Digital transformations. Elcom makes these happen.
See how we transformed Greater Bank's intranet.

GreaterBank

Established over 75 years ago, Greater Bank is an Australian customer-owned bank and mutual financial institution.

In a highly consolidated and competitive environment, the focus on the 270,000-strong customer base is the top priority for Greater Bank. This focus has led to the achievement of multiple 'outstanding customer service' awards.

THE CHALLENGE

Greater Bank had a decade old, bespoke intranet platform that was increasingly difficult to maintain. Employees told us it was unreliable, clunky, hard to navigate, and contained a lot of old content. It was time to address these problems with a new intranet.

Every aspect of the intra... reimagined: t...

Having the right mix of reporting tools was also an important requirement to obtain accurate data and make informed decisions to improve communication initiatives. This would ensure the new intranet was a valued information source for our 850 employees who use the intranet every day to perform their role of providing outstanding service to our customers.

PROCESS

...tensive user research, including in-depth one-on-one employee interviews, workplace observation and focus groups, guided decisions to ensure a positive user experience.

A subsequent intranet strategy and 3-year roadmap was developed. This helped to break the project down into manageable pieces that made engaging with project stakeholders, including the Executive Committee for approvals, easier. A governance framework was developed. Guiding principles, accountabilities and responsibilities were outlined, workshopped and documented, and a sustainable authoring and publishing model was established.

Working with stakeholders again, the UX and navigation was developed using card sorting, tree testing, and iterative, user-centred design. The result was a fully tested Information architecture along with wireframes for all major landing pages. Greater Bank's graphic designer, armed with our internal style and brand guidelines, worked collaboratively with Elcom to create multiple design iterations to guide the final design.

"From the outset, we've kept a laser focus on the employee experience — from research to design to implementation and every key decision made. And now embedded in our governance, continuous improvement is made possible via the excellent support we receive from Elcom."

Greater Bank Spokesperson

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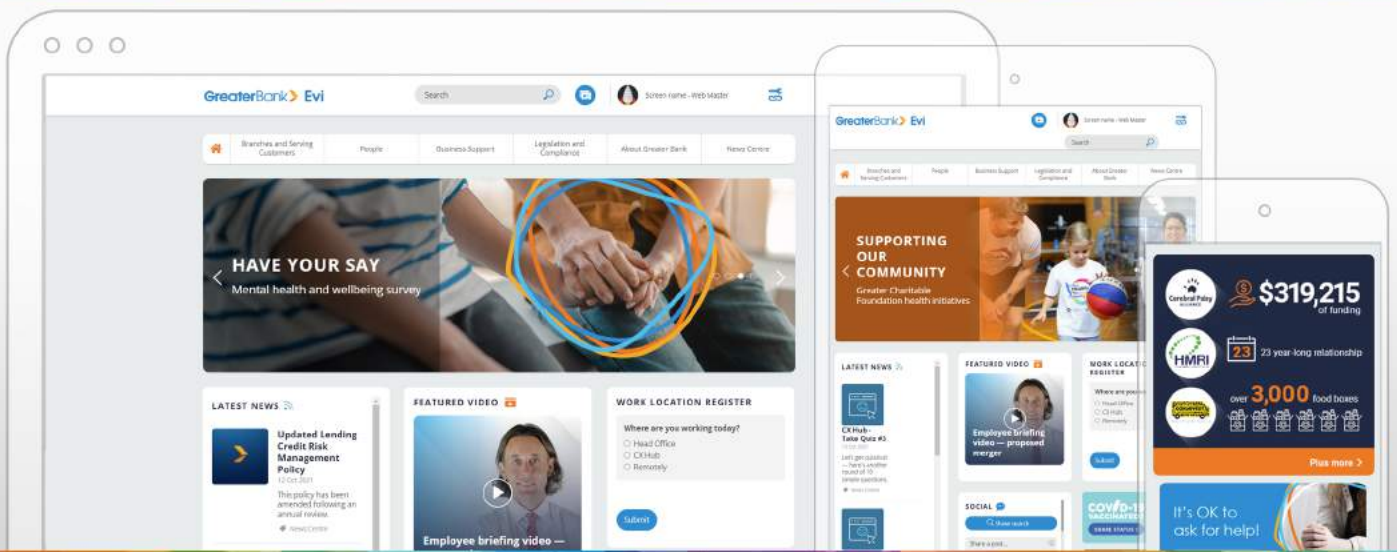
THE SOLUTION

Our new intranet, Evi, is where employees go to Engage, View and Inform (EVI). We launched during the pandemic and built a COVID-19 portal on EVI. It became the go-to channel for employees to stay up to date with the crisis. For example, all employees who work at the head office were required to watch a video, read Covid guidelines and acknowledge they understand the new requirements by clicking the acknowledge button. Managers were notified of their employees who had not completed this task.

We focused on decluttering the interface and content, particularly for our frontline employees who need to access information while serving a customer. Content which isn't of use to them is 'hidden' from view and search results (using permissions). News items and stories are targeted to frontline or office employees. The main social feed on the homepage is an amalgamation of private and public social groups an employee is a member of. Employees can also save a page to their favourites link and click on quicklinks to popular apps.

The search feature makes use of taxonomies and metadata and includes federated search integration so that content produced and distributed by our eDM platform can also be searched and included in the main search results. When we need to place emphasis on specific content, we can create a 'best bets' to ensure that content is displayed at the top of the search results.

A corporate directory makes it easy to find any employee's contact information. You can search or browse by business area, group, location or job title. The group information combines Payroll and Active Directory (AD) information. These groups are used for targeting content, the 'Managers' group, for example, is automatically built from Payroll system and maintained with AD synchronisation to the intranet.

Each month, we use the intranet's reporting tools and Google Analytics to evaluate communication activities. We also analyse search patterns. For example, if we see a common misspelling, we will add it to the thesaurus, so the desired results are displayed instead.

THE BENEFITS

The impact of Evi to the business and on employee experience has been significant. While not all employees need the intranet to do their job, 94% are active users.

Improving Customer Experience

Evi is a valuable support and reference point, particularly for frontline employees who serve customers in branches. They can either drill down through well-designed menus and browse the meaningful hierarchy and categorisation, or simply search for it. They can find what they need faster - procedures, processes, FAQs, and updates - ultimately this also provides a better experience for our customers who are not kept waiting.

Cultivating Culture

Evi has become the place to go to see what's going on across the organisation. The main social feed is very active with posts, comments and likes from across the organisation, and dedicated location-based groups. Our data shows that our employees are very interested in the 'Greater family'. The most popular news stories and pages (outside of operational pages), read by 80% of employees, are those that deal with our people such as employee recognition and what Greater Bank does to support local communities. We also promote campaigns such as #Sharethelove where employees can give shoutouts to colleagues. During the pandemic, the COVID-19 portal became the single source of truth where employees went for the latest, trusted information. It helped build on our open and transparent culture.

Fostering Employee Engagement

Using social collaboration tools, employees can engage with each other, sharing knowledge and posting questions to colleagues. For example, frontline employees use social to reach out to other branches for assistance with processes. With this level of collaboration and transparency, matters can be raised and addressed quickly either amongst frontline employees or via support functions in head office who might be tagged in a post (and receive an email notification) by other users who think a particular person may be able to help.

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