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The Culture Comeback: How A Telecom Giant Transformed Employee Connection

BY JESSICA SWENSON | AUGUST 18, 2025

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With employees—and information—more widely distributed than they've ever been, it's crucial for companies to support their shared identity and culture while facilitating positive engagement. Purpose-built systems may not maintain relevance across growing teams and diverse functions, and fragmented communication channels add complexity that can cause low participation rates and communication fatigue.

This was the situation that prompted Canadian telecommunications firm TELUS to seek a new corporate communication ecosystem. During a From Day One webinar, leaders shared how the major telecom company Telus, facing low engagement and communication fatigue, partnered with LineZero to use Workvivo and bring its culture back to life.

With rapid employee growth and numerous disparate systems, internal communication had become "much more complex than it ought to be, or than anyone thought it was. Trying to maintain that suite of services, trying to ensure that everyone had access, was really proving a big challenge," said Jennifer Shah, VP of communications at TELUS.

Once the organization identified its communication challenges and the problems it needed to solve, Shah says, TELUS developed a vision and criteria for its target experience and sought a platform partner that could meet both its current and future demands. She and her team wanted a dynamic, social-first design that could securely integrate with existing systems, deliver personalized, relevant content, and enable employee-driven connections while offering built-in flexibility to grow with the company's evolving needs.
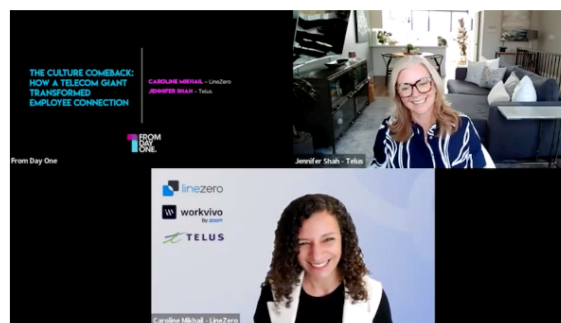
Caroline Mikhail, a Prosci® certified change practitioner and director of advisory services at Linezero, moderated the discussion with Jennifer Shah of TELUS (photo by From Day One)

"We wanted to partner with a platform that we knew was invested in continuing to be ahead of the curve," said Shah. As TELUS continued to evaluate options and refine its criteria, Workvivo emerged as the clear solution—it met all their functional requirements and had a long-term commitment to ongoing feature development. That's when the real work started.

For a change of this magnitude, socialization is critical. "There was a big stakeholder exercise to ensure that our needs assessments were encapsulating everything and then understanding what is absolutely necessary, what is nice to have, what might be okay in the future," she said. To ensure engagement and adoption of the new platform, her group facilitated countless pre-launch roadshow presentations tailored to demonstrate its economic value and show how the new system would address the needs and pain points for each team.

Early adopters and change champions were key partners in the success of the launch. Through early access, extensive use, and continuous feedback loops,

launch. Through early access, extensive use, and continuous feedback loops, this team helped TELUS prove and refine the platform's capabilities. By choosing people who were experts in some of the company's most widely used existing platforms, Shah says, TELUS was able to make vital changes within the new system. "I think that really helped us, because people became much more familiar with it, and we were really open to their feedback, while also really pushing them to try it out and build things and learn how to do it for themselves."

To build anticipation for the platform's launch and ensure day-one engagement, Shah mentioned that communications and business teams were asked to submit content plans for their individual team spaces. "We really worked rigorously to ensure that there was a ton of great content there on day one." Their partner, LineZero, helped them prepare for the launch by providing examples, learnings, and case studies from similarly sized companies.

Early post-launch events helped demonstrate that this platform offered a whole new way for TELUS to interact as a team. Immediately after its April launch, TELUS gave employees an immediate sense of ownership by hosting an on-platform naming contest. The interest and involvement generated by this contest helped "showcase the platform in a really engaging way." During the company's annual Days of Giving volunteer event in May, global teams were able to share their local community engagement in real-time. "To very easily show the breadth and depth of the commitment to campaigns like that, I think really showed people that this platform was a place for them," Shah said.

The homepage of TELUS's internal platform was designed to be the starting point of an employee's day by including links to the most commonly used systems and resources, she says. To complement this design and ensure its use as the main corporate communication hub, the company issued a clear mandate that it would no longer support or communicate via legacy channels.

New hires are automatically enrolled into corporate-mandated channels and their business group-specific spaces. Beyond that, employees are given a loose framework and rule set with the flexibility and freedom to join, post, follow, and engage as they see fit. Engagement "looks different to everybody, but we give you a lot of options to structure it in a way that feels relevant and engaging for what you're looking for."

In the three months since the platform's launch, TELUS has already achieved 52% adoption and 70% monthly active engagement rates, and over 80 employee-driven interest groups have been created, says Shah. The company needs to continue offering new and value-added content and use concentrated campaigns to attract slower adopters, she says. They are already focused on their next goal, increasing mobile adoption, and are developing new features to better tailor content to specific audience segments.

For companies contemplating a communication overhaul of this size, Shah offered a few suggestions. First, identify the problem you are trying to solve and what is most important to your organization. Then get input and feedback from affected teams and do the internal work to know what is needed and what you can deliver. Be very clear about your goals and meticulously plan your roll-out, but keep it flexible. And don't be afraid to delay a roll-out to conduct additional stakeholder engagement and ensure broader team readiness. You might be ready and know that everything is going to work, says Shah, "but it only works if everybody believes it's going to be a success and feels good about it."

Editor's note: From Day One thanks our partner, LineZero, for sponsoring this webinar.

Jessica Swenson is a freelance writer and proofreader based in the Midwest. Learn more about her at jmswensonllc.com.

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