



THOMSON REUTERS

In 2002, Reuters began moving technical jobs to Asia, which enabled the company to develop a new technological infrastructure for a much lower cost.

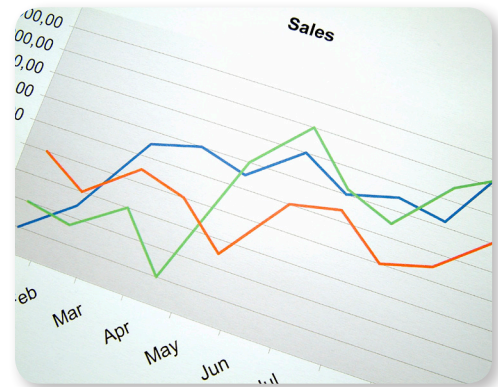
This change, however, had the unintended consequence of increased complexity in managing projects across time zones, cultures, and languages. Reuters urgently needed to improve communication between regional offices to knit together a far-flung global operation while quickly bringing new hires up to speed on its products, clients, and markets.

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—Rich Taylor, Vice President and Head of Learning, Reuters

“I saw the projections for 2010, by which time we expected to have thousands more employees in Asia, including more than half of our technologists, and I knew the communication problem was going to get much worse,” said Rich Taylor, Vice President and Head of Learning, Reuters. “Reuters Learning & Development needed to head off this crisis and we needed to implement a solution fast because people can’t learn English overnight. At best, we had only a few years to solve a problem that threatened to overwhelm us.”

Reuters needed to improve English operational effectiveness so that its teams could be faster, more accurate, and better prepared to meet customer needs.



Industry

Media and Financial Services

Summary

When you're in an industry that thrives on speed, accuracy, and seamless communication, English is critical to success. As Reuters moved jobs to Asia, it faced increased complexity in managing projects across global teams and recognized the urgent need for improving English skills of employees. Reuters implemented the GlobalEnglish Corporate Learning Service™ (currently known as GlobalEnglish Edge™), and has witnessed a marked improvement in communication and business performance throughout the organization.

“ The GlobalEnglish service leveraged the latest technological innovations to mimic the experience of live interaction in the classroom. Our users had constant opportunities to interact, including 24/7 access to a live teacher, text chat, record-and-playback exercises, and more. ”

—Rich Taylor,
Vice President and Head
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Speed to Market

Speed is the key to success in the global news and information business. Reuters competes in milliseconds to get stories, photos, videos, and financial data onto the international wires. It needed to address the challenge of delivering news and data faster using an increasingly geographically diverse workforce. In order to accomplish this, the company needed its teams to work together more efficiently and therefore required its employees to share a common language.

Speed to Competency

Reuters was hiring thousands of new employees in off-shore locations and transitioning knowledge to them as quickly as possible. The company needed to help them learn both business English and effective interpersonal skills so they could be productive members on virtual teams in a global company.

Customer Service

Reuters had significant gaps in customer satisfaction, sometimes as much as 10 points out of 100 when compared with their nearest competitor. “The impact of incidents of poor customer service is not insignificant,” said Taylor. “We have about 30 large accounts called FGAs (Focus Group Accounts) and these pieces of business are collectively worth billions of dollars of revenue—not millions, billions. They have every reason to expect and demand superlative customer service.”

A Global Solution

Reuters needed a training solution that:

- focused on realistic business situations for communicating in English
- could be deployed quickly
- was completely scalable
- was accessible whenever an employee had time to study
- was an effective learning tool
- was engaging for employees
- could improve problems with pronunciation
- offered lessons for English language and interpersonal skills for the workplace
- provided meaningful measurement of users’ performance
- enabled managers to track each employee’s progress and quantify the value of the company’s investment

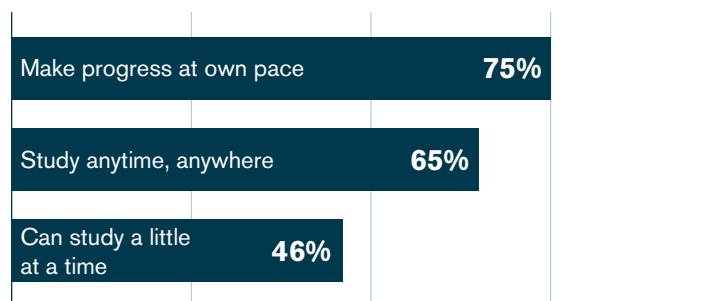
“We believe that English taught in the context of common business situations—such as meetings, negotiating with vendors, or making sales calls—is more effective than lessons based on common social interactions,” said Taylor. “Language experts reminded us that we needed a solution that taught English from native language, meaning that instructions were available in native language and not just in English. Lastly, for our employees in India, we needed a tool to help them with pronunciation that could help lessen their accents. Our extensive research found that only one vendor could meet all of these needs: GlobalEnglish.”

Taylor continued, "The GlobalEnglish Corporate Learning Service has the features that we need to be successful with our program: it teaches business English and is delivered 100% online in more than 12 native languages. It leverages the latest in learning technologies for teaching not only grammar and reading, but also speaking and listening."

The Results

High Satisfaction

Reuters knew that in order to be successful, the online English training program would need to be engaging and not disrupt the workday. "We were able to achieve excellent participation because the online GlobalEnglish service was flexible for the professional and personal needs of employees," said Taylor. According to a satisfaction survey conducted after the first year, the users said they were highly satisfied with the quality of the service; in fact, 80% of users rated the GlobalEnglish service as excellent, very good, or good. Specifically, the most highly rated determinants for satisfaction related to the flexibility this solution provided:



Improved Business Performance

This learning program was created in order to mitigate risk for Reuters. In order to be successful, the company needed to help business divisions manage and safeguard operations through more rapid and reliable communication in English. Therefore, employees' improvement in their ability to communicate was the most important measure of success.

