Case study British American Tobacco
designing and delivering a blended learning programme to support the global roll-out of an eRecruitment system
Between July 2012 and June 2013, British American Tobacco implemented a new eRecruitment system. The new system, based on Kenexa’s 2x BrassRing platform, was to be rolled-out to recruiters, line managers and recruitment partners across more than 180 countries. Recognising the importance of training and supporting its users, British American Tobacco commissioned SkillSet to design and deliver a blended and multi-country learning programme.

SkillSet worked with the client to deliver a training programme that helped staff across the business to use the new system effectively and to understand the British American Tobacco ‘way of doing things’. SkillSet’s in-depth knowledge of the Kenexa 2x BrassRing platform enabled it to help British American Tobacco to quickly start realising the return on its software investment.

Without a doubt, our partnership with SkillSet has contributed to the speed at which this global change has taken place within British American Tobacco. SkillSet’s consultants have been easy to work with, their professionalism and flexibility have been hugely appreciated and their delivery first-class.

Aly Sparks, global head of talent acquisition, British American Tobacco
The challenge

To support its continued growth, British American Tobacco implemented a consistent global recruitment process and a new eRecruitment system, powered by Kenexa 2x BrassRing. The new system was selected to help British American Tobacco to improve its global recruitment activities and to attract, select and retain the best talent across all levels of the organisation.

British American Tobacco decided to roll the Kenexa 2x BrassRing solution out in four deployment ‘waves’. As the system was rolled-out to each region, the international tobacco organisation needed to ensure that staff were provided with adequate training and support. Given the sheer number of users – not to mention the fact that they were spread across more than 180 different countries – this was no easy task.

Providing training and support to users worldwide

SkillSet worked with British American Tobacco to plan, design, develop and deliver a comprehensive programme to train and support users of the new eRecruitment platform. The programme, which comprised classroom-based sessions, webinars and eLearning, was designed specifically to reflect the way that British American Tobacco used the 2x BrassRing platform.

In order to support British American Tobacco’s large end-user population, SkillSet adopted a ‘train the trainer’ approach. We delivered classroom-based sessions to key individuals – ‘system ambassadors’ – in each region and provided them with the skills, knowledge and confidence that they needed to effectively train and support end-users across their respective regions.

Tackling each region individually, the training took into account cultural differences and the impact that they had on the way that delegates interacted in group sessions and, therefore, the way that training should be delivered.

At the end of each training session, system ambassadors were encouraged to use their newly-acquired knowledge and ‘teach back’ what they had learned to the SkillSet team. SkillSet then provided feedback and coaching to optimise the way that knowledge was shared across the organisation. The result was a worldwide network of system ambassadors who were able to support the successful implementation, roll-out and adoption of British American Tobacco’s new eRecruitment system.

Feedback from our internal trainers has been very positive. The training delivered by SkillSet, particularly the teach back element of the face-to-face sessions, was extremely effective in equipping them with the knowledge, skills and confidence they need to train users and line managers across the business.

Jean Poon, regional talent acquisition manager (AsiaPacific), British American Tobacco
Post go-live support

Shortly after the classroom-based sessions, system ambassadors were invited to attend webinars and Q&A sessions. The sessions were facilitated by SkillSet and were also attended by key members of the eRecruitment implementation team. The aim was to address any issues that system ambassadors had experienced when using the new eRecruitment platform, to share feedback and ideas, and to further improve the way that knowledge was shared with the rest of the organisation.

To further support end-users as they started using the eRecruitment system, SkillSet also delivered bi-monthly refresher training to all system users. As with the earlier Q&A and webinar sessions, the refresher training sought to address any issues that had become apparent during the first few months of using the eRecruitment system. They were also used to remind delegates of the key features and functions of the system.

Results

The eRecruitment system has now been fully rolled-out to more than 580 HR professionals, 31 RPO representatives and 165 recruitment agencies across the globe. SkillSet helped British American Tobacco to build a strong network of system ambassadors across Europe, Africa, the Middle East, the Americas and Asia Pacific. Providing these system ambassadors with the tools they needed to deliver training and support, we helped British American Tobacco to ensure the successful roll-out and adoption of its new Kenexa 2x BrassRing-based eRecruitment system.

Feedback throughout the project has been very positive and SkillSet has been cited as a key enabler in allowing British American Tobacco to start quickly realising the benefits of its investment.

About British American Tobacco

British American Tobacco is a leading tobacco group, with brands sold in around 180 markets. We employ more than 55,000 people and, with over 200 brands in our portfolio, we make the cigarette chosen by one in eight of the world’s one billion adult smokers.

We hold robust market positions in each of our four regions – Americas; Asia-Pacific; Eastern Europe, Middle East and Africa; and Western Europe – and we are leaders in more than 60 markets. Our approach to marketing is second to none in our industry, in brand building, innovation and responsibility. Our companies adhere strictly to the high standards of our voluntary marketing principles.
A quick word about SkillSet

We’ve been designing, developing and delivering training programmes since 1991, so it’s fair to say that we know a thing or two about training!

- We provide a full range of training services, including training needs analysis, design and delivery of blended training programmes, and post ‘go-live’ support.
- We also work with several software vendors to help them improve end-user adoption within their client bases.
- Working in partnership with our friends at TTS, we provide software and solutions to enable our customers to rapidly create documentation, eLearning and support materials.

Recognised as one of the UK’s leading providers of IT training, SkillSet works with clients from across the oil & gas, pharmaceutical, financial services, retail, healthcare and public sectors. Our growing customer list includes organisations such as BP, Tesco, Lloyds Banking Group, EDF Energy and GlaxoSmithKline.