

# Reaching Dispersed Audiences Rapidly at



See how Cadbury Schweppes rolled out their new Performance management system on a limited budget and even tighter timeframes

Shortlisted e-Learning Project of the Year for the  
Institute of IT Training Awards 2008

## Business need

Cadbury Schweppes is the world's largest confectionery company, dating back to 1824 when John Cadbury opened in Birmingham selling cocoa and chocolate. Employing over 45,000 valued people in confectionery around the world, their working environment is often described as both challenging and rewarding.

Personal and professional aspirations are of the utmost importance. In February 2007, an IT project was launched to deliver an intranet based online performance management system for management and administrative colleagues in time for the July 2007 mid-year review. An online system was needed to provide global standardisation and also to reduce paperwork and the amount of time spent administering the annual review process

## The challenge

The current performance management process differs greatly between countries and a key requirement was to ensure all users adhered to one standardised global process. The global rollout scope was to ensure 18,000 colleagues (including managers, senior managers and HR Business Partners) in 60 countries and 24 languages could carry out the mid year review on line. The IT Training Team was asked to respond to a high level brief to provide appropriate learning to the user base. An e-Learning approach was taken as this was considered the best platform to deliver a variety of training that would be universally available, standardised, on time and within budget!

Additional challenges included:

- > A limited budget of £60,000
- > Learning to be delivered in 24 languages
- > Time constraints - a test system would not be available until the end of May 07 with a go live planned on 2 July, 07, leaving a 30 day window for all mid-year deliverables
- > An audience with limited experience of technology-based learning.

## Addressing the Challenge

Given the project constraints, the IT Training Team decided to create the learning solution in-house, using their passion, experience and a range of rapid application development tools.

The primary training and support was provided by way of “The Learning Zone” a web resource available as a direct quick link from the Performance Manager home page providing easy access for all users to:

- > Global communications and key messages about performance manager and its importance to the business
- > Process overviews and responsibilities targeted at specific roles within the business
- > Video introduction (Adobe Captivate with language voice over/subtitle versions)
- > Help section that includes:
  - module listings of flash based interactive simulations (Adobe Captivate)
  - quick reference guides available in 3 languages (Microsoft Word template)
  - frequently asked questions
  - local contact information.

The IT Training Team worked closely with the core project team members, regional and local coordinators and process coaches to deliver far reaching e-Learning that satisfied not only the stakeholders, but also the global audience across 53 countries.

## Results

The programme has so far been rolled out to over 10.000 staff worldwide. A post implementation review with both IT parties and with the business team was carried out by internal auditors. Within the IT review, training was listed as the number one thing that went well on the project.

It was clear that the speed in which the IT team was able to respond to the business needs of the organisation was a critical factor in this success.

*“The whole project was executed in 12-14 weeks and given this timeline the project was thought to have been executed very well, especially given the global scope of the rollout.”*

*“Good support provided by the IT training team”*

*“The IT team was generally well regarded particularly during the design/implementation phase”*

*“The quality of delivery was felt to be good”*

*“Process coaches used to good effect, which facilitated a good roll out”*

## Ingredients for success

Lisa Thorpe, a functional IT Training Manager at Cadbury Schweppes, outlines seven factors that have contributed to the success of this project:

### 1. Project management



From a general project perspective, Cadbury Schweppes has a detailed methodology using phases, stage-gates and detailed documentation. This helps to control and monitor the project and stakeholder requirements. All documentation is base-lined and changes are taken through full change control. A formal cost estimating process is also used, though this was thought to be a little time-consuming by the stakeholders.

As part of this process, a detailed list of over 50 key deliverables was captured on a training scope and tracker spreadsheet. This used standard metrics to calculate the resources needed to complete training and development in the allotted 30 day window. This document is also an important management tool that provided high visibility throughout the project life and enabled the IT Training team to deliver on time.

As part of the Cadbury Schweppes standard methodology, the training team is engaged early in the process and has full input to the cost estimates and project planning. The team also forms part of the standard weekly progress reporting, which is shared with stakeholders.

## 2. Developing the skills of the IT training professionals in Cadbury Schweppes

The Training team had a variety of skills, but the timescale of the project required development and online tutoring from most team members, templates, scripts and learning were created to facilitate and fast track deliverables.

## 3. Materials Development

Materials development was one of the teams greatest challenges as this could not commence until the end of May 07 when a test client was delivered by the provider. A one month window (prior to availability of a test client) was used to greatest advantage by:

- > formulating and aligning detailed plans
- > inducting the local support network
- > creating and testing templates and the Learning Zone (HTML structure)

## 4. Engaging learners

Whilst the project scope covered 24 languages, user analysis showed that the greatest concentration was English speaking (60%) with Latin American Spanish, French Canadian and Brazilian Portuguese accounting for a large proportion of the remaining users. The introduction video and quick reference guides were translated to support these user groups. Process coaches provided feedback that users were pleased with the materials available in their home language.

## 5. Validating the Approach

Feedback was incorporated throughout to ensure the e-Learning components met the learner's needs. This was challenging as culture variances for 53 countries were accommodated. In this way, all templates were thoroughly tested and approved by the project team in readiness for the test system availability in May.

A four way review process included developer review, peer review to documented standards and stakeholder review (HR Process Director and Project Owner), the final review stage was user acceptance testing (carried out by global process coaches). This ensured the provision of global quality.

The Learning Zone structure, quick reference guide and simulation design was tested with an audience of over 100 global process coaches, which allowed the team to create and develop documentation in a very efficient manner.

For more case studies visit [www.towardsmaturity.com](http://www.towardsmaturity.com)

For more information on the Institute of IT Training visit [www.IITT.org.uk](http://www.IITT.org.uk)

## 6. Aligning communications, training and system go live dates

The communication plan was aligned to the training plan and this proved successful in synchronising user communications and readiness planning. The Learning Zone was launched two weeks before system go live.

Users had a personal agenda to learn, in the very fact that they needed to complete “their own” performance review.

They were encouraged to prepare for go live by:-

1. watching the overview video
2. taking the simulated lessons
3. downloading the quick reference guides
4. following role and responsibility guidance.

There were a number of benefits from this alignment - over 300 users a day accessing the Learning Zone with help desk call statistics monitored closely. 329 calls had been logged against Performance Manager as of 16 October 07. However only 4 training related calls were recorded; this has been an impressive result for both the IT Project and IT training team.

## 7. Supporting learners

Secondary support was provided by instructor led online training using Microsoft Office Live Meeting to:

- 100 process coaches (who then went on to provide local support)
- 200 HR Business Partners
- global IT Service/ Help desks

## In Summary

Traditionally, e-Learning had a reputation for being a lengthy and expensive development. This project demonstrates what e-Learning can deliver in terms of:

- High quality, innovation, blend and value for money
- Fast turnaround time - 30 days for Phase I training and development
- Global coverage, cultural and technical diversity and acceptance (53 countries and 4 languages).

The team learned lessons that were captured throughout and built into methodology, design standards and ways of working. As a result of the design, cost and success of global delivery on this scale the IT Training team have been asked to submit proposal for other projects.



A final word from Julia Freeman People Capability Director and Project Owner, Cadburys Schweppes

*The IT Training Team provided excellent materials and training delivery (via webhosted conference sessions) to support the roll-out of our global online performance management system.*

*The presented solution was an innovative solution to our challenges of geography, language, timeframe and budget.*

*Our IT colleagues became an integral part of the core project team, immersing themselves in the systems development in order to better understand the product and its functionality.*

*The training solutions provided are flexible and accessible. They can be used successfully by a colleague at their workstation a process coach working with a manager or by HR running group training activities. They are also always available through our Performance Manager system –regardless of time zone. Further development is underway as we provide more language options and move into our full year review activity. The IT Training team continue to demonstrate enthusiasm and creativity as we move forward in our implementation.*