



Company:
Mastercard LAC
(Latin America and the Caribbean)

Responsible Area:
Internal Communications LAC, Miami based

Responsible team:
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Introduction

On **March 2021**, one year into the COVID-19 pandemic, the Internal Communications team for Mastercard LAC (Latin America and the Caribbean) premiered Good Morning LAC, a **new communication channel** designed to bring closer together the company's leadership in the United States and 1,200 employees in the LAC region and to position LAC among Mastercard's top leadership globally.

Good Morning LAC surprised both the audience and the guests in it from the very first minute it aired: Carlo Enrico, LAC president, interviewed Mastercard's Global Executives one-on-one for 30 minutes in a **unique "talk show" format** that had never before been used within the company anywhere in the world. The relaxed and candid conversations revealed personal—and often unknown—aspects of the guests while reinforcing strategic aspects and key company messages in LAC and around the world.

Feedback from LAC employees after the first five editions of Good Morning LAC exceeded expectations: **99.28%** found the show to be of value, while **100%** highlighted their preference for the new format (vs. other leadership communication channels). As a result, Good Morning LAC strengthened the **connection** of the company's most important Global Executives with the region and with LAC employees, becoming a unique source of **motivation** and **inspiration** for the teams in the region.



About Mastercard

Mastercard is a global technology company in the payments industry. Our mission is to connect and power an inclusive, digital economy that benefits everyone, everywhere by making transactions safe, simple, smart, and accessible. Using secure data and networks, partnerships, and passion, our innovations and solutions help individuals, financial institutions, governments, and businesses realize their greatest potential. Our decency quotient, or DQ, drives our culture and everything we do inside and outside of our company. With connections across more than 210 countries and territories, we are building a sustainable world that unlocks priceless possibilities for all.

Motivation

The **COVID-19 pandemic** hit Latin America and the Caribbean hard. Following the first reported case in February 2020 in Brazil, countries in the region closed schools and airports, shut down businesses, and implemented tough restrictions in an attempt to control the pandemic's advance. The health emergency had a profound social and economic cost in 2020, and the region entered 2021 with outbreaks, the threat of new variants, and problems in accessing vaccines in some countries.

In this context, Mastercard's Internal Communications team (based in Miami) worked to inform, support, and comfort employees in the region, who were forced to work from home and adapt to a sudden and complex new normality. The support focused on achieving **fluid communication**, adapted to each stage of the pandemic, which also facilitated active listening to identify the needs and expectations of the teams.





By early 2021, Internal Communications had identified two major opportunities:

On one hand, **employees valued meeting and engaging opportunities with global company leaders (based in the New York headquarters)**, especially those executives capable of showing empathy and connecting with the teams from a more relatable and human place. In the past, Global Executives had visited the region frequently in person, but with the pandemic, these opportunities were not available anymore, leaving a gap. So, in times of social distancing, a sense of proximity with them was key to raise team spirit and keep everyone motivated.

On the other hand, it was time to **put LAC on the radar** of the global management team and the rest of Mastercard worldwide, relying on its strengths as a region: a very capable, passionate, and highly competitive team, with a unique personality, achieving excellent results despite the difficulties the region was going through.





Objectives

of GOOD MORNING LAC

- Energize, inform and inspire LAC employees by bringing Global Executives closer to them.
- Raise LAC's visibility in the eyes of Global Executives, giving them opportunities to learn more about the region and the teams' capabilities and achievements.

Strategy

The Miami-based Internal Communications team created an internal communication channel that, in addition to being a novelty, was truly innovative:

A recurring, massive event with a "talk show" style, which, with its own **identity** and **rhythm**, was inserted into the regional and global internal media **ecosystem** to boost the **connection** between LAC employees and company leaders.



It stars LAC's president, **Carlo Enrico** who, based in Miami, interviews Mastercard's Global Executives from New York in a **relaxed and informative one-on-one setting**, with the help of a master of ceremony/host specially selected from among the region's employees.



 Carlo Enrico / President LAC

It allows **Global Executives** to articulate their vision for the business, the market, and current affairs, and to share their passions, stories, daily routines, and interests.

It engages **LAC employees** directly, putting on display the warmth, drive, and uniqueness of the LAC teams.

Implementation

Not only does the show format showcase the company's Global Executives in a new light, but each episode of Good Morning LAC is also linked to an aspect of the business or an important moment for the company. As such, guests are selected based not only on the interest they may generate among the audience but also on LAC's agenda:



Ep. 1

Episode 1: February / **Guest: Michael Miebach, Global CEO**

Just days after stepping into his new role as new CEO, Miebach shared his insights and expectations for the world and the region, while LAC employees got to welcome him in their own unique way. Having the CEO join us for the first episode gave Good Morning LAC an absolutely Priceless kick start.



Ep. 2

Episode 2: March / **Guest: Raj Seshadri, Data and Services President**

In celebration of Women's Month, Good Morning LAC was joined by one of the company's most talented and inspiring female executives. Seshadri shared personal details about her life and career and spoke about one of the key business areas for Mastercard's growth.



Ep. 3

Episode 3: June / **Guest: Tim Murphy, Chief Administrative Officer**

In a global context that is challenging society more than ever to step up regarding issues of diversity and inclusion, Murphy was the obvious choice to speak about Mastercard's commitment to creating limitless possibilities for everyone.



Ep. 4

Episode 4: August / **Guest: Sachin Mehra, Chief Financial Officer**

After a year of pandemic, the region was showing signs of recovery and had just reported some impressive results. Mehra discussed the market, the company, and the future of the business while opening up about his background and giving the audience some insights into his personality.



Ep. 5

Episode 5: November / **Guest: Raja Rajamannar, Chief Marketing & Communications Officer, and President of Healthcare**

A laid back conversation to discuss the company's marketing focus, which includes global innovations ranging from multisensory experiences at Priceless restaurants to a card for the visually impaired. Raja also shared his passion for meditation and pets.

Although Good Morning LAC has a basic structure—e.g., welcome segments, rapid-fire questions to break the ice, an in-depth interview, a WOW moment with the participation of LAC employees, and closing and farewell remarks—we work to create an element of **surprise** in each episode and to make the most of the **leadership and life experience** of the Global Executive guest.

Each episode involves an arduous **month-long development process** that includes:

Pre production

Selection of the guest, in partnership with the LAC President and members of the Executive Leadership Team in the region.

Research into the guest's professional background, interests, and achievements outside the office.

Planning of the contents of each segment of the episode, ensuring that they are strategic but as spontaneous as possible at the same time.

Production of mechanisms that allow employees to participate: not only do they send in questions for our guests but they also star in videos or special moments designed to show the best of LAC: our people!

Creation of games or activities to entertain the guests and the audience. With original content, they aim to facilitate the communication of key messages or achievements of LAC and to show the person behind the executive.

Pre-recording session with the guests' work teams to check content and create the setting.



Recording Session

Good Morning LAC is recorded in advance, from start to finish and in a **single cut**. So far, all recordings have been done remotely and via Zoom. This allows the company's leaders to be interviewed anywhere in the world, even from the comfort of their homes.

How do you achieve the best possible quality, even when recording via Zoom (vs. a recording studio)? Guests receive a **"kit"** in advance so they can "set up" the Good Morning LAC studio in their homes, offices, or wherever they choose to connect.

This kit includes:

- A Good Morning LAC branded mug, so they can enjoy a cup of coffee while chatting.
- A cell phone holder and a light ring.
- An instruction manual that explains how to prepare for the moment of recording, with indications related to basic technical adjustments, the choice of the environment and the best location in it, dress code, tips for speaking in front of the camera, and much more.



Communication

For each episode, communication pieces are generated to promote the show and create engagement before and after it is aired:

Video teasers to broadcast during other company events like the LAC Town Hall as a preview of the next Good Morning LAC.



Save the date and email invitations.



Pre-announcement of the episode and subsequent replay in the LAC Insider, the regional newsletter that is distributed throughout the region and in 3 languages (English, Spanish, and Portuguese).

Our Culture



Scenes Around LAC The sweet side of Good Morning, LAC!

Chief Administrative Officer Tim Murphy joined LAC President Carlo Enrico for the third edition of "Good Morning, LAC!" Employees watching were impressed with Tim's knowledge of our food culture and also found his views on the Future of Work, Leadership, and D&I inspiring.

[Watch the video](#)

A Good Morning LAC survey to get feedback from employees and evaluate opportunities for improvement or new areas of interest.

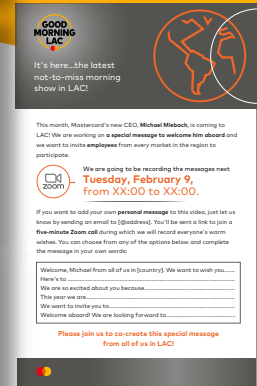
Nuestra Cultura



Escenas desde LAC El lado dulce de Good Morning, LAC!

Nuestro director administrativo, Tim Murphy, y el presidente de LAC, Carlo Enrico, se juntaron para la tercera edición de "Good Morning, LAC!" Estamos impresionados con el conocimiento de Tim sobre nuestra cultura alimentaria y también encontramos inspiradoras sus opiniones sobre el futuro del trabajo, el liderazgo y D+I.

[Mira el video](#)



Mastercard Form

Did you find today's episode of Good Morning LAC with Tim Murphy to be of value?

Answer	%
Yes	100%
No	0%

Streaming

At 10 am on the chosen date, more than half of LAC's employees log on to watch the live stream of each episode. In selecting the date to stream each episode, we take into account other regional and global events, as well as the company's different times throughout the year. That said, the idea is to space out the airing of the episodes one to three months apart.



Good Morning LAC highlights

A unique proposition:

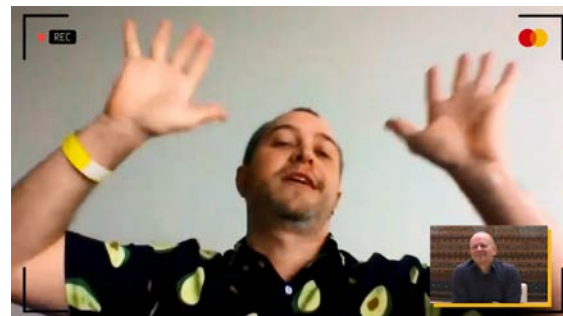
Good Morning LAC is the first recurring, massive communication channel with a "talk show" format in all of Mastercard. It breaks the glass wall and brings leaders closer to the region and our people.

Innovative format:

Past episodes have included rapid-fire questions, stories of traveling around South America, recipes of local LAC dishes and even a rock concert!

Unlimited creativity to entertain and inform:

Good Morning LAC showcases the passions, stories, talents, and insights of LAC's Global Executives and employees in unexpected and disruptive ways. To do so, episode after episode, new ways are created to guide or enhance the dialogue in a space that is 100% virtual. Through games and challenges with their own content, videos or surprises prepared for the guests.





With first-hand business information:

Employees have the opportunity to learn about what is happening in the company and the market from the voice of our most important decision-makers. The content of Good Morning LAC is aligned with the business and highlights the priority issues of the regional and global strategy.

Signature branding:

With its own distinctive name, logo, visual system, and soundtrack, from the very first frames, Good Morning LAC stands out from other communication channels frequently used by the company's executives.

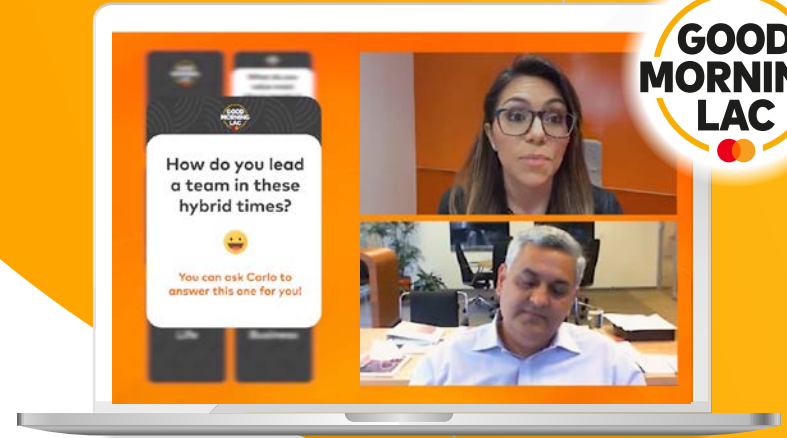


Support from company leaders:

Global Executives are familiar with and back Good Morning LAC, and gladly participate in each episode.

Lac employee participation:

LAC's teams are much more than passive audience members. They participate in each episode by submitting questions for the guests, participating in surprise moments, or giving their honest feedback. They are protagonists of everything that happens on Good Morning LAC.



The best music band ever is...

1. Queen
2. The Beatles
3. U2
4. Rolling Stones

A video call frame showing a man in a white shirt at the top and a woman with glasses holding a mug at the bottom.

Results

With just five episodes, Good Morning LAC is already:

Energizing and brightening up the mornings of LAC employees with inspiring, playful, and fun content.

Focusing the attention of the global leadership team, and the company in general, on the region.

Showing the human side of our leaders: their interests, passions, stories, hobbies, even their pets and homes!

Bringing LAC employees and the global leadership team closer together, sharing with them our culture and unique personality.

Showcasing business-relevant topics in a new and engaging way.

And above all, building CONNECTION, making every LAC employee feel closer to the leaders, and an important and visible part of the company.

Good Morning LAC was also very well received by the other regions where the company operates around the world; some of them are even working to replicate the format in the near future.

Good Morning LAC in numbers

- **5** episodes released
- **2,500** views/streams in total.
- **99.28%** of employees found the show to be of value
- **100%** preferred the format over the usual fireside chat
- **140** survey responses (the typical average for the region is 60 responses per survey!).
- **\$28,000** budget for 5 episodes in 2021.



Employee feedback, both formal and informal, has been overwhelmingly positive!

When asked to pick between options A and B, Michael (Miebach) responded with C... It invites me to always think out of the box.

Really happy to start my day with this interview, inspiring and informative.

Favorite moment? The way that Sachin (Mehra) and Carlo (Enrico) speak about family and values, and never losing sight about the business.

Loved learning more about Tim's (Murphy) personal values: Trust, humility and work. He is so inspiring!

Favorite moment: the rapidfire questions when we got to know Raj (Seshadri) better as a person and as a woman. All the personal experiences that she shared were super interesting. What a fantastic journey. Truly inspiring!

We normally interact with the company's executives on the day-to-day business, so hearing about their careers and learning about them in a more 'relaxed' format was great.



Click here to watch a full episode of Good Morning LAC with Carlo Enrico, LAC's President, and Michael Miebach, Global CEO

