



## Tata Consultancy Services' Digital Talent Development Caters to Its Future

Tata Consultancy Services (TCS)  
Best Unique or Innovative Talent Management Program  
September 2018



### Company Background



**TATA CONSULTANCY SERVICES**

Experience certainty.

<b>Headquarters</b>	Mumbai, India (US headquarters, New York)
<b>Year Founded</b>	1968
<b>Revenue</b>	\$17.58 billion
<b>Global Scale (Regions that you operate in or provide services to)</b>	Europe, UK, Asia Pacific, Middle East, Africa, Australia, India, USA and Latin America.
<b>Customers/Output, etc.)</b>	Over 800 customers across the world.
<b>Industry</b>	Business and IT consulting
<b>Website</b>	<a href="http://www.tcs.com">www.tcs.com</a>

### Budget and Timeframe

<b>Number of (HR, Learning, Talent) employees involved with the implementation?</b>	18
<b>Number of Operations or Subject Matter Expert employees involved with the implementation?</b>	8
<b>Timeframe to implement</b>	12 to 18 months.



Start date of the program

January 2017

## Business Conditions and Business Needs

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The digital economy already is a reality, led by the internet which now connects more than half of the world's population and social media that connects one-third of the same. As a result, businesses are embracing the digital economy very strongly. The global internet represents almost \$5 trillion in current economic value and is growing fast. The five digital forces — social, mobile, big data and analytics, cloud and robotics and artificial intelligence — are bringing with them major changes and challenges with new set of rules.

Enterprises around the globe are in the midst of a profound Business 4.0 transformation to become more Agile, intelligent, automated and on the cloud. Therefore, it is imperative that Tata Consultancy Services (TCS) remains vigilant to meet the ever-changing needs of its customers.

One of the key challenges in the digital economy is the rapidly changing skill requirement. Recognizing the need to build the right “digital talent,” combined with deep domain expertise and an understanding of the customers’ business. Customers of the future require not just ordinary skill that TCS was used to and had built an expertise on almost 50 years, but in newer areas such as the cloud, analytics, artificial intelligence and “Internet of Things.”

## Overview

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TCS has made significant investments to upgrade the skills of its employees, as well as diversity its talent base. First, as an organization TCS had created different segments to cater to the business demands in the areas of Internet of Things (IOT), analytics and insights, cloud and enterprise automation. Based on the business plan of these segments, a workforce plan was created. This explained the number of employees who would be required with different skill sets. Based on the workforce plan published by each of these segments, the competency plans are drawn up. The competency requirement is broken down into the level of requirement, the timeline and the region in which it is needed. A global unit of digital talent development champions was formed for building the digital competencies across TCS.



The objective of the unit was to increase the digital competencies by at least 30% and specifically look at grooming cloud and automation competencies for the segment and aim to train at least 20% more associates with a paradigm shift from traditional learning to anytime, anywhere Agile learning by building a mobile-friendly and easy-access digital learning platform.

TCS leveraged the digital learning platform to build a culture of continuous learning in line with complex technology needs at a rapid pace. TCS has been able to get learners addicted to the platform and sustain an interest in learning new technologies and acquire adjacencies. Learners are going beyond the boundary of specializations and exploring new categories in which they can acquire their competencies. Moreover, associates trained through FrescoPlay are readily deployable in projects and given the adequate hands-on coding exercises and the easy-to-understand content (either in the form of text, videos, images, gifs, games, etc.). The company also has been able to instill a culture of social recognition with a currency — Miles, which measures the breadth of learning. Consistency in learning every day and achieving streaks can help unlock badges. This impacts the learning patterns and behaviors. There is another currency — Credits, which presents a verified proof of knowledge. A leaderboard updates the credit scores of the top learners and promotes competitiveness. Most importantly, TCS has been able to instill a culture of learning anytime, anywhere with access to the best resources available in a particular field.

## **Design of the Program**

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TCS established a world-class digital learning platform (DLP) — an integrated ecosystem that combines virtual, physical and experiential learning with high-quality content that is available anywhere, anyplace, anytime and on any device.

Over 200,000 TCS employees have used DLP to gain skills in new technologies during FY17.

**Learning 1.0** — It is the basic program we were born with. Learning happens by trial and error by watching and imitating others, especially family members. Boys wear blue pants, girls wear pink skirts, elders in family are respected and touching electric plug points is injurious to health and so on ...

**Learning 2.0** — It is our school education, the structured social learning. Within the structure that parents and teachers provided, we develop the fundamental knowledge



and skills along with our peers for being part of society and getting ready to apply for work.

**Learning 3.0** – In the most simplistic term, it is on-the-job learning. Our job requires us to apply our book knowledge to work, learn from successes and failures and enable us to grow. This is the stage that requires maximum openness and agility in attitude and behavior. Even if you did not exploit Learning 2.0, you may still be OK if you best exploit this upgrade.

**Learning 4.0** – Most of you are waiting to learn about this upgrade. Learning 4.0 is a necessary and exciting upgrade for surviving and thriving in this nonstop world. It also is the upgrade that will keep you in charge of increasingly intelligent technologies as they emerge. It is all about our desired state — embracing change, seizing opportunity and delivering on scale with speed using the most-advanced technology offerings — in short, it is all about TCS 4.0

The good news is most of us have demonstrated excellence in adapting the first three upgrades. Upgrade 4.0 is all about making the best use of the opportunity ahead of us.

It is all about introspecting (self-discovery) — What we are good at? Continue to focus, but aim with minimal acceleration. What do we need to be good at? Skills and behaviors to succeed in agile and digital world — increased focus (learning 4.0) riding on individuality and patterns (deep learning) during learning 1.0, 2.0 and 3.0.

With this in mind, TSC needs every employee to self-declare all of the digital competencies they have obtained to date in iEvolve. Having an accurate representation of its workforce's existing digital competencies will ensure that TSC is aligning its training and deployment strategies to meet various client demands.

“Digital Competency Month” runs across the world for TCS. To ensure a smooth process for self-declaration and assessment, system updates have been made in iEvolve.

The digital learning platform, Fresco Play, enables an employee from CEO to a trainee to access a training module in mobile or desktop and seamlessly change between devices. TCS made it palatable by making the module 15 to 30 minutes and designed it for modern employees as they commute.



Nearly 100,000 digital certifications have been issued from the system. This translates to nearly three digital certifications per employee. This number will be much higher at entry level.

As soon as the certificate is issued, the information is loaded in the company's resource management framework. A team leader will know how many people with competency are in a particular domain and can openly advertise for a particular job in the system. An employee then can apply for it.

## **Delivery of the Program**

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Focus was on ensuring that users were subject to a great learning experience. Efforts were made from multiple aspects ranging from:

- Ensuring that the technology on which the platform is built was Agile and would scale up based on user traffic.
- Availability of a robust chat ops team to ensure round-the-clock support to resolution of user concerns.
- Removing friction from every aspect of the application — enabling seamless integration into multiple third-party applications with a single sign-on, integration with sand boxes to eliminate need to provision local software instances or virtual labs, etc., to practice hands-on.
- Persuasion as a strategy for user onboarding.
- A robust content creation and migration strategy with a team of subject matter experts in various cutting-edge digital skills.
- Gamification with a focus on micro-content and mixed media as a medium of imparting knowledge.

Design thinking methodologies were used to identify and understand different personas of employees who could potentially be the users. Top areas of importance among all personas were identified to be the natural persuasion against drive by force, social recognition and collaboration and micro-content.

**Persuasive Design:** FrescoPlay's philosophy is "Play, Code, Build, Repeat." It induces a behavioral change and makes learning a habit. It redefines the way of thinking by training learners to think better and think deeper. It provides the required motivation to keep getting back to the platform. Appreciations are designed to encourage the user to



complete the course without leaving it midway. A learner-centric design ensures that the user is constantly engaged. By incorporating persuasion into the entire learning platform, learning has now become more effective than ever before. It is this simple but crucial understanding of how technology does not change behavior; instead, persuasive design and nudges that do the trick sets Fresco Play miles apart from other learning platforms. The platform comes with a rich, interactive and persuasive user experience designed to make learning addictive and fun. This includes vibrant colors, ash cards, video cards, GIFs, games and in-built coding sandboxes. Games have a different way of triggering learning, prompting users to think visually by means of metaphors. To help associates understand harder concepts like AI, machine learning, DevOps, etc., elements of gamification have been incorporated in the app. Keeping in mind the Generation Z preferences, the platform is available both on mobile and desktop and allows the learner to switch seamlessly between them.

**Social Collaboration with Learners:** In the world of FrescoPlay, learners are not just consumers but a critical part of the ecosystem, contributing their ideas and suggestions on the FrescoPlay content and platform — not just at the end of a course, but for each piece of learning content.

**Bite-size Learning:** Fresco Play breaks technology learning into specific, micro capsules for ease of consumption by the users. Each course on FrescoPlay lasts anywhere between one to four hours, delivered through a variety of engaging media such as text cards, videos, cartoons, quizzes, games and hands-on exercises, each of which can be completed within two or three minutes.

## **Measurable Benefits**

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### **Organizational Results:**

1. 240,000-plus of the 385,509 TCS associates have acquired at least one digital competency, that's about 62% of TCS strength spread across 52 countries.
2. These associates have acquired 783,000-plus digital competencies (i.e., approximately three digital competencies per associate in the last two years).
3. In a span of just six months when TCS's new digital learning platform FrescoPlay was launched, 97,246 of the 385,509 TCS associates have it.

4. 74% of these associates who have accessed FrescoPlay have enrolled in at least one digital course. Of the associates who have enrolled in at least one digital course, 50% of the associates have completed at least one course.
5. The learner count in FrescoPlay has doubled quarter on quarter.
6. Learner satisfaction is an important effectiveness measure for any learning platform. FrescoPlay learner satisfaction has been consistently maintained over 85% since its inception,
7. Close to 90% of FrescoPlay courses have mandatory hands-on assignments, thereby promoting deeper/immersive learning skills and making associates digital project-ready. This also enables associates to be internally digital certified, rather than going for expensive external certifications.
8. TCS Learners have clocked over 252,332 learning hours and have been rewarded with over 102 million miles and 229,000-plus credits to date. With a learner conversion rate of 26% (Industry average is 5% to 7%), FrescoPlay continues to receive rave reviews from associates for digital learning in an Agile manner.

## Overall

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One of the key findings of the talent development program was to build what was internally called the “T factor,” which basically measured the depth and breadth of knowledge of digital skills that each of the associates had. This was being measured based on the possession of digital competencies associate held. This was enabled by the TCS FrescoPlay digital learning platform. The first step in this “mammoth” re-skilling program was initiated in 2014 by former CEO Natarajan Chandrasekaran with a vision to train 100,000 TCS associates on digital technologies such as DevOps, artificial intelligence and machine learning.

1. **Learning is Progressive.** Associates need to be able to design personalized journeys that work for them and not be subject to a one-size-fits-all competency model.
2. **Learning is About Adjacencies.** Multidisciplinary skills are more crucial today than super specialization. The learning experience must embrace and encourage multiple diversions into related topics

3. **Learning is Anytime, Anywhere** — Learning does not happen only in classrooms. Associates should be able to learn on the go, even on their personal mobile devices, in small, bite-size nuggets. They should even be able to do simple hands-on coding exercises on their smartphones. The best learning apps today provide a rich, interactive and persuasive user experience on all platforms and FrescoPlay is designed to be just that.

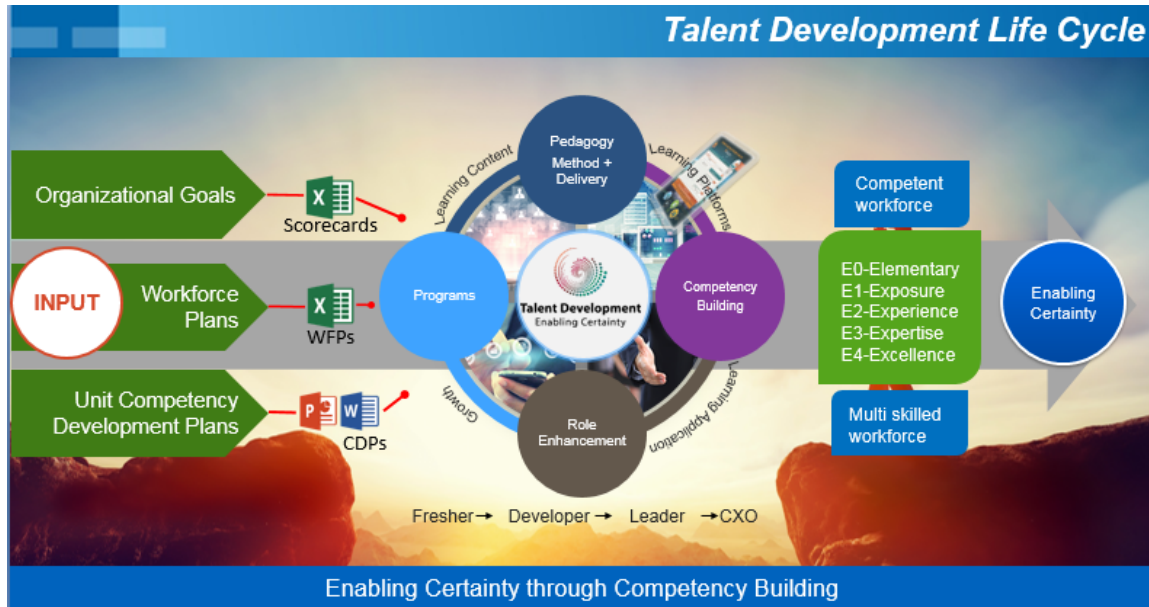
Figure 1: Metrics that Matter



Source: TCS



Figure 2: Talent Development Lifecycle



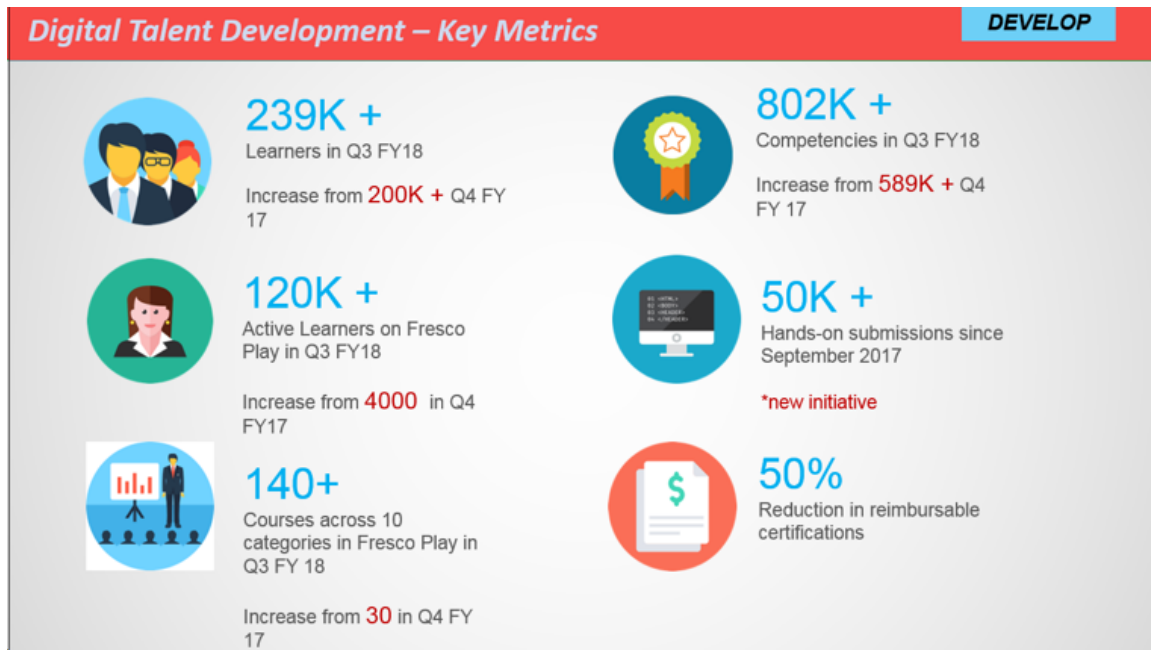
Source: TCS

Figure 3: Integrated and Scalable Learning Ecosystem



Source: TCS

Figure 4: Digital Talent Development — Key Metrics



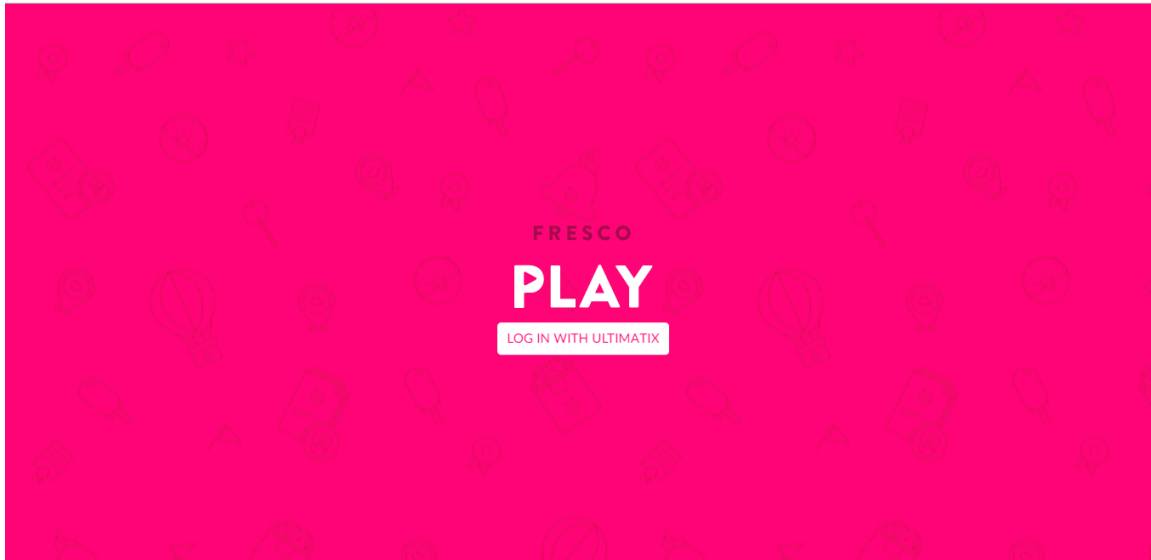
Source: TCS

Figure 5: Nurturing Talent through Customized Learning Opportunities



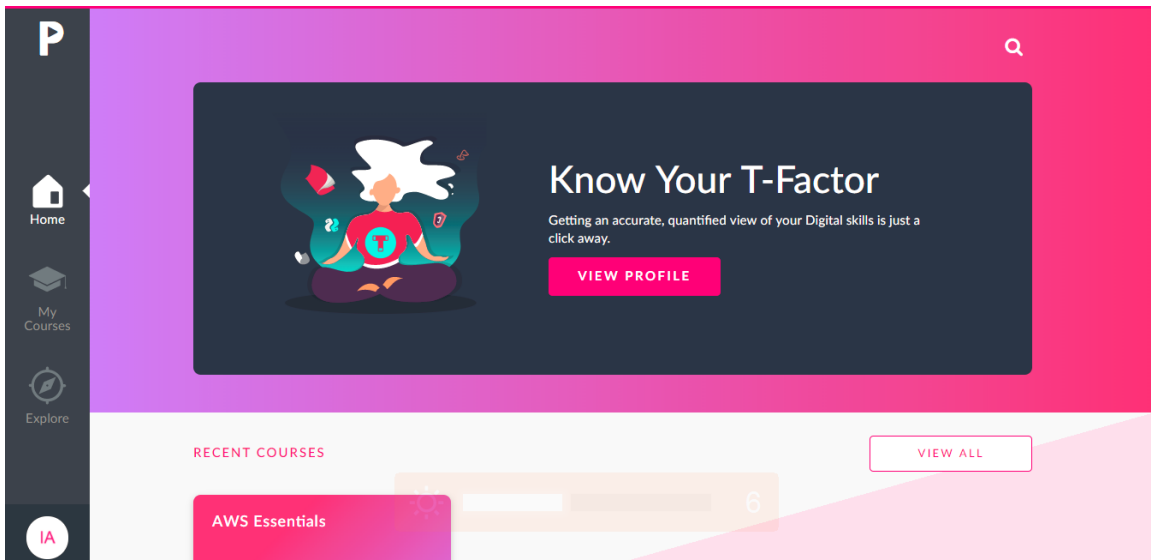
Source: TCS

Figure 6: Log-In Screen



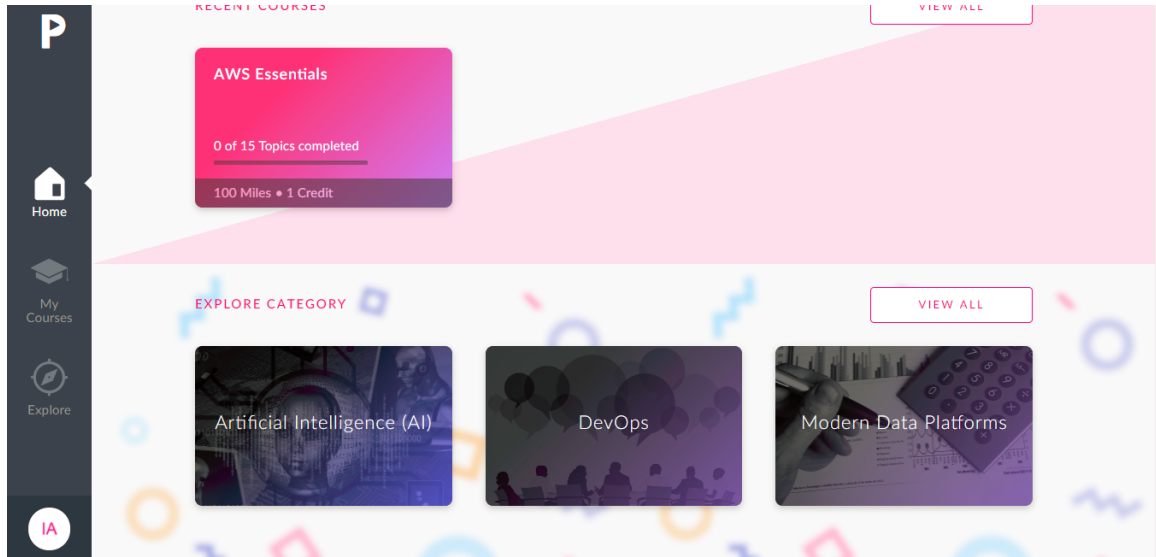
Source: TCS

Figure 7: Dashboard



Source: TCS

Figure 8: Courses and Categories



Source: TCS



## 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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For more information, contact us at [success@brandonhall.com](mailto:success@brandonhall.com).