SABA.

HYATT®

> **"** Our end-users chose Saba because it was mobile, as easy to learn as YouTube and as smart with personalized recommendations as Netflix or Amazon. **"**

Industry: Resorts

Employees: 100,000

Saba Solutions: Saba Cloud

Hyatt Brings Their Purpose to Life with Saba-Powered Learning

A decade ago, Hyatt Hotels Corporation, the 59-year-old hotel giant with multiple brands operating in 52 countries, recognized that globalization could eat its proverbial lunch — but it might not be eating it at Hyatt properties if the company was nimble enough to understand the needs of their stakeholders and respond to them.

As the world has changed, travelers have changed. And Hyatt recognized that global travelers now expect unique but consistent experiences wherever in the world they are with Hyatt. In 2012, the Hyatt organization created a Global Operations Center with the central goal of delivering unique brand experiences around the world. This organizational change allowed Hyatt colleagues to come together around one purpose: to care for people to be their best.

Part of this organizational change also included the decision to establish one Global Learning function. "We are united as colleagues through our purpose of caring for people so they can be their best," said Christy Sinnott, Vice President, Global Learning, Hyatt Hotels. "One way we demonstrate our purpose to our guests is to deliver on these unique branded experiences our guests have come to expect."

Hyatt wanted to ensure its colleagues across the globe were able to understand and deliver on the needs and wants of their customers: everything from the check-in and checkout process, to room service and restaurant experiences. Hyatt's Global Learning team partners closely with the Global Operations and Brands teams to understand the desired experiences and create tools and resources to help their colleagues bring these experiences to life.

"We are a small but mighty learning team," says Sinnott. "We set strategy, work with subject-matter experts to create content, and design a learning experience for our colleagues that helps them be their best every day." In order to scale the Hyatt Learning team efforts, in 2015, Hyatt looked for a technology partner to enable colleagues to learn and grow in a 24/7/365 business environment.

Using Empathy to Drive a Technology Selection Process

Hyatt's purpose is rooted in empathy and starts with listening to and understanding the needs of others. Hyatt's Learning Technology team demonstrated their listening and empathy skills when selecting a new LMS. What they heard was that learning needed to be easy to access, easy to use, and quick to consume for its 100,000 colleagues around the globe.

Since company-wide adoption and use of the solution was paramount in achieving their business goals, Hyatt's Learning Technology team vetted Learning Management Systems not just with stakeholders and IT, but more importantly, with their colleagues — their end-users.

"When we looked at learning technology, we took an end-user approach to the selection process," said Kirsten Petrich, Learning Technology Manager at Hyatt Hotels. "First we reviewed the back-end functionality: what each system could do analytically, functionally, scalably and securely. Then we looked at the interface: how intuitive, accessible, dynamic, and practical each was. We made a short list of viable solutions and gave it to our colleagues to make the final decision. Our end-users chose Saba because it was mobile, socially integrated, and as fun to use as the sites they love. It was as easy to learn as YouTube and as smart with personalized recommendations as Netflix or Amazon."

Fourteen weeks later, from start to launch and with the help of an "excellent" implementation consultant, more than 100,000 Hyatt colleagues went live on Saba Cloud.

Digital "workspaces" within Saba Cloud allowed them to achieve these learning goals.

"We have been able to use Saba to connect colleagues around shared content to better deliver service — by their role, where they work, or as part of the broader Hyatt community," said Sinnott. "It is seamless to the end-user — although on the back end Saba connects hundreds of possible combinations of what a colleague might see and experience to ensure a personalized experience, tailored to the individual's needs, including their preferred language."

So, staff at the all-inclusive Hyatt Ziva leverage a learning environment that reflects that particular brand, while those at Hyatt Regency experience a learning environment that reflects the brand experience for that global brand.

In the Hyatt Regency workgroup on Saba, team mates can connect and reinforce their learning through collaboration and shared success.

Ensuring Brand Experience

Ensuring an excellent customer experience is a shared goal across Hyatt Hotels and the Global Learning team looking to provide learning-specific content while supporting the 11 brands, each with its own design considerations.

Sinnott explains, "We needed to do a much better job of connecting and delivering a more consistent customer experience by brand, because our business and leisure guests experience Hyatt in multiple locations, across our 11 brands, around the world."
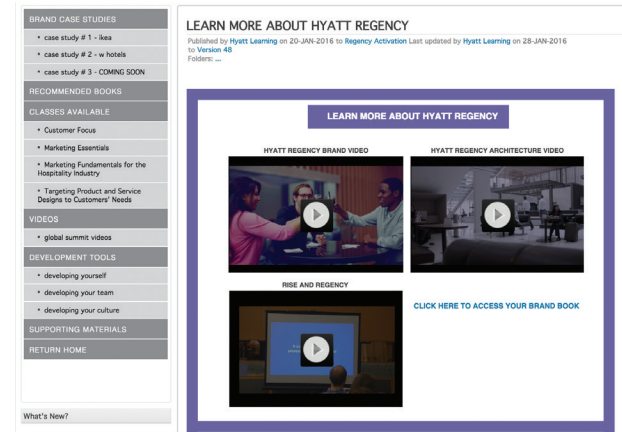
> ❝ Saba is helping us deliver brand training, tools and experiences in a way we haven't done before. ❞

Hyatt is delivering on-brand portals, but it is not siloing learning; it uses Saba to create online groups for people in similar roles throughout the network to encourage peer-to-peer networking and knowledge exchange as well.

The Big Value of Small, Portable Content

With Hyatt's new learning approach, training that used to be delivered in a classroom or written with step-by-step details has been transformed to be social, delivered via video and e-learning, and mobile. The Learning team worked recently to identify all of the core tasks required across all hotels globally and — what used to be reviewed in approximately 1,000 training documents — is down to 120 mini-videos that communicate their messages with images and video.

The Big Value of Small, Portable Content

"Now an employee can use their tablet or phone to view a series of pictures to walk through expectations of how certain tasks should be completed at Hyatt — like how to set a table, pour a bottle of wine, or make a bed," Sinnott said. Reliance on images also helps eliminate language barriers, a common factor given Hyatt's global scope.

Hyatt is starting to see that ease of access to learning when and where it is needed is driving new immersive learning behaviors. A few examples include:

- With content easier to access, Hyatt found 1,500 learners enrolled in revenue content on their own, though only 88 of them were in the traditional revenue roles that would have completed this content.

- A user in Dubai was seeking learning that could be done on his daily commute and found that the leadership videos available on his mobile device were exactly what he was looking for.

Hyatt makes in-the-minute training easy with short, wordless training videos for mobile devices.

Learning about Learning

Because the needs of Hyatt's colleagues are always changing, Hyatt's Learning team is always looking for opportunities to adjust and optimize their approach to be in step with those needs.

"Saba allows us to gain insight and keep up with change in a rapid and insightful way," said Sinnott.

For example, one big "aha moment" Sinnott's team got from Saba analytics was about the number of languages needed currently to support teams across 52 countries. When Hyatt launched the Saba system in April 2015, they rolled it out in all 23 languages available. But Saba analytics was able to capture how people configured their own individual views of the system — and showed that only 12 languages were being used at this point in time.

"We are learning," added Sinnott. "In our ever-evolving performance support we are always looking for next practices: do we follow up on new learning courses and content with a social community, or add a video, or what? User feedback and analytics help us advance our learning that much faster."

> 66 Saba allows us to gain insight and keep up with change in a rapid and insightful way. 99
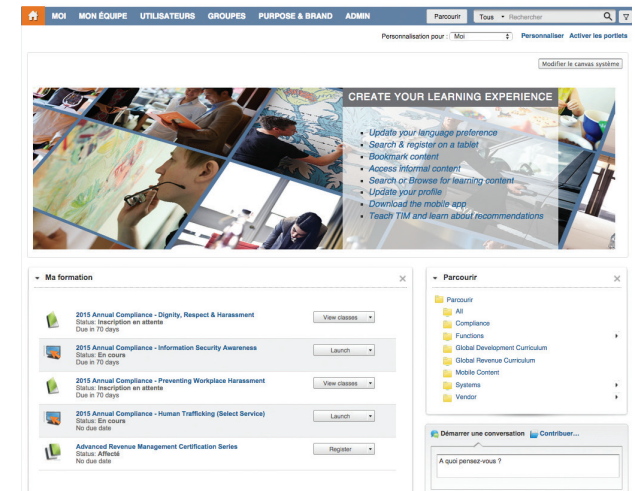
Hyatt team members personalize their learning experiences on Saba, and in turn, the learning group gains insight on the most important and impactful content and context for the business overall.

Data-Driven Decision-Making

"When it came to decision-making about learning, we did not have real data to do this before Saba," said Sinnott. "Now, we are able to use data that reflects our user input to help make decisions. Senior leaders at Hyatt now have visibility into the effectiveness of our learning investment. They can see the momentum in our colleagues leveraging experiential learning socially and on mobile devices."
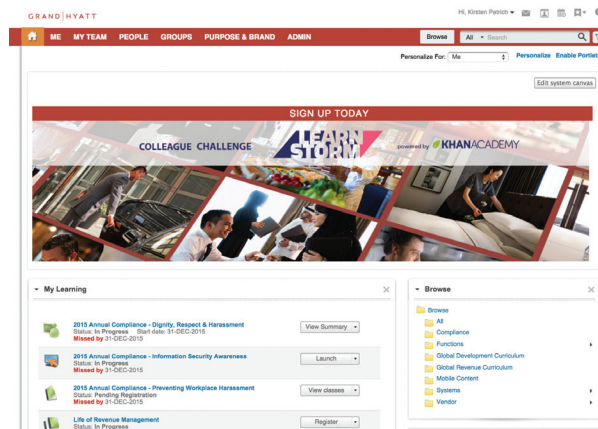
Added Sinnott, "With Saba, our organization is creating a culture where people love to learn and are enabled and supported to be their best every day. This is our purpose in action."

Game On! The Perfect "Learn Storm" of Success

Hyatt has created a quarterly report card that tells a story about their emerging learning culture. Nine months after they went live with Saba they see multiple data points that show learning is becoming immersive at Hyatt:

- Nearly 40% of their 116,000 employees worldwide visited the My Learning site — and 77% of those returned.

- Mobile use via smartphone and tablet is gaining momentum and is a key component of success since the vast majority of Hyatt Hotels' staff do not have "desk jobs." They need to have learning available where they are.

- Expansion from primarily compliance training to more skills-based learning.

- Move from 100% formal to primarily informal, immersive learning.

- A catalog of 493 course offerings (63 of which are translated).

- 27 informal channels and groups.

- 13 video channels.

- 62% increase of satisfaction with the system vs. the prior LMS.

But Hyatt's Learning team continues to look for broader inspiration to help deliver on their company purpose: to care for people to be their best — including colleauges, guests and their local communities. In early 2016, Hyatt used the powerful Saba platform to expand on that purpose. Hyatt sponsored a "Learn Storm" math learning competition for Chicago-area public school children in partnership with Khan Academy's online curriculum. To garner internal awareness for this initiative, Hyatt opened up a similar Learn Storm competition to their employees worldwide. Within the first week of the launch, 667 Hyatt employees across 148 properties were accessing the Khan content and building their own math skills …all for the fun of learning.

At the conclusion of the 30 day challenge, over 5,000 colleagues from around the world engaged in math and the fun of learning.

In the middle of all the fun: Hyatt's CEO, Mark Hoplamazian, sent an internal text with a selfie in front of his own Learn Storm session. His text title is a perfect summary for Hyatt's all-in approach to developing its people to grow its business. It read: "Game On!"

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