

Genpact Goes from Buy to Build Model for Video-Based eLearning

Genpact
Best Use of Video
December 2018



Company Background



Company-at-a-Glance	Genpact is a global professional services firm that makes business transformation real. It drives digital-led innovation and digitally enabled intelligent operations for its clients, guided by its experience of running thousands of processes for hundreds of Global Fortune 500 companies. Genpact began in 1997 as a business unit within General Electric. In August 2007, it became a publicly traded company. Bain Capital became Genpact's largest shareholder in November 2012, with the strategic objective to grow the company further.
Headquarters	Domiciled in Hamilton, Bermuda, with executive headquarters in New York.
Year Founded	1997
Revenue	\$2.74 billion in FY 2017
Employees	78,000
Global Scale	70-plus delivery centers in 16 countries; clients in 70-plus countries.
Customers/Output, etc.	800-plus clients; one-fifth are Global Fortune 500.
Industry	Business process management, analytics and IT services.
Stock Symbol	G (NYSE)
Website	www.genpact.com



Budget and Timeframe

Overall budget	\$110,000
Number of (HR, Learning, Talent) employees involved with the implementation?	6
Number of Operations or Subject Matter Expert employees involved with the implementation?	1
Number of contractors involved with implementation	1
Timeframe to implement	Six months
Start date of the program	December 2015

Business Conditions and Business Needs

The business condition and needs to design a video-based eLearning module (Green Belt Training-Lean Six Sigma) are linked to Genpact’s history, its market positioning and one of its key differentiator, i.e., its Lean Six Sigma heritage. The following is a brief background to what Genpact is and what it does.

About Genpact

Genpact is a global professional services firm that makes business transformation real. The organization drives digital-led innovation and digitally enabled intelligent operations for its clients, guided by its experience of running thousands of processes for hundreds of Global Fortune 500 companies. From New York to New Delhi and more than 20 countries in between, Genpact has the end-to-end expertise to connect every dot, reimagine every process and reinvent companies’ ways of working. They know that rethinking each step from start to finish will create better business outcomes. The organization’s confidence in its transformational ability is evident in its statement, “Whatever it is, we’ll be there with you — putting data and digital to work to create bold, lasting results — because transformation happens here.

Genpact and Lean Six Sigma

Genpact began in 1997 as a business unit within General Electric. In January 2005, Genpact became an independent company to bring its process expertise and unique Lean Six Sigma (LSS) DNA to clients beyond GE. In August 2007, Genpact became a publicly traded company.

One of the biggest and strongest elements Genpact inherited from GE has been its Lean Six Sigma heritage. A decade passed but the beauty with which Lean Six Sigma is applied in day-to-day business still is highly possessed and maintained by Genpact.

Lean Six Sigma is the culturally ingrained and hard-to-replicate DNA of Genpact. The organization has a rich DNA of 14,300 Six Sigma and 37,000-plus Lean-trained employees around the world to help clients implement with industrial-strength approach to process excellence.

How Has this DNA Been Managed and Maintained?

To maintain such niche DNA, the organization has a dedicated quality function that aims to drive the transformational agenda for company's fortune clients and heavily invest time and efforts in building LSS DNA for internal employees through standup class room sessions. This function delivers three broad categories of trainings:

1. **Fundamentals of Lean** — Half-day classroom workshop.
2. **Six Sigma Green Belt** — 3½ days of classroom workshop.
3. **Black Belt Workshop** — 15 days of intensive workshops (conducted for Black Belts and Master Black Belts only. A larger organization goes through Green Belt sessions).

The first two categories of trainings are delivered by Black Belts. However, since Lean Six Sigma Black Belt is a critical resource responsible for leading complex changes in the organization through application of process improvement methodologies (Lean, Six Sigma, DFSS, Reengineering and BPMS) for solving problems. With increasing volatility in business at the client end, the Black Belts' (BBs) role was bending more toward being a strategic business partner for helping clients undergo large transformation journeys. The BBs are expected to bring about recommendations based on the latest thinking, trends and literally paint a picture of the future. They were required then to help operating teams envision the future for the customers and gear up their operations for efficiency

and effectiveness in the long run. With this evolution of the BB role, there was a need to realign the BB role to the future needs of the organization.

Some Light Yet Interesting Statistics

Genpact quality function comprises 300 professionals. Out of these, 100 professionals play the role of quality leader and Master Black Belt and this group's core deliverable is around designing transformational and strategic road maps, people leadership and client management. The remaining 200 folks of this function are Black Belts who are responsible for executing continuous improvement road maps, manage service quality metrics, execute their Black Belt projects, mentor Green Belt (GB) projects and train Genpact employees on Lean Six Sigma.

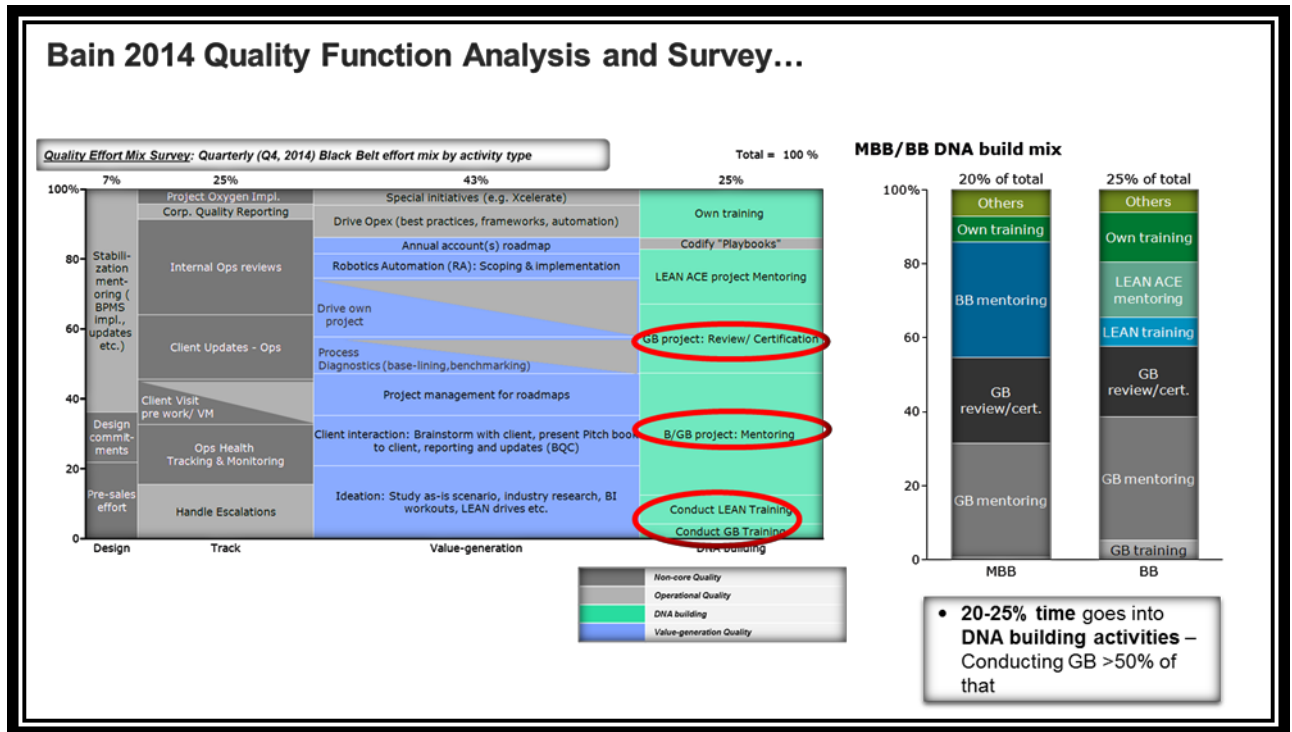
So practically, these 200 have the responsibility to train an organization of 70,000 employees. On an average, Genpact had a trend of training of 5,000 employees in a year.

This is important to know that at Genpact, Green Belt training and certification are mandatory for an employee's growth and career progression within organization.

Business Challenge and Needs

This story goes back to January 2015. Through H2 2014, Bain Consulting (a third-party global management consulting firm) was partnering with Genpact in analyzing employees' time and effort spent at work. In January 2015, Bain came back with its synthesis and insights highlighting that 20% to 25% of a Black Belt's time is being spent on DNA-building, where conducting Lean and Green Belt trainings was more than 50% of this split.

Figure 1: Snapshot from Bain Report (January 2015)



Source: Genpact

While generating client impact is the biggest ask, less than 50% of a BB's time is spent on value generation. Black Belts were under immense pressure to balance the act of building internal DNA on one hand and driving value generation agenda for the clients.

Challenges from the Learner's Lens

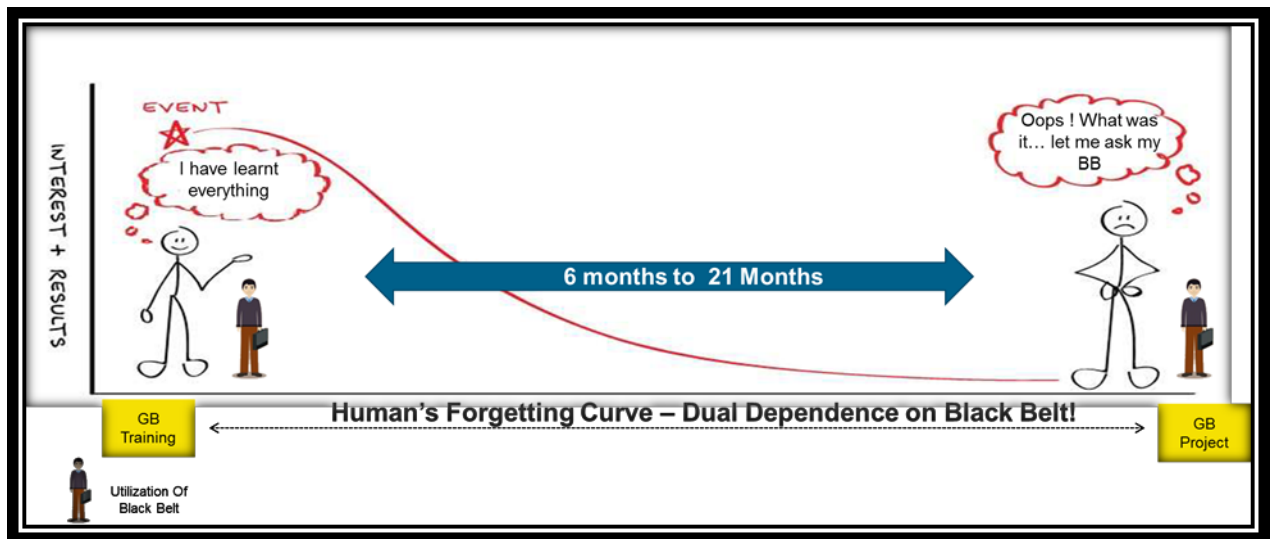
The journey of a LSS learner does not end after completing Green Belt training and testing. After completion of training, the learner is supposed to implement a Lean idea (Band 5 associates) and complete a Green Belt project (Band 4-plus managers) where the Lean Six Sigma tool application is a must-have.

Gap Between Learning and Application

The completion of a Green Belt project is heavily dependent on the availability of improvement opportunities, the manager's role in the process, bandwidth challenges and other operational or business as usual priorities. This led to a gap between learning and its application. By the time a learner is able to start their GB project, more than half of the learning had evaporated. This will again bring them back to an aligned Black Belt for

project mentoring help. This mentoring is micro in nature as a Black Belt would reiterate almost everything about LSS tools to be used in the project.

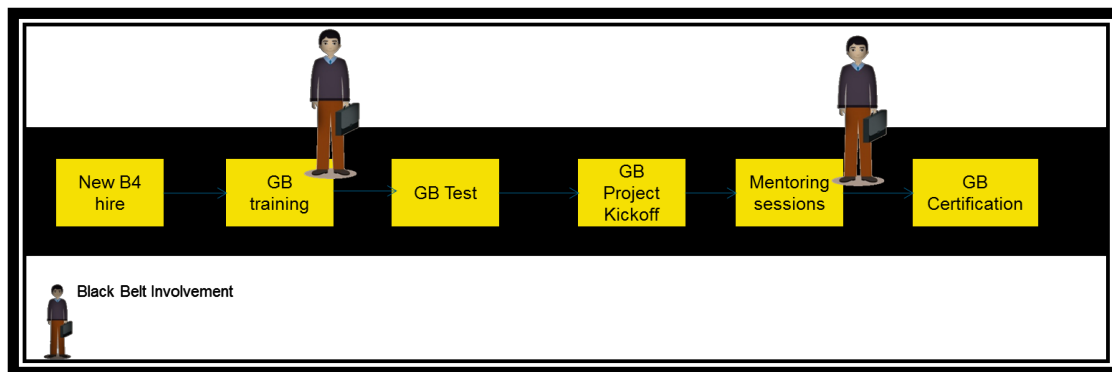
Figure 2: Learning and Application Gap



Source: Genpact

So, in a GB project owner's journey, a BB will have a full-time role at two toll gates.

Figure 3: GB Project Owner's Journey



Source: Genpact

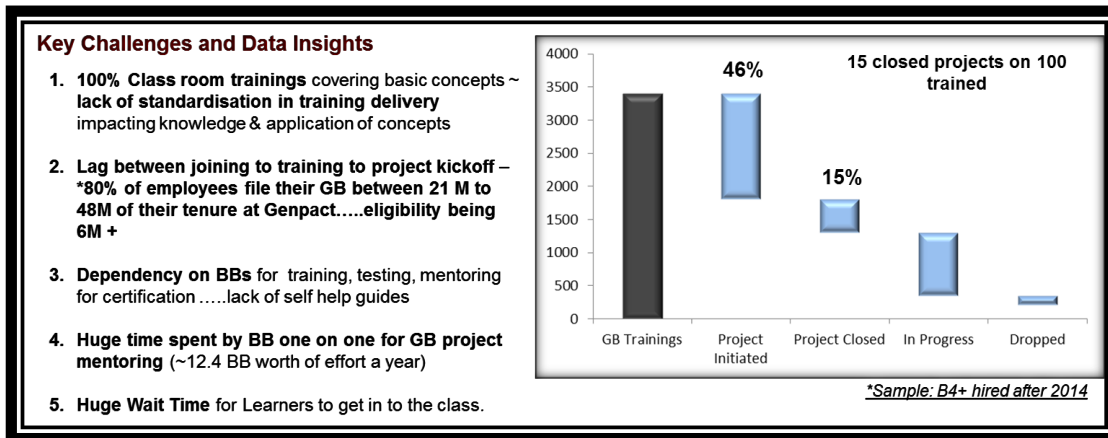
Learners Waiting for Seat Availability in a GB Class

While the gap in training sessions and project execution was one challenge faced by learners, another challenge was to get seats in the next classroom session. Though about 200 Green Belt sessions used to happen in a year, there always was a waiting queue for learners to get nomination for the class. Why? Because these 200 sessions would happen



across the globe. In 2014-15, Genpact had about 70-plus offices, out of which only 30 locations were the prime locations for GB workshops and the other 40 faced a dearth of training sessions.

Figure 4: Summarizing Business Challenges



Source: Genpact

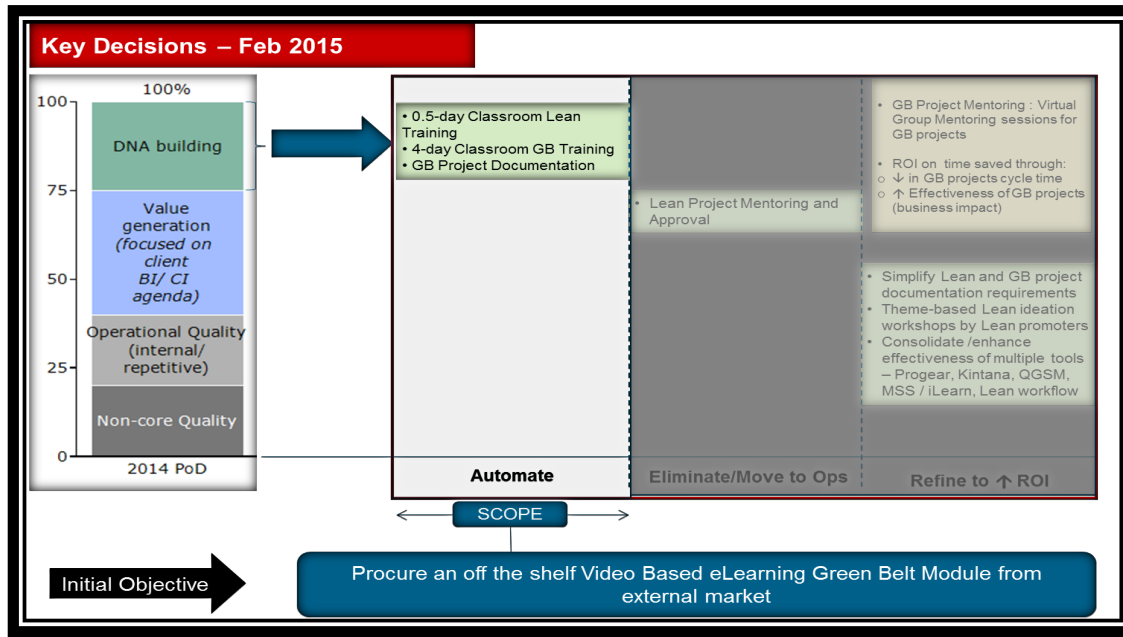
This wrote the beginning of a new way of building Lean Six Sigma DNA at Genpact.

Figure 5: Challenges Lead Change



Source: Genpact

Figure 6: Time for Genpact to Take Some Strong Decisions



Source: Genpact

In February 2015, Genpact’s leadership decided to procure an off-the-shelf video-based eLearning Green Belt module from the market. However, Lean Six Sigma being a niche learning was not easy to be just procured and planted. As a result, after investing three months of deep research, content and vendor evaluation, the company realized that Lean Six Sigma has a strong influence on how the internal and client processes are being run. Along with knowledge of tools and methods, a lot more business contextualization was required to be embedded in online module. This demanded bespoke content with service-related examples and case studies. In addition, off-the-shelf modules were not matching many other criteria that the organization demanded.

And who could have done it the best other than the organization that has proven LSS expertise in the service sector? Why go out into the market when the talent and expertise was residing within Genpact?

This realization changed the focus, going from a buy model to a build model.

Figure 7: Decision-Making Criteria and Their Importance

MULTIPLE CRITERIA MATRIX		BUY	BUILD	EXTEND
Customer Expectation	Customer Importance	Online - Off the Shelf training	Online - Inhouse Content Creation	Leveraging existing contract with Gemba Academy
Cost	9	1	3	9
Content Quality (Comprehension)	9	9	9	3
Time to Implement	3	3	1	9
Duration of Course	9	3	9	1
Simulation & Examples	9	9	9	1
Customization per Genpact Standard	3	1	9	1
Standard Learning across Genpact	3	9	9	9
BPMS Live Inclusion	3	1	9	1
Multi Language Support	9	3	9	1
Technical Importance		267	435	195

BUILD Over BUY – Scientifically Validated !

Source: Genpact

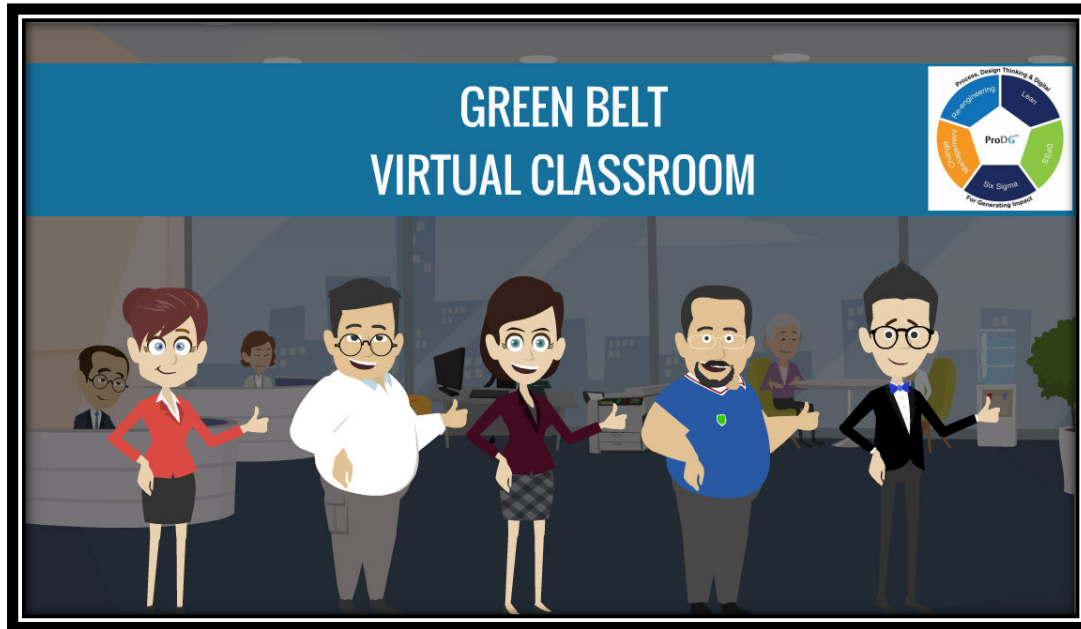
All the images used above are from 2015 while the online Green Belt curriculum was conceptualized and created. Genpact, being a LSS-centric organization, applied the science of Lean and Six Sigma during the launch of Genpact’s first in-house Green Belt curriculum.

Overview

A Human-Centered, Innovative, Learner-Friendly Green Belt Virtual Classroom

Genpact’s in-house Green Belt curriculum is a highly interactive, engaging, knowledgeable and unique curriculum. It’s because of its unique features and a close replication to traditional classroom sessions, it is addressed as a virtual classroom and not an online course.

Figure 8: Green Belt Virtual Classroom



Source: Genpact

For more than a decade, Genpact employees had the luxury to sit through instructor-led Six Sigma classes. Taking this offering away from aspiring learners was not at all easy. As a result, the Green Belt module was designed to address various needs of learners.




The entire module has been designed as a live story or movie. Like any other movie, the module has characters, a story line, background, flashback, fun and a script. Below are the details.

The Characters

Typically in any online module, there will be a speaker or trainer who will give instructions on the what, when, why and how of various subjects.

However, Genpact believes that in any learning journey, the learner is the hero and thus it was very a critical requirement to capture the learner in eLearning modules. As a result, the module was not limited to just facilitators but included learners as well. Below are the key characters of the Green Belt learning module.

Figure 9: Green Belt Learning Module Characters

	<p>Mike — Six Sigma Instructor</p> <p>Mike is the key facilitator for all Six Sigma technical topics like measures of central tendency and variation, inferential statistics, hypothesis testing, etc.</p> <p>To add life to this fictional image, Mike’s character was mapped with Genpact’s key Six Sigma master trainer, Mohit Sharma who was known for his ability to decode difficult Six Sigma into small easy-to-understand learning bits.</p> <p>Mohit’s way of decoding was captured through video recordings and replicated in the online virtual classes.</p>
	<p>Emma — Process Diagnostic and Advanced Lean Instructor</p> <p>Emma is the process diagnostic approach and main facilitator for advanced Lean topics. Emma’s character is a replication of Genpact’s main advance lean trainer, Neeti Prabhaker. Like Prabhaker, Emma has been shown to use very lively and practical examples. Replicating the strength of actual master trainers adds reality and relevance to the online modules.</p> <p>The live trainers were interviewed to understand types of frequently asked questions during the actual classroom sessions and their techniques of handling those questions. All these FAQs were included in the content of an online GB.</p>
	<p>Dean and Rock – Learners (Operations Manager and Project Owner)</p> <p>Dean and Rock are the learners. Dean (left) is playing a role of a manager who has been tasked to conduct a process diagnosis. Rock (right) is the process excellence resource and already is working on a cycle-time reduction Green Belt project.</p> <p>These learners (along with few other miscellaneous characters) represented the larger community of GB trainees and from point to point have frequently asked questions. The idea to have one learner with a project and other without a project helped the developers to take care of all project-related and other queries during the module.</p>

Source: Genpact

The Story Line

The entire Green Belt curriculum is designed around one fictional bank named Global Network Bank (GNB). GNB is significantly losing its market share due to dissatisfied customers in one of its service lines, wire transfers. Rock (Learner) is working to reduce the cycle time of wire transfers.

All the Lean Six Sigma concepts have been explained using the plot of the wire transfer case study. To avoid any kind of limitation, various other examples from the service industry have been added in the script.

Figure 10: Curriculum Story Line



Source: Genpact

Inclusion of the GNB case study defines the flow and appropriate sequence of tools application in a lifecycle of any Green Belt projects.

Background/Visuals

Since a lot of time was invested in understanding a learner's psychology, the module was designed by keeping softer aspects of video-based learning in mind. Developers knew that usage of the same screen, colors or background will infuse boredom in the classes and learner the might start losing interest. As a result, multiple screens and scenarios were used in the background. To keep relevance of content intact, the screens were matched with the topic and were designed accordingly.

For example, the define phase of Six Sigma Methodology requires lot of research and gathering of various voices of customers and as a result the define phase was shot in the branch of GNB Bank, where Rock has been shown speaking with employees and customers to understand and define the problem correctly. The diagnostic phase of the project requires a process door approach and data door approach and a result there's a corridor with two types of doors (process and data) in this phase. Rock and Dean are shown navigating through these doors to understand the causes of problems.

Every training required facilitators to write on whiteboards. This, too, was incorporated in every scene to facilitate capturing of key notes by Mike and Emma.

Screens and colors have been changed after every class to keep the absorption of the content light and easy. Below is a collage of few screens from the Green Belt module.

Figure 11: Green Belt Module



Source: Genpact

Fun

An important mode of learning is “by doing.” Learners learn the most by practicing the tools and concepts. During classroom sessions, the trainees were tasked to perform activities. This was used to aid learning with fun. This fun element was not kept away from the online module. Throughout the module, practical activities and online simulations have been included and each activity is different from the previous one. Post-activity, the

unpacking of a concept is taken care of. This helps the learners to understand how a tool is applied in a real problem-solving case.

Figure 12: Practical Activities and Online Simulations



Source: Genpact

Flashback/Rewind/Forward

During the research phase, the team did a thorough threat assessment to identify potential failure modes. Apart from technical challenges, a simple question on “why might a learner dislike a video-based learning module?” helped the team to think in all directions of possible dislikes. One of the emotions that came out during this search was that in a classroom scenario, a facilitator has the option to reiterate on a topic that was covered in upstream sessions.

Now the challenge was that the online Green Belt module was expected to be 10 hours to 15 hours in duration and was divided into seven logical classes. The content of all seven classes is interlinked and it often happens that while the learner is doing Class 3, the content ties or connects with content covered in Class 1. So the question was: How to enable learner to refer back to previous module, wherever required, without doing multiple rewind clicks?

This need was addressed by adding a hyperlink to relevant sections of previous classes. This took away the frustration of multiple rewinds and forwards and helped in reiterating some of the key messages through the virtual learning.

Figure 13: Links to Prior Curriculum Sections

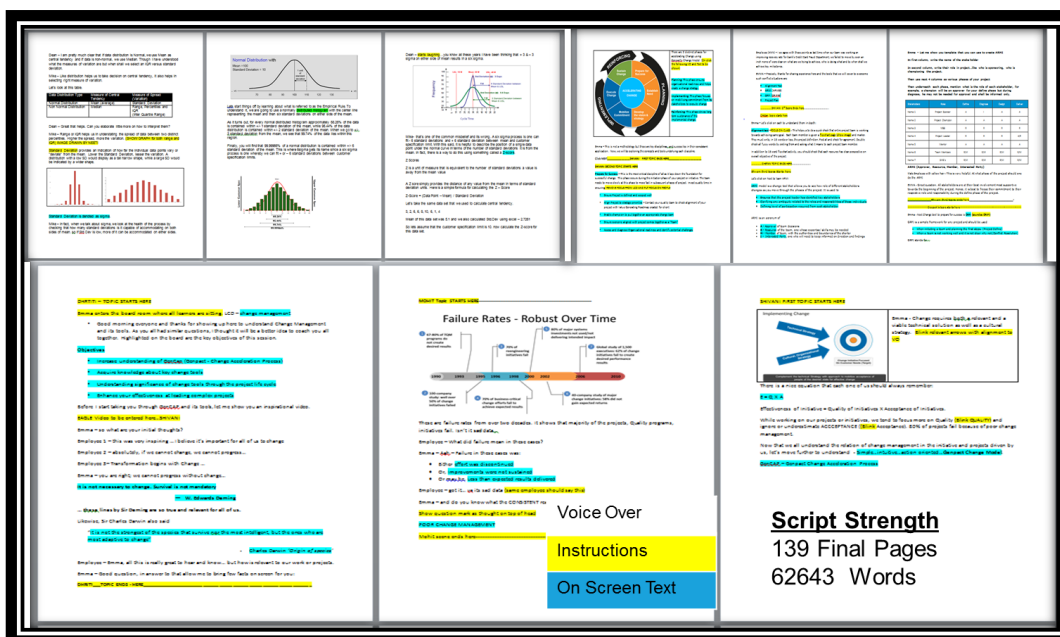


Source: Genpact

Script

The soul of any story lies in its script. Six months' time of LSS SMEs was invested to detail out each topic of LSS. The script was aligned with the overall theme of the GNB simulation. Topics have been decoded into the easiest possible learning capsule to ensure learner understands the concepts well and is able to apply learning in his/her projects. The following is detailing of the script written for the GB module.

Figure 14: GB Module Script



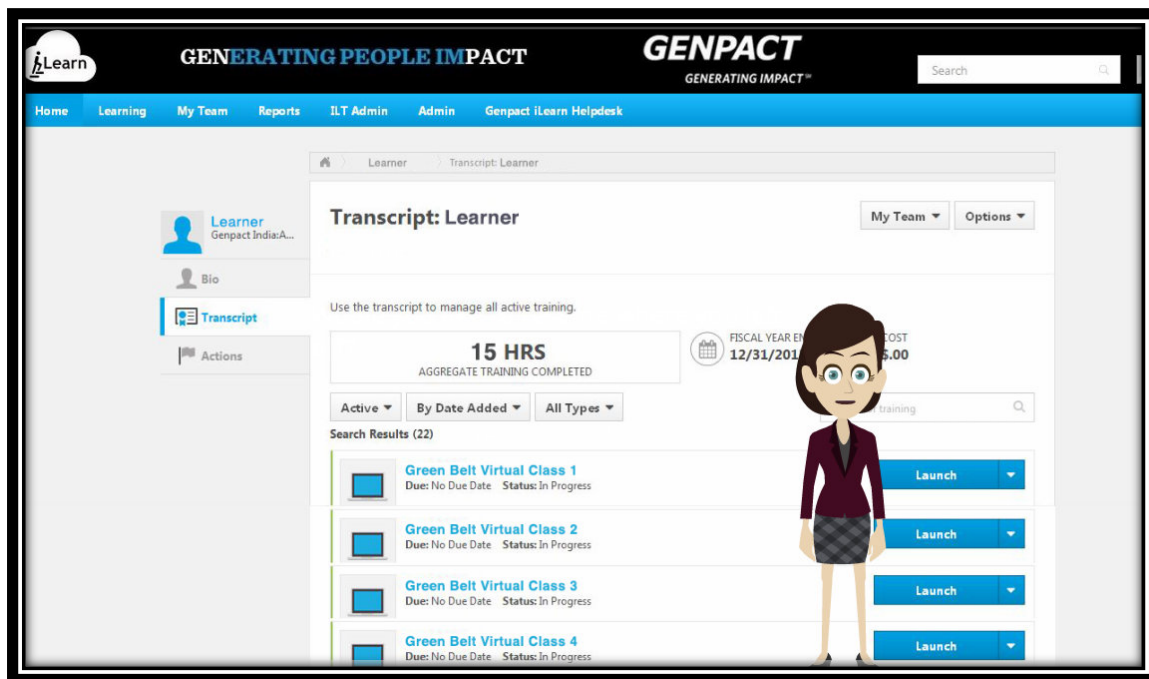
Source: Genpact

Ease of Access and Self-Paced Learning

With the launch of the Green Belt curriculum, the challenges around non-standardized content, dependency on training dates, waiting queue, four days' time investment and Black Belt's bandwidth got swept away.

The online GB curriculum brought along the dream of "learn anytime, anywhere." Easy access to short modules allowed employees to complete training at their comfort. The trainings are easily available on iLearn (Genpact's LMS) and the learner can stop the video anywhere and then resume from where they left in the subsequent session.

Figure 15: Easy Access Learning



Source: Genpact

Impact of Online Green Belt Virtual Classes on the Organization

One of the biggest fears of moving Green Belt training to an online learning video was a reduction of LSS DNA in the organization. With the introduction of digitized learning, however, the number of folks getting GB trained did not dip and stayed consistent as the baseline period. Below are a few metrics to demonstrate the positive impact of online Green Belt virtual classes.

Figure 16: Impact of Online Green Belt Virtual Classes

Number of GB and Lean-trained employees	Average 5,000 annually.	Average 5,000 annually.
Learning Hours	32 learning hours; four days in classroom.	14 hours of self-paced online video-based learning.
Content covered in Black Belt workshop	Earlier DMAIC, Lean and BPMS used to be done in three weeks for Black Belt workshops.	With the aid of digitized learning, the L&D team was able to increase the classroom content by 60%. Black Belts complete the online module as pre-work and attend three weeks of workshops to gain additional knowledge on Lean Six Sigma, BPMS, change management, value generation road map simulation and design thinking.
BB time spent on DNA building	20% to 25%	Less than 10% (10% time spent on coaching, no time spent on trainings).
Strength of quality function (ability to do more with less)	200 Black Belts managing 70,000-plus employees.	2017 (exit numbers): 150 Black Belts managing 75,000-plus employees against the previous numbers.

Source: Genpact

The main purpose to release Black belts bandwidth therefore was achieved and they had a spare bandwidth of about 15% each.



Figure 17: Feedback on Online Video

<p>Kudos to our training team who has worked endlessly for this! They have brought an excellent knowledge tool for us. I can't thank enough but only take the learnings and execute it to drive my portfolio's DNA & projects.</p>	<p>Name: Girish Gopalakrishnan</p>
<p>We surely are lucky to have such a fantastic LSS training team supporting us. Thank you again.</p>	<p>Vertical - IMS</p>
<p>Durgesh Sawant Philippines.</p>	<p>Feedback for Virtual Class 1 : Very effective method to learn basics for any GB aspirant, very creative module and clear video. An innovative approach to learn about six sigma. Excited to look at the entire module and eagerly waiting for more virtual classes. The virtual class designed so far will generate lot of interest towards learning for GB aspirants.</p>
<p><i>Learning through the effective digital medium enables interactive & faster learning and also provide the learners with an option to learn at his/her own pace without compromising on the Learning experience. I found the New Online GB Training module to be extremely easy to navigate , with very crisp & easy to understand content . Tools like available transcript, simple quizzes at the end of each module & a very engaging knowledge delivery method with relatable examples make this medium of learning absolutely interesting. Kudos to the team for pulling this through!</i></p>	
<p>Prabhjot Singh AVP Quality</p>	

Source: Genpact

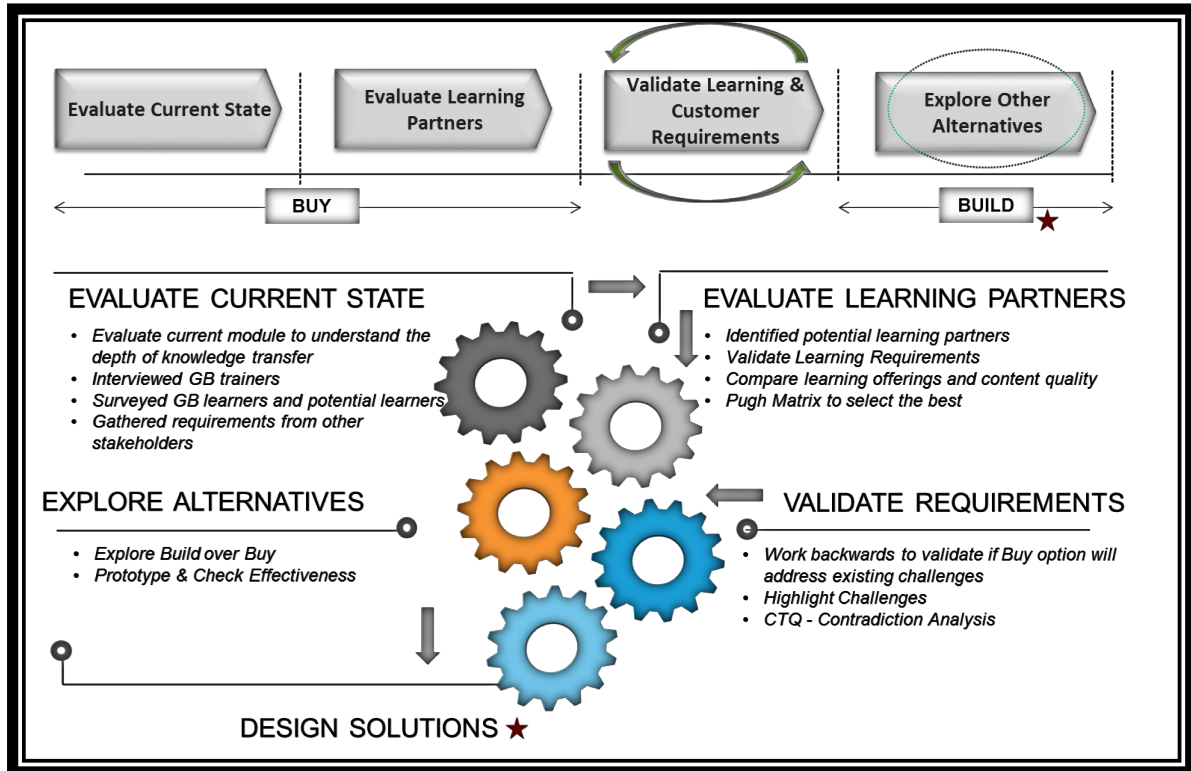
Design

Keeping the Learner at the Core of Design

A rigorous Lean Six Sigma approach was followed to uncover the learner's needs, as well as organizational needs. The project was divided into three phases: diagnose, design and deploy.

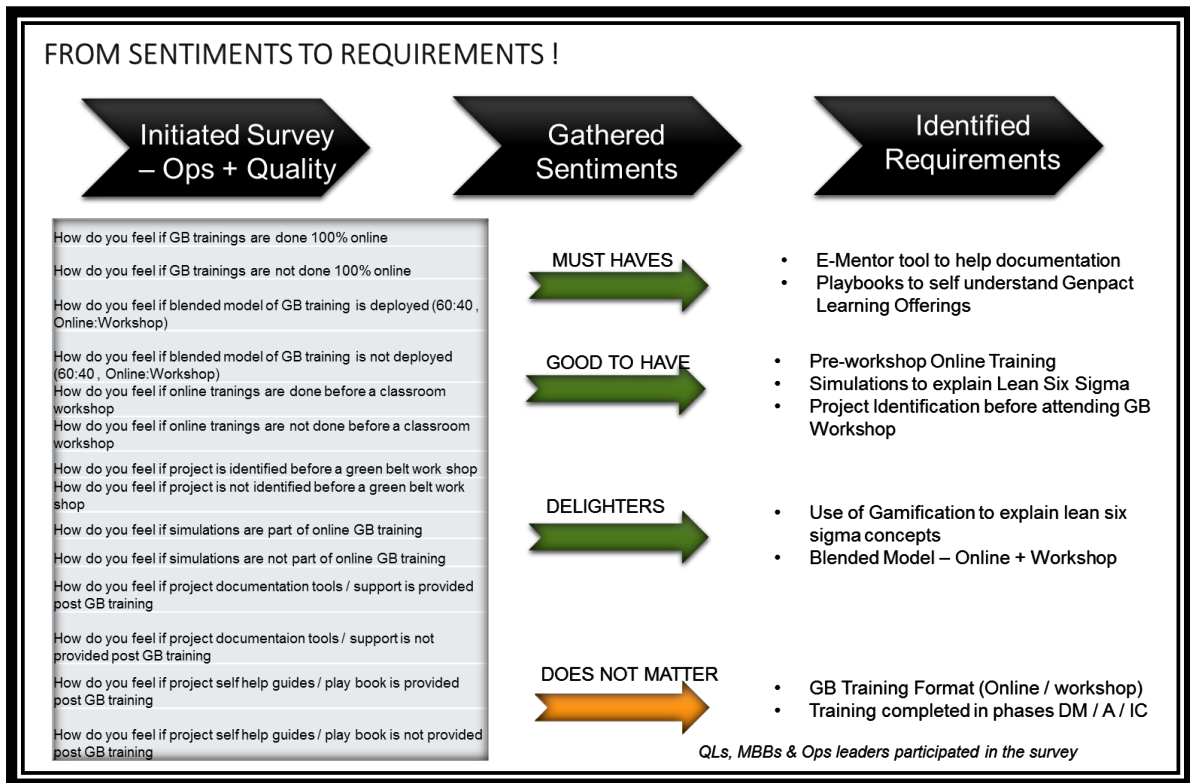
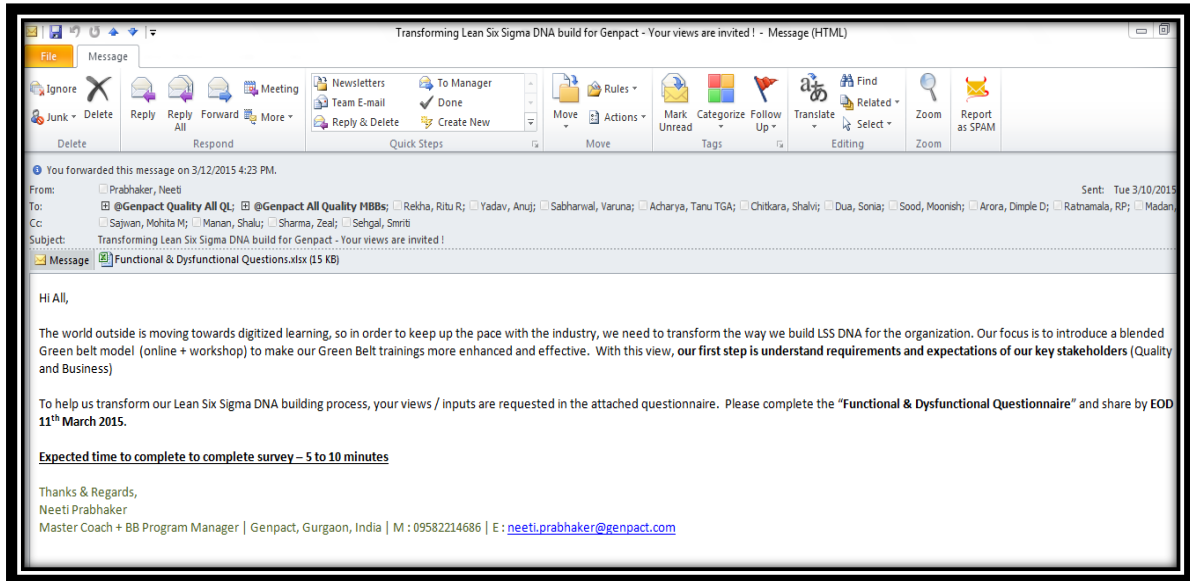
Below is a screen shot of the diagnose phase where the journey started by evaluating the current state of conducting classroom Green Belt sessions and gathering views of trainers and learners to thoughtfully decide the key components of the learning module.

Figure 18: Diagnose Journey Image



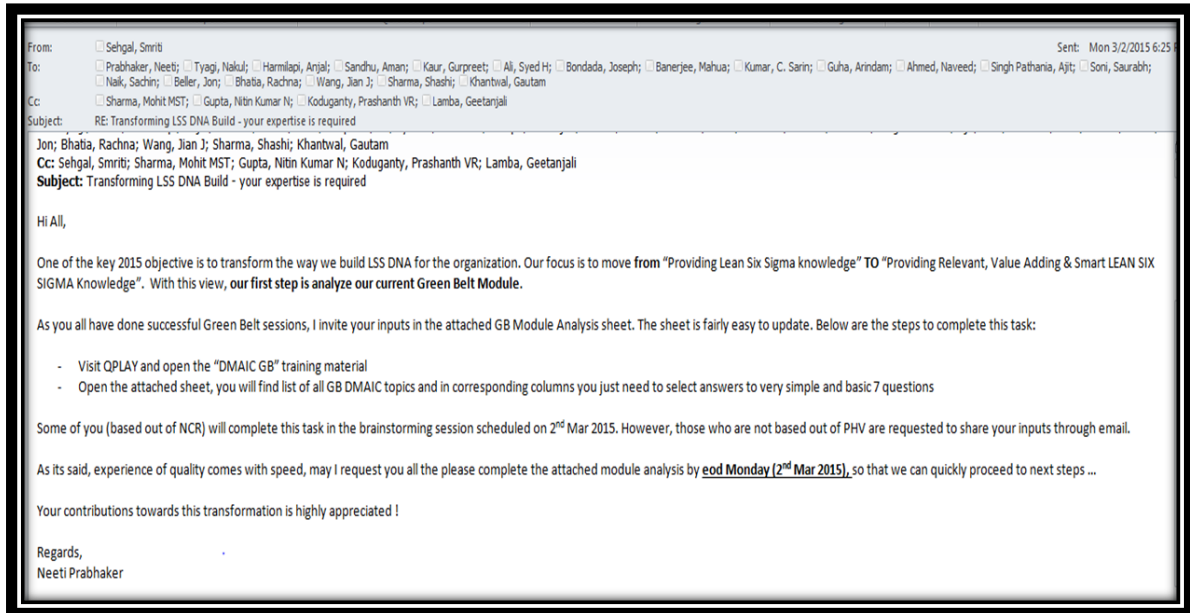
Source: Genpact

Figure 19: Evaluation of Current State — Questionnaire and Requirements



Source: Genpact

Figure 20: Evaluation of Current State — Analysis Sheet and Results



Row Labels	Back ground & introduction	Define	Measure	Analyze	Improve	Control	
Can be Self Understood	4	4	2	2	5		17
Needs little Explanation	2	1	5	1		3	12
Needs Detailed Explanation & Discussion			3	14	2	2	21
Total Topics / Phase	6	5	10	17	7	5	50

Row Labels	Back ground & introduction	Define	Measure	Analyze	Improve	Control	Overall
Can be Self Understood	67%	80%	20%	12%	71%	0%	34%
Needs little Explanation	33%	20%	50%	6%	0%	60%	24%
Needs Detailed Explanation & Discussion	0%	0%	30%	82%	29%	40%	42%

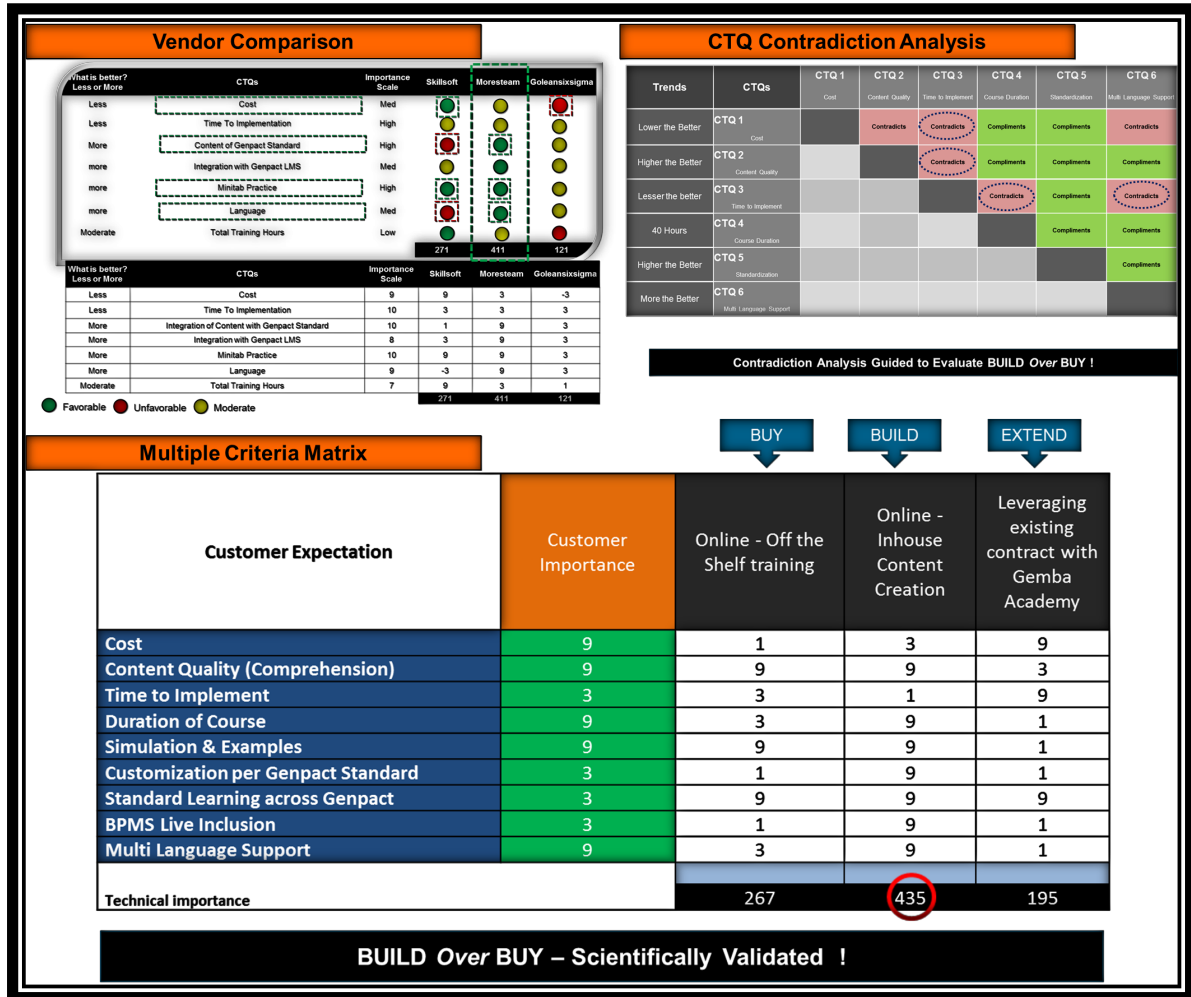
74% of what we have is good enough for the GB audience, remaining 26% needs improvement & more tools

Source: Genpact

The evaluation phase helped in gathering the initial attributes that were expected to be present in the chosen off-the-shelf GB module. The next phases involved evaluating learning partners and validating requirements (see Diagnose Journey Image above).

Below are the screen shots to depict the analysis done and choices made during these two phases:

Figure 21: Analysis and Choices During Evaluation and Validation Phases



Source: Genpact

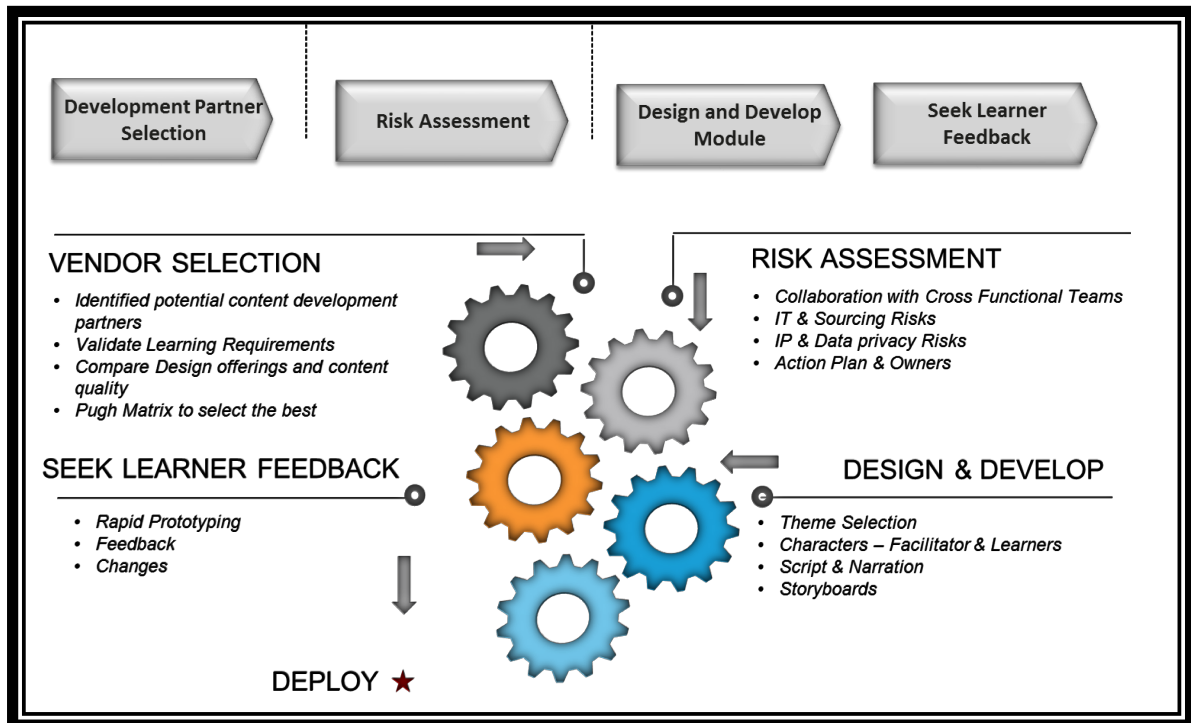
Though the vendor analysis showed Option B getting the maximum score, however, with the buy model there was lot of contradictions among various CTQs (critical to quality/metrics). For example, either you can get high quality or low cost. With the buy model, all the requirements could not be met and that was the first signal to consider the build model.

A criteria matrix helped the team to take a logical and rating backed decision, and the build approach came out as the clear approach and the team started designing the module. Below is the image summarizing the overall design approach.

This was the key turning point was the LSS DNA build transformation drive. The team realigned its initial goal of procuring an off-the-shelf module to build Genpact’s first in-house Green Belt curriculum.

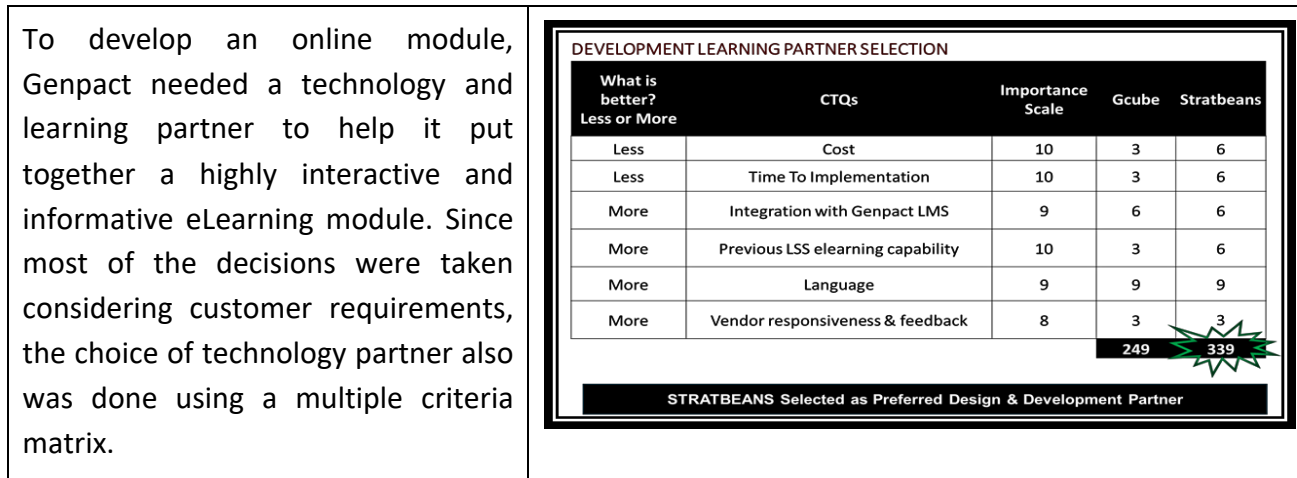
Below is the overall design approach followed while finalizing the design of the in-house Green Belt module.

Figure 22: Design Journey Image



Source: Genpact

Figure 23: Development Learning Partner Selection



Source: Genpact

Teams from Genpact and Stratbeans sat together to conduct a risk assessment. This was done to foresee possible technical threats and device appropriate measures. Below is the image of key risks identified with the associated measures and ownership.

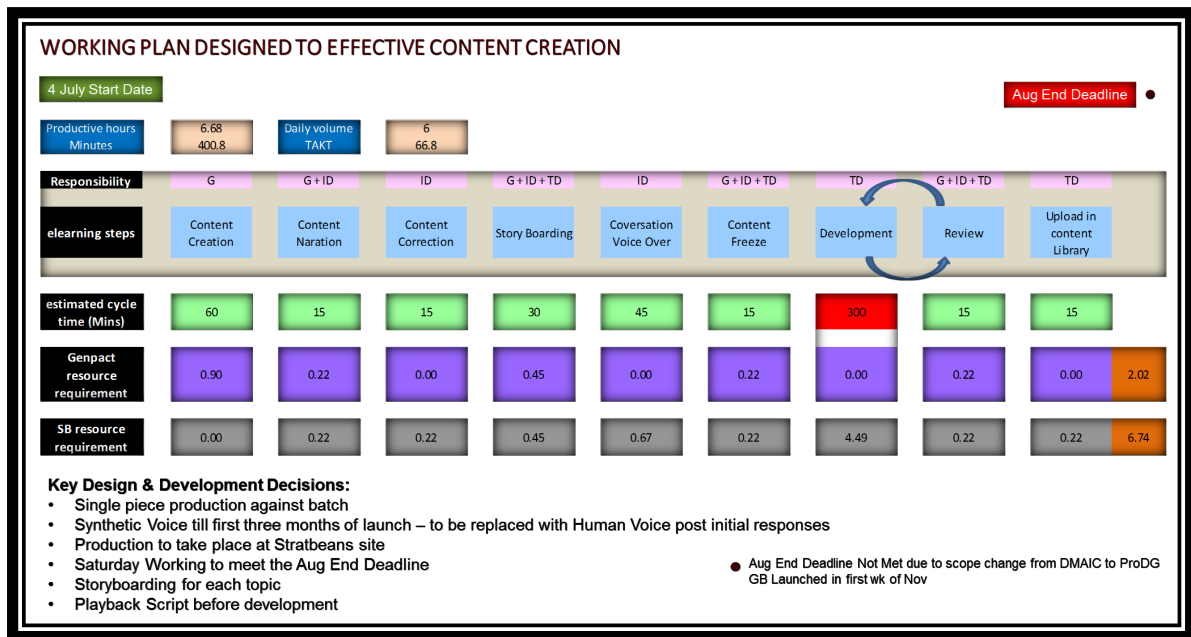
Figure 24: Key Risks and Associated Measures and Ownership

RISK ASSESSMENT FOR GB VIRTUAL CLASS BUILD			
S.No	Key Risk	Measure	Owner
1	Sound Cards not available on all desktops	<ul style="list-style-type: none"> Educate user through communication, navigation guides to check for availability of sound card on system else use headphones or earphones Educate user on how to plug and user headphones 	Stratbeans
2	Genpact is still on IE8 which does not support HTML 5, if we go with flash then compatibility issues can crop up in future. Flash is not good option for future	<ul style="list-style-type: none"> Stratbeans will create base module on HTML 5 + backward compatibility with flash. Till the time Genpact has limitation of using only IE 8, we will run flash compatible module and in future when we migrate to IE 11 or Google, stratbean will immediately transfer it on base HTML 5 with NO ADDITIONAL COST Expected time for upgraded Brower is Sep 2015, however, transfer to HTML 5 is regardless of time it takes for Genpact to upgrade with above terms on cost 	Abhimanyu to confirm cost clause
3	Loss of IP	<ul style="list-style-type: none"> IP clause to be added in contract Destroy content post production and handover source code file to Genpact (Neeti) No Demo of " Genpact Learning Modules" to prospective non Genpact clients 	Srinjoy + Abhimanyu + Deepika
4	Leakage of assessment questions as ilearn permits screen shots	<ul style="list-style-type: none"> Question Bank with rotation in questions for different users Continue to "No Show of Correct Answers" 	Stratbeans + Neeti
5	Technical Bugs can crop In future	<ul style="list-style-type: none"> Global UAT to be planned with iLearn + Business + IT team before launch Stratbeans to provide 3 months warranty + 3 months extended warranty without any impact to payment terms and payment amount Stratbeans to provide full documented handover with source files and design document to business (Neeti + Namita) 	Stratbeans + Neeti
6	Change in content post launch	<ul style="list-style-type: none"> Stratbeans to support with incorporation of changes in case of removal or addition of content Stratbeans to share cost model, support to be provided whenever required 	Stratbeans to share cost model

Source: Genpact

After the risk assessment, the core design team created a working plan with an estimated time line for development due to some strategic changes made in the Lean Six Sigma framework at Genpact. Key design and development decisions are mentioned in the image below.

Figure 25: Key Design and Development Decisions



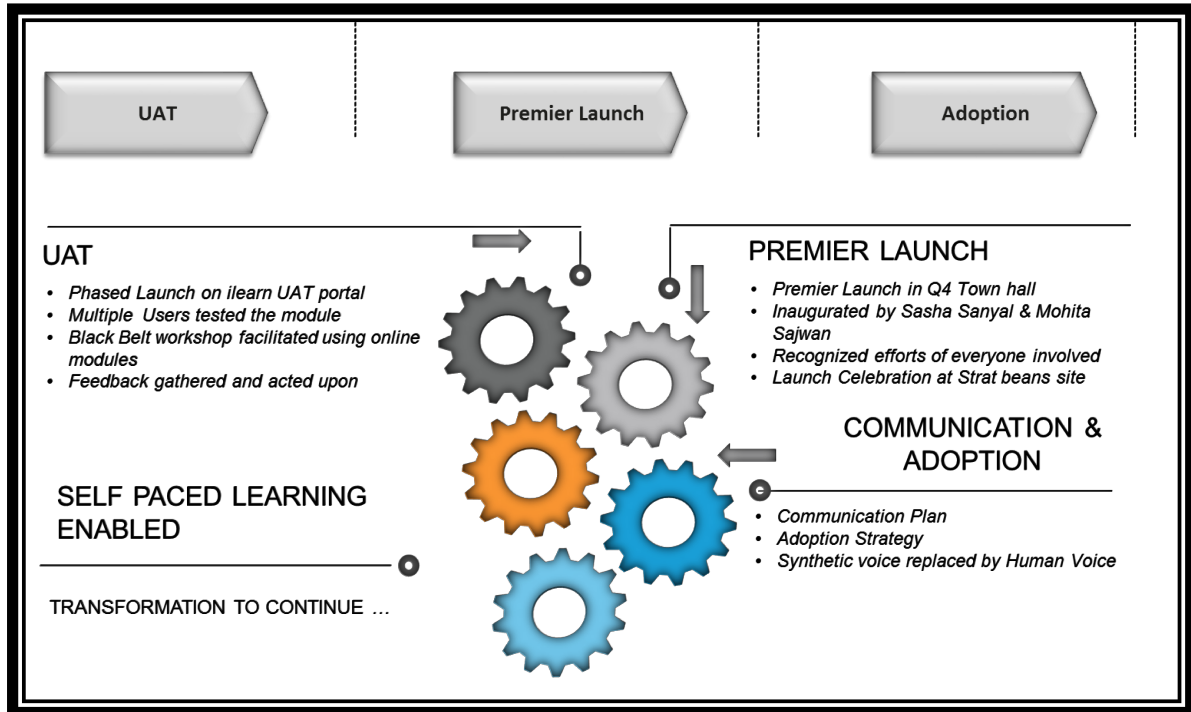
Source: Genpact

Delivery

Delivery — Experience Matters the Most

A lot went in the diagnosis and design of the online Green Belt curriculum. A simple launch would not have done any justice to the efforts and time invested in its development. Thus a premier organization-wide launch was organized.

Figure 26: Program Launch



Source: Genpact

Before the final launch is done to wider Genpact employees, a series of User Acceptance Tests (UATs) were done and feedback from these tests were deployed.

Premier Launch

Top Leaders volunteered to contribute in the mega-launch of the online Green Belt curriculum.

SVP and Business Leader Sasha Sanyal and SVP and Global Quality Leader Mohita Sajwan inaugurated the soft launch of the module. It was piloted in a live BB workshop, where in 33 Black Belt became the pioneers of the online Green Belt virtual classes. Later, the module was launched by Genpact GEO Tiger Tyagarajan during the Q4 2015 global town hall.

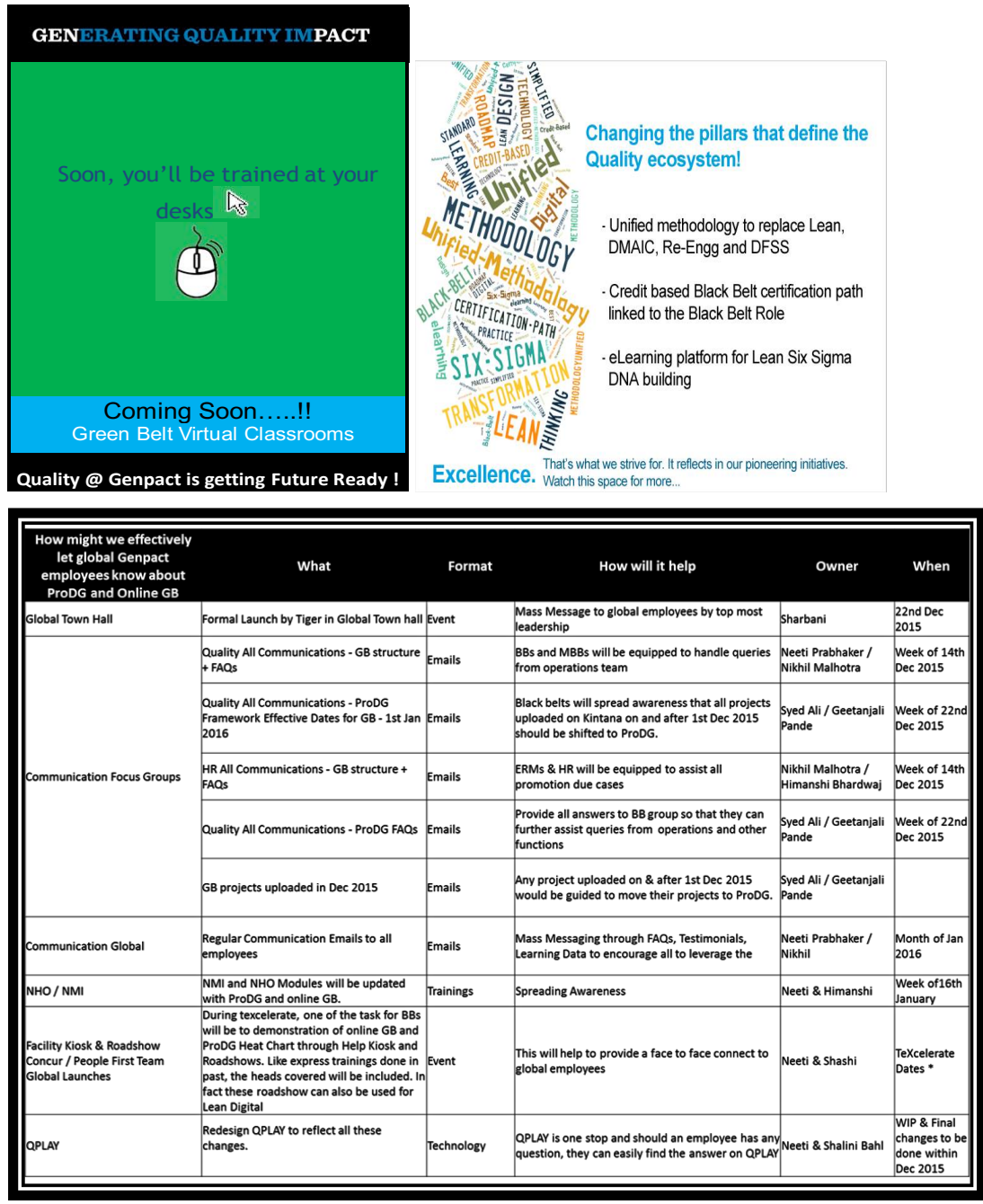
Figure 27: Launch Day



Source: Genpact

Since digitization of Green Belt classes was a massive change for the entire organization, a strong adoption plan was required to ensure all employees are sensitized toward this change. The adoption strategy lasted for six months and some amount of communication and messaging continued even after. Below is the snapshot of the adoption plan and communication plan.

Figure 28: Adoption and Communication Plans



Source: Genpact

Figure 29: Adoption and Communication Plans — Launch of Virtual Classroom

GENERATING QUALITY IMPACT

Launching Green Belt Virtual Classroom

Did you know?

*“If a course is taken out of the classroom and delivered as an e-learning, it leads to an average **saving of learning time by 35-40%**”*
Brandon Hall

*“Virtual training was found to be **11% more effective** in learning retention as compared to classroom training interventions”*
MoreSteam.com

e-Learning is one of the top trending topics in today’s world...it has revolutionized the educational sector, and changed the way we look at knowledge and skill acquisition. At Genpact, we are already well on our way to implementing e-learning solutions for most of our Quality training.

We recently launched our BPMS Live e-learning module, and next in line to move to its online avatar is the Green Belt Training. Branded as “**Green Belt Virtual Classroom**”, these modules are based on our integrated change framework - ProDGSM. The e-Learning modules are designed keeping in mind the 4 phases of ProDGSM – Define | Diagnose | Design | Deploy - and will completely redefine the way we build Quality DNA @Genpact.

The first phase of Green Belt Virtual Classroom has 2 sessions. With a blend of real life business scenarios, and interactive assessments, the sessions will be led by your online buddies – **Emma and Mike**.

- 1. Virtual Class 1 – Introduction to ProDGSM and Basic Statistics**
- 2. Virtual Class 2 – “Define” Phase and Change Management**

Virtual classes 3 and 4 will be available by November, 30th 2015.

The eLearning link is available on [iLearn](#). So login using your OHRs and search for “Green Belt Virtual Class”.

Please feel free to share your views and suggestions with me & Neeti.Prabhaker@genpact.com

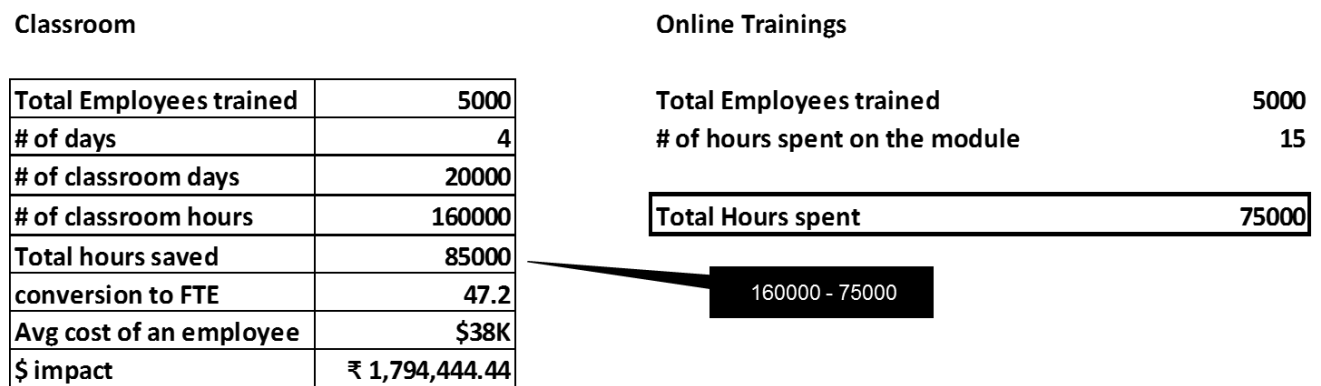
Source: Genpact



Measurable Benefits

Digitization of Green Belt classroom trainings led to an YOY savings of approximately \$19 million. These savings were primarily due to two factors: reduction in time that learners spend and the reduction of effort spent by the Black Belts. The snapshot of the savings calculations is provided below.

Figure 30: Classroom Trainings — Savings Calculations



Black Belt Trainers

Total # of sessions	200
# of days engaged	4
Total # of days engaged	800
Total # of hours engaged	6400
conversion to FTE	3.6
Avg cost of a Black Belt	\$42K
\$ impact	₹ 149,333.33

Source: Genpact

Some of the softer impacts are:

- **Standardization of Content** — The online GB curriculum has removed gauge issues that earlier existed due to variation in content delivery.
- **Continued Access to Learning Content** — The learner can relaunch the classes at the time of their GB projects; this has eliminated micro-mentoring on tools and the BB focuses on business relevant coaching.



- **Elevated BB Workshops** — 60% more content gets covered within the same span of time of 15 days as the GB online training is pre-work and the workshop is primarily for experiential learning.
- **Integration of New Employees** — Online GB now is available to all employees on onboarding, enabling early integration.
- **No Dependency on GB Trainers and Classrooms** — Especially for locations that did not have trainer availability.

Overall

Challenge Initial Objective Statement

When the L&D team started this journey, it was like mad firefighting where everyone was running in different directions. After a month of madness, the project team decided to pause and rethink about “What do we really want to achieve?” and “Is it only buying an off-the-shelf GB module or is it much larger than what we are thinking it to be?” This thinking resulted in shifting from the buy to build model.

Don't Resist Change

The LSS learning team had their own reservations with the thought of digitizing the GB module. This resistance of theirs was the biggest bottleneck for them to explain and drive the idea of digitizing GB trainings. Due to right mentoring at the right time, however, the team realized that it needed to step back and try to first embrace the change itself. The team consciously listed the benefits on this change and prepared themselves to *not* think about constraints but think how will they tackle these constraints. This really helped the core team to move further and drive this change effectively.

Never Create Working Plans without all relevant task owners and stakeholders.

While working on this project (due to hard timelines), the team created working plans, taking into consideration inputs of few folks only. As a result, development completion estimates went wrong and it took more time than estimated. Online Green Belt training was launched in December 2015, as against the planned timeline of August 2015.

Define and Take Sign Off on scope before you start finalizing design.

The L&D team almost completed the defined phase development, and at this time it realized that it needs to first design a new LSS methodology framework that is more outcome-based and is simple, flexible and intuitive. Due to this GB online content,



development went on hold for two months and development was resumed in September 2015, leading to a further delay in the final launch.

Journey Ahead

After converting GB training to a self-directed format two years back with one simplified problem-solving methodology, ProDG, converting Lean Six Sigma training to 100% video-based learning, Genpact massively shifted the needle on self-directed learning to build LSS knowledge in Genpact.

The organization now is eyeing to design and development of a quality chatbot — a cognitive tool to coach GBs and eventually BBs/MBBs on Lean Six Sigma. If done right, this could be the most disruptive solution on LSS DNA-building.



About Brandon Hall Group

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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