

## case study

# Sodexo Virtual Learning Environment



**INDUSTRY** Food and Facilities Management

**ON24 SOLUTION** ON24 Virtual Learning Environment

**SUMMARY** Sodexo worked with ON24 to create a virtual learning environment (VLE) for employee training and development. The VLE helps the company communicate progress and define managers' roles in overall corporate strategy and offers performance tools and job aids to improve business outcomes. Sodexo's strategy focuses on engagement and shared learning around specific topics. With the VLE, Sodexo has seen training attendance double while achieving higher employee satisfaction scores.

## SITUATION

### Improving business outcomes with virtual learning

Sodexo is among the largest food and facilities management companies in the world, with more than 400,000 employees in 80 countries who design, manage and deliver an array of "quality of life services." Sodexo provides onsite services, as well as motivation solutions, in corporate, education, healthcare, government and remote site segments.

Sodexo's goal for training was to decrease costs while improving attendance and engagement. In the past, the company held traditional, live training sessions that were costly because of the travel required for site-based managers. In addition, trainings were held in the summer, which conflicted with client partner commitments and vacation schedules. The company needed a more flexible and cost-effective solution that could still drive engagement.

## SOLUTION

### The Sodexo virtual learning environment

To conveniently reach some 4,500 U.S.-based managers and international guests, Sodexo partnered with ON24 to create a virtual learning environment (VLE) for employee training and development. The VLE reinforces Sodexo's long-term strategy by communicating progress and defining managers' roles in the strategy, as well as offering performance tools and job aids to implement needed changes and improve business outcomes. The VLE brings together decentralized groups of employees, providing regular technical updates, career development information, and shared learning around specific topics.

Sodexo's VLE incorporates a number of components, such as:

- + An auditorium for viewing webcasts and hearing the president's update
- + A President's Club in which team members are recognized for their successes
- + A training center which organizes training content by category
- + A communications center through which visitors can network and share information with peers
- + Gamification techniques to increase engagement

Sodexo's learning events typically span several weeks and focus on a theme such as operational excellence or business acumen. Sodexo's HR and training strategy emphasizes "blended learning" options to fully engage the audience, recognizing that there are many learning styles and solutions.

## RESULTS

### Cost savings and increased engagement

By avoiding the high cost of in-person training, Sodexo's VLE has generated more than \$1 million in cost savings, and the company has doubled the attendance rate for training.

For first-time training for new hires and updates to existing employees, Sodexo focuses on making the virtual training inspiring and informative. Gamification and prizes are used to boost engagement, with some prizes awarded for "sharing your inspirations" and for participating in contests. For example, a "Show Your Sodexo Spirit" contest leveraged user-created content to drive adult learning while lowering training costs dramatically.

Metrics provided by the ON24 platform and survey responses from participants underscore the success of the VLE. Results from Sodexo's most recent training include the following:

- + Live Q&A attendance: 3,201
- + Webcast views: 7,997
- + 100,047 views of 120 documents
- + E-learning completed: 1,194
- + Average number of activities per learner: 31

Additionally, Sodexo made social media integration a priority. This effort included:

- + A webcam chat session focused on social media Q&A
- + An integrated ON24 idea widget for collaboration, attracting some 150 posts
- + A Facebook interface—resulting in 421 new Facebook members

For Sodexo, the VLE offers immediate reach, clarity and connection to senior leadership and allows the company's message to directly reach more than 4,000 individuals without subjecting the message to interpretation before it gets to the end user. Over the four-year period during which Sodexo has implemented virtual trainings, the company has achieved significant ROI by reducing per-employee training costs while delivering a consistent and repeatable message and increasing employee engagement. Some 70% of employees say that the scope of the materials meets their needs and that they gain new knowledge and learn new skills in the virtual environment.

Sodexo's future plans include providing an enhanced learning experience, with additional opportunities for interaction via by video/web chats and the ability to consume training content on mobile devices, delivered via the ON24 platform.

"Working with ON24, Sodexo has created a robust virtual training program... The VLE is an innovative training and educational delivery system that drives engagement and positive learning outcomes, consistently and cost-effectively."

– SENIOR DIRECTOR  
TALENT MANAGEMENT AND DEVELOPMENT  
SODEXO