

# How to Power Company Growth with a Strong Employee Value Proposition

How Cuscal improved collaboration and innovation with a centralised employee engagement hub





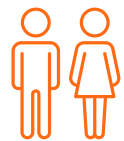
**Industry:**  
Financial Services



**Number of employees:**  
450



**Number of locations:**  
1



**Male vs female:**  
56% male, 44 % female



**Online vs offline:**  
100% online

## About the company

Cuscal is Australia's leading provider of independent payment solutions, and prides itself in playing a core part in the evolution of Australia's financial services industry for over six decades, adapting as technology changes the way organisations and individuals handle payments. As it continues to grow and bring new payment products and services to the market - from mobile payment systems, to launching the country's newest neobank - Cuscal creates an environment where employees can innovate and enable the future.



# The challenge:

Over the last decade, Australia's financial services industry has experienced major disruption and change, including the introduction and increase of online and mobile payment systems. In the course of 18 months, Cuscal's headcount doubled as the pace and focus of the company shifted in response to market changes.

In 2012, Cuscal had a traditionally-run recognition and reward program in place, which awarded one employee a Learning and Development grant. The process to obtain and score nominations was manual and tedious, and not all employees appreciated the award.

In 2015, Cuscal launched an online recognition and reward program that

enabled everyday, online, peer-to-peer recognition and manager-approved awards. The response from employees was positive, and the program became a key part of Cuscal's Employee Value Proposition (EVP), alongside an agile, positive and familial culture.

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**While Cuscal employees had online and mobile access to Reward Gateway's employee benefits platform, it was accessed on a separate system to Cuscal's online recognition and reward program.**

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As Cuscal's culture matured and its strategy evolved to increase focus on digital

products and innovation, it became clear that the recognition and reward program lost momentum and wasn't hitting the mark with employees. Instead of improving the company culture and encouraging cross-team collaboration, the recognition and reward program was forgotten, ignored, or used by specific individuals as a bartering system. Employees would send each other eCards and awards in order to gain points that could be redeemed for different items on the platform's store, without aligning any of the messages or achievements to Cuscal's values or critical behaviours.

Managers were either not recognising employees at all, or they weren't doing so effectively; often ignoring award nominations or approving them without

critical assessment or, like the employees in their teams, not aligning them to the company values or business goals.

Cuscal's leaders knew that in order to maintain its position as a leading provider, it needed to create an environment where collaboration and innovation came easily.

They began to review the technology that teams were using internally, knowing that these were critical to improving communication and visibility, and could impact the motivation, productivity and engagement of their people.

The People and Culture team organised focus groups to gather employee and manager feedback, which uncovered a disjointed and diluted recognition

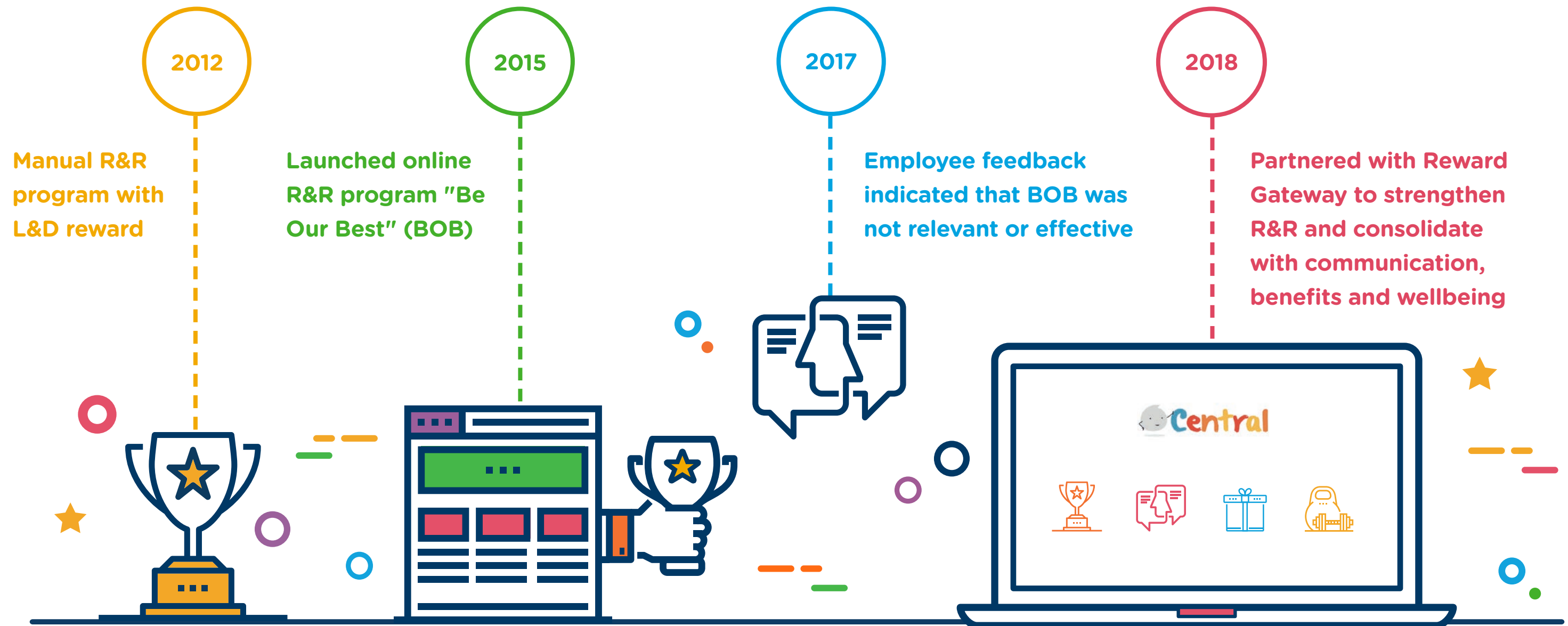
and reward experience. They also found that employees had to access multiple systems to get things done, and there was no central place to access company news and important policies, or communicate with Cuscal's growing and increasingly dispersed workforce.

Because the recognition and reward experience was disconnected from other benefits and systems else, Cuscal lacked a consistent, company-wide method of reinforcing its strategy, values and culture, and unless employees logged in regularly, they had little visibility of what other teams were working on and achieving.

### Challenges

- Lack of a single source of information to keep all teams aligned to business objectives as headcount grew.
- Recognition was not aligned to critical behaviours and didn't improve culture.
- Managers didn't feel equipped to recognise employees effectively.
- Employees ignored or took advantage of the recognition and reward system.
- Employees had multiple systems to log into, leading to a disjointed employee experience.

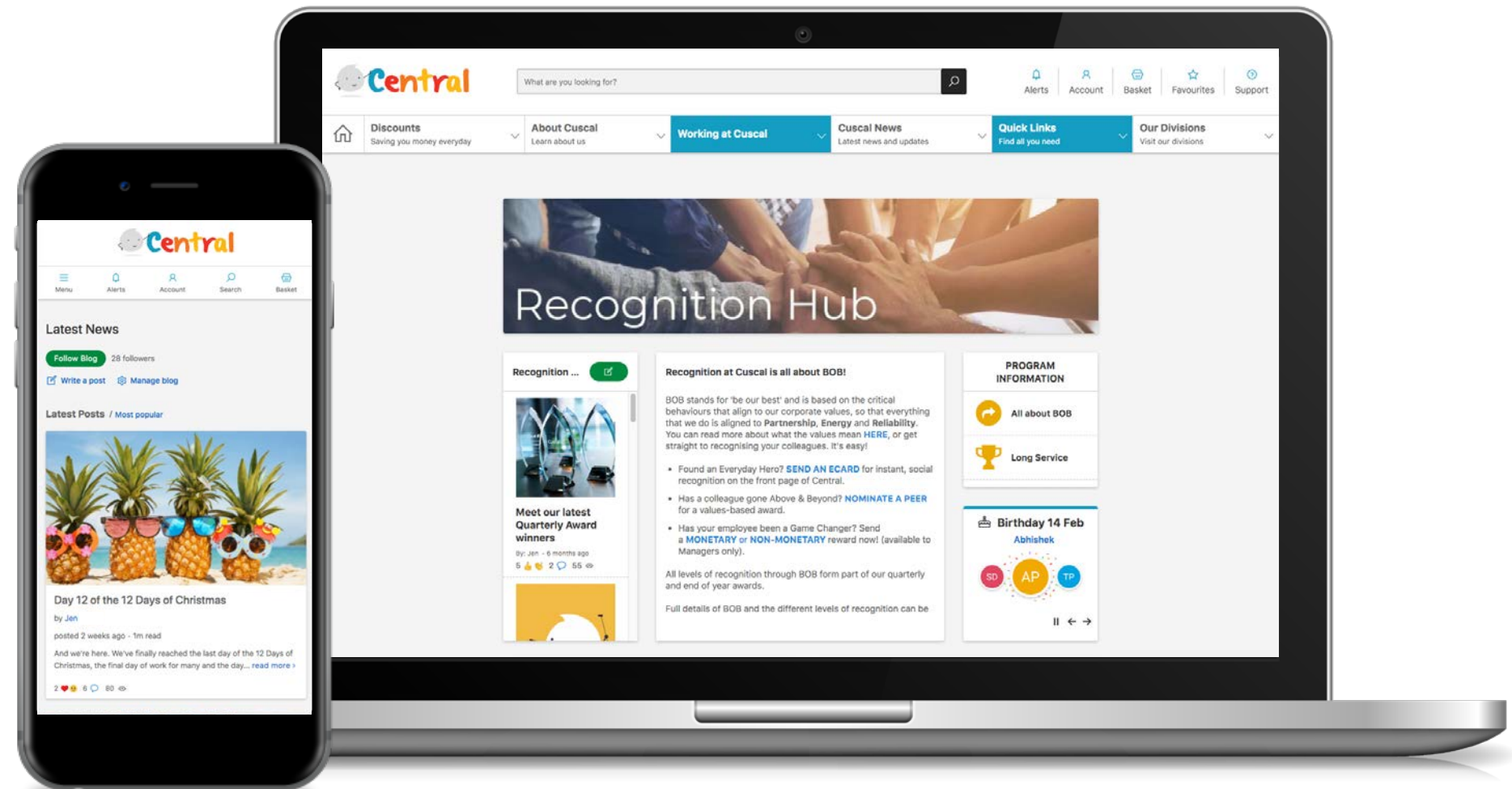
# The evolution of Cuscal programs



# The approach:

Employees were vocal about their desire for a centralised system and a refreshed and relevant recognition and reward experience. Cuscal was already partnering with Reward Gateway to provide employees with a benefits platform, so the People and Culture team saw this as an opportunity to bring other elements of its EVP into one place, including communication and recognition and reward.

Consolidating disparate systems would lower the cost and time required to administer the program, giving Cuscal the opportunity to re-allocate its current recognition and reward budget and award structure so that it was more relevant and impactful for employees.





The team worked with Reward Gateway to workshop and refine Cuscal’s existing recognition framework, concentrating on redefining the focus and goal of the new program.

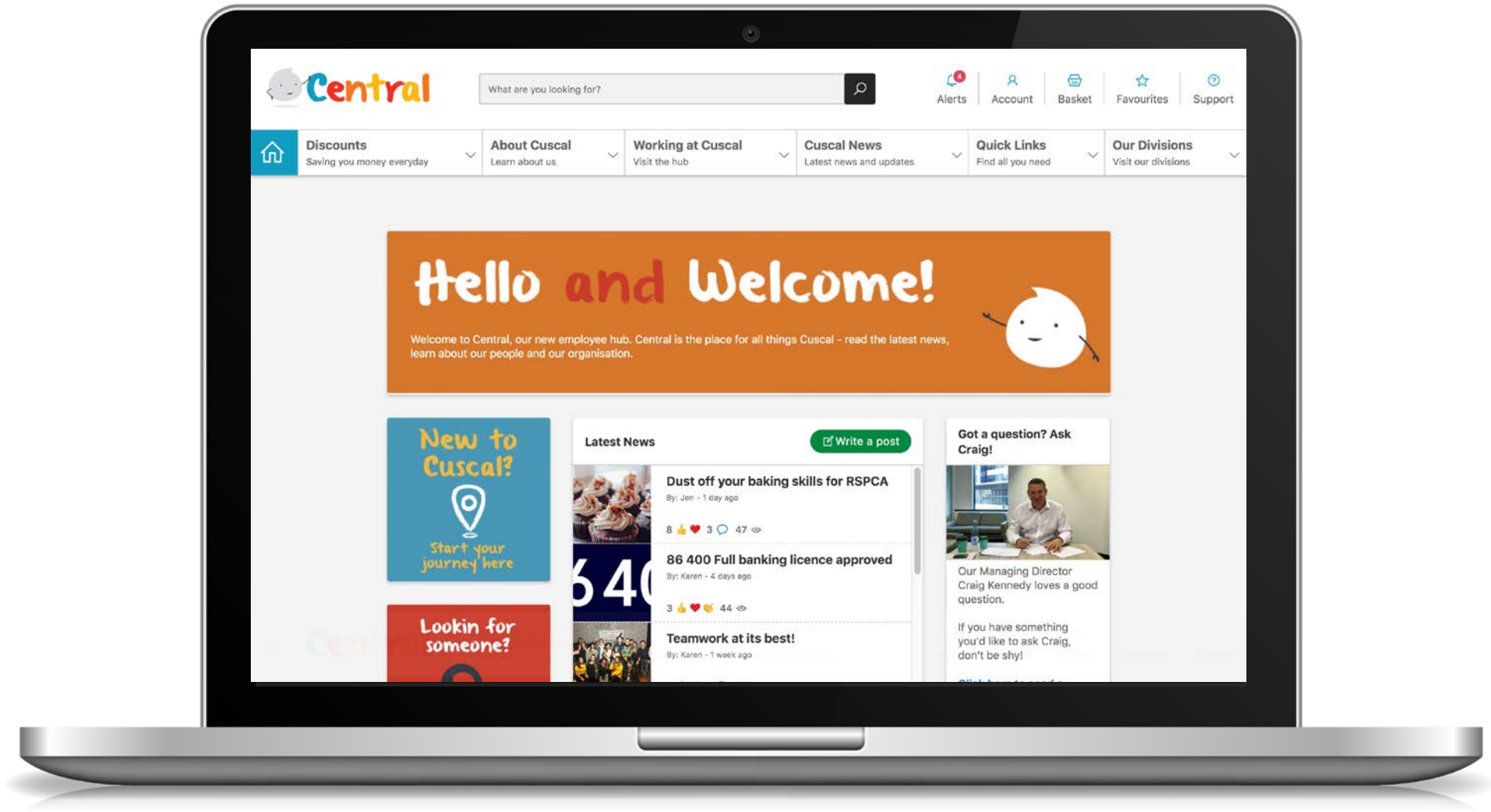
To reinforce the importance of being recognised for demonstrating Cuscal’s company values, Cuscal redesigned the recognition framework and budget to increase the dollar value attached to values-aligned awards.

One critical puzzle piece to the ongoing success of the new program was to gain manager buy-in. Cuscal’s People Team ran a number of initiatives to achieve this, including:

<b>Feedback channels, requesting feedback on:</b>	<b>Manager focus-groups, focussing on:</b>
What managers wanted to see in the new program	The definition and value of strategic recognition
How to refresh and redesign the company-wide eCards	The purpose of reward
How to create excitement and design a program that was relevant and useful	Circumstances managers should approve award nominations or potentially escalate it for a bigger award

Employees came up with the name for Cuscal’s new, centralised employee engagement hub “Central,” and it was launched with a colourful, bespoke design centred on the name of Cuscal’s recognition program and culture mascot “BOB,” which stands for “Be Our Best.”

Central houses recognition and reward, benefits, wellbeing information and company-wide communication all in one place, and enables employees to access company news, learn about Cuscal's strategy, search the people directory, send eCards, redeem rewards, access exclusive employee discounts and even submit a question to Cuscal's Managing Director through the "Ask Craig" portal - all in one inviting and easy-to-access place.





# The results:

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As the name suggests, Central is the centrepiece of the employee experience at Cuscal – the colours, images and language used across the platform reflect the energetic, fun and friendly culture of the organisation. Everything from company news and the “A-Z Guide for Working at Cuscal” is available alongside its company-wide recognition and reward program, BOB, and access to exclusive employee discounts.

As the one-stop-shop for engaging all Cuscal’s employees, **95% of the company** actively use the platform one year after its launch.

When new employees join Cuscal, they are set up on Central and introduced to BOB on the first day so they are aware

of where to access important company updates, how to send and open an eCard, how to redeem rewards, and how and where to use their employee discounts.

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**“The future of work is so uncertain, so as HR professionals we need to be ahead of the game,” says Jennifer Bass, Employee Experience Manager at Cuscal. “It’s critical we bring people into the organisation who are the right fit for our culture, that we onboard, develop and recognise them, and that their experience while they are at Cuscal is exceptional.”**

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Cuscal has seen a significant shift in attitude towards recognition and reward. In its first year, employees sent 1,900 eCards

through BOB, generating over three times the volume of recognition moments compared to their old program and showing that employees now prefer giving and receiving recognition over monetary reward. The “Top Teamwork” eCard was the most popular, and was sent almost 450 times, showing that BOB is being used to encourage collaboration and reinforce the type of company values and behaviours that are enabling company success.

Central’s pages and blog posts have received almost 30,000 views and have provided different teams an easily accessible channel to share information across the business, including updates to projects, team movements, answers to questions that employees have raised through the

“Ask Craig” portal, information about mentoring and learning opportunities, tips for improving financial, physical and mental wellbeing and summaries of company events that employees may have been unable to attend.

The People and Culture team continues to run workshops with managers, providing ongoing support to help them grow in their understanding of recognition and reward. This ensures that Cuscal’s managers are equipped to recognise employees in a timely and effective way that helps motivate and engage their people, and encouraging them to take advantage of the open lines of communication that Central provides.

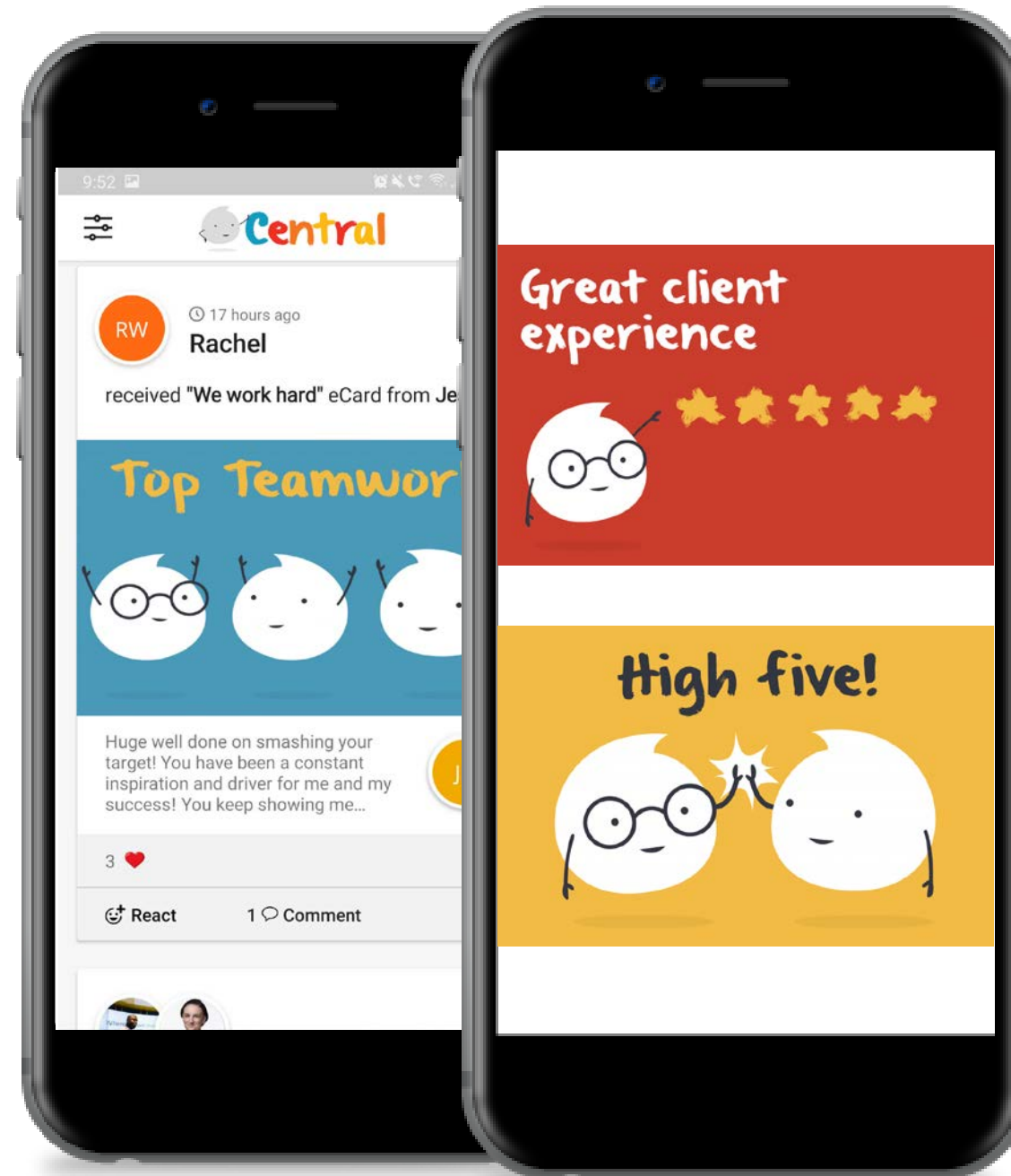


Cuscal’s R&R program mascot “BOB” features on all the company eCards.

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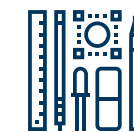
“The great thing about Central is that it really brings our values and our EVP to life,” says Jennifer. “All the information that employees need about what it’s like to be an employee at Cuscal is in one place and that makes it easier for everyone to Be Our Best and adapt as the business does.”

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**95%**

employees actively  
use platform



**1,900+**

eCards sent



**28K**

unique page views on  
platform in first year

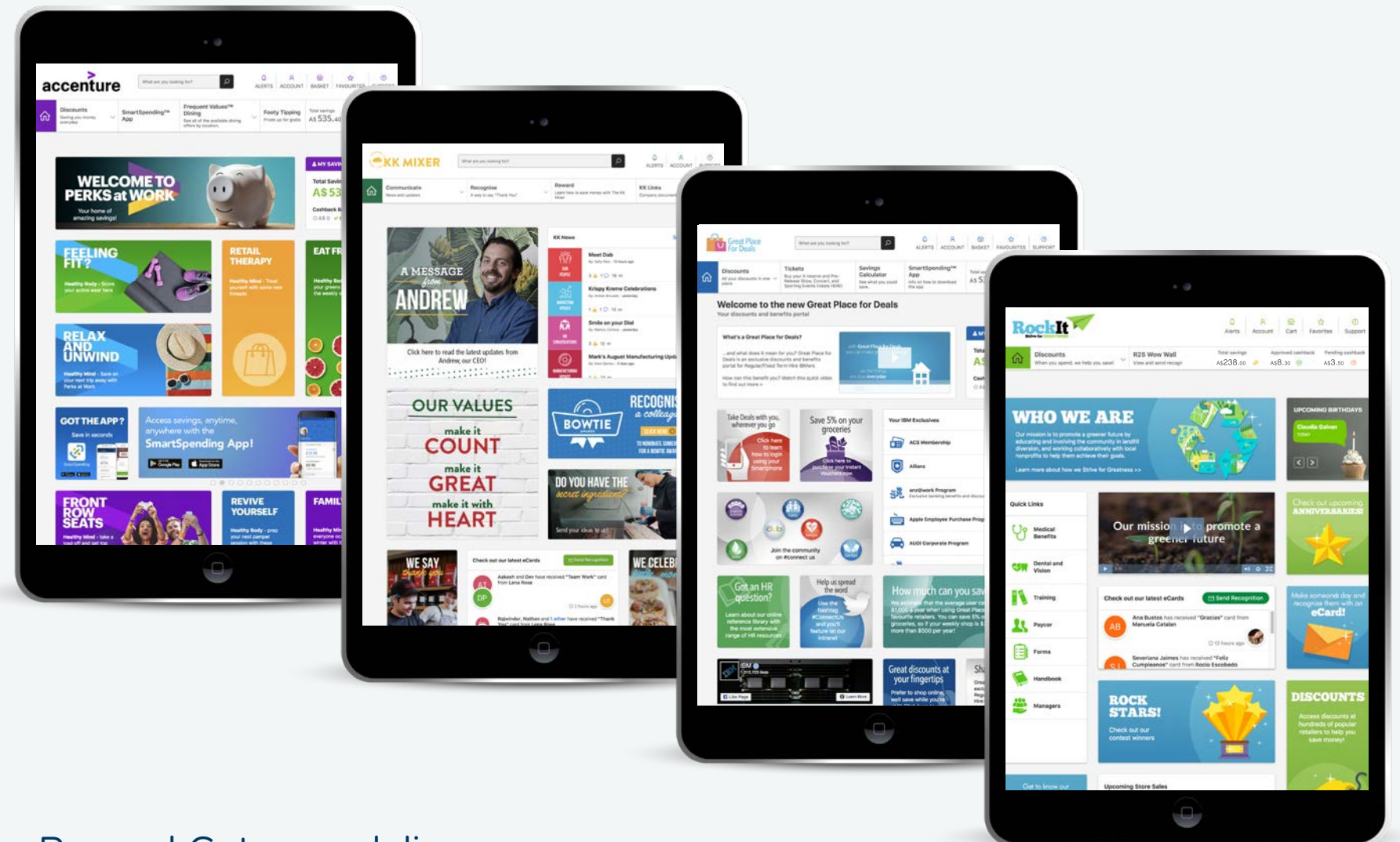


# Interested in your own employee engagement solution?

Reward Gateway's employee engagement products are powered by a centralised hub tailored to your organisation, giving your employees better access to tools such as benefits, recognition, surveys and more. We'd love to help you get started on solutions to help attract, retain and engage your people.

**Email:** [engage@rewardgateway.com](mailto:engage@rewardgateway.com)

**Phone:** (02) 9112 0100



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