

## ENTERPRISE SOCIAL NETWORK

# The FNCA dynamizes its communication and offers 160,000 Crédit Agricole employees genuinely collaborative tools

To keep the Crédit Agricole banking group informed of the initiatives of its 39 Regional Banks (*Caisses Régionales*) and to change the communication methods across the Group, the FNCA (National Federation of the Crédit Agricole) has created a website with modern communication and collaborative features, plus a social network that has already attracted over 3,000 members.



Publisher: Jalios Product: JCMS

### The FNCA in brief

**Activity:** The FNCA is a think-tank. It acts as a spokesperson and representative of Crédit Agricole Regional Banks and also serves as a professional chamber, centralizing debates about issues reported by the banks. It represents the Crédit Agricole in dealings with public authorities, professional bodies and cooperative and mutualist organizations worldwide.

### Workforce:

120 people serving the Group's 160,000 employees.

### THE CHALLENGE

Both a political authority and also a professional chamber, the FNCA serves 39 cooperative and mutualist Regional Banks which, along with 7,088 local branches, makes the Crédit Agricole France's biggest nationwide retail banking network. The FNCA is a veritable study body and a vehicle for interchange between all C.A. bank members. In particular, it publicizes the Regional Banks' numerous initiatives and also creates communities in order that people can find others with particular skills. For this purpose, in 2004 the Federation acquired an Intranet and various multimedia tools (interactive catalogue, collaborative workshops for bank and business managers, etc.), in order to discuss and share the Regional Banks' good practices. However this communication was controlled by an information system in an essentially top-down manner that did not facilitate the interaction and participation of all the staff.

*"Our ambition was to enable every Regional Banks to contribute its initiatives for the collective benefit of the Group, and also of its member, customers and prospects. That is why we wanted a dynamic external website and, in-house, a social and collaborative network. Moreover, the two had to be completely interlinked, since the staff using the social network need to be able to connect to their personal space from the website,"* explains Rodolphe Fleurance, deputy head of the FNCA Publications and Multimedia Department.

### OBJECTIVE

Capitalize on the Regional Banks' initiatives and facilitate sharing and interchange across the Group by creating a dynamic website supporting collaborative functions and a social network.

### CHOSEN SOLUTION

Jalios Social Collaborative Suite and Jalios JCMS

### CHOICE OF A SOLUTION

For several years the FNCA has used collaborative tools based on Jalios JCMS on its Intranet. But for its social network it wanted go much further and acquire a collaborative platform so as to genuinely involve the staff in information creation and distribution. *"We have worked with Jalios for a long time. Their range of social tools is quite rich, and we know from experience that their products are flexible and easily personalized. By extending our partnership with this software specialist, we were confident that the lead times for technical implementation and appropriation of the new tools by our staff could be respected. This did not prevent us from looking at alternative service providers, but in the end we realized that the latest version of Jalios JCMS, much more community-oriented than the earliest ones thanks to its collaborative spaces and personalizable virtual desktop, corresponds exactly to our need,"* recalls Nicolas Fouque, IT and Multimedia Project Manager at the FNCA.

➤ THE CXP VIEWPOINT

**FNCA imagines more innovative and participative communication**



by Claire-Marie de VULLIOD, CXP analyst specialized in human resources management software

Faced with new technologies, enterprises have to decide which stance to take: pathfinder, follower, or resistant. The FNCA is unquestionably an explorer, although its IT team does not impose solutions, it proposes them.

In 2000, the FNCA started to develop its Internet messaging and its Intranet, then progressively created collaborative tools. In 2004, the Intranet's functionalities were enlarged and centralized the professional feedback from the Group. The staff was invited to participate in the first testing of collaborative and participative workshops in 2007. Drawing on this experience cumulated over a decade, the FNCA decided on a more ambitious project: switch from an Intranet to the Internet in order to open access to information, no longer via an internal network but a network accessible even to people outside the company.

To meet this need, the JaliOS collaborative solutions already in use in the Group were naturally upgraded. From a "Web 1.0" type approach (descending communication, information sharing), the group progressively moved towards "Web 2.0" services (YouTube, wiki, blog, etc.).

Like every change of working organization and processes, especially ones involving new tools, strong support for end-users proves to be vital, to encourage them and help them assimilate the cultural changes.

This case study demonstrates that for an organization that already has some experience in using new technologies certain evolutions appear natural and can be implemented in stages: club, enterprise social network, collaborative workshops, "website factory", etc. By switching from an Intranet to the Internet, the FNCA has substantially increased the number of end-users which now include not only FNCA employees, but also the C.A. Regional Banks and even customers. Later the functional scope will be further expanded to cover new projects, notably in the human resources area.

PROJECT ROLLOUT

The project started in autumn 2009 with the creation of [www.creditagricole.info](http://www.creditagricole.info), a dynamic and participative website to which everyone can contribute and which provides articles, communiqués, a media library (logos, Web banners, managers' photo gallery, etc.). It also features a rotating carousel of images on which a user can click to see the group's latest news, plus many videos illustrating local initiatives implemented or supported by the Crédit Agricole's Regional Banks. The FNCA also launched its first social network by creating clubs whose members are people who share common professional or personal interest. Each club has a dynamic members directory (in which a small green dot indicates that a person is online). The home page can be personalized with information feeds, express surveys, a keyword cloud indicating the most talked-about subjects, promotion of certain videos, display of external RSS feeds, and widgets such as weather and calendar.

*"We started with CA.Info, a kind of testimonial club whose purpose was to make the platform's features known to everyone. But each entity can create as many clubs that it wants, which is very easy thanks to a reusable template. Today, we have an "E-liaison Club" that promotes the Regional Banks' good practices in the fields of marketing, development and mutual banking. The list of other clubs includes "Innovation Club" and "Mutualist Club,"* explains Nicolas Fouque.

In parallel, the FNCA has also undertaken the migration of all the content on its Intranet to the clubs of [www.creditagricole.info](http://www.creditagricole.info). To guarantee that no data can be lost, it operates two servers synchronized at all times, which use the JaliOS "JSync" failover system.

PRINCIPAL RESULTS

The incremental extraction of data from the old Intranet is now totally completed. A "site factory" for building professional sites has been made available to the group's 160,000 staff. The first results are very encouraging: *"We are really pleased with the immense success of our clubs and the social network, which were launched only in April 2010. Making contacts is simple and automatic through the social network, and all staff can now communicate through forums. This has also dynamized our corporate communication and given us a much more modern image,"* remarks Rodolphe Fleurance.

Verbatim testimonies collected by Christiène Brancier