

HOW DELHAIZE EMBRACED DIGITAL LEARNING

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Vincent Goddeeris is Product Manager (digital) Learning for Talent and Organisation (Delhaize), and is passionate about all things digital. He speaks with Jonas Maerschand, FLOWSPARKS' Sales Manager who has a background in food retail. Today, the Ghent-based company is planning an international expansion.

Digital learning is wildly popular, but there are some drawbacks. That is why Delhaize has a standard procedure in place where the learning question is checked with the target group and content. If a match is found, there will be an integration of a digital learning component in the course.

Types of e-Learning

'At Delhaize, we consider the way information is taught (classroom, blended and other) because, for example, wine tasting cannot be digitized. When it comes to the target group, we consider people's digital skills. We must ensure that all colleagues are technologically literate at an adequate level, and we must be aware of the resources available to monitor the learning process,' explains Vincent. The training classes are utilised for a variety of purposes, including human skills and product knowledge, as well as audit training.

Vincent gives several examples of digital learning at Delhaize: 'There are five major departments in a store. e-Learning is among other things used to familiarise new personnel with these departments. They are greeted, taken on a virtual tour of the shelves via e-Learning courses, and can flag certain items for further explanation through a video, text or quiz.'

Digital learning is always intertwined with time. When a new employee starts, there are particular training courses that must be completed within six months to a year. This way it's possible to gradually learn your work by following the training programme established by Delhaize. Vincent continues: 'We start by making building blocks, which we then combine in learning paths.'

Of course, the time required by the trainee for each digital training is decided in cooperation with the social partners. For example, a one-hour digital classroom requires a total of five hours: one hour online and four hours on the job.

The online part is largely handled by **FLOWSPARKS'** LCMS: 'Our platform is unique because we have been assisting large organisations in the production of e-Learning for over 25 years. Integrating **FLOWSPARKS** is easy because of the cloud-based SaaS solution. It's comparable to a large construction set with several blocks. You can make the box any size you want, add as many blocks as you want, and choose your colour,' explains Jonas.

Let's get personal

In-person training is not dead: 'We enjoy in-person training and not everything has to be digital. The new trend definitely is blended learning. It is critical to do a thorough examination of both your digital and in-person activities,' Jonas says.

Vincent agrees: 'We bring both the digital and in-person aspects together because data shows this is more effective. One significant advantage of digital learning is that it is always accessible through the employee's dashboard. Previously, you could schedule an onboarding session once a month. Now, new colleagues can start their onboarding any day. This way, we can guide new employees from day one and show them how to apply for leave or take a virtual tour of the office or store.'

Jonas continues: 'When several languages are spoken within a company, it is necessary to remove the language barrier. In **FLOWSPARKS**, you can easily construct a module and then translate it with the click of a button. We have a DeepL integration which helps you convert a module into different (non-restrictive, max. of 29 supported) languages in a matter of seconds.'

Motivation is key

It is not always easy to entice and motivate co-workers to participate in digital training sessions. That is why Delhaize always makes it clear why their employees are required to attend training classes. Keeping the goal in mind is a wonderful motivator: 'For example, you show the trainees how they will be able to work more efficiently, this will keep them interested because they will learn a few things, will improve in their job and the work will be executed better and faster which boosts productivity' explains Vincent.

Gamification

Jonas summarizes the popular topic of gamification as follows: 'There are numerous aspects to it. People are triggered by a variety of game features, but it does not have to be overly present. For example, in collaboration with Sport Vlaanderen, we developed an Olympic Games programme for schools. Children frequently have no idea what the Games contain, and in the modules, they were shown what polo and handball were. So, they learned something and uploaded their experiences in the platform. This blended learning experience was very interactive.'

'It's like the old 'game of goose' where you sit around a table with four players,' Vincent says about gamification at Delhaize. 'Everyone is constantly thinking about how to get to the finish as soon as possible. I believe that playing a game is an intrinsic incentive to succeed. You mostly don't need to explain the game, just the goal: how do I get further? In other words: how do I reach my goal. What abilities do I require, and how do I put them to use? You might have to repeat it ten times before you get to the next level. **FLOWSPARKS** evaluates whether you have acquired sufficient talents to advance to the next level.'

The future is here

'The last two years have been extremely beneficial in terms of digital learning. We had to reinvent ourselves,' Vincent adds. 'Until recently, digital was held back because it was expensive and the benefits were not fully

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exploited. But people can now see that you not only can save money with a well developed learning strategy. Inherently, the presence of a good learning management system is primordial. Digital learning has incredibly high quality, and the possibilities are nearly limitless.'

The future holds a lot of opportunities: 'We are growing rapidly and we keep expanding to new countries,' says Jonas. 'Now we have to push through to show the world how FLOWS **FLOWSPARKS** PARKS and e-Learning can help them.'