

Learning Team

Transforming Training at KFC

KFC

Best Learning Team

December 2018



Company Background



Headquarters	KFC US: Louisville, Kentucky; Yum! Brands (parent company): Dallas, Texas.
Year Founded	KFC, 1952; Yum!, 1997.
Revenue	KFC US: \$5 billion, in sales including franchise system sales. Yum!: Over \$6 billion in income (derived from franchise royalties and equity restaurants).
Employees	KFC US: 80,000 Yum!: 1.5 million.
Global Scale (Regions that you operate in or provide services to)	KFC US: 4,200 restaurants; Yum!: nearly 43,000 restaurants in more than 130 countries and territories.
Customers/Output, etc. (Key customers and services offered)	Quick-service restaurants serving quality food in a fast, friendly manner in a clean environment at a value price.
Industry	Hospitality (quick-service restaurant).
Stock Symbol	YUM
Website	www.yum.com (www.kfc.com)

Budget and Timeframe

Budget and Timeframe	Annual budget of \$600,000 for promotional training.
Overall budget	\$1.6 million for entire learning and development team.
Number of (HR, Learning, Talent) employees involved with the implementation?	10
Number of Operations or Subject Matter Expert employees involved with the implementation?	5
Timeframe to implement	Several months as promotional training takes place at least six times a year.
Start date of the program	January 2016 was the start of a concerted effort on promotional training.

Business Conditions and Business Needs

Kentucky Fried Chicken (KFC) is a predominately franchised organization with 4,200 restaurants with over 450 franchisees across the US. There are 80,000 team members in total in predominately two job roles: cook and cashier. To remain competitive in the fast-food industry, each year there are approximately five to six calendar windows (advertising events to drive new customers in) with new products and/or promotions being introduced at the restaurant level (i.e., chicken products, price promotions and new side items). In addition to the basic job role training, KFC's team members need to be trained to serve the guest in a consistent manner with each of these new calendar windows. This was difficult to do before 2015 for a few reasons:

- There was not a common computer system across all the restaurants. KFC had a technological-fragmented system, making delivery of any type of eLearning to all restaurants not feasible. Therefore, the only type of learning provided for calendar windows was written materials, predominantly job aids. This single modality was not executed consistently at the restaurant level as it required a facilitation skill level not all restaurant general managers (RGMs) possessed. This changed in 2015 when the implementation of a system-wide back-of-house computer system was completed, enabling eLearning to be delivered to all 4,200 restaurants, as well as having a common communication vehicle.

- To add to the technological challenges, the reputation of learning at KFC was suboptimal with training being considered a compliance initiative versus a trusted partner driving growth and development. Contributing to this was the fact that training was not tied to any business metric nor measured in any way, so the value of it was not proven. In the prior years, the learning director role was a “rotational seat” whereby those HR leaders slotted for a chief people officer role could gain a year of experience in training versus having a training professional in the role — this is not an indictment of the prior leadership, but a fact. The majority of those working in the training department lacked classical training acumen but did have field experience running restaurants or a strong desire to produce great work that made a difference. While the experience and desire was critical, not having a team schooled in adult learning theory and a full understanding of training modalities was reflected in the quality of training that was delivered to the restaurants. This management practice created a deficit in the understanding of what training could mean to a system of 4,200 restaurants — ensuring a consistent guest experience across the country.

There were a number of initiatives outside of learning to drive the brand turnaround but the learning function at KFC needed an overhaul and a strong learning team had to be established. A director with a Ph.D. in educational leadership and OD was given the opportunity to lead the team. She quickly realized that she had some solid talent on her team, but the team was in need of synergy and a strategy to deliver consistent training.

It also was evident that learning needed a seat at the table of the corporation. The impact of learning had to be measured and shared. Working with cross-functional partners was critical as well. The new director was not new to the brand but new to the function; this enabled her to work quickly with the cross-functional partners, predominately operations. The director of operations partnered with the director of training to ensure the strategy was executed. Their close partnership was critical to the success of the learning team and operations.

The learning team was eager to have a strategy and make an impact. The concept of “blurred” lines was introduced so that the entire team would work together versus in silos. There were essentially four teams which came together to create the overall learning team that completed the work described in the next section.

Overview

The learning/OD team consisted of several teams working in silos in 2015. These teams were encouraged to work together across lines versus in the traditional silos. It took some turnover in 2015 and 2016, as well as a focus on the strengths of the team, to create the ultimate high-performing learning team, now called #TeamAwesome.

The research from strengths-based leadership was used (Buckingham, M., Coffman, C., 1999, *First, Break All the Rules*. Simon & Schuster: New York, NY) to determine the roles of each team member. The natural abilities and passions of each person were assessed, then the tasks were identified that fit those skills and finally, minimal time was spent focusing on weaknesses. This approach led to a very strong team that had passion and expertise in the areas where they excelled. Here is the team in 2017 — how it works together is described later. All teams reported to the director of learning.

Readiness Team

This team has the ultimate responsibility for all new product/promotional training (calendar). The members include:

- Cheryl — Manager leading the strategy and execution of all in-restaurant learning initiatives; masters in Learning, working on Ph.D.
- Meghan — Instructional designer who specializes in video, graphics, job aids, leaders' guides and reference guides.
- Tara — Instructional designer who specializes in eLearning authoring and technology systems training.
- Amie — Instructional designer and operations expert specializing in job aids, leaders' guides and reference guides.
- Rachel — Resident expert ID who is classically trained with a masters in education degree in learning design. She mentors others on the team and creates all curriculum for job role training.

Breakthrough University Team

This small team leads the design and delivery of all leadership development training for restaurant general managers (RGMs) and above restaurant leaders (ARLs). Members include:

- Gina — Manager and strategic thought leader. She specializes in authoring tools for micro-learning, videos and creative problem-solving.
- Melissa — Analyst working on a masters in learning who specializes in graphics, video, micro-learning and overall support for procuring restaurant-level items that drive engagement.

Organizational Development

- Nikki — Manager driving strategic thinking regarding employee engagement, including the internal survey called Your KFC Voice that is executed in each restaurant twice a year.

- Christina — Analyst managing the day-to-day details of the employee engagement survey (restaurant level).


Learning Technology

- Lori — Leads all aspects of the learning management system (LMS) for KFC. She loads all learning onto the LMS and manages all tracking and quality assurance.

The major gap with learning was the support provided for the new promotions/products (calendar). It would take the collective talents of the learning team to innovate around new solutions that would drive results. The results expected by the organization included improvements in customer satisfaction, as well as employee engagement, both of which are robustly measured. Customer satisfaction is measured through an ongoing survey provided to each customer via the receipt (Voice of the Customer) and the employee survey is conducted twice a year in every restaurant (Your KFC Voice).

To achieve the organizational expectations, the goal was set for better training execution in the restaurant of promotions through a blended approach of modalities. Success would be measured by customer satisfaction metrics with employee satisfaction metrics also critical. Promotions were rated as high touch, medium touch and low touch and were dependent upon the complexity of the promotion. A high-touch promotion would be an entirely new product with new procedures, for example, whereas a low-touch promotion may be only an advertised pricing bundle of existing products such as a “\$5 FillUp.” The cross-functional team working on the promotion would align upon the complexity level for each promotion at the start of the project. A matrix was created to define the types of training needed for each level. A sample of the matrix is shown below:

Figure 1: Training by Promotional Level



Training Readiness									
High/Medium/Low Touch Rollout Strategies									
	Low Touch			Medium Touch			High Touch		
	Ops Test	Market Test	National	Ops Test	Market Test	National	Ops Test	Market Test	National
Complexity	No new products or packaging. Could include minor BOH (smallwares) or packing changes.			Existing product with changes to sauce, build, packaging or BOH (equipment or smallwares), full Menuboard rollouts.			New Product with BOH (equipment) and/or packaging changes.		
Definitions									
Material Development	– None	– Reference Guide – Job Aids* – Possible Standards Updates – Suggestive Sell Card	– Reference Guide – Job Aids* – Possible Standards Updates – Suggestive Sell Card – Huddle Up Cards	– Draft procedures – Minimal Job Aids	– Reference Guide – Job Aids* – Standards Updates – Basic Training Video – Suggestive Sell Card	– Reference Guide – Job Aids* – Standards Updates – Training Video(s) – Huddle Up Cards – Suggestive Sell Card	– Draft procedures – Minimal Job Aids	– Reference Guide – Job Aids* – Standards Updates – Basic Training Video – Leader’s Guide – Suggestive Sell Card	– Reference Guide – Job Aids* – Standards Updates – Training Video(s) – Leader’s Guide – Huddle Up Cards – Suggestive Sell Card

Source: KFC

The outcome expected was a direct positive correlation to business results. In other words, Level 4 measurement was the ultimate expectation. Those completing the training would be compared to those who did not complete the training to see the differences in customer and employee satisfaction between the two groups. The brand was in a turnaround mode and every effort had to align to the organizational goal of improving guest and employee satisfaction, which would increase sales. Learning was an essential piece to the puzzle. And the value of training had to be proven to KFC franchisees as they invest millions of dollars in labor for any type of training.

The learning initiatives for all promotional training were so successful (outlined in Judging Criteria 4 below) that the organization added training completion of promotional training to the balanced scorecard, where it remains today. The balanced scorecard is used across the entire system to determine brand health. Interestingly, there was discussion to remove the training completion measure in 2018 since the completion rate exceeds 90% with each promotion, however, the franchise system lobbied to keep it due to how critical it is to the business. The learning director is integral in defining strategies for implementing all new products and promotions. Given this is a huge initiative by the organization from the president to the employees, learning is an integral function at KFC with much respect and has earned its seat at the strategic leadership table at KFC.

Learning Approaches

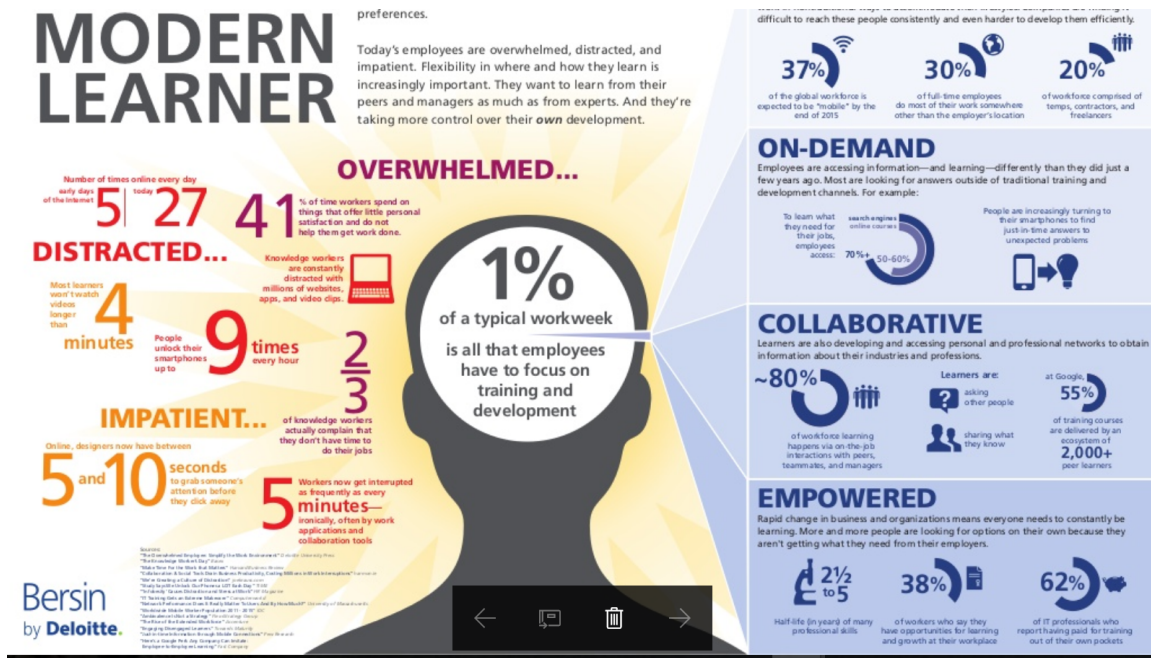
When the team began defining the strategy for promotional learning, what existed were only hard copy materials for shoulder-to-shoulder training in the restaurant and job aids to post (such as showing how to build a sandwich). These materials were mailed to the restaurants with the expectation that they would be executed by the restaurant general manager. There was no way to track commitment to this process. Customer satisfaction scores indicated that with every new promotion, KFC took a downward dip in satisfaction. This was surmised to be a direct outcome of poorly trained/prepared teams who did not know how to properly execute the new promotion.

The learning team determined that different modalities must be used to keep the training engaging, as well as appeal to today's modern learner. Deloitte's work defining the modern learner was used in this analysis (see the next page for the infographic). Here are some compelling facts about KFC's learners in the restaurants:

- Millennials and Gen Z prevail — The average age of restaurant employees is 22.
- There is limited time to train — and short attention spans.
- The restaurant general managers (RGMs) have varying capability levels regarding training. Some RGMs are strong trainers and others have limited capability.
- There was no tracking of training, so no confirmation that it occurred.

- The training had been the same modality for years, so limited interest.
- Staffing was an issue with most restaurants understaffed, creating stress and a feeling of being overwhelmed with many competing priorities.

Figure 2: Deloitte’s Modern Learner Infographic



Source: KFC

After a thorough needs analysis, the team realized there were some gaps and began the process of procuring software and upskilling the entire team. One person on the team would source a software program, learn how to use it and then show the others. Very quickly, a large cadre of software programs were available to use in-house for training, with the team members using those that aligned to their personal strengths. Here is the list of those and the way they were learned/shared:

- **Articulate Storyline** — KFC had very limited use of eLearning authoring tools prior to this time as most job-role training development was outsourced to vendors. Storyline was the first authoring tool used for regular, in-house developed eLearning. Rachel was familiar and had prior experience with a variety of eLearning authoring tools, though not Storyline. She spent time mentoring Tara to develop that skillset. Tara quickly became proficient and uses this for most eLearning. Each promotion has eLearning attached to it for consistency and tracking.
- **Adobe Captivate** — This is another eLearning authoring tool used by Rachel and Tara, primarily when mobile-friendly and fully responsive HTML 5 courses are

required but also to develop technology training using the screen capture and software simulation features.

- **GoAnimate** — Gina procured this program to create micro-learning, which is how KFC learners prefer training. Six licenses were purchased and there is proficiency across the team with this tool.
- **Pictochart** — Rachel found this tool and the team uses it for infographics. All team members picked up on this quite quickly.
- **Storyblocks, Audioblocks and Videoblocks** — Graphics and sound resources found by Gina and shared with all.
- **Corel VideoStudio** is used for video editing. Gina found this software and shared it with the wider team. Melissa and Meghan built upon that, teaching themselves more advanced features and shared that knowledge with Tara and Amie.
- **Camtasia** — This is a video program that Gina has actually taught to the KFC IT team to create its own micro-learning on-demand. It captures screen shots, so it is perfect for computer training. It also is used to develop technology training and for video editing by Rachel and Tara.
- **Handbrake** – This open-source video codec software is used by both Rachel and Tara to convert video formats and reduce file sizes. File size is a large consideration for any training delivered electronically due to restaurant network connectivity constraints.
- **Adobe Premiere** — Meghan and Melissa took a professional course in this and have hosted a “Lunch and Learn” for the team to share their knowledge.
- **Adobe Illustrator** — As part of the team upskill, the Adobe Creative Cloud suite was purchased for everyone, which allowed the entire team to utilize Illustrator for infographics, job aids, reference guides and icon and graphic creation.
- **Adobe Photoshop** — The entire team uses this tool to create and edit photos and graphics used across all modalities.
- **Adobe InDesign** — This is used for job aids by Meghan, Tara, Melissa and Christina and by Rachel for job-role training materials.
- **Adobe After Effects** — The team is working toward expanding its skillset into motion graphics to enhance videos. Rachel and Melissa both have utilized this tool for video intros and outros, all self-taught.

When a new promotion is chosen to go national, the assigned learning leader on the promotion works with the cross-functional partners to define and align on the complexity of the training. Then the entire Learning team meets to brainstorm the proper training

approach and modalities. A variety of training levers is used for the blended approach to promotional training:

- eLearning created in-house.
- Shoulder-to-shoulder leader's guide.
- Job aids.
- Manager reference guides.
- Videos demonstrating key learnings.
- Reinforcement cards for shift huddles (called Huddle Up cards).
- Micro-learning in the KFC library (called Learning Nuggets).
- Rallies for restaurant managers.
- Meeting in a Bucket (restaurant team rally).

The learning team members are the definers of the solution — the team has moved from order takers to proactive strategic leaders in the organization. They are held accountable for positive results and that is motivating for the team as they know they can make a difference in the KFC organization. Even the team goals for the year (which are aligned to the president's) provide for demonstrating an improvement in customer and employee satisfaction.

Delivery of Solution

After the team was formed, the first big challenge was introduced — the restaurant teams needed to go back to basics with KFC's core product: Original Recipe. The president had announced that a revolution called ReColonization was needed to dramatically improve the taste of KFC's product and overall customer satisfaction. Restaurant visits by the field operators revealed gaps in basic execution of core processes essential for making great fried chicken. The question was: How to disrupt the organization with an event that demanded the attention and passion of all 4,200 restaurant general managers?

The restaurant visits by the KFC operators provided the needs analysis. There were five focus areas needing training and attention: Cook role training in the basics of making great chicken, oil management, equipment maintenance, hold times (to ensure chicken was not over held) and set point management (these are the controllers on the fryers that are programmed for perfect product). These seemingly dull topics needed a creative way to gain attention and passion.

With cross-functional partners, the learning team created a strategy that included the introduction of a restaurant general manager rally. There were 47 rallies across the country, each lasting two hours with the focus on training and motivation. The restaurants

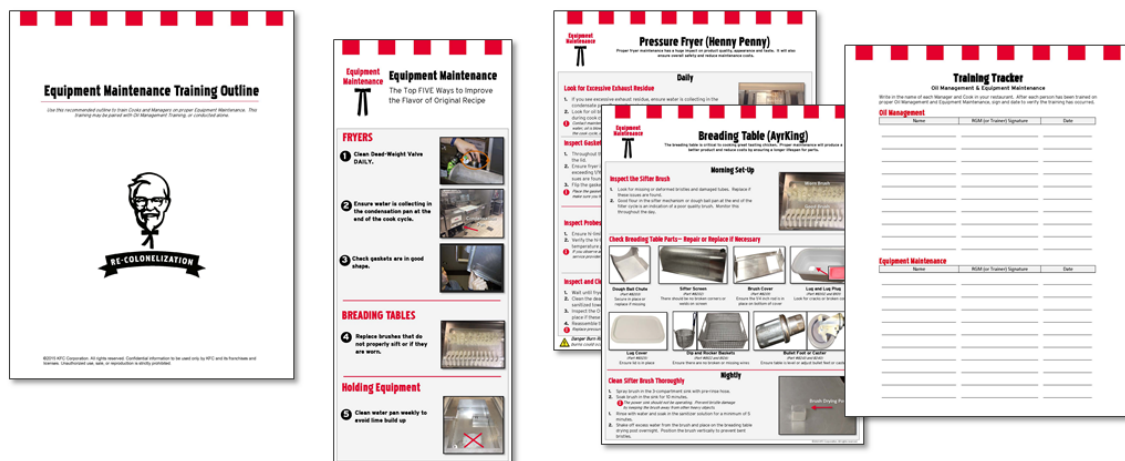
also received kits delivered to their restaurants to conduct a two-hour training event with their entire teams on a single date — Nov. 21. This allowed the rally content and excitement to cascade down to the restaurant employee level, since only restaurant managers attended the rally. While attending the rally, managers received instructions on how to execute this in-restaurant training day. The rallies took place in October but the planning and creation of materials started in March 2015. Examples are shown below.

Figure 3: Rally Training Materials 1



Source: KFC

Figure 4: Rally Training Materials 2



Source: KFC

Meghan, Rachel and Melissa worked with the director to create an engaging rally and restaurant event. The rallies included personal commitments to drive the brand turn-around and fun swag such as the Colonel-like sunglasses proclaiming “I’m the real

Colonel” on the side. A full 25-plus page leader’s guide with step-by-step instructions was provided to the facilitators to conduct the rallies. The in-restaurant kits had activities such as a scavenger hunt. The entire training team brainstormed on the contents. Below are a few photos of the events, starting with the manager rally.

Figure 5: Manager Rally



Source: KFC

Figure 6: Restaurant Team Training Events





Source: KFC

This was the start of a movement — the start of believing in the power of training. The learning team developed the material on budget and on time with strong results.

The next challenge was finding a solution for ensuring promotional execution at the restaurant level. It was quickly surmised that eLearning had to be a part of the plan, however, there was no budget for outsourcing this work. The team had to figure out how to do it in-house. The resident expert, Rachel, was quick to train Tara on using Storyline, as well as the basics of adult learning theory. (Malcolm Knowles' Andragogy theory was used to develop the training.)

The first promotion to introduce eLearning was in early 2016 with Nashville Hot, which was a flavor applied to Extra Crispy™ chicken and Extra Crispy™ Tenders. This product was a new methodology in the restaurant and definitely called for a consistent training modality. This training was considered medium-touch since the meat blocks stayed the same, though it was imperative that the application of the sauce was done properly. The goal was to have the training be under 10 minutes and five versions developed based on job role and language:

- **Cook Version** — Only information the cook needed. This also included a focus on making chicken according to standards.
- **Cashier** — This was in-depth since the sauce was applied by the cashier/packer.
- **Manager** — This included both the cook and cashier information, as well as additional information for the manager for leading the delivery of this new product.

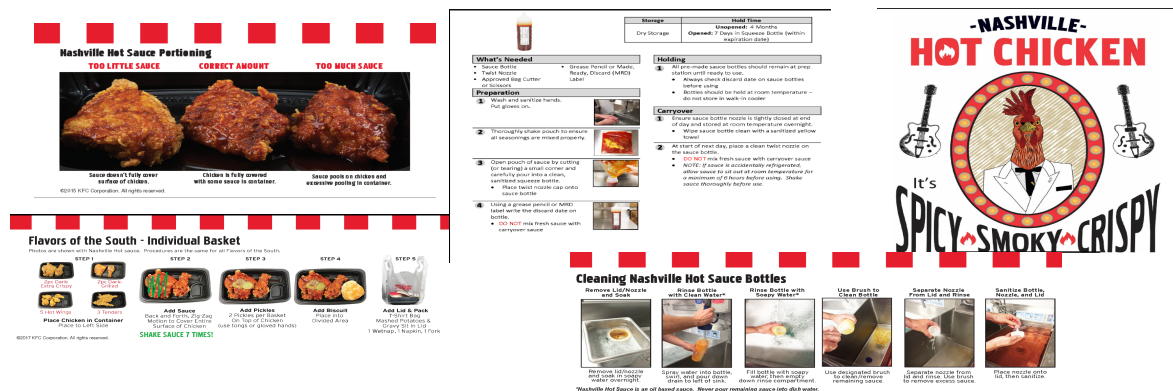
- **Spanish Cook and Cashier** — The Cook and Cashier versions were translated into Latin American Spanish to create two additional versions for Spanish-speaking employees.

Creating five different versions reduced training seat time by allowing the course content to be targeted to only what each role needed to know. Translation to Spanish also allowed the native Spanish speakers to more easily understand and, therefore, apply the training. KFC does not have a need to translate manager-facing content.

This eLearning was developed in house with Storyline and incorporated videos to demonstrate how to sauce the product properly. The types of videos used were patterned off of the popular “Tasty” videos that show recipes without words, an idea Tara brought to the group. Knowledge questions were also included to assess learners’ understanding of the material and reinforce proper procedures.

The Nashville Hot training also included a product standards card, job aids to demonstrate how to sauce which were placed on the pack line and a reference guide with all the information the manager would need to be successful with this new product. Below are examples of all materials:

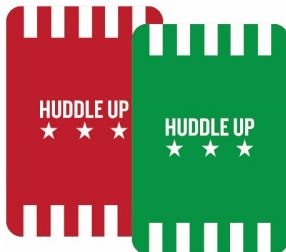
Figure 7: The Nashville Hot Training Materials



Source: KFC

In addition, KFC introduced a concept called “Huddle Up” cards to use during shift huddles. Shift huddles are an important communication vehicle used in the restaurants to bring the team together before the lunch and dinner rush. Managers share current promotions, targets and motivate the team to have a great-running shift. It was evident through feedback from KFC managers that managers needed a way to reinforce training. KFC developed “Huddle Up” cards to help with this. The cards have quick questions to ask team members (restaurant employees) during these huddles, thus engaging the team members, as well as reinforcing the learning that occurred through eLearning or on the job.

Figure 8: “Huddle Up” Cards



Source: KFC

Initially, KFC started the promotional eLearning journey with Nashville Hot as a test to see if this was something the system would support and if it would result in consistent execution of new products. As results around taste and speed improved, KFC was able to see the correlation eLearning had on those results. It was aligned that not only should eLearning be continued but it should be tracked for completion on KFC’s balanced scorecard, along with basic job role training.

The company’s eLearning has evolved during the past two years, as KFC has focused on their learners. The eLearning was first presented in the form of a highly engaging game, though KFC received mixed feedback. While team members enjoyed the games, franchisees perceived them as a “waste of time” due to rising labor costs, regardless of actual seat time. The learning team once again brainstormed on creative solutions. As a result, all low-touch eLearning now has a “5-Minute Fill Up” as the training solution versus a 10-minute event. This clever marketing has been embraced by the KFC system; there is still consistent training but there is little time investment.

KFC also introduced a training calendar, which helps managers schedule the eLearning and shoulder-to-shoulder training. While it is a simple tool, it is used by the majority of the system. This best practice was adapted from KFC’s sister brand, Taco Bell. This is another example of a strong learning team willing to adopt best practices. Below is an example of the one used for the first sandwich introduction.

Figure 9: Training Calendar

How to fill out the TRAINING CALENDAR - ZINGER

A successful execution with each promotion requires planning. We want to empower you to feel prepared for each new promotion, so we have made it easier for you to plan ahead with the Training Calendar. You can now set aside time to complete major training milestones that our research shows contributes to having a successful rollout each and every time with the ease of customizing it to your restaurant's specific needs!

This example was created as a quick reference guide to help you complete your own Training Calendar.

- 1 RGM lists all restaurant employees' names under "Restaurant Employees – Training List."
- 2 RGM notes his/her rally attendance and Zinger on-the-job (OTJ) training dates and schedules himself/herself to take the eLearning course before OTJ training and schedules time to review reference materials and plan TM training session(s).
- 3 RGM schedules restaurant employees to complete eLearning and OTJ training and tracks.
- 4 AC certifies restaurant employees by verifying training is complete and through skill observation.
- 5 If you need to capture another item. For example thawing product.

Source: KFC

Today, all promotional eLearning is auto-assigned to all managers and team members through the learning management system (LMS). The course is available three weeks prior to the promotional launch date to accommodate all shifts, schedules, time off and other business needs. All restaurant employees are expected to complete the eLearning prior to the promotional launch date and demonstrate proficiency in making the product as judged by their manager. It's important that the managers complete their eLearning to learn about the product and be able to answer questions and to see the value of the training and, therefore, drive team member training completion. Data has shown that, in each restaurant if over 75% of the managers have completed the training, on average 96% of their team members will complete the training. And KFC knows that training completion is positively correlated to business results and a successful promotion.

KFC's eLearning alone would not radically change the training paradigm. KFC needed to continue to have disruptive dramatic events to show that training was critical to the teams and made a difference when introducing new products and promotions. In 2016, KFC focused on setting the stage for their biggest planned rollout coming in 2017 — sandwiches. KFC had to ensure restaurants were ready for sandwiches, which required a different way of operating in the back of house. The KFC system was not used to building sandwiches, as tongs were used to place fully prepared food items in boxes. In addition, every restaurant in the system had a new pack line installed to prepare for this new type of product, which required intense training to ensure it was used properly and teams

were deployed the right way. This was an entirely new type of learning opportunity. The creative Learning team came together and knew another rally was needed to demonstrate how to use the pack line, deploy teams and get ready for the biggest bet yet — sandwiches.

The Learning team created a rally that included a full-size mock-up of the new pack line. This would allow a real-time exercise in how to deploy team members. This creative approach ensured managers understood how to use the new pack lines in their restaurants to maximize efficiency. Since there were approximately 100 managers at each of the 53 rallies across the country, this type of creative solution was mandatory to train properly. This required over 35 of these pack lines to be created and shipped to each location. The readiness team worked with the engineering team to create this mock-up pack line. The learning team then created an exercise using actual people to show where to deploy a team, no matter the number of team members working. Deployment positions are numbered and so volunteers wore numbered bibs to demonstrate where to stand and where to move in various situations. This innovative solution was well-received and ensured the managers understood how to deploy their teams most efficiently. A full 30-plus-page leader's guide with step-by-step instructions was provided to the facilitators to conduct the rallies. Full leaders' guides were sent to the managers with specific instructions for their training as well.

Here is a photo of the full-sized mock-up pack line that was used in the rallies with one of KFC's operations cross-functional partners:

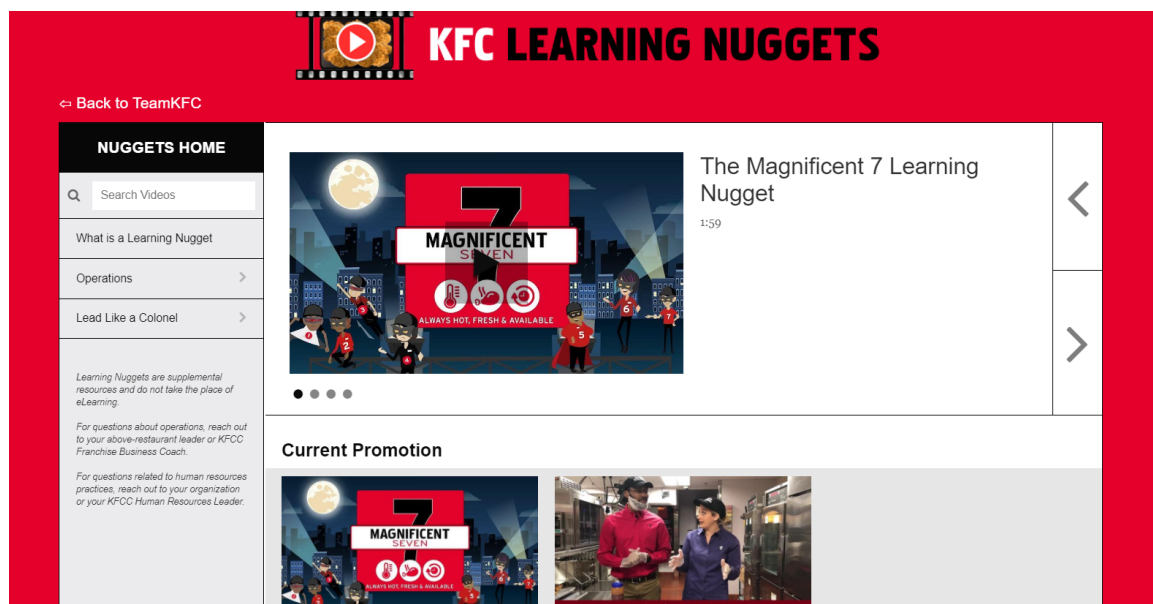
Figure 10: Mock-up Pack Line



Source: KFC

At this time, Gina took the lead in creating a micro-library of Learning Nuggets. These are videos under five minutes that can be used for short bursts of training or performance support. She sourced GoAnimate and then taught the rest of the learning team how to use this software. GoAnimate allows users to make short animated videos for training. KFC finds this particularly useful for video content that doesn't lend itself to live-action shots. Some of the first were focused on deployment and the use of the pack line. The videos were used for the initial training and then were made available as performance support. There is an entire library now of Learning Nuggets that are utilized regularly by operators. This new way of learning has taken hold at KFC. Each promotional window includes Nuggets. There is a gallery of Learning Nuggets that housed on Brightcove, KFC's streaming media server. This has taken root as part of the learning culture at KFC with even their operators asking for "Nuggets" for different learning events. This is what the gallery looks like:

Figure 11: KFC Learning Nuggets Gallery



Source: KFC

The robust search function allows the user to quickly find any Nugget needed. There are over 200 Learning Nuggets developed by the entire Learning team and some have been created by other departments. Gina has trained other departments to create their own, though she owns the governance of all. This is a critical component of KFC's promotional training strategy as the videos that are inside the eLearning modules are pulled out and put in the current promotion section of the Learning Nuggets gallery. Before, these videos could not be used as performance support since they were difficult to access inside the learning management system courses. This Learning Nugget gallery makes access simple

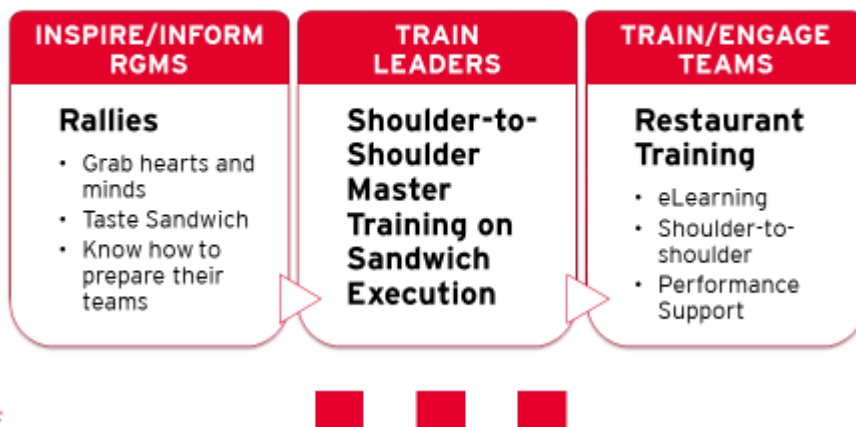


and can be accessed on any type of device so these can be viewed in the back of house on a phone or iPad, making them true performance support.

The rollout of the Zinger Sandwich in 2017 also demanded a large event. As a team, KFC learning decided to make this more of a “rally” than a training event. The learning objective was to create excitement and passion for the sandwich. Here is what the rollout looked like:

Figure 12: 2017 Zinger Sandwich Rollout

PHASED TRAINING TO SANDWICHES



KFC

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Source: KFC

This was a high-touch rollout and it took the entire learning team to create this effort. The OD team (Nikki and Christina) led the measurement through the internal engagement survey and correlating the results from the customer satisfaction survey. Once again, Tara and Rachel created eLearning that was robust and engaging using a gamification strategy. It took the employees on a trip around the world learning about the Zinger sandwich. There was a competitive element in that correct answers earned “Zingers.” In restaurant, the managers had contests with the team on who collected the most Zingers during the training. Other training materials including Learning Nuggets, job aids, leader’s guide and Huddle Up cards were provided. Once again, an entire kit was sent to each restaurant, including T-shirts to drive excitement. The entire learning team was a part of this and the results demonstrate the value.

In 2018, the model was scheduled to change again.



Measurable Benefits

The benefits of the promotional learning focus have been significant and shared across the entire KFC organization. The results are what have earned training a true seat at the table and a solid place on the system-wide balanced scorecard. What is captured on the balanced scorecard is eLearning completion and that has been correlated to employee satisfaction and customer satisfaction.

KFC uses Kirkpatrick’s four-level taxonomy for training measurement. Level 1 is conducted at the end of promotional eLearning. Learners are asked to take a voluntary survey and KFC typically receives over 20,000 responses. (KFC asks five basic questions rated on a Likert 5-point scale.)

1. The amount of reading in this course was just right.
2. The music added to the enjoyment of this course.
3. The length of the course was appropriate.
4. The course played on my computer without any issues.
5. After taking this course, I feel prepared for this promotion.

Here is an example of the results from the Georgia Gold training in 2017 for Question 5:

Figure 13: 2017 Georgia Gold Training Results

After taking this course, I feel prepared for this promotion.

Question Type: Agree/Disagree

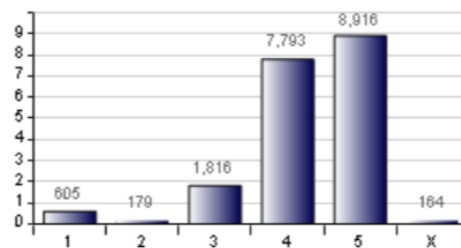
Response Distribution:

- 1. Strongly Disagree (605 - 2.98%)
- 2. Disagree (179 - 0.88%)
- 3. Neutral (1,816 - 8.96%)
- 4. Agree (7,793 - 38.43%)
- 5. Strongly Agree (8,916 - 43.97%)
- X. NONE (164 - 0.81%)

Statistical Information:

Total Responses: 20,278
 Blank Responses: 805
 Response Mean: 4.2552
 Response Median: 4
 Response Mode: 5
 Standard Deviation: 0.8999
 Average Answer Time: 00:00:04.725
 Average Recap Time: 00:00:01.300

Response Distribution Chart



Source: KFC

The survey at the end of the eLearning shows that on average 84% of users feel better prepared as a result of having taken the course (n = over 40,000 responses).

For Level 2, KFC uses assessment activities within the eLearning to measure knowledge. It is impossible to finish the eLearning without passing these challenges. For Level 3, KFC

uses operator feedback to see how the learning has transferred to behavior on the job. This includes the results of the manager skills observation where each employee must demonstrate how to cook or pack the promotional product. This data is collected through restaurant coaching log information. But where KFC conducts the most measurement and what is the biggest influencer to their 450 franchises is Level 4 — effect on business results.

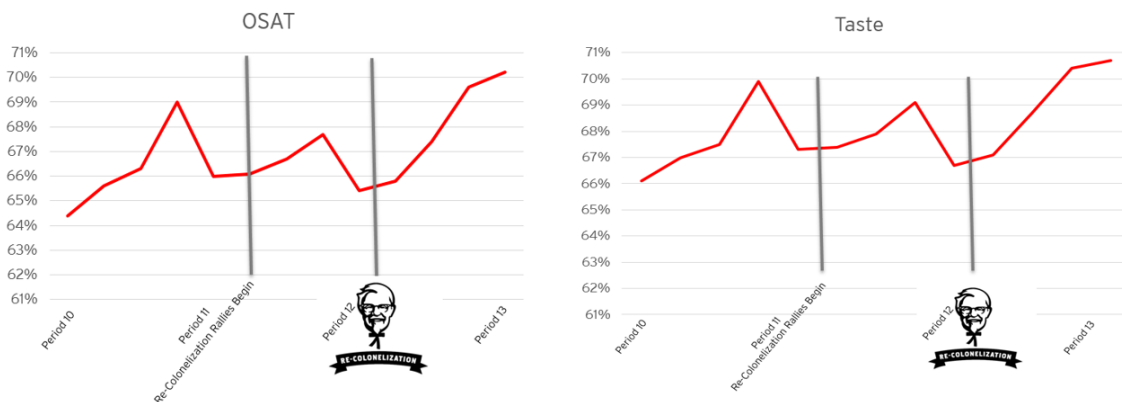
Completion rates for both promotional eLearning courses for 2017 have reached 95% now that completion is tracked on the balanced scorecard. Previously, the highest completion seen for 2016 was 73% before eLearning completion tracking started system-wide — and that was an improvement from the 40% average prior to showing the linkage to business results. What is even more encouraging is that KFC has been able to show a strong correlation between the promotional eLearning and increased employee engagement and increased customer satisfaction.

Starting with the ReColonization effort, KFC saw an improvement in customer satisfaction and taste scores as measured on the customer satisfaction survey (Voice of the Customer).

Below is a chart that shows Voice of the Customer results for taste before the rallies and after. OSAT is overall satisfaction — KFC reached its highest level at the end of December 2015 (final training was Nov. 21). The taste chart is the individual question asked to customers focused on taste — again, it reached its highest level after the rallies and in-restaurant training events.

Figure 14: Voice of Customer Results – Before and After Rally

**WELL ON OUR WAY TO ACHIEVING OUR GOAL OF #1 ON TASTE.
P13 AT AN ALL TIME RECORD ON OSAT AND TASTE**



Source: KFC



KFC also received many unsolicited compliments from social media:

Figure 15: Social Media Response



Source: KFC

Sales also increased — KFC exceeded its sales forecast for Quarter 4 and had its highest profitability in five years.

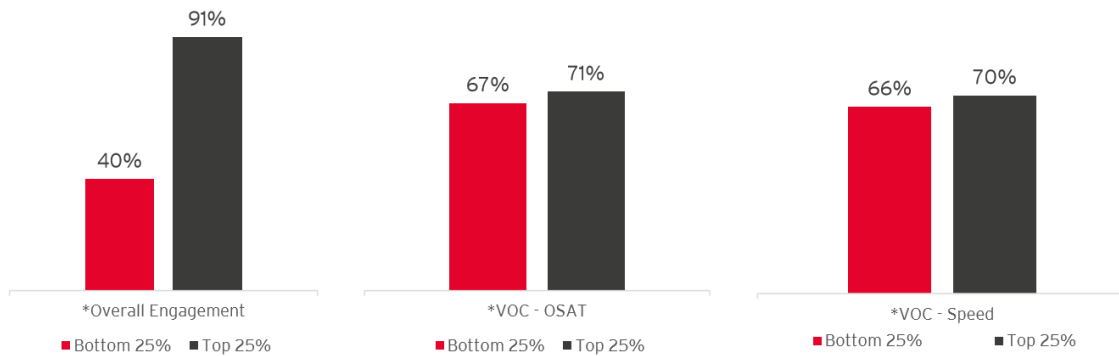
Promotional eLearning also makes a difference for KFC's Guests. The OD team has worked with KFC's outside vendor (SMG — they collect customer and employee satisfaction data) to find the correlations of completing promotional eLearning. Restaurants that have over 97% completion rates for promotional eLearning have an overall engagement score of 66% as opposed to those with less than 82% completion, which show engagement of 62%. Those trained show four percentage points higher than those not, which is statistically significant.

The chart below is from KFC's internal employee satisfaction survey, Your KFC Voice, led by the OD team. The vendor looked at training completion (promotional eLearning) in the September 2016 timeframe (Chicken Share promotion) and placed the restaurants into two buckets: the bottom 25% of training completion (in red) and the top 25% of training completion (in black). The vendor then looked at the overall engagement of those teams, the Voice of the Customer overall satisfaction (VOC-OSAT) score and the Voice of the Customer speed score. The results below are all significant and show the value of training.



Figure 16: KFC's Internal Employee Satisfaction Survey Results

WHEN RESTAURANT TEAMS FEEL PREPARED TO LAUNCH NEW PRODUCTS, ENGAGEMENT AND VOC SCORES ARE HIGHER



Groups based on September Training for New Products & Services

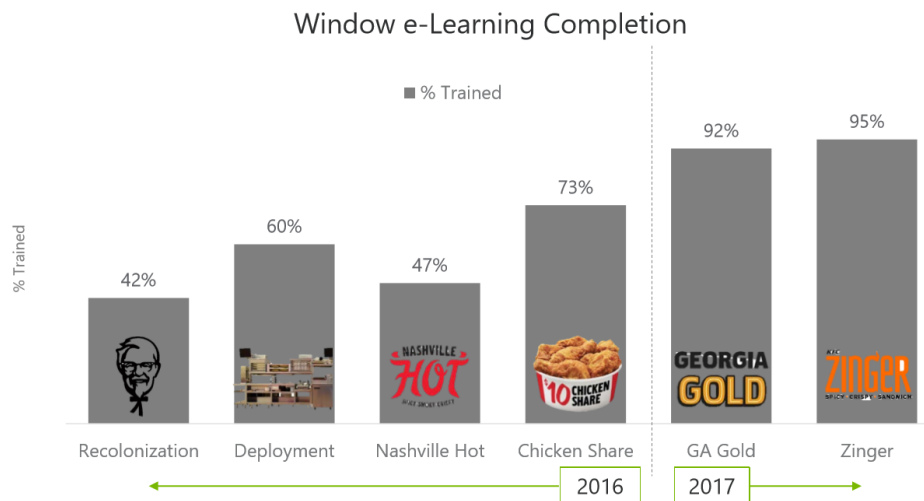
*Indicates a statistically significant difference at the 95% confidence level
Bottom 25% n= 690, Top 25% n=675; VOC date range August 2 - October 24 2016 (FY16 P9-P11)

Source: KFC

The promotional eLearning was added to the balanced scorecard after this data showed how critical it is and the impact to the business. The chart below shows the training completion rates as a result of being added to balanced scorecard. It is interesting to note that when sandwiches were rolled out in 2017, it was the first time that a major product introduction resulted in higher customer satisfaction ratings than before it was introduced — and it was the most complex product KFC had introduced in many years.

Figure 17: Training Completion Rates

Adding window e-Learning to BSC resulted in higher training completion for GA Gold and Zinger



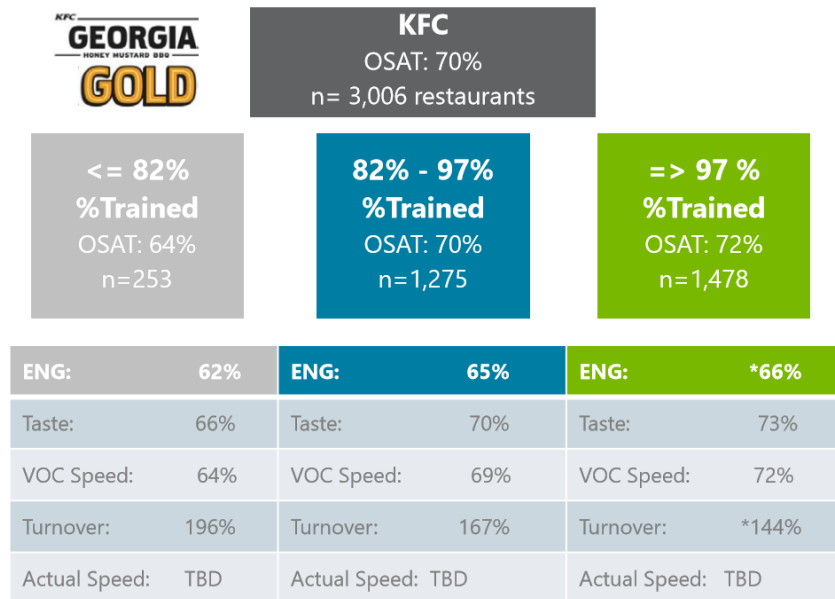
Source: KFC

There are more direct business results focused on KFC's teams. Team member turnover is a huge problem in the quick service restaurant industry. KFC measured the impact of training on turnover with its Georgia Gold promotion in early 2017 and found that the locations with the highest Georgia Gold eLearning completion had the lowest turnover. The chart below tells the following:

- First, the set up:
 - The gray box represents those restaurants with less than 82% of teams trained.
 - The blue box represents 82-97% trained.
 - The green box represents more than 97% trained.
- OSAT = Overall satisfaction based on the Voice of the Customer survey:
 - There is an 8% difference in those trained versus those not. Even 0.1 is significant based upon KFC's sample sizes. This 8% difference is really high.
- ENG = Overall engagement index based on the Your KFC Voice survey
 - There is a 7% difference in those trained — again, significant.
- Taste, VOC speed measured on the Voice of the Customer survey:
 - 7 points higher in taste and eight in speed.
- Turnover based on how many team members leave.
 - 52% difference — this is worth so much to the teams.
- Actual speed measured by drive-thru timers not available on this chart.

Figure 18: Impact of Training on Turnover Rates

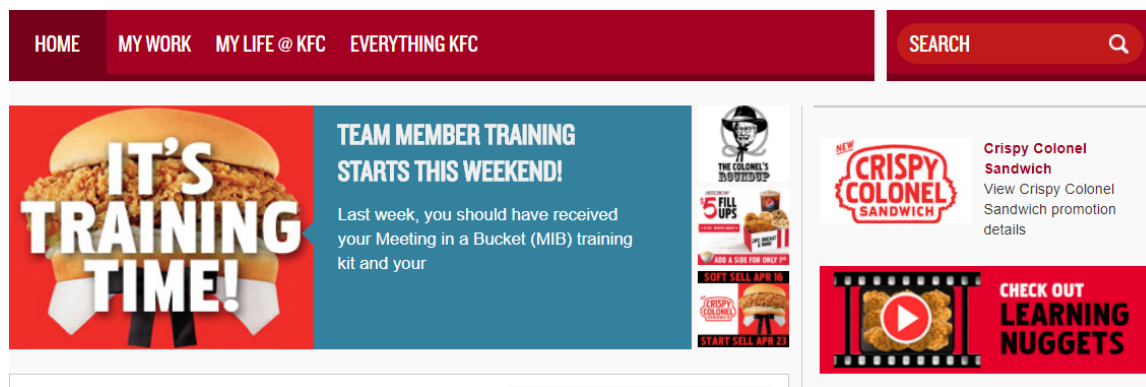
Locations with the highest GA Gold e-Learning completion had the lowest turnover



Source: KFC

These results were shared with KFC’s franchise system and the reality that training makes a difference was known. KFC Learning has earned the respect of franchisees as well. On KFC’s internal intranet, training has a prominent space on the front page as seen below (currently focused on training for another sandwich introduction):

Figure 19: KFC’s Internal Intranet Front Page



Source: KFC

Overall

The KFC Learning team has had so many learnings during the past few years. Here are the most critical:

- **Results Matter** — being able to correlate business results to training completion is the key. This alone has earned the respect for the entire learning team. KFC starts each promotion thinking of the results and impact needed.
- **Sharing the Results is Even More Important** — Communicating the impact is critical. KFC learning has shared the results in every leadership and franchise leadership meeting.
- **Staying Fresh with Current Trends** — Different KFC Learning team members attend different industry conferences, then share what they have learned with the team. KFC learning team members also present at these conferences sharing what they are doing and benchmarking with the wider learning industry.
- **Understanding the Modern Learner** — KFC's learner continues to change and KFC training has to change with them. The Gen Z generation is the new challenge, driving KFC to think differently. KFC has to change learning modalities and thinking.
- **Keeping a Pulse** on what internal customers tell KFC about the training — KFC measures this and uses the data and feedback.
- **Leveraging Strengths** is the key to success — Each learning team member has a different skillset and using that to KFC's advantage has paid off. Learning team members are happier, producing more and work is stronger. This critical element has made the difference on the KFC learning team.
- **Ensuring There is a Mix of Classically Trained Learning Professionals** on the team is also critical; understanding the theories behind adult learning and using research to create training has proven to be a sound decision.
- **Keeping Abreast of the Technology Being Introduced to the Restaurants** — KFC is bringing in iPads to the restaurant. KFC has made sure that all promotional eLearning and Learning Nuggets are compatible with mobile devices.
- **It is Important to Have Classically Trained Professionals, as Well as Those Experienced in the Business** — This model has ensured KFC has a real world approach while using learning theories proven to work.
- **Each New Promotion is to be Treated on Its Own Merit, Focused on the Complexity** — This individual approach makes a difference.



The future outlook for KFC's learning strategy is exciting. KFC is looking for more and more ways to leverage iPads as more restaurants purchase them. The iPads are being used to do checklists but KFC knows if they can provide even more reason to use them, the operators will purchase more.

KFC is introducing the new sandwich with the blended approach of eLearning: a restaurant rally called Meeting in a Bucket, Learning Nuggets and job aids. KFC changed the scope from a restaurant general manager rally to an in-restaurant rally. A kit with all that is needed to complete this was shipped to all 4,200 restaurants. It includes T-shirts, as well as all what is needed to play an interactive "Minute to Win It" game of six rounds throughout the two-hour rally. Those happened in April.

This summer, KFC was scheduled to introduce group learning, which has been a request of operators for some time. The challenge is capturing completion but it is important to change up training modalities for promotional training to get commitment and excitement for training.

KFC has other pieces of technology in test, including:

- **Amazon Echo with Video** — This could show Nuggets or provide quick performance support for standards. This is in an early pilot test.
- **Online University using Saba Meeting Platform** — KFC believes this has possibilities to expand the reach and frequency of the instructor-led content given the geographical dispersion of the workforce. This will be tested in the second quarter of 2018.
- **Augmented Reality** — KFC would like to test in the back of house for training on equipment.
- **Learning Record Store** – KFC is looking to partner with Watershed so that all training from Nuggets to LMS can be tracked for all team members.

Learning at KFC has come a long way. The learning team is well-respected among the franchise system and by KFC leadership. The learning team is an integral part of all strategic initiatives and the results from the training have earned this.

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