



Case Study: SNC-Lavalin

Kollective Ignites a New Era of Employee Connection for Global Engineering Giant

As one of the world's largest engineering firms, SNC-Lavalin relies on video to communicate with its 35,000 employees around the world. The Canadian company provides executive updates and corporate communications across its hundreds of locations, and encourages employees to share technical and engineering knowledge via its Project Excellence Center.

These videos form the core of the company's corporate communication program, and seamless distribution is paramount. Kollective's Software Defined Enterprise Content Delivery Network (SD ECDN) has more than delivered on that front, providing easy-to-use technology and making video accessible to every SNC-Lavalin employee.

"The critical piece of any successful, enterprise-wide video communication strategy is technology that distributes video without affecting the global network's bandwidth," says Anne-Marie Roy, SNC-Lavalin's communications studio manager. "Kollective's SD ECDN made our global distribution possible."

The challenge: Growth breeds communication silos

A series of mergers and acquisitions spurred SNC-Lavalin's growth over the years, but also presented challenges when it came to communication.

"We worked in silos, and communication at an enterprise level was not easy," Roy says. The company didn't have a way to distribute video around the world, and bandwidth limitations in some of the company's more remote locations compounded the issue.

"Before we had Kollective's SD ECDN, only employees at our North America locations could watch videos with passing quality; even then we weren't able to do live events," Roy says. Instead the company provided much of its employee communications via email or online, which left global staff feeling disconnected from the SNC-Lavalin leadership and broader mission.

The solution: A video ecosystem that creates connection

In 2012, SNC-Lavalin decision makers saw the potential for video to better engage their employees and create a more unified company culture. The leadership explored a variety of options with a key requirement in mind: they didn't want to invest in hardware, and instead preferred a cloud-based solution.

Kolletive's SD ECDN quickly rose to the top. SNC-Lavalin was impressed with the technology's ability to deliver video around the world, with zero bandwidth issues. "The stability of the peer-to-peer delivery system was a key factor for us," Roy says. Kolletive's user-based pricing model also made sense for the company, which has a fluctuating number of employees in numerous locations.

With video delivery that SNC-Lavalin could count on, the company has rapidly expanded its video efforts. The communications team uses Kolletive's Webcaster app to broadcast live videos, and MediaCenter to distribute video on demand. "We know that people consume more content from watching video than via traditional means," Roy says.

For example, the Project Excellence Center serves as a hub of employee-generated videos that relay important technical and engineering information from the field. SNC-Lavalin also used MediaCenter to facilitate its recent Build What Matters video challenge. More than 200 employees made and submitted over 50,000 minutes of video highlighting SNC-Lavalin's culture, values and projects.

"It's a worldwide campaign aimed at connecting our employees, and we wouldn't have been able to even think about it without Kolletive," Roy says.

The results: Viewership, demand and employee engagement skyrocket

For SNC-Lavalin, Kolletive's video ecosystem has dramatically improved how the company communicates and connects. The results are positive – and continue to get better:

- The Webcaster and Video On Demand viewership increased exponentially for the first few years after implementation, and continues to grow by 20% annually.
- VOD content boasts a 95% peering rate.
- More than 95% of SNC-Lavalin employees who attend webcasts agree webcasts are an appropriate tool for communication, according to a recent survey.
- More than 90% of the company's employees who attend webcasts would recommend to their colleagues that they attend a webcast.
- SNC-Lavalin recently began to offer in-house video production services to better meet the growing demand for video from leadership, and help employees who are interested in generating content. With seamless video distribution the norm, the future possibilities are endless.



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Meet SNC-Lavalin

Founded in 1911, SNC-Lavalin offers engineering, construction, procurement, completion, commissioning and sustaining capital services.

Firm headquarters: Montreal

Employees: 35,000

Locations: More than 300 offices in 50+ countries

2016 revenues: \$8.5 billion CAD

Key verticals: Infrastructure, Mining and Metallurgy, Oil & Gas, and Power

6 Ways SNC-Lavalin Benefits from Video

Since SNC-Lavalin implemented Kollektive's SD ECDN, the company's video use has exploded. The company uses video in several innovative ways, including:

Connecting executives with employees

"We use video when our executive vice presidents and sector heads want to talk to all of their employees at once," Roy says. "We've seen an increase in engagement with that content."

Streamlining vendor communication

The company uses Kollektive's technology to distribute information to project vendors via live and on demand video, instead of explaining the same project multiple times.

Sharing knowledge from the field

SNC-Lavalin developed a Project Excellence Center, using video to help engineers and technical staff share best practices and field knowledge with their peers.

Celebrating employees' work

Employees created and uploaded their own videos using Kollektive's MediaCenter for the Build What Matters challenge, which allowed employees to share their projects and stories with colleagues around the world.

HR communications

The company also uses video to deploy benefits information, and employees around the world can easily access the most up-to-date employee benefits information.

Improving business development

Employees provide information via video about specific regions and their potential, so that staff in other sectors can access the content and learn about opportunities.

"Our objective is to leverage video communication as much as we can, create more content and have employees create it as well," Roy says. "Without Kollektive, none of this would have been possible."