



JUDGES' SUMMARY

**EATON**

*Powering Business Worldwide*



# Meet Streamline

**Stream-line:** make an organization or system more efficient and effective by employing faster or simpler working methods.

Streamline Communications strives to create a modern and practical vision for our clients. By crafting strategic messaging and tactics, we focus on bringing organizations closer with their key publics. Streamline Communications helps clients work smarter and faster, producing more meaningful connections and relationships along the way.



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# Introduction

**Eaton Corporation** is a multinational power management company that provides its customers with electrical, hydraulic and mechanical power more efficiently, safely and sustainably. With more than 96,000 employees globally, Eaton has many audiences to communicate with internally on an everyday basis. Currently, Eaton’s communication team is composed of 10 employees in six different countries.

Streamline Communications created a 12-month internal communications campaign targeting Eaton’s Euclid, Ohio, plant to give front line leaders a better understanding of Eaton’s strategic vision and mission to promote a deeper understanding of Eaton’s overall goals. Streamline Communications’ strategy will allow front line leaders and production workers at the Euclid plant to be in charge, recharge and take charge of their work and information regarding Eaton’s mission and values.

By using a combination of face-to-face, digital and print communication strategies, front line leaders and production workers will more effectively understand company goals and begin to align themselves around Eaton’s strategic direction, as well as begin to advance company culture at the Euclid plant. This approach will transform Eaton’s current flow of information into a streamlined, charged flow of communication that is mutually beneficial upstream and downstream at all levels at the Euclid plant for front line leaders and production workers.

## Research Activities

### PRIMARY RESEARCH FINDINGS

Streamline Communications conducted three interviews with Eaton communications and human resource employees, conducted a focus group and interviewed managers and production employees at Eaton’s Euclid, Ohio plant.

Research conveyed that relying on too much digital communication can lead to a feeling of disconnect among employees. Face-to-face communication is a reliable and effective method of communication among employees at the plant level and managers receive the most engagement and understanding from this medium. The focus group revealed that Eaton employees are given many communication tools and do not understand how to fully utilize all the tools that Eaton makes available, such as emPOWER. JOE and email are the most utilized and helpful communication tools among Eaton’s connected employees.



If we could get something plant-specific that goes to the front line leaders cell phones or internally come to our phones, that would be great.

-Front Line Manager from Eaton’s Euclid plant

Streamline Communications interviewed three internal communication experts. Research showed that communication leaders and managers must target information to employees in a relevant way for the most engagement and impact. Employees prefer a basic communication system that is fully integrated throughout the company, showcasing transparent and truthful messaging.

Streamline Communications conducted two interviews with middle management experts from Kent State University to diversify the research. Experts explained that middle managers must have understanding and ownership of company goals before they can relay corporate messages to their direct reports. Research revealed that it's useful to align the goals of each department with the company's mission statement, but tailor it to each department for a higher sense of connectedness.



Frustration occurs when managers don't know why a company is doing what they are doing... they don't feel a sense of ownership or understanding towards the company goals.

-Mark Whitmore, Assistant Professor in Kent State's College of Business Administration

## SECONDARY RESEARCH FINDINGS

Streamline Communications conducted secondary research to learn more about internal communications best practices to compare to the efforts of Eaton. There were many consistencies throughout the articles found, mostly relating to employee engagement using communication channels and, based on our target audience, how middle management receives and distributes communications.

From Eaton's Employee Survey, the three areas drove strategic approach for Streamline Communications plan were related to company objectives, open communication and engagement. Only 82.5 percent of the overall survey respondents have a clear link between their work and Eaton's objectives, 79.4 percent of the overall survey respondents feel that their manager provides an atmosphere of open communication and only 63 percent of respondents were considered to be highly engaged with all indicators of engagement. These metrics connected to Streamline's three objectives and were used for measurement during the campaign.

82.5%

see clear link between their work and Eaton's objectives

79.4%

feel that their manager provides an atmosphere of open communication

63%

agreed with all indicators of engagement, meaning they are highly engaged

Based on research, non-connected employees are the hardest audience to reach, due to the fact that many don't have a company email address or easy access to a computer. This makes it hard for companies to communicate important information down to them, putting middle managers in a communicator role. However, middle management is not trained to properly communicate with their teams and are forced to relay the information.

Best practices for non-connected employees showed that line-of-sight management through their direct supervisor remains the most trusted resource for information. One problem Streamline Communication's primary publics face is choice overload, meaning employees will make assumptions and choose what is the most relevant to them.

90%

of surveyed employees say face-to-face meeting is the best way to interact with someone.

In a digital world, face-to-face is still one of the most well received forms of communication to this day. According to a Randstad poll, 90 percent of surveyed employees say face-to-face meeting is the best way to interact with someone. They also found that 50 percent of people said that technology makes society less humane.

## Problem Statement

Streamline Communications' primary and secondary research revealed a disconnection between corporate communication being relayed down to production employees through front line leaders at the Euclid plant. This is the result of a disconnection between front line leaders not acknowledging the relevancy of corporate messaging and not relaying messages among non-connected plant employees. Additionally, company culture is not universally shared throughout production employees, leaving front line leaders and non-connected production employees unengaged in Eaton's culture.

## Goal Statement

Streamline Communications will educate Euclid front line leaders on Eaton's strategic vision and mission to promote understanding of company goals. Front line leaders will have increased satisfaction and understanding of company communication messages which will increase feelings of ownership and success with working for Eaton, and will begin to increase engagement in communication channels used by front line leaders at the plant level.

## Publics

### PRIMARY

- **Front line leaders at Eatons' Euclid plant** are in charge of the teams of production workers on the shop floor and are the key information disseminators at the plant, used as the gatekeepers of what corporate information gets relayed down to the production workers.
- **Production workers at Eaton's Euclid plant** report to the front line leaders, they have an average age of 55 years old and are considered non-connected. These employees are not completely utilizing Eaton's communication channels which creates a feeling of disconnect to company culture.

### SECONDARY

- **Senior plant management at Eaton's Euclid plant** relay information to front line leaders who then choose to disseminate information down to the production employees. This audience can relay and tailor more relevant corporate messaging within senior plant management meetings to the primary publics.

## Key Messages



Be in charge



Recharge with relevant information



Take charge of your connection

## Objectives and Strategies

**OBJECTIVE ONE:** To increase understanding among front line leaders and production workers at the Euclid plant around Eaton's company goals, missions and culture conveyed in corporate messaging from 82.5 percent in the 2018 annual employee survey to 84.5 percent by December 2019.

### Strategies

- Use a combination of face-to-face and digital communication to facilitate training and education sessions about communication efforts and Eaton's mission and values with front line leaders.
- Craft print communication resources to aid in the education and understanding of Eaton's mission and values.

**OBJECTIVE TWO:** To increase satisfaction in company communication messaging among front line leaders and production workers from 79.4 percent in the 2018 annual employee survey to 83.4 percent by December 2019.

### Strategies

- Restructure digital communication channels to integrate Eaton's strategic vision with what front line leaders believe is relevant to production employees.
- Craft digital and print communication content that is interesting, relevant and important to front line leaders and production workers.

**OBJECTIVE THREE:** To increase engagement in Eaton's company culture among Euclid production workers and front line leaders from 63 percent in the 2018 annual employee survey to 65 percent by December 2019.

### Strategies

- Use a combination of face-to-face and digital communication to educate front line leaders on digital channels, as well as train them on how to effectively integrate channels into their daily lives.

## Tactics

### CHARGING COMMUNICATION COURSE

Charging Communication Course is an educational series which will educate and remind Eaton's front line leaders of company mission and values and connect them to the current quarters announcements and communications.

**Evaluation:** The annual employee survey and a plant survey will be used and measured.

### CHARGING COMMUNICATIONS INFOGRAPHICS

The Charging Communication Infographics will visually explain each objective and will be paired with a communication course. They will be printed out, posted on bulletin boards and passed out during meetings.

**Evaluation:** Because this tactic is supplemental to each Charging Communication Course, Streamline Communications will evaluate these infographics along with educational course that it supports.

### **EATON ENERGIZER**

Eaton Energizer is a standing section in the Euclid plant's bi-weekly employee newsletter for an employee recognition section. This will feature an employee that went above and beyond to incorporate Eaton's values into their work everyday for that month.

**Evaluation:** The number of production employees nominated to become the Eaton Energizer, the pickup rate of newsletter and the engagement of the Eaton Energizer social media posts will be measured.

### **POWER PAUSE**

Power Pause is a 10-minute break once per week in every shift for front line leaders to detach from their work and share corporate communications and updates to production employees.

**Evaluation:** Attendance will be measured and a survey will gauge which content is more popular among the front line employees.

### **RECHARGE APP PILOT PROGRAM**

RECHARGE App Pilot Program is an Eaton-centric interface app is recommended to allow employees to access everything Eaton on one platform with a single log-in portal.

**Evaluation:** Engagement levels on emPOWER will be measured throughout as well as tracked on the app itself.

### **WIRING RECHARGE**

Wiring RECHARGE is an introductory video that encourages all employees and managers to download and use the RECHARGE app.

**Evaluation:** Click-through-rate, views and download rate of the RECHARGE app will be measured.

### **PLUGGED IN**

Plugged In is plant-specific articles and updates to supplement the current Euclid plant newsletter as well as be featured on the RECHARGE app.

**Evaluation:** Pick-up rates of the newsletter and the click-through rates of the push notifications will be measured.

### **RECHARGE BADGES**

RECHARGE badges will work as rewards within the RECHARGE app to encourage engagement with specific tasks within the app.

**Evaluation:** The amount of prizes and overall engagement with the badges will be measured.

### **EATON TOGETHER AND TAKING CHARGE**

Eaton Together is the launch party for wall that will be painted in the Euclid plant that reads, "We Make What Matters Work." Taking Charge happens after employees are finished communications courses, they will then be given stickers that prompt them to sign their names, signifying they are "taking charge."

**Evaluation:** Sentiment and engagement on social media will be measured as well as employee satisfaction through informal measurement and possible plant surveys.

