immersive, "invisible" - metaverse and experience-based technologies - ties into our Feeds - no matter where employee accesses, they'll see a consistent, seamless experience across all

"Business of experience" - everything is becoming an experience rather than a transaction or broadcast

Involvement of employees and customers in shaping culture/brand - no longer top-down

Consumer expectations have become truly liquid across different product and service categories. They no longer compare their brand experiences between two different companies in the same space. Rather, they make comparisons between their brand experience of, for example, a mobile service provider with a best-in-class airline, or even a design and tech-driven play such as Airbnb. (Accenture)

Convergence of CX & EX - this is a key trend that aligns with our joint value prop of aligning employee and customer comms

1. [Medallia](#) is all over CX+EX with their experience platform - a few articles:

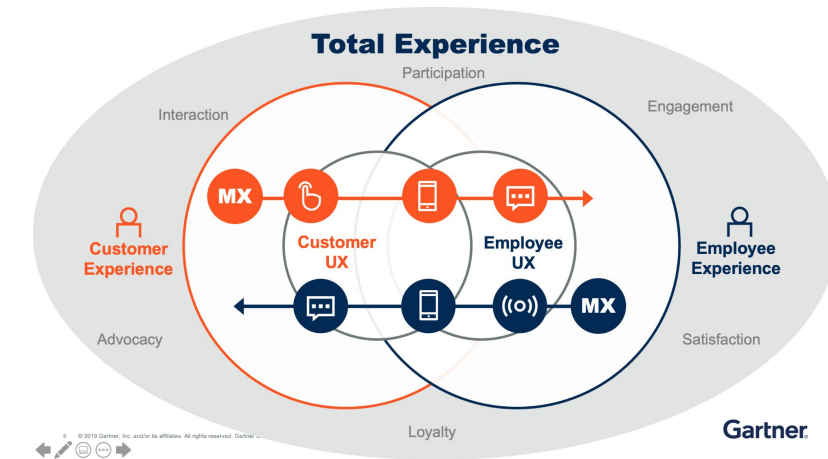
- <https://www.medallia.com/blog/how-to-improve-retail-customer-experience-by-engaging-employees-and-answers-to-other-burning-questions/>
- <https://www.medallia.com/blog/ex-and-cx-better-together/>
- <https://www.linkedin.com/pulse/ex-cx-bx-zack-hamilton/>

2. Articles - you do see mainstream business press and digital workplace-focused blogs talking about this from time to time, I find them to be fairly high level though:

- [A Major Clothing Retailer Forgets That EX Drives CX](#)
- [Reinventing Work: How Your Hybrid Workplace Can Deliver on CX and EX](#)

3. Gartner's perspective -

- Research - "Build Links Between Customer Experience, Multiexperience, User Experience and Employee Experience" (Attached)
- Analyst inquires - we've raised this with several analysts (John Kostoulas, Mike Gotta, Jim Murphy, etc.). To summarize their perspective:
 - There is an undeniable connection between CX & EX - a positive CX is dependent (in part) on a positive EX.
 - Within organizations CX and EX are largely owned by separate buyers. They're viewed as separate problems/needs. For vendors this means at the top of the funnel a CX + EX = higher ROI message could drive MQLs but these won't convert since this isn't budgeted as a single problem or owned by a single buyer.
 - Describe the EX as comprised of a series of "moments that matter" across the employee's day, year, career. In retail, these moments that matter build to a point that can make or break the CX. Retailers and their employees have had to become more resilient to stay competitive. If the 'moments that matter' drive employees to seek creative solutions to customer requests/problems then you'll create a positive CX. For example, if employees who come up with innovative solutions for customers are



Who To Involve			
CX Leader	EX Leader	UX Leader	MX Leader
• Chief customer officer • Chief marketing officer • VP of customer service • Chief sales officer	• COO • Chief HR officer • VP of operations • General manager	• Chief experience officer • Chief marketing officer • Head of design	• CIO • CTO • Chief digital officer • Chief product officer • Head of enterprise architecture

Note: These are representative roles Gartner has uncovered thus far based on client conversation and research. Roles will vary by industry.

© 2019 Gartner, Inc. and/or its affiliates. All rights reserved. Gartner is a registered trademark of Gartner, Inc. and its affiliates.

Gartner

Convergence of CX & EX

4. We're seeing some examples of this convergence in our own customer/prospect base. Here's a summary of 10 deals I found where enterprises moved their IC use cases to Adobe or Salesforce so they can standardize on one platform for CX and employee comms/EX. Why are they doing this? Of these Genuine Parts (NAPA Auto Parts) is likely the closest retail-wise to Ferguson. If you're interested in digging deeper into these deals I'll share another document that includes a deal by deal analysis of what we know.

POPPULO BOARD MEETING

Poppulo

TREND 3

Findings from analysis of 10 opps involving CX vendors

Customers	Charter Comms (Canceled)	\$132K ARR	Replacing Poppulo Email with Adobe Stack including Adobe Experience Cloud, Adobe Experience Manager, Adobe Analytics, Adobe Target and Adobe Campaign
	Genuine Parts (Canceled)	\$23K ARR	Dropping Poppulo Email and consolidating their toolset to Adobe , which they use today for external customer campaigns
	L'Oreal Canada (Canceled)	\$17K ARR	Dropping Poppulo Email and moving to Adobe , which they were already paying for. Adobe provides them with better business efficiency and more flexibility with templates
	Liberty Mutual (Canceled)	\$123K ARR	Dropping Poppulo Email and moving to Salesforce Exact Target , which they also use for external and internal email to save time and money.
	Shell (Canceled)	\$100K ARR	After strategic review by IT, dropping Poppulo External Connect, which was used for both external and internal comms, to move to Adobe Campaign Standard .
	Sealed Air	\$78K ARR	Building a new Intranet with Adobe Experience Manager. No mention of dropping Poppulo but looking for ways to integrate with Adobe .
Prospects	Adobe (Closed Lost)	N/A	Suspect Adobe was secret shopping.
	Logitech	\$100K ARR 5K Employees	Use Adobe Experience Manager for Intranet; require a tool that integrates with it and supports workflows for newsletters with dynamic content so they don't have to create multiple newsletter versions.
	E*Trade/Morgan Stanley	55K Employees	Evaluating Poppulo, Bananatag & Adobe Campaign , which Brand team uses already. Don't have resources for customization Adobe would require but as an established vendor still have to evaluate it for IC.
	Boehringer Ingelheim	\$87K ARR 7.5K Employees	Unhappy with Adobe Campaigns b/c it's cumbersome, hard to learn and requires the user to know HTML. ¹⁴ Can take days to create a single Newsletter and that's the only way to get metrics.