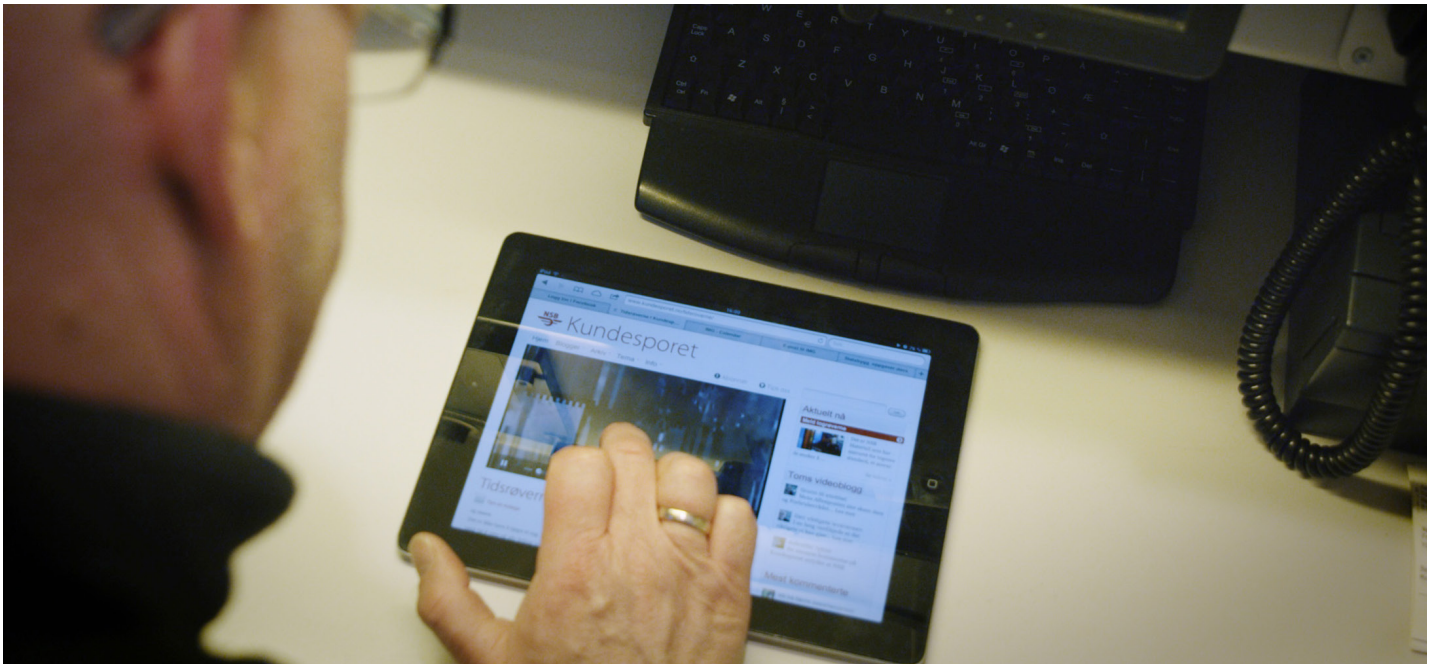


CASE STUDY:

# IMG Play and Kaltura

## Changing Employee Behavior with Video



One of the hardest challenges for a business is trying to make a widespread change in employee behavior. The key? Video. By using video to accelerate change in companies, communications agency IMG Play is using Kaltura's video platform to create dramatic, measurable results for their clients. The secret? As the Head of IMG Play Dr. Keith Munkejord notes, "People have to interact in order to understand and be engaged. When this happens, the likelihood of success is greater." Come see how video can change organizations.



**NSB:**

# Keeping the Hard-to-Reach Up-to-Date

## THE CHALLENGE

The state-owned Norwegian railway company, NSB, was moving from a monopoly situation to having to compete for railway contracts. The whole company needed to change to meet this new reality, by reducing costs, increasing competitiveness, and improving customer focus. The challenge was reaching the 3,500 employees with mainly operative jobs who had no office or ability to meet frequently. These employees regularly carried 9 kilos of printed information in their backpacks every day, which were only updated once every six months. Often, passengers on the trains with their phones had more up-to-date information than staff. NSB needed an all-employee channel for communicating changes that could reach employees on a regular basis.

## THE SOLUTION

The solution was to engage IMG Play to revamp Customer Track into a Kaltura-based internal online video channel that is now one of NSB's most important channels for reaching their employees. Through Customer Track, NSB began publishing weekly reports and leader blogs, as well as maintaining continuous dialogue with their staff. All content is closely linked to the strategic roadmap. Focused on scaling up the right behaviors, leaders used the content as conversation starters. Tablets were handed out to all operative employees to enable them to watch videos, get up-to-date information, and participate in the dialogue.

## THE RESULTS

The result? The average cost of reaching each employee on a weekly basis has decreased from 8 to 2 Euros. Printing costs dropped by 1 million Euros over one year. Those who watch Customer Track on a weekly basis also show a 35% higher score on the change communications survey index compared to those who seldom or never use the channel.

The revamp of Customer Track and focus on the strategic roadmap, together with new tablets, have made it a real all-employee channel, supporting the implementation of changes. Customer satisfaction has never been higher and the economic results are at an all-time high.

## ROI STATS



### Activity

**285%** increase of users in Hard-to-reach group



### Content

**88%** average usefulness of videos produced the last 12 months



### Behavior

**34%** difference in charge comms Effectiveness comparing users vs non-users of video channel



### ROI

**12000** fewer calls to the operations center per month

**" Customer Track contributes to increased customer satisfaction and all-time high results. The average usefulness of the video is 88%...We use video as a strategic tool to teach our employees and we measure systematically to do more of the things that work and stop doing the things that don't. "**

Åge-Christoffer Lundeby, Head of Communication, NSB

# IMG's Formula for Creating Behavior Change

Creating videos that change behavior requires considering every aspect of the video, from deciding on the right focus to delivering the video in the most effective way to monitoring the results. This is the step-by-step approach used by IMG Play, supported by Kaltura's video technology and best practices:

- 1 Identify areas where the video can have the greatest impact.** The key is to target very specific behaviors that can be changed with the right messaging; not just "increase safety" but identifying what leaders and employees need to do specifically.
- 2 Translate behaviors into the right storytelling format.** Finding a narrative structure that not only emphasizes your points but is also interesting to the audience, will make sure the message resonates.

|| There is no change without behavior change. It is the behavior change that increases sale, innovation, reduces injuries, or cuts costs. So companies need to change the focus from an information-driven to a behavior-driven communication approach. We know that video is an extremely powerful tool for changing behaviors if used the right way. What you are really looking for when deciding whether or not to use video is based on one simple question: what matters most for the business and where will video be the best tool to deliver results? It is all about moving from ad-hoc use of video to a more systematic approach supporting the whole value chain from business goals to measuring the effects.

||

Dr Keith Munkejord, Head of IMG Play

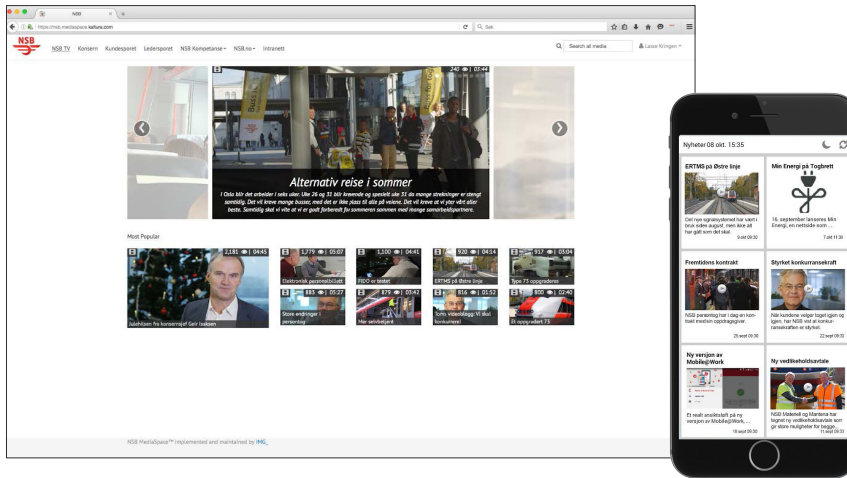


- 3 Spread the videos.** Finding the right distribution is key. Know what technology your users have access to, and make sure your videos can be played under the conditions workers will experience.
- 4 Involve employees.** This is essential for creating the understanding and commitment that will lead to lasting change. Don't just send everyone an email with a link to the video. Have a plan for how employees will engage with the video. Direct local leaders to use videos as a jumping off point for discussions with their team. Have an action plan for encouraging comments and likes. Consider interactive video quizzes to prompt (and measure) engagement.
- 5 Once you see the right behaviors, reinforce them.** Change doesn't happen at once; have a plan for nurturing the changes you want. This should include both non-video reinforcement and follow-up video campaigns.
- 6 Measure the effect to tell whether you're adding value.** All too often, we move on to the next thing without determining whether what we did really worked. To really be effective, take the time to set measurable criteria. Establish a baseline before the campaign, and then follow up to see what worked. Each new video has the potential to inform how you produce the next video, so your campaigns will become increasingly effective.

---

## Why Kaltura?

To deliver these carefully crafted videos, IMG Play used Kaltura as a video platform. “We started up with identifying all the business cases we needed the platform to support. And after reviewing I would say basically all the largest global video platform vendors, we chose Kaltura. Both in terms of the fact they could serve the business cases, but also the flexibility of combining Kaltura with other technologies through APIs,” says Munkejord.



With a feature-rich platform (including interactive video quizzes and captioning) and ability to deliver videos beautifully to any device, anywhere at any time, Kaltura made it easy to create a robust video strategy to drive the changes IMG Play’s clients sought. With Kaltura powering the video campaigns, combined with IMG Play’s behavioral approach, these campaigns truly delivered measurable, amazing ROI.

## Looking for a Corporate Video Platform?

Kaltura offers a flexible, centralized video platform for use cases across the enterprise. To learn more, visit <https://corp.kaltura.com/video-collaboration-communication/>.

---

### About Kaltura

With the mission to power any video experience, Kaltura has emerged as the fastest growing video platform. Kaltura is deployed globally in thousands of enterprises, media companies, service providers, and educational institutions and engages hundreds of millions of viewers at work, at home, and at school.



---

### About IMG

IMG Play helps large enterprises to improve their leadership communication and communication during change. IMG Play maximizes the business value of using video as part of the channel mix in enterprises, and helps transforming communication strategy and tactics from information-focused to behavior-focused.

To learn more visit: [imgplay.com](http://imgplay.com)



### Get in touch:

Contact us at <https://corp.kaltura.com/company/contact/>