



## Case Study

## Leclerc Foods

## Corporate

## Foreign-Language Workforce Development

## Building a Bilingual Team

### Challenge

Leclerc Foods, headquartered in Quebec City, needed a language-learning solution that would build language skills for company employees. With 22% of employees located in the United States, Leclerc sought a platform that would bridge communication between English- and French-speaking employees. The company needed a global solution allowing employees to study language anytime, anywhere. Having launched classroom instruction in the past that didn't meet objectives, the company looked for a solution that would motivate and engage employees to build the skills necessary to start conversations and keep them going in French or English with company personnel.

### Implementation

In September 2011, the company implemented the Rosetta Stone® TOTALe® online solution. More than 10% of company employees participated in the program, which offered access anywhere, anytime. Registration for the language course was required in order to demonstrate the employee's need for improvement of language skills in direct connection with job duties and work functions. Once approved, learners were required to deposit \$100, which was returned to them at the end of the course if minimum progress was achieved. Learners were required to complete a minimum of five hours of study per month in Rosetta Course® and participate in six Rosetta Studio® sessions over a 12-month period. Employee progress was monitored and managed through Rosetta Stone Manager™, the administrative tool. Licenses were reassigned every three months if minimum progress was not being achieved.

### Benefits

Leclerc Foods experienced the following benefits since implementation of the Rosetta Stone solution:

- Saved the company over 48% per learner by offering online versus classroom instruction
- Allowed the company to expand program by 150% due to classroom savings
- Offered the solution to over 10% of employees, building critical skills for internal communication



### At a Glance:

Launched in 1905, Leclerc Foods is Canada's leader in the production of cookies, and it also manufactures sugar wafers, snack bars, and crackers. The thriving family company currently sells its products in more than twenty countries all over the world.

Leclerc has always been on the leading edge of technology and constantly works to ensure the complete satisfaction of its customers. Together with over 650 employees, the company builds on rigorous production processes and distribution networks in order to offer the highest quality products. For that reason, for more than 107 years, Leclerc has successfully balanced innovation, freshness, and good taste, pleasing customers of all ages.

*"The Rosetta Stone solution has enabled us to offer language courses tailored to the needs of our employees. Participants in the program developed and strengthened specific language skills utilizing an anywhere, anytime solution."*

—David Moisan

**Coordinator  
Training and Skills Development  
Leclerc Foods**

### **Building a bilingual workforce**

Leclerc Foods needed a solution to support the company goal to remain the industry leader and grow foreign markets. The company realized that to meet this initiative required a bilingual workforce for increased effectiveness. With locations in Canada and the United States, the company launched a language-learning program to bridge the communication gap between six facilities, offering employees the opportunity to learn English or French to better communicate with peers. Learners that completed study with Rosetta Stone were able to successfully hold phone conversations and engage in meetings with other employees in the language learned. As David Moisan, coordinator of training and skills development, stated, "The Rosetta Stone solution has enabled us to offer language courses tailored to the needs of our employees. Participants in the program developed and strengthened specific language skills utilizing an anywhere, anytime language solution."

### **Implementing for success**

The company had offered other language-learning programs that required classroom instruction. Employees were unable to complete these courses due to a course schedule that was not adaptable to work and life demands. Through implementing the Rosetta Stone® TOTALe® online solution, Leclerc was able to provide employees the opportunity to study anywhere, anytime in the online learning environment. In addition, the social environment of Rosetta World® and online

facilitation from Rosetta Studio® helped learners build confidence with the language. With the program's focus on oral proficiency, employees participating found themselves able to start conversations and keep them going in the language learned.

Leclerc asked employees to deposit \$100 for the opportunity to have access to a license to learn a language. Learners were required to spend a minimum of five hours per month in Rosetta Course® and complete six Rosetta Studio sessions led by coaches who were native speakers. At the end of 12 months, the deposit was refunded to the learner if the minimum requirements were achieved. Learners who satisfied the requirements gained language skills, and the company received the benefit of these new skills in return for the investment made in the program. This fostered a win-win environment for all participants.

### **Building company value**

Leclerc built a language-learning program using the Rosetta Stone TOTALe solution with a focus on generating business value for the company for languages learned. The company required employees to complete a registration form to request participation in the language program. Employees had to justify what language they wanted to study and how it would be used in fulfilling job tasks. Once submitted, each registration was reviewed and accepted if the employee and company would benefit from the course. Having a limited number of licenses, Leclerc would prioritize licenses according to highest business value when assigning to learners. To ensure that the company was getting the most out of investment in the program, learner progress was reviewed every quarter and licenses were reassigned when minimum requirements were not being met.

### **Realizing benefits**

The Rosetta Stone TOTALe solution has provided many benefits to Leclerc Foods. Previous language-learning programs used by the company offered classroom instruction that proved to be ineffective in delivering upon program needs. Since implementation of TOTALe in 2011,

the company has not only offered a more scalable and flexible solution to employees but has saved over 48% per learner in comparison to the cost of classroom instruction. This cost savings has allowed Leclerc Foods to open up the language-learning program to more participants, expanding the program by over 150%. Through expansion, the company now has over 10% of employees actively participating in language learning, building critical skills for internal communication and providing significant business value to the organization.

### **About Rosetta Stone**

Rosetta Stone is the global leader in language-learning software. We have over 20 years of experience in developing award-winning innovations that improve the lives of people and operations of organizations every day.

Our proprietary and proven immersion method leverages interactive technologies to replicate the environment in which people learn their first languages and activates learners' natural aptitudes for learning a new language regardless of their language backgrounds.

We offer our clients scalable solutions for a variety of needs, from single classrooms to entire organizations and individual learners. Our solutions are implemented in over 20,000 schools, in more than 17,000 private and public sector organizations, and are used by millions of learners in over 150 countries throughout the world.

