

CASE STUDY

TIFFANY & CO. REFRESHES ITS ONBOARDING PROCESS

Ardent



TIFFANY & CO.

Engage New Talent with Strategic Learning Paths

As a globally recognized retailer, Tiffany & Co.'s success hinges on its strong brand image. To uphold its respected status, company leaders not only recruited high caliber talent, but also prioritized a strategic onboarding process that would help new hires quickly and effectively serve as extensions of the powerful brand.

AT A GLANCE:



INDUSTRY:

Retail



SIZE:

1,400 employees



SOLUTION:

Universal
Onboarding
Program



CHALLENGE:

As a luxury brand, Tiffany & Co. acquired high-end clientele with elevated expectations of their retail experience. With products priced into the millions, each face-to-face encounter held massive revenue potential. Knowing the importance of investing in their workforce, Tiffany & Co. leaders called on Ardent to analyze and improve their onboarding system.

SOLUTION:

Ardent consultants began by assessing the current state of onboarding through one-on-one interviews, employee surveys, and focus groups. They also reviewed over 100 program assets. By the end of data collection, the team had secured 4,400 minutes of interviews, 1,200 minutes of focus groups, and 4,480 minutes of surveys.

After analysis, Ardent recognized a need to move away from the fire hose, fact-based training approach and to pursue a more holistic and flexible onboarding program.

Specifically, the new program would prioritize five critical success factors. At the completion of onboarding, new hires should:

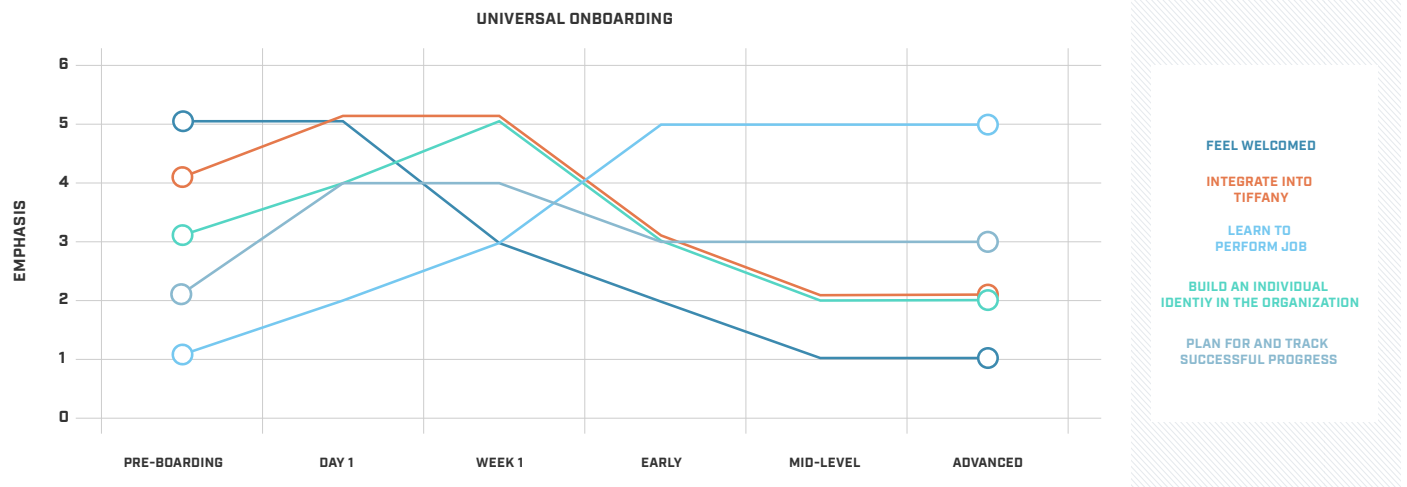
- Feel welcomed
- Be integrated into the organization
- Understand their individual identity in the organization
- Hold role-specific knowledge for completing tasks
- Plan for performance and progress tracking

Each onboarding asset would fit into one of these five fundamental terminal objectives. Tasks related to brand image were positioned near the beginning of onboarding, with role-specific assignments to come later. See the graph below for the proposed timeline.

In addition to receiving a terminal objective label, each task fit into an integrated learning path. This path was balanced across four development tracks:

- Company and culture
- Job tools
- Work relationships
- Support resources

Together, terminal objectives and development tracks created a flexible framework that could be tailored to individual needs. See the flexible framework depicted below.



Ardent's master design of the new onboarding process included:

- Detailed description of program goals, objectives, structure, flow, points of integration with other programs or initiatives, points of hand-off to local level onboarding programs, and roles and responsibilities related to program ownership and continuous improvement
- Identification of technical hardware, software, and infrastructure requirements, and considerations and recommendations for successful program deployment
- Identification of individual program components that map back to and fulfill specific program goals and objectives
- Component goal, rationale, and target audience(s)
- Component significance and integration within overall program structure
- List of topics/activities with specific terminal and enabling objectives
- Topic or activity outline, including topic objective(s), timing, sequencing, duration, concepts covered, learning approach, task/Primary delivery methods and draft list of deliverables for development phase
- Assets and subject matter expertise needed to develop
- Resources needed to implement, including people, time, materials, physical location, and any technical specifications or requirements
- Evaluation methods to measure effectiveness
- Considerations for component ownership, implementation, and ongoing administration

Additionally, Ardent developed a creative welcome video to engage new employees and remind them of the Tiffany & Co. brand essence from day one.

RESULTS:

By the end of the project, Tiffany & Co. executives felt proud of their successful onboarding program. In addition to rising levels of confidence as new employees took over job responsibilities, there was a notable increase in employee engagement and employee retention, which reduced overall turnover costs. Ardent also encouraged Tiffany & Co. to lean into its brand equity as an employee value proposition in recruiting endeavors.



Ready to upgrade your onboarding process?

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