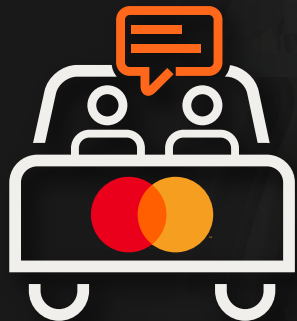


Company:
Mastercard LAC
(Latin America and the Caribbean)

Lead Area:
Internal Communications LAC,
Miami based

Responsible Team:
Janet Rivera-Hernandez,
VP of Communications;
Michelle Muslera,
Director of Communications;
Nikki Bertran,
Senior Communications Specialist



The Mastercard Way Carpool Sessions



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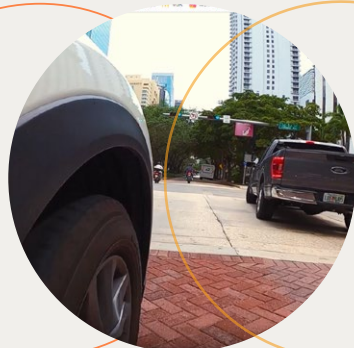
START
STOP
ENGINE

INTRODUCTION

In the past few years, Mastercard has evolved its business strategy to meet and anticipate the needs of its customers, partners, and individuals. As the company looked ahead to materialize its vision and accelerate its strategic priorities, it was deemed important that it **revisit its culture to ensure that it remained a powerful enabler for the business and a source of pride for its people**—this upgrade process began in late 2021.

In November 2022, Michael Miebach, CEO, presented to +6,000 employees worldwide an **updated version of the Mastercard Way**, the company's corporate cultural statement. The Mastercard Way defines how individuals and teams at Mastercard work, outlining the principles and behaviors that are critical to the company's future growth and success.

From that moment forward, to “embed the Mastercard Way in everything we do” at all levels of the organization became the company's top priority. From an Internal Communications perspective, not only was it necessary for employees to internalize the Mastercard Way principles and behaviors but they needed to **understand the profound impact of this new mindset and feel driven by it immediately**.





At the start of 2023, the Internal Communications team for Latin America and the Caribbean (LAC), based in Miami, decided to **capture the attention of employees in the region** about the new Mastercard Way by executing a communications initiative that was **truly innovative and appealing**.

The result was **The Mastercard Way Carpool Sessions, an exclusive series** inspired by James Corden's "Carpool Karaoke" TV show that featured LAC leaders sharing a car ride and reflecting on the Mastercard Way and its impact on achieving the region's goals.

The series, starring **10 LAC leaders**, premiered in **September 2023** and was an immediate success: it reached **+1,800 unique views** and achieved open rates of up to **71%** on related internal communications. It also inspired employees to share their thoughts on the Mastercard Way in a 'Carpool Session' style!

If you want to learn more about Mastercard, please visit our website www.mastercard.com



Click **PLAY** to watch a recap of the Mastercard Way Carpool Sessions!

www.oxeanfiles.com.ar/mastercard/LAC/CASOS_PREMIOS_2023/Caso_Carpool/Carpool_Sessions_Highlights.mp4



OBJECTIVES

Foster a profound understanding and internalization of the principles and behaviors of the new Mastercard Way among the +1,200 LAC employees through an internal communications initiative that was highly innovative, appealing, and effective in terms of impact.

Building on past internal communication initiatives that also featured video series, the Internal Communications team aimed to achieve a minimum of 1,000 unique views for The Mastercard Way Carpool Sessions. Additionally, they targeted open rates exceeding 50% and click-through rates (CTRs) of over 5% in communications associated with the series.

STRATEGY

To reach the proposed goals, the Internal Communications team bet big with The Mastercard Way Carpool Sessions series. In each episode, **LAC leaders and employees would ride down the Mastercard Way—literally and figuratively—while reflecting on the importance of the company’s values and behaviors** to achieve their goals.

WHY A VIDEO SERIES INSPIRED BY JAMES CORDEN'S "CARPOOL KARAOKE" TV SHOW?

It was a **fun, highly innovative format**—unprecedented throughout Mastercard—that would enable us to deliver key and strategic concepts in a memorable manner.

The limited time of the session—a three-minute car ride—provided the perfect opportunity to define a **simple and clear narrative** that employees would find engaging.

It would serve as a **spin-off platform for employee-created content!** After the launch of the first episodes, the Internal Communications team would invite LAC teams to draw inspiration from the new original series to submit their own testimonials.

The four episodes in “Season 1” of the series would be the center of a **comprehensive internal communications plan** that would include other graphic and audiovisual pieces and internal activations.

All communication for The Mastercard Way Carpool Sessions ran within the ecosystem of internal channels and events in the region between **September and October 2023**. This was after the usual holiday breaks (summer and winter, depending on the country in the region) and just before the hectic weeks leading up to the year-end.

IMPLEMENTATION

Pre-Production Stage:

EPISODE TOPICS: The initial four episodes were meticulously planned to address the core principles and behaviors of the new Mastercard Way. These principles were seamlessly integrated at the start of each episode, often triggered by a real-life scenario such as a text or audio message from a colleague.

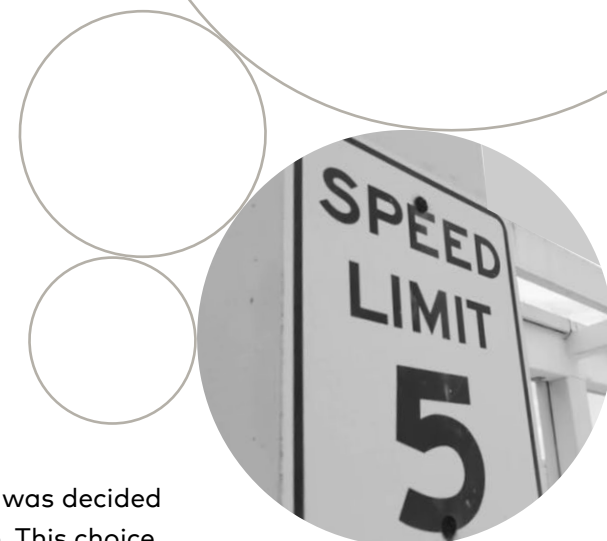
SELECTING THE 'CARPOOLERS': To maximize the series' impact, the Internal Communications team invited prominent and diverse Mastercard regional leaders to participate. The recording of the series was coordinated according to their scheduled visits to the Miami offices, as some of them reside in other countries in the region.

THE LOCATION: After working with the production team to scout and test different locations in Miami, it was decided that the parking lot of the Mastercard Miami office, situated on the eighth floor, was the ideal filming site. This choice offered a spacious, exclusive, and, most importantly, safe and comfortable environment for the 'carpoolers'.

FILMING EQUIPMENT: Two GoPro cameras, a 360 camera, and a dedicated audio system for in-car dialogues were used. This setup ensured versatile and high-quality "carpool karaoke" style footage, both in terms of visual and audio output.

GUIDELINES AND KEY MESSAGES: Each episode followed a structured format, starting with an introduction to the main topic, followed by an engaging conversation, a karaoke segment, and a catchy ending to come full circle for a memorable impact. Instead of a rigid script, the Internal Communications team provided the 'carpoolers' with guidelines outlining desired situations and content, supplemented with dialogue prompts and suggested questions.

The recording process posed unique challenges, especially for the protagonists of the episodes. With this in mind, the Internal Communications team believed that a scripted approach would hinder the natural flow of conversation. The goal was to capture the essence of the Mastercard Way through authentic and spontaneous interactions. A guideline-based approach not only made the experience more genuine for the 'carpoolers' but also fostered a deeper connection with employees, as the leaders shared their experiences in a most relatable and relevant manner.



Highlights from the recording sessions:

SUV PREPARATION: The rented SUV, chosen for its spaciousness to accommodate passengers and filming equipment, required two hours of setup each filming day. In addition to installing and testing equipment in the vehicle, the filming team captured shots on Miami streets and close-ups inside and outside the SUV for episode inserts.

PRE-RECORDING BRIEFING: Before recording began, the carpoolers reviewed the episode's dialogue dynamics with the Internal Communications team. They also received technical tips, such as avoiding direct eye contact with the cameras, maintaining engagement with fellow carpoolers, handling the steering wheel smoothly, and always wearing seatbelts.

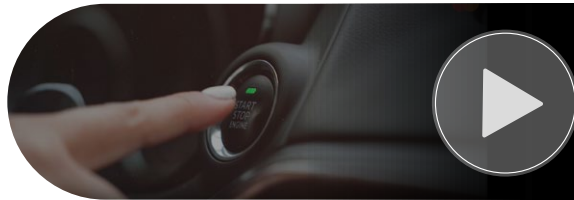


ENJOYABLE EXPERIENCE FOR ALL CARPOOLERS: Every carpooler, without exception, had a blast. With each take over the hour-long recording of each episode, the protagonists became more relaxed and immersed in the experience. They engaged in profound, honest conversations while delivering key messages and sharing many laughs. They also sang along to their favorite songs—these special moments connected employees with the unique carpool karaoke dynamic and with one of the brand's favorite passion points: music! The vibrant energy was evident in all episodes, which included a 'gag reel' at the end for the employees' enjoyment.



The communication proposal for the series included:

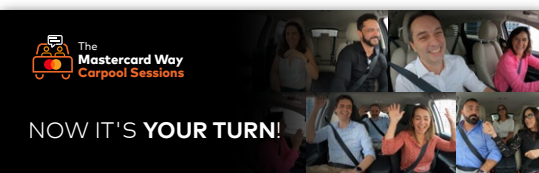
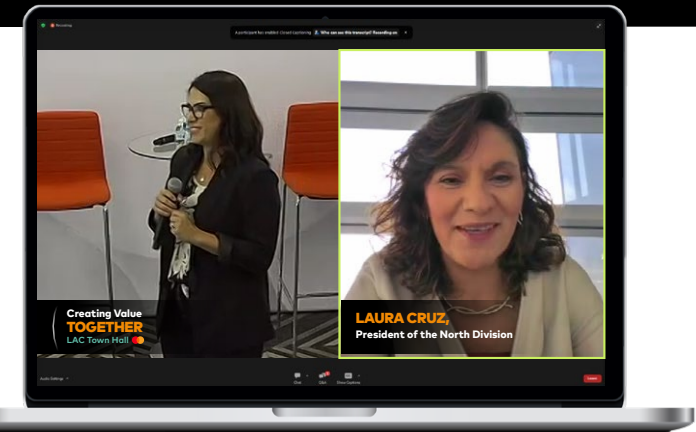
- A 40-second **video teaser** designed to build anticipation and excitement around the upcoming series. The teaser was sent out in late August, a week before the series launch, via email, in the regional newsletter "LAC Insider," and on the Electronic Bulletin Boards in the offices.



Click **PLAY** to watch the teaser!

https://www.oxeanfiles.com.ar/mastercard/LAC/CASOS_PREMIOS_2023/Caso_Carpool/Carpool_Sessions_Teaser.mp4

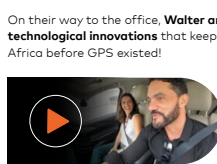
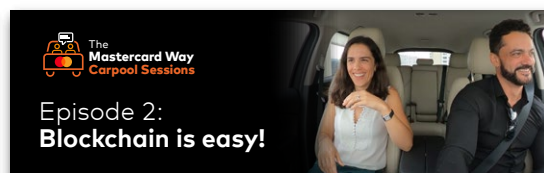
- The series and the first episode were launched at the **LAC Town Hall** on September 6, ensuring maximum exposure and engagement. During the event, Laura Cruz, President of the North Division, connected from Mexico City to share with the entire region her experience as co-star of the series' first episode.
- The Internal Communications team decided to launch **one episode per day over four consecutive days** starting with the LAC Town Hall, aiming to create a lasting impression. They also utilized all internal communication channels—the LAC Insider (regional newsletter), theHUB (Mastercard's intranet), the Electronic Bulletin Boards in the offices, and emails—to reach all employees.



We hope you enjoyed watching the first episode of **The Mastercard Way Carpool Sessions** starring division presidents **Laura Cruz and Marcelo Tangioni** as much as we enjoyed filming it!

There is **so much to talk about** when it comes to the **Mastercard Way!** Plus, the Performance & Reward Process has evolved this year. Learn more here!

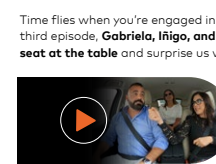
- Sign up for the **Mastercard on Center Stage** to practice the demonstration of Mastercard Way behaviors
- **People Place** (guides, resources, In The Know recordings and more)
- **Performance & Development FAQs**
- **The Mastercard Way – behaviors examples & definitions**



Episode 2: Blockchain is easy!

On their way to the office, **Walter and Guida** cover different topics, from the **technological innovations** that kept them up at night to a road trip through South Africa before GPS existed!

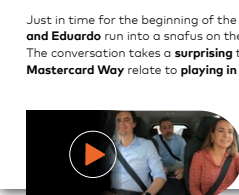
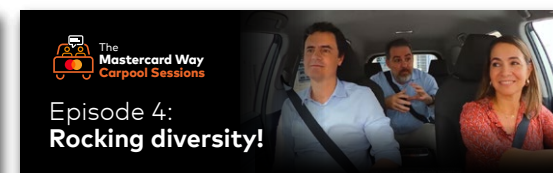
Starring:
Walter Pimenta
Executive Vice President - Products and Engineering, LAC
Guida Sousa
Vice President - Product Management, LAC



Episode 3: Don't stop believin'

Time flies when you're engaged in conversation, even in a Miami traffic jam. In our third episode, **Gabriela, Iriago, and Janet** discuss the importance of **giving everyone a seat at the table** and surprise us with an **improv karaoke session**.

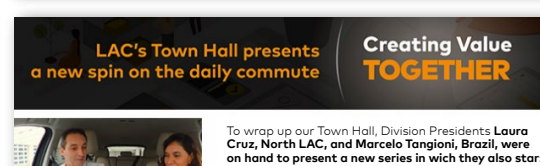
Starring:
Janet Rivera-Hernandez
Senior Vice President - Communications, LAC
Iriago Quejigo
Senior Vice President of Mastercard Technology, LAC



Episode 4: Rocking diversity!

Just in time for the beginning of the **Performance & Reward Process**, **Katia, Agustin, and Eduardo** run into a snafus on the way to the office, and fix it through **teamwork**. The conversation takes a **surprising turn** when we discover how the **principles of the Mastercard Way** relate to **playing in a rock band**.

Starring:
Agustin Beccar Varela
Division President, South LAC
Katia Bulgarelli
Senior Vice President - People and



The Episodes:

1



On their way to the office, **Laura Cruz (Division President, North LAC)** and **Marcelo Tangioni (Division President, Brazil)** engaged in a meaningful conversation about LAC's values and potential, all while savoring two delicious Brazilian treats: pão de queijo and cafecito.

2



Walter Pimenta (EVP, Products & Engineering) and **Guida Sousa (VP, Product Management)** talked about innovation, from the tech trends that keep them up at night to a road trip through South Africa before GPS existed!

3



Janet Rivera Hernandez (SVP, Communications), **Iñigo Quejigo (SVP, Technology)**, and **Gabriela Gomes de Freitas (VP, People and Capability)** discussed the importance of giving everyone a seat at the table and engaged in an amazing improv karaoke session.

4



Agustin Beccar Varela (Division President, South LAC), **Katia Bulgarelli (SVP, People and Capability)**, and **Eduardo Sanchez (SVP, Cyber & Intelligence)** ran into a snafu on their way to the office, which they overcome with teamwork. The conversation took an inspiring turn when they revealed how the principles of the Mastercard Way related to playing in a rock band.



Click **PLAY** and watch a full episode of the series!

https://www.oxeanfiles.com.ar/mastercard/LAC/CASOS_PREMIOS_2023/Caso_Carpool/Carpool_Sessions_Episode_3_Subst.mp4



Wishing you all the joy and bliss in this holiday season.
See you in 2024!

Our best wishes for 2024

Driving down the Mastercard Way, we're pulling over this holiday season to share **our best wishes for 2024!**

Last stop! A Carpool Sessions-inspired festive wrap-up to the year

Following the tremendous success of the series in LAC, the Internal Communications team decided to end the year on a high note with a Carpool Sessions-inspired video.

Employees from LAC and around the world who attended Mastercard's Innovation Forum in Miami, recorded their end-of-year greetings in a specially designed Carpool-themed booth for the occasion. The result? A super fun and motivating video, filled with greetings and cheers for all LAC employees, blended with an invitation to continue journeying the Mastercard Way together in 2024.

This uplifting video was the grand finale at the LAC year-end Town Hall and was shared across our internal channels.



Click **PLAY** to watch LAC's holiday cheer video!

https://www.oxeanfiles.com.ar/mastercard/LAC/CASOS_PREMIOS_2023/Caso_Carpool/Carpool_Sessions_Holiday_Cheer.mp4

RESULTS

The Mastercard Way Carpool Sessions amazed LAC employees and connected them to the essence and purpose of Mastercard's revisited cultural statement while helping them to fully understand the importance of embodying the company's principles and behaviors to accomplish their most ambitious goals together.

Four **3-minute** episodes.

10 carpoolers.

Two days of recording sessions.

+750 employees watched the premiere episode at the Town Hall (in person + live streaming).

The link to access theHUB post with Episodes 1-4 and the employees' Carpool Session-inspired submissions received a total of **4,390 clicks** from **934 unique clickers**.

1,897 unique views for the full series, including the teaser and employee videos. **This result demonstrates that the series created by LAC had an impact on Mastercard employees in other regions of the world!**

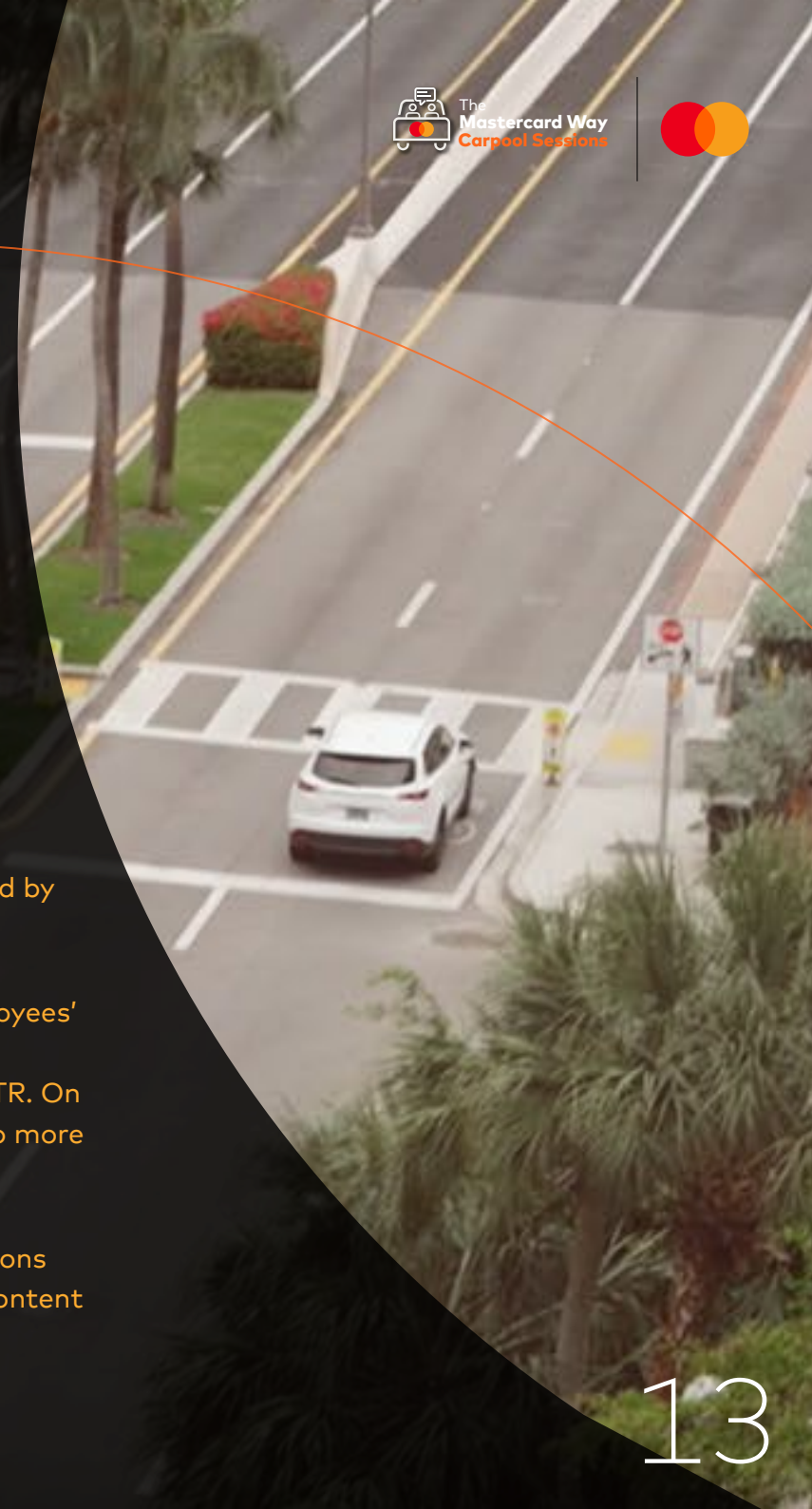
The teaser video email achieved an impressive **67%** open rate and **20,6%** CTR. On average, employees watched the video more than four times.

Emails featuring Episodes 1-4 maintained a solid average open rate of **61%** and an average CTR of **8,4%**.

36 LAC employees participated in 17 self-created videos and photos inspired by the Carpool Sessions.

The email featuring a video with employees' Carpool Session-inspired submissions achieved 64% open rate and **19,4%** CTR. On average, employees watched the video more than five times.

LAC Insider (regional newsletter) editions with the series episodes and related content had open rates as high as **71%**.



EMPLOYEE FEEDBACK AFTER WATCHING EPISODE 1 OF THE MASTERCARD WAY CARPOOL SESSIONS AT LAC'S TOWN HALL WAS VERY POSITIVE!

A laid-back yet effective method to grasp our goals and objectives.

I found it to be engaging and refreshingly different from our usual content.

I really enjoyed it! It felt genuine and I connected with the people and their conversations.

An innovative approach to knowledge sharing.

Entertaining to watch! Plus, the idea of carpooling to the office is practical and relatable.

It provided me with a clearer understanding of the Mastercard Way.

The series realistically portrays scenarios many of us encounter when talking strategy in a more relaxed setting like over lunch or in a hotel when on a business trip.

