

Element K Case Study

Cadbury Case Study

Ensuring Consistency Through Innovative e-Learning Global Induction Program



Cadbury is a leading global confectionery company with an outstanding portfolio of chocolate, gum and candy brands. It has the number one or number two position in over 20 of the world's 50 largest confectionery markets. Cadbury also has the largest and most broadly spread emerging markets business among all confectionery companies. With origins stretching back nearly 200 years, Cadbury's brands include many global, regional and local favourites, including Cadbury, Creme Egg, Flake and Green & Black's in chocolate; Trident, Clorets, Dentyne, Hollywood, Bubbaloo and Stimorol in gum; and Halls, Cadbury Eclairs and The Natural Confectionery Company in candy. (For more information, visit www.cadbury.com)

With a diverse global workforce and an ongoing demand for induction, Cadbury faced a major challenge: *'How can we engage our new colleagues early so they understand what's great about Cadbury and feel part of our global organisation?'* Cadbury knew that e-learning was an engaging and practical way to progress but with limited past experience and the need to move quickly, it wanted a partner who could develop a creative solution for a demanding audience.

Business Drivers for the Global Induction Programme

Being part of a global organisation, employees follow the Cadbury ethos and culture of working as one team across geographic and functional boundaries. With a diverse and evolving global workforce, Cadbury faced a key challenge: induction training was inconsistent in content, quality and timing.

Having a standardised global induction programme would help leverage the passion colleagues and consumers have for the company and its brands, and ensure consistency in the induction process around the world. In addition, Cadbury wanted to improve line manager accountability and capability with regard to their people management responsibilities which this initiative could strongly support.

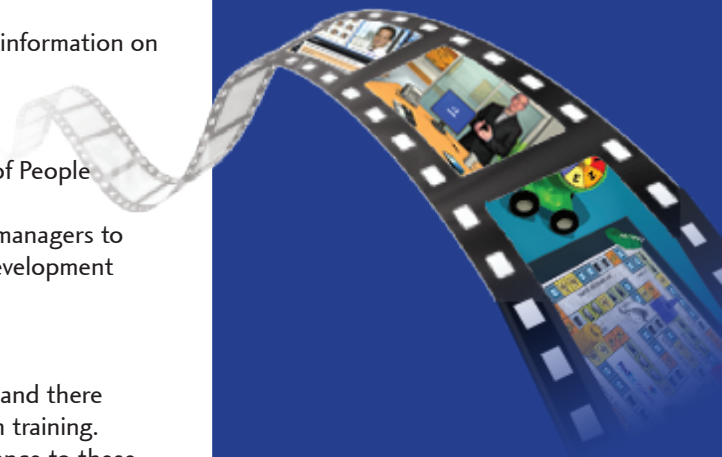
Cadbury identified the following key drivers:

- Improve the quality of induction training by delivering a clear consistent message.
- Have something which is easy to use and maintain locally.
- Have the ability to link to other resources such as the intranet for more information on policies and processes.
- Be in an engaging format.
- Include a mechanism for tracking completion of the learning activity.
- Introduce all new hires to the performance management process (part of People Processes).
- People Manager Induction: Introduce newly hired and newly promoted managers to their role in people processes such as performance management and development planning at Cadbury.

Learning & Development at Cadbury

Most training is delivered, managed and funded at a local business unit level and there is a strong bias towards on-the-job development supplemented by classroom training. The Global Learning & Development team provide support, advice and guidance to these business units throughout the world.

In the future, the Global Learning & Development team see e-learning as an increasingly important part of a blended approach as it lends itself to covering processes which can be somewhat dry if taught classroom-style. E-learning is consistent and can be tracked – an important consideration for Cadbury.



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The Global Induction Programme at Cadbury

Bespoke Content Development

The Global Induction Programme consists of four modules:

- 1 **New Colleague Induction Module** providing an introduction to Cadbury, its brands and organisation structure and an explanation of its core values.
- 2 **Business Principles** on how colleagues are expected to behave while conducting their day-to-day work.
- 3 **People Processes** for all colleagues so they understand the people processes such as performance reviews and development planning.
- 4 **People Management** for line managers so they understand their role and what they need to be doing.

A major consideration for Cadbury was that the e-learning had to be engaging, interesting and interactive with an element of fun.

Cadbury worked with different parts of the NIIT organisation in developing the four modules that constitute the Global Induction Programme. Lesley Thomlinson (Global Learning & Development Manager) worked with Cognitive Arts in the US on the two People Process modules using NIIT's Critical Mistake Analysis methodology along with representatives from the seven business units. Yosayut Sahawatcharin (Global Talent Manager) worked closely with NIIT's development group in Mumbai on the New Colleague module.

The timescales were very tight and both Lesley and Yosayut found the people they dealt with at Cognitive Arts and NIIT to be helpful and responsive – who made it easy to work across multiple time zones and different continents.

Basic LMS with Element K's 'Knowledge Hub'

Once the decision to use e-learning for the Global Induction Programme had been taken Cadbury recognised that it would need the capability to manage, track and report on learning activities across the globe, hence the need for a basic LMS.

The level of functionality was a key consideration, but for Cadbury the strength of the relationship and the increased understanding that NIIT were able to demonstrate of the Cadbury organisation made the decision an easy one and Cadbury implemented Element K's 'Knowledge Hub' (KHub). While Cadbury currently has a basic LMS, the organisation anticipates that the central LMS will be expanded with more functionality over time.

Marketing and Overcoming Barriers

Cadbury worked closely with the various NIIT and Cognitive Arts project teams, as well as the corporate affairs and HR groups around the world who all helped to pull together communication plans and supporting tools. This included a 'launch pack' containing:

- Contents of the induction modules
- User guides for new colleagues, line managers and the local HR group
- Outline email to be used to communicate the programme to all local staff

Lesley and her team effectively launched the programme announcing all four modules with a smoother process for accessing, tracking and completing the relevant modules. It's important to Cadbury that there is a high level of ownership at a local level and the Global Learning & Development team sought key stakeholder engagement throughout this process.

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The team continue to stress to their colleagues around the world that e-learning is an interesting and relevant way of learning, but good quality content is paramount. In fact, from an NIIT and Cognitive Arts perspective, leveraging Cadbury's strong corporate and brand identity has made the bespoke content development a great and rewarding experience.

Business Benefits and the Relationship

The final three modules were launched in August 2009. Already the signs are very encouraging with positive feedback as Global Learning & Development start to deliver a consistent message globally. Cadbury has made this a mandatory programme for all new starters, notwithstanding the fact that in some countries there may still be a language requirement and IT constraints. Cadbury is already starting to capture key metrics that will demonstrate the value and benefits from using the Global Induction Programme. The key focus now is on driving usage and adoption of the programme and continuing the process of translating all four modules into nine core languages.

It's also interesting to see how the relationship with NIIT, Cognitive Arts and Element K is evolving. Both Lesley and Yosayut emphasise that the working relationship established with the respective project managers has been excellent, and having primary contacts has proven to be very helpful to Cadbury. Both organisations have learnt a great deal about the other and particularly for NIIT and its subsidiaries it's been especially important to understand the culture, values and ethos of Cadbury. That investment of time will be of even greater benefit in the future.


The breadth of services available to Cadbury from NIIT has been important, and it goes into any future developments with NIIT with a really strong base and foundation.

5 Key Lessons Learnt

1. The first thing Cadbury stressed as a key 'lesson learnt' was **'talk to IT'** and make sure they are involved very early in the process. Don't assume the IT infrastructure will be ok.
2. **Stakeholder management** is also crucial.
3. **A realistic project plan** with sufficient time for reviews and capturing responses, and perhaps going round the review process more than once!
4. Allow the internal project team to **review each stage of content before review meetings**, thus ensuring that conference calls are much more productive. The calls worked best when written feedback from the team was collated before the call, meaning the project team call only needed to cover outstanding issues.
5. **Focus on embedding** in the organisation rather than just the initial launch.

Cadbury wanted an e-learning solution that addressed its key requirements of being engaging, global and consistent. It's gone well but it's just the beginning of this e-learning journey, and it will be fascinating to see how this evolves in the future.

Cadbury know that the characteristics of a great and growing relationship with NIIT are honesty, openness, trust and communication.

This case study was presented in partnership with  **TOWARDS MATURITY**
Improving the impact of learning technologies at work

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