

# DIAGEO

Innovative Internal Systems  
Training Reduces Service Desk  
Costs and Improves Time to  
Proficiency for New Hires

*The word DIAGEO comes from the Latin for day (dia) and the Greek for world (geo) – which means every day, everywhere, people celebrate with DIAGEO brands which offer consumers a variety of ways to mark big events in their lives and brighten small ones.*

## Introduction to DIAGEO

Headquartered in London, UK, DIAGEO, the world's leading premium drinks business with an outstanding collection of alcohol beverage brands across spirits, wine and beer categories, was formed in 1997, following the merger of GrandMet and Guinness. These brands include: Smirnoff, Johnnie Walker, Captain Morgan, Baileys, J&B, José Cuervo, Tanqueray, Guinness, Crown Royal, Beaulieu Vineyard and Sterling Vineyards wines, and Bushmills Irish whiskey.

DIAGEO is a global company, trading in over 180 markets around the world. The company is listed on both the London Stock Exchange (DGE) and the New York Stock Exchange (DEO). DIAGEO employs over 22,000 talented people worldwide with offices in around 80 countries. Manufacturing facilities are located across the globe, including Great Britain, Ireland, the United States, Canada, Spain, Italy, Africa, Latin America, Australia, India and the Caribbean.

Despite their diverse backgrounds, all new employees require orientation training on the various internal information systems at DIAGEO. Information Systems (IS) education was traditionally delivered through instructor-led training (ILT) across DIAGEO's multiple locations. As part of its efforts to improve employee productivity and time to competency, DIAGEO realized there was a need to replace the ILT. DIAGEO chose a mandatory e-Learning program as the new method.

“The eLearning program goal was to ensure that new hires were enabled to use their computers, related technology and processes correctly and quickly - within a seven day timeframe.”

## IS New Hire Training Program Goals

- **Build employee readiness** to not just know but use IS effectively within 7 days
- **Change learners' perception** that online delivery is slow and text heavy and promote active learning, enhanced by rich media to create an immersive, engaging and interactive learning environment
- **Follow a standardized design approach** to ensure consistency of training across multiple locations
- Develop the course in simple British English and examples that appeal to a diverse, global audience. Also, consider future localization requirements for other languages such as Spanish, French, and Chinese.
- **Reduce expensive Service Desk support** by minimizing support calls from new hires regarding the working of internal systems
- Build in an assessment to **measure proficiency**
- Communicate the rich heritage of the DIAGEO brand, reinforcing DIAGEO's multi-year achievement of being a "Great Place to Work."

## Solution

### Approach and Design Strategy

The first few weeks at a new workplace for any new employee are filled with curiosity, apprehensions, challenges, and eagerness to learn. That in mind, the instructional design team at NIIT created an engaging learning experience that captures these emotions, and encourages curiosity and the spirit of adventure while providing valuable knowledge.

An analogy based design, similar to the Amazing Race, where learners participate in an **Expedition or Treasure Hunt** across various DIAGEO locations around the world was created. Each location along the “hunt” would serve as a milestone where new hires would not only learn a new module on internal systems, but also be provided with

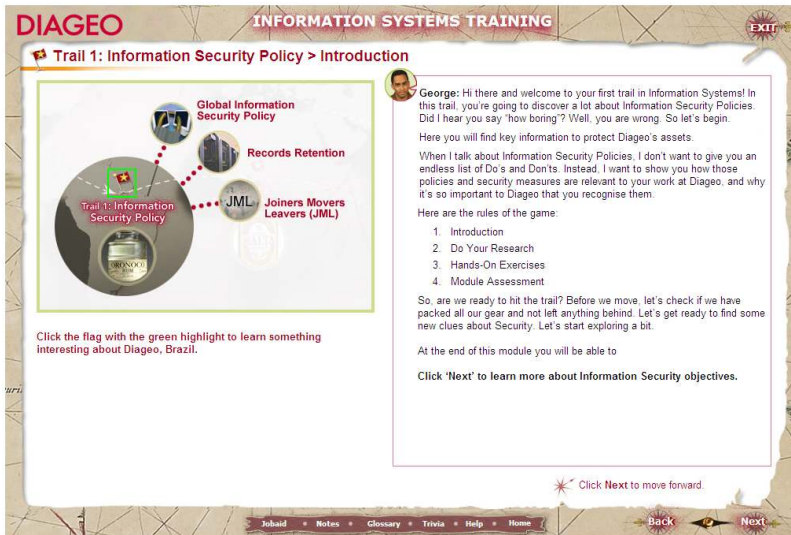


snippets of information about the rich heritage of the DIAGEO brand. The design strategy was to provide learners with a goal or “**treasure**” - proficiency on internal systems. New hires would have to independently navigate the “trail” to find the treasure while being supported in their adventure with visual, textual, and auditory clues.

## The Learning Methodology – Critical Mistake Analysis

To accelerate time to proficiency, NIIT applied its award-winning Critical Mistake Analysis methodology. First, the team at NIIT interviewed subject matter experts from DIAGEO’s internal systems and service desk groups to understand and capture the most common errors that new hires typically made while using applications. Each error was then assigned a value for training based on the frequency of occurrence and cost. Based on these drivers, a value for training was derived and critical mistakes that had the greatest possible business impact were identified as teaching points. Realistic

scenarios and workplace situations were then derived based on these “critical mistakes” or teaching points.



**DIAGEO** INFORMATION SYSTEMS TRAINING

Trail 1: Information Security Policy > Introduction

Global Information Security Policy

Records Retention

JML: Joiners Movers Leavers (JML)

Trail 1: Information Security Policy

Click the flag with the green highlight to learn something interesting about Diageo, Brazil.

George: Hi there and welcome to your first trail in Information Systems! In this trail, you're going to discover a lot about Information Security Policies. Did I hear you say "how boring"? Well, you are wrong. So let's begin.

Here you will find key information to protect Diageo's assets.

When I talk about Information Security Policies, I don't want to give you an endless list of Do's and Don'ts. Instead, I want to show you how those policies and security measures are relevant to your work at Diageo, and why it's so important to Diageo that you recognise them.

Here are the rules of the game:

1. Introduction
2. Do Your Research
3. Hands-On Exercises
4. Module Assessment

So, are we ready to hit the trail? Before we move, let's check if we have packed all our gear and not left anything behind. Let's get ready to find some new clues about Security. Let's start exploring a bit.

At the end of this module you will be able to

Click 'Next' to learn more about Information Security objectives.

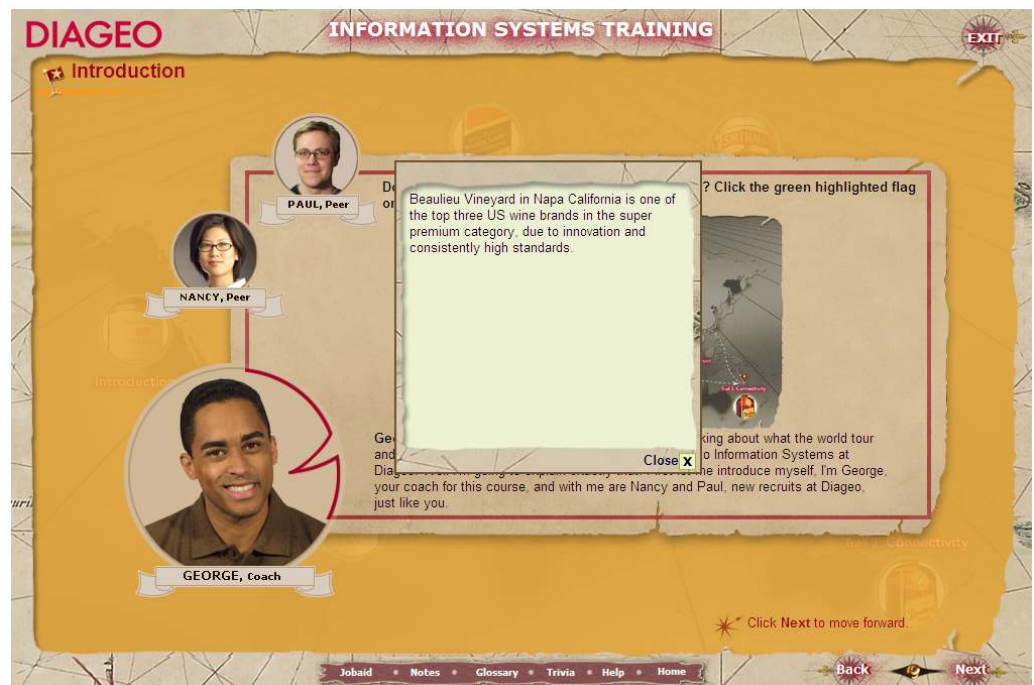
Click Next to move forward

Jobaid Notes Glossary Trivia Help Home Back Next

## The Learning Experience

The learning experience was created as a mix of ‘Information Design’ and ‘Instructional Design’ strategies. The ‘information-intensive’ content is presented as tutorials, demonstrations, interactive exercises, and summary screens. Appropriate graphics and animations are used to enhance the content and a narrative script ensures an engaging presentation style.

Task-based content is presented in the form of an expedition. At each milestone of the expedition, learners master a new skill with the help of clues provided to them. A scenario based on real life workplace situations and challenges gives new hires the opportunity to explore features and components of various Information Systems.



Throughout their journey, learners interact with a ‘Virtual Coach’, who facilitates the learning experience and provides clues (coaching) and feedback. Learners are also introduced to signs and sights aimed at familiarizing them with DIAGEO’s brand heritage. The interface uses visual ‘signs’ to communicate to learners where they are in the expedition and how close they are to their goal (treasure).

## Diagram 1: Course Elements



NANCY, Peer

Welcome note from Leadership



Virtual Coach



Information based modules



Task Based Modules



Tools

## Business Impact

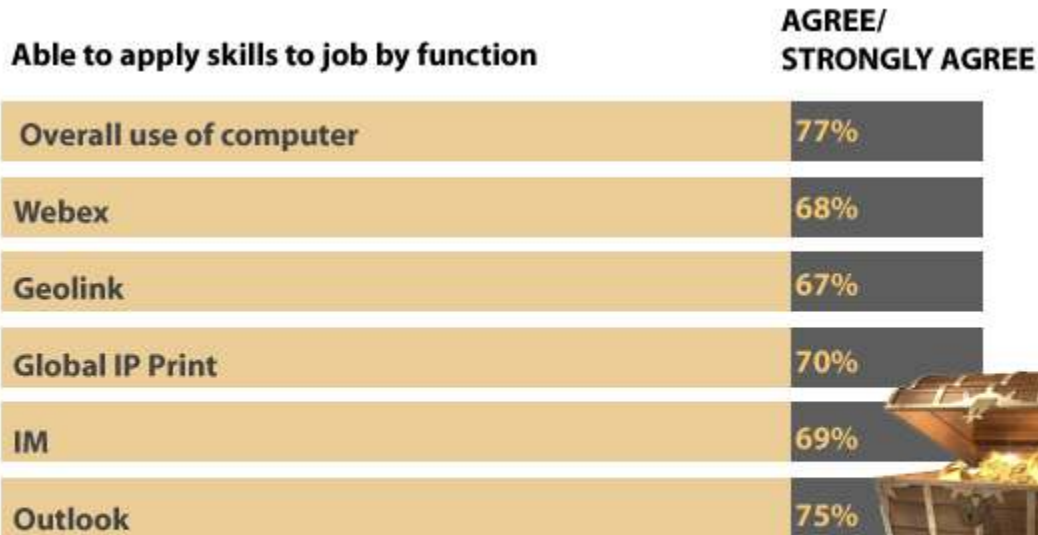
The New Hire IS e-Learning module has produced positive results. The module has **returned its cost of development** in only **three months** as a result of decreased Service Desk calls and improved employee productivity within the new hire population.

## Learner Feedback

Learner On-the-job evaluation of the module	AGREE/ STRONGLY AGREE
Course met objectives	83%
Look, feel and structure enabled learning	74%
Appropriate amount of content and depth per topic	68%-81%
Easy to complete	83%
Satisfied with course	77%
Would recommend e-Learning format	87%



Chart 1 : Learner Feedback



**Chart 2 : Learner Feedback**

## Business Impact

- Increased Employee Productivity:** The reduced number of calls to the Service Desk resulted in **33% more productivity** per new employee than if the employee did not complete the module.
- Training Program Efficiency:** By achieving less Service Desk calls and increased productivity, New Hire IS education has returned its cost of development in only three months. **The module completion rate is also an encouraging 91%.**
- Reduced Service Desk Costs:** Calls to the Service Desk by new hires have been **reduced by 50% overall.** Based on 400 new hires joining, 64 as compared to 128 called the Service Desk in their first three months of employment. Only 10% of new employees, a small percentage of those who completed New Hire IS education, needed to call the Service Desk for a related question.

**Chart 3 : Service Desk Calls**

- **Appropriate Trainer Utilization and Increased Departmental Effectiveness:** Migrating from ILT to eLearning, the IS training team, which previously delivered 126 ILT hours, can now focus more on learning strategy and skill-based training.

*“The IS solution enabled employees to effectively learn how to use key systems thus reducing the time to proficiency, optimizing the use of key systems, thus reducing the time to proficiency, optimizing the use of internal resources for a greater ROI, and delivering a comprehensive solution whereby skills were enhanced and changes were effectively managed. “*

**- Kim Goodwin**

*Director IS Training & Change Management, DIAGEO*