

## SEEK Intranet Case Study

### Overview

With the candidate and skills shortage biting hard during and post GFC, Australia's #1 Online Employment Website – SEEK – was looking to improve its sales and customer service delivery. As SEEK's product range broadened, its Sales and Customer Service staff increasingly needed quick and easy access to information in response to customer queries.

SEEK recognized it needed a new intranet to act as an 'internal information hub' for both its Sales and Customer Service staff, as well as the 400 strong employee base generally. They implemented Intranet DASHBOARD (iD), and almost overnight the SEEK intranet was established as the single point of information for staff. Since then it has also enhanced internal communication and seen ownership of the intranet pass from IT into the hands of the broader business.



### Client Profile

SEEK is Australia's Number 1 job site and training provider. It has two customer-facing segments to its business – the SEEK.com.au job board which serves employers and jobseekers, and its online training and development business, SEEK Learning.

SEEK's job board attracts around 15,000 customers per month and has over 200,000 job ads on its site at any one time. Its customers include recruitment agencies, large corporations, government departments and SMEs. It also offers a range of distance education and classroom training courses to job seekers and corporations through SEEK Learning.

### Communications Challenge

SEEK recognized its staff needed a better communication tool to support them in delivering an even better sales and customer service experience. SEEK's Human Resources Director, and the project sponsor, explained: "As we increased the size and diversity of our product offerings, the range of questions we started to receive increased too."

SEEK operates a 50 person customer service team in Melbourne, focused on servicing client requests. The company had an existing intranet in place however it wasn't being well used by the business and required a lot of time to keep updated for little return.

"The functionality just wasn't there for content management and even a small change required the involvement of our IT department," SEEK's Human Resources Director said. "It wasn't flexible enough to accommodate the need for fast and easy updates. It became easier to send an email or to ask someone, so people were doing that."

Reliance on email was impacting on the timeliness and accuracy of information being supplied to customers as it relied on people checking their email and working off the latest version of sales scripts.

SEEK required a single point of entry for sales and customer service staff to quickly and easily find the information they needed to help them provide a great customer experience. They also wanted a platform to enhance internal communications generally, with the objective of even happier employees.

The specific goals for the new intranet were:

- To provide a single hub of information to assist customer-facing staff perform their roles;
- To provide an even better customer service experience for customers;
- To migrate the intranet from the IT department to the general business;
- To further improve internal communications and the culture at SEEK.

SEEK's Human Resources Director said her past experience working in call centres taught her the importance of intranets. "I oversee the employee survey so knew the day to day issues employees were dealing with. One issue was communication. We wanted to give staff the tools to help them communicate freely both internally and externally."

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### The Business Case

SEEK wanted a solution that could be deployed quickly, in line with the fast moving pace of its business. It also wanted to minimize the potential impact on the day to day running of the company.

**“Larger organizations might want to spend months developing an intranet project. It was important the focus remained on our core business.”**

SEEK evaluated a number of solutions on the market but iD stood out due to its feature-rich, off-the-shelf value proposition, which suited SEEK’s requirements for a speedy and cost effective solution.

“It made sense from a time and cost perspective,” said SEEK’s Senior IT Project Manager. “iD convinced us at various levels that it would be a straightforward process and their approach for a quick and simple implementation fitted with our culture.”

**“Fast deployment was a must - we do things fast here.  
iD wanted to go as fast as we did.”**

Another major selling point was the business could manage the intranet themselves, rather than relying on the IT department to do it. Inbuilt support for Active Directory was another bonus. **“What got me personally across the line was that iD had a track record of delivering for businesses like ours and a clear process for doing so,”** said SEEK’s Senior IT Project Manager.

The business case was approved and work commenced immediately to develop and roll out iD across the SEEK’s 300 staff in Melbourne, 100 in Sydney and 20 in New Zealand.

### Solution design and deployment

While SEEK wanted a solution that could be deployed quickly with minimal internal impact, it also wanted to create a look and feel for the intranet in line with the company culture. Working in conjunction with iD, SEEK’s in-house design team developed a theme and layout that not only reflected corporate branding, but also reinforced their unique brand persona.

SEEK wanted the intranet to act as a single point of entry providing employees with a range of documents including customer collateral, training documents, and notification of pricing changes. “We’ve got a lot of clients we speak to, so we need to ensure we are all singing from the same hymn sheet and providing the most up-to-date and accurate information possible.”

SEEK’s Human Resources Director’s personal touch as a passionate project sponsor led SEEK’s intranet to be designed using a task-based structure, rather than around departments. The task-based structure was initially an unpopular suggestion within SEEK, but she stuck to her guns. She knew it was important to ensure that the intranet spoke to everyone in the company, rather than being organized into departmental silos. It also needed to reflect the kind of questions customers ask, which have nothing to do with the internal structure of SEEK.

“We designed the intranet around what people need to do, rather than what department they’re from. Why add in an additional step like going to a Marketing section to get Sales collateral?”

**“iD was really flexible on the implementation. The team worked hard to meet SEEK’s requirements and ensure they were always in the driving seat. It felt like our project, it didn’t feel like a third party’s project.”**

Once the intranet was launched, the task-based structure proved to be a good decision. “There was pushback initially, but it works really well,” said SEEK’s Senior IT Project Manager. The project took two months, with half a day of training provided to the administrators who would be updating and maintaining the site. Two core employees have taken charge of managing the intranet.

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SEEK knew employee buy-in would be critical to the success of the intranet, so it was decided to hold a launch party for the intranet. The company's "Culture Team" were enlisted to help come up with a fun and creative way to launch the new intranet to staff. The Culture Team came up with a Halloween themed party, which was styled as a wake for the old intranet, dubbed Trevor.

"We sent out teasers saying that Trevor was suffering dementia and was on the way out," joked SEEK's Human Resources Director. "We even played Wind beneath my Wings!"

When the site was launched, employees were given a 'cheat sheet' with a few of the more important intranet features, and this was followed up with daily emails with links that acted as a 'feeder' to draw people to the new intranet.

Commenting on the project, Connie Pandos, Intranet DASHBOARD co-founder and director said, "SEEK are online specialists who knew what kind of tools their staff need to perform in a fast paced environment. We loved that our team dovetailed perfectly with their design team to deliver something that suits them so well."

### Results to date

Almost immediately after launching, SEEK's intranet started delivering on its objectives.

"The big benefit has definitely been realized, faster than we thought," said SEEK's Human Resources Manager. "The most significant effect for us was the ease of content updating and publishing. You can be a non-technical person and still load content – that's wonderful."



"The wow factor is the exceptional value iD delivers. It's become the centre of a lot of information."

SEEK considers employee engagement and customer satisfaction to be the metrics for success of the new intranet. "It's not related to productivity. It's about the quality of the call – which is measured. And since calls are taped, we can see that people's performance has improved – definitely, and directly."

SEEK worked hard with iD to ensure employees uptake of the new intranet. "It was entrenched in the culture pretty quickly," said SEEK's Senior IT Project Manager.

The ease of implementation and management impressed the IT Department. "iD really exceeded our expectations. The whole project was so easy. Having managed software projects for ten years you don't often see that. And it's not that you're trading off features to get that affordable cost – it does everything we need and there's still more features to explore in time."

SEEK's Human Resources Director said SEEK employees are already using a number of iD features. "We are using the Calendar to find out what's happening and whose birthday it is. They are little things but they make a difference and keep it personal."

**"iD had a track record of delivering for businesses like ours and a clear process for doing so."**

In addition to keeping employees informed about operational matters, the lively SEEK intranet is also helping to support staff culture and communication.

Employees are responding well to receiving company updates via the intranet. "Most of our people are based in Melbourne, so we put a story on the home page about a success the Sydney office had, and got really excellent feedback that they were happy the rest of the company was noticing their achievements."

"Especially in the current economic climate, communicating with your employees and supporting company culture and cohesion is an important function of an internal communication tool like an intranet," commented iD's Pandos. "It was great to work with SEEK to deliver an intranet solution that really fit their people and their customers."

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### Future plans

While the iD solution has already satisfied SEEK's top priority of becoming an easy to update hub of information, the company plans to keep improving its intranet engagement.

"The next step for us is to move ownership of the business content even further into the business. For the first year or so we controlled the number of people updating content. We believed this was critical to keeping information current and keeping the tone and style consistent."

"The next stage is to distribute content authorship; we now feel confident spreading the responsibility wider. This will mean we can update more quickly and more often. We are also looking to improve the homepage to keep people using it as a key source of SEEK information," said SEEK's Human Resources Director.

"As we have said previously, our goal is continual improvement."

When the company decides to expand its use of the intranet, the iD solution will be ready to be built on and customized. "It will last at least another five years," SEEK's Senior IT Project Manager said.

For more information on Intranet DASHBOARD please contact a consultant on [sales@intranetdashboard.com](mailto:sales@intranetdashboard.com)