



Bank of Ireland:
30 Day Challenge kick-
starts new behaviors and
habits to support customer
experience and growth

High performance. Delivered.



Client Profile

The Bank of Ireland is a leading retail and commercial bank offering retail, business and corporate banking services along with life insurance and investments services to more than 1.6 million customers. The bank has market leading positions in Ireland through its comprehensive multi-channel distribution platforms as well as strong international franchises. In the UK, through its partnership model with the UK Post Office, it is one of the largest challenger consumer banking franchises with c.3 million customers. It has a full service bank in Northern Ireland and a successful niche international acquisition finance business. The bank employs more than 11,000 people across Ireland, the UK and its international operations.

Opportunity

As part of the bank's strategy to grow its business, it sought to improve the customer experience—particularly through the use of digital technologies. To fuel this agenda, the bank wanted to build a more digital culture internally, including enhancing its adoption of social collaboration and Yammer, an enterprise social software tool. It recognized an opportunity to improve the sense of community and engagement within its retail business by promoting collaboration between different stakeholder groups.

Solution

Accenture Strategy helped the bank kick start its new digital, customer-centric culture through a 30 Day Challenge. This challenge is a series of 30 micro-challenges over the course of 30 working days that enables participants to practice new behaviors and ways of working. The initiative was underpinned by neuroscience principles and behavioral change insights, supported by a robust communications strategy, and deployed using Yammer to help drive enterprise social adoption and a sustained shift in behavior. To further support engagement in the initiative, participation was gamified through leadership boards and rewards. In addition, the Retail Leadership Team was engaged and coached on driving participation within their populations. Business dashboards were developed to help track both participation and engagement.

Results

Through its engagement with Accenture Strategy and the 30 Day Challenge initiative, the Bank of Ireland has successfully initiated the adoption of new behaviors and the formation of habits that will help foster improved customer experience and collaboration, and in turn, will support its overall business growth strategy.

Employees were able to practice and make their own connections around the benefits of greater collaboration and customer connections as part of their daily activity. This was achieved by sharing examples of how they and their colleagues exemplified the bank's customer experience standards and by putting themselves in their customers' shoes performing activities such as signing up to online banking and raising issues and solving problems on behalf of the customer.

Following the 30 Day Challenge, the adoption of Yammer was increased and employees gained a greater understanding of how to use social media as well as the shared experience of being part of a social community. The Yammer network grew by 21 percent and generated 55 percent more posts compared to the previous 30 days. The 30 Day Challenge group was the largest one on the bank's Yammer network, posting 414 percent more posts than the second most active group on Yammer. Furthermore, almost two thirds of participants reported that the challenge caused them to think differently about how they deliver customer service.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with approximately 400,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US\$30.0 billion for the fiscal year ended Aug. 31, 2014. Its home page is www.accenture.com.

About Accenture Strategy

Accenture Strategy operates at the intersection of business and technology. We bring together our capabilities in business, technology, operations and function strategy to help our clients envision and execute industry-specific strategies that support enterprise wide transformation. Our focus on issues related to digital disruption, competitiveness, global operating models, talent and leadership help drive both efficiencies and growth. For more information, follow [@AccentureStrat](#) or visit www.accenture.com/strategy

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