

LTG ANNUAL REPORT CASE STUDIES

Gomo, LEO Learning, Instilled by PeopleFluent, Rustici Software, Watershed

Royal Dutch Shell PLC

Using innovative Group-wide solutions to deliver learning to a global network of direct and indirect workers, and improve ROI

Royal Dutch Shell PLC, better known as Shell, is one of the world's biggest oil and gas companies. With over 80,000 employees globally, Shell has a large indirect workforce with limited access to its internal network and learning platforms.

Shell's introduction to LTG started in 2017 with Gomo, with a small enterprise licence for e-learning content authoring and hosting for around 5,000 learners. This has since grown into 15 enterprise authors and unlimited hosting. In 2018, via Gomo, Shell also started working with LEO Learning on a number of larger digital learning projects, including training for critical equipment inspection, payment modules and onboarding. These learning programs amount to dozens of hours of training, created in the Gomo authoring tool, and make use of animations and scenario videos for greater learner engagement.

In 2018, Shell identified a need to:

- Develop a cost-effective training program that could be efficiently deployed in key markets globally by 2019
- Increase profitability of overall and premium motor oils sold through a network of workshops to generate a positive ROI
- Provide mechanics with engaging and relevant training to grow trade share of recommendation (SoR).

The solution

Shell turned to Instilled, a Learning Experience Platform (LXP) formed from LTG expertise and capability at Gomo, Rustici Software and Watershed and now part of PeopleFluent's learning product portfolio. The platform integrates into Shell's existing digital systems and uses Single Sign-On (SSO) to create a frictionless user experience. Pre-piloting first in Egypt and the Philippines in 2018, rollout in Shell's top four markets began in September 2019.

The results

One LEO course on onboarding has saved Shell significant training time, going from 16 hours face-to-face to nine hours online. In addition to ongoing work with LEO and Gomo, Shell added more content for learners serving its Lubricants, Retail, Aviation, and Specialities businesses, and grew the number of countries and languages supported in each case. With Instilled:

- More than 85% active user rate among workshops activated on the Shell Workshop Academy since September 2019.
- Positive ROI generated from investment into global influencer training programme and platform within 2019 (2.74:1), and by 2021, returns expected to deliver a three-year ROI of (7.1:1).

In addition, the LEO-designed gamified onboarding experience Think, Talk, Act Customer (TTAC) has reduced overall training time for the learner from 24 hours to seven. In 2019, TTAC won two awards: Best Onboarding/Employee Orientation Solution at DevLearn's DemoFest and a Brandon Hall award for Best Advance in Onboarding Technology (Bronze).

PRELOADED, LEO Learning

Anglo American

Using high-impact, highly realistic VR to make mining safety scenarios feel as real as possible to decrease risk-to-life incidents

The challenge

Through LEO Learning, LTG has been working with Anglo American since 2017 to help the mining company achieve its business goal of 'zero harm'. Following a previous learning project (scenario-based broadcast-quality video drama), LEO and PRELOADED responded to an RFP on how to use digital learning to enhance Operational Risk Management (ORM) training. Anglo American wanted an intervention that focuses on the most common, high-impact cause of death at an underground mine: a fall of ground. Knowing that genuine behaviour change is best conveyed through realistic, relatable scenarios that mirror what life is like underground, the training needed to bring the hazardous environment to life.

The solution

The first phase of a long-term project was to identify the use case for Virtual Reality (VR) in the training of frontline and supervisory staff. This work was conducted over an intensive five-week period, including desk-based research, two site visits to a platinum mine in South Africa, and three weeks of prototype development. The VR prototype brings learners as close as possible to what a real-life mining accident feels like. Using immersive technology, it gives learners an opportunity to practice and assess key risk management methodologies in the event of a serious incident.

The results

Anglo American's ambition to use high-fidelity VR for critical safety training is forward-thinking in the mining industry. With the prototype successfully delivered, the project is moving into the curriculum planning and technical design stages, with project completion expected in August 2020. The aspiration is to connect VR to an existing learning ecosystem that seamlessly collects data (gaze direction, movement around space, reaction time, etc.) which, at its most basic, will allow Anglo to test its people's competence in conducting risk assessments. Data capture will also allow Anglo to correlate performance behaviours to business change, as well as correlate the VR experience to real-time capability development in the workforce that will help to inform future VR development.

Rustici Software

Valvoline

Providing a scalable solution for the delivery and management of product training across a global distribution network

The challenge

Valvoline, a leading worldwide supplier of premium branded lubricants and automotive services, provides customised training to support various learner groups – from customer-facing counter staff on how to sell products, to technicians on how to use their products. With an extensive network of dealerships, retailers, service centres and franchises, many of which manage their own Learning Management Systems (LMSs), Valvoline wanted to improve the content management process and streamline the administrative process for managing course updates. In addition, it sought to increase visibility into usage across third-party systems to understand how partners were engaging with the product training. In short, it wanted to put its content on any LMS and still retain control of its IP.

The solution

Rustici Software's web-based app, Content Controller, helps Valvoline manage its product training content from one central location and distribute it across its extended enterprise network – all while still retaining complete control of the distribution and licences. Successful implementation allows Valvoline to:

- Have complete control over which partners can access training and to expire out-of-date courses as needed
- Deliver up-to-date product information and training across multiple learning platforms in real time.
- Use data to track the effectiveness of its partner training programmes and better correlate training efforts to increased sales and improved customer experience at each location.
- Identify what resources were being used most, measure the effectiveness of the training and know where to invest for future content development.

The results

Since implementing Content Controller, Valvoline has:

- Delivered 330+ courses launching 33k+ unique registrations

- Served 2,200+ learners across 12 client account LMSs
- Seamlessly provided an average of 2.4 updated versions of each course in production

Watershed

Caterpillar

Building an extended enterprise learning ecosystem with measurable career development at its heart

The challenge

For Caterpillar Inc., the world's leading manufacturer of construction and mining equipment, diesel and natural gas engines, industrial gas turbines, and diesel-electric locomotives, a 2017 organisational study revealed that:

- Standardising the customer experience across its dealer network would help the company generate billions of additional dollars,
- Dealers with a mature L&D organisation generated better profits, even during unfavourable economic conditions.

With more than 300,000 employees worldwide, Caterpillar wanted an efficient way to design and deploy standardised learning programmes that all dealers can follow, regardless of their size and business environments.

The solution

Caterpillar's Global Dealer Learning (GDL) department shifted the training focus from experiential and incidental to data-driven. To achieve this, it moved away from relying solely on a Learning Management System (LMS) as the delivery platform for dealer training to a flexible learning ecosystem.

The brain of GDL's learning ecosystem is Watershed's Learning Analytics Platform (LAP), which tracks and measures learner behaviour. The platform is able to collect and standardise data across all learning platforms, regardless of the source, which aids in the continuous improvement of the learner experience.

The results

- By architecting a robust learning ecosystem and conducting multiple training sessions, GDL can deploy its 5-step Career Development Process (CDP) Wheel programme to more than half of Caterpillar's 172 Dealers, with a target of full adoption in 2020.
- Caterpillar also reduced the distribution cost to serve customers by 10%, increased adoption of all learning products 10% (approx.) and increased usage of learning ecosystem tools and technology by 50%.

Gomo, Instilled

Centrica

Bringing L&D in-house to rapidly rebrand a large library of business-critical digital learning

The challenge

As an international energy services and solutions business, supplying electricity and gas to homes and businesses across the UK and North America, Centrica plc has complex training requirements for its 35,000+ learners as well as global partners. These include soft skills and business-critical training for field engineers and gas apprenticeships. Centrica's L&D Solutions team wanted an efficient, scalable solution to help them record and collect subject matter expertise, and create a steady pipeline of digital learning content with a consistent, fresh look and feel.

The solution

The company's new Director of Learning & Development for Academies had championed the use of Gomo in her previous L&D role at a telecommunications company. Piloting an initial 'proof of concept' project on a compliance eLearning course with a Gomo-designed custom theme, Centrica took the course rebrand in-house. Feedback was overwhelmingly positive and a team of 15+ users were quickly upskilled on using the authoring tool to redesign the course catalogue. Because Gomo courses display well on any device (mobile, tablet or desktop), Centrica can distribute content through multiple channels, mainly their existing Learning Management System (LMS) and intranet. In less than five months, over 50 courses were redesigned in Gomo, reducing the company's reliance on external vendors for all its learning content.

The results

Feedback has been excellent with learners 'star rating' the training content 4.7 out of 5. With the new Gomo-designed courses, Centrica is:

- Creating 70% of its digital learning in-house and outsourcing the remainder
- Saving thousands of pounds by bringing learning in-house
- Improving course completion rates from a full year to one quarter

Additionally, in early 2020, Centrica signed on to use Instilled, as a video-based solution to help the company easily record and organise subject matter expertise.

Breezy HR

Dodge Data & Analytics

Assisting a 100-year-old business in hiring world-class sales reps quickly and efficiently

The challenge

Dodge Data & Analytics is North America's leading provider of analytics and software-based workflow integration solutions for the construction industry. The company's construction project information is regarded as the most comprehensive and verified in the industry, and is highly sought after by building product manufacturers, architects, engineers, contractors and service providers looking to grow their businesses. Based in New York City, Dodge has a 100-year-old legacy of continuous innovation to help the industry meet the building challenges of the future. To keep up, leaders at Dodge need to attract and hire top-of-the-line talent, primarily in revenue-generating positions such as sales, in a highly competitive job market.

The solution

Dodge uses Breezy's Applicant Tracking System (ATS) to:

- Easily look up a candidates' names and track who it hires.
- Collaborate with internal stakeholders, such as hiring managers, using scorecards to track comments and progress.
- Send SMSes (as opposed to emails, which can often go unread) to get a fast reply from in-demand candidates with whom the company has an interest.
- Seamlessly integrate prospected candidates from LinkedIn into the ATS using the integration plug-in.
- Simplify and streamline workflows and tracking for referral fees when a Dodge employee refers a potential candidate.

The results

Breezy's cloud-based software allows Dodge's lean recruitment team to focus on its goal of prioritising quality talent over time-to-hire metrics. The company's Head of Talent Acquisition reports that Breezy saves the company over 80% the amount of time compared to previous applicant hiring and tracking systems.

VectorVMS

Optimal Solutions and Technologies (OST Inc.)

Using system health checks to drive efficiency within U.S. state government

The challenge

Optimal Solutions and Technologies (OST Inc.) provides third-party contingent labour workforce management solutions to its clients. To be successful programme managers, OST Inc. needed a Vendor Management System (VMS) that would simplify how it sources and manages contingent labour for clients. This system would reduce the amount of manual intervention it had been taking to create requisitions, source and onboard candidates, track

time and invoicing, and eventually offboard and evaluate workers. Without a properly optimised system, slowdowns occur, reducing efficiency and ultimately costing OST Inc. and its end-clients money.

The solution

The VectorVMS platform features a robust tool that captures user activity and enables it to offer data-driven insights into system configuration, user adoption of features, and programme optimisation. Data from the VMS' analytics tool served as the foundation for a dialogue that helped OST Inc. meet the sophisticated and unique needs of contingent labour management for U.S. state government.

The results

According to Staffing Industry Analysts (SIA), first-year savings with a VMS range between 10–15%. Through usage analytics, VectorVMS identified opportunities for OST Inc. to:

- Simplify and accelerate candidate reviews – By limiting the number of submissions allowed by a vendor on a given requisition, OST Inc. shortened the candidate review cycle by 10%, while increasing the quality of candidates submitted.
- Enhance compliance – VectorVMS analytics revealed that users were adding compliance documents retroactively. With an updated requisition template, OST Inc. can ensure that compliance items appear automatically when a requisition is submitted.
- Streamline timesheet approvals – User behaviour indicated that timesheet approvals were cumbersome. To accelerate the process, VectorVMS improved the base configuration and deployed a solution that enables users to approve by email, eliminating several steps and saving time.
- Reduce manual effort to create requisitions – VectorVMS recommended updating and expanding job templates to include skills and other information that defines each position. As a result, OST Inc. was able to reduce the amount of time required to create requisitions.

Affirmity

A leading North American retailer

Equipping the Diversity & Inclusion (D&I) team with the data to improve analytics and drive diversity strategies

The challenge

A big box retailer with thousands of retail stores across North America is committed to building a diverse and inclusive environment for its over 300,000 associates. As part of its D&I programme, it was tracking workforce diversity demographics across the organisation. However, because it wasn't using benchmarks and only tracking internal data, it was only telling half the story. To take the programme to the next level, the organisation needed richer insights that told a complete story on how the diversity of store associates reflected the available labour market.

The solution

Affirmity deployed its Diversity Insights benchmark and reporting solution which provides the organisation with the ability to:

- Efficiently analyse its workforce representation against census and industry benchmarks
- Customise reporting to its unique needs
- Design and execute plans across the talent lifecycle at both the store and role levels
- Identify gaps in representation and highlight opportunities in recruiting, promoting, and retaining for a diverse organisation

The results

The organisation now has the tools and benchmark data to help it better align its business with the available labour market. This allows the company to create a more welcoming customer experience, enhance collaboration, increase community involvement, and strengthen the business. In broader terms:

- Using the same methodology, another client was able to collapse its goal-setting within business teams from two months to less than an hour. For progress monitoring, the time spent putting together metrics and reports decreased by 90%.
- A study published in the Journal of Management¹ found that having a racially diverse workforce can improve retail sales performance. It concluded that for each percentage point closer to matching the racial diversity of the community and workforce, a retailer can increase its sales by \$67,000.

¹Journal of Management, 2012, 38(1), 1-20