



CROSSKNOWLEDGE
A Wiley Brand

PANDORA

Digital learning supports rapid organisational expansion at Pandora

with a new Learning Management
System by CrossKnowledge

Starting Block

PANDORA has become synonymous with luxury jewellery at affordable prices in more than 100 countries spread across six continents. Founded in Denmark in 1982, the company now employs almost 27,000 people worldwide, had a revenue of €3 billion in 2017 and is listed on the NASDAQ Copenhagen stock exchange.

In early 2016, after several years of significant growth, PANDORA embarked on a major restructuring programme to support its emerging needs as a global player. This included setting up a new Global Learning & Development team, tasked with providing more effective learning solutions and tools for the whole organisation.



«With the reorganisation, we were able to support business growth and objectives with establishing a new learning platform managing and facilitating learning experiences to retail, corporate and manufacturing employees. It was important to us to find a solution we felt fitted our brand personality and that could appeal to many different employees.»

*Niels Henrik Rasmussen, PANDORA'S
Digital Learning Manager*





The new L&D department had a number of clear objectives:

- Providing training modules on new product 'drops' for retail staff.
- Creating a technical skills academy.
- Minimising the time away from work for craftspeople.
- Giving corporate workers a learning platform.
- Facilitating global initiatives and programmes for all employees.
- Creating a central hub for all learning and development activities.

3 Challenges

In order to achieve these goals, the L&D team had to overcome significant challenges in three key areas

Governance structure

PANDORA had no central governance structure for learning. Instead it had dozens of different processes and standards, with varying levels of uptake by different areas of the business. PANDORA on Demand had been appropriate in the earlier days of PANDORA.

Administrative complexity

Minor LMS tasks had become an administrative burden, and change requests were expensive and time-consuming. A reduction in the administrative overhead of the LMS was vital.

Database quality

There was also no central database of learner data or global standards for gathering 'master data'. With no Human Capital Management systems and no data feeds, updating data was incredibly time consuming. Confusion was added to by the fact half of LMS users were external franchisees - meaning the handling of their data had to comply with data privacy regulations.



3 Audiences

Retail and franchise stores

7800 points of sale including more than **2400** franchised concept stores and travel retail outlets. As of Christmas 2017, it had over **35,000** learners within its retail operation.

Craftspeople

PANDORA employs approximately **13,000** craftspeople at two main facilities in Thailand, who produced **100 million** pieces of jewellery in 2017.

Corporate employees

5,500 staff work in PANDORA offices spread across multiple departments such as design, marketing, retail operations, IT, Finance and HR.

The steps towards a complete digital solution

1

Partnering from the start

PANDORA and CrossKnowledge began working together in February 2017. In just one week of workshops the issues of governance, administrative complexity and master data were addressed.

2

Defining a core team

The company's administrative hierarchy was streamlined and divided up according to market segments and locations. CrossKnowledge cemented the new structure by training over 30 core administrators at PANDORA's HQ.

3

Training local administrators

The core team used their training to educate local administrators on managing learning programmes. Ultimately 1800 people making system changes was reduced to 100 - all with defined roles.

4

Cleaning data

CrossKnowledge worked to determine key data categories meaning employees were always in the correct group or team to access the right learning.

5

Migrating data

Once PANDORA had cleaned its data, CrossKnowledge migrated data for 35,000 learners to the new LMS. 260 SCORM packages in 20 languages covering product training and compliance eLearning were also migrated.

6

Designing a great user interface

CrossKnowledge collaborated with PANDORA's marketing team to create a UI fully customised, self-explanatory and intuitive learning experience aligned with PANDORA's brand.

7

Enhancing UX to engage learners

By using Blended^x CrossKnowledge's engaging new distance learning technology, to deliver all of its eLearning experience programmes, the eLearning content has been completely refreshed.

Link, a global learning solution supported by the CrossKnowledge platform which offers:

- Localised user experiences
- Customised learner journeys in 20 languages
- The support by multiple devices, both internally and externally within franchises



"Blended is mobile-friendly, looks great, and gives us access to some great features new to PANDORA, such as gamification, social polls, group quizzes and tutored activities. Our SMEs can now run blended classroom sessions with some participants in the room and others dialling-in."*

Something else we're really looking forward to using is a Facilitator tab, so course owners can monitor course progress"

Lene Marie Godiksen, Global LMS Manager.

The finish line



50,000 learners speaking
20 languages,
in over **100** countries



6 weeks to deploy
the new LMS



15,500 eLearnings
courses completed in
the first **30** days



Average of **6.4** hours
of learning
per user



160 courses
available



Internal support
tickets reduced from
200 to **20**



9,000 learners the
first 30 days



124,000
eLearnings had been
undertaken in 2017





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