



YUM! Brands

Innovation for Opportunity

“We want to pioneer new ways to address workforce gaps and career advancement — it’s all in the training.”

Robert Lauber
Vice President of YUM! University &
Global Learning Services
YUM! Brands Inc.

When it comes to its global system, YUM! Brands is investing heavily in technology-based training for employees. With the goal of bringing lifelong learning opportunities into the workplace, YUM! Brands has begun deploying a technology-based learning platform that ultimately will not only offer skills-based training for specific job tasks but also address remedial training and skills gap needs while still considering future career development paths for its employees.

■ Meeting Employee and Employer Needs

Many employees coming out of the high school environment have reading, math and language/bilingual training needs, while others see working for one of YUM!’s brands as an opportunity to gain greater life skills capabilities and build a managerial career. The company wants to create interactive training that can not only address workforce gaps but also provide opportunities for individuals to grow their capabilities.

“Whether it’s addressing language or culture differences, teaching conflict resolution, or coaching in math and writing skills, we are seeing that schools in the U.S. aren’t necessarily preparing people for the workforce,” said Robert Lauber, vice president of YUM! University & Global Learning Services at YUM! Brands, Inc.

“Our research shows that technology-based learning is one of the most cost-effective ways for us to augment in-store training of the hundreds of thousands of employees who work in [the] restaurant system. ... It’s a challenge to quantify our specific costs when it comes to workforce gap training,” said

Lauber. “It’s baked into our overall spending and where our franchise partners are investing in training. We see it as something that has emerged gradually, as opposed to a one-time budget plan spend.”

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■ A Changing Landscape

Lauber recounts that in previous decades, the restaurant and food-service workforce tended to be better educated, but over time the landscape has changed.

“The job market for college graduates is very competitive now, and fewer people exit college saying, ‘I want to run a quick-service restaurant,’ so this perception issue creates a skills gap, leading to a potentially unprepared workforce. It’s a fact of life and one we want to address in new and challenging ways,” he added.

■ Creating Future Leaders

The company is already well known in the industry for its dedication to employee recognition through its powerful culture, a reputation Lauber says makes a difference in attracting people to work for YUM! It hopes to further strengthen that reputation by increasing employee retention

rates through these new training and development opportunities.

These opportunities have incredible potential. More than 70 percent of those who lead one of YUM! Brands' 18,000-plus U.S. restaurants — KFC, Pizza Hut, Taco Bell, Long John Silver's and A&W Restaurants — started as one of the crew. Because each restaurant in itself can be a million-dollar business or larger, each of the brands is working hard to create a strong pool of leaders — and they prefer to groom these future managers from within their current talent pool.

■ Next Steps for YUM!

Where does YUM! want to take its efforts? “Ideally, we would love to create partnerships in which our training curriculum could translate into a GED or college credit, in some cases, furthering our team members' capabilities.”

It's a smart step in the right direction, and YUM! Brands is certainly forging a path for others to follow.

About YUM! Brands

www.yum.com

YUM! Brands, Inc., based in Louisville, KY, is the world's largest restaurant company in terms of system restaurants, with more than 35,000 restaurants in over 100 countries and territories. The company is ranked #253 on the Fortune 500 list, with revenues in excess of \$10 billion in 2007. Four of the company's restaurant brands — KFC, Pizza Hut, Taco Bell and Long John Silver's — are the global leaders of the chicken, pizza, Mexican-style food and quick-service seafood categories, respectively. Outside the United States, the YUM! Brands system opened about four new restaurants each day of the year, making it the largest retail developer in the world. The company has consistently been recognized for its reward and recognition culture, diversity leadership, community giving, and consistent shareholder returns.

About Corporate Voices for Working Families

Corporate Voices for Working Families is the leading national business membership organization representing the private sector on public and corporate policy issues involving working families. A nonprofit, nonpartisan organization, we improve the lives of working families by developing and advancing innovative policies that reflect collaboration among the private sector, government and other stakeholders.

Find Out More

This case study is part of the comprehensive research report *The Ill-Prepared U.S. Workforce: Exploring the Challenges of Employer-Provided Workforce Readiness Training*. This research study and publications, other research studies and toolkits on a host of workforce readiness, flexibility, family economic stability, and work and family balance issues are available on the Corporate Voices Web site at www.corporatevoices.org.

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