

CUSTOMER

Pascal LARDEUX is an eLearning Specialist for the whole NESTLE Group, the world's leading food company.

He decided to implement the MOS publishing solution to serve the training courses developed by the Research and Application Centres for all Group Production staff.

Indeed, the content generator integrated into the MOS Chorus platform allows fast and easy development of professional eLearning content corresponding to on-site requirements by handing the task over to delocalised teams made up of specialists and instructional designers.

MOS Chorus also broadcasts modules in flexible, easy-to-define configurations.

BUSINESS ENVIRONMENT

NESTLE is a global player and world leader in the food and nutrition sector and generally speaking in fields related to "nutrition and well-being".

Its 285,000 employees come from very different backgrounds and work in numerous lines of business.

As with most sectors, the food industry has suffered from the economic crisis. For a world leader like NESTLE, bringing its skills into line with its business is a necessity which is made all the more difficult because the Group has many lines of business and is traditionally based on high values.

CHALLENGE

Training/Skills issue

Training aims to develop skills in order to support the performance of each of the many business lines in the Group.

It also aims to take up a global challenge. This involves promoting an overall coherence and a shared corporate culture based on NESTLE's 3 goals:

- Being acknowledged as the leading company in nutrition, health and well-being

- Being a reference for long-term financial performance,
- Gaining the trust of all the stakeholders (employees, customers, shareholders, suppliers, environment)

Projects and/or needs that triggered off the process
eLearning was introduced at NESTLE many years ago and often took the form of "eReading".

The first need that emerged was the implementation of a real eLearning offering, integrated into a blended learning approach with good teaching methods.

The occasion soon presented itself with a request for assistance made to the eLearning unit by the Research and Applications Centres in charge of providing technical support to the Group's 450 factories.

These Centres needed to quickly provide customised eLearning content to 150,000 potential employees scattered all over the world. Autonomy was essential: the Research and Application Centres had to be able to create dozens of modules themselves, using a tool that the Group's eLearning unit would provide them.

For Pascal LARDEUX: “the need for an authoring tool that was easy to handle, powerful and Scorm-compatible was a strong initial constraint.

As the training courses had to be adapted to suit the many different targets, the training content had to be divided up into small chunks so as to reduce the localisation workload, as each country / area was in charge of adapting its courses.

Moreover, the fact that there are many languages used within the group means that a simple and efficient translating system must be available for the markets.”

SOLUTION

MOS Chorus was chosen because of the high-quality of its full web, customised eLearning content generator.

“The main advantage of MOS Chorus is that it provides support throughout the whole content creation process, in a flexible and structured manner, by breaking the modules down into small chunks. The result convinced numerous local teams that it was preferable to use the modules developed in this way rather than to develop them separately.”

Moreover, the content generator facilitated cooperation between specialists at the Research and Application Centres and instructional designers in charge of authoring this expertise, with the specialists dealing with the module maintenance.

It came to a point when the Research and Application Centres were developing so many specific modules that the company decided to use MOS Chorus to broadcast them.

There were several reasons for this. The first reason was because MOS Chorus perfectly integrated Scorm content even if this can be played by any other Scorm-compatible eLearning platform.

Another reason was that “MOS Chorus’s flexibility and ease of configuration were much appreciated when projects had to be completed fast. Indeed, MOS Chorus allows you to set up pilot versions,

experiment and test them in operational mode and change the training process ‘just to see what happens’”.

NESTLE was also able to measure the implications of the emerging tutorial role in new training courses.

“There are permanently thousands of subscribers to the platform which is enabled or disabled according to the training courses available.”

MOS Chorus was a perfect “prototyping” tool which allowed NESTLE to define a set of good practices which would be useful in the implementation of SAP LSO, the LMS chosen at Corporate level.

ASSOCIATED SERVICES

The other advantage of MOS Chorus is the breadth and quality of the services offered by its MOS publisher.

Although it is hosted in a NESTLE Group research centre in Bussigny, the company may sometimes ask MOS to host the content as this allows development to be carried out in consultation with Nestlé’s outside partners.

After testing the services – hosting, technical support – NESTLE was convinced that it shouldn’t hesitate to use them: “**Why not take advantage of services available when they are of such impeccable quality!**”

In fact, MOS provides NESTLE teams with constant support, even developing customised eLearning modules when there is a rush to complete a project or re-customising the learners portal when the platform is upgraded.

GOOD PRACTICES

The flexibility of MOS Chorus and its eLearning module generator allowed them to carry out many experiments which led to a corpus of good practices.

“It’s a never-ending process involving continuous progress. For example, we have developed a 4-

stage learning model: each learning unit contains an introduction to motivate learners, an awareness-raising activity to mobilise learning capacity, a page of lessons presenting concepts and exercises to secure understanding and memorisation.”

The teaching quality of technical training courses has improved thanks to the eLearning approach: “We have noticed that good-quality eLearning modules contain teaching know-how that quick training courses cannot convey to casual teachers. It is enough just to show them that a certain kind of interactivity is created when these modules are used in group training sessions which greatly improves the quality of their teaching.”

The eLearning modules are only developed in English which is the Group’s main language; if countries wish, they may have them translated via a very simple process which is facilitated by the notion of the MOS Chorus “translation centre”.

A communication plan and a coaching system also proved necessary. It is essential to have intermediaries on-site to show users how to integrate eLearning tools before or after the face-to-face training courses they follow.

We are now encouraging managers and tutors to support and monitor training sessions.



EXPANSION AND OUTLOOK

The catalogue of eLearning modules will be continued: all customised content becomes part of an asset base which can be used by any employees concerned by logging on to the platform. Gradually, these modules stop being used simply on a self-service basis and become part of a customised training path.

Trainers don’t hesitate to use these eLearning modules as part of their face-to-face training sessions, but sessions are gradually expected to become more and more diversified: “We would like to associate eLearning and “action learning” in order to rapidly transform knowledge acquired by employees into skills which are useful at their workstations.

We also intend to develop virtual classroom training which is currently given via Interwise. This would provide coaches with a better view of their “coachees” training path”.

Underlying these outlooks is the project called “Training Architecture”, a study on how to organise training in the NESTLE Group, started two years ago. It redefines local/global roles in order to harmonise training initiatives and increase their impact on the development of NESTLE employees’ skills.