

Learning Measurement from an L&D Perspective at Via

Via and CrossKnowledge

Best Advance in Learning Management

January 2023



Company Background



Company-at-a-Glance	
Headquarters	Via S/A (Rua Samuel Klein, 98 – Centro – São Caetano do Sul/SP - Brazil)
Year Founded	2010
Revenue (Receita)	R\$28.901.000.000,00
Employees	47 thousand employees
Global Scale (Regions that you operate in or provide services to)	Brazil
Customers/Output, etc. (Key customers and services offered)	Omnichannel retail Retail of home appliances and electronics
Industry	Retail
Stock Symbol	VIIA3
Website	https://www.via.com.br/ https://ri.via.com.br/

Company Background



Company-at-a-Glance	
Headquarters	Hoboken New Jersey US
Year Founded	2000
Revenue	\$70 million USD
Employees	250+
Global Scale (Regions that you operate in or provide services to)	Worldwide
Customers/Output, etc. (Key customers and services offered)	CrossKnowledge delivers an integrated and personalized learning experience: a unique combination of 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 over 12 million learners in 130 countries.
Industry	Digital learning
Stock Symbol	JWA
Website	www.crossknowledge.com

Budget and Timeframe

Budget and Timeframe	
Overall budget	R\$ 1,071,000 in technology costs/year R\$ 340,000 in salary mass of involved employees/year
Number of (HR, Learning, Talent) employees involved with the implementation?	3
Number of Operations or Subject Matter Expert employees involved with the implementation?	8
Number of contractors involved with implementation	1 partner contract, 1 HR people contract
Timeframe to implement	2 years
Start date of the program	01/07/2020

Business Conditions and Business Needs

Via is recognized for believing in people and making their dreams come true, and, for that, it intends to be the relationship and consumption platform for Brazilians.

Through several brands (Casas Bahia, Pontofrio, banQi, Bartira, Asap Log, I9XP and Extra.com), it works with brands that are present in people’s homes. It is the largest electronics and furniture retail company in Brazil, also offering financial and full-commerce solutions for other companies.

The group is driven by continuous innovation, based on technology, new businesses and an unlimited offer of products, services and logistics. In addition, it focused on diversity, learning and customer experience, building the largest and best marketplace in the country.

In 2021, the HOD (Human and Organizational Development) area was restructured. In addition, the formalization of a corporate environmental policy reflects the commitment to improve its positions related to the activity and reinforces the need to restructure information management, implement results dashboards and constantly recycle improvement practices in internal teams.

With its new strategy and culture, the Corporate Education area was redesigned, bringing a dedicated look at indicators. This position was dedicated to designing new models for

measuring and monitoring learning data. The model evolves daily, with investment in employee development and integration between systems.

Overview

Before the implementation of the learning indicators measurement program, a diagnosis was carried out with some benchmark actions and research studies on training, published in ABTD e Integração - Escola de negócios, of companies with the same branch/business. A diagnosis was also carried out with the Human Development team and business partners, to understand the main indicators needed to monitor the company's current strategies.

The Corporate Education area proceeded to perform the measurement, report and monitoring of the general indicators of Corporate Education, such as training applied according to learning needs, volume of training, participation in courses, cost of training, performance of Universidade Via (Corporate University) as volume of accesses, times and days of the week most accessed, reaction assessments, learning and NPS.

The main objective of the measurement was, first, to carry out the proper structuring of the data in Corporate Education and report of the important numbers, according to the area/company's strategy. The program was integrated throughout the company, as it is now possible to measure these numbers in all corporate, logistics and stores areas, and all the HR area have access to this information.

Currently, the company works with a data processing model and reports with dashboards for weekly or periodic monitoring. The monitored actions are:

- Regulatory training - mandatory by law, by regulatory bodies
- Development programs
- Education logistic processes: classes planned x held per month, attendance rates
- Budget planning (approved x accomplished)
- Project follow-up (planned vs. delivered projects, SLA measurement, level of complexity, team distribution)
- Content development (scheduled vs. completed projects, queue, use of monthly fee).

The monitoring of all indicators in T&D is integrated via PowerBI, available to the HR team and in implementation phase to all of Via's leadership.

Design of the Program

The measurement program in its first delivery was directed to the company’s Human and Organizational Development audience and its Business Partners, as a pilot. It will be improved based on the HOD team feedback, with a plan to make it available for all leaders

To structure the volume of necessary indicators, some brainstorming meetings were held with the involved areas and had the participation of the responsible for BI Corporate Education indicators, taking into account the business strategy, objectives of the area, company, customers, leaders and its follow-up needs.

Based on that meeting, it was carried out a modeling of indicators creation, according to the tool chosen for each panel.

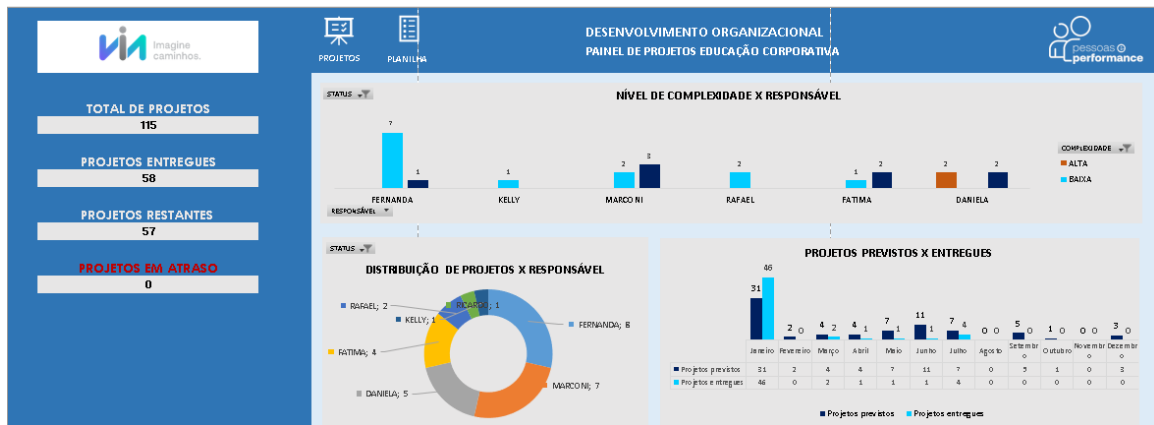
We currently have the following indicators dashboards:

Weekly monitoring dashboard on regulatory training

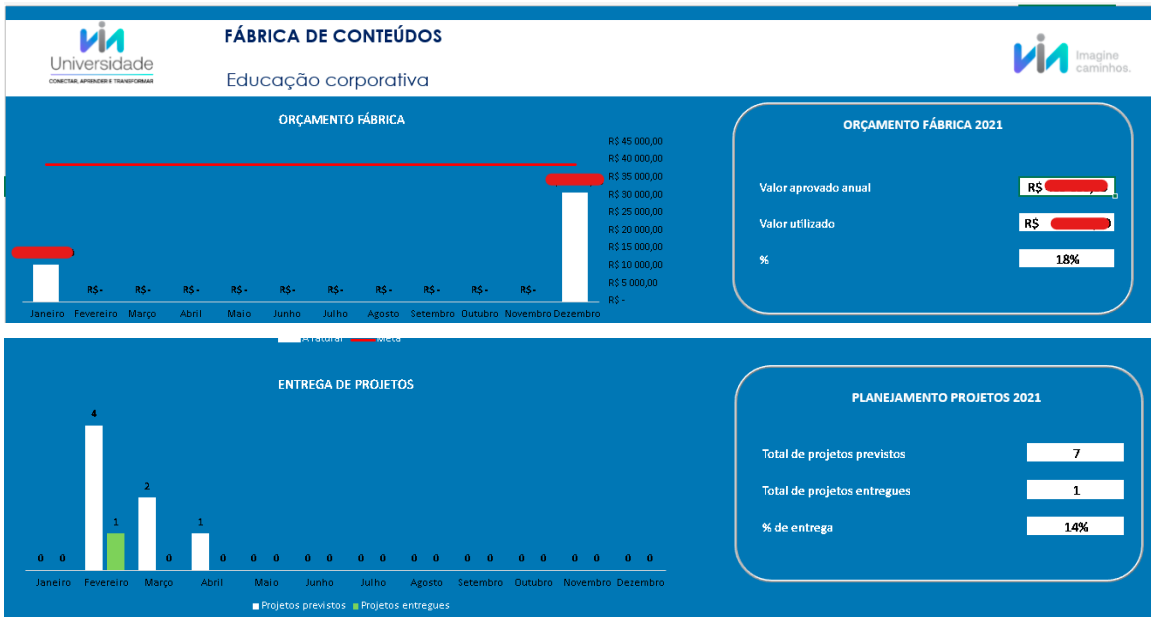


Cost tracking report with Education and Organizational Development providers, budget control.

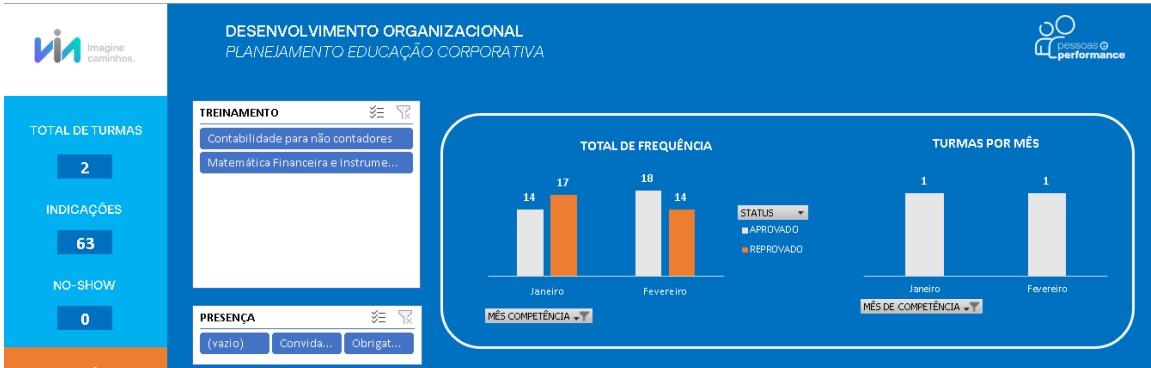
Area monitoring projects Dashboard, from inception to implementation



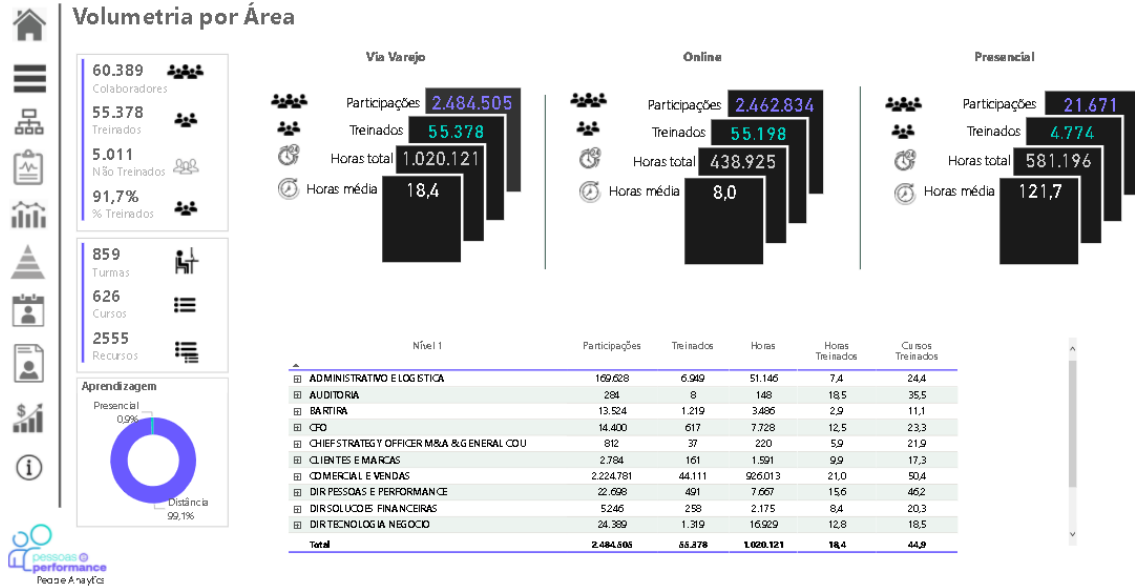
Dashboard for monitoring projects in content development, with the supplier in Content Factory.



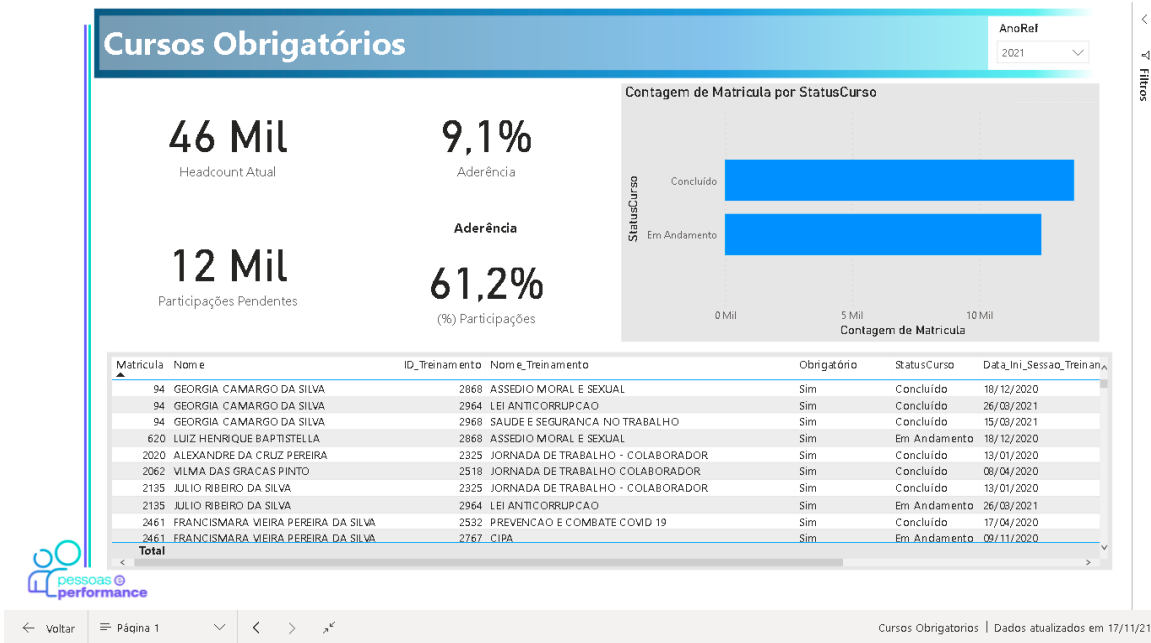
Dashboard of demands in on-site/remote training logistics



PowerBI management in learning KPIs



PowerBI management in compliance indicators in regulatory training



Monthly routine with presentation of indicators volume, identification of gaps, anomalies, opportunities in Education to share with the area.

ONE PAGE INDICADORES 2021

*PESSOAS & PERFORMANCE

44,7 K
TREINADOS

ONLINE: 42 k
PRESENCIAL TELEPRESENCIAL: 7,2 K

118,5 K
PARTICIPAÇÕES

ONLINE: 102,9 K
PRESENCIAL TELEPRESENCIAL: 15,7 k

118,5 K
CONCLUSÕES

148,7 K
PARTICIPAÇÕES ACESSOS

	TREINADOS	ON	PRESENCIAL	PARTICIPAÇÕES	ON	PRESENCIAL
COMERCIAL E VENDAS	35.790	35.440	374	81.725	79.434	2.370
ADM E LOGÍSTICA	4.230	3.632	626	12.813	11.504	1.328
TECNOLOGIA	1.996	810	1.196	13.815	5.377	8.446
BARRITA	1.109	190	919	3.357	496	2.870
PRES, AUD E FUNDADAÇÃO	431	383	52	1.793	1.668	131
CEO	569	437	136	2.143	1.798	358
MKTPLACE E INOVAÇÃO/CLIENTES E MÍDIAS	212	164	52	1.539	1.478	71
P&P	346	285	66	1.010	880	132
SOLUÇÕES FINANCEIRAS	72	49	23	350	291	59
CSO	10	6	4	34	20	14

TOP 5 CURSOS CONCLUÍDOS

- 1º Diálogos da liderança: 1.052
- 2º Kanban: 750
- 3º Comunicação Assertiva: 592
- 4º Kaizen: 457
- 5º Lifelong Learning: 357

TOP 5 CURSOS + ACESSADOS

- 1º Onboarding: 1.561
- 2º Kanban: 1.076
- 3º Diálogos da liderança: 1.052
- 4º Power BI: 969
- 5º White Belt: 861

PERFORMANCE UV

*Todas as estruturas Via e PROVE

QUADRANTES DE ACESSO

QUADRANTES DE ACESSO 2021

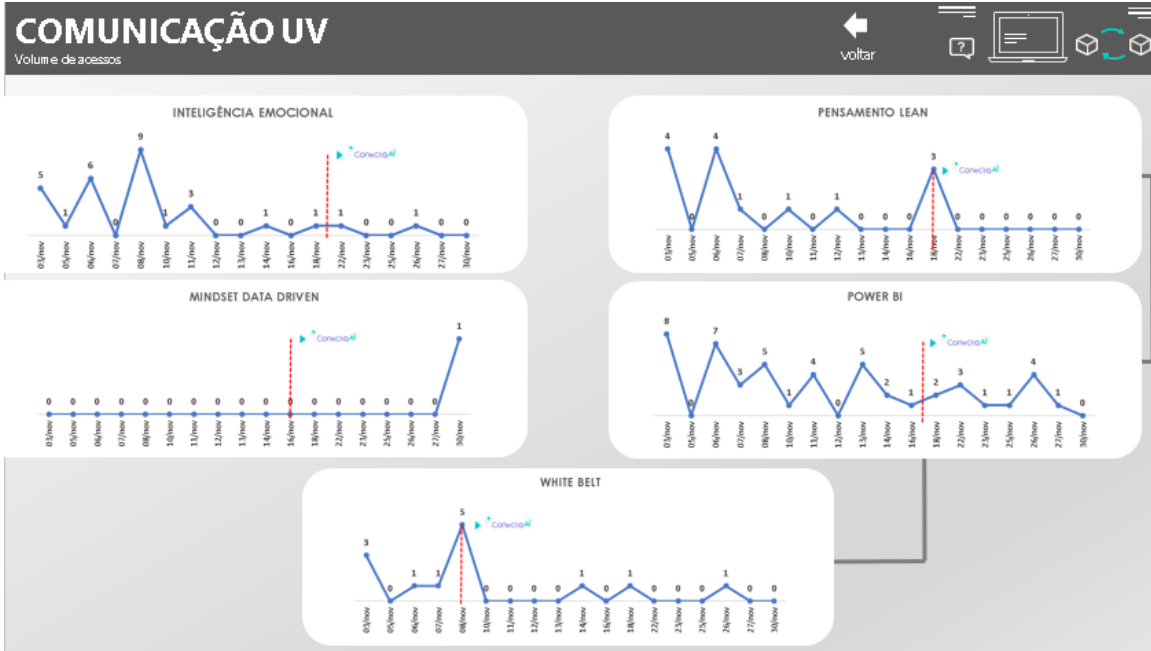
ACESSOS POR DIA DA SEMANA

DIA DA SEMANA	OUTUBRO	NOVEMBRO	DEZEMBRO	TOTAL
sexta-feira	25.874	9.482	47.868	83.224
quarta-feira	11.556	49.699	3.868	65.123
terça-feira	3.845	1.970	24.798	30.613
segunda-feira	4.874	4.031	19.746	28.651
quinta-feira	3.286	3.029	5.142	11.457
sábado	2.411	3.882	1.264	7.557
domingo	549	2.293	882	3.724

DISTRIBUIÇÃO DE ACESSOS POR DIA DA SEMANA

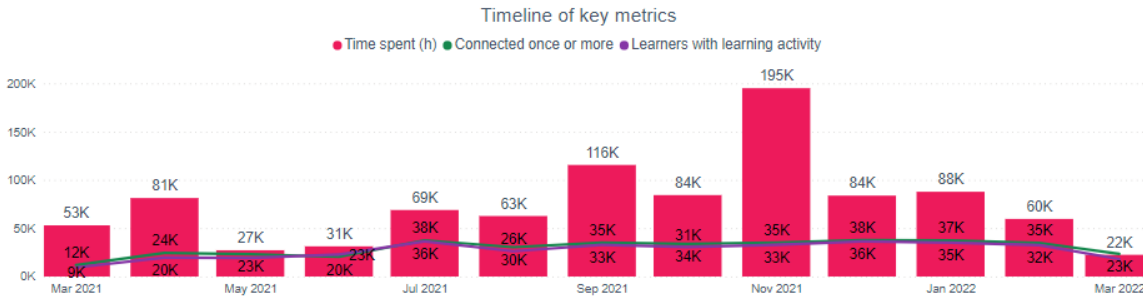
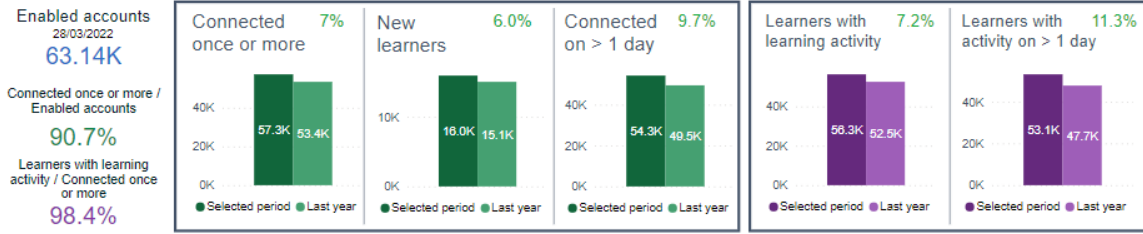
TOP 5 CURSOS + ACESSADOS

- 1º Diálogos da liderança: 871
- 2º Mindset Data Driven: 434
- 3º Instruções de trabalho Bartira: 249
- 4º Ciclos de P&P: 225
- 5º Encontro com Rachel: 162

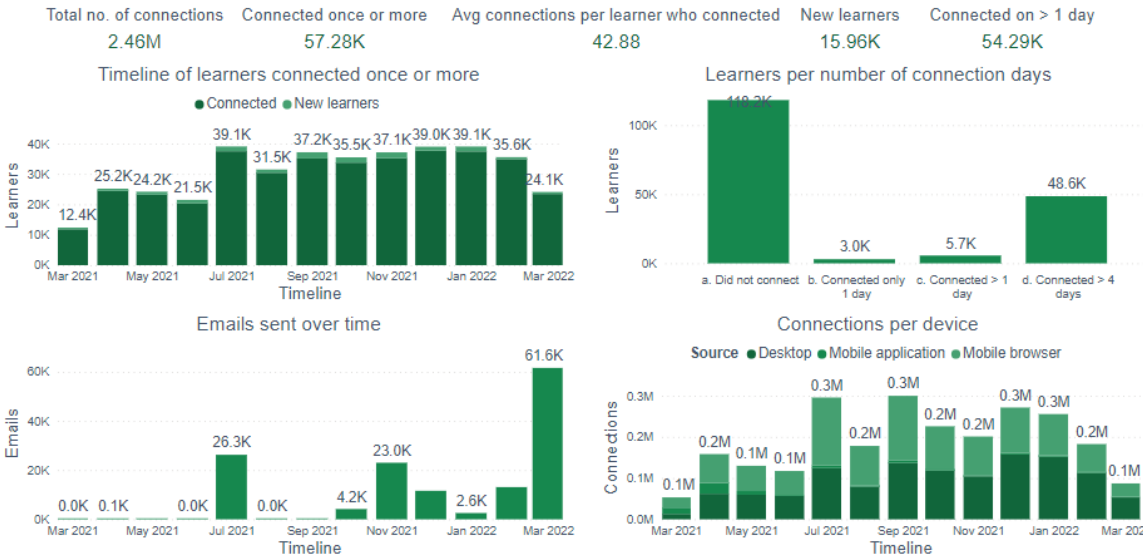


Real-time tracking in LXP/LMS:

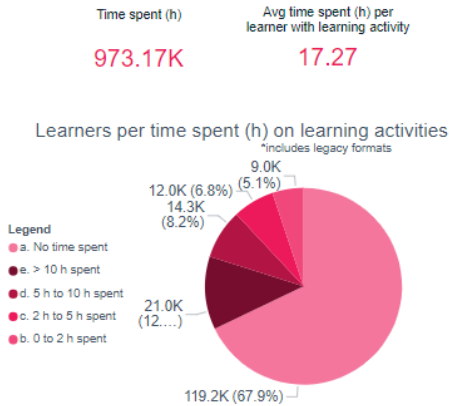
- Platform performance:



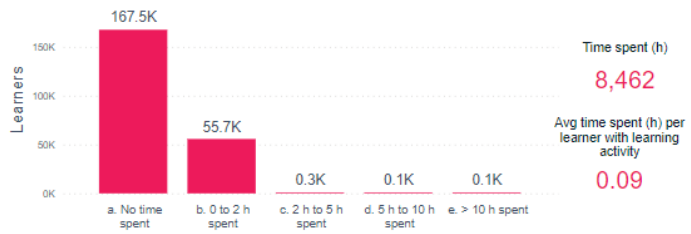
- Connections overview:



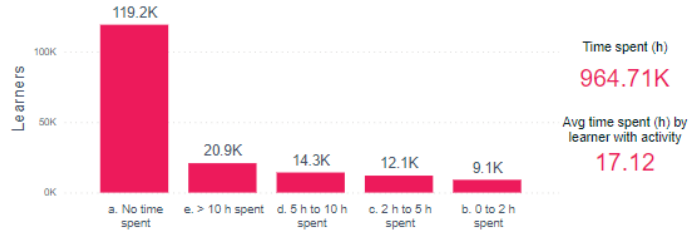
- Time spent on learning:



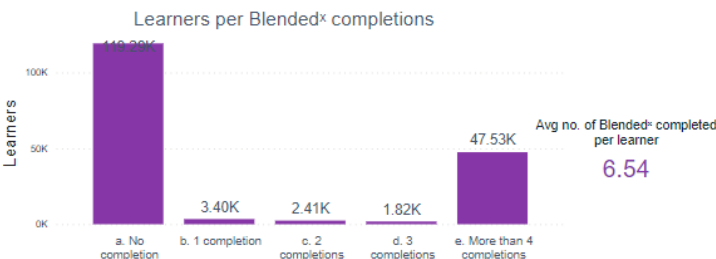
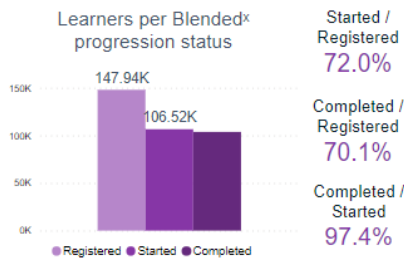
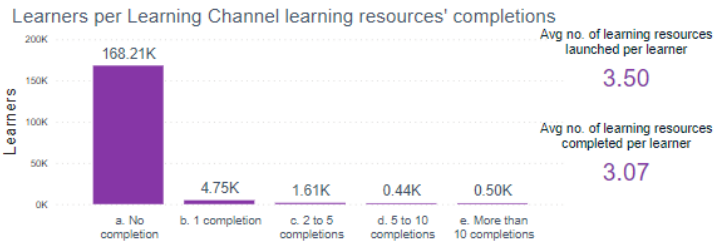
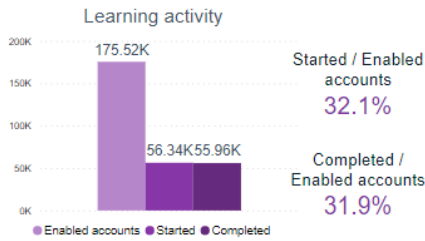
Learners per time spent (h) on Learning Channels



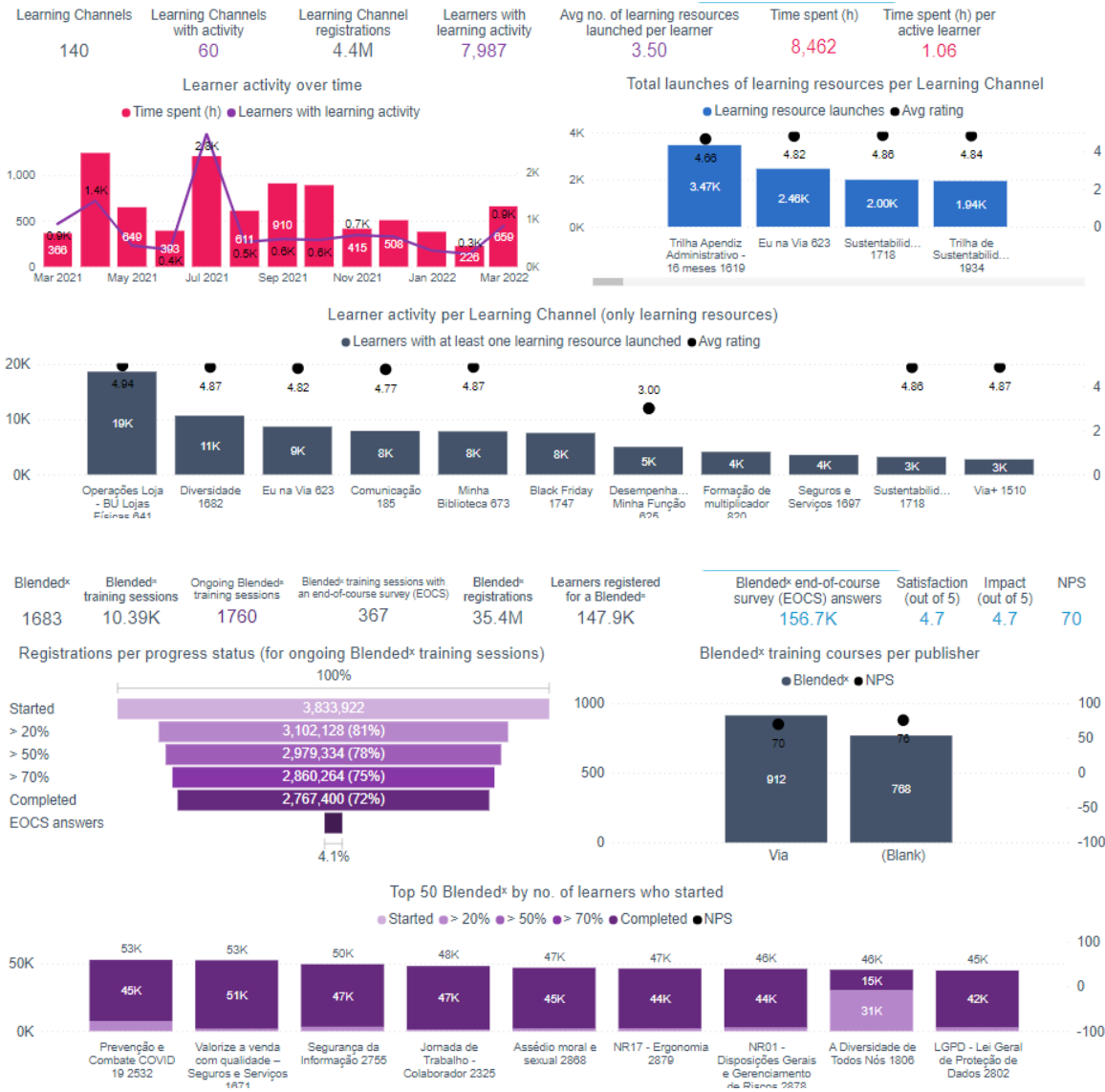
Learners per time spent (h) on Blended*



- Completed Content:



Overview of training programs:



Delivery of the Program

The implementation was structured in phases starting in July 2020: diagnosis, structuring the information record, bases and dashboards development, presentations and, finally, PowerBI implementation.

After the diagnosis, the entire structuring of Via's LMS/LXP Platform was carried out, creating patterns for structuring paths, courses and resources, according to the defined data report structure.

After the structuring phase, all the necessary bases for the output panels were developed, such as dashboards in spreadsheets, presentations with data storytelling, reports and panels in PowerBI.

Tools were also developed to monitor adherence to regulatory training by law and result indicators - evaluations, impact and performance of Universidade Via.

Change Management Efforts

The main challenges were the gaps that the company's team and employees had due to data interpretation and new BI tools. For this, it was necessary to train these employees, data users in these tools, mainly in their usability and offered techniques.

As it is a company with great capillarity and high volume of employees, the data volume also becomes a challenge, making its implementation more complex, requiring the use of robust technologies for structuring data, such as servers, SQL, Azure, base automation, RPA. The participation of the company's analytics team and specialists in the field is required.

As measurement, performance and decision-making based on data are part of the company's strategy and objective, a learning path dedicated to this competence and an entire development program was designed/implemented together for the change management of Via's employees. Today, the company has several indicator panels, not only in Education, but also in many other areas of Via, making the daily work much more based on data.

Learning paths launched (44,570 employees):

How to Deploy a Data-driven Culture



+57
Net Promoter Score

10%
Detratores
11

23%
Passivos
25

67%
Promoters
72

GDPR: General Data Protection Regulation

LGPD:
Lei Geral de Proteção de Dados Pessoais

Dados: importante preservar e manter seguro

Todos os dias, dados pessoais são confiados às empresas, que precisam demonstrar a necessidade e inteligência no uso desses dados em todos os canais (físicos e digitais). Isso é feito através de gestão de privacidade que deve sempre nortear os princípios no desenvolvimento de novos produtos e serviços.

A proteção de dados de nossos clientes é inegociável. Faz parte de nossa responsabilidade institucional proteger os dados que são utilizados em todas as nossas atividades, mediante adoção de medidas de segurança da informação e de acordo com as regras da LGPD, que você conhecerá a seguir.

Houve um tempo em que para se abrir uma conta bancária era necessário preencher um monte de formulários com dados pessoais... ou mesmo para fazer uma simples consulta médica, gases e exames de prontuários deveriam ser acessados. Isso dava um baita trabalho, tanto para consultar informações quanto para protegê-las.

A digitalização nas operações otimizou todo o processo e, agora, bancos de dados, essenciais para nós, são atualizados diariamente com informações. Inclusive pessoais.

Data-driven Mindset

Mindset Data Driven 5%

PERCURSO DEBATES CERTIFICADO

1ª Temporada: Democratização dos Dados - Fundamentos

Imersão no Mundo dos Dados (vídeo) 8 min

Dados O Novo Petróleo (vídeo) 5 min

Gerando Negócios através do Big Data (vídeo) 5 min

Ferramentas de Apoio ao Big Data Atuando Orientado a Dados (vídeo) 5 min

Onde obter mais informações: Papeis na Gestão de Dados (vídeo) 5 min

Avaliação Data Driven - 1ª Temporada (Recurso de aprendizagem interativo) 110 min

2ª Temporada: Ecossistema de Dados na Via

3ª Temporada: Introdução à Arquitetura de Dados

● Avaliação de Reação

Imersão no Mundo dos Dados

TRILHA MINDSET DATA DRIVEN

Está começando o primeiro episódio da Trilha Mindset Data Driven

★★★★☆ | 4.8/5 (160 votos)

Seu voto ☆☆☆☆☆

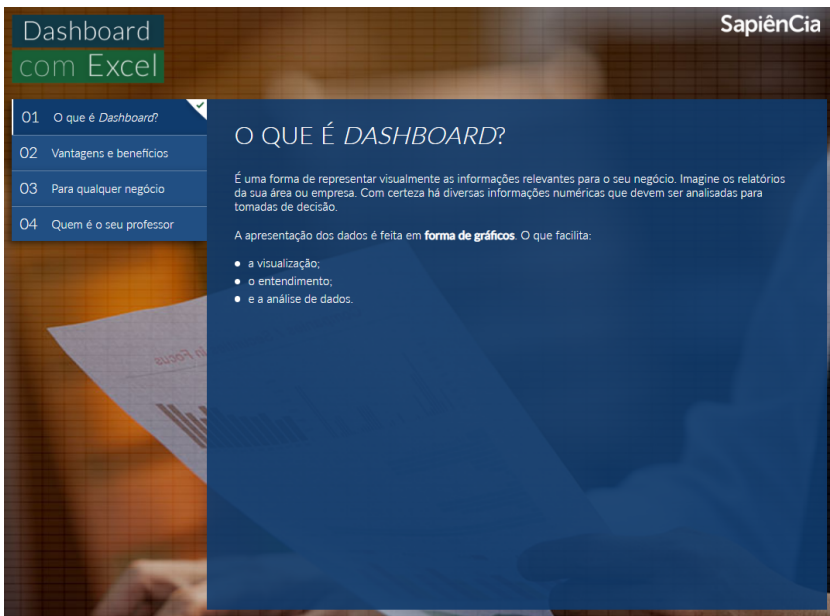
+69
Net Promoter Score

7% Detratores 23	17% Passivos 58	76% Promoters 261
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PowerBI



Dashboard with Excel



Basic Excel



+72
Net Promoter Score

6% Detratores 34	14% Passivos 66	80% Promoters 382
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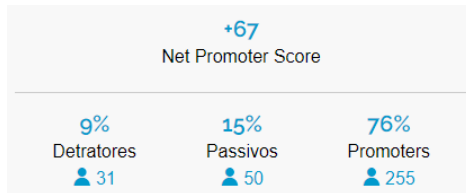
Intermediate Excel



+70
Net Promoter Score

8% Detratores 30	15% Passivos 65	77% Promoters 326
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Advanced Excel



Measurable Benefits

With the structuring, report and monitoring of indicators in Education and Development, it was possible to identify the volume of actions carried out, area and Universidade’s performance, improvement opportunities. Based on the past, it is now possible to compare annual volumes with previous ones, set goals and obtain new insights for the area.

As examples, Via was able to monitor, with greater priority, the volume and periods of access to Universidade Via and identify days, times most accessed, impact of learning communication, communication engagement. As a result, content was launched at strategic times and days, in addition to identifying the real impact of communication, which engages in access to the Platform.

PowerBI is a dynamic, quick-to-update and self-service tool, from which it is easy to identify any number in training and development at Via. This gives access to managers and Business Partners, who had no vision of the development of their teams and can now monitor the development of their team’s Individual Development Plan, among others.

Looking at the quality numbers, it is also possible to identify opportunities for improvement in the quality of training, such as resource enhancement.

As next steps, Via is evolving strategies to track investment returns.

Overall

Measuring the results of corporate education and performance of Universidade Via, it was possible to identify the history of various information about the area in the last two years and support the group to tread new paths, goals, strategies and identify the main points of opportunity that the Education area have. These points are identified in monthly meetings with the Education team, where all the information collected is gathered according to the data structuring performed. This information is worked with the team for inputs and insights into continuous improvement of corporate learning solutions.

As next steps, more robust policies and processes will be implemented regarding the registration and report of this data. Evolve the applicability, investment and results indicators.

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