

# Use Case Coca-Cola

## Coca-Cola FEMSA has provided leadership training to 850 employees with the game based learning method

The company has contributed to its corporate transformation and improved its organization and leadership capabilities.



■ **Company:** Coca-Cola FEMSA.

■ **Industry:** Beverages.

■ **Program data:**

Employees: **850** 

■ **Challenges:**

Support the transformation and departmental reorganization that the company has been undergoing in recent years.

Reinforce the leadership skills of 850 managers and team leaders at the company's 21 Mexican bottling plants.

Provide different and innovative training that would be attractive to employees and improve their engagement.

■ **Solution:**

Game based learning method

■ **Results:**

**100%** Completion rate.

**99%** Recommendation rate.

**100%** Applicability rate.



### Coca-Cola FEMSA, committing to leadership

Coca-Cola FEMSA is the largest public bottler of Coca-Cola products in the world. This Mexican based company operates 64 plants in ten countries and serves 381 million consumers daily. With 2.8 million points of sale, 324 distribution centers, Coca-Cola FEMSA produces and distributes beverages such as Sprite, Fanta, Lift and, of course, Coca-Cola, with an annual turnover of nearly 10 billion dollars.

The history of Coca-Cola FEMSA is a legacy of leadership. To keep our standing as an innovative company while addressing the challenges of the future, the human resources department has committed to reinforcing the skills of its leaders and helping them manage their teams. This strategy should not only provide employees with new tools but also help the company maintain its leadership in the beverage production and distribution sector.

*"These virtual games give collaborators the opportunity to learn almost implicitly. It was time for us to move on in terms of our training offer."*

Betsy Ninco | Skills Development  
Manager at Coca-Cola FEMSA.

## The challenge: support the corporate transformation and train 850 employees

In their mission to keep employees always up-to-date and shore up the strategic objectives of Coca-Cola FEMSA, human resource managers faced three substantial challenges:

- **Support the company's recent transformation and reorganization.** In recent years, the company has carried out a significant change in the structure of the departments and organization of its bottling plants. In this regard, areas that were previously independent (such as production, maintenance and quality) are now part of a single organizational unit. The human resource department faced the challenge of supporting this immense corporate transformation through a training program.
- **Reinforce employee leadership skills.** To meet the first challenge, the company realized that its employees needed new team and organizational management tools. The transformation in the company must also be accompanied by a transformation in its leaders. The challenge entailed reinforcing, transferring and internalizing the leadership skills of 850 managers and team leaders working at the 21 plants that Coca-Cola FEMSA has in Mexico.

*"Video games help you reach more people simultaneously and much more quickly than classroom-based master classes."*

Betsy Ninco | Skills Development Manager at Coca-Cola FEMSA.

- **Provide innovative, effective and different training.** The company sought a training method that employees would find attractive and alluring, one that would surprise them, increase their engagement and increase their interaction with the contents. Aware that the way of learning is changing, Coca-Cola FEMSA sought to provide its employees with a different, innovative and attractive format that would shatter the monotony of classroom learning.





### Solution: Pacific, the serious game for leadership

To rise to all these challenges, Coca-Cola FEMSA incorporated the serious game for leadership and team management, into its training programs. In this graphic adventure, employees are brought to a desert island, where they have to learn how to lead their team to build a hot-air balloon and escape the island alive.

This video game affords at least three advantages:

- **Maximum quality contents.** Pacific was formulated following hundreds of interviews with international experts, CEOs and executives from all over the world over a span of 12 years. The results are top quality contents about how to manage a high-performance team, delegate tasks, give feedback and motivate your employees. All these tricks, tips and tools fit perfectly with Coca-Cola FEMSA's transformational needs and desire to shore up the leadership skills of its managers.
- **A powerful simulator to guarantee practice.** The serious game incorporates a simulator that mimics real-life conditions so that employees can practice in a safe environment. This guarantees that students can put everything they've learned into practice and then apply it in their day-to-day jobs at Coca-Cola FEMSA bottling plants. This is also how to achieve "learning by doing" or "experiential learning."
- **Gamification to motivate and surprise employees.** Based on the game-based learning method, Pacific uses all the techniques of gamification (storytelling, rankings, points, etc.) to increase employee engagement and enhance the educational experience. Students immerse themselves from the very outset in an adventure that lets them interact with the contents and motivates them to complete the course.

*"We've seen an impact on the way managers handle management, communication and collaboration, which ultimately is reflected in their everyday tasks and indicators."*

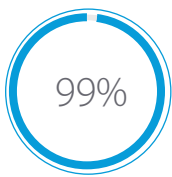
Ana Paola Tapia | Plant Training Manager at Coca-Cola FEMSA.



Completion rate:



Recommendation rate:



Applicability rate:



## Results: better leaders and better organization

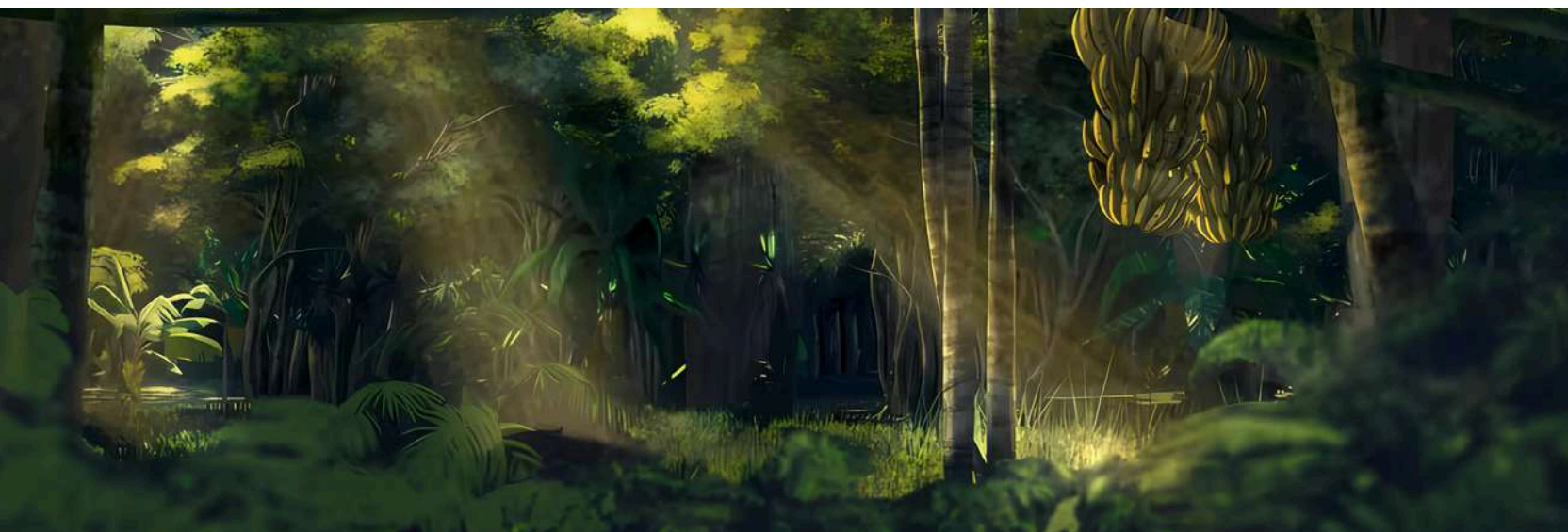
The results show that, thanks to the video game, the company was able to motivate and involve its employees in the training. The video game achieved a completion rate of 100%, while 99% said they would recommend it and 100% said that its contents were applicable in their day-to-day lives.

Moreover, the training had a notable impact on the organization and helped achieve the strategic objectives of Coca-Cola FEMSA. In work climate surveys, employees gave better scores for their supervisors (two points higher in the past two years, from 78.5 in 2015 to 80.6 in 2017) and the organizational climate (over 3 points, from 79.7 to 82.9).

Other external surveys such as the Organizational Health Index (OHI) also confirm the impact the training had on the company. Among all the analyzed indicators, leadership rose by over five points (from 80 in 2016 to 85 in 2017), demonstrating that the efforts by the human resources department successfully backed the company's transformation and its commitment to create new leaders for the twenty-first century.

*"You could see how much fun they had. They were so drawn in that they completed the game in no time at all while internalizing the tools, concepts and leadership skills."*

Betsy Ninco | Skills Development Manager at Coca-Cola FEMSA.



# Annex

## Coca-Cola FEMSA: How can a video-game training program be successfully implemented?

To ensure the success of Pacific, the human resources team at Coca-Cola FEMSA drew up a strategy to make sure that employees understood the game, felt personally involved and could learn and internalize the contents. In this record, six strategies in particular contributed to enhance platform's success:

### 1 - An effective adventure-related communications campaign

The company made an enormous effort to "sell" the advantages and benefits of this initiative. In this regard, the company held kickoff sessions at each bottling plant, dividing employees into groups of 20 or 30 and explaining what the training entailed, how to carry it out and why it was important for them.

During the entire communications process, Coca-Cola FEMSA showcased the idea of traveling and adventure, using the same storyline as in the Pacific video game. The training program was handed out in little treasure chests containing messages in a bottle (as if they had been found on an island). During the kickoff event, employees also received a boarding pass with their username and password to enter the game. Through this communications campaign, human resources managers managed to involve and motivate employees regarding the adventure that Pacific represents.



*"We wanted people to be able to have fun. Instead of weighing them down with theory and concepts, we wanted to bring them something dynamic and share a different sort of learning experience."*

Betsy Ninco | Skills Development  
Manager at Coca-Cola FEMSA

### 2 - Foster healthy competition

To make the most out of the opportunity, company managers opted to encourage competition among plant employees. To begin with, a competition was created for the 21 plants and the company's most senior positions. This competition would determine Coca-Cola FEMSA's top leaders throughout the country.

The company also created other competitions at each bottling plant. Human resources managers used the tools provided with the game to share the rankings at certain intervals of time to encourage employees to continue their progress in Pacific. The best leaders from each plant should appear at the top of these rankings.



### 3 - Time limit and reminders

Coca-Cola FEMSA's project was highly ambitious: provide training to 850 employees at 21 bottling plants throughout Mexico. With so many students, it was important to properly manage time and ensure that everyone reached the training milestones. To do so, the company set a limit of 2 months to complete the video game (sufficiently yet not overly flexible) and made sure to send reminders every week.

### 4 - Blended learning

Pacific was used in a leadership training program that also used other initiatives. In this case, the video game was the starting point and a motivating aspect for the subsequent in-person classes and practical tasks. The adventure theme of this serious game was also a unifying factor that became the underlying theme for the entire training program. Coca-Cola FEMSA was thus able to use the video game as blended learning (b-learning) to increase the effectiveness and pedagogic impact of the overall training.

### 5 - Shared responsibility

To ensure that all employees complete the training, Coca-Cola FEMSA designed a smart shared-responsibility system from the ground up. Each student was held accountable to finish his or her own training and only received the diploma after completing 100% of the courses (including the game and classroom lessons).

Additionally, team managers had to not only finish the training, but also ensure that all their collaborators finished too. This bottom-up hierarchical structure went as far as the company director. Doing so assured the involvement of the most senior posts in the training's success by linking their success to the success of their collaborators (and vice versa).

### 6 - Rewards

The best leaders (top scorers in Pacific) were rewarded with symbolic awards used to raise employee motivation even further. The top ten scorers at each plant were awarded a pin and medal for their efforts and recognition among their peers at Coca-Cola FEMSA.

