



CASE STUDY

ALIGNING LEADERSHIP AROUND SUSTAINABILITY

INDUSTRY

Aluminum Manufacturing | Sustainability

CHALLENGE

Activate a global leadership team to communicate and implement a complex sustainability strategy across facilities worldwide

SOLUTION

Develop strategic messaging, training, and tools to build clarity, confidence, and consistency across global operations

EXPERTISE

Executive alignment | Internal communications
ESG messaging | Leadership enablement

A leading producer of aluminum products and the world's largest recycler of aluminum plays a central role in shaping the future of sustainable materials. With operations spanning the globe, most of its workforce is engaged in heavy industrial work – from smelting operations to scrap yard management.

In the face of mounting demand for recyclable materials and growing environmental scrutiny, the company launched a bold global strategy to enhance sustainability through three core objectives: securing access to scrap, reducing emissions through clean power, and maintaining recyclability.

But strategy alone isn't enough. While the message was clearly articulated at a high-level leadership meeting, the global leaders tasked with driving this change returned to their regions unsure how to communicate or operationalize the vision. The disconnect was clear.

That's when the Arketi Inside team stepped in.

FROM STRATEGY LAUNCH TO STRATEGY LIVED

Working closely with the client's executive and communications teams, we designed a solution grounded in two imperatives: content and confidence.

We knew that strategy rollouts often fail not because people reject the ideas, but because they don't fully understand them or feel equipped to communicate them.

To bridge that gap, we provided the company's top 300 leaders with a comprehensive toolkit, including:

- Tailored messaging guides and presentation content for local town halls
- FAQs and talking points to support consistent global messaging
- Coaching on how to engage employees in open dialogue, especially when answers weren't yet known
- Peer-to-peer resources to encourage downstream leaders to continue the conversation regionally and locally

We reinforced the idea that cascading communication is not enough. Leaders at all levels must model clarity, consistency, and conviction.

BUILDING CONFIDENCE, NOT JUST CONTENT

Most global companies rely on cascading information, essentially sending a strategy deck down the chain and hoping it sticks. For this engagement, we took a different approach: empowering leaders to own the message.

Our training focused on:

1. **Leader alignment** – ensuring leaders understood the why behind the strategy and were aligned on both message and mindset.
2. **Direct employee communication** – enabling corporate to talk directly to employees, while positioning local leaders as trusted guides to reinforce key messages.
3. **Repetition and reinforcement** – equipping leaders with the tools and motivation to say it not just once but repeatedly, knowing that only then will the message start to take hold.



Cascade only works in dishwashers. In global communication, repetition, clarity, and dialogue are everything.”

JASON ANTHOINE
Managing Director
Arketi Inside

MOVING THE NEEDLE ON SUSTAINABILITY

With our guidance, the company rolled out its strategy and brought it to life at every level of the organization.

By focusing on employee engagement, not just message dissemination, the organization laid the groundwork for deep cultural alignment, reinforcing its position as a leader in sustainability and innovation.

BRIDGING THE GAP BETWEEN VISION AND ACTION

When it comes to strategy, alignment is foundational. Without it, even the most visionary plans remain aspirational. For this company, success hinged on more than a compelling message. It required equipping leaders with the clarity to understand and embrace the strategy themselves, giving them the confidence to communicate it authentically to others.

Instead, real impact came through two-way conversations, consistency, and repetition. When leaders believe in the message and feel empowered to explain it, strategy becomes culture rather than a slide deck. Confidence is what ultimately drives meaningful action.