



Disneyland Paris Learning & Development transformation

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2 theme parks and 7 hotels

- 60 attractions
- 60 merchandise shops
- 70 food and beverage locations
- 5 800 rooms
- 23 000 sqm dedicated for meetings, incentives, conferences, and exhibitions.



18 000 permanent employees on 500 different jobs

11 years average seniority

38 years-old on an average

124 nationalities (78% French)

79% of our leaders promoted internally

8 000 new contracts each year

(25% directly on permanent contracts)

Our mission:
Propose magical and immersive experiences
creating lifetime memories.

To achieve this mission, Disneyland Paris consistently invests in L&D.

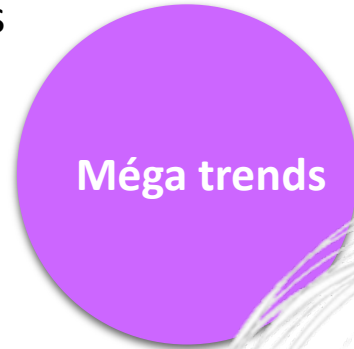
- 2 500+ training programs
- 30 training hours / employee / year
- 5% of labor cost invested in L&D each year
- 600 000+ hours of training each year
- 100 dedicated L&D professionals
- 700 on-the-job trainers



The future of L&D is influenced by several evolutions.



- Demographics: new generations and employees' expectations
- Technologies
- Economics
- Ways of working



- Cultural shift
- Upcoming experiences and products
- Performance stakes
- New HR policies



How did we define our L&D strategy?

Consultation
of key
stakeholders

Study of L&D
trends and best
practices

Design thinking
with L&D
leaders

Executive
arbitrations
and validations

Our Vision for Learning is structured by 3 convictions.

Learning can bring much more to DLP's ongoing transformation & performance

- Clear learning & development priorities.
- A harmonized learning offer.
- Improved economic efficiency of learning.

Learning should be smooth, enriching and desirable for all employees.

- Empowered learners, owners of their own development.
- Employees sharing easily their knowledge.
- Social and interactive online-learning offerings.

Learning should be seamlessly blended with working

- Leaders actively involved in learning.
- Better balance between classroom, online, on-the-job learning, etc.
- A new valuation model of learning.

This vision led to many transformations within L&D.

New org structure
regrouping expertise and
generating synergies

- 5 teams producing L&D content
- 1 team supervising facilities and equipment
- 1 team in charge of L&D technologies, graphics, reporting and communication

Streamlined processes on
L&D core activities

- Need definition, in link with business leaders and HRBPs
- Make or buy decision
- Design & delivery methods

New technologies

- Learning Mgt System
- Microlearning platform
- Increased and virtual reality

New L&D communication
tools

- Regular newsletters, promotional podcasts or videos
- Workplace site and intranet platform
- Quarterly reporting

Our results encourage us to keep this direction.

- ✓ +10% training hours per employee
- ✓ +50% training modules per employee
- ✓ -10% costs
- ✓ Higher learner satisfaction
- ✓ Higher satisfaction from the leaders of learners
- ✓ 7 000 labor hours saved every year



We see strong impacts of our programs on Disneyland Paris performance.



Improved Guest satisfaction towards Disneyland Paris, especially about interaction with cast members.

“Amazing service in the ECL @ New York Art of Marvel Hotel - particularly Mohammed who went above and beyond any Avenger to bring us perfect service with a smile and kindness throughout.”

“A big thank you and huge #castcompliment to Kevin from the Downtown Restaurant at Hotel New York. Dinner with him was amazing tonight. He always is able to make everyone feel comfortable, welcomed and home. Kevin truly makes the Disney Difference!”

During this transformation, we faced several challenges.



Mindset: "A good training is an in-class training. The longer the better".

- Explain and engage
- Test and evaluate
- Promote further



Skillset: Some employees have difficulties with new technologies.

- Supervised/facilitated e-learning
- Specific training programs on use of technologies



Toolset: a majority of employees without an easy access to a computer.

- 500 tablets provided to lines of business
- Training rooms near operations



Law: EU GDPR strictly regulating use of personal data.

- Adequate process with our Purchasing and Legal experts

4 factors helped facing these challenges

**Stronger
connection with
the business**

**Strong support
from our executive
committee**

**Stronger
collaboration with
HR business
partners**

**Development of
L&D team (skills
and mindsets)**


We currently pilot other innovations for our future.

- More connection between required skills, mastered skills and L&D programs (HRIS data, IA)
- New ways to:
 - develop L&D content (User Generated Content, IA)
 - deliver content (self learning, social learning, on the job learning)
 - measure L&D impact and value.





Which questions
do you have?



Thank you!

