

# Next Level Employee Engagement

## TURNING EMPLOYEES INTO AMBASSADORS WITH THE HELP OF VIDEO

Following the financial crash of 2008, trust in the banking sector was at an all-time low. Faced with this negative view of the industry, KBC wanted to prove that financial institutions can do things differently. What better way than to turn their nearly 42,000 employees into ambassadors? Those employees, fully engaged, led the transformation of KBC but also the industry.

To turn employees into ambassadors, KBC first needed to engage employees by developing a genuine dialogue between management teams and staff. KBC wanted to ensure that employees felt included, were well-trained and were being kept up-to-date with the latest management decisions. This could be done via memos and emails, but KBC wanted a more personal and collaborative approach. Video provided the perfect, cost-effective medium to engage employees and turn them into ambassadors.

By leveraging video communication enabled by Kollective, the company was able to deliver unprecedented internal – and external – communication initiatives across all levels of the organization. The result has been more motivated staff, happier customers and a more productive business environment.

### THE KBC CHALLENGE

#### EMPLOYEE ENGAGEMENT VIA DISRUPTION

- Stimulate open, honest and engaging communication between management and staff
- Encourage digital transformation in a highly regulated market
- Communicate with a Belgian workforce of over 16,000 employees

Due to significant security demands and a high level of regulation, the financial industry is rarely the place to implement disruptive technological change. In the face of such challenges, the CEO of KBC – Belgium’s largest bank – was committed to adopting high-def video as a way to encourage employee engagement across its organization.

Throughout its long-standing history, KBC has always recognized video as a key platform for communicating with customers and staff. Even at its inception nearly 20 years ago, the company invested in the development of an audio-visual team to produce internal corporate videos, distributed via VHS tapes to staff across the country. Later, the team upgraded these videos to DVDs and ultimately to digital video files played through Windows Media Player.

“Not only has Kollective provided us with the creative freedom needed to **deliver genuinely engaging content**, it has also kept our IT department happy in knowing that the **content being developed and shared is 100% secure.**”

— Tom De Lathouwers,  
Producer Audiovisual Studio,  
KBC Group



#### UP CLOSE

**HQ:** Brussels, Belgium

**CEO:** Johan Thijs

**Employees:** 42,000

**Global locations:** 500


**Customers:** 11 million

**Live Streams/On-Demand #s:** 170 live events in Webcaster / 12,200 VOD videos in MediaCenter

## COMMUNICATION VIA VIDEO DRIVES BETTER ENGAGEMENT, BUT NOT WITHOUT CHALLENGES

Having seen the success of these early video experiments, KBC was quick to explore how new video technologies could be used to engage with its 16,000 Belgium-based employees.

KBC's early attempts at delivering mass communication via video were let down by slow network speeds and a lack of supporting infrastructure. In some of the company's earliest efforts, online videos could take as long as two days to fully download in each region. Slowing down the network for a video communication was unacceptable for KBC. They needed to communicate via video without impacting business critical network functions. KBC required a new way to distribute video content to employees, providing secure and high-speed HD streaming, that didn't involve a complete overhaul of the company's IT infrastructure.



Johan Thijs, CEO - KBC

## THE SOLUTION

### VIDEO DRIVES TRANSFORMATION FROM WITHIN

- Software-defined video distribution network compliant with strict IT policies
- Secure peer-to-peer delivery reducing distribution times from two days to under two minutes
- HD-quality video streamed from any location and on any device

After the IT and AV teams tested Kollektive's video delivery platform in 2012, KBC signed on with Kollektive at the beginning of 2013. KBC saw a drastic increase in the speed, quality and reliability of video distribution across the organization's Belgian network. This success opened up new opportunities for the audio visual team to develop more frequent and engaging video content.

In the first year with Kollektive, 150 video projects were initiated, that figure has since increased to over 400 projects per year, with 75% of content aimed at internal stakeholders and 25% designed for those outside of the

business. This content has also been used to help KBC develop active Facebook and YouTube communities, with video proving a key platform for sharing corporate news and marketing collateral.

### SECURE VIDEO BECOMES A STANDARD COMMUNICATION MEDIUM

Following the success of the Kollektive partnership, KBC now incorporates video into all aspects of its communications approach, sharing company statements, training videos, webinars, promotional animations, quarterly reports and strategic communications from the board in both live and on-demand video formats.

Despite this rapid growth in video distribution, KBC's partnership with Kollektive has ensured that the organization's network is never compromised or placed under unnecessary strain. KBC has been able to guarantee that their software-defined video distribution network complies with the company's strict IT policies and does not compromise its world-class security protocols.

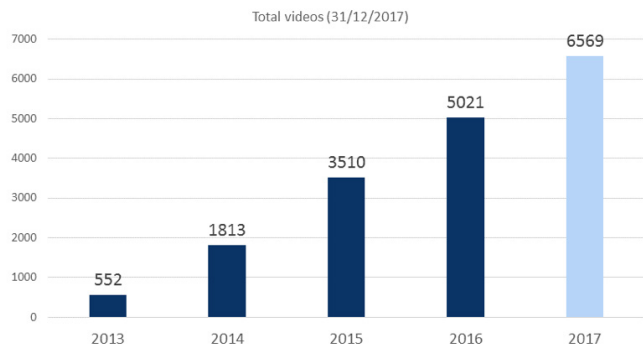
## THE IMPACT

### HOW VIDEO TRANSFORMED KBC

- Engagement and collaboration at every level
- Ability to broadcast simultaneously to KBC's 42,000 employees worldwide
- 1500% increase in video production and distribution
- Video distribution times reduced from two days to under two minutes
- HD-quality video streamed from any location and on any device

Following the adoption of Kollektive's software-defined network, KBC has been able to drastically improve the speed and quality of its video offering at a fraction of the cost. Now that the audio-visual teams aren't focused on video delivery issues, they are able to focus their efforts on the content. The engaging content ensures employees feel valued and actively involved in the corporate decision-making process.

Having laid the initial groundwork through top-down company updates, KBC has since been able to experiment with increasingly bottom-up communication methods. By making portable video equipment available to staff, KBC is now empowering its employees to create and distribute their own video content over the Kollektive network. Rather than waiting for the board to provide updates,



Year-over-year momentum of videos produced at KBC



KBC employees can produce their own statements, presentations, slideshow recordings and 'DIY' training sessions, all of which can be edited and distributed to the entire organization. The result has been a complete democratisation of the communications process, with true engagement and collaboration occurring at every level.

With both management and employees now producing video content, the number of videos on the platform jumped significantly and continues to rise with events now reaching 8800 concurrent viewers throughout KBC.

Now that the Kollektive software-defined network is in place, KBC can distribute additional content at rapid speeds, with the potential to install new software, patches and updates throughout the organization using the same peer-to-peer technology.

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"Since first testing Kollektive in 2012, the turnaround of results has been phenomenal. Operating in the financial sector, **it's never an easy task to implement new processes** or truly disruptive technologies; working with **Kollektive has revolutionized this process.**

**Kollektive was instrumental in ensuring this security** and guaranteeing that our employees have an opportunity to have their voices heard."

—Tom De Lathouwers, Producer Audiovisual Studio, at KBC Group

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