



Case study: McDonald's™



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Through eLearning implementation in McDonald's Corporation we have solved one of the basic problems of today - training materials become out of date. This is caused by continual updating and increasing of effectiveness of processes and also by new product launches. The whole thing is now very easy, effective and fast. Each employee can access the same source. No misunderstanding can be caused by materials of a different update, which is very important within McDonald's Corporation.

Customer Characteristic

First McDonald's restaurant had been opened in Illinois in 1955. It is interesting that one of the founders was Ray Kroc, son of the Czech immigrant born in Stupno close to Pilsen. Today there are 28000 of restaurants in 120 countries around the world serving daily almost 1% of the world population with the annual turnover of 32 billion dollars. The first restaurant in Czech Republic was opened in 1992. Today there are 68 restaurants here serving more than 36 000 customers. All restaurants are built on the same foundations - quality, service, cleanness and reasonable prices. All restaurants share the same goal - fully satisfied customer.

Training Needs

Even though the restaurants are spread around the globe and far from each other, they are based on the same grounds, business rules and commitments. As mentioned above, the core values are quality, service, cleanness and reasonable prices. Quality is assured by strictly defined selection criteria, storing rules and food preparation regulations, strict quality checking and use of standardized equipment. Service is provided by kind and prompt employees knowing their duties and procedures exactly. Cleanness also requires planning and checking. Reasonable price maintenance together with top quality products requires qualified and well trained staff. In the Czech Republic McDonald's employs 3700 people; 400 of them are managers and 3300 are employees. Especially among employees there is a high percent of fluctuation caused by a large number of

students. All this shows that McDonald's Corporation needs well trained employees on one hand and on the other hand needs to train new employees immediately and fluently in new processes and means.

eLearning Environment Specifications

Before starting the project McDonald's already owned very well prepared training contents represented by a set of printed manuals and handbooks of a total extent of 2000 pages. However, in individual restaurants there were no computers available for employees to study eLearning courses. Restaurants are interconnected with the central office by an ISDN line charged for the time spent. Part of employees they are to study courses, does not belong to users working with PCs regularly in their private or business lives.

eLearning Solution

Kontis has been selected as the vendor of the





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whole project. Kontis proposed and implemented following solution based on actual situation:

- For future electronic courses uniform environment has been designed. This environment is to ease significantly course operation even for beginners. The company clown Ronald is a part of the environment changing himself according to the type of presented topics. The environment also includes structuralized contents distinguishing between explanation, presentation, and tests; operation elements or means for immediate contact with the training section. Environment also defines an attractive graphics in the company style and rules for its modification in individual courses.
- It is essential to make the electronic courses different from the printed materials. To make them beneficial they have to present matter in an attractive an interactive form. If not, the student will prefer to use printed textbooks. Materials from manuals and handbooks had been adapted and completed with interactive elements as testing questions, games related to the presented matter or animations of explained processes and equipment. Courses were completed with sound, because audiovisual information is more effective than visual one only. Gradually there were more than 20 courses created. They cover the whole training system of restaurants. ToolBook II Instructor had been selected as a development tool. Courses were then developed by Kontis.
- In fact training is a process based upon interaction between students and lecturers and upon cooperation of participants. It is therefore necessary to provide all participants with means for cooperation, feedback and communication. To realize the above listed activities McDonald's selected Tutor2000 management system, which has been implemented in the personal system of McDonald's in the head office. From this system the Tutor2000 is able to draw information on company structure and employees automatically. The last problem to solve was the study in restaurants interconne-

cted with the head office by ISDN line.

McDonald's provided each restaurant with a multimedia PC. To avoid the necessity of charged connection by ISDN line, we take benefit from the ToolBook II Instructor's ability to create off-line courses. These courses can be used without permanent connection with the head office and there are crypt files created recording all student interactions. Tutor2000 is able to import these files. The lecturer is then able to review activities of the student the same way as in case of permanent connection. Kontis programmed automatic actions and the specified files are then transferred to the head office by night and imported to the management system.

Solution Benefits

The whole project is under continual development. We are planning gradual integration of training in other spheres. The benefits are also evaluated gradually. For example we have already evaluated:

- Update possibilities
- Possibilities of achievement record observation
- Training attractiveness
- Faster understanding of presented matter

Training Center Manager's statement

McDonald's is well known for their maximum customer focus. We know what the customers expect and we try our best to meet their expectations. Kontis met all our requirements on electronic training solution and our lasting cooperation proves this fact in a best way.

Alexander Molnar, Training Section Manager of McDonald's Corporation in Czech and Slovak Republics.