



Case Study

Industry: Retail and Food Services

Use Case: Learning Management, Virtual Classroom, Video and Web Conferencing

Saba helps KFC transform their learning organization for countrywide extended enterprise.

Challenges Before Saba Implementation

To become the best UK Company for training and development across 825 restaurants.

Benefits

- Brings together leaders from various geographic and Standardised training for over 25,000 employees across 825 country-wide restaurants
- Transformation from a paper based manual training approach to rich e-learning content to reduce time to productivity:
 - 30% decrease in time taken for learners to complete the introductory e-learning training programs
 - 65% decrease in time taken for restaurant managers to deliver the new training.
- Launched the Learning Zone to 1200 managers and business leaders
- Development of new e-learning content as part of the LMS implementation

- Development of extensive leadership program for restaurant managers and leaders
- Award winning training and development with a win in the large organizations category at the Britain's Top Employer award

KFC (Kentucky Fried Chicken) is the world's largest chain of fried chicken fast food restaurants, headquartered in Louisville, Kentucky in the United States. An 'American icon', it is the second largest restaurant chain after McDonald's, with over 17,000 outlets in 105 countries and territories. It was founded by Colonel Harland Sanders, who began selling fried chicken from his roadside restaurant in Corbin, Kentucky during the Great Depression. Yum! Brands the worlds' largest restaurant company is the umbrella organization for iconic brands KFC, Pizza Hut and Taco Bell. The KFC UK & Ireland operation has 825 restaurants country-wide of which 65% are franchised, over 25,000 employees, and has current annual sales of £850 million. The equity owned restaurants and franchise restaurants range in size from one restaurant to over one hundred going concerns.

“ We have a simple yet bold goal to become the best company for training and development, measured by our ability to grow and develop today and tomorrows' leaders. To realize this we want every restaurant to become a training restaurant and create an area where employees can leverage technology to learn and develop. ”

Bernie Green
Operations Training and
Development Manager

Global Learning Transformation

Up until 2007, the parent company, Yum! Brands did not have a global unified learning platform in place. Each brand designed and developed its own training management system, leading to vast inconsistencies and inefficiencies. With a large global workforce, Yum! realized there was an opportunity to drive greater consistency in the way that the brands prepared employees to work safely and serve customers. After weighing the options, Yum! chose the Saba. This was to be implemented globally and based on this in 2010 KFC UK & Ireland began the transformation of its learning organization.

KFC identified three key stages to transforming its' learning organization across the extended enterprise:

Strategy	To make every restaurant a training restaurant
Structure	Partnership, Communication, Engagement, Measures of Success
Culture	Fun, Recognition

Strategy – The KFC Vision

The vision for KFC was clear: To become known as the best company for training and development.

Consistency is Key

Most of the 25,000 employees working across the KFC UK & I business are aged 16-24 and have high usage rates of technology. Young techno-savvy employees would come to KFC and be faced with a stack of paper manuals, and a training philosophy of read and learn. It was evident that KFC needed to catch up with technology and change its approach to training.

Delivering consistent training was also a challenge for KFC. Across the 825 restaurants, each restaurant manager would deliver training in their own way creating huge inconsistencies. KFC wanted to ensure that across all of its restaurants, every learner had the same experience and received the same training. 'If we want to step change our capability and the development of our leaders, consistency is key, especially when we want to deliver a maniacal service experience for every customer on every visit.' commented Green. A key challenge was to ensure that each type of restaurant, whether equity or franchise, was engaged in the transformation and would actively use the new learning programme once implemented. Transforming their learning organization wasn't just about implementing a learning management system. KFC wanted to become the employer of choice for training and development.

Structure – The Transformation Journey

In order for the project to be justified, KFC had to implement Saba in all 825 restaurants, to provide all employees with access to e-learning and deliver increased individual and business performance. A cross functional project team led all stages of the project including the design, development, piloting and launching of Saba and e-learning content. The implementation was to be managed over a 2 year time period. A pilot was launched with 12 restaurants, half equity owned and half franchise. The learning environment created was named 'The Learning Zone'. The aim of the pilot was to engage and excite the business leaders and channel partners about the Learning Zone. It also enabled two-way, open and honest communication about the implementation plans.

Channel partners provided feedback and expertise into the franchise business. KFC developed a comprehensive communications strategy to ensure there was clear and timely communications to all stakeholders and used Saba Meeting to enable greater collaboration between the various stakeholders. Project teams and partners met via monthly face to face meetings, and via virtual classroom technology enabling the sharing of documents and applications in real time. Saba Meeting also enabled the project team to demonstrate the learning content. KFC developed 'The Learning Zone' into a brand with the tagline 'Love to Learn' and regular updates were communicated to employees using newsletters and social media. The idea was to create a viral and exciting feel about the Learning Zone. Following the pilot, Saba was officially launched to the extended enterprise via a 3 hour workshop to approximately 1200 restaurant managers and business leaders.

“Saba gave us a great platform to deliver content throughout all levels of our global business that would support our training and our development. It isn't just about putting a system in place for our restaurant trainees, but also about implementing development programs that we can build externally through our providers that supports the growth and development of our employees for the long term.”

Bernie Green
Operations Training and Development Manager

Culture – For Success and Recognition

Organizational culture and recognition is important across all of the restaurant brands in Yum! It was important for KFC to celebrate the project successes and achievements. Many of the team members who were part of the project teams, had day jobs as well, so it was important for KFC to recognise the work they had done and to say thank you for what they had delivered. Team members played a critical part in the journey. Celebrating the achievements and milestones, also enabled KFC to motivate the franchisees to join the transformation journey.

Award Winning Training and Development

'The Learning Zone' has been established as a university for KFC employees offering training and qualifications. In partnership with the City and Guilds KFC now offers employees NVQs. In the future, KFC will also offer degree qualifications awarded by De Montford University. The time and investment that KFC has made in training and development for its employees is award winning. KFC won an award in the large organizations category at the Britain's Top Employer awards where they scored highly for benefits, training and development, career development and company and culture.

Saba has provided KFC a more efficient and engaging e-learning program. The switch from manual paper based training to the online e-learning content has seen a 65% decrease in the time taken for restaurant managers to deliver training, and a 30% decrease in time taken for the learners to complete the training. This is a huge selling point as restaurant managers have been freed up from conducting training to focussing on the business.

KFC are designing and developing a reporting and analytics suite which will be utilized to track and measure the training progress of employees. It will also provide the business with critical insights into the success of its training programs in supporting the growth and development of its employees.

KFC are also currently leveraging Saba to deliver a Leadership Development Program 'Taking People With You' to over 1,200 Restaurant Managers and Restaurant Leaders supporting their personal growth and leadership capabilities.



Saba delivers a cloud-based Intelligent Talent Management™ solution used by leading organizations worldwide to hire, develop, engage, and inspire their people. Intelligent Talent Management uses machine learning to offer proactive, personalized recommendations on candidates, connections, and content to help your employees and organization lead and succeed.

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