



# Navigating Brand Perception During Rough Waters

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**DRUGS AND SURGICAL DRESSINGS**

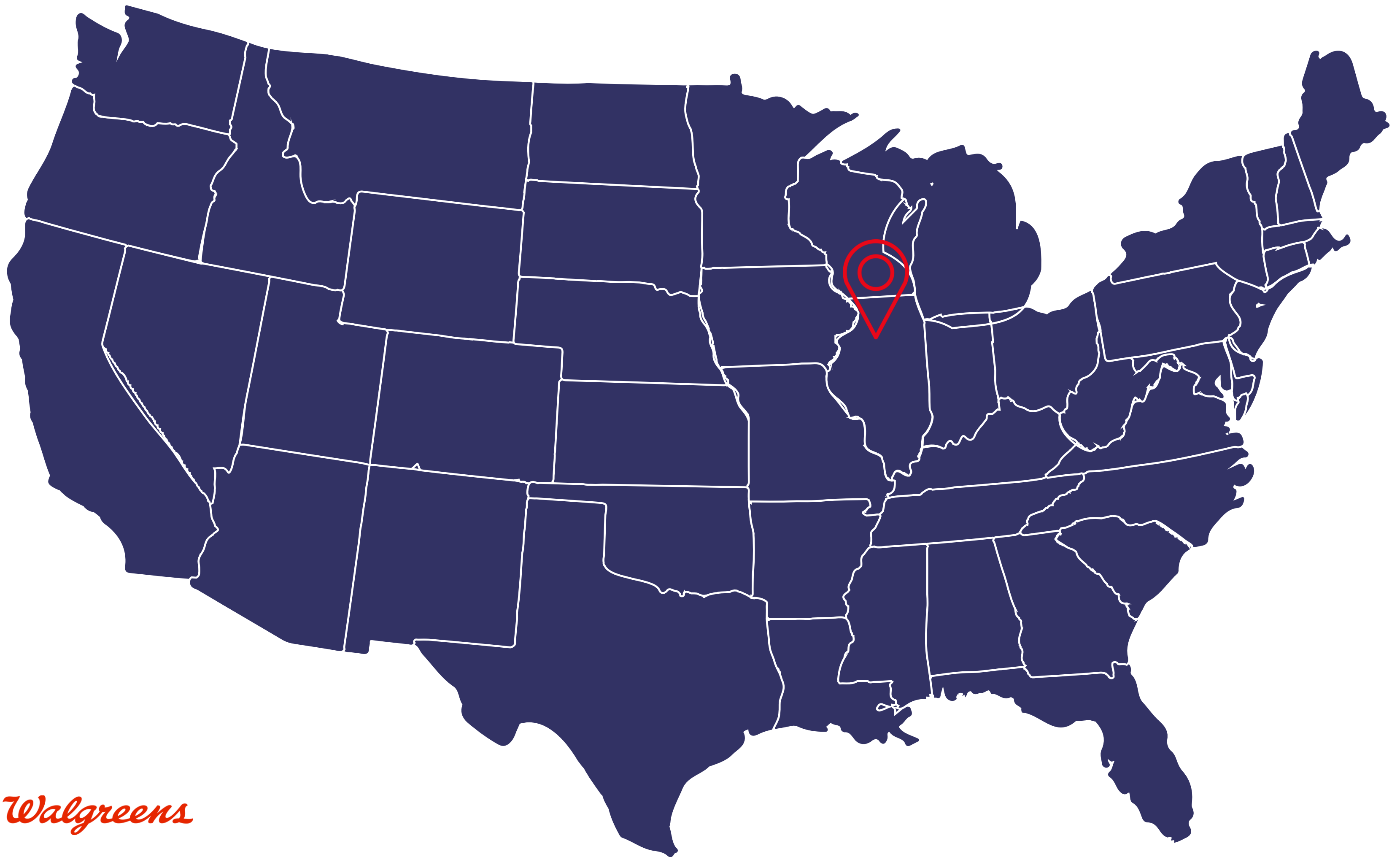
WALGREEN DRUG COMPANY

WALGREEN, R.P.

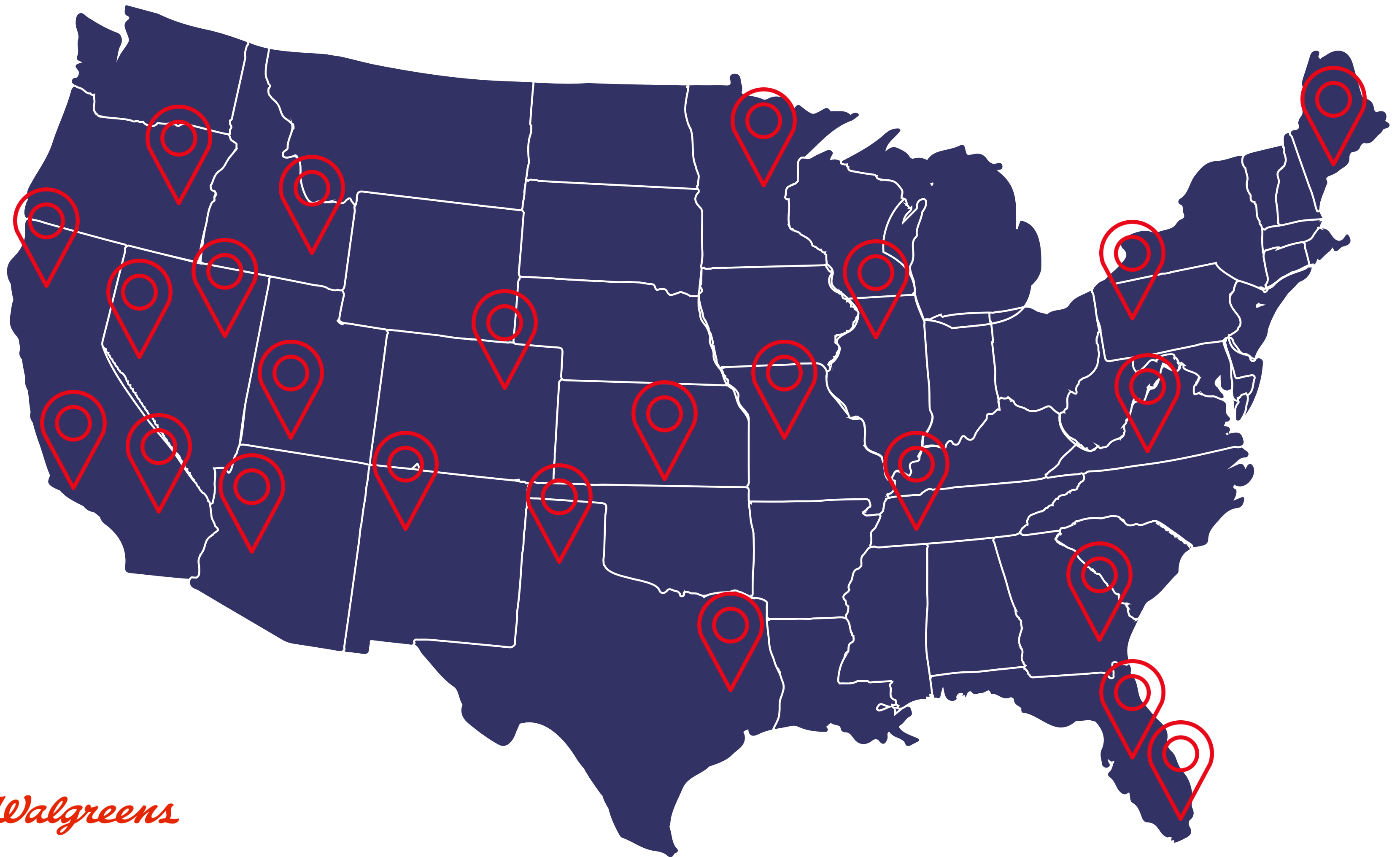
WALGREEN DRUG COMPANY

REPAIRING  
REMEDIES





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**WHO A**

# Business Decisions



## Reduction in Hours

Reduced hours and support staff.



## Rescinded Offers

Rescinded offers from new grads.



## Stagnant Pay

No merit increases, bonuses, or pay rate increases for 3+ years.



## Pharmacist Layoffs

Let go 500 pharmacists.





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1.0 ★★★★★ ✓

Former Employee, more than 8 years

**horrible**

Dec 15, 2022 - Pharmacist

✗ Recommend ✗ CEO Approval — Business Outlook

Pros

decent pay lunch PTO Decent Hours

Cons

Do not value employees Horrible insurance that was not in network

1.0 ★★★★★ ✓

Former Employee, less than 1 year

**Underpaid and overworked**

Sep 3, 2022 - Pharmacist

✗ Recommend ✗ CEO Approval ✗ Business Outlook

Pros

1.0 ★★★★★ ✓

Former Employee, more than 10 years

**Not looking good**

May 23, 2022 - Pharmacist

✗ Recommend ✗ CEO Approval ✗ Business Outlook

joint none I can think of

raise in 5 + years -No PTO approval for 1+ year and no communication  
pros in any way or form for years. No advice to help. Insensitive to staff

1.0 ★★★★★ ✓

Former Employee

**Overworked & Underpaid**

Nov 17, 2021 - Pharmacist

✗ Recommend ○ CEO Approval ○ Business

Pros

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and

1.0 ★★★★★ ✓

Former Employee, more than 10 years

**Used to be a good place to work a very long time ago.**

Feb 14, 2019 - Pharmacist in Jacksonville, FL

✗ Recommend ✗ CEO Approval — Business Outlook

Pros

At least you have a job if you're currently working there. If you're looking to work t  
to most positions.

Cons

Leadership is structured poorly. Store/district managers have cliques creating a cu  
ers. Benefits have gotten worse.

1.0 ★★★★★ ✓

Former Employee, more than 5 years

**Toxic**

Feb 4, 2021 - Staff Pharmacist in Austin, TX

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1.0 ★★★★★ ✓

Current Employee, more than 10 years

**Walgreens, how can you run pharmacy, yet hate pharmacists so much?**

Mar 4, 2020 - Pharmacist

✗ Recommend ✗ CEO Approval ✗ Business Outlook

Pros

In a properly run location, you can experience all the beauty of being a pharmacist. Immerse into helping  
compound, collaborate with doctor's offices...It could be a happy, happy place.

Cons

For Walgreens creating strong corporate culture became an afterthought. Constant scrutiny from non p  
atmosphere full of tension and unnecessary pressure. Walgreens lost strong sense of purpose and it's sc

*Walgreens*



A photograph showing a woman with dark hair in a ponytail, wearing a grey t-shirt, adjusting a black face mask with white cat whiskers on a young girl. The girl is wearing a tan button-down shirt over a white t-shirt and has a backpack on. They are in a classroom setting with a desk, a laptop, and a window in the background. A semi-transparent white box with dark blue text is overlaid on the lower left.

**And then COVID hit ...**

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# Where are the workers?

- Essential workers - healthcare
- Vaccine/masking mandates
- Immunizations & increased workloads
- Labor force participation rates down



**Desirability further declines**









# Something Needed to Change

- Financial investments to pay
- Creation of RxOM role
- Task based metrics removal from performance review
- Initiated hard to staff bonuses
- Launched pharmacy micro-fulfillment site network
- Dedicated time for onboarding & training
- and more!



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**What do  
we do with  
this  
information?**



## The Sprint

Quick launch of media to control narrative & share positive changes



**Amplify  
Message &  
Start Brand  
Shift**

## The Marathon

Investment in internal & external research to understand employment differentiator





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# The Sprint

Quick launch of programmatic and google media to control narrative & begin to push information out and drive awareness around positive changes.

## Goal 1

Establish baseline NPS score for pharma candidates

## Goal 2

Drive awareness around positive improvements to workplace

## Goal 3

Impact store staffing by increasing applications

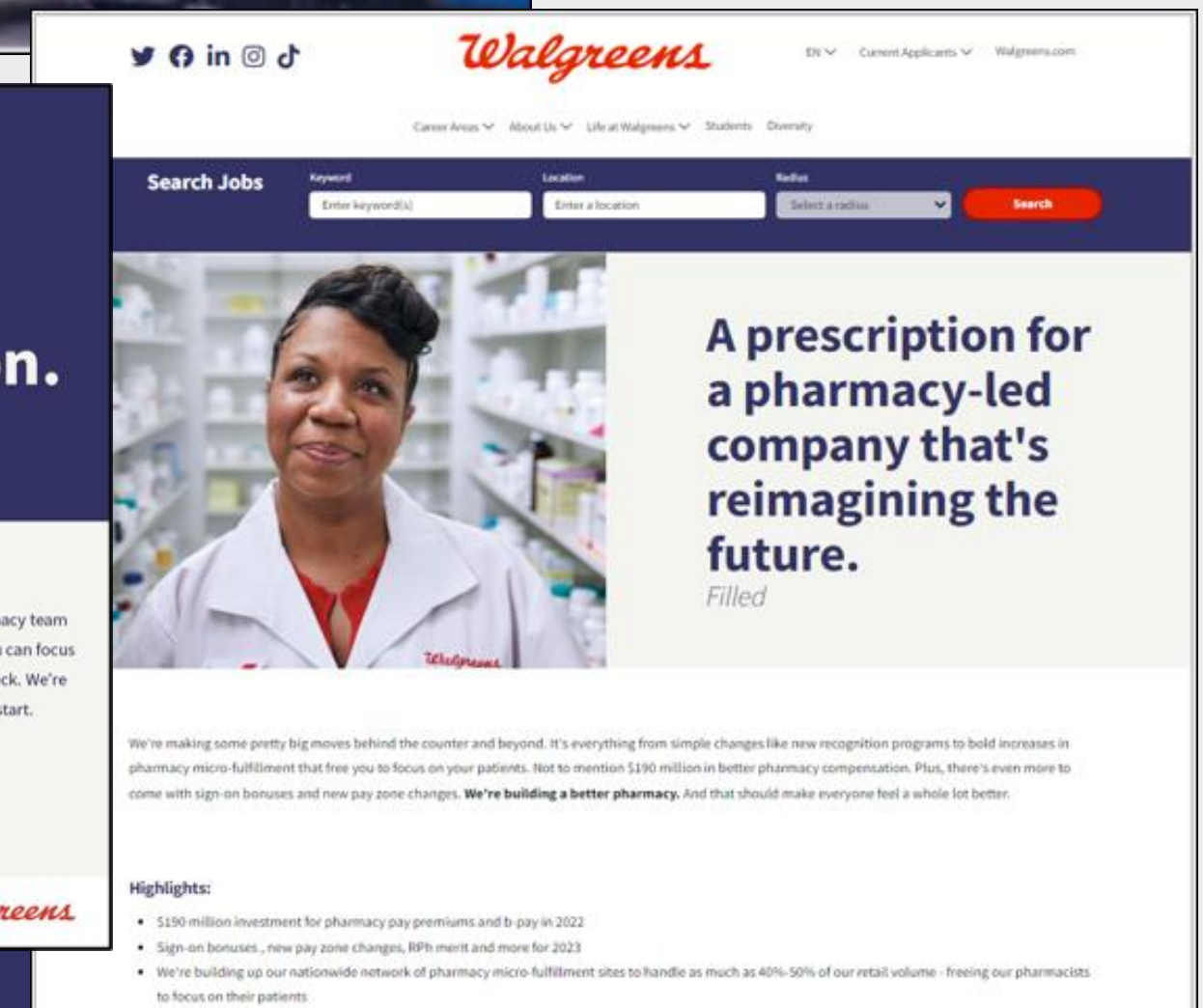
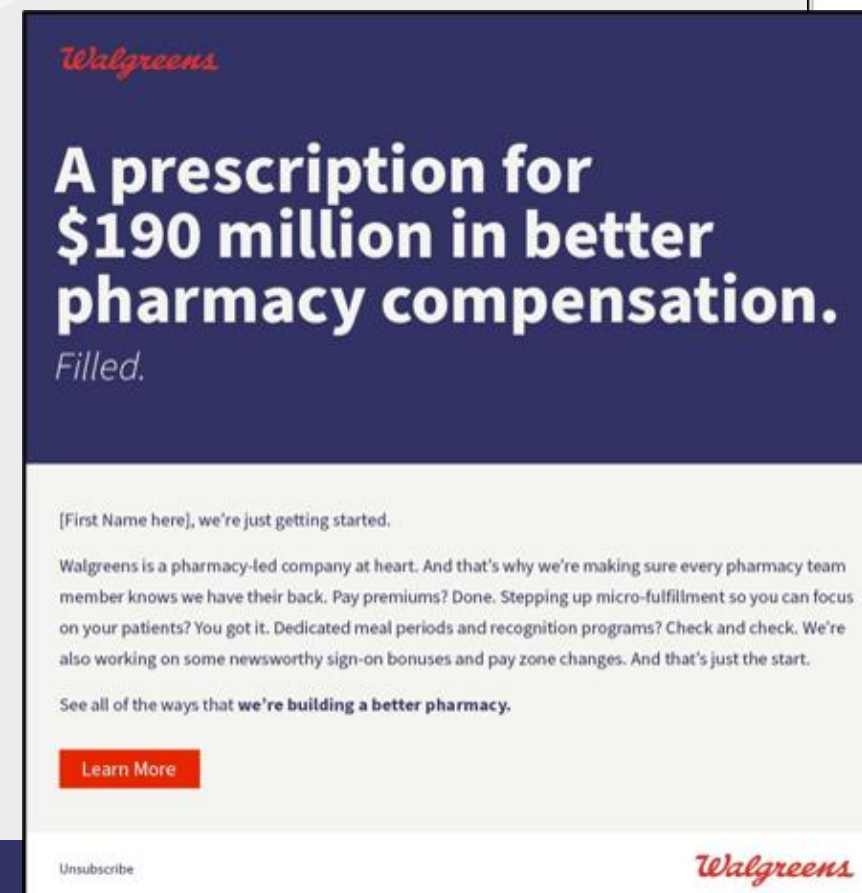
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# Initial results were encouraging

- Baseline NPS established with a **17% increase** in score over start of campaign
- **Hired ~1,084** pharma team members - enough to staff about 100 stores
- **238% increase YoY** in Walgreens pharmacy search content
- **Excellent Employer Rating: 61.2%**





# The Marathon

Better understand our employer differentiator specific to pharmacy careers through internal and external research techniques.

## Step 1

Understand our key differentiators unique to pharma careers.

## Step 2

Validate and present findings with identified messaging themes.



## Step 3

Creative development and activation.

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# 3 Tips You Can Use

**1**

## Share Feedback

Gather proof points and present up and out.

**2**

## Research What You Do Well

Ask your people what they like about their job/company

**3**

## Participate in the Narrative

Share positive content to help mitigate negativity.







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# Thank You

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