

Wilhelmsen Ships Service's Training Components, Technology Help Learners Apply Their Lessons

Wilhelmsen Ships Service and CrossKnowledge

Best Use of a Blended Learning Program

October 2019



Company Background



Company-at-a-Glance	Wilh. Wilhelmsen Holding ASA is a global maritime industry group, headquartered in Lysaker, Norway. The group employs more than 21,000 people and has operations in 75 nations. The company is Norway's largest shipping company and one of the world's largest.
Headquarters	Lysaker, Norway
Year Founded	1861
Revenue	\$871 million
Employees	21,100
Global Scale	Offices in 74 countries supporting more than 2,200 ports across the globe with an annual 75,000 port calls.
Customers/Output, etc. (Key customers and services offered)	Key customers are within ships- or maritime-related industries including among others, marine products, maritime logistic services such as ro-ro and project logistics, freight forwarding, liner agency, ships agency services such as full agency, husbandry, canal transits, etc., and third-party ship management through Wilhelmsen Ship Management. Other services include insurance services, governmental services like military logistics, high-quality sea transportation with integrated logistics solutions through Wallenius Wilhelmsen Logistics ASA, as well as maritime training.
Industry	Shipping and Maritime
Stock Symbol	Wilh Wilhelmsen Holding ASA (FRA: WML1)
Website	www.wilhelmsen.com

Company Background



Company-at-a-Glance	CrossKnowledge delivers an integrated and personalized learning experience: a unique combination of its digital content for the most in-demand skills created with world-renowned experts, a learning platform built with human and artificial intelligence, and unmatched accountability with a dedicated Client Success Team. That's what makes CrossKnowledge the trusted learning partner of organizations, helping L&D, managers and learners acquire the skills they need to succeed. Part of Wiley, one of the world's largest research and education providers, CrossKnowledge has 20 years of experience in digital learning, serving more than 12 million learners in 130 countries.
Headquarters	Hoboken, NJ
Year Founded	2000
Revenue	\$68 million
Employees	320
Global Scale	Worldwide
Customers/Output, etc. (Key customers and services offered)	Since its foundation, CrossKnowledge – A Wiley Brand, has been recognized as a long-lasting and trustworthy partner in the field of digital learning. CrossKnowledge operates worldwide and serves more than 12 million learners. Its main references include L'Oréal, Kering, Engie, Edf, Sanofi, Carrefour, Danone, Thales, Total, Renault, ArcelorMittal, Henkel, 3M and Pandora.
Industry	Digital Learning
Stock Symbol	NYSE: JW.A
Website	www.crossknowledge.com

Budget and Timeframe

Budget and Timeframe	Phase 1: June 2018-June 2019. The second phase of the program started in September 2019 and will end in 2020.
Number of (HR, Learning, Talent) employees involved with the implementation?	Four Learning and HR employees involved in the design, development and implementation.
Number of Operations or Subject Matter Expert employees involved with the implementation?	Fifteen subject matter experts involved, 55 local facilitators from the different business lines consisting mainly of sales managers and technical sales managers securing facilitation of best practices and implementation of learning in the market. Two regional HR resources are involved in the regions supporting facilitation and learning implementation.
Number of contractors involved with implementation	Three main contractors involved (CrossKnowledge, LinkedIn Learning and Salesforce), two other contractors involved in parts of the implementation (Attensi and Virtual Speech). Attensi offers simulation-based training and Virtual Speech mobile VR training.
Timeframe to implement	Phase 1: June 2018-June 2019. Phase 2: September 2019-December 2020
Start date of the program	June 1, 2018

Business Conditions and Business Needs

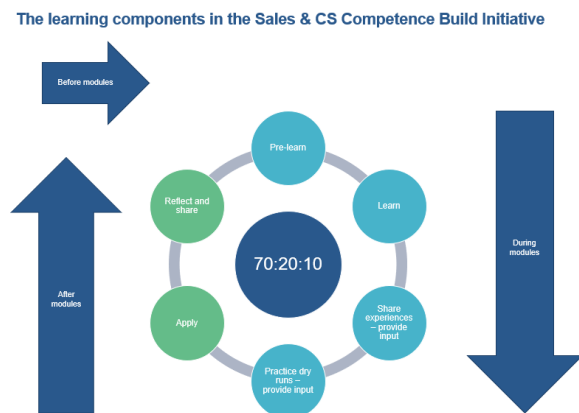
1. Wilhelmsen Ships Service's global sales and Customer Service (CS) organization has significant growth ambition as stated in the strategy of 2018-20. Based upon a thorough strategy process, various strategic initiatives were defined to support the implementation of the strategy. One of the core strategic initiatives was to build a systematic competence build initiative based upon the 70/20/10 approach to learning to support the growth ambitions.
2. In-depth surveys and interviews were conducted with line managers and employees in Q4 2017 across the sales and CS organization to assess the competence needs and gaps thereby securing building the relevant and right competencies to reach targets.
3. The following steps were conducted prior to the launch of the initiative:
 - Build a clear understanding of the methodology applied to the rollout of the initiative (Learn-Share-Apply)

- Secure ownership by senior management and sales directors of ambition and qualitative and quantitative goals of the initiative. Workshops were conducted with senior management for them to agree on and set ambition and goals
- Train subject matter experts on program concept, methodologies and train the trainer activities
- Train local facilitators on facilitation skills, as well as their roles and responsibilities
- Train regional HR in facilitation skills to support facilitation and follow-up of learning implementation
- Build up technological infrastructure for the blended learning program including learning mechanisms, sharing mechanisms as well as implementation governance and structure

Overview

4. The blended learning program include six main components:

Figure 1: Blended Learning Program Components



All illustrations provided by Wilhelmsen Ships Service

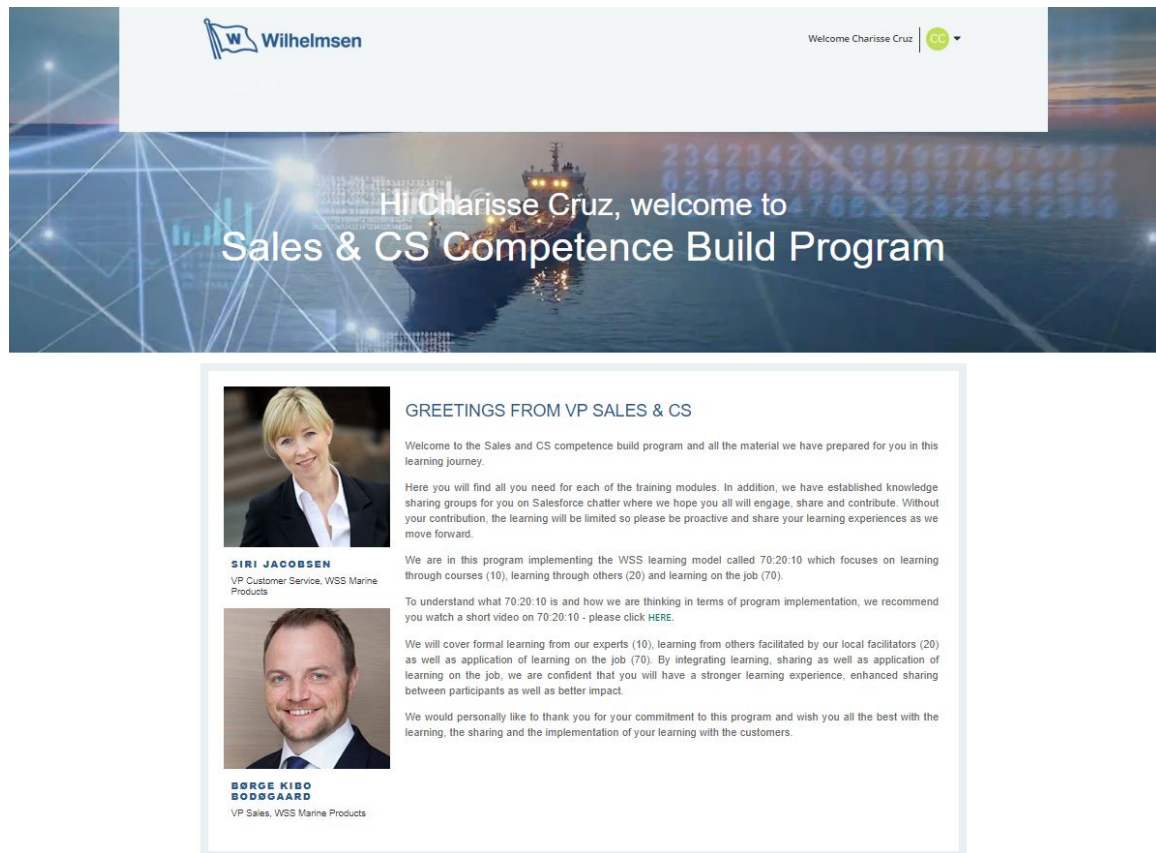
- The program has a dedicated learning channel or landing page showcasing each module in the program, including greetings from the VP sales and CS, as well as direct link to the sharing site used in Salesforce Chatter
- In the pre-learning, CrossKnowledge's Blended^x solution has been used and together with the SMEs, the pre-training content including videos, articles, eLearning, cases and articles has been packaged. Polls and quizzes, as well as questionnaires, have also been used extensively. The content is a mix of sources, including internally developed material, LinkedIn Learning content or other

external content found fit for purpose. The social learning part in Blended^x has been used so participants both share in the Blended^x, as well as are taken to the Salesforce Chatter knowledge sharing platform that was established. The Blended^x technology provided from CrossKnowledge offers great opportunities to communicate with the participants and gain insight on participants' confidence in the subject to be covered, as well as track and monitor participants progression. The participants have access to the pre-training either through their computer or through the CrossKnowledge app on mobile or other devices and content can be viewed either online or offline.

- During the training modules, all training is conducted as virtual training sessions. The training is conducted from Lysaker, Norway, with participants sitting in every region around the world. To facilitate for the virtual training sessions, WebEx technology is being used in the auditorium which function well. The participants sign up for the training sessions in the Blended^x and for each module they have three options to sign up depending on their location and time zone. Each module consists of four components:
 - Sharing from Learning implementation from previous module. Wilhelmsen Ships Service developed a template focusing on the following elements: How did they apply what they had learned in customer meetings, what worked/didn't work and why, what do they want to share with others and what will they do differently next time?
 - Learning from the trainer
 - Sharing experiences related to the content covered
 - Practice "dry runs" through role-plays developed by the trainers.
- 5. To improve learning retention, Kahoot is used to test the participants knowledge with prizes attached to it. Typical prizes can be a virtual reality training course from a collaboration partner.
- 6. For sharing of experiences as well as practicing dry runs, a global network of local facilitators from the business line has been established to sit together with the participants around the world. They play a crucial part in facilitating discussions, organizing the role-plays and report back from the sharing sessions. Skype for Business is being used to facilitate for knowledge sharing. Once the module is complete, each session is recorded, ensuring that the training is available in the Blended^x for those who did not have the chance to participate.

7. After Module
8. After each module, the participants fill out a learning action plan. This plan focuses on application of learning in customer meetings. They fill in the plan and send it to the trainers, L&D, selected regional HR resources and local facilitators, as well as the respective Area Sales Director in the area they operate. They have around five weeks to implement their actions. One week before the next training module, they send in the updated learning action plan on how they have applied what they learned, what worked and what didn't work, what they want to share with others and what they want to do differently.
9. In the five-week "sprint," they also share and discuss on Salesforce Chatter, which they have access to both on their computer as well as on mobile. The next module is then started with the sharing from local facilitators on the aggregated findings from learning implementation in each area. By ensuring systematics on sharing learning implementation, barriers, failures and success stories in the market are captured. They are then packaged through stories on the intranet and through other channels. A competition on "who has the best learning implementation story" also will be launched, showcasing tangible benefits in the market through implementation of learning in the market.
10. A final note is that one module on "Pricing" and the Salesforce CPQ tool has been created and rolled out using simulation and dilemma-based training with avatars . This has been received very well. This module was supported by F2F training and was conducted from June 2018 to December 2019.

Figure 2: Sales and CS Competence Build Program



Wilhelmsen

Welcome Charisse Cruz

Hi Charisse Cruz, welcome to
Sales & CS Competence Build Program

GREETINGS FROM VP SALES & CS

Welcome to the Sales and CS competence build program and all the material we have prepared for you in this learning journey.

Here you will find all you need for each of the training modules. In addition, we have established knowledge sharing groups for you on Salesforce chatter where we hope you all will engage, share and contribute. Without your contribution, the learning will be limited so please be proactive and share your learning experiences as we move forward.

We are in this program implementing the WSS learning model called 70:20:10 which focuses on learning through courses (10), learning through others (20) and learning on the job (70).

To understand what 70:20:10 is and how we are thinking in terms of program implementation, we recommend you watch a short video on 70:20:10 - please click [HERE](#).

We will cover formal learning from our experts (10), learning from others facilitated by our local facilitators (20) as well as application of learning on the job (70). By integrating learning, sharing as well as application of learning on the job, we are confident that you will have a stronger learning experience, enhanced sharing between participants as well as better impact.

We would personally like to thank you for your commitment to this program and wish you all the best with the learning, the sharing and the implementation of your learning with the customers.

SIRI JACOBSEN
VP Customer Service, WSS Marine Products

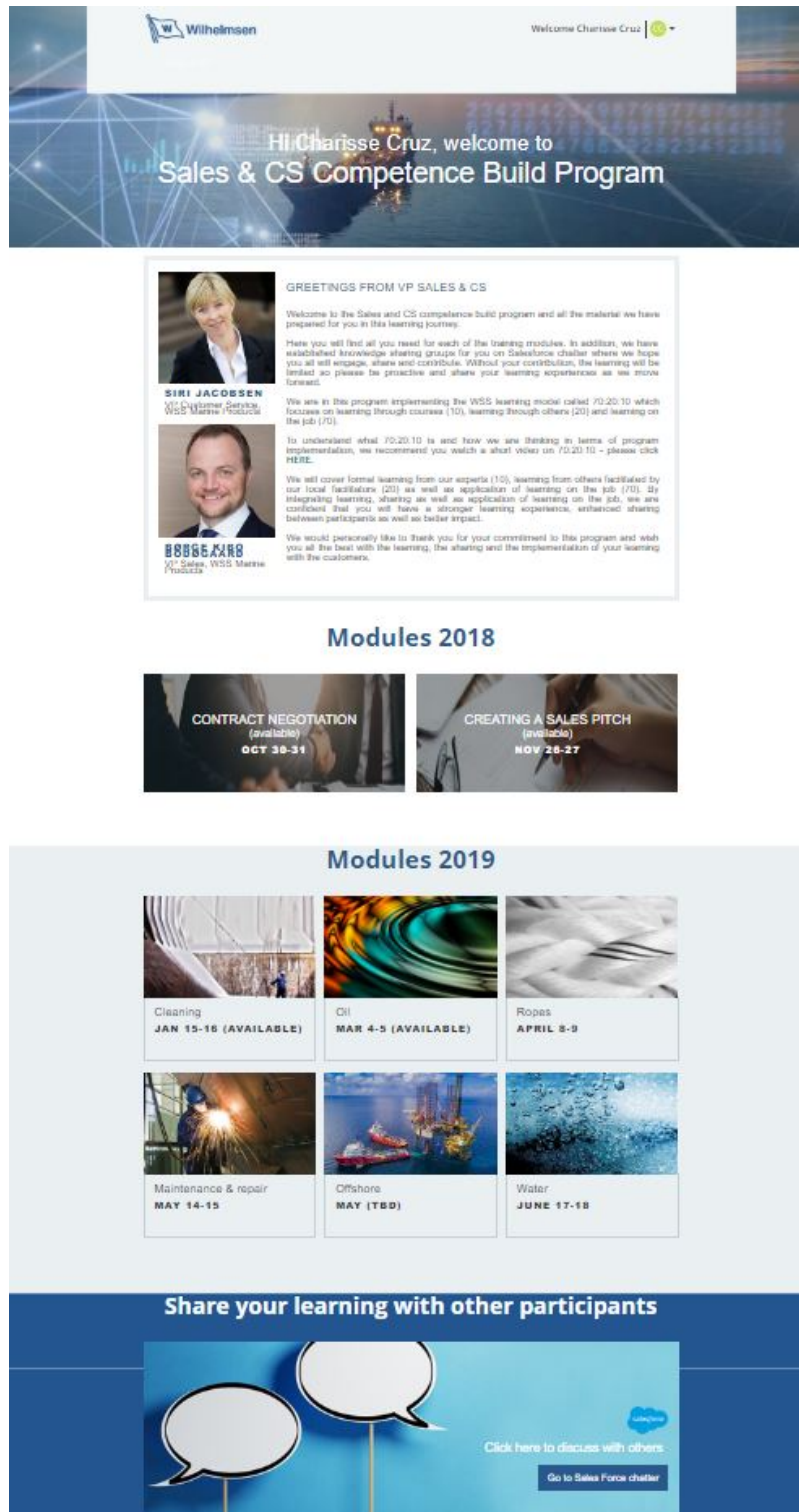
BORGE KIBB BODDGAARD
VP Sales, WSS Marine Products

Design of the Program

11. The blended-learning program was designed for the Sales and CS employees with a three-fold purpose:
 1. Build and change the learning culture toward learning — sharing and application of learning. This methodology was the fundamental overarching philosophy that this initiative was built around. Learning in isolation will not secure the impact that was set out to achieve; so, the design of the learning program ensures that all three components are integrated.
 2. Secure alignment with business needs and ownership to secure business-driven learning. This is the reason why prioritizing analyzing competence gaps, helping the business to set the ambition and targets, as well as building up a global network of local facilitators, to ensure sharing and ownership of actions through systematic implementation of learning was important.
 3. Use a variety of technologies and other mechanisms to engage learners and help them to connect with other learners. By using a learning site with direct access to professionally designed pre-learning in Blended^x, establishing a social-learning

channel through salesforce chatter and using Kahoot for learning retention during the training, as well as making well use of webcast technology to engage learners was important. In addition, experiment combining F2F training with simulation and dilemma-based training using Attensi technology (Pricing), and Virtual Reality mechanisms using mobile VR technology from VirtualSpeech.

Figure 3: Sales and CS Competence Build Program and Modules



The screenshot shows the landing page for the Sales & CS Competence Build Program. At the top, it features the Wilhelmsen logo and a personalized welcome message: "Welcome Charisse Cruz". Below this, a large banner reads "Hi Charisse Cruz, welcome to Sales & CS Competence Build Program".

The main content area includes a "GREETINGS FROM VP SALES & CS" section with two portraits and their names: **SIRI JACOBSEN**, VP Customer Service, WSS Marine Products, and **BOBBE JARRE**, VP Sales, WSS Marine Products. Each portrait is accompanied by a short introductory text block.

Below the greetings, there is a section titled "Modules 2018" featuring two cards:

- CONTRACT NEGOTIATION** (available) OCT 30-31
- CREATING A SALES PITCH** (available) NOV 28-29

The "Modules 2019" section displays a grid of six module cards:

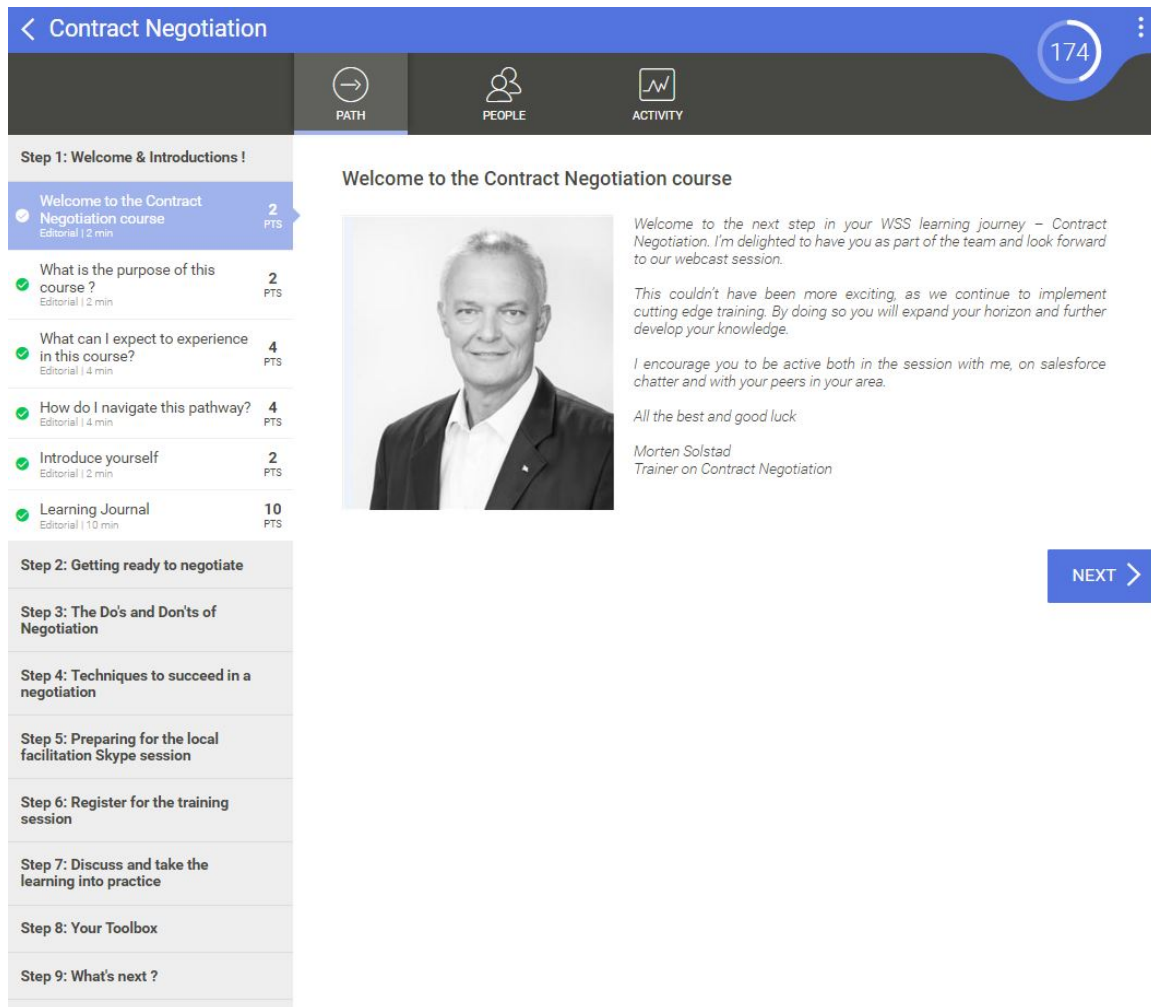
- Cleaning** JAN 15-16 (AVAILABLE)
- Oil** MAR 4-5 (AVAILABLE)
- Ropas** APRIL 8-9
- Maintenance & repair** MAY 14-15
- Offshore** MAY (TBD)
- Water** JUNE 17-18

At the bottom, a blue banner encourages users to "Share your learning with other participants" and includes a "Click here to discuss with others" link and a "Go to Sales Force chatter" button.

12.

Delivery of the Program

13. The blended-learning program is delivered over a period of 12 months with 10 modules packaged with the six components as described above. The main target group for these 10 modules is the sales organization but an additional module has been designed for Customer Service to in April 2019 focusing on “phone-based selling skills.” The module follows the same logic.
14. The deployment of the blended-learning program to the participants follow an integrated logic of pre-learning, learning, sharing, dry-run practice and practice in the marketplace. Invitations to each module is sent out three to four weeks before the module takes place and access to the Blended^x pre-learning is sent out two to three weeks before. The participants will at the same time get access to the module-specific sharing channel in Salesforce chatter. A critical success factor is the follow-up and reporting of implementation of the learning action plans by the local facilitators, in addition to knowledge sharing engagement on Salesforce Chatter The critical SuccessFactors of a growing engagement on the social media sharing platform Chatter has been mainly due to a solid follow-up from trainers and local facilitators.

Figure 4: Contract Negotiation Course


Contract Negotiation 174

PATH PEOPLE ACTIVITY

Step 1: Welcome & Introductions !

- Welcome to the Contract Negotiation course (Editorial | 2 min) **2 PTS**
- What is the purpose of this course? (Editorial | 2 min) **2 PTS**
- What can I expect to experience in this course? (Editorial | 4 min) **4 PTS**
- How do I navigate this pathway? (Editorial | 4 min) **4 PTS**
- Introduce yourself (Editorial | 2 min) **2 PTS**
- Learning Journal (Editorial | 10 min) **10 PTS**

Step 2: Getting ready to negotiate

Step 3: The Do's and Don'ts of Negotiation

Step 4: Techniques to succeed in a negotiation

Step 5: Preparing for the local facilitation Skype session

Step 6: Register for the training session

Step 7: Discuss and take the learning into practice

Step 8: Your Toolbox

Step 9: What's next ?

Welcome to the Contract Negotiation course

Welcome to the next step in your WSS learning journey – Contract Negotiation. I'm delighted to have you as part of the team and look forward to our webcast session.

This couldn't have been more exciting, as we continue to implement cutting edge training. By doing so you will expand your horizon and further develop your knowledge.

I encourage you to be active both in the session with me, on salesforce chatter and with your peers in your area.

All the best and good luck

*Morten Solstad
Trainer on Contract Negotiation*

NEXT >

Change Management Efforts

- Some of the main challenges faced have been:
- Slow start on the sharing part on Salesforce Chatter. This has significantly improved, particularly after the trainers become active in encouraging sharing and also shared themselves. Very little information is being sent to the participants through email, but rather Salesforce Chatter, to share and give input. Finally, the local facilitators have also become better at sharing on Salesforce Chatter, which has also led participants to share stories as mentioned above.
- Low quality of learning action plans and some resistance to implement the learning. Quality of learning action plans has significantly improved mainly

through investment in time by HR and L&D to give feedback to plans, sharing good practices across areas and much better involvement from the trainers. The trainers are now also heavily involved in giving feedback to the sharing from learning implementation and they see all the plans and give constructive feedback.

18. Participation: Any learning initiative can experience “fatigue” among participants after a period, and participants may feel that they need to prioritize other things. Reports are taken out after each module on participation, feedback is received during the sessions and reports from participation is sent back to the senior management. As the ownership of this blended-learning program is strongly anchored with senior management, including ambitions and goals set, and the sense of urgency on sales growth, there are good mechanisms to ensure increased participation rates. Results are starting to be showcased and competitions introduced, which participants find attractive, thereby increasing participation and engagement.
19. Short implementation period: There has been some complaints that the implementation period between modules are very short. By discussing with participants and teaching them to set realistic learning implementation targets, as well as making them understand that this is a long-term investment, they now like the “sprint logic.” Themes build upon each other in logical sequences, making them feel more comfortable with the short implementation periods.
20. Transparency in showcasing learning actions: In the first months, participants were reluctant to share what they had implemented. It was surprising, however, how fast the trust was built between participants, and that they now are sharing both failures and breakthroughs. Various sharing opportunities have been facilitated and trainers have put a strong focus on statements such as this one from Nelson Mandela: “I never fail — I either win or learn.”

Measurable Benefits

21. A recent survey was sent out measuring the overall satisfaction of the blended-learning provided, as well as asking participants about important themes and focus going forward (Level 1 and 2 measurements). This survey, in addition to the evaluations after each module, show that:
 - 82% are extremely satisfied or satisfied with the blended learning program so far.
 - 12% were neither satisfied nor unsatisfied and

- 6% are somewhat unsatisfied.
- No one answered that they were unsatisfied.

It was also opened up for qualitative feedback clearly showing that people like the variations in the blended-training program. Some critique was received, particularly related to the fact that some participants would like to have F2F training. This is understandable and is partly covered when they meet face to face in their respective locations. However, facilitating for trainers to travel around the world is not possible, so this is also a mindset shift for participants.

When it comes to Level 3 measurements on perception of change of behavior, this has not been measured in a systematic way. The participants are embracing the change of applying what they learn in the marketplace. Through feedback sessions, as well as what they write in the learning action plans on what worked well and what didn't, it is clear that they are experimenting with trying new approaches in the market based upon what they have learned — and changing behaviors.

When it comes to Level 4 measurements on business impact, there has been three concrete business breakthroughs in the market in selling specific products based upon what the participants have learned and applied. These stories were recorded and showcased on the intranet. A campaign on “who has the best learning implementation story” is being rolled out to bring much more concrete and tangible stories of business impact. The program has both qualitative and quantitative goals, which are being followed up. Wilhelmsen is continuously measuring the target of 95% completion rate and how the program is supporting both revenue growth and increased sales across product categories.

Overall

Key findings and lessons learned:

The relative success so far is based upon four main factors:

22. Solid ownership of program, ambition and goals by senior management, as well as alignment of initiative with overall sales and CS strategy as a business enabler — not just another exciting blended-learning program. This, in addition to a well-functioning local facilitator network together with selected dedicated regional HR resources supporting sharing and implementation of learning in the market, is very important
23. An integrated approach combining pre-learning, learning, sharing, dry-run practice, practice and report back has been critical for success

24. Solid involvement of trainers and SMEs not only in the training but also in supporting sharing, as well as follow-up and giving expert advice on learning action plans and implementation of plans
25. Learner engagement with a variation of methodologies and blended-learning mechanisms including Blended^x technology in pre-learning with its wide range of possibilities, webcast technology and sharing through Salesforce Chatter, which is a platform they already are familiar with. In addition, success came through using high-quality content, particularly from LinkedIn Learning, technologies for learning retention (Kahoot), Virtual Reality and simulation, and dilemma-based training.
26. One challenge is that virtual training through webcast technology can become a bit “dry.” It is mainly one-way communication, even though the participants can ask questions through the webcast in addition to the sharing via Skype. One finding is that Wilhelmsen must take the virtual training to the next level, so it is exploring how to use hologram technology to enhance user experiences, intimacy and communication between the trainer(s) and the participants. In addition to that, a digital workplace strategy in Wilhelmsen is under development to explore better ways to facilitate for knowledge sharing, as well as support in learning implementation. To the latter, Wilhelmsen will also explore further the chatbot technology in virtual coaching.
27. A critical success factor going forward in Wilhelmsen is to use technologies in an even better way to facilitate for participants to learn from each other, as well as help the participants to build a learning implementing mindset.

About Brandon Hall Group

Brandon Hall Group is an 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 25 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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