

G2G3 & Reckitt Benckiser

A READINESS PROGRAM CASE STUDY



RECKITT BENCKISER

Reckitt Benckiser is a global force in household, health and personal care products. The organization has sales which exceed £5 billion, consistently growing ahead of the industry due to its leading brands, its operations in over 60 countries and sales in 180 countries.

As part of a strategic global service improvement program, the Reckitt Benckiser IS department was undertaking a major global project to replace an in-house service desk application with BMC Remedy V7.0, whilst at the same time introducing IT Infrastructure Library (ITIL®) aligned processes and practices for the first time. This was to be a significant challenge, given the level of change required at a technology, process and cultural level.

THE LEARNING CHALLENGE

Despite significant investment being made in the global service improvement program, it was clear that the program would not deliver positive results unless the system users actually changed their ways of working. The project group knew that the key to positively changing behavior was effective and relevant training. Not only would the training provided have to address the use of the technology, but it would also have to successfully address the many process and cultural changes that were taking place with the introduction of ITIL-based processes.

Historically, there was no single global process being followed and the existing in-house service desk tool had been widely adapted to fit local practices. This meant that the training audiences worldwide had differing expectations, skill sets, cultural norms and working practices, and many of them had had little or no exposure to ITIL.

Michelle Downs, Program Manager at Reckitt Benckiser said, **"This training was vital - it was not just about what buttons to press, it was also about changing peoples way of thinking and becoming a truly global support organization"**.

Reckitt Benckiser knew that the generic, off-the-shelf technology training offered by the tool vendors would simply not be enough - as training of this type tends to be focused on the details of the technology as opposed to the needs of the business. They realized that they needed a unique learning solution to address the distinctive technology, cultural and process challenges that they as an organization faced.

The decision was taken to engage G2G3, a global provider of simulations and readiness solutions, to create a bespoke contextual learning solution created specifically around the precise needs of Reckitt Benckiser. G2G3 offers a contextual approach to organizational readiness which takes into account the unique 'fingerprint' of an organization in terms of culture, working practices, processes and key behaviors.

G2G3 had initially been engaged by Reckitt Benckiser to run a program of bespoke ITIL simulations across the business to help create awareness and buy-in to the ITIL approach to service management. Simulations are extremely effective tools for driving understanding and acceptance of new initiatives and transform learning into an engaging and highly memorable shared experience.

The G2G3 simulation offered Reckitt Benckiser the flexibility to incorporate its own messaging, creating a unique and practical opportunity to reinforce the strategic objectives of the project. The simulation brought to life the cultural and process issues faced by Reckitt Benckiser and participants were quickly able to see the 'bigger picture' and the value ITIL would bring to the organization.

PROPULSION

Discover how Reckitt Benckiser accelerated success of their ITIL and ITSM implementation with a G2G3 Readiness Program

The resounding success of the simulation program made G2G3 the obvious choice to drive the learning aspects of the project forward. Downs commented **"I had attended the ITIL simulation and really liked the contextual approach - I also felt that G2G3 would be an excellent fit with the way we worked"**.

THE SOLUTION

The initial phase of the BMC Remedy V7.0 deployment had a global remit and primarily covered Remedy Incident Management as well as introducing the concept of Service Requests to the system users and business community

Project timescales were very tight and it was essential that the solution was able to be successfully deployed, globally, within a short timeframe. It was vital that all employees affected by the implementation were 'ready, willing and able' to embrace the new technologies and processes being deployed.

With this in mind, G2G3 quickly created an innovative and exciting Contextual Learning program in order to create global readiness for the change ahead.

CREATING A 'READY' WORKFORCE

G2G3 created a contextual training program that was highly targeted and interactive. By taking a business-focused approach, G2G3 creating a learning program that related what needed to be learnt to the specific needs of each learner - incorporating the essential technology aspects of the tool as well as Reckitt Benckiser's working practices and strategic intent.

The training program incorporated a number of innovative tools and immersion techniques, such as interactive flash based scenarios specific to Reckitt Benckiser, as well as utilizing in-house terminology which individuals would directly relate to. In addition, to accelerate learning and aid retention, a highly visual approach was taken to all materials, using infographics and illustrations throughout.

G2G3 then facilitated global train-the-trainer sessions with Reckitt Benckiser's in-house trainers who would be responsible for delivering the solution to Reckitt Benckiser's 400 IT personnel. Recognizing the varying cultures across the organization, the solution was developed to enable trainers to adapt each delivery, dependent on the audience type whilst ensuring it remained consistent and of equal quality. This was highly successful, as Downs observed:- **"Participants got to practice the skills and knowledge they had learned to help them feel confident in delivery"**.

CREATING A 'WILLING' WORKFORCE

Effective global communication was also critical to the success of this project. Reckitt Benckiser recognized this and understood that communicating early and often was key to an effective change effort. With this in mind, G2G3 treated project communications like a marketing campaign, creating an exciting video of a senior IT manager communicating

key positive messages related to the project. This was found to be much more effective and personal than the more traditional vehicles of communication such as broadcast email.

CREATING AN 'ABLE' WORKFORCE

A number of innovative job-aides were created for Reckitt Benckiser to improve usability as well as aid recall and long-term retention. These included:

An innovative, easy-to-use and highly-accessible 'Quickflip' which would be kept on the system users desk to allow them to quickly access the information they required.

Short and targeted videos which demonstrated effective usability of the system

Highly informational User Guides which were created for the business community and the system users around the areas of Incident Management, Incident Self-Logging and Service Requests.

"The quality of the deliverables was extremely high", said Downs.

RESULTS AND BENEFITS

Despite the highly aggressive timescales, Reckitt Benckiser were successful in achieving their project goals within the set timeframes.

"Delivery times were tight and I'm very pleased to say that they were always met" said Downs. **"We started working on this in May, the first course was held in July and the last course was held in September"**.

A significant contributing factor to this success was the contextual learning program created by G2G3. The contextual approach used within the program encouraged rapid and specific knowledge transfer, creating an immediate high level of understanding which minimized downtime and disruption to the business. Downs commented: **"The knowledge transfer has been excellent and this has been highly visible from the limited number of queries, questions and incorrect use of the system. This has left the project team free to handle the ongoing project activities."**

In addition, the contextual approach motivated individuals by creating contribution realization in helping them understand how what they do in their everyday roles makes a real difference to the business.

Downs said: **"The approach has allowed people to relate the the goals of the project and the learning to their every day jobs - this has been fundamental in getting buy-in and acceptance"**.

Reckitt Benckiser is also highly complimentary of the services provided by G2G3. Downs commented: **"I felt that G2G3 were a real part of my team rather than just vendors. They have shown a real passion in delivering quality and have had a massive positive impact on my project. I look forward to working with them again on future projects"**

Now that Reckitt Benckiser has experienced the full power of contextual learning, it intends to continue following this approach in the future when rolling out further phases of its service improvement program.

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