



Using Community to Transform Internal Culture and Communications

Shared by Jeff Ross, Community Manager

SNAPSHOT

The Challenge

Communication within the organization was one-sided and hierarchical.

The Goal

Transform the way the organization handles internal communications to create a two-way channel for collaboration.

The Outcome

Developed a community program that supports business objectives and develops positive interpersonal relationships around areas of mutual interest.

THE CHALLENGE

Humana is a healthcare company that has transitioned through its 50+ years from operating nursing homes to operating hospitals to offering health insurance to millions of people. In recent years, Humana has focused its efforts on the senior population through Medicare Advantage products, as well as promoting value-based care through providers.

Historically, internal communications were one-sided, and increasingly employees wanted to have a voice in the organization.

Their internal community, called 'Buzz', was created so employees could:

- **ENGAGE** in conversations.
- **LEARN** about the latest company updates – events, announcements, and more.
- **REPLACE** lengthy, siloed email communications with public-facing interactive conversations.

The Humana team implemented an online community program to transform the company communication and culture.

THE GOAL

Develop a community program that improves employee engagement.

CASE STUDY

Using Community to Transform Internal Culture and Communications

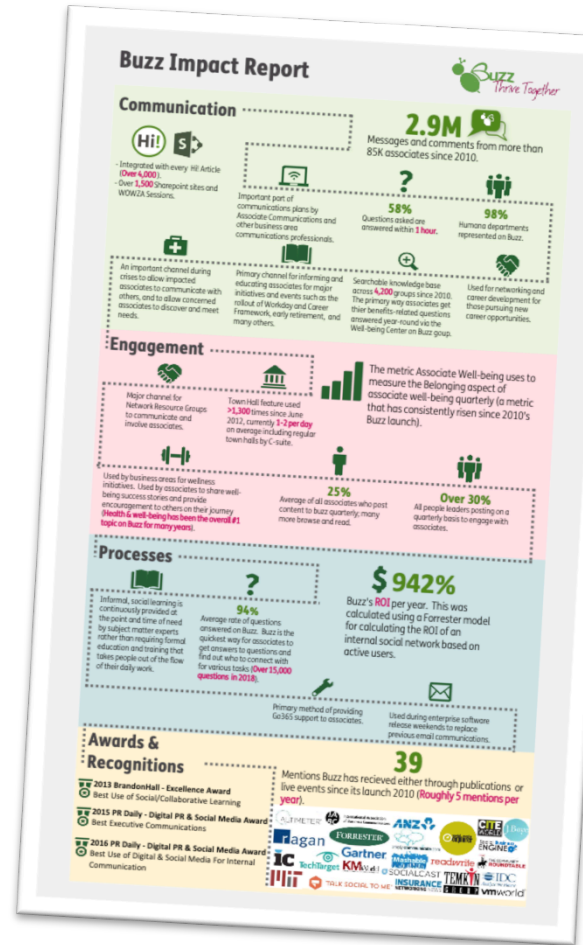


THE COMMUNITY ROUNDTABLE

THE OUTCOME

By creating a safe space for employee communications, Buzz is now the central hub for all internal communications at Humana, Inc.

- **Buzz Increases Employee Engagement:** Buzz consistently scores above the 90th percentile in large corporations, according to Kenexa Survey results. Additional internal quarterly associate engagement metrics also show a steady rise throughout the nine years of Buzz.
- **Buzz Spurred a Culture Shift:** With 8,000-10,000 posts and comments per week in Buzz, it's clear that associates have found their voice and they enjoy sharing, learning, and collaborating online.
- **Buzz Opened the Door for Innovations, Insights, and Ideas:** There have been significant changes to internal processes, policies and communication approaches in response to community discussions, which proves that the community voice matters to leaders.
- **Employees Trust Buzz:** Corporate communication professionals who resisted letting go of their push communication now include Buzz in their communication plans and seek the guidance of the community manager weekly to help them do their jobs more effectively.



The **Buzz Impact Report** showcases the incredible impact of the community program across the organization.

THE TAKEAWAYS

1. **Meet Them Where They Are:** Buzz brought the community where employees already do their work and have their conversations. The thousands of integrations throughout the enterprise over the past several years were critical to making Buzz a part of the fabric of how Humana communicates.
2. **Control is for Amateurs:** Be adaptable. Changes to processes, policies and communication approaches in response to community discussions are part of a successful online community.
3. **Give it Time:** Buzz launched in 2010 and has been a constantly evolving platform. It's a program, not a project. Don't be discouraged if things don't happen overnight.