GAINING
THE EXTRA EDGE
WITH EXTENDED
WORKFORCE TRAINING

Effective Extended Workforce Training
reaps Business Benefits.

LMS for Extended Workforce

Overview

The success of large organizations depends not only on the employees on its payroll but also on its extended workforce - that is sometimes the face of the organization. For example: Dealership Network, Franchisees and Affiliates, Direct Selling Agents, Partner Organizations and similar kinds of networks are critical in success of large scale businesses like Automobile Industry, Banking, Insurance, Telecommunication Companies and so on.

Hence to compete in the future, organizations will need to nurture talent management beyond the confines of the enterprise training rooms to include the extended workforce. Utilizing a complete harmony in the potential of both; an extended workforce and permanent employees, companies can gain critical advantages—including agility and access to valuable talent. Historically, the extended workforce section of the organizations is not trained to its full potential. However, the trend isquickly changing in favor of training the extended workforce.

Reasonsto Train Extended Workforce

1. The face of the organization: In certain industries like Automobiles and Telecommunication where the most business is done via dealer network, customer knows the company with help of such foot warriors. Customers hardly come in touch with the organization's employees on the payroll. If this workforce is not trained well, it cannot carry the company's vision and values to the customer which can have negative impact on the business.

2. Problem of Compliance: Certain business like healthcare and BFSI industry needs to meet the training compliance. All employees as well as partners needs to be on the same platform while conducting business.

3. Motivation of Extended Workforce: The vast extended workforce requires lot of motivation. One way to motivate this workforce is by providing equal opportunities to learn, improve capabilities, become competitive and have a good career growth. Newer technologies like Gamification Tools can be utilized to increase the spirit of competition between partners and the extended workforce can attain self-satisfaction as well as confidence from their achievements.

4. Bridge the Cultural Differences: Extended Workforce is often spread across geographies and has deep cultural differences. These differences can lead to a lot of miscommunication and lack of balance between them. For the entire workforce to work together for the common organizational goals, these differences have to be overcome – and they can be overcome by training.

Traditional Approaches to train the extended workforce

The extended workforce is usually dependent on traditional methods to gain knowledge about the productsand services of their parent organizations. Various methods that are used to train this workforce are:

1. Product Brochures and Leaflets : Often the extended workforce trains itself using product brochures and leaflets received with the products which results in only a limited knowledge about the product.

2. Train The Trainer : Sometimes one or two employees fromthe dealer network are trained who in turn,train the rest of the workforce. While this way is preferred by many, the quality of training provided is relative to capabilities of the trainers.

3. Booklets and Job Aids : In some cases, organizations create training booklets for their external partnerswhich again may not provide the details needed to make a successful sale, support or service.

4. Presentations : Sales presentations are used to train the extended workforce as well – but as a one-time event, this mode also has limited success.

5. Supervisory Trainings : Supervisors from the mother organization train the extended workforce in classroom scenario or at the place of work. But this is mostly done in a sporadic manner, there is little follow-up – which diminishes the impact of training. In addition, planning and dedicating resources for these classroom sessions is a lot of waste of time and cost.

Road-blocks forExtended Workforce Training

• **Cost :** Development, Creation and Distribution of Printed Material are quite expensive and face logistic challenges. In addition, planning the logistics for training is also time and cost prohibitive.

• **Lack of knowledge :** There are multiple layers of extended workforce like Distributor, Sub-distributor etc. resulting in a situation where the customer-facingrepresentative is often not equipped to even answer the simplest of queries.

• **Lack of Sales capabilities :** Customer Facing Workforce lacks intelligence required to impact the customer's buying decision.

• **Inconsistency in Training :** Some people among the extended workforce are trained very well and some are poorly trained
as everything is in the hands of the efficiency of the partner organization.

• **Lack of anEvaluation Process :** In all traditional trainingscenarios, there is no evaluation process to assess whether the appropriate knowledge has been transferred to learners or not.

How e-Learning can helpovercome existing road-blocks

• **Cost effective** : E-Learning results in huge reduction in cost as compared to creating printed learning material

• **Increases access to knowledge** : E-Learning is accessible to anyone having an access to computer or mobile, which can
be consumed as per individual needs and requirements.

• **Varied training** : In addition to informative courses, technology-aided learning can deliver trainings that help employees sell better and align to other pertinent needs.

• **Consistent training** : Technology-aided learning offers a way to train all employees in the same manner and gain same success within and beyond the organization.

• **Evaluation** : In addition to providing information, technology-aided learning also provides a platform to track the progress of learners as well as evaluate them continuously.

• **Gauging training needs** : E-learning also helps understand the learners' reaction to the available content and get their feedback to make training content better and align it as per their needs.

General LMS Versus Extended LMS

General LMS is implemented to meet the need of the employees on the payroll. Its user management practices are created to meet the need of the enterprise hierarchies. General LMS is often maintained and controlled by the HR or L&D departments. It is focused on facilitating the training of employees and there is little focus on the impact of the training on productivity of the department.

It is often loaded with too many complex features that require a team of administrators to manage the whole training and learning exercise.

In case of Extended workforce LMS, it needs to be managed by the respective departments like Sales, Product Support, Logistics etc. The LMS has to be simple with little efforts on LMS administration. The importance is given to the impact of learning on business and direct results of training on the performance metrics are sought for.

Key Features of Extended Workforce LMS

1. Integration with Productivity Software: Extended Workforce LMS is often integrated with productivity software like CRM, Sales Management Software and collects data from the software to make informed decisions.

2. KPI Linked Training: The Learning Content is linked with Key performance indicators. When content is uploaded in an LMS, the content is associated with one or more KPIs which makes them available on demand of the algorithm.

3. Automated Learning Delivery: Learning is delivered on basis of the performance data received from the productivity applications. The drop in KPI triggers the LMS to send KPI linked content to an individual learner or group of learners.

4. Ease of Administration: The administration of the Extended Enterprise LMS is very simplistic. Instead of administrator supported data upload and hierarchy management, self-registration by the user is preferred. Learning is controlled to a large extent by user eliminating the typical role of an LMS administrator.

Case Studies

Volvo-Eicher

VE Commercial Vehicle s Limited (VECV) is a joint venture between Volvo Group and Eicher Motors Limited. The company is a significant player in the automobiles industry and provides complete range of branded trucks and buses, components in India.

Business requirement

• It is a constant challenge to make sure that alarge workforce of 270+ dealers all over the country make successful sales and achieve targets.

• Traditionally, dealers were trained through classroom trainings. But these trainings could be arranged sporadically which led to large gap in the skill as well as knowledge competency.

• Due to continued lack of training, a lot of new recruits remained untrained for a long time, which affected their output.

• Trainings did not have a uniform efficacy as external trainers were assigned to do the job.

• The measure of training efficacy was also not up to the mark as it was possible to measure only the percentage of manpower trained.

• The learning content was not updated and this often reduced the relevance of training.

• All this resulted in a high attrition rate and low morale among dealers.

• Finally, VECV did not have a measure of total trained manpower available at the dealers, which adversely affected sales and other targets.

Solution implemented

VECV partnered with G-Cube to create a technology-aided platform to support new training initiative. WiZDOM LMS was customized to create a learning portal that delivers training seamlessly across a vast spread of dealer network and, eventually, empowers them to drive their own learning.

• LMS creates a job role for each individual to gauge competence level of learners and accordingly, a learning plan is created as per the profile of a learner with suitable courses assigned.

• The cycle of continuous learning is suitably strengthened by periodic assessments - both online as well as offline.

• Certificates are issued for chosen courses. This provides a sense of achievement for learners.

• LMS is able to track a variety of data and create logical as well as relevant reports that provide a lot of pertinent information on the effectiveness of training initiative.

• Classroom tas well as other offline assignments can be uploaded on the portal to create a cumulative picture of learners' progress and true competence.

Business benefits

The portal has been immensely successful in aligning with learners' need and the learning objectives set out by the organization.

• With multi-device delivery, learning is now available across multiple devices, providing more opportunities to learn.

• Learning wascustomized to align to individual need that helped learners to apply it well to their work.

• Customized Reports provided accountability for training initiatives and stakeholders could ascertain the progress of learners at all times.

• The learning initiative was not only successful in creating an easily accessible platform of learning; it also increased the overall satisfaction of the dealer's employees.

Case Study: Unilever – IVR Based Learning

Hindustan Unilever Limited (HUL) is India's largest Fast-Moving Consumer Goods (FMCG) company, with a country-wide presence. It has more than 16,000 employees. Of these, a sizable group is engaged in Sales function at the ground level. Training the sales team is an ongoing challenge for the L&D team in HUL. While most of the RS Salesmen have consider-able knowledge of their job, they need to re-enforce and refresh the information from time to time.

Training Requirement : HUL wanted to create a solution that would benefit their sales force and re-enforce their learning from time to time. Keeping in mind the pressure of keeping up with time-schedules as well as sales targets, it analyzed that the solution had to be flexible and available to the learner at any time or place that he or she required.

About the Project : G-Cube created an IVRS Based Assessment System using 7 different languages. It is a learning platform for RS salesmen (ME/TL/OM), and aimed at honing their knowledge of Financial & Business Acumen.

• The IVR LMS could be accessed in 7 Indian languages including English.

• The Learners could call on a toll-free number to take up the assessments. Alternatively, if a learner so requested, a call-out could also be made on his or her assigned telephone number.

• Once the learner calls the toll-free number, he has to choose the language of his preference, punch in the 'person code' as well as the 'training code' and the assessment begins.

• The learner chooses the right response and punches in the number accordingly. He or she has the choice of hearing the question as well as the options again.

• At the end of the set questions, system provide instant feedback to the learner as to whether he or she has passed or failed, or needs to re-take the assessment. Total time assigned for each assessment call is 15 minutes and the questions are designed for quick understanding as well as response.

• Alternatively, for learners who do spend considerable time in offices, assessments can also be taken on the LMS.

Highlights/Achievements

A total of 4649 users are registered on the portal for IVRS. Among the learners, a whopping 2527 (54.4%) attempt the IVRS, highlighting the phenomenal adoption rate. Technology supporting the solution is robust and there were minimal call drops reported.

Project /System Usage:-
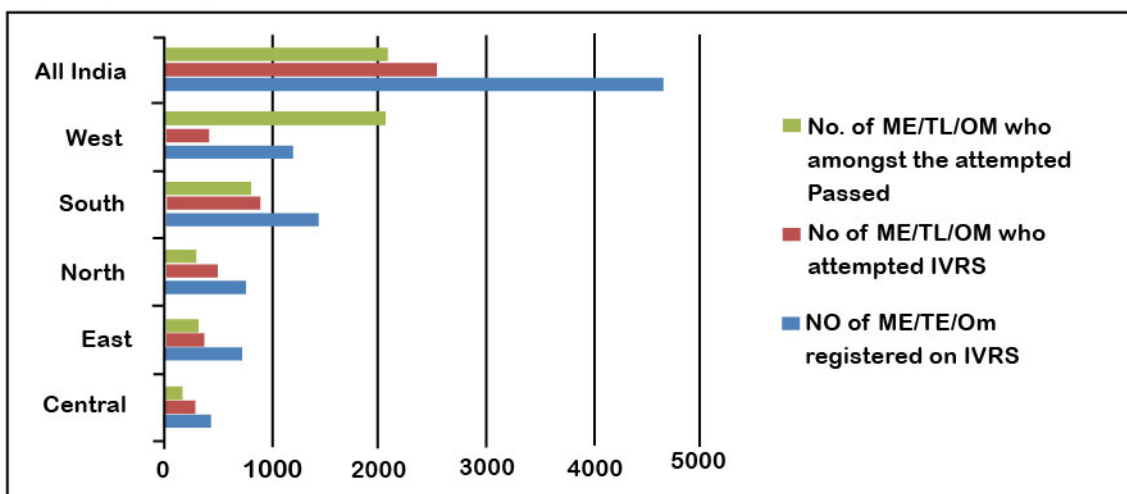
Region	No of ME/TL/OM registered on IVRS	No of ME/TL/OM who attempted IVRS	No of ME/TL/OM who amongst the attempted Passed	% ME/TL/OM who amongst the attempted Passed	% ME/TL/OM who amongst the registered attempted	% ME/TL/OM who amongst the registered who did not attempt
Central	449	307	207	67%	68%	32%
East	754	390	348	89%	52%	48%
North	769	510	307	60%	66%	34%
South	1454	897	835	93%	62%	38%
West	1223	423	384	91%	35%	65%
All India	4649	2527	2081	82%	54%	46%

- 54.4% of the registered ME/TL/OM attempted the first ever IVRS based assessment

- A very high percentage (82%) of the registered ME/TL/OM who attempted the first ever IVRS based assessment passed with an average score

Client Satisfaction and feedback : Very positive feedback received regarding the first module design & implementation. Cascade was done to most of the 4649 users who were registered for IVRS, about 2527 (54.4%) of them attempted the multi-lingual assessment (multi-lingual was a first time ever attempt in Capability enhancement for ME's in HUL), about 2081 of them passed the assessment with an average score of 80%.