



Walmart ‘Dress Code Fashion Show’ Makes Onboarding Fun, Memorable

Walmart

Best Use of Video for Learning

September 2018



Company Background



Company-at-a-Glance	Through 11,695 stores in 28 countries and eCommerce websites in 11 countries, every week Walmart helps over 260 million customers and members save money so they can live better. Walmart employs approximately 2.3 million associates worldwide and generated \$500.3 billion in revenue in FY18. Through the Walmart Foundation, the company drives sustainability, promotes corporate philanthropy and provides workforce development initiatives beyond the reach of its facilities. Walmart also drives an “Everyone Included” vision for culture, diversity and inclusion through forums, diversity events and economic empowerment initiatives.
Headquarters	Bentonville, Arkansas
Year Founded	1962
Revenue	\$500.3 billion in FY 2018
Employees	2.3 million associates worldwide
Global Scale (Regions that you operate in or provide services to)	11,695 stores under 59 banners in 28 countries worldwide along with eCommerce sites in 11 countries.
Customers/Output, etc. (Key customers and services offered)	260 million retail customers per week.
Industry	Retail
Stock Symbol	WMT
Website	Walmart.com



Budget and Timeframe

Overall budget	\$17,722.29 for a three-day video shoot.
Number of (HR, Learning, Talent) employees involved with the implementation?	65
Number of Operations or Subject Matter Expert employees involved with the implementation?	Approximately 10 SMEs
Timeframe to implement	Three-week period from scripting to production.
Start date of the program	Fall 2017

Business Conditions and Business Needs

Turnover is often a pain point for large retailers and Walmart is no exception. In 2016, the company turned over approximately 750,000 associates in stores. Exit interviews revealed several factors that contributed to this turnover included associate confusion, a lack of communication and a lack of meaningful human connection with peers and supervisors. Another focal point for Walmart is improving “Clean, Fast, Friendly” (CFF) scores in stores. Walmart's “Dress Code Fashion Show” (DCFS) video, which was delivered as part of the revamped Welcome to Walmart (the company's hourly onboarding program) was designed to target both of these issues.

In the broader sense, the video was intended to target associate confusion about dress code and, more specifically, it was intended to drive a cleaner and more aesthetically pleasing experience for the customers who Walmart serves. While dress code might seem like a minor issue in the grand scheme of things, Walmart identified it as a pain point for associates, noting that it contributed on some level to their dissatisfaction and, ultimately, to them leaving the company. Therefore, Walmart’s AED team made use of its new, end-to-end production capabilities to create an in-house video targeted to making associates feel better and more confident about their daily dress code.

Overview

Welcome to Walmart (W2W) is a four-hour session delivered to approximately 750,000 new associates annually. It is designed to inform, connect and engage associates while emphasizing the company’s basic beliefs and commitment to superior customer service.



Walmart's "Dress Code Fashion Show" video was delivered as part of this program. Walmart's primary goal with the "Dress Code Fashion Show" video was to inform associates of dress code expectations, thereby improving CFF scores and general engagement.

While the AED team could've produced a dry, straightforward video or a job aid, they chose instead to take a chance creatively to make something far more engaging. AED's design and eMedia teams collaborated and came up with the idea of a "fashion show" that could inject a sense of lightheartedness and fun to onboarding. Ultimately, the video was intended to set associates at ease. Building comfort and familiarity in a new work situation is key and this video was intended to build that in hourly Walmart associates. The video also served to demonstrate the AED team's newly developed, internal end-to-end production capability.

Design

Dress code is an important part of being an effective Walmart associate but associates don't find it especially exciting to learn about. That's why Walmart's AED (instructional design) and eMedia (video production) teams collaborated to produce something fun and creative that would stick with associates long after their initial viewing. The reality of onboarding is that if it not designed correctly it can feel like a dull information dump. Walmart wanted to avoid this. Therefore the company focused on maintaining a light-hearted atmosphere and injecting as much humor as possible while still presenting key information.

Crucially, in Walmart AED's previous way of working, the team lacked internal, end-to-end production capability. This video was designed to make use of the team's new capabilities and utilize internal talent rather than highly expensive vendors. Not only did this approach save money, it also resonated with Walmart associates because they were seeing peers on screen as opposed to professional actors, lending an air of authenticity to the entire presentation.

Delivery

Walmart's "Dress Code Fashion Show" is delivered during hourly associate onboarding as part of Welcome to Walmart. Associates are grouped in a training area with a personnel coordinator and together they watch the video through Walmart's internal VOD service.



Afterward (once the laughter has subsided), the personnel coordinator conducts a debriefing to make sure associates got the relevant information about dress code while they were being entertained.

Measurable Benefits

Walmart's "Dress Code Fashion Show" video contributed to incremental improvements in CFF scores in stores. Specifically, customers have reported greater satisfaction with the presentation of associates and associates have shown less confusion about dress code expectations. Additionally, producing the DCFS video in-house saved Walmart approximately \$4,300. Alone, this may not stand out as a significant sum of money for such a massive company but producing DCFS in house proved to the AED team that sophisticated, creative videos can be produced internally. Moving forward, AED has committed to more in-house production — and this means more and more savings.

Overall

Walmart's "Dress Code Fashion Show" video was so well-received by associates and their managers that the company is looking to continue internally producing similar content. The AED team is producing a number of similar videos for Walmart's Pathways program. These videos target everything from cart corrals to proper use of a baler to compliance protocols and much more. Walmart's two key takeaways from the creation of the "Dress Code Fashion Show" video were:

First, Walmart learned the value of taking creative risks. DCFS was evidence that it's very possible to make a piece of media fun and engaging without compromising its ability to inform or undermining its lasting effect on associates. Second, Walmart learned to double down on internal talent. As part of the AED team's shift to an Agile way of working, Walmart placed a focus on the internalization of as much work as possible, adding nine new in-house development capabilities. In the team's previous state, far too much work had been outsourced to vendors. Internally producing such a complex video was a test — and the AED team passed with flying colors, coming through not only on scripting but also on video production and in terms of on-screen talent. Not only that, the DCFS video cost Walmart \$17,722.29 to produce. A vendor-produced video of similar quality produced earlier in the year cost the company almost \$22,000, so there was a cost-saving element — especially when other production costs are taken into consideration.



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