

## Case Study: Orkin

Founded in 1901, Atlanta-based Orkin, Inc. is an industry leader in essential pest control services and protection against termite damage, rodents and insects in the United States, Canada, Mexico, Costa Rica and Panama. With more than 400 locations and almost 8,000 employees in North America, Orkin serves approximately 1.7 million customers.



### Training as Competitive Advantage

A cornerstone of Orkin's success is its ongoing commitment to developing and delivering top-quality training to all of its employees. In fact, one of its key corporate messages is: With one of the toughest training programs in the business, not just anyone can become The Orkin Man.

### Training Challenges

During the past 10 years, the senior executive team at Orkin has watched every aspect of the company grow. However, the corporate training and communications model had changed very little. Orkin was employing a corporate training model consisting of instructor-led and classroom-style educational programs. Employees were required to travel to the corporate training centers in Atlanta and nine other sites across the United States, resulting in travel costs, lodging and meal expenditures, as well as time out of the office.

"We needed to train more people, more often, more quickly, and at a lower cost," said Craig Goodwin, director of training at Orkin. "We were using a traditional instructor-led training model and had a limited budget. The growing demand for training far exceeded our resources, and we needed to find a way to deliver the necessary training to our employees across North America efficiently and effectively."

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Craig Goodwin  
Director of Training  
Orkin

### Finding a Solution

Orkin had been tracking satellite technology and its effect on corporate training and communication for about a decade. A satellite network seemed to be the only technology that would provide Orkin with the flexibility and delivery capabilities needed to meet the demands of a rapidly growing, highly-distributed company. In addition to meeting corporate training needs, Orkin wanted a solution that would provide a more current and interactive corporate communication medium.

"We found out about One Touch by talking with people who were using satellite networks to deliver training and corporate communications. Most of them were using One Touch and were very pleased with it. We also talked to system integrators regarding the configuration and deployment of such a system and they also recommended One Touch," said Goodwin. "After evaluating One Touch ourselves, it was clearly the solution to support Orkin's comprehensive training programs and corporate communications requirements."

### Cost Justification

After an extensive technical evaluation, Orkin performed rigorous due diligence and developed a thorough business case for One Touch. "One Touch met all of our business and technical requirements and we were able to justify the purchase solely on cost savings and cost avoidance, which we



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Director of Media Services  
Orkin

estimated at a 16% internal rate of return on the investment,” said Goodwin.

Ramiro Banderas, director of media services for Orkin, further explained, “By delivering our training with One Touch, we avoid travel costs, including lodging and meals. More importantly, we can eliminate the lost productivity time experienced when employees travel to receive training and other business-critical communication. In addition, with One Touch, we leverage our existing infrastructure and use the video production equipment already in house.”

### Launching One Touch

Orkin launched the One Touch solution on January 20, 2006, with a company-wide communication message from President and COO Glen Rollins. The following Monday, the company initiated its first training program – a new-hire program for sales and service personnel. The rollout has received a very positive response. “Everything has functioned well and everyone – from executives to frontline associates – sees the advantages of using One Touch to communicate important information,” said Banderas.

### Interactive Distance Learning

David Lamb, vice president of learning and media services at Orkin explains, “The main advantage of this platform is that we can continue to educate using two-way communication. We’ve designed our content to be very interactive. Our on-camera instructors are presenting materials that require frequent interactivity with the students. We can tell whether (employees) understand it by asking questions. Everyone hears the question and the answers live. We can see immediately how they have responded. Students can also press a button and ask a question of the instructor.”

### On-Demand Access to Archived Broadcasts

Additionally, the content from broadcasts is captured and archived for later consumption by learners. “We take the video files, edit them a bit and push them out to the receiver boxes at each location,”

Lamb said. “Our students can access the materials 24/7, and as questions are asked, they’re required to answer them. Our system captures those answers and feeds that data into our learning management system.”

### Just-in-Time Communication

“Orkin employees are getting the most current information because we can provide just-in-time communication to them when it’s most important,” Lamb said. “By using satellite technology, we have the increased bandwidth we need to deliver on-demand or live-content messages from a central location. Because we can now deliver one, uniform message simultaneously to nearly all of our 400 locations, we can provide a more structured communication platform and communicate at the speed of business.”

The benefits of just-in-time communication were clearly illustrated when Orkin rolled out a new service last year. Goodwin explained, “We needed to be sure that all managers, service specialists and sales personnel understood the new offering and its details. Using the old, classroom model, it would have taken months to roll out this program, and it would have created significant change management challenges. With One Touch, we were able to roll out the entire program in less than a week. Not only were we able to get our teams up to speed quickly, but we were also able to do it with very little disruption to our branch operations.”

### Meeting Requirements for Highly-Regulated Industry

The majority of Orkin’s training deals with the highly specialized knowledge required to use its products safely and effectively. Orkin’s 8,000 employees must be trained and kept up to date on the regulations that govern their industry. This task is difficult with employees in more than 400 locations distributed across several states, each with different regulatory standards regarding pest control and training for professionals in the field.

“Providing the right knowledge and skills to our employees is key,” Lamb said. “We’re

preparing our people to sit for state exams, so they have to be very knowledgeable in the service they're providing, or they won't be licensed and certified to provide those services.

One Touch's testing capabilities provide the ability to verify that learning has occurred. During testing, instructors can show the results to participants. This capability provides good feedback and helps with the learning process. The scores are also captured and recorded to meet regulatory requirements.

### One Touch Used for More than Employee Training

Orkin also uses One Touch for corporate communications. The system is regularly used to communicate with Orkin employees, both in small groups and as an entire organization. With One Touch, people do much more than view the broadcast. They can also interact by asking and answering questions, responding to surveys and polls, etc.

"Interestingly, within a couple of weeks of our first learning broadcast, we had a business issue that our president and CEO wanted us to address," said Goodwin. "We pulled a broadcast together in a couple of days and transmitted it to every location. Attendance was mandatory and we were able to track who attended, as well as their understanding of the message. So in addition to the financial benefit that we realized for the learning piece, this tool allows us to send out messages with business impact to our people very quickly."

### Third Parties Leverage One Touch Solution

One Touch is also used by vendors and customers who want to communicate directly with Orkin employees. "We have about five vendors who use the system to make presentations on new products that Orkin uses," said Goodwin. "The system also allows our large commercial customers to talk directly with technicians to let them know what's going right as well as some of

the issues they have. With One Touch, these customers can interact with technicians live, giving them a personal connection."

### Quick Return on Investment

About a year into training with One Touch, Orkin not only validated its initial assumptions and estimates, but exceeded its expectation of 16 % internal rate of return on the investment. Current estimates have the system paying for itself within the next two years.

### Employee Feedback Further Validates Decision

Because One Touch is so easy to use and content is so accessible, nearly all Orkin employees have interacted with the solution. With One Touch, administrative staff and other employees in branch offices, who were previously not included in training programs because of costs, are now able to participate. "All employees now have a much better understanding of our products and services, which has had a material impact on how they do their jobs," said Goodwin.

### Proven Reliable

"One Touch is amazingly reliable. We have had eight hours of live broadcasting a day for nearly a year and have not had to cancel a single broadcast because of technical difficulties," said Goodwin.

### Moving Forward

"One of the things we liked about One Touch was the breadth, versatility and scalability of the system," said Goodwin. To support its expanded use of One Touch, Orkin plans to deploy Live and On Demand Desktop in the near future.

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