



### Case Study

**Industry:** Retail and Food Services

**Active Users:** 700,000

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

Saba helps Yum! Brands drive global growth, better customer service and retention with formal training, informal learning and real-time collaboration.

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#### Mary Woolf

Director of Learning Technologies  
Yum! Brands

### Challenge

Deliver consistent, high-quality, and standardized training to its large, geographically dispersed workforce and facilitate enhanced real-time communication and collaboration.

### Benefits

- Provides online access to a rich and engaging curriculum with thousands of eLearning, virtual classroom, and instructor-led courses for hundreds of thousands of team members worldwide
- Records 12,300,000 course completions since 2010, with an average of 15 courses completed every minute
- Facilitates both formal departmental and functional group meetings as well as impromptu, real-time collaboration among team members as needed
- Decreases turnover rate within stores using Saba-supported Yum! Learning Zone

- Boosts in-store hospitality scores by as much as 2.5% — a significant improvement
- Increases the number of team members referring friends to work at Yum!

Yum! Brands is the world's largest restaurant company, generating more than \$11.8 billion in annual revenues. It is the umbrella organization for well-known quick-service restaurants and global category leaders KFC, Pizza Hut, and Taco Bell. Even in the challenging economic environment of recent years, Yum! has continued to grow rapidly, especially outside the US, opening an average of five new stores daily. Its 39,000 restaurants worldwide are staffed by more than 1.4 million associates.

With approximately 80% of its restaurants worldwide either franchised or licensed and a presence in more than 100 countries — maintaining consistent, high-quality, standardized training is exceptionally difficult. For many years, each restaurant brand designed, developed, and delivered training on its own.

Because of this, training varied significantly from region to region and even store to store. Tracking was managed by individual restaurants in Excel spreadsheets or with handwritten notes in personnel files. And it was difficult to measure the effectiveness of programs or determine their impact on company results.

With such a large workforce and a high employee turnover rate, Yum! made the decision to implement a unified learning solution based on Saba software to manage their entire employee lifecycle process. The solution allows for online access to thousands of eLearning, virtual classroom, and instructor-led training courses — as well as facilitating real-time meetings and collaboration.

“Our implementation of learning technologies supported by Saba is the first in the history of the company designed to touch users in every store and support center in our business, regardless of whether a store is franchise-owned or company-owned,” said Mary Woolf, Director of Learning Technologies at Yum! Brands. “We have been able to provide more standardized leadership and coaching programs for our store managers and managers in training. We have also been successful in delivering operations training across our system that is consistent with best practices.”

### **A Phased Global Learning Rollout**

In 2007, Yum!’s growth, expanding compliance requirements, and the dynamics of the restaurant business had created a number of imperatives in employee training. Learning needed to be delivered to team members faster, more efficiently, and more consistently. The solution needed to make content development and administration simpler and cost-effective. And tracking and reporting had to be built in.

To get started, Yum! rolled out the Saba platform to a select group of restaurants under one of its brands. The company called its learning environment the Learning Zone and offered an array of tools such as Web-based modules, on-the-job checklists, and online assessments. By initially focusing on one of its restaurant brands, Yum!’s learning team could design and configure the Saba solution to best meet the needs of all of its employees worldwide.

The phased deployments were well received, and Yum! began to roll out the Learning Zone to more team members in stores at all three brands worldwide. At the above-store level, Yum! University was moved onto the Saba platform and online compliance courses and a new leadership development curriculum were deployed.

By putting a single global system in place — which includes the virtual Saba Classroom for formal learning and Saba Meeting for real-time communication and collaboration — Yum! was able to achieve its cost objectives while still maintaining unique brand identity and training program flexibility for each of its restaurant chains. The colors and themes used in the marketing and advertising for individual brands (for example, purple for Taco Bell, red for KFC) were incorporated into each brand’s Learning Zone implementation. In addition, the Yum! brands were allowed to add and manage their own learning content as needed.

“The Learning Zone with its Saba platform has been a breakthrough program for Yum! and is meeting our needs by enabling us to deliver consistent training within our multiple brands and multiple countries,” Woolf explained. “This solution also allows us to provide accessibility and navigation in 21 languages.

Saba Classroom and Saba Meeting are erasing the distance between us and allowing our employees to collaborate cost effectively in real time, regardless of where they are located.”

### **Broad-Based Curriculum and Certifications**

Yum! offers an exceptionally broad-based curriculum targeted to a wide range of needs through Saba software. This includes on boarding for new hires, extensive offerings for existing team members, leadership programs, and training designed to build and maintain the unique cultures at the three restaurant brands.

In the stores, associates can choose from thousands of specific courses designed to provide needed technical skills — plus training for managers and management prospects. Yum! was able to break several 8-hour instructor-led training courses into shorter, multi-day Saba Classroom sessions, allowing more people to benefit from the training while reducing costs.

In addition to the store-level courses, Yum! targets leadership training to a number of above-store functions such as human resources, finance, marketing, and operations. Further, the company relies on Saba to manage critical compliance needs through online courses and assessments in food safety and more. Saba’s platform offers the capability of charging franchises for training, which has been especially important for Yum! Restaurants International.

How successful has Yum! been with its deployment of Saba? With nearly two-thirds of the 39,000 stores currently accessing the Learning Zone, the company's usage is remarkable:

- 24,740,000 completions since January 2010
- 30,000 courses completed daily
- 21 courses completed every minute

The company's objective for the Learning Zone is to ultimately serve their entire workforce, 90% of whom work in the restaurants and the rest working in above-store support centers and administration.

“Today, our store employees consume 99% of the eLearning we deliver.”

**Mary Woolf**

Director of Learning Technologies

“Our above-store employees are consuming almost all of the virtual classroom training we deliver. As the technology becomes more mainstream across our stores, we expect to see the volume of quick, virtual training provided to store associates continue to grow rapidly.”

**Integrating Formal and Informal Learning and Collaboration**

Formal training is only half of the story at Yum!. Before the implementation of the Saba platform, stores and support centers — especially those outside the US — found it difficult and expensive to communicate. Saba Meeting changed all that, letting the company's geographically dispersed personnel collaborate with ease on projects through Web-based Voice over Internet Protocol (VoIP) audio.

Yum! hosts a variety of meetings that range from impromptu collaboration to more formal departmental or functional team meetings where global attendees may number in the hundreds. All of the senior leaders at Yum! now leverage Saba Meeting for their monthly or quarterly Webcasts to the organization. The integration of high-definition cameras and broadcast-quality production has made the Saba platform even more attractive for executives to broadcast their messages worldwide.

“I think the best example of the platform's value to the organization can be seen in the way we used it during our 2013 upgrade to the latest version of the Saba solutions,” Woolf stated. “Business partners from around the globe used Saba Meeting to collaborate, offer input on specific screens and processes during long work sessions, and provide ‘on the spot’ approval. The solution's support of breakout groups let people hash out details on the side and then join back in to help make final decisions.”

The new platform is based on two menus, which reduces translation efforts by up to 80% across 21 regions. What's more, the move to cloud-based solutions further simplifies Yum! support efforts going forward.

**Learning from the Experience**

As the Learning Zone platform was rolled out worldwide, Yum! knew and prepared for challenges. Many of the early efforts focused on driving user adoption and automating as much of the learning enrollment process as possible.

“Using Saba was a different way of doing training and required a lot of knowledge- building and a full transformation of our training content,” explained Woolf. “Additionally, the restaurants were not all ready for Web-based applications, with some having limited Internet connectivity and old equipment. Although Saba's solutions handle a wide array of client devices and work in bandwidth-constrained environments, the training we wished to develop required stronger connections and newer, faster equipment.”

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Yum!'s efforts in simplifying its learning process and enabling widespread content sharing have quickly paid off in faster user adoption. "Learners and managers enthusiastically embrace the content because of how interactive and consistent it is," remarked Woolf. "Associates thoroughly enjoy their training, and the brands have done a tremendous job of putting content out there that is engaging."

### Boosting Customer Satisfaction and Cutting Costs

Yum's experience with the Saba platform and particularly Saba Classroom and Saba Meeting is having widespread results. In areas where the Learning Zone is widely utilized, employee retention rates and restaurant hospitality scores have significantly improved.

For example, turnover has decreased among stores where associates are using the Learning Zone compared with stores not currently using the system.

"The hospitality score, in some stores, has improved by two and a half percentage points, which is a big jump in our world," Woolf said. "We've also seen an increase in 'refer a friend' scores to become team members as our associates are more comfortable, confident, and happy in their roles."

The Saba platform not only allows quality training to be developed and delivered faster, but has also greatly reduced the time and effort to distribute content. For instance, course materials can simply be loaded into the Saba system and downloaded by the stores — avoiding the expense of printing and shipping. What's more, Web-based VoIP eliminates the cost of long-distance telephone communications.

### Feeding the World

Yum! Chairman and CEO, David Novak, has even found a way to use Saba to address world hunger. For every restaurant general manager who completes all 15 modules of Yum!'s online leadership program, Novak donates 100 meals as well as profits from his book, *Taking People with You: The Only Way to Make BIG Things Happen*, to the United Nations Food Program.

"We have built a strong relationship with Saba," commented Woolf. "We absolutely believe in the Saba platform and will continue to partner with them to further enhance the solutions in the future."

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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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