



**TWITTER'S MISSION STATEMENT**

To give everyone the power to create and share ideas and information instantly, without barriers.



**BACKGROUND**  
Rapid Global Growth

Twitter is a global platform for self-expression and conversation in real time. From 2010 to 2014, Twitter experienced rapid global growth, growing from 350 employees to over 3600 and opening offices in 20 countries around the world.



**CHALLENGE**  
New Markets, New Languages

The rapid growth into new markets created a new need for employees to be multilingual.

As Nikki Koutoulas, Global Learning and Development Program Manager, explained, "Since we are becoming more and more of a global company it's really important that we are able to communicate effectively with each other. It is vital to our company's growth that someone who sits on one side of the world is able to have a conversation with someone who sits on the opposite side. Also, it's equally as important that employees know the languages where our operations are based so we can effectively communicate with our customers."

Many of the international employees lacked the English proficiency or confidence in their communication skills to fully express themselves in global meetings. Employees struggled to communicate between countries, relying heavily on managers and colleagues to become translators. These language barriers limited collaboration and

knowledge sharing between offices.

Employees in Twitter's international offices felt they needed to improve their language skills to reach their full potential at Twitter and advance their careers. Becoming more confident in the English skills would allow them to participate more fully in global projects. Additionally, as most senior management positions at Twitter require excellent communication skills in English, increasing their fluency would open up possibilities for advancement from which they would otherwise be limited.

Twitter wanted to find a scalable, measurable yet effective way to empower these talented team members to advance within the company while solving the communication challenges that were limiting global collaboration.

Lingo Live's one-on-one online language coaching offered Twitter a globally deployable way for employees to increase their fluency and speaking confidence.



"Before these lessons, I just could not lead discussion in meetings with headquarters people. Thanks to Lingo Live, I am able to do it now. I don't feel uncomfortable speaking English any more, and also, I don't feel shy about it. I think that's a real big progress! I like it very much that Lingo Live allows me to take lessons at my own pace, and I feel I have come to meet some great teachers."

**Yuki Gobaru**, Account Executive, APAC

"If I didn't speak English, I couldn't do my job. Simple as that. Although I went through three interviews in English, and got here, I still have room to improve, and the most important part of this process is that I have the tools to seek for more. I'm learning concepts and ways to express myself in English, and I'm more confident in doing my presentations thanks to my work with my Lingo Live teacher."

**Luan Knaya**, Sports Partnership Manager, Brazil



**THE SOLUTION**  
Live Language Coaching, Anytime, Anywhere

Lingo Live provides highly personalized live one-on-one language coaching online to Twitter employees all over the world.

One-on-one lessons provide a safe space for employees to gain confidence in their language skills. Yu Shimizu, HRBP for Twitter APAC, says this is especially helpful in Japan where "English proficiency is limited and there is a cultural hesitation for employees to speak up when it's likely they will make mistakes."

Experienced language coaches customize each lesson to directly address the real-world communication challenges that students are facing to build the language skills they need in their day to day work and to grow in their careers. The Student Dashboard allows students to see the progress they are making over time and personalized feedback from their coach.

Program managers have a dashboard as well to gain realtime visibility into student progress and engagement. Their dedicated Customer Success Team provides additional insights, while also ensuring the program is running smoothly and exceeding the expectations of both Twitter and the individual students.

As Twitter continues to grow, the Lingo Live program scales as well. Lingo Live's custom online portal makes enrolling new employees easy, while 24/7 teacher availability allows Twitter employees to take lessons from anywhere in the world, whenever is convenient for them.

"Lingo Live is truly a global solution, which is something that is extremely important to us when choosing a vendor," says Nikki Koutoulas, Twitter Learning and Development Program Manager. "I love that Lingo Live can provide the same training to all of our employees no matter where they sit."



**THE BENEFITS**  
Employees are happy

Beginning with a pilot in Brazil for just 22 employees to learn Spanish and English in 2014, Lingo Live has since taught 129 Twitter students across Latin America, Europe, and Asia with new employees asking to join the program each quarter.

Employees report feeling more confident in their jobs and being able to better communicate and collaborate

with colleagues and clients around the world.

"I see this as a talent retention tool," Shimizu says. "English proficiency is becoming more critical for career advancement around the world and providing this learning opportunity supports our employee's career growth and build's loyalty."



"It's important to us that we continue to feel like #oneteam no matter the size of the company."

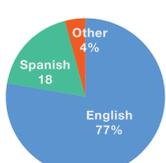
**Nikki Koutoulas**, Learning + Organizational Development

"Since working with my Lingo Live teacher, I now feel more confident about my goals and using English at work."

**Thomas Grosset**, Account Executive, Twitter EMEA



**KEY METRICS**



6 Target Languages



9 Countries



129 Students



**STUDENT SUCCESS STORY**  
English in action

"Since learning English I have been able to speak to my counterparts in other countries to learn their processes and implement them in our Brazil office. Now I compiled a guide in English to be shared globally across the other facility departments. I never could have done that before Lingo Live."

**Natalia Domingos**, Facilities Coordinator, Brazil