

**VANDERLANDE**

# *Vanderlande*

*The role of L&D in a fast growing organisation*

**Dommel Valley Event 2021**

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**MOVING YOUR BUSINESS FORWARD**



## *Who are we?*

Hanneke van Woezik  
Learning Consultant  
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Manager Global Learning & Content Development



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Programme manager  
Vanderlande Academy



## *Agenda*

**01**

Introduction Vanderlande

**02**

Introduction Learning departments

**03**

Zooming in on onboarding

**04**

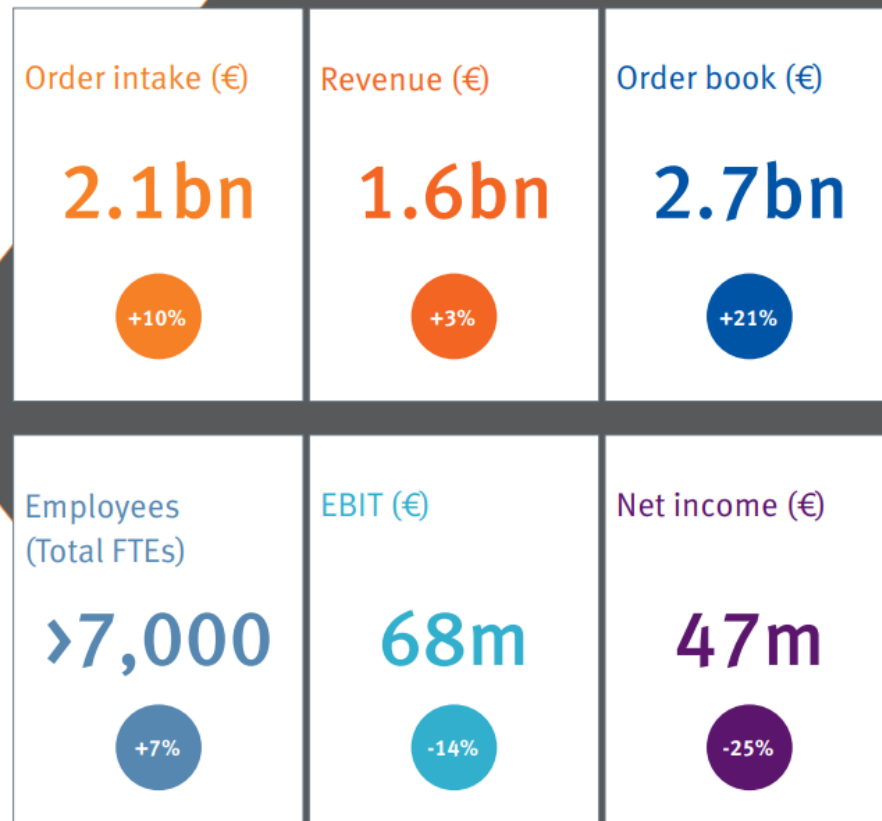
Zooming in on employee journey



## *About Vanderlande*

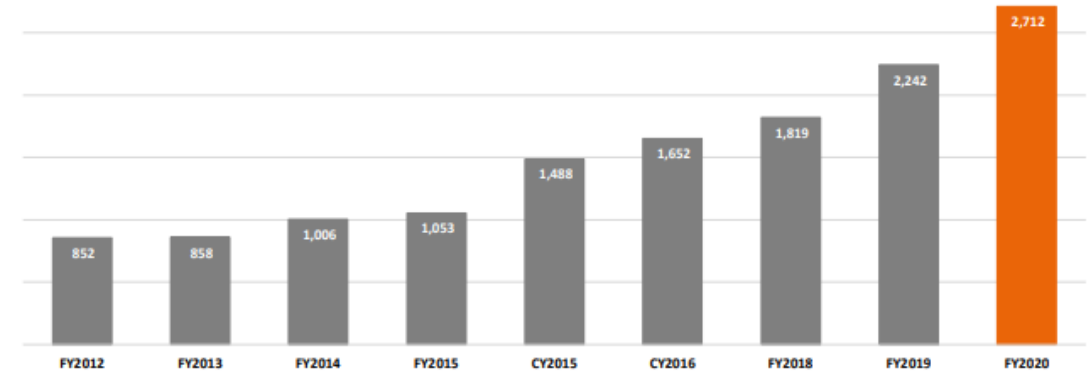


## Vanderlande figures: fast growth

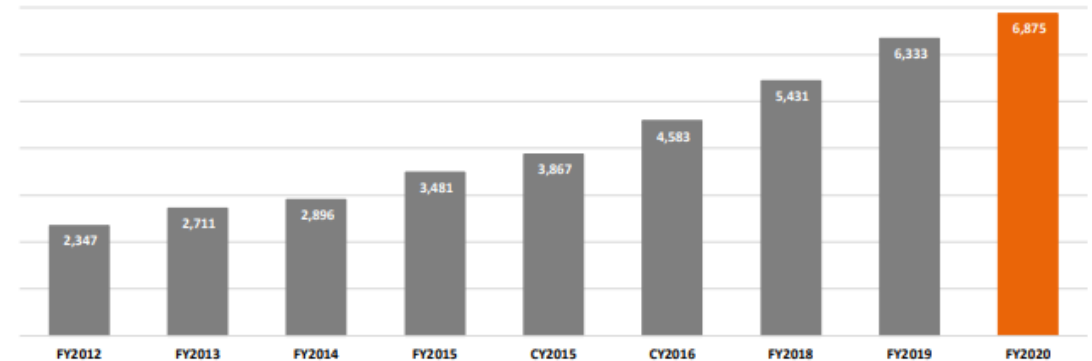


*"The continuous focus on innovation enables us to stay ahead and grow in the markets in which we operate"*

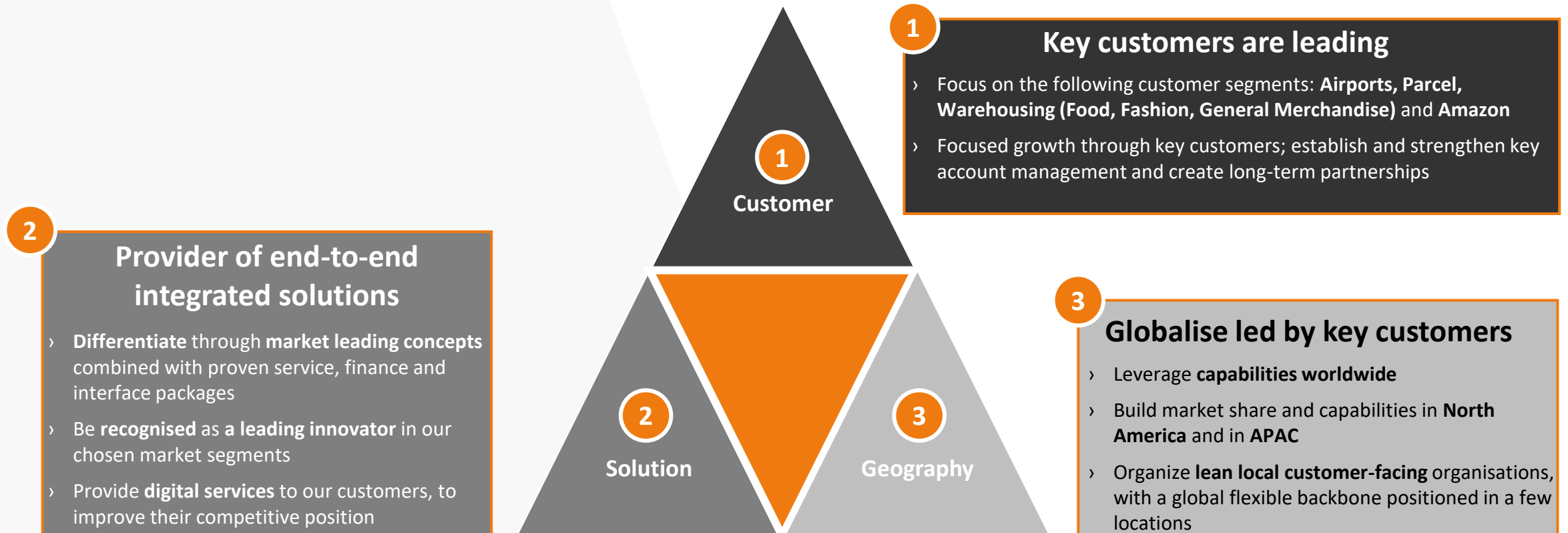
**Order book ultimo**  
(in millions of euros)



**Total employees ultimo**  
(Payroll FTEs)



## Strategy 2025: Focused growth strategy



# ① *We focus on a limited set of segments with Amazon as new business segment*



## 1 Focused growth through key customers

### WAREHOUSING



SCHWARZ



Walmart

WÜRTH



zalando

Woolworths

### AMAZON

amazon

### AIRPORTS

Heathrow

Schiphol Group

YVR VANCOUVER INTERNATIONAL AIRPORT  
Beyond, Every Day.

LAX  
Los Angeles  
World Airports

AVINOR

ORLANDO  
INTERNATIONAL  
AIRPORT | MCO

iGA

JFK  
JOHN F. KENNEDY  
INTERNATIONAL  
AIRPORT

香港  
國際機場  
HONG KONG  
INTERNATIONAL  
AIRPORT

DFW  
DALLAS  
FORT WORTH  
INTERNATIONAL  
AIRPORT

CHANGI  
airport singapore

### PARCEL

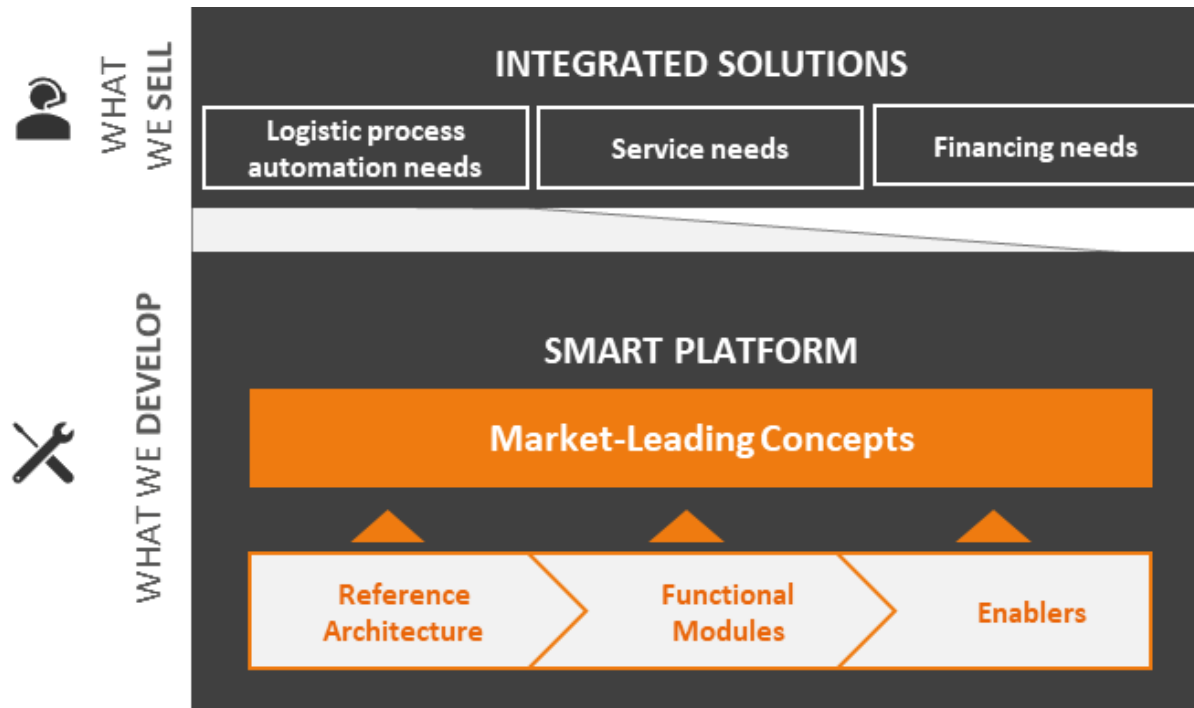


FedEx

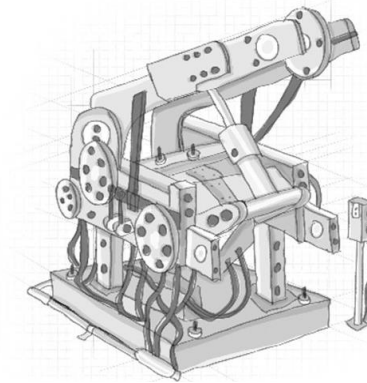
Deutsche Post DHL  
Group



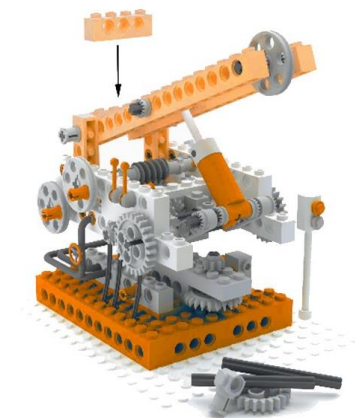
## 2 We will differentiate through Market Leading Concepts and embedding of Smart Platforms



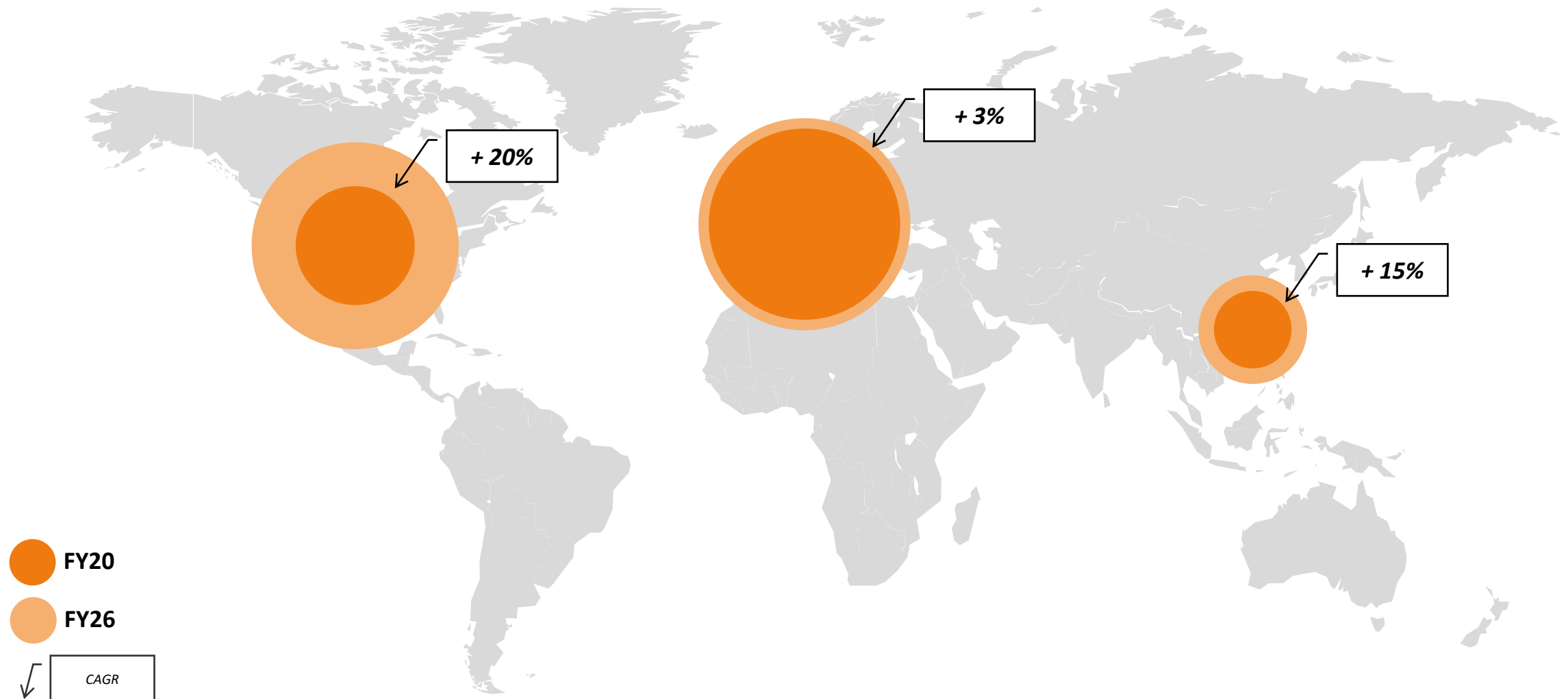
From fully customised solutions...



... to customised yet modularised smart platforms



### 3 The biggest relative growth will be in the NA and APAC regions



*Note: this picture does not indicate by default how the regions are served, only where revenue comes from LATAM is included in EMEA.*

# *Introducing the departments*

## **Global Learning & Content Development (35 FTE)**

- › Part of BU APS, serving other BUs
- › Responsible for customer learning, delivery of operations, maintenance & control room courses
- › Own Trainer organization
- › Operate from Learning Centre in Veghel

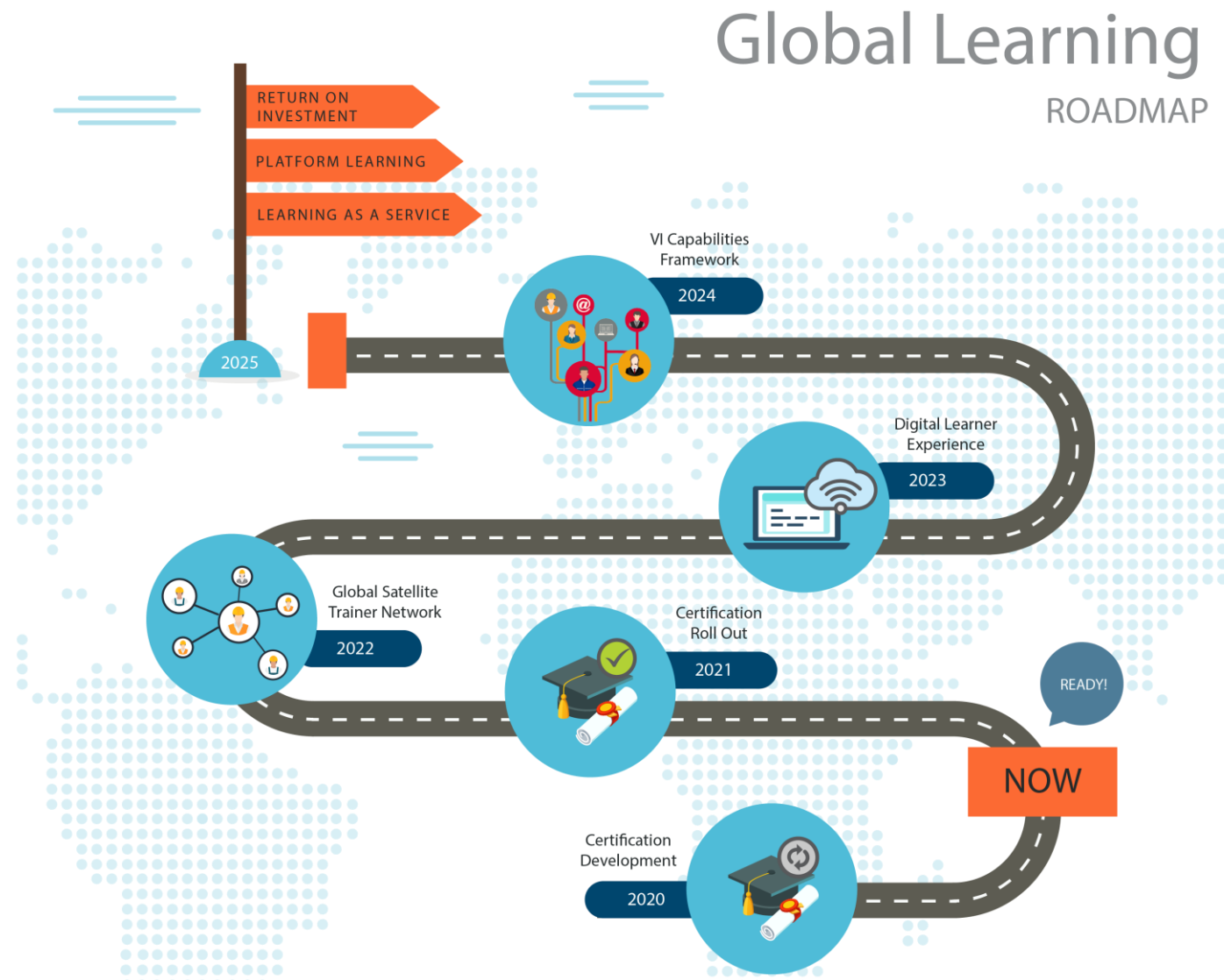
## **CoE Talent & Learning (25 FTE)**

- › Part of HR organisation
- › Focus on learning and development of our Vanderlande employees
- › Uses a hub of Trainers
- › 3 locations with learning network in HR

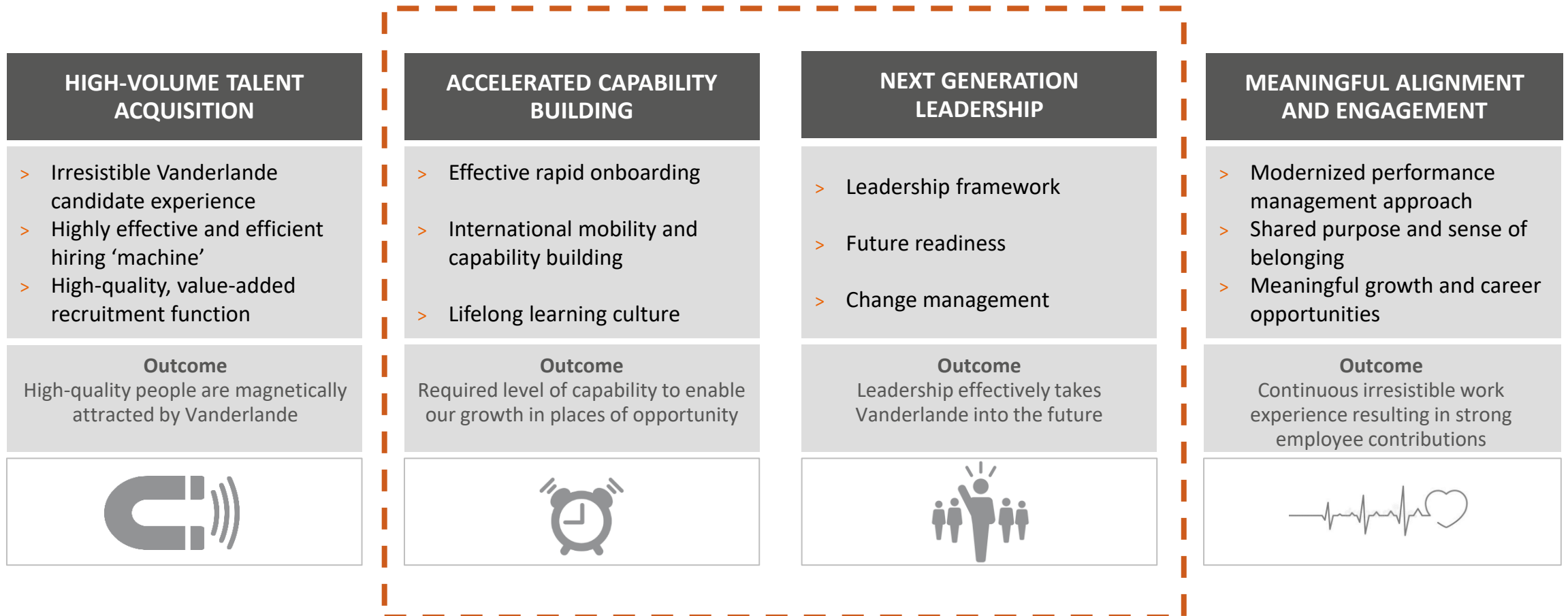




## GL&CD - Strategy Learning



## The 4 pillars of the People First strategy



# We begin with the employee journey



## 2021: New HR target operating model

Since 2020 Academy is a part of **CoE Talent and Learning**

- Learning & Leadership
- Talent Acquisition
- Talent management

Our offer to the employees:

- Onboarding programmes (including job specific programmes)
- Learning platform - LMS
- Learning paths
- Online Academy (External course offering)
- Communities
- Personal development programmes and talent programmes
- Learning campaigns
- Onboarding and employee engagement surveys

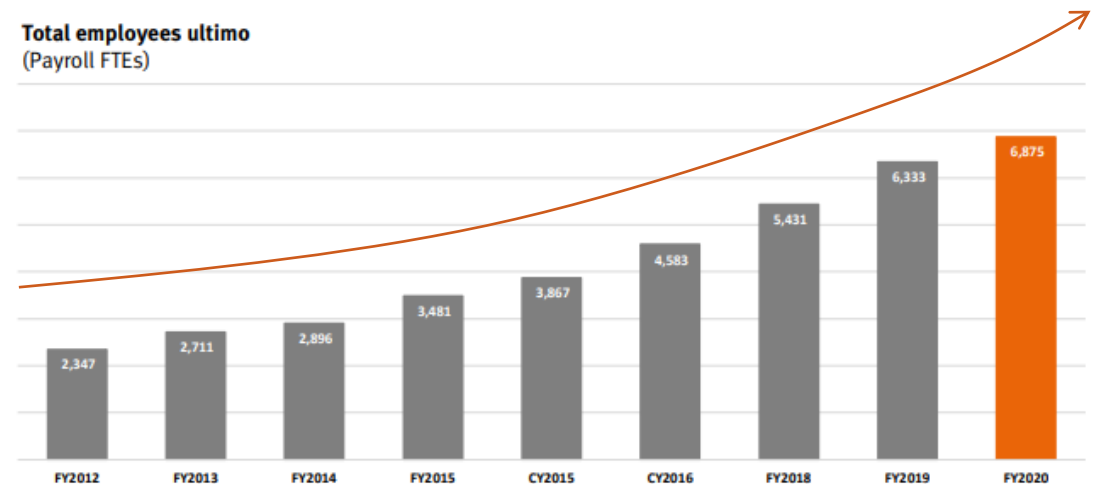


# *Zooming in to onboarding*



## *Why is onboarding one of the strategic programs?*

- More than 750 employees have just started (up to 3 months in the company)
- 1090 less than a year in company
- ~2300 Fte of total 8500 (regular and contingent) are less than 3 years in the company
- The trend is upwards

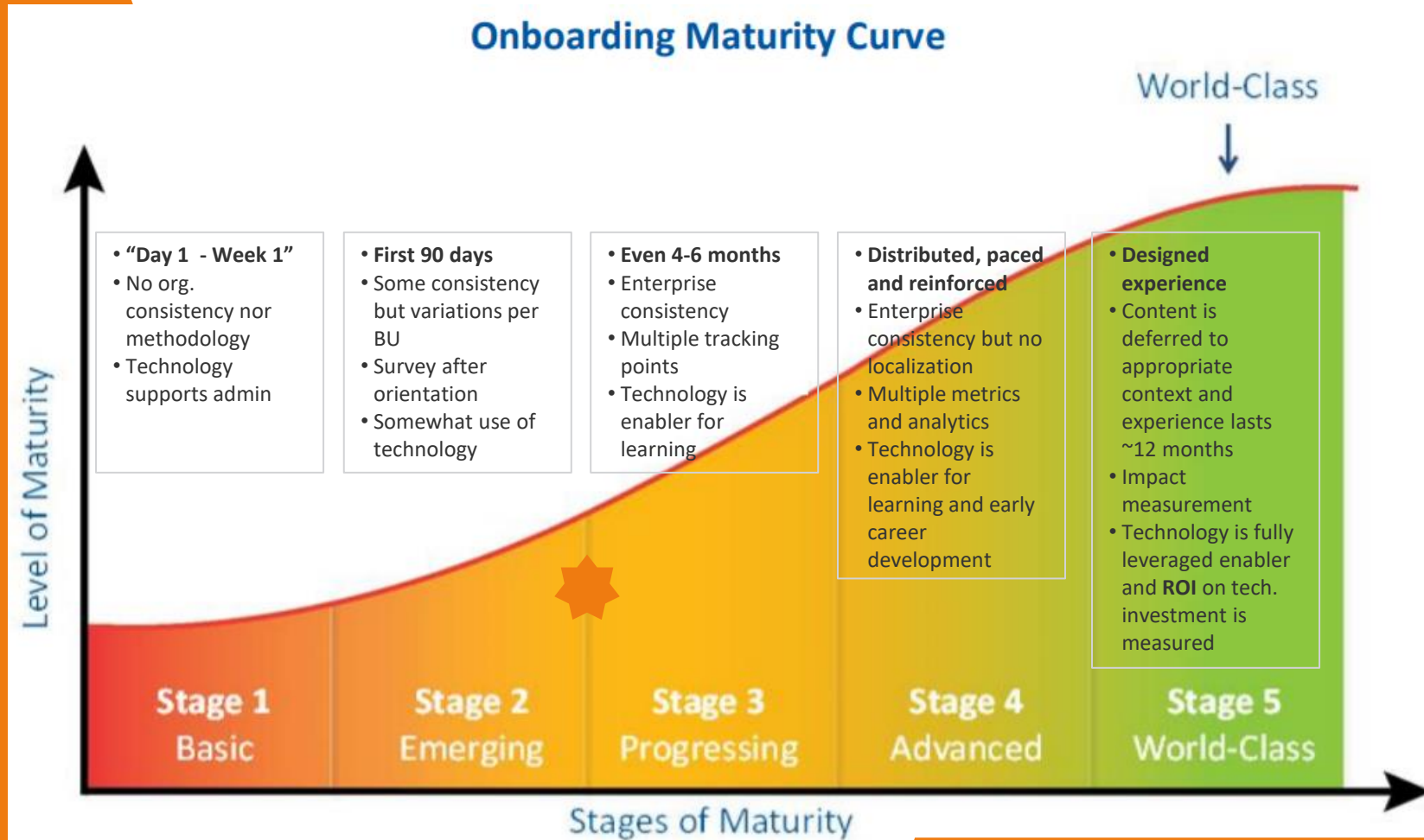


# Question time

› Where are you with the onboarding in your company/organization?

*content, delivery, timing, governance, analytics*

Poll



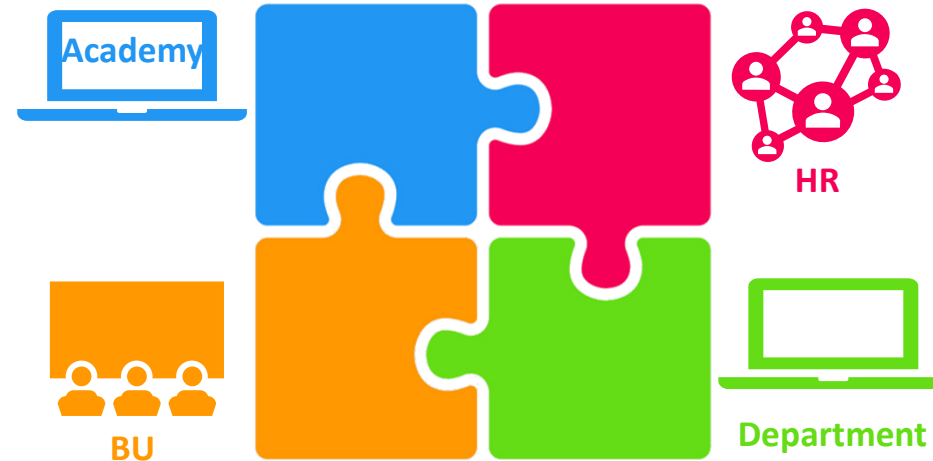


## ***“4 Contributors”***

### **Company onboarding**



### **Business Unit onboarding**



### **Local onboarding**



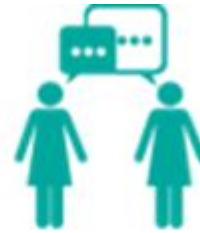
### **Job programme**



## *What is a Job programme*



Job experience effect



Social effect



Amplifier effect

Onboarding assignment – project  
or activity set, executed in the  
**workplace**

Assigned **mentor**

Set of **courses**, videos,  
lessons

Automated through **Workday Learning**

## *Vanderlande onboarding challenge*

With so many different contributors - who owns the onboarding process and its continuous improvement?

How did you set this up in your organization?

Chat



# *Zooming in employee journey*



I enjoy and  
develop



I broaden my scope and  
grow professionally





# At what level is your organization?

Poll / chat

## Learning organization maturity model



IMAGE CREDIT: BERSIN BY DELOITTE

## Our challenges

### › Internal challenges (examples)

- › HR TOM
- › Immature platform
- › Organisational changes (e.g. market segments, & from E2O to C2O)



### › External challenges (examples)

- › Customer expansion
- › Trends (e.g. Digital)
- › Crisis (e.g. Pandemic)



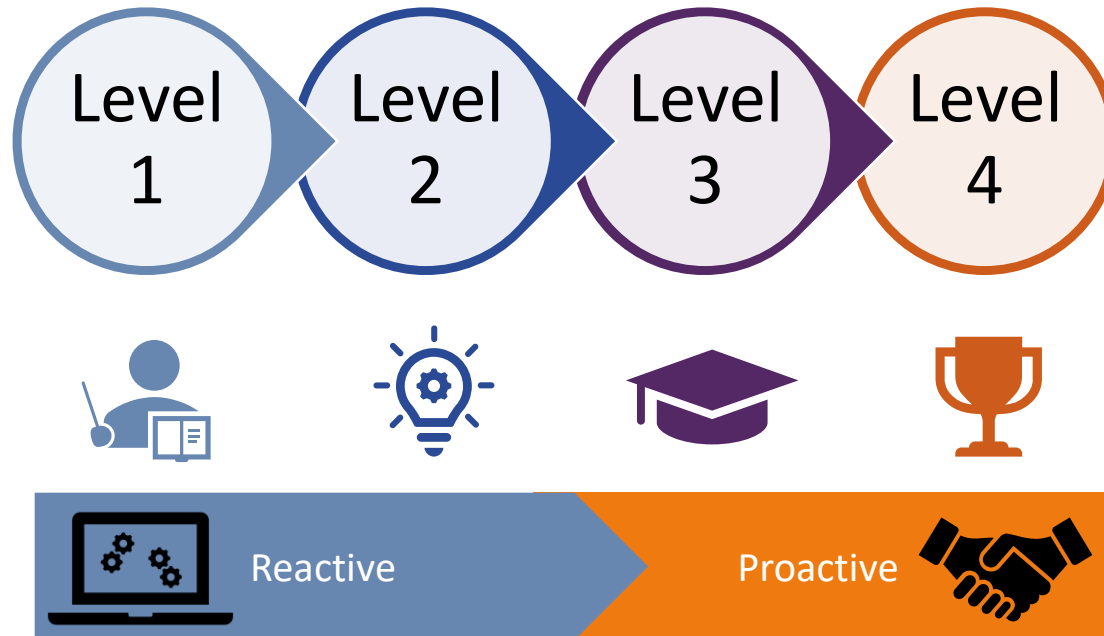
### › Voice of the “internal customer”

- › Provide for individual learning preferences and needs
- › Relevant recommendations for learnings
- › Effortless searching and enrollment for learnings
- › Added value of learning
- › Continuous learning culture, freed up time and space





## Shifting gears



Chat

Focus on:

1. Support for the bigger Continuous Acceleration Programmes
2. Improving our (Learning needs) assessment processes
3. Building Capability networks in the organisation to sense the necessary skills
4. Integrate with talent acquisition & talent management cycles/processes

Thank you for your attention!

Question time!

***VANDERLANDE***

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