

# eClerx’s Blended Learning, Custom Content Improve Learner Time to Production

eClerx Services Ltd.

Best Advance in Custom Content

January 2023



## Company Background



Company-at-a-Glance	
Headquarters	Mumbai, India
Year Founded	2000
Revenue	USD 210 Million per annum
Employees	14000+
Global Scale (Regions that you operate in or provide services to)	North America, South America, Europe, Middle East, Asia-Pacific
Customers/Output, etc. (Key customers and services offered)	eClerx provides critical business operations services to more than 30 global Fortune 500 clients, including many of the world’s leading financial services firms, online retail and distributors, interactive media and entertainment, luxury brands, high tech, industrial manufacturing, travel and leisure, and software vendors, through operational support, data management and analytics solutions.
Industry	ITeS (Information Technology Enabled Services)
Stock Symbol	ECLERX
Website	<a href="https://eclerx.com/">https://eclerx.com/</a>

## Budget and Timeframe

Budget and Timeframe	
Overall budget	USD 35,000 (one-time cost)
Number of (HR, Learning, Talent) employees involved with the implementation?	6 (2 content developers + 2 technology specialists + 2 Learning specialists)
Number of Operations or Subject Matter Expert employees involved with the implementation?	2
Timeframe to implement	6 months (July 2021 to December 2021)
Start date of the program	October 2021

## Overview

eClerx Markets services Investment banks and Asset Management companies. Business units process simple to complex transactions across a variety of domains such as Asset Servicing, Know your customer (KYC), Loans, Trade Confirmations, Brokerage and Trade Settlements to name a few.

The primary model for training traditionally has always been instructor led with a buddy system for shadowing. There is also, 1-3 months of idle time where employees have to wait for client access before they can shadow/observe cases processed in the live environment.

This created three issues:

1. Only conceptual training could be completed prior to client accesses being granted, which is around 10%-15% of the actual training needed for an employee to go live
2. High wait time for accesses (1-3 months in certain cases) led to the potential risk of knowledge loss. This, in turn, impacted the time taken for an employee to go live in production
3. Effectiveness of knowledge transfer both at the Instructor-led and Shadowing stage was largely dependent on the experience of the instructor/buddy assigned, which further impacted the quality parameter once the new employee went live

These constraints led the team to pick an unconventional route to train, and out of this was born the first simulator and digital training video - a lightweight VBA-based platform and a simple presentation with a voice-over explaining key concepts.

In FY 22, eClerx has seen exponential growth in one of its main domains, which is – Know your Customer (KYC). The average number of team members hired from the start of FY 21-22 is ~254 employees, with additional requests in the pipeline, as new business opportunities pour in.

A majority of these new hires comprise of employees without any experience in the domain/function. A learning program that was highly dependent on an Instructor-led model was not sustainable given the high rate of attrition and influx of new employees.

In a year, where the pandemic compelled 100% of the workforce to work from home, eClerx, like all other companies across the world, used technology to train and upskill the employees.

The digital learning journey has now gained acceleration and acceptance as a way of life.

Key observations prior to digitization:

- Dependence on SME (trainer) bandwidth as the domain is complex, has high-risk steps and varied business nuances
- New learners (without prior domain experience) that find the function difficult to understand and visualize, thus affecting the time they take to go live (time to production)
- Learner engagement over Zoom was difficult to gauge

The training strategy was to:

- Introduce a mix of digital videos that were high on animation and also contain screen-casts
- Build a simulator to mimic production systems and utilize the idle time spent waiting for client access. With strategically curated cases/transactions progressing from simple to complex cases that contain all historical errors of the function, the production quality improved right from the start. The simulator also needed to have a built-in, real-time, feedback mechanism that enabled users to learn at their own pace, reduced the need for an SME(trainer) and catered to both types of learners – experienced and inexperienced.
- Reduce the role of the instructor to focus on clarifying doubts/queries and explain exception scenarios/rules.

## Learning Objectives

The learning objectives for this training were:

- Reduce trainer involvement
- Improve the time to production
- Improve production quantity and quality
- Improve Learner engagement

Each digital course comprises of the following components:

- Videos for Conceptual learning – following the principle of microlearning, each video breaks down concepts into its simplest form using animation. These visuals are engaging and keeps in mind the learner’s need to “recollect and correspond” which helps in better retention.
- Assessments – at the end of each video the learner attempts a short assessment that helps reinforce core concepts learnt
- Simulation – as part of the course, the learner is able to access a simulator built to mimic near-live conditions to help with seamless transition to the production floor, post-training.

A simulator walkthrough/screencast video that takes the learner through the various fields in the simulator along with any process-specific rules (this varies from client to client). There are also sample case processing videos (screencast videos) per region that help the learner to “Watch and do” and understand business nuances and complexity, as they progress with their learning. The simulator itself is capable of sustaining simple to complex cases with a built-in feedback mechanism through its dashboard where both learner and trainer/manager are able to track performance, learning gaps and results.

The course also has additional features built in such as:

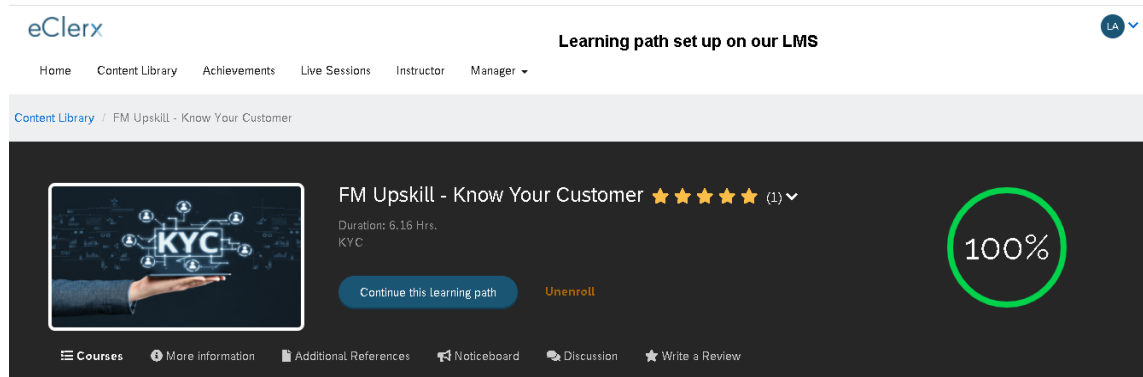
- Online Discussion forum – helps with peer-to-peer learning. Learners can review existing comments and post their queries/doubts on the forum and the same will be answered by an SME within 24hrs
- Online Notice Board – this section is used to post-process related FAQs (Frequently asked questions) and process updates so that the learner is up-to-date with changes
- Additional references – this section of the course contains learner handouts, additional examples and links to websites for additional research/reference

Given that this is a self-paced course, learners do not need to wait for a batch system or availability of a trainer and can start their training as per their convenience.

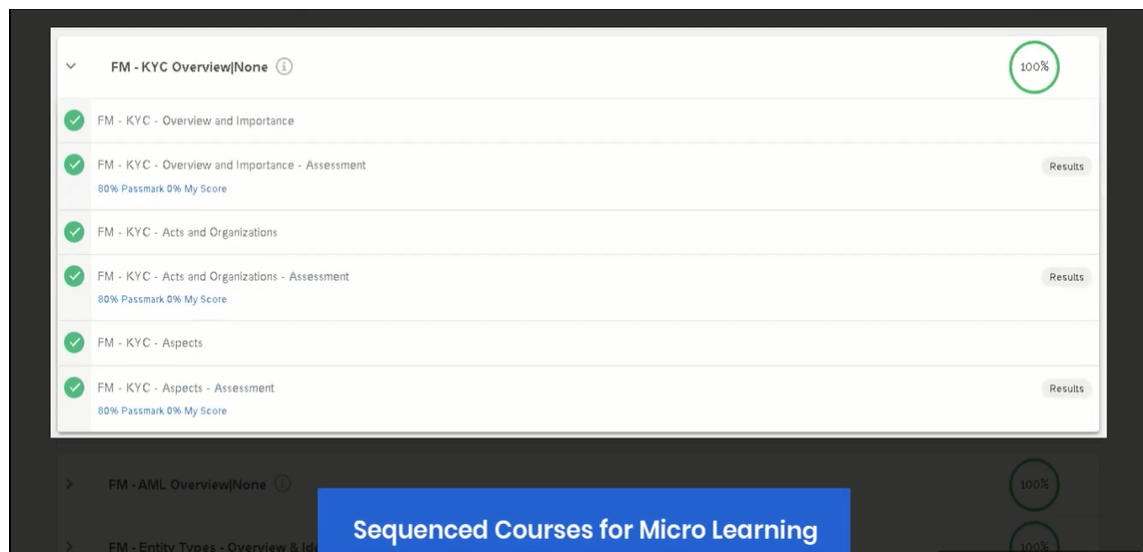
It helped reduce the idle time spent by the trainee, keeping them engaged throughout their training and learning through their errors while processing cases on the simulator.

The practice cases also helped the learners get accustomed to case assignment and processing time on the floor.

## Screenshots



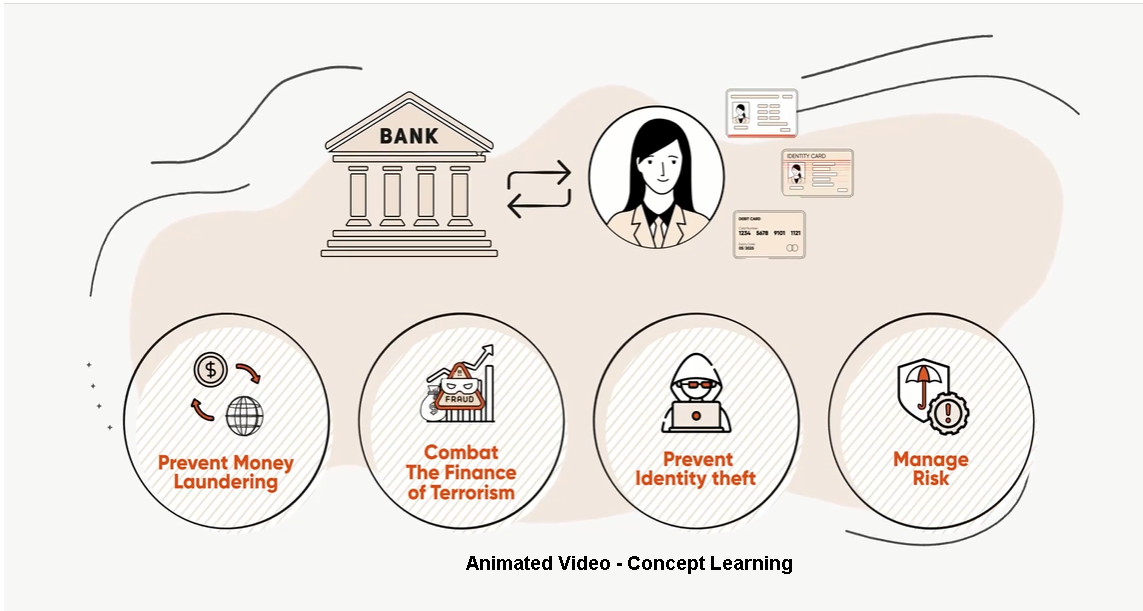
The screenshot shows the eClerx LMS interface. At the top, the eClerx logo is on the left, and 'Learning path set up on our LMS' is on the right. Below the logo is a navigation menu with 'Home', 'Content Library', 'Achievements', 'Live Sessions', 'Instructor', and 'Manager'. The main content area shows the course 'FM Upskill - Know Your Customer' with a 5-star rating and a '100%' completion indicator. The course details include 'Duration: 6.16 Hrs.' and 'KYC'. There are buttons for 'Continue this Learning path' and 'Unenroll'. At the bottom, there are links for 'Courses', 'More information', 'Additional References', 'Noticeboard', 'Discussion', and 'Write a Review'.



The screenshot shows a detailed view of the course completion overview. The title is 'FM - KYC Overview|None' with a '100%' completion indicator. The list of completed items includes:

- FM - KYC - Overview and Importance
- FM - KYC - Overview and Importance - Assessment (80% Passmark 0% My Score) [Results]
- FM - KYC - Acts and Organizations
- FM - KYC - Acts and Organizations - Assessment (80% Passmark 0% My Score) [Results]
- FM - KYC - Aspects
- FM - KYC - Aspects - Assessment (80% Passmark 0% My Score) [Results]

Below this list, there are other course sections: 'FM - AML Overview|None' and 'FM - Entity Types - Overview & Id'. A blue banner at the bottom reads 'Sequenced Courses for Micro Learning'.



Screen Cast Video

GCI NUMBER	LEGAL NAME	COUNTRY	STATE/PROVINCE	REGISTRATION TYPE	COUNTRY CODE	STATUS	ALLOCATION DATE	RPA STATUS	FAMILY REFRESH DATE	PRIORITY	REVERT COMMENT
338949951_2021	LGL Refrigeration Spain, SA	Spain	Non US country - No State Required	Corporation	Spain	Maker WIP	09/30/2020	Not Applicable	-	Medium	
338813816_2021	Lennox Industries	United Kingdom	Non US country - No State Required	Corporation	United Kingdom	Maker WIP	09/30/2020	Not Applicable	-	Medium	
336135770_2021	Starwood International Opportunity Fund VIII-2 Limited Partnership	United Kingdom	Non US country - No State Required	Pooled Investment Vehicle or Fund	United States	Maker WIP	09/30/2020	Not Applicable	-	Medium	
338970175_2021	Axalta Coating Systems EMEA Holding BV	Netherlands	Non US country - No State Required	Corporation	Netherlands/United Kingdom	Maker WIP	09/30/2020	Not Applicable	-	Medium	
902348713_2021	Axalta Powder Coating Systems UK Limited	United Kingdom	Non US country - No State Required	Corporation	United Kingdom	Allocated	09/30/2020	Not Applicable	-	Medium	
902348754_2021	Axalta Coating Systems UK Limited	United Kingdom	Non US country - No State Required	Corporation	United Kingdom	Allocated	09/30/2020	Not Applicable	-	Medium	
	Axalta Coating		Non US country - No		Italy/United						

OVERALL QUALITY

USER NAME	OVERALL CASES COMPLETED	OVERALL QUALITY
Demo User	8	85

GO NUMBER	LEGAL NAME	COUNTRY	STATE/PROVINCE	REGISTRATION TYPE	COUNTRY CODE	STATUS	ALLOCATION DATE	MARKS OBTAINED %	VIEW
003274552_2022	Hiland Canine Corp	United States of America	Delaware	Corporation	United States	Allocated	11/02/2021	-	
005103494_2022	W.W. Grainger, Inc	United States of America	Illinois	Corporation	United States/Canada	WIP	11/02/2021	-	
026409687_2022	Bessemer Trust Company N.A.	United States of America	New York	Financial Institution (Bank)	United States/United Kingdom	WIP	09/29/2021	-	
025978245_2022	PROPRIETARY CAPITAL LLC	United States of America	Colorado	Financial Institution (Non Bank)	United States	Submitted	10/14/2021	92	<a href="#">View</a>
072121104_1	Morgan Stanley	United States of America	Delaware	Financial Institution (Bank)	India	Submitted	09/29/2021	71	<a href="#">View</a>
100007764_2022	K-Shifts Inc	United States of America	California	Corporation	United States	Submitted	09/29/2021	95	<a href="#">View</a>
078772019_2022	WW North America Holdings, LLC	United States of America	Delaware	Limited Liability Company	United States	Submitted	09/29/2021	90	<a href="#">View</a>
036177008_2022	SOF VIII International Debt II Holdings LP	United Kingdom	Non US Country; State not required	Pooled Investment Vehicle or Fund	United States	Submitted	09/29/2021	99	<a href="#">View</a>
039947055_2022	Taget Capital LLP	United Kingdom	Non US Country; State not required	Partnership	Ireland	Submitted	09/27/2021	84	<a href="#">View</a>
001317171_2022	Anadarko E&P Onshore LLC	United States of America	Delaware	Limited Liability Company	United States	Submitted	09/24/2021	90	<a href="#">View</a>

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**Practice cases assigned to Learner**

OVERALL QUALITY

USER NAME	OVERALL CASES COMPLETED	OVERALL QUALITY
Demo User	8	85

GO NUMBER	LEGAL NAME	COUNTRY	STATE/PROVINCE	REGISTRATION TYPE	COUNTRY CODE	STATUS	ALLOCATION DATE	MARKS OBTAINED %	VIEW
003274552_2022	Hiland Canine Corp	United States of America	Delaware	Corporation	United States	Allocated	11/02/2021	-	
005103494_2022	W.W. Grainger, Inc	United States of America	Illinois	Corporation	United States/Canada	WIP	11/02/2021	-	
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001317171_2022	Anadarko E&P Onshore LLC	United States of America	Delaware	Limited Liability Company	United States	Submitted	09/24/2021	90	<a href="#">View</a>

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**Allows Learner to track case completion and individual results**

TRAINEE CONSOLIDATED QUALITY VIEW

OVERALL QUALITY

User Name	Overall Cases Completed	Overall Quality
Ashwathy Nair	9	85

TOP ERRORS

Attribute Level	Quality %
Ownership	44
RMT	68
NGOs	80
Listing	87
RMT Exemption	87

COUNTRY WISE SPLIT

Country Wise Quality	Overall Cases Completed	Overall Quality %
Cayman Islands	1	91
France	1	85
United Kingdom	1	94
United States of America	5	81

**Analysis of errors at field level**

Attribute Level	Quality %
Ownership	44
RMT	68
NGOs	80
Listing	87
RMT Exemption	87

COUNTRY WISE SPLIT

Country Wise Quality	Overall Cases Completed	Overall Quality %
Cayman Islands	1	91
France	1	85
United Kingdom	1	94
United States of America	5	81

**Case quality analysis basis region**

### Discussion Forum for Peer to Peer learning

**Arjun Dey** 3 months ago

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1 Comments Add a comment Show comments

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**Shreekant Sahu** 4 months ago

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1 Comments Add a comment Show comments

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**Gauri Kangane** 4 months ago

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As \_\_\_\_\_

1 Comments Add a comment Show comments

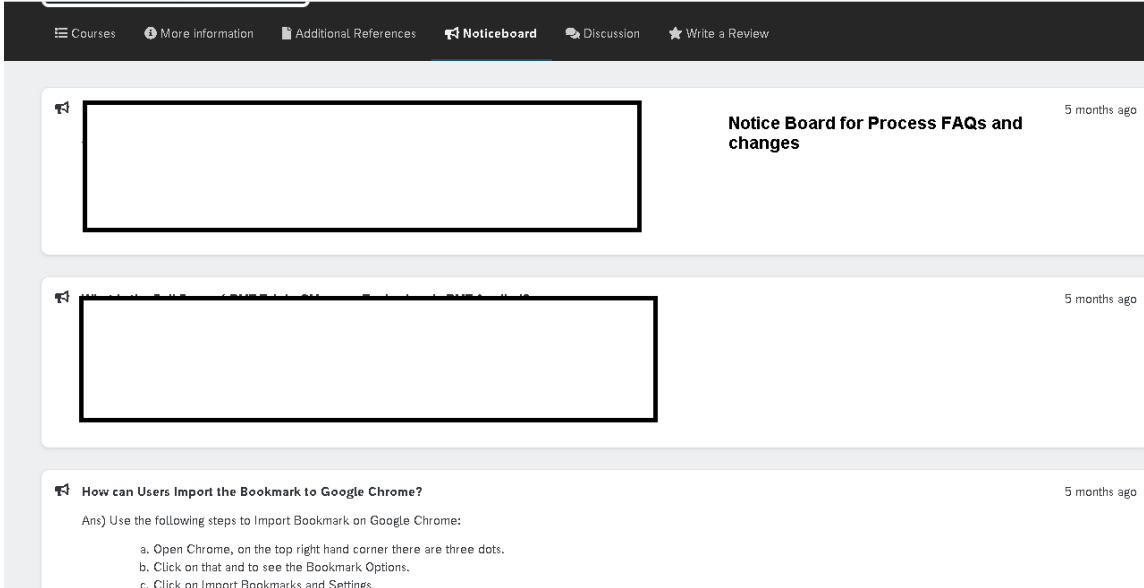
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**Rinky Manglani** 4 months ago

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1 Comments Add a comment Show comments





Navigation: Courses | More information | Additional References | Noticeboard | Discussion | Write a Review

**Notice Board for Process FAQs and changes** 5 months ago

**How can Users Import the Bookmark to Google Chrome?** 5 months ago

Ans) Use the following steps to Import Bookmark on Google Chrome:

- Open Chrome, on the top right hand corner there are three dots.
- Click on that and to see the Bookmark Options.
- Click on Import Bookmarks and Settings.

## Overall

The current coverage for eClerx Markets on a custom digital training program stands at 18% for the whole vertical with a learner feedback score of 4 out of 5.

The aim is to increase this coverage to 50% by the end of FY 22-23.

There has been an improvement in the following parameters:

1. Time to Production – The learner is able to go live faster and there has been a time saving of 3-4 weeks and a saving of USD 206 per learner due to the practice on the simulator
2. Quantity/Volume – Learners that underwent a digital training showed an improvement of ~ 20% in production case volume processed as compared to those that did not undergo digital training, as they got hands-on practice and were able to process cases in a simulated environment before going live
3. Quality – With real-time feedback per field and region, on the cases processed, there was a 2% improvement, in the overall quality of cases processed after go-live. (96% to 98% for employees that underwent simulator training).
4. SME/Trainer Bandwidth - Time spent by trainers has reduced by 50% as the trainer now only focuses on exception scenarios and clarifies doubts/queries that are not part of the discussion forum.

## Way forward:

As an organization that is growing, and with new business coming in, customized learning using digital media and simulation is the way forward for us.

## Our aim is to:

1. Increase coverage across other domain/functions where there is a high influx of new hires and functions that have complex processing steps
2. Improve development time for simulators and digital content without increasing resources for development, by creating reusable codes, within our simulators and using templates for content creation.
3. Use this methodology to build Meta skills related to Financial Market operations to make the workforce more fungible.
4. Expand the scope of the digital programs to include Performance Management for bottom quartile employees and train checker/auditors on the function.

## About Brandon Hall Group

With more than 10,000 clients globally and 30 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.



### ORGANIZATIONAL EXCELLENCE CERTIFICATION PROGRAM

recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.

### SMARTCHOICE® PREFERRED PROVIDER PROGRAM

uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's twenty-eight-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.