



## Cognizant's Senior Managers Learning on the Go

Cognizant

Best Use of Mobile Learning

September 2018



### Company Background



# Cognizant

<b>Headquarters</b>	Teaneck, NJ
<b>Year Founded</b>	1994
<b>Revenue</b>	\$14.81 billion (FY 2017)
<b>Employees</b>	260,000
<b>Global Scale (Regions that you operate in or provide services to)</b>	25,000-plus projects in 40-plus countries, 25-plus regional sales offices and 75-plus global delivery/operations centers in over 16 countries across four continents.
<b>Customers/Output, etc. (Key customers and services offered)</b>	950-plus active clients across healthcare, life sciences, insurance, banking, financial services, manufacturing, logistics, retail, travel, hospitality, information, media, entertainment, technology, communications, energy and utilities.
<b>Industry</b>	IT, ITES and consulting
<b>Stock Symbol</b>	NASDAQ: CTSH
<b>Website</b>	<a href="http://www.cognizant.com">www.cognizant.com</a>

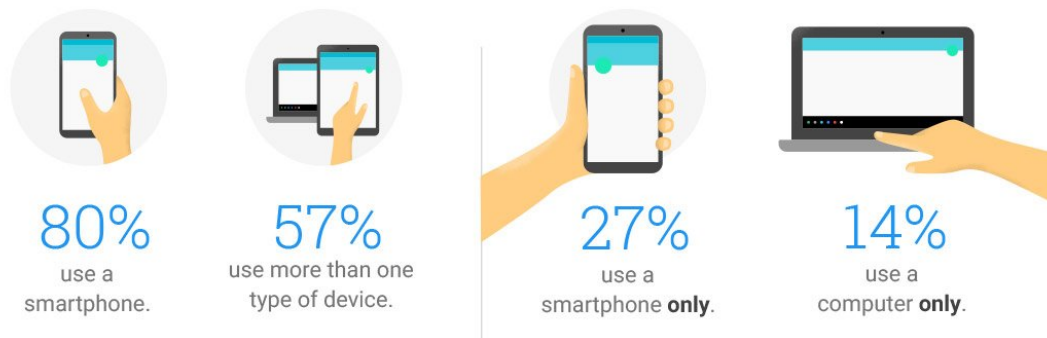
## Budget and Timeframe

Number of (HR, Learning, Talent) employees involved with the implementation?	4
Number of Operations or Subject Matter Expert employees involved with the implementation?	1
Timeframe to implement	3 months
Start date of the program	May 2017

## Business Conditions and Business Needs

In its 2016 publication on latest mobile trends showing how people use their devices, Google gave the world an insight into how the mobile-first workforce gets things done and accesses information. Its findings show an unquestionable increase in the number of multiple-device users, which means one person accesses information in multiple ways. These users simply reach out to their nearest device to access information, make on-the-spot decisions, learn something new and perform daily activities.

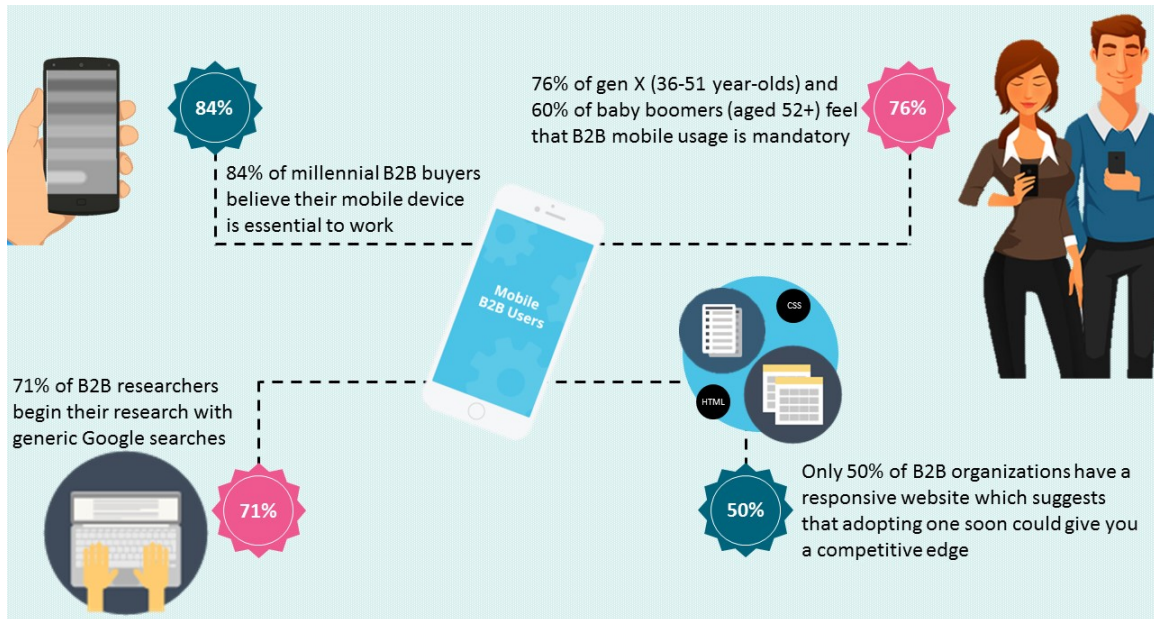
Figure 1: Cross-Device Users In a Given Day



Source: Cognizant

For learning professionals in the industry, these numbers simply mean that all strategies need to target the 80% device-savvy learners rather than invest time in the outdated 14%. In the professional space alone, more and more managers across industries are increasingly relying on their mobile devices to get things done on the move. This has opened up a whole new space for employers to push out mobile-ready solutions along with digital-marketing content such as learning collaterals and more.

Figure 2: Most Important B2B Digital Marketing Stats



Source: Cognizant

## Business Need

When the Cognizant operational excellence and resilience team reached out to the Digital Learning team, digital transformation was on the top of their wish list. Processes to perform certain activities were being simplified and updated in WinZone, a tool to facilitate operations and processes for project managers. Training was on in full swing and the need was to check retention of knowledge through performance support.



**Figure 3: Business Need – Solution mapping**

Business Need	Digital Learning Team’s Solution
Target audience is on the move. Desktop-based solutions, unless mandatory, are not attended.	Responsive mobile-first learning design for audiences on the move.
Learners don’t have the time to go through a detailed learning solution.	Content chunked into smaller case studies for easy absorption of information.
Learners already are aware of the content being covered and need to check if they understand the content correctly.	Question-based performance support model with gamification elements for checking knowledge retention.
Learners get bored of simple page turners. They are competitive and appreciate visually rich designs.	Illustrative-interactive solution for better learner engagement.
At the end of the course, learners should clearly understand how the changes in the process will impact their daily tasks.	Scenario-based case studies to make the content relatable.

Source: Cognizant

The analysis helped build on the initial solution design, which aligned perfectly to mobile learning. Apart from analyzing the target audience, the Digital Learning team also took note of the fact that the client’s online tool, WinZone, based on which the learning solution was being built, was responsive to catering to the on-the-move users. It only made sense that the learning product be responsive as well.

## Overview

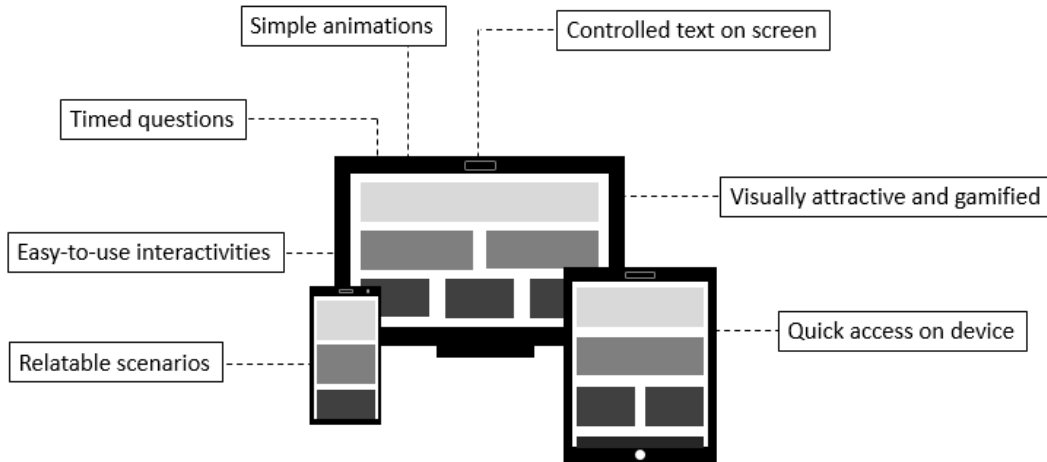
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### High-Level Description

With the help of Cognizant’s subject matter experts, the Digital Learning team built on a mobile-first performance support tool comprising a game-like assessment design, contextual scenarios, choice of Avatar for topic selection and an engaging interface.



**Figure 4: Features of a Mobile-First Support Tool**



Source: Cognizant

An assessment-based design fit perfectly as a solution on mobile since the target audience, who were senior managers, already had knowledge of the changes being implemented.

### Setting Goals

The table below shows the goals set by the Digital Learning team and the strategies implemented to achieve them.

**Figure 5: Goals and Design Strategies to meet them**

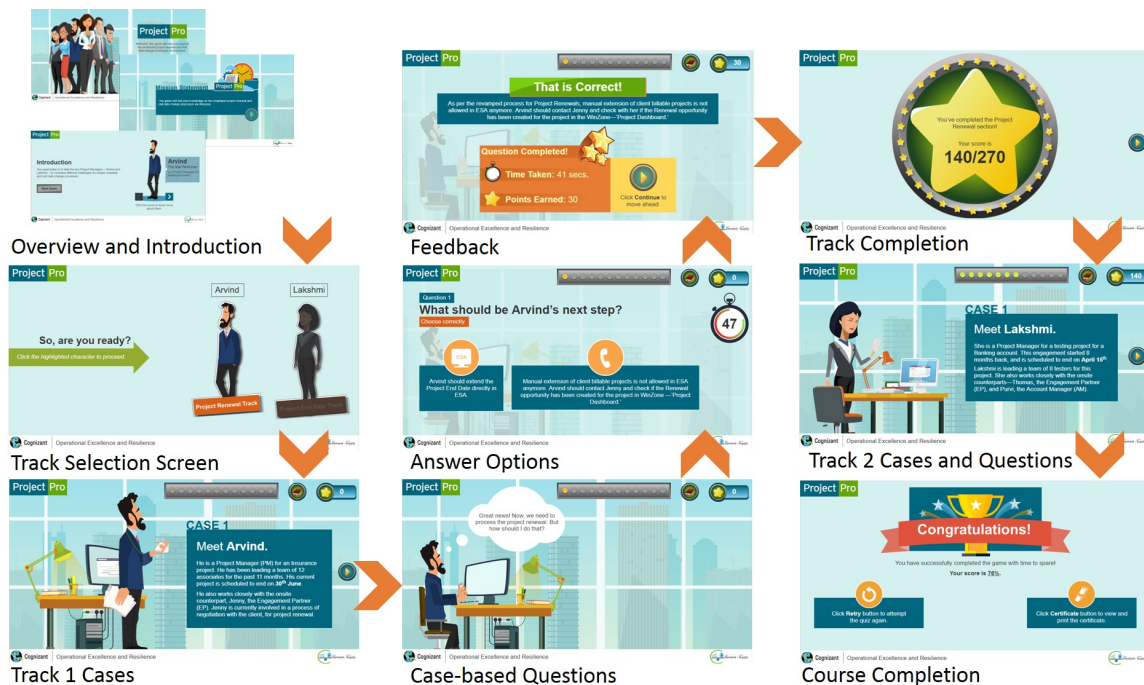
Goals	Achievement Strategy
The learning program should be an effective mobile solution first, not as an afterthought.	Responsive mobile-first learning design.
The design shouldn't look like a conventional training course.	Visually rich interface designed with gamified elements.
The writing should be simple, informal and crisp.	Most instances of instructional text removed and kept to a minimum.

Source: Cognizant



After establishing the goals and strategizing for achieving them, a thorough content analysis exercise was performed. The Digital Learning team could divide the solution into two distinct tracks — project renewal and project end-date changes.

**Figure 6: Project Pro Overview**



Source: Cognizant

## Program Integration

Project Pro was targeted at a learner base of 20,000 senior managers which included project managers, delivery managers and project administration team members. The target audience needed to understand the changes in the process to effectively perform their responsibilities. The Digital Learning team ensured that the performance support tool was simple, easy to access and easy to navigate. Mobile compatibility added to the accessibility features and improved its reach.

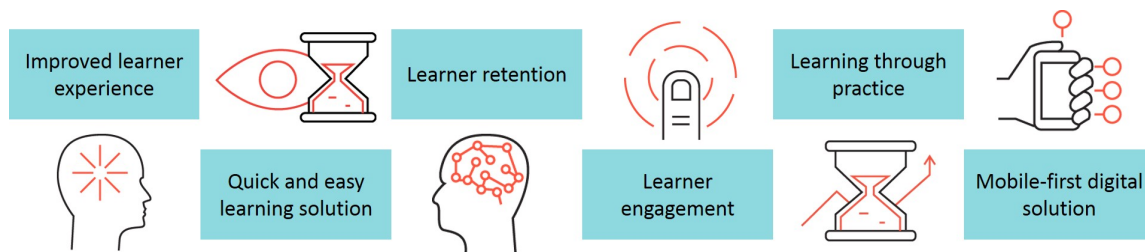
## Tie into Organizational Objectives

Project Pro was launched in the organization as a mobile-first performance support tool, which was the need of the hour. As a service provider, Cognizant is a leader in providing



digital innovation to its customers. It is important for the organization to ensure that within its enterprise the operations are digitally advanced as well. This includes ensuring that its learners can access information and complete their job responsibilities irrespective of where they are.

**Figure 7: Project Pro Ties into Organizational Objectives**



Source: Cognizant

## Design

### Macro Design Overview

Project Pro provided its learners a much-needed break from conventional learning and pages of .pdf documents describing process changes. The design enabled a quick performance support tool which learners could access on the go.

Gamification elements were used to make the design engaging and competitive, while feedback ensured knowledge reinforcement. The design targeted the competitive spirit of the learners, who attempted the solution multiple times to ace it. While they tried to better their score, they learned the content through repetitive practice.

The content for Project Pro was presented via relatable case studies, which ensured learners understand how the process changes were affecting and benefitting their daily job responsibilities.

### Micro Design Elements

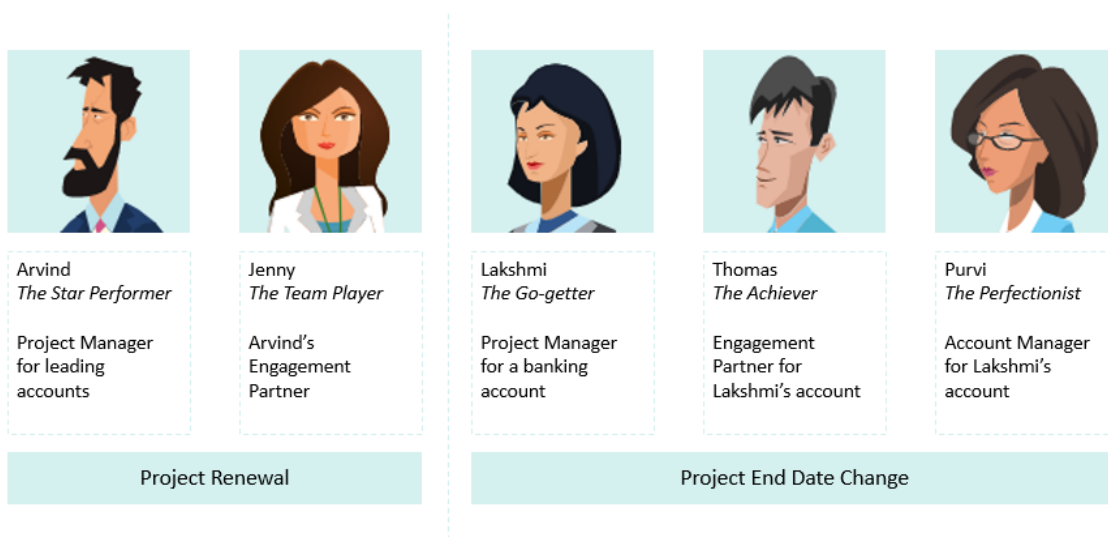
To meet the macro design requirements of the product, the Digital Learning team considerably simplified the content to fit into the mobile-first learning design. The solution moved away from standard eLearning structures and language usages.



**Characters and Tracks:** The characters for Project Pro were built around the roles that the content refers to. For the content to be effectively covered, the design identified characters that the learners could relate to.

Project Pro has two distinct tracks – **Project Renewal** and **Project End Date Change**. The characters were then aligned to each of these tracks.

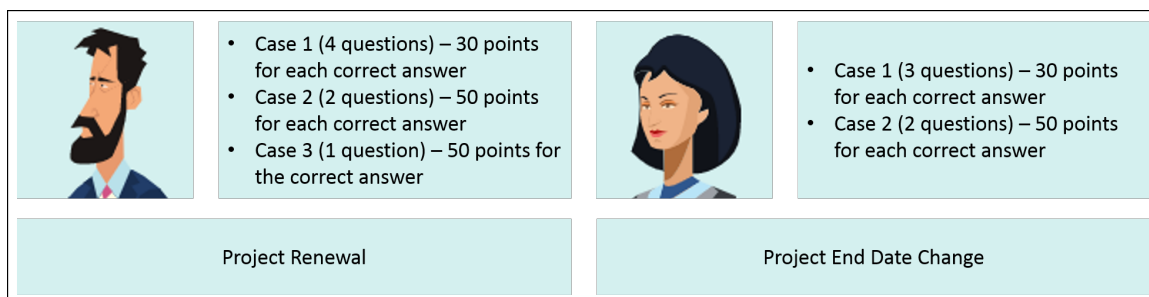
**Figure 8: Character Personas and Their Tracks**



Source: Cognizant

**Scoring and Feedback:** Once the tracks were defined and characters were aligned, multiple case studies were built around the processes. Each case study presented one or more scenarios followed by questions which were scored based on their difficulty levels. Continuous feedback was provided to ensure reinforcement of learning content.

**Figure 9: Case Studies**

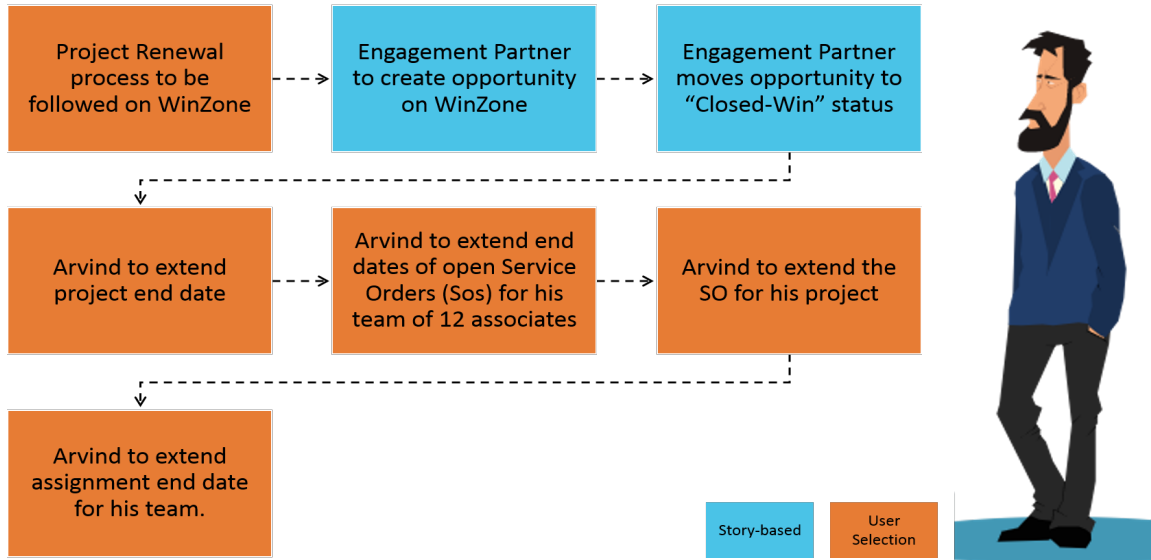


Source: Cognizant



**Case Studies:** Each case study included one or more scenarios based on which learners were to answer decision-making questions for each of the characters.

**Figure 10: Overview of a Case Study**



Source: Cognizant

**Figure 11: Example of a Decision-Making Question**

Source: Cognizant

## Interaction Design

Project Pro is a mobile-first learning solution, which means that it was primarily designed for the mobile user. To enable easy usage, it was designed to have:

- Intuitive navigation (simple back and next arrows).
- Simple timed multiple choice questions.
- Two to three answer options for each question.
- Minimal instruction text.
- Only tap (click) interactivity.

## Visual Design

The visual design for Project Pro was mobile-first, which means it was designed for the smallest device first. Once the user interface was designed for the smallest device, it was scaled to align to larger screens — desktops and tablets. Since the solution was designed to be illustrative, simple character animations were added to bring life to the product.

**Figure 12: Screenshots from Project Pro**



Source: Cognizant

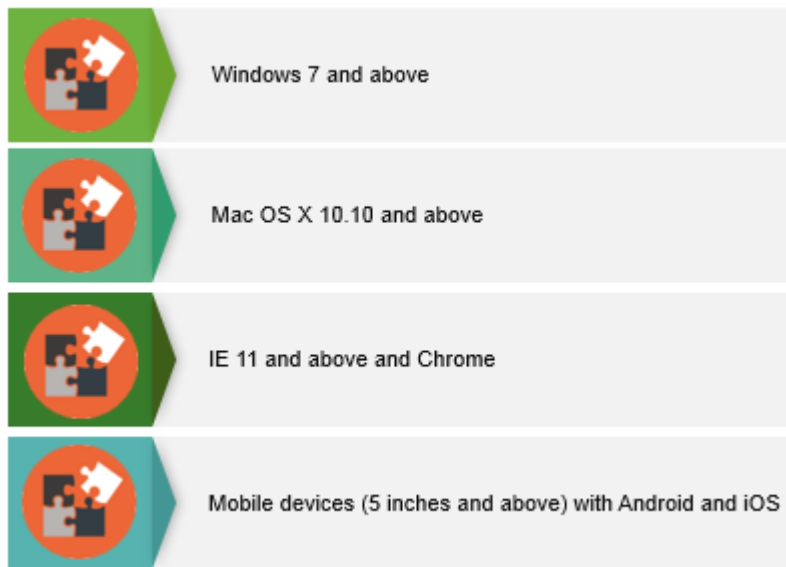


## Delivery

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Project Pro was hosted on Cognizant’s Learning Management System (LMS). This meant that the final product was SCORM 1.2 compliant and was compatible with:

**Figure 13: Device Compatibility for Project Pro**



Source: Cognizant

Learners were able to access Project Pro through Cognizant’s responsive one-stop-shop intranet site, OneCognizant.

Because the solution was designed to be mobile first, few development guidelines were put in place to ensure an optimal loading experience for the learners.

- Minimal animations were done on Flash and imported.
- Assets were vector-based to reduce the asset file size.
- Assets were optimized to reduce the package size.
- JavaScript files were minified before deployment.
- Screen loaders were designed and deployed to manage the learner experience.

A successful mobile learning solution ensures that all its elements are correctly organized and that the interactions between the different elements are combined in an efficient and optimum way. Project Pro ensured all of these and proved to be a great user experience for its learners.

## Change Management Efforts

### Challenges and Solutions

The Digital Learning team faced multiple challenges during the development process of Project Pro. The critical ones have been listed below along with the solutions that the team came up with:

**Figure 14: Overview of the Challenges and Solutions**

Challenges	Solutions
Target audience profile — Senior managers, on the move, hard-pressed for time.	Since the target audience was already aware of the content, the learning solution was built around an assessment-based performance support model which was responsive for device compatibility.
Content was provided as processes and steps.	The Digital Learning team built case studies around the processes to make the learning more relatable and engaging.
Requirement — Mobile compatibility, visually rich, interactive.	The design was aligned to lighter animation styles using HTML Canvas, a new feature/document type of Adobe Flash.  Interactivity was restricted to multiple-choice questions.
Loading time — It was progressively becoming slow with every screen loading.	Package size was optimized.  Effective memory management and garbage cleaning were ensured.
Gamified elements on smaller screen size.	Design was created for the smallest screen first, then scaled up to fit larger devices.

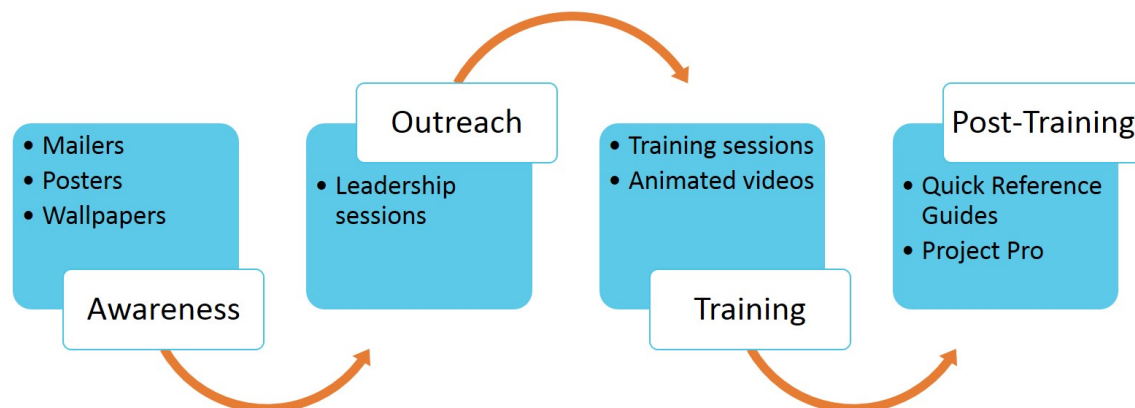
Source: Cognizant

### Process for Addressing Change Management

Project Pro was designed as a performance support tool in a larger landscape which included various tools to ensure effective change management. Project Pro, being a performance support tool, was preceded by:

- Awareness solutions which created a buzz around WinZone and informed learners about its process enhancements through digital and print solutions.
- Offline sessions by leadership to communicate and sensitize the target group on the importance of the process enhancement.
- Training solutions which aligned to blended learning techniques to ensure that all queries and clarifications were sorted before the WinZone changes went live.
- Quick reference guides which documented the changes in a crisp and concise manner, ensuring learners had a go-to place to access information.
- Project Pro helped to stitch all the various change management efforts together by giving the learners a chance to check their understanding and take a look at how their daily tasks were improving.

Figure 15: Process for Addressing Change Management



Source: Cognizant

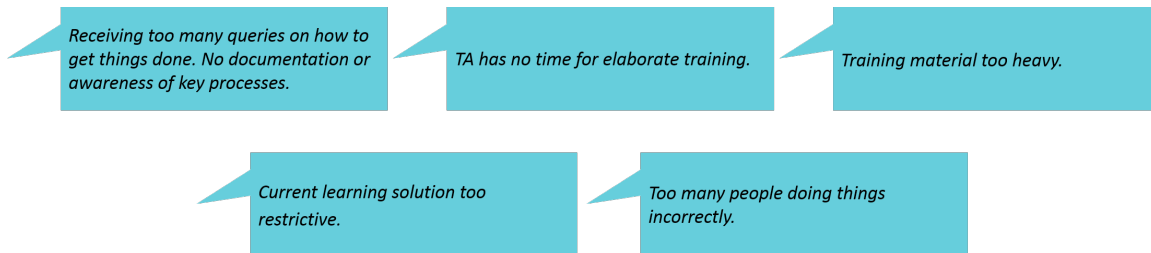
## Measurable Benefits

### Measurable Benefits

Project Pro was the perfect mobile-first learning product from an instructional designer's perspective. It was not an afterthought to traditional web-based learning, but a primary requirement to meet the needs of the target audience who is always on the move. Before

the start of the project, the data points that the Digital Learning team received included the following:

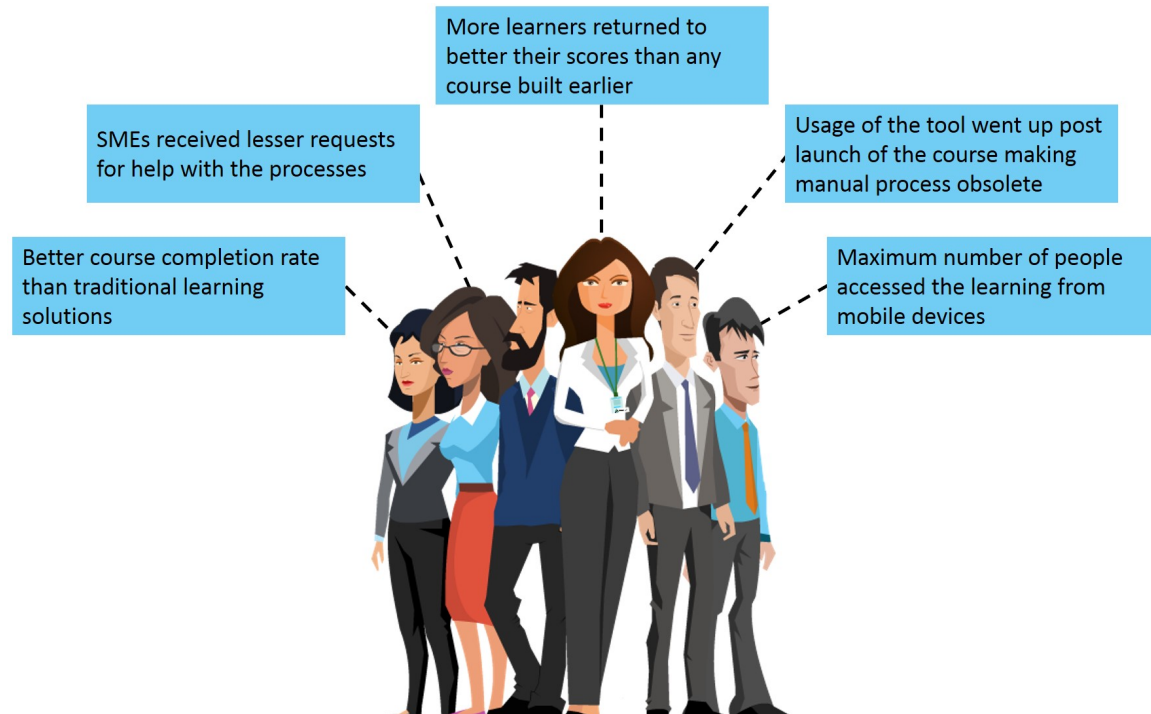
**Figure 16: Initial Problem Statements**



Source: Cognizant

Following the delivery of the training, the Digital Learning team received considerable praise for how the learning was customized for the target audience. Here are some measurable benefits the Digital Learning team collected.

**Figure 17: Measurable Benefits Achieved by Project Pro**



Source: Cognizant



Overall, the client who initiated the development for Project Pro was happy that the target audience — the learners — were more aware of the content that was presented. This meant they had to deal with lesser incorrect processes, queries and follow-ups.

### Measuring Impact and Results

Project Pro was rolled out globally to over 20,000 senior managers across Cognizant. These included project managers, delivery managers and project administration team members. The impact of the learning was captured through various avenues:

- 100% users who accessed the product from mobile devices provided positive feedback on a **survey launched via an internal eSurvey tool**.
- All learners completed the course at least once. 86% learners with low scores returned to better their score on the **LMS**.
- 100% **process compliance** post launch of course.
- Only 1% associates **asked about the new processes** after the launch of the course.

### Identifying the Priority and Importance

It was important for the Digital Learning team to ensure that the learner experience stays on top of the priority, especially for learners who were choosing to access Project Pro via their mobile devices. From the measurable benefits gathered, Project Pro was successful.

## Overall

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### Key Findings

Mobile learning is not a secondary thought to web-based learning. It is a whole new product with its own set of advantages, challenges and solutions. Through the process of development, the Digital Learning team documented the following key findings:

- eLearning and mLearning do not simply refer to learning accessed from different devices. It's learning designed and built for different devices. While the learning objectives can be the same, strategies to address them need to be different for the two learning media.
- Once the product was deployed on the Cognizant LMS, it was an attention seeker owing to its mobile accessibility and overall design. While the target audience

enjoyed the interface and solution, the client noticed a steady decline in the number of queries around the processes.

### Lessons Learned

- The LMS team reported that most learners were accessing the learning through their mobile devices. This meant that Project Pro had clearly met a growing requirement within the target audience to provide mobile-accessible content.
- During the internal quality analysis phase, the internal team had experienced loading issues; as the package played, progressively loading became an issue. By being involved in R&D and using mobile-compatibility software, the Digital Learning team could mitigate the risk.

### Future Outlook

The **Digital Learning** team is excited to look into the future where mobile learning is fast becoming a primary access route for all learning delivery. With the grand success of Project Pro as a learning solution, the Digital Learning team is working on building core training solutions for the content which will help tie in the performance support solution within the larger picture. Additional solutions to support Project Pro include:

- Responsive web-based training — Conversion of recorded classroom sessions on WinZone into online modules.
- Interactive quick reference guides with step-by-step instructions on the features of the tool.
- Application demonstrations and simulations for the tool for guided practice.

Over the course of this project, the team also collected a wealth of experience to work on various other challenging mobile learning solutions.



## About Brandon Hall Group

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Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management. With more than 10,000 clients globally and more than 20 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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