



Connection through Story

Change Marketing™
at work



The Challenge

How can corporate wellbeing employees across the globe feel connected as one team?



Our Audience

Over 3,000 EXOS employees working across employer sites, community centers, physical therapy offices, and corporate offices around the world



Key Insight

When employees share stories of pride in their impact, they're more likely to see themselves as one team with a shared purpose.



Our Story

EXOS is not a scattered network of trainers and coaches. It's a movement making heroes of everyone they serve.



Creative Craft

Uncovering the keys to engagement through audience research and a narrative framework to stoke pride, highlighting how each employee contributes to shared success.



Let's
dive in





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OUR APPROACH

We conducted interviews and an employee survey to better understand the current communications and culture landscape.

Who We Talked To

Conducted 7 interviews and focus groups with 11 employees and managers

Across functions including:

- Corporate Leadership
- Corporate Office (Google/Adidas)
- Community Centers
- Employee Resource Groups
- Athlete Performance Institute

What We Discussed

- What do you find most rewarding about working with Exos?
- What does the Exos brand mean to you?
- How do you communicate and connect with one another at Exos?
- Magic Wand Test: If the company could do one thing to better feel like One Exos, what would it be?

Survey Distribution

395 Responses from 4,000 employees

Response Rate 9.88%

exos

WHAT WE WANT

We want everyone at Exos to be: (1) **proud** of the brand, (2) **engaged** with the work, and (3) **connected** to one another.

Proud

Pride is about the personal investment we feel in our work, both individually and collectively. It's about seeing the fruits of our effort.

"I'm really excited about the new direction we're heading as a company. Even though we've been working remotely the last 1.5 years, I constantly feel more connected to the team (globally) and the singular path we're planning for the next 8 years. Really appreciate the renewed emphasis on prioritizing employee engagement and welcoming input. In a genuine and humble way. Let's go!"

Engaged

Engagement at Exos means deep, personal relationships with our colleagues and the people who trust us to upgrade their lives.

"Your team is it in our line of work. Having a strong team and being there for each other makes the workplace a happy place and you can accomplish more working together."

Connected

Connection relies on a system of habits, tools, and routines that facilitate the sharing of ideas, information, and wisdom.

"We should find a way to connect sites to each other and truly make this a team approach."

"The internet is a lot of people. Technology is just the medium."

WHAT WE NEED

To get what we want, we need: (1) **impactful** stories, (2) **authentic** relationships, and (3) **seamless** technology.

Impactful Stories

Pride is about the personal investment we feel in our work, both individually and collectively. It's about seeing the fruits of our effort.

Proud

Authentic Relationships

Engagement at Exos means deep, personal relationships with our colleagues and the people who trust us to upgrade their lives.

Engaged

Seamless Technology

Connection relies on a system of habits, tools, and routines that facilitate the sharing of ideas, information, and wisdom.

Connected

BARRIERS TO OVERCOME

Right now: (1) our stories are not always relevant, (2) our people are too isolated, and (3) we have too many options.

Not Relevant

Today, our stories over-index around sports and athletes, often omitting the important contributions from all aspects of our business.

"It is a little different at the facility that I work at. I don't always know where I belong since there are rules and requirements from both sides. It is very frustrating."

Too Isolated

Due to factors both within and outside of our control, the past 16 months have created a sense of isolation for people who rely on the energy of relationships.

"One team is a great slogan and a great thing to aspire to, but we still have work to do. There's lots of organizational isolation and honestly lack of knowledge of how the parts form a cohesive whole."

Over Connected

While we initially expected that our people were under-connected, the reality is that too many platforms and channels have overwhelmed our ability to truly commune with one another.

"... I already struggle with disconnecting from work given the numerous communication pathways. If my employer infiltrates even more platforms where my personal life and work life intersect, my mental health will definitely be in jeopardy. More is not always better."

SOLUTIONS TO THE PROBLEM

We need to: (1) increase **representation**, (2) create **intentional** moments together, and (3) focus our suite of channels.

Inclusive Representation

We should universalize our storytelling by anchoring diverse narratives from around our organization in our shared values.

"When the company talks about what we do I'd be hard to see our work in those moments. We rarely feel seen as a community center."

Intentional Moments

We should create regular rhythms beyond one-way communication, creating opportunities for conversation and collaboration.

"We need more team-builders and/or off-site company parties. I have been with the company for more than 8 years, but feel I only know the team members within the exos intelligence team."

Focused Channels

We should focus and define our tech stack. Creating a sense of consistency and expectation for each platform will drive adoption.

"Decide on one suite of communication products and use only them. By having so many different channels people become numb trying to keep up with them all. Just give up."

Audience Research

Speaking to diverse and distributed audiences to understand their needs and wants, how they like to communicate, and the narratives that resonate with them

OUR AUDIENCES

Employer Sites	We know you take on the colors and spirit of the places and people you work with every day, but we want you to know you are part of the Exos team. We're proud of you for embracing the challenge of carrying the spirit of Exos to new places and new clients.
Community Centers	We may have started our work with high-performance athletes, but our mission has meaning because you apply what we've learned to the lives of people at all stages of their performance. We're proud of you for pioneering how we make performance available to everyone.
Physical Therapy	Recovery is an essential pillar of the Exos methodology and your unique combination of experience and training builds the foundation for performance. We're proud of you for fostering healing for our clients.
Corporate Office	Whether it's ensuring our people get paid or ensuring our data engine is humming, you are essential in sustaining us. We're proud of you for caring for our company and supporting the thousands of people that make Exos a reality.
API	Elite athletes compete at the peak of what's possible for the human mind and body. This is the testing ground for the cutting edge of performance. We're proud of you for continuing to push us further and reach higher.

EXOS

OUR CREATIVE BRIEF

PRIDE HAPPENS WHEN WE
SHARE OUR STORIES

- GET** Exos employees from around the world
(Audience)
- WHO** don't always feel part of the same team
(Employee problem)
- TO** feel proud, engaged, and connected with our company and brand
(Desired behavior)
- BY** telling stories about the impact we make together
(Creative approach)

EXOS

CASE FOR CHANGE SNAPSHOT

If we want to be ...		
Proud	Engaged	Connected
Then we'll need ...		
Impactful Stories	Authentic Relationships	Seamless Technology
But the barriers are ...		
Not Relevant	Too Isolated	Over - Connected
We can overcome them with ...		
Inclusive Representation	Intentional Moments	Focused Channels

EXOS

OUR NARRATIVE

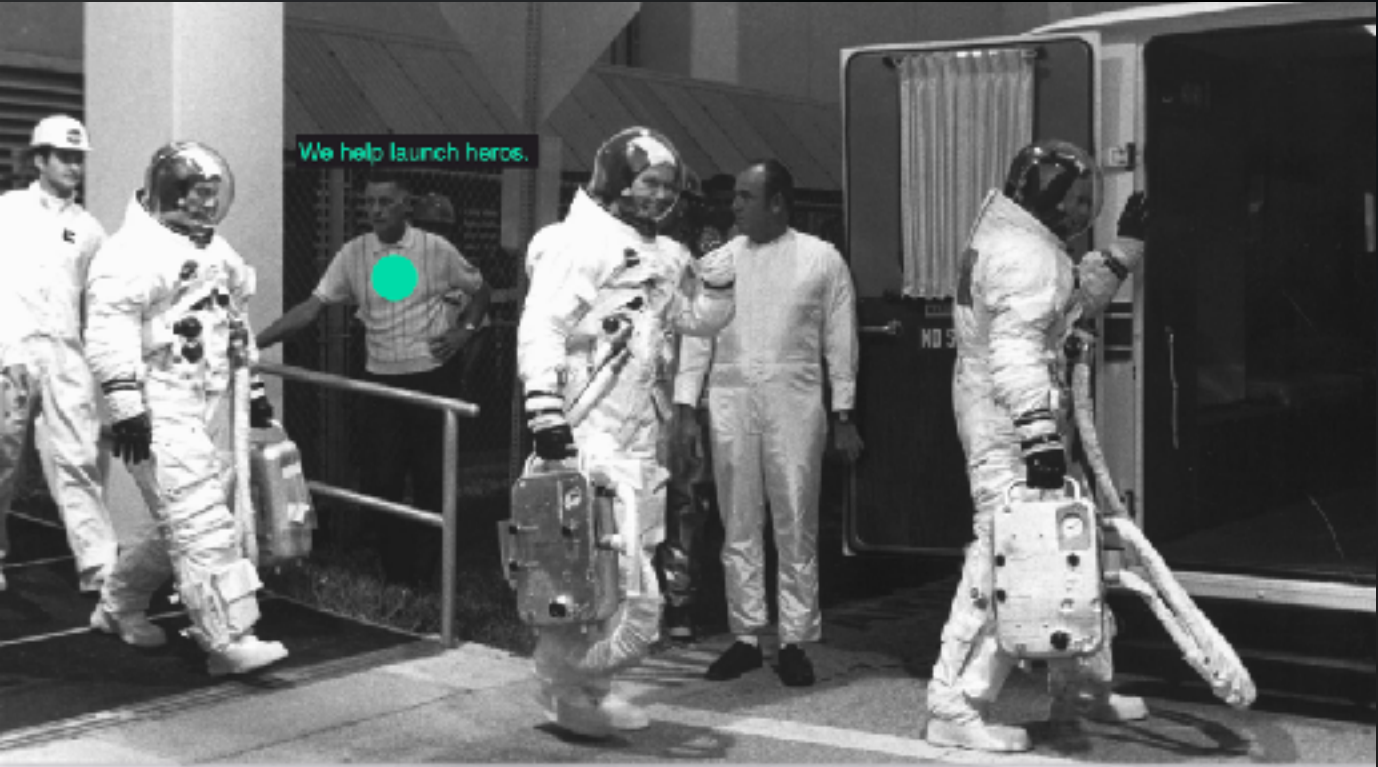
YOU IGNITE
THE HERO
IN ALL OF US

We've heard one thing loud and clear: **we are proud of the impact we make.** Let's make sure each of us gets to soak that pride in.

Our highlight reel needs to include triumphs of all kinds, from breakthroughs in the office to meaningful moments of recovery. Because when **we can all see ourselves** in these moments, we see our collective impact clearer.

We aren't a scattered network of trainers and coaches. We are a movement, making sure that the heroes we serve **inspire new heroes to emerge.**

EXOS



Narrative Development

Creating a narrative that connects distributed audiences through a shared sense of pride and collective impact