

# Mobile provider maintains start-up culture, achieves 80% engagement after acquisition using Unit4 Talent Management



## Mobile Vikings



**Following its acquisition by the multinational digital communications group Proximus, Mobile Vikings is eager to maintain its young, vibrant start-up culture.**

Using Unit4 Talent Management, this Belgian mobile virtual network operator is connecting people insights across the business to boost productivity, engagement, and growth – and ensure that its start-up spirit stays strong.

Key benefits include:

- Consistent 80% people engagement score
- Increased people productivity, engagement, and growth using intelligent insights
- Supports people in their personal growth
- Helps develop high performing, collaborative teams

### Vikings invade Belgium

Mobile Vikings is a major Belgian mobile virtual network operator, primarily targeted at young people. The organization has approximately 310,000 'Vikings,' as its customers are known. In 2020, Mobile Vikings was acquired by the leading Belgian telecommunications group Proximus.

Mobile Vikings burst onto the Belgian mobile market in 2007 with a mission to upend the way people engage with their mobile operator. The energy and passion that the company displays towards its 'Vikings' is embedded in the company's DNA. There's a young energy across the business – a drive to be ambitious, positive, innovative, and creative.

"The acquisition by Proximus brings significant value in terms of business opportunity and growth, but we don't want to lose that fresh, young outlook among our people," says Sofie Van Eemeren, HR and People Lead. "It's really important that we keep that start-up spirit alive."

To keep its finger on the pulse, Sofie and her team in HR needed insight into the talent that permeates the organization. Understanding more about people performance better positions the company to attract key talent, develop existing performance, and grow people's careers.

#### Industry

Telecommunications

#### Location

Hasselt, Belgium

#### Size

100 staff, 310,000 'Vikings'

#### Product

Unit4 Talent Management

### Challenges

**Following acquisition by the Belgian multinational digital communications group Proximus, Mobile Vikings needed to understand more about its people to maintain its vibrant, start-up culture.**

### Key metrics

**80%**

#### ENGAGEMENT

Consistent 80% people engagement score



#### TEAMWORK

Helps develop high performing, collaborative teams

**“Unit4 shows that we are maintaining an average engagement score of 80% overall across our company. The data gives us quantifiable evidence that the company’s unique culture is not only surviving – it is thriving.”**

**Sofie Van Eemeren**

HR and People Lead, Mobile Vikings

“We embody the 1+1=3 principle,” says Sofie. “Even though we want our company to ‘win,’ we don’t like internal competition. That’s why ‘together’ is equally important. By cooperating internally and externally, we create added value for everyone.”

When Mobile Vikings was first introduced to Unit4, it felt a cultural match. Sofie again: “Unit4’s customer focus, ambition, and innovative spirit reflect what we are trying to achieve with our own core values.”

### Growing people’s careers

Mobile Vikings has standardized on the cloud-based Unit4 Talent Management to give its people the flexibility and freedom to have what they need — how, when and where they need it. “We’re using two modules, Performance and Engagement. Together, they are helping our people be engaged at work and grow their careers,” Sofie explains.

So how does this forward-thinking talent management platform work?

The Performance Module enables Mobile Vikings’ managers to see and understand how people are performing, with the intelligent insights tracking performance trends within and across teams in order to spot deviations and take timely action. For example, the HR team and line managers are alerted when conversations are due. Customized conversation templates streamline performance appraisals, and progress is tracked using objectives and key results (OKRs) — all through an intuitive mobile app or web version.

“Using the Performance module, we can give every person constructive and continuous feedback,” says Sofie. “We can celebrate great work, develop people, and help them achieve their ambitions. It’s a vital asset in maintaining Mobile Vikings’ core values.”

The seamlessly connected Engagement Module enables HR to discover engagement levels across the organization and take proactive action where necessary. Frequent anonymous surveys are used to understand people’s thoughts, spot trends, and track the progress of Mobile Vikings’ engagement programs.

### 80% survey response rate

“After five years, we still have a response rate of 80% to our surveys. People are eager to use them. On a quarterly basis, we also communicate back to people on the actions we have taken based on the insights they provided. This way, they really see the value of participation,” says Sofie.

During the pandemic lockdowns, for example, the Engagement Module identified a drop in people’s wellbeing. This kick-started an initiative geared to improving health at work and home.

Crucially, Unit4 Talent Management is helping Mobile Vikings maintain its start-up energy: youth, vibrancy, collaboration, and team spirit. Sofie again: “It was really important for us to monitor how the employee experience is evolving now that we’re part of Proximus. Did we still

have the trust of all the employees? Unit4 shows that we are maintaining an average engagement score of 80% overall across our company. The data gave us quantifiable evidence that the company’s unique culture is not only surviving – it is thriving.”

Another advantage is the single view of all people data in one agile platform. Sofie explains, “This holistic view of the workforce is useful when preparing a conversation with an employee. You can look at the feedback, the objectives that were set at the beginning of the year, and what was discussed in previous conversations. It’s a great framework for leads to have qualitative conversations with their co-workers.

The ultimate value for Sofie and her team is having real-time insights into people. “If something changes in the company, we’re aware of it rapidly. You’re not waiting a year for the next annual survey to arrive in your in-box, which you may or may not respond to. It’s all there in one intuitive dashboard,” she says.

