

Navigating Evolution, Inspiring Progress

A Communications Playbook

Communicating your transformation

Many enterprises will come to stages of growth, where change is not incremental, but radical. Here, leaders often struggle getting buy-in from the organization, setting the right culture and creating a perceptual change for the external world. Transformation is a chaotic journey with lots of twists and turns before you define your future state, and every leader must remember the audiences they have spoken to haven't experienced this journey. The messaging, content and its delivery needs to be simple, easy to understand and inspiring to each audience persona. Here is a playbook from our learnings and experience leading transformation communication mandates.

01

Know your new position

With a radical transformation, it opens the door for a new set of opportunities, customers and talent

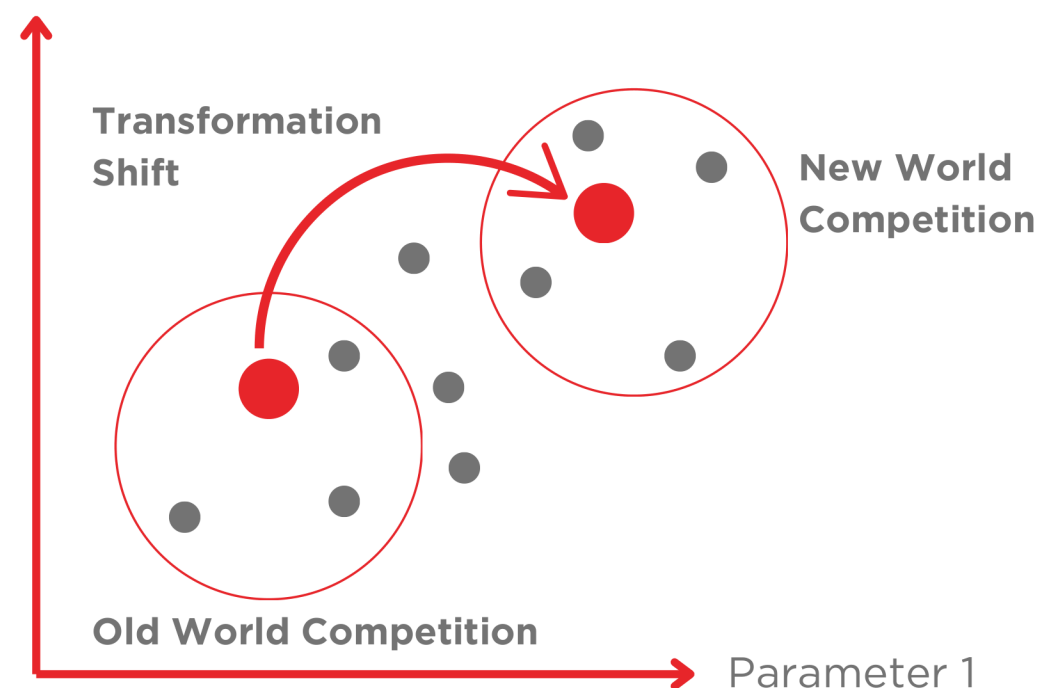
With a transformed industry position, a company must undertake a strategic reevaluation of its competitive landscape. Identifying a new set of closest competitors becomes imperative as the dynamics of the industry shift.

This involves a comprehensive analysis of emerging players, market disruptors, and established rivals that now pose a more direct threat. The company needs to recognize not only the current competitors but also anticipate potential entrants and understand their strategies.

Once the new set of competitors are identified, the company must strategize ways to differentiate itself effectively. This involves a nuanced understanding of its unique value proposition, strengths, and weaknesses in comparison to the competition.

You can see how the competition set changes when the brand is moved. Parameters can be price, availability, design, experience, anything that can help you break down the market landscape.

Parameter 2



Define your fro-to

Your audiences need to understand how things are today and what changes you will be making.

When a company is changing, it's crucial to carefully plan what it's changing from and what it's changing to. This involves understanding and shifting customer focus, adapting products or services to fit the evolving market, and making a mark in the industry by redefining the company's impact.

Hiring and nurturing talent also play a big role, requiring a shift from current skills to those that are adaptable and innovative. Similarly, the company's culture needs to transform from how things are currently done to a new way that embraces change and collaboration. So, to define a successful transformation, companies need to thoughtfully map out changes in customers, products, impact, talent, and culture, ensuring a well-rounded and future-ready evolution.

Here is an example of defining fro-to for a Tier 1 Agri-tech player looking to reposition.



People

FROM	Agriculture product & market focused
TO	Agriculture problem solvers & innovation focused
WHAT IT MEANS	<ul style="list-style-type: none">• Thinkers• Problem Solvers• Challengers• Innovators



Product

FROM	Grow better
TO	Grow business better
WHAT IT MEANS	<ul style="list-style-type: none">• Specialized Crop Nutrition**• Agri-Tech + Circular• Economy Solutions Finance/Insurance• Other Partner-Driven Services/Products



Position

FROM	Consistent quality
TO	Solve for growth
WHAT IT MEANS	<ul style="list-style-type: none">• Unique White-Space• Future Looking EVP• Premium & Value Adding• Enabling farmers to compete and grow

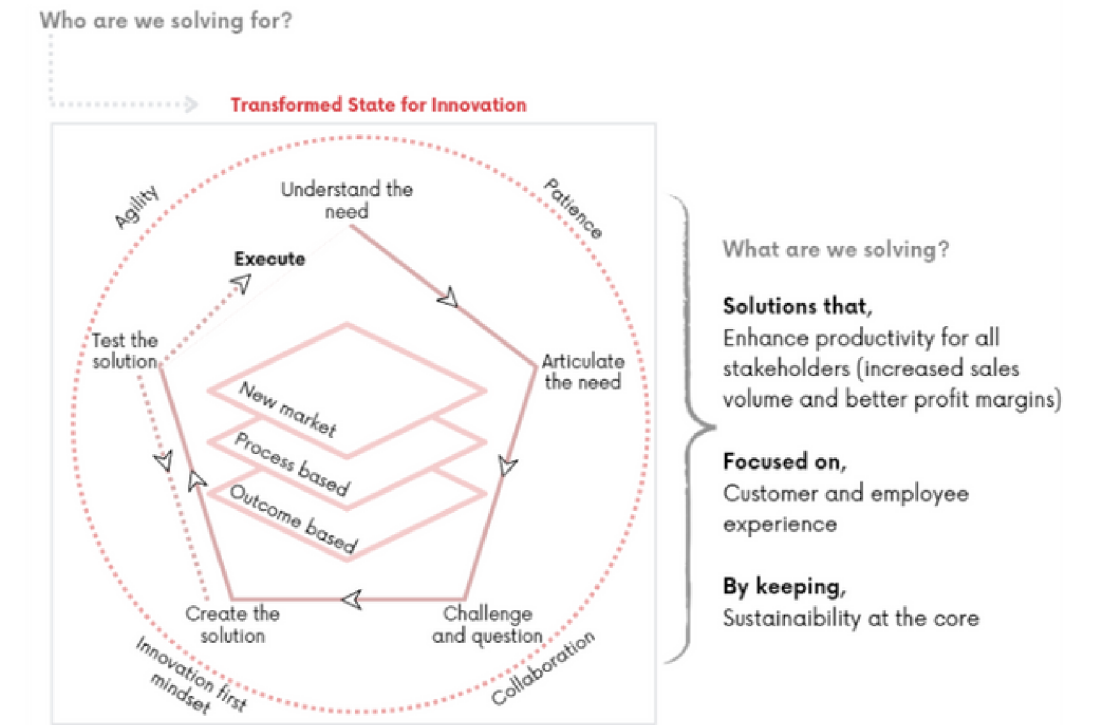
Know language, message, and build narratives

Communication of transformation must go beyond just speaking facts and showcase a change in the way we interact in our transformed state

A shift in language is not just a cosmetic adjustment but a strategic tool that shapes perceptions and aligns stakeholders with the evolving narrative. Clear, concise, and inclusive language helps bridge communication gaps, ensuring that employees, customers, and investors comprehend the company's transformation journey.

It's not merely about conveying change but instilling a shared vision, and carefully crafted messaging serves as the compass guiding everyone towards a unified understanding of the company's goals, values, and the positive impact of the transformation.

This needs to be represented in visual form of the new way of functioning in our transformed state and then broken into messaging of this new state.



How are we solving?

<p>Value co-creation</p> <p>Partnerships We leverage strength and expertise of our partnerships to enhance creativity, accelerate development and address complex challenges</p> <p>Feedback loop We ensure every suggestion is accounted for our Innovation roadmap</p> <p>Customer at the core We have strategically set up our manufacturing units closer to our customers' innovation hub to be able to collaborate better</p>	<p>Process</p> <p>Collaboration We recognize the value of diverse perspectives and expertise to achieve impactful results</p> <p>Insight driven We place a strong emphasis on leveraging insights to guide our innovation process</p> <p>Competitive edge Our focus is to provide cost effective solutions which can give us a competitive edge</p>
<p>Culture</p> <p>Innovation first mindset We promote an open culture to seek new ideas and challenge and question at every step</p> <p>Skill enhancement We have an ongoing process of training programs and practical experience to continuously improve</p> <p>Agile and nimble We have iterative development cycles where ideas are adapted and tested quickly</p>	<p>Strategic Investments</p> <p>R&D We ensure long term success by aligning our R&D efforts to business goals</p> <p>Technology We go beyond Industry 4.0 to enhance our efficiency and productivity</p> <p>Team of thinkers We are aiming to build a well rounded team who has the right attitude in making a difference</p>

02

Build stories around your point of view

Your new state of transformation will lead to a new perspective the enterprise has on the world

The language used should not only reflect the company's evolved identity but also convey a fresh perspective on the industry and the broader world. The tonality should shift from the familiar to the innovative, reflecting the company's commitment to change and progress. This may involve adopting a more dynamic and forward-thinking tone that resonates with the transformed organizational culture.

Content guidelines must align with the company's new narrative, emphasizing key messages that showcase innovation, adaptability, and a customer-centric approach.

The content should highlight the positive impact the company aims to make in the world, emphasizing its unique value proposition in the transformed landscape. Visual elements, such as branding and imagery, should complement the new tonality, reinforcing the company's vision and values.

Here is an example of stories of change in culture told by employees of the enterprise to talk about the transformation of culture and expression.

Employee **Stories**

Breaking barriers
by Rumman Siddiqui

In the ever-evolving world of Product Support at Rayden, Rumman Siddiqui, whose resilience and commitment have led to her introversion to people management. Growing up as an...

Sky is the Limit
by Deepti Nair

Bound with Words
by Self-Published Authors

Sky is the Limit

Deepti Nair
December 31, 2023

Meet Deepti Nair, the embodiment of growth, determination, and resilience at Rayden.

Starting as an Analyst in 2019, Deepti has risen in ranks to become a Senior Manager in 2023, demonstrating that hard work, dedication, and consistent performance will always pave the way for success. Her mantra, "I grow if my people grow," not only encapsulates her core philosophy but also the essence of her inspiring journey with the organization.

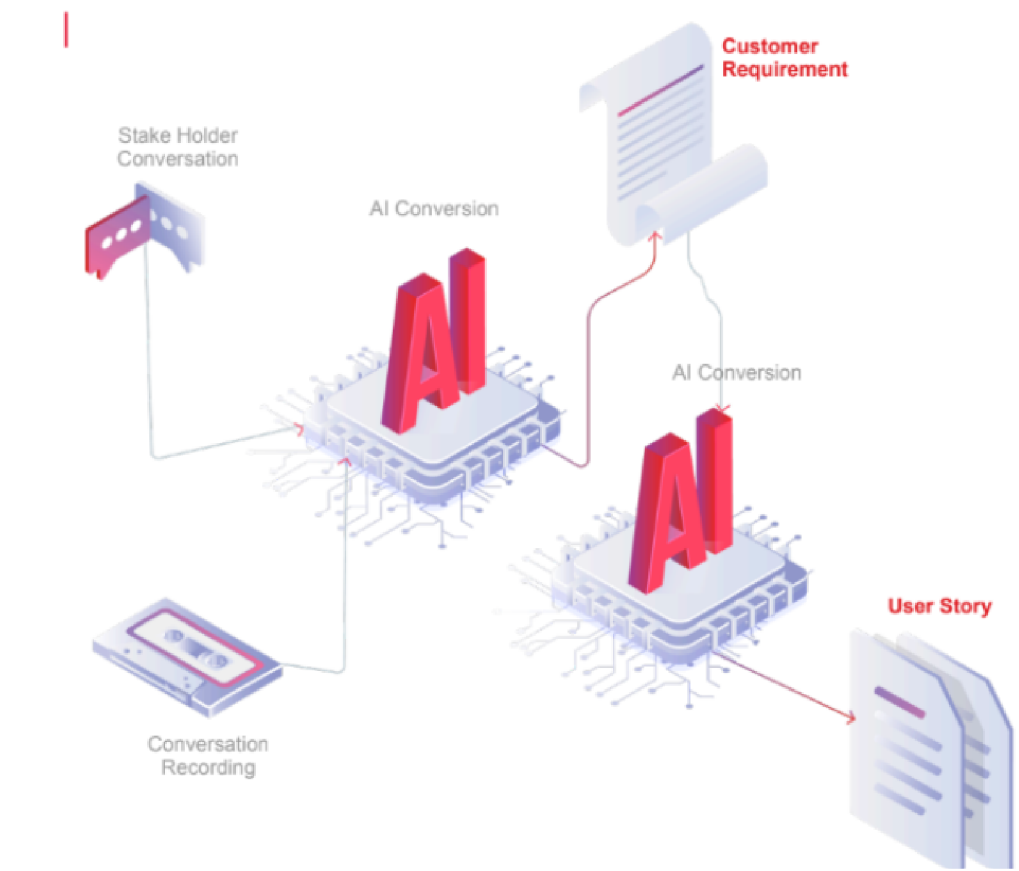
In December 2019, when Deepti first joined Rayden, the organization was still in its nascent stages. A new mother with a 4-month-old child, Deepti took a bold step to restart her career after a one-year gap due to her pregnancy. Rayden, for her, was more than an opportunity; it was a ray of hope to stay connected with the industry and reclaim her career.

Connect the needs of the new customers to your new offer to the world

When a company changes and starts offering new services, it's important to talk in a way that makes sense to the people who might use these services. This means using simple words and avoiding confusing technical terms. Understanding the problems that these new customers are dealing with is crucial. The way we talk about the changes should be easy to understand, focusing on how the new services can help solve their specific challenges.

Using pictures and simple visuals is also super important. Instead of just words, we can show with pictures how the new services work and how they make things better. This makes it easier for people to get the idea and remember what the company is offering. So, by speaking plainly and using clear visuals, the transformed company can connect better with its new customers and show how its services are a solution to their problems.

Here is an example of how a top tier 1 ITES company connected the needs of their new customer to the features of their new solution, and communicated them via text and visuals.



03

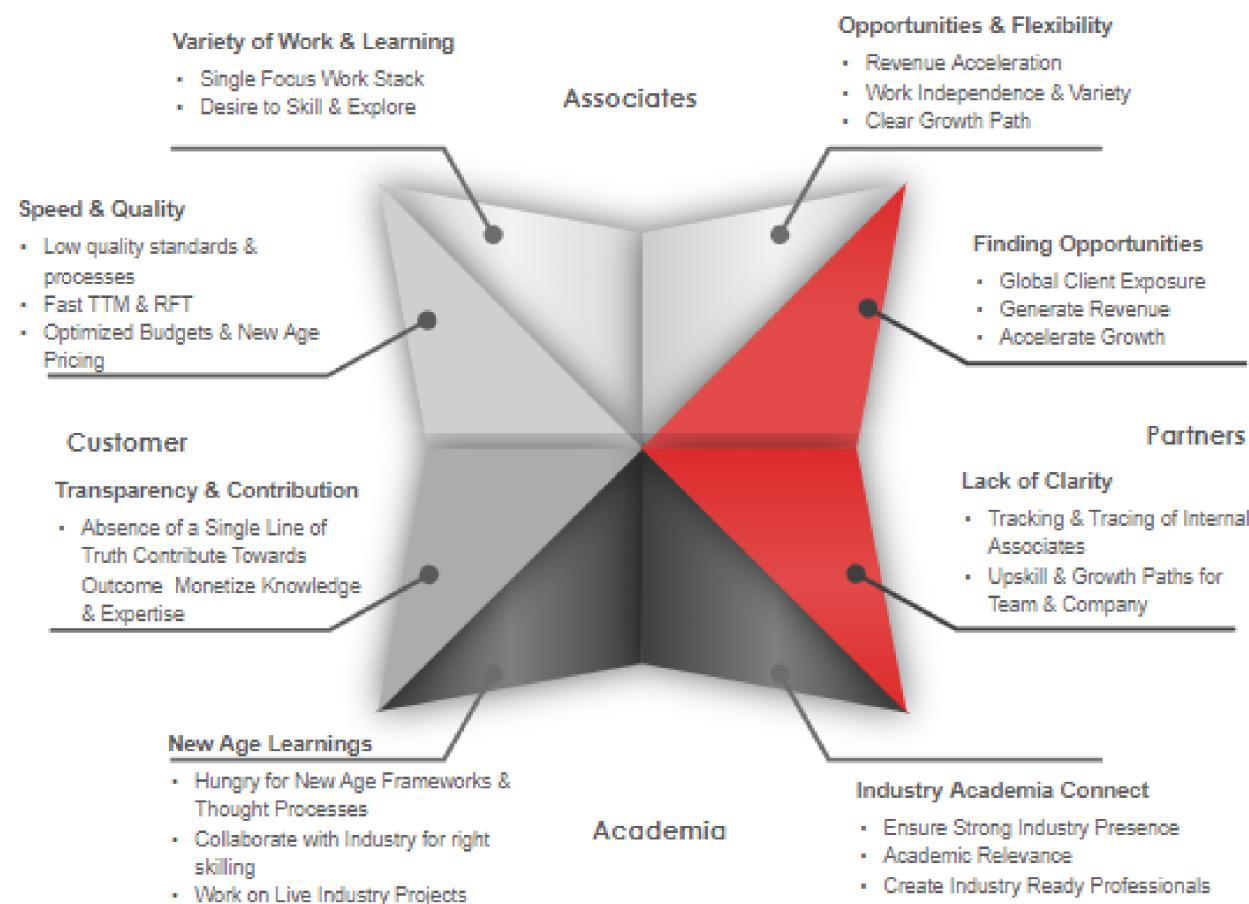
Showcase your transformation

Using the mediums, tools and formats that best communicate what you want to say

When communicating enterprise transformation, understanding the audience is key, and creating personas helps tailor the message to resonate with different stakeholders. Identify the concerns, needs, and interests of each persona, whether it's employees, customers, or investors.

Selecting the right mediums and tools is equally crucial. Consider the preferences of each persona – whether they prefer emails, social media, webinars, or other channels. Leverage a mix of mediums to cater to various communication styles. Visual tools such as infographics and videos simplify complex information and enhance engagement.

Here is an example of breaking down an audience/s for a technology company looking to speak to internal and external audiences.



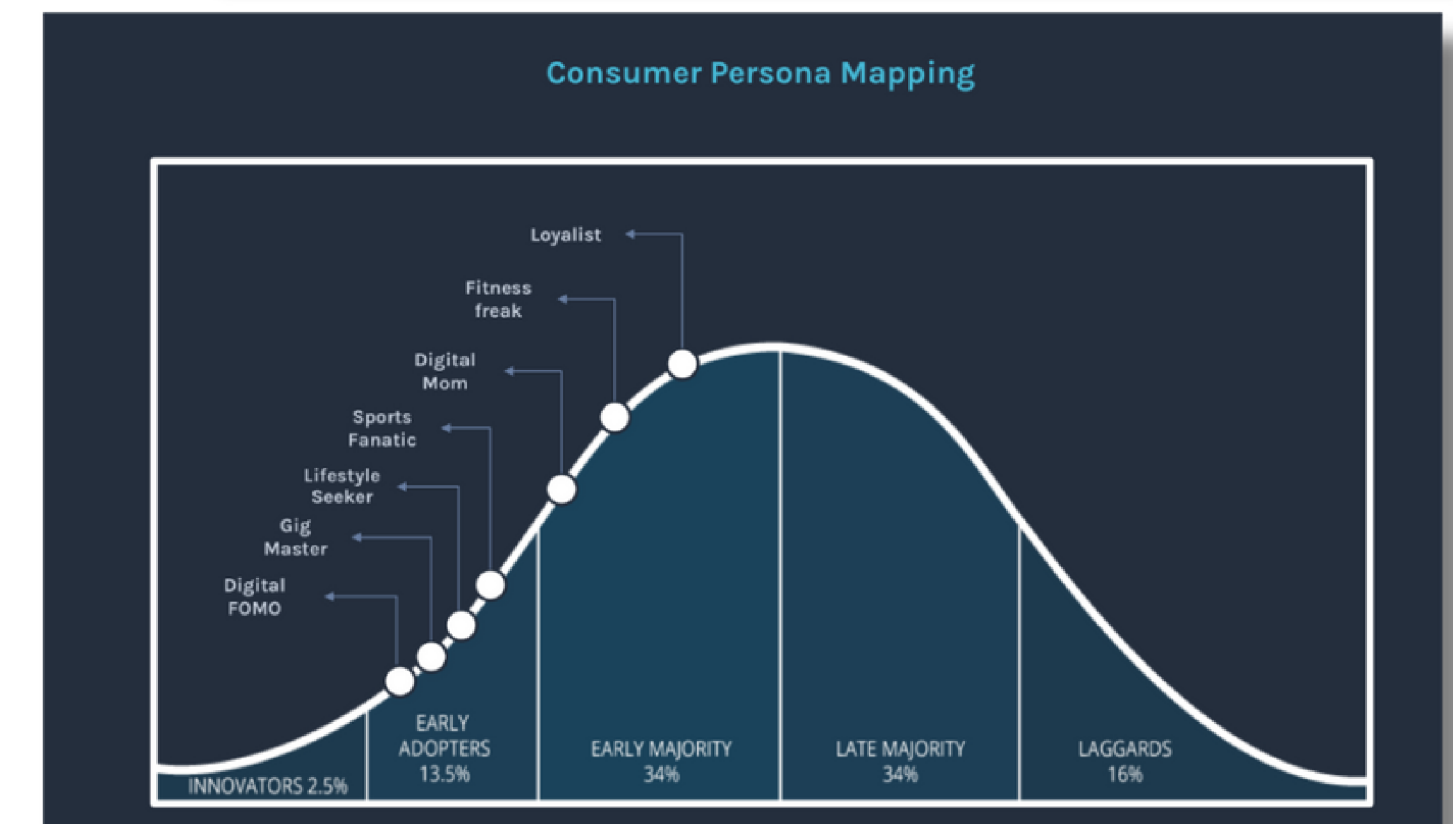
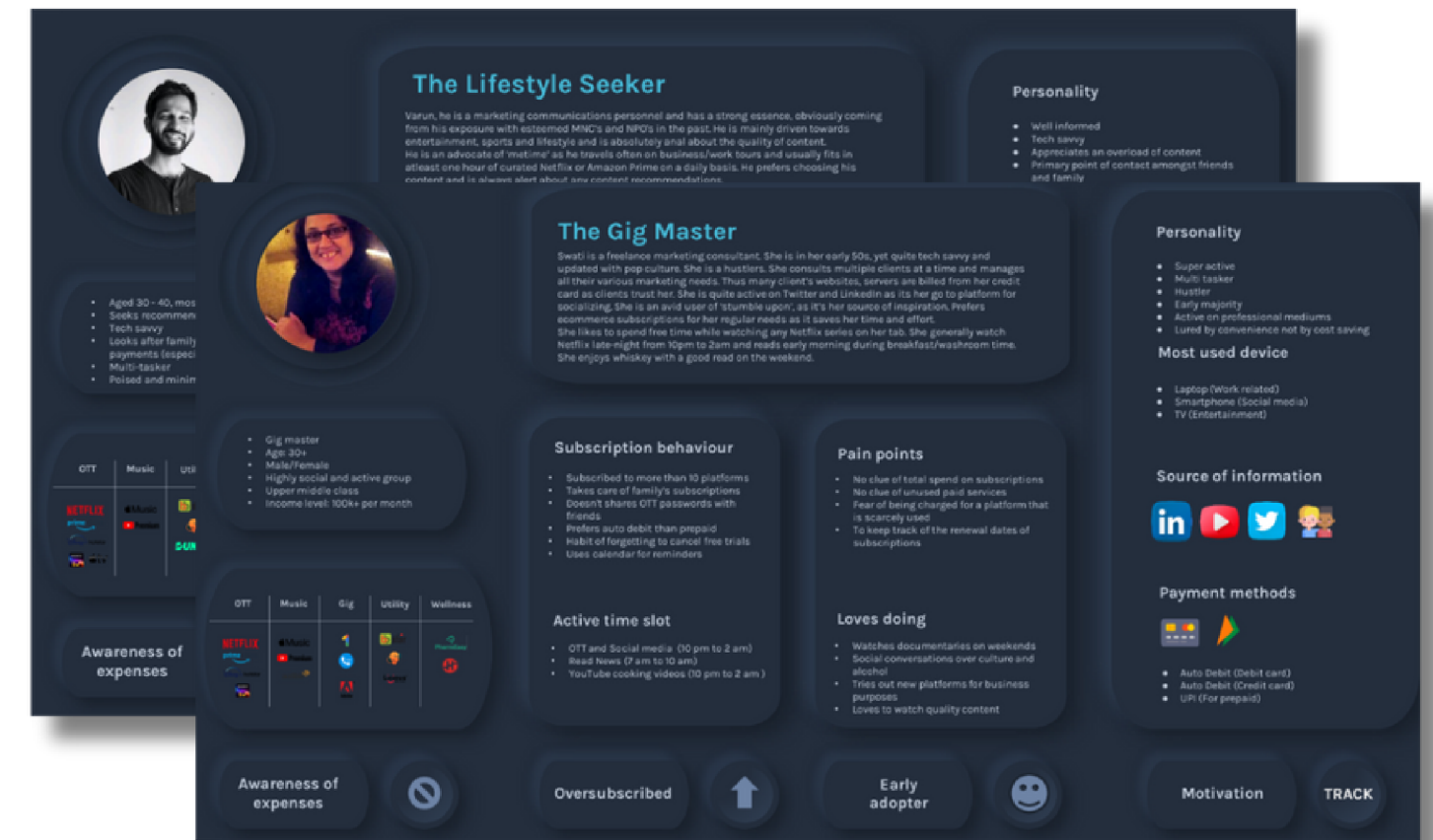
Dive deep on your personas

Focus on understanding your audience to identify the best mediums, tools and approaches

Understanding your audience deeply is like putting on their shoes to see the world from their perspective. By diving into personas, you get a clearer picture of their habits, preferences, and how they currently use products. This knowledge helps choose the best ways to talk to them - the right mediums, tools, and approaches. Whether it's through social media, emails, or interactive sessions, tailoring your message to match their world makes your communication more effective and relatable.

So, by digging into the details of who you're talking to, you can ensure your message not only reaches but also connects with your audience in a way that feels just right for them.

Here is an example of a persona definition for a specific audience for a new consumer-facing fintech app. Then they are tracked on the diffusion of innovation to know who to target first.

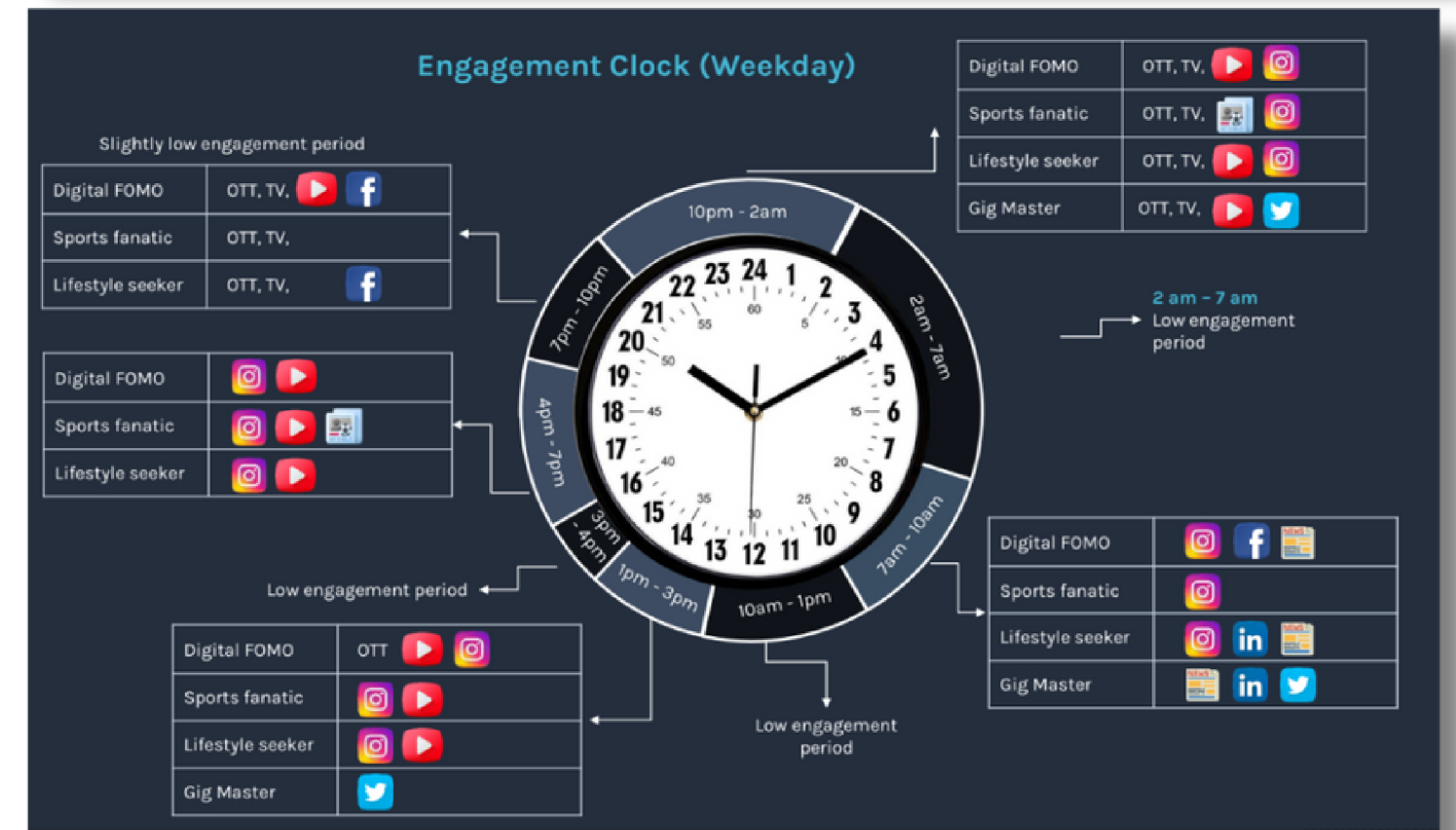


Last, focus on when

The timing of communication is just as crucial as the message itself. Understanding when your audience is most receptive helps ensure your message doesn't get lost in the noise. For instance, if your audience is more active on social media during specific hours, that might be the best time to share important updates. Similarly, considering the purpose of your message is key - urgent news might be suited for immediate channels like notifications or emails, while general updates could be shared during regular working hours.

By aligning your communication with the when, why, and how your audience engages with different mediums, you increase the likelihood of your message being noticed and well-received. Timing isn't just about the clock; it's about syncing with the rhythm of your audience's habits and preferences

Here is an example of tracking a consumer journey basis medium consumption to better identify which mediums work when & understand the thought process at every stage.



Thank You!