



## 10 minutes with JYSK's Digital Learning Solutions Manager

We caught up with **Ivana Dragic Topic**, the Training Manager responsible for Nordic furniture company JYSK's recent astonishing digital learning transformation and culture change.

JYSK is the largest Danish retailer operating internationally. In total, the company has over **2,500 stores spanning across 50 countries**, providing employment – and work-associated training – for over **22,000 individuals**.

**Q** Good afternoon Ivana! How are you? Thank you for joining us in the UK for the user group earlier this week, it was lovely to meet you in person.

**A** Thank you! Yes, it was exciting to fly over. I think it's really important to share best practice with yourselves and your other retail customers. Next time, we'd love it if there were a two-day schedule!

**Q** Glad you enjoyed yourself! At the user group, we discussed that JYSK employees wanted mobile-optimisation, interactivity and fun from their training – so how did your L&D team deliver?

**A** We've had an LMS in place for a long time, but it wasn't really meeting the needs of our users. They wanted mobile-optimisation; most of our stores only have one computer which would lead to delays in users' training. Individuals were expressing the desire to clock out of work half an hour early to complete the training in the comfort of their own home – or anywhere, other than instore! – and this is where Kallidus Learn came in.

We soon realised that the content of our training courses needed an update too; there was little benefit in having a mobile-responsive LMS if the training courses were unable to keep up.

**Q** It's interesting that the change was initially driven by users. What was the business decision behind the change?

**A** At JYSK, our learning teams have KPIs to achieve which includes the 'Introduction Index': a training course for new joiners at stores to complete, to ensure that they are being introduced to their new roles with a proper and complete induction, and structured on-the-job training.

Our Introduction Index statistics weren't satisfactory; they were being completed as late as possible in the month, and our learners were not ranking the courses highly.

The Introduction Index is taken by every new joiner, so is really important in setting up the right step in their career with JYSK.



QUESTIONS & ANSWERS







We're guessing you have quite a few new joiners each year then?



It depends on country to country; some have bigger variations, but we expect a 10% increase of new joiners each year.

This is in part due to the growth of stores – on average, one new store opens each day, so you can understand why the quality of training is imperative!



One new store a day – wow! With such high employee growth, do you track retention rates?



We do – and we find it really important to view on our LMS if employees have completed an induction in full. In our

exit interviews, each leaver is asked to assess the quality of our training.

Our analytics have shown that the Introduction Index is crucial to retention rates and staff satisfaction, which then leads to better sales and customer satisfaction as our staff are better skilled to provide tailored assistance.



Exit interviews are very important, and often under-utilised. With the knowledge that you needed a new LMS, why did you choose Kallidus?



I must admit, I joined during the implementation phase so I wasn't involved with the signing of Kallidus contracts; this said, I understand the challenges the team faced as I was in JYSK's HR team prior to joining the L&D team.

Our primary reason behind shortlisting Kallidus was its award-winning user experience, being responsive on all devices, applications, and iOS and Android.

We were a little concerned in our initial search for an LMS as the learning content needed unlimited language possibilities. As we cover 50 countries, our employees speak 20 languages and we expect this number to keep growing! Our intended supplier had to be able to cater for this with no room for translation errors.

We did a little digging before approaching suppliers, to understand the types of businesses each provider was used to dealing with. We then did reference checks with each our shortlisted suppliers which proved crucial; if suppliers were unwilling to exchange our details with their customers, that raised a red flag!

Whilst Kallidus wasn't the cheapest or biggest supplier on our shortlist, they proved to be able to provide the best solution. From its mobile-optimisation, to its awards, to its bespoke content designed inhouse, we were confident they would be able to deliver the solution our users needed.



Sounds like it was a fairly easy decision for you! Once you had decided on Kallidus Learn, what were the next steps?



We initially had meetings with one of Kallidus' Consultants back in November 2017 to discuss how best to set up the system, and to discuss

our expectations. Then towards the end of January 2018, the team and I had super user training at Kallidus' Head Office where we were shown how to begin to introduce data to the system.

In April 2018, we went live in our first pilot countries: Czech, Finland and Slovakia. By limiting the number of stores that had access to Kallidus Learn, we were able to take controlled reactions to feed back to Kallidus.

In June 2018, we went live across our other 47 countries, with Romania being the last to have access to the system.



---

“Whilst Kallidus wasn't the cheapest or biggest supplier on our shortlist, they proved to be able to provide the best solution. From its mobile-optimisation, to its awards, to its bespoke content designed inhouse, we were confident they would be able to deliver the solution our users needed.”

---



Sounded like a very simple process then. Going back to your learners – how did you know what they required?



The demographic of our average employee is fairly young; we employ a lot of high school students and apprentices

as our rotas can fit in with their studies. As our audience is young, they prefer to use their own mobile devices to access an easy system they can use in just a couple of clicks.

I suppose as they’ve grown up with Facebook, they expect intuitive and easy-to-use applications. When I was first shown Kallidus Learn, I showed my 10-year-old daughter the system on my phone that evening. She found the courses easily in the system, which proves its ease-of-use!



And what is the process for new joiners?



Before our new inductees have even stepped into their new workplace, they have access to the system for them to undertake ‘Welcome to JYSK’,

a course designed to prepare employees for their first day at work. On their first day, they will be given full access to the system where courses will have been pre-assigned to them depending on their job role. The average retail worker would begin on 19 courses, but of course this differs for Head Office workers and Factory workers.

Managers would have more courses pre-assigned to them to account for leadership courses, training courses and to make them aware of their responsibilities to their team.



So everything is ready for them on their first day! Do you think the implementation of Learn will change the mix of blended learning? Are you intending to scrap on-the-job training?



As all our learning is mandatory, it won’t really change the split between e-learning and on-the-job training, but the learning culture has certainly changed: people are enjoying the courses we are providing because it’s fun, so the feedback has been really good.

It’s helpful as mentors can see that individuals are actually reading and understanding the training materials, rather than rushing through – click, click, click! Previously, courses were basic questions with obvious answers, so learners wouldn’t take in anything new. This also made on-the-job training more difficult as e-learning should prepare users for tasks on the shop floor, but the courses were too high-level for learners to absorb anything of use.

Previously, e-learning was a ‘tick box’ exercise whereby information wouldn’t be absorbed.

With Kallidus Learn, the courses are more complex and challenge users, so employees are better armed with information and understanding when learning on the shop floor. The courses reflect real-world possibilities of customer queries and complaints, enabling employees to practice their answers in a safe place.



That’s really interesting, that e-learning is being used to support on-the-job training. How did you announce to your learners that a change was impending?



We are lucky to have a very active closed internal Facebook group. In Scandinavia, the culture is very open and our Facebook group enjoys lots of daily movement; the most honest feedback internally comes from here.

On our company Facebook group, we shared an image of someone playing a game on their phone, but the phone screen was concealed. Individuals were trying to guess what the phone screen was showing.

A month later, we released a short video of screenshots and the system in use – this is where the buzz really began. We also wrote an article in our internal newsletter, for those that do not use social media.

Once the system had been released and courses were accessible, we asked managers and ambassadors to encourage and push new e-learning on our internal Facebook group, and share their results on their personal LinkedIn accounts.

---

“The quality of training has already improved with Kallidus Learn, as employees are able to take control of their learning and score evaluations.”

---







**Q** It's great that your Facebook group helped to create such a buzz. Once the courses had gone live, how did you collect feedback?

**A** We hold a company-wide strategy meeting once every three years. We look at where we are in the market, where we want to be, and how we can get there.

In the last strategy meeting, we noted that our internal learning was everywhere; some was on the LMS, some was on the intranet, and some was stored in our heads! We decided to transfer all introductions, courses and information to one system during this strategy meeting.

Following the launch of Kallidus Learn, we sent out surveys. We'll use the results from these surveys to make changes, and send out further surveys. We will present the results in the next strategy meeting to monitor the development of the learning.

We strongly believe that social learning is the future, so for now, we will continue to make use of our internal Facebook group. However, as Kallidus continues to develop we expect we will eventually shut down the Facebook group, as learner communications will be included in the learning system.

**Q** It's certainly a great idea to keep monitoring the results. Have you noticed any immediate results since launch?

**A** It's difficult to say and I cannot put it down to training alone, but the courses have certainly helped our employees to present to customers which has had a significant impact on sales. By upskilling our staff, we are making the buying process easier and seamless for the customer.

Since implementing training, our sales turnover has increased by 10% which is largely down to customer service levels being significantly increased; a factor we can relate to online training.

Excitingly for our employees, staff satisfaction has risen 14% over the benchmark, and their satisfaction in L&D has risen 16% above the benchmark. We are proud that when our employees grow, we grow, so it's great to have the statistics to prove that this is happening.

**Q** Wow, great results! Finally, where do you see the future of JYSK going?

**A** I know people keep saying that 'the high street is dying' but I disagree; our customers like seeing what they're considering buying. I suppose the concept of the stores might change: we are beginning to open small designer showrooms as opposed to huge stores that enable shoppers to take items away on the day.

In terms of training, we used to notice that on-the-job training was more heavily enforced on the last day of the month, in order to conform to Introduction Index stores – hopefully this will change so that learning is more organic across each month.

The quality of training has already improved with Kallidus Learn, as employees are able to take control of their learning and score evaluations. Now, learning is completed because it is fun, rather than because it must be done for the Introduction Index statistics.

Finally, the learning culture of JYSK has changed; we used to rely on notifications reminding learners to complete their training, but learners now opt to log into the system on their own accord which is ground-breaking, really – they want to complete their training!

**What great achievements! We're really looking forward to following your learning journey as a Kallidus customer – keep in touch!**