

# Most innovative deployment of HR technology

**Joint winners:**

**Rentokil Initial**

**DenizBank**



**I**t's not often a learning system implementation has a transformative effect on both the learning function and the wider business. But this is exactly what happened with Rentokil Initial's innovative U+ platform. The intention

was to move away from classroom training to blended learning, allowing employees to develop at their own pace using digital resources. These resources would need to cater to colleagues in 64 countries, speaking more than 31 different languages, 34% without an email address or personal technology, in a highly decentralised organisation. A tall order by all accounts.

The U+ system has four key elements that stand out. Firstly, it enables microlearning with a bite-sized approach to training and development. It also allows for user-generated content, incorporating video. It can be accessed on the go via a mobile app, and it includes a gamification element to encourage healthy competition and drive usage.

Once the tool was built the learning team knew the rollout was central to success. They created a three-step plan to communicate the launch, including roadshows, postcard communications, and 'community owner' training sessions to recruit U+ champions.

It worked: since U+ was launched in 2014 more than two million learning interventions have been delivered, and the new system is used more in a day than the old one was in a month. More than two-thirds (78%) of employees say U+ has helped them to apply learning to their role and 84% say the content on the platform is relevant and engaging. U+ has also delivered significant cost savings, and is even making Rentokil money, as the business is now selling an external version to customers.

Our judges praised how the solution was developed to fit with the business need. They were impressed by the ROI it has delivered and the change management process the learning team followed.



**I**t's a common theme that emerging markets are beginning to leapfrog more established economies in their use of workplace technology. That's certainly true of Turkish bank DenizBank, which has developed a digital strategy and platforms our judges described as "a Millennial's dream". "Western banks aren't using something this advanced yet," one judge commented.

So what was it that so impressed our judges? A suite of digital applications, of which the Denizde app particularly stood out. Employees create personal profiles, are able to see up-to-date company information, win prizes, and access training and special offers. The HR team can push out 'pulse' surveys, finding out how staff are feeling about a specific subject at a certain point, as well as send recognition messages on key events like birthdays and anniversaries.

DenizBank also uses WhatsApp to provide information to workers. The DenizBank HR WhatsApp group received more than 3,500 messages on subjects including health insurance, annual leave and pensions within its first three months. Harnessing the power of artificial intelligence, a chatbot now provides simple HR advice via Facebook Messenger. The company receives more than 500 HR queries a month via Facebook alone, and developing AI tools to answer at least some of the questions (which employees expect to be resolved any time of the day or night, seven days a week) takes the pressure off the HR function.

All of this digital innovation is having some impressive results. DenizBank's employee engagement is 20% above the Turkish banking industry average. DenizBank proudly calls itself 'the world's most innovative bank'. On the basis of this HR Excellence Award-winning digital strategy our judges are inclined to agree.

## Shortlisted



**BNP Paribas**

**Dubai Police**

**MBNA**

**Metro Bank**

**Randstad**

**Stonegate Pub Company**

**The University of Sheffield**

**Vestel**

**Willmott Dixon**

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