



Virgin Media Case Study

Virgin Media ignites productivity and collaboration with new learning and performance management system

About Virgin Media

Virgin Media is a provider of broadband, TV, mobile phone and home phone services in the UK. It operates the most popular residential broadband service, the second largest home phone and pay TV service and the largest Mobile Virtual Network Operator. In parallel, it provides a leading Business to Business proposition through the UK's only nationwide Next Generation Network. Virgin Media Inc. is listed on the NASDAQ Stock Market and the London Stock Exchange (VMED)

Vertical/Industry:

Media

Region:

UK

Live Since:

April 2010

Number of employees:

23,000

Clouds/Editions used:

- Cornerstone Learning Cloud
- Cornerstone Performance Cloud

Business Impact:

- Reduced administration has given managerial teams 15,000 extra productive hours per year
- eLearning utilisation has cut training time by 35%
- Social learning enables better use of knowledge across the organisation

www.virginmedia.com

BUSINESS CHALLENGES AND OBJECTIVES

As part of the Virgin Group, Virgin Media is well known for its funky image and its array of commercial services.

Previously, Virgin Media owned three learning management systems; one for internal employees, and two for outsourced employees and its Access and Engineering community, although the latter two were only used for compliance training. Whilst the previous systems did use the Virgin Media performance strategy to guide progress, this was managed on a day-to-day basis through Excel spreadsheets. Consequently, Virgin Media wanted to acquire a learning and performance management system which:

- » All employees could use and could be managed centrally
- » Was simple to use and full of compelling content
- » Cut administration time
- » Could take advantage of internal knowledge via social learning
- » Could link performance management with overall career development

"We needed something funky, comprehensive and could cut down our administration time," said James Iles, head of employee learning, Virgin Media. "One centrally managed system for all content would also help us track the career paths of the workforce, which was something we couldn't do with the previous system."

SOLUTION/WHY CORNERSTONE

The Virgin Media team evaluated 6-8 vendors over a two day period, agreeing a shortlist and carrying out workshops and reference calls. After this process, the team selected Cornerstone Learning Cloud and Performance Cloud.

"Our end decision was driven by the question 'what would this be like for the end-user?'" continued Iles. "Working with Cornerstone was extremely easy because we did not have to provision any IT resources for it in parallel – Cornerstone handled all of the back-end processes."

After signing the contract in October 09, Virgin Media carried out pilots of the Performance and Learning Cloud products, before launching formally in late 2010.

Cornerstone's products now form the basis of Ignite, Virgin Media's in-house learning and development system, which is the central hub for all courses, management and progression tracking.

Virgin has also partnered with various companies including ILX to provide content including PRINCE2 and ITIL training. The content is offered in a variety of formats including classroom and e-learning, and is delivered sensitively according to job function; senior executives, for example, have access to training appropriate to their rank.



“Ignite gives great visibility to our staff and helps them to understand both where they are on their professional journey, but also the resources available to them,” continues Iles. “This includes resources which they may not have considered before. For example, one of our high street stores was outperforming all others on a Sunday, when trading levels are typically low. Through social learning, we helped the teams to collaborate and understand why this was and how we could replicate this, so it has had a real impact on our profitability.”

James Iles, Head of Employee Learning, Virgin Media

THE RESULT/BUSINESS IMPACT

Virgin Media now has one central learning and performance management system, from which managers can set career goals and performance targets, and all employees can view their own individual immediate and long-term training and performance status.

All managers can now track how training supports organisational objectives, and can set learning targets, updating these as goals change. Employees also have access to a wealth of ‘softer’ training tools like Open University courses, as well as social learning forums to discuss new business challenges. Virgin media has also achieved:

- » **Productivity:** The e-learning system has reduced training time by 35% pa, giving teams more time to focus on day-to-day work
- » **Company Profitability:** Improved training co-ordination means that Virgin Media can bring new services to market faster
- » **Customer Satisfaction:** A more consistent training experience has led to superior contact centre efficiency
- » **Reduced Administration:** The system is more automated, reducing administration time. Approximately 15,000 hours have been saved on the appraisal system alone and paperless reviews have also cut admin time
- » **Enablement:** Social learning capabilities allow Virgin Media to make the most of internal knowledge and overcome problems without external advice
- » **Cost Savings:** Switching to e-learning and virtual instructor learning has saved Virgin Media money –one example being when Virgin Media used virtual instructor ITIL training and saved approximately £102,000 compared to standard training

Virgin Media can customise both the look and feel of the system as well as the content of Ignite based on the department so that different sections have access to different training modules. Employees can create career paths and the HR team can respond to any changes in the organisation by planning out learning and development routes to ensure that there are no skills gaps.

All performance information is now in one place, and managers can see the rolling feedback and evaluation material on employees, rather than looking at paper documents, which improves the effectiveness of 1:1 sessions and reduces administration. The Ignite system can be accessed via smartphone, tablets or via other mobile devices, allowing employees to manage performance and learning wherever they are.

“We’ve had great feedback in the staff satisfaction survey and Cornerstone has undoubtedly helped our retention,” continues Iles. “The client success managers at Cornerstone have been invaluable. We can call and ask for advice, and depending on the business outcome that we are trying to achieve, they can tell us how to configure the system in the best possible way. This way, we decrease our time to market for new services, processes or training methods even more, accelerating our business”.

FUTURE PLANS

In future, Virgin Media will be using the Cornerstone Performance Cloud succession module in H2 2012 to ensure that there are no gaps in staffing or skills. Virgin Media will also continue to update Ignite as new features are released by Cornerstone, and will use their dedicated release manager to best plan how this can positively affect the workforce and business.

“Cornerstone’s solutions have provided the basis for a highly effective learning and development platform,” concluded Iles. “It has not only enabled us to reduce costs, but has also improved the overall experience of our employees and increased the effectiveness of our business.”