

HYATT HOTELS CORPORATION: EVALUATING AND SELECTING A LEARNING MANAGEMENT SYSTEM



 **Overview**

Hyatt Hotels Corporation (Hyatt) is a global hospitality company which was founded in 1957 by Jay Pritzker. Over the past six decades, Hyatt has rapidly expanded and evolved to be one of the most prominent hotel brands across the globe including brands such as Grand Hyatt, Hyatt Regency, and Hyatt House. The company culture promotes diversity, inclusion, and employee engagement, as evidenced by the company's guiding principles:

"We care for people so they can be their best. We continuously listen, learn and evolve to both meet and anticipate the needs of our guests. We believe that being your best is about being your true self - engaged, fulfilled and ready to take on the world."

With over 45,000 employees across the globe, Hyatt is renowned as one of the top hotel chains in the hospitality industry.

 **The Challenge**

Hyatt engaged with HRchitect in order to evaluate and select the best fit for a replacement Learning Management System (LMS). The Learning Management System that Hyatt had in place was an older system that had been in use for a number of years. The current LMS was not a global system, which was problematic for a global company striving to provide a consistent level of training and learning resources to its global employee base. The system was US-based, and available only in English language configuration. The User Interface, while functional, wasn't very intuitive. Low user adoption of the system was notable as it became more common to conduct training in a face to face, classroom style format, rather than leveraging the available LMS. It was clear to the Hyatt team that a new LMS would better fit the organization's needs and align with the company mission, which is, "To care for the human spirit in each of us."

 **Solution: HRchitect**

HRchitect had previously engaged with Hyatt on several Human Capital Management (HCM) technology initiatives in years past, including various HCM technology evaluation and selection projects, and an implementation project. Therefore, it was no surprise that once Hyatt determined that the company needed to select a new LMS which could support their learning strategy, they turned to HRchitect as a trusted partner to assist in facilitating the evaluation and selection process, including the development of a Request For Proposal (RFP).



To begin the evaluation and selection process, HRchitect conducted research around Hyatt's current state of HR and learning operations, but primarily focused uncovering Hyatt's desired future state of learning operations, in line with HRchitect's secure selection methodology for technology evaluation and selection.

It became clear that Hyatt's Chief Learning Officer and team would leverage a new LMS as the catalyst for a change in the organization's global learning strategy, better supporting the company mission to allow employees to provide true hospitality and exceptional customer service to guests. In order to do so, Hyatt needed a system that would encompass a global model of learner/employee owned training, including detailed training plans with courses on customer service and company values. Beyond that, the system needed to enable employees to have the information needed to perform their jobs at their fingertips, which would require a cloud-based, 100% online system, available in multiple languages and accessible 24/7 on multiple devices.

After system requirements were identified, the next step was to identify the primary decision drivers behind the initiative for change. This was done via stakeholder interviews, surveys, and data analysis. It was determined that the primary decision driver was system usability, while price point and a global solution were the second and third highest ranking decision drivers, respectively. From this point, the HRchitect team worked onsite with the Hyatt team to develop an RFP template focused around Hyatt's specific system requirements, which would allow the team to quickly discern system fit upon review of vendor responses to the issued RFP.

In order to determine a shortlist of vendors to distribute the RFP to, HRchitect began by conducting a marketplace review, which is a standard component to HRchitect's secure selection methodology. During this review, HRchitect provided intelligence on the top 20 most widely used Learning Management Systems in the marketplace. After that, HRchitect assisted in discerning which of those vendors would meet Hyatt's business requirements and a shortlist of vendors to include in the RFP was created.

 **The Benefits of Expertise**

Engaging with HRchitect benefited Hyatt as HRchitect had a deep understanding of the organization, current HR operations, and organizational culture gleaned from collaboration on past HCM technology initiatives. This resulted in the discovery and requirements definition phases of the evaluation and selection process being completed more quickly, and as a result, the project completed ahead of schedule. Additionally, HRchitect expedited RFP development by leveraging best practice knowledge from hundreds of past HCM system evaluation and selection projects completed by the HRchitect consulting team over the past two decades.

Of tremendous value to Hyatt was the marketplace review of LMS vendors, as Hyatt was able to learn at a high level about service offerings from each vendor and gauge how the vendor may align with the decision drivers behind the company's selection process. Additionally, the HRchitect recommendations of vendors for consideration ultimately drove the success of the project as the client was only considering an incumbent vendor's LMS, and one or two other LMS vendors. Leveraging the expertise of hundreds of evaluation and selection projects allowed Hyatt to develop a shortlist of vendors that would meet the company's requirements to send the RFP to, which saved significant time in the process.

 **HRchitect Services to Hyatt**

- System Evaluation and Selection
- RFP Development
- Marketplace review of Top LMS Vendors
- Recommendation of shortlisted vendors to request a response to RFP

The Results

The Hyatt team decided to send the RFP to several vendors including BlackBoard, Cornerstone OnDemand, NextDimension, Interacts, Latitude Learning, Saba, and Oracle. Hyatt's procurement department distributed the RFP and collected responses, which were reviewed by the Chief Learning Officer. After review of responses, Hyatt narrowed down the vendors under consideration to include BlackBoard, Cornerstone OnDemand, and Saba and invited the aforementioned vendors to participate in demos. The Hyatt team quickly determined that the Saba system had the usability they were looking for, which was ranked as their number one decision driver. When examining cost and considering both the subscription and implementation costs, Saba had the best cost to value ratio, and also could be easily deployed across the globe. It was no surprise that once Hyatt had the opportunity to see all of the ways in which the Saba Cloud could align with the organization's learning strategy and decision drivers, that Saba ultimately was selected.

By partnering with HRchitect and following a proven methodology for HCM technology systems evaluation and selection, Hyatt selected and implemented the Saba Learning Cloud platform, and since has been noted as a shining example of a satisfied client for both Saba and HRchitect. Today, Hyatt continues to leverage the Saba Learning Cloud to enhance learning and training for tens of thousands of employees across the globe.

About HRchitect

The world of Human Capital Management (HCM) is constantly changing. Organizations fight the war for talent, while HCM vendors rapidly innovate to meet the need. The result is a seemingly endless array of choices, with no clear fit for your unique business. Are you prepared to start a new HCM technology initiative without an expert by your side?

HRchitect offers you relief from this volatile situation by pairing your company with experts who work alongside your team to build a roadmap for your HCM technology, select a new or replacement system, implement and integrate your new HCM technology, provide ongoing support and everything in between.

During the last two decades we've helped thousands of organizations get the most out of their HCM technology initiatives. Visit HRchitect.com to learn more about our HCM technology consulting offerings and how we can help your organization get the most out of your system investments.