



# BP Cuts 370 Training Hours Annually With Digital Learning Overhaul

BP p.l.c. and Infopro Learning, Inc.  
Best Results of a Learning Program  
November 2024



## Company Background



Company-at-a-Glance	
Headquarters	London, United Kingdom
Year Founded	1909
Revenue	US \$210.13 Billion (2023)
Employees	70,000 (2023)
Global Scale	Worldwide
Customers/Output, etc.	bp trading & shipping (T&S) is one of the world’s leading energy trading houses. Traders work with partners to buy, sell and move energy, integrating bp’s products and services to provide energy solutions for 12,000 customers in 140 countries. At any one time, about 300 ships are on the water for bp, enabling T&S to move around 240 million tonnes of oil, gas and products every year.
Industry	Energy
Stock Symbol	LSE:BP
Website	<a href="http://www.bp.com">www.bp.com</a>



## Company Background



Company-at-a-Glance	
<b>Headquarters</b>	Infopro Learning, Inc. 103 Morgan Lane, Suite 102, Plainsboro, NJ 08536
<b>Year Founded</b>	1989
<b>Revenue</b>	Private
<b>Employees</b>	500
<b>Global Scale</b>	North America, Europe, Asia, Africa, Australia, and South America
<b>Customers/Output, etc.</b>	Infopro Learning offers a comprehensive range of learning services to organizations, with 70% of its clients being Fortune 1000 companies or global firms headquartered outside of the USA.
<b>Industry</b>	Learning and Development
<b>Website</b>	<a href="http://www.infoprolearning.com">www.infoprolearning.com</a>

## Budget and Timeframe

Budget and Timeframe	
<b>Overall budget</b>	\$163, 367
<b>Number of (HR, Learning, Talent) employees involved with the implementation</b>	6
<b>Number of operations or Subject Matter Expert employees involved with the implementation</b>	13 SMEs
<b>Number of contractors involved with implementation</b>	1 (Infopro Learning, Inc.)
<b>Timeframe to implement</b>	6 months (April 2023 – September 2023)
<b>Start date of the program</b>	April 2023



## Fit to the Needs

### Company Background

**Trading & Shipping-** Buying, selling, and moving energy, integrating Infopro Learning's products and services to provide energy solutions across the world.

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At any one time, about 300 ships are on the water for bp, enabling T&S to move around 240 million tonnes of oil, gas and products every year.

T&S uses its scale, breadth of expertise, and mix of bp assets and third-party relationships to create multiple options for bp products and services, enabling them to deliver them to the optimal markets at the optimal time.

Value is created for bp by:

- Integrating along value chains.
- Integrating across value chains – across multiple products and services and multiple geographies and customers.
- Developing integrated offers for customers through our global presence in oil, gas and power value chains, participation in carbon markets and financial capability.

### What is Endur used for?

T&S uses Endur, an ETRM (Energy Trade and Risk Management) system that covers the complete lifecycle of a deal, from deal entry to accounting.

### Business Needs and Goals / Known gaps in the existing approach

T&S has a No Training, No Access (NTNA) policy for critical business systems to help manage and decrease risk.

The NTNA principle provides an important control to material on-boarding and business change risks. NTNA enables T&S to demonstrate to management, external regulators, compliance and audit that training has been completed by individuals, through recording of training in an LMS.

- The risk when this doesn't happen:
  - **Operational risk** - for example, a trader is not able to meet their requirement to enter a deal in the deal entry system on the day it is agreed with the counterparty.
  - **Financial risk** – for example, incorrect reporting of exposure and PnL, in turn leading to incorrect hedging of deals.



NTNA is delivered on demand. As the name suggests, new users are given access to these business-critical systems only once the required training has been completed. Learning is delivered via a mix of online modules, instructor-led training and in-team training (via subject matter experts).

### **The Requirement**

To accelerate T&S' transition from instructor-led to online modules at pace. Moreover, the organization had the vision to create a more agile, cost-effective, and efficient training environment, fostering continuous learning and development among their personnel. **bp aimed to achieve the following goals through this training program:**

- Learning at the point of need – this includes the initial training, and access to resources available in the flow of work.
- Hands-on activities – to bring the learning to life in a safe environment, increasing learner engagement and retention of learning.
- Increased efficiency and scalability – better able to support the demands of a growing global business whilst providing space for the learning team to focus on other high-impact, high-value activities, such as addressing pain points through the deal lifecycle.
- Cost savings – related to increased efficiency and scalability.

For the first time ever, the NTNA portfolio looked externally for a vendor to support the transition at pace with innovation.

The remit: transition 12 modules from instructor-led to online modules.

### **Target audience**

About 2200 TNS employees – working in various roles and at varying profiles spread across head offices and regional sub-offices around the globe, including London, Europe, Singapore, United States, Canada, Brazil, Australia, China, South Africa, Ghana, Malaysia.

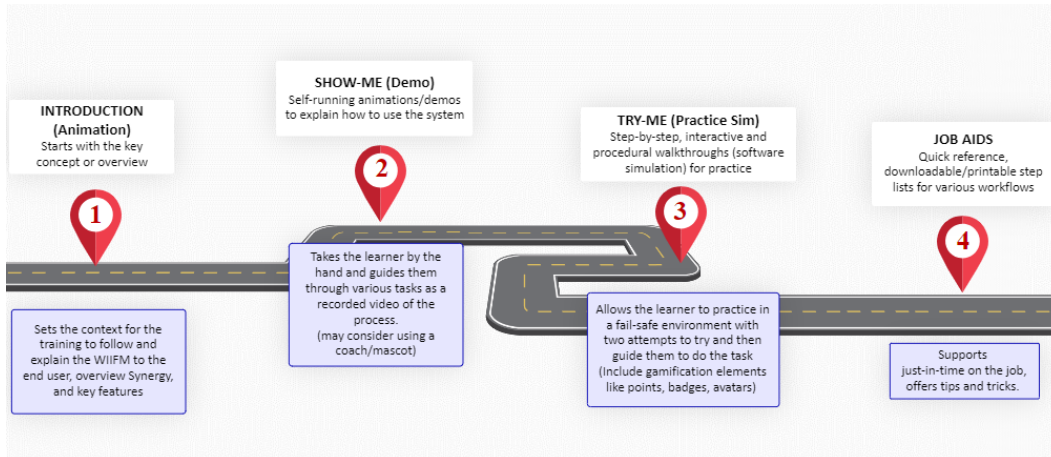
### **Overview**

bp contracted Infopro Learning to modernize the systems' training for its TNS staff from instructor-led format to web-based courses. The final output needed to provide a modern learning experience and had to be consistent and professionally formatted.

The training program comprised **12 eLearning modules**, developed using Articulate Rise. The duration of each module ranged from **30 to 60 minutes**. The content was tailored to be role-specific, addressing the unique needs of the various sub-groups within the target audience.



Here is the high-level instructional strategy that was considered suitable for this training requirement:



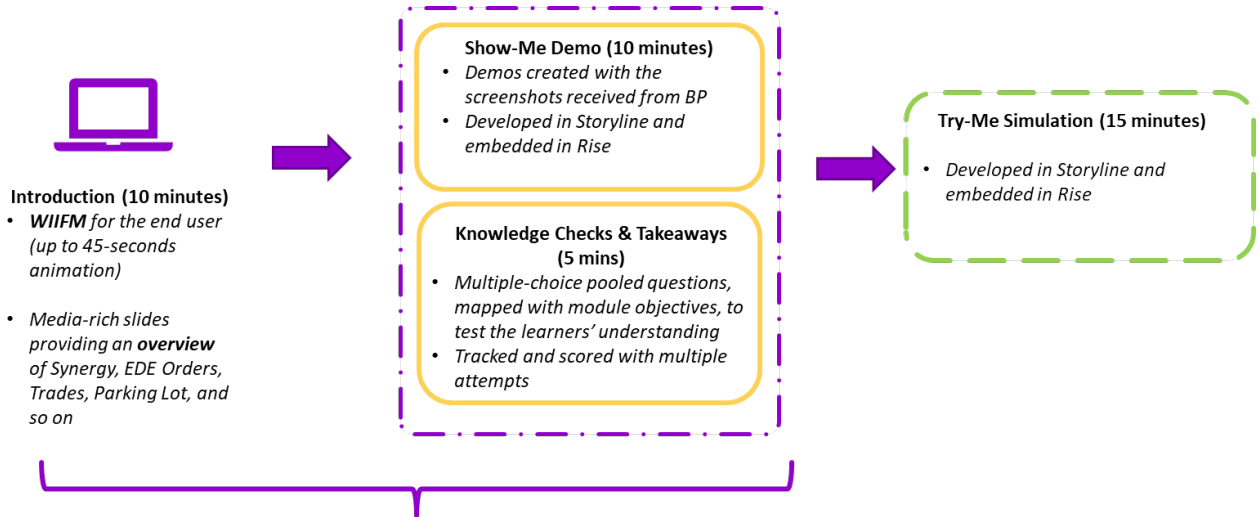
## Design of the Program

The learning program, tailored to meet identified business needs, was designed as RISE-based interactive training modules encompassing the following components:

- **What's in it for me (WIIFM):** An introductory section outlining the benefits of the training.
- **Show Me Demonstrations:** System simulations that provide a step-by-step walkthrough of processes within the TNS system.
- **Knowledge Checks:** Questions to assess the learner's understanding of the concepts taught in the demonstrations.
- **Try Me Simulations:** Hands-on exercises offering learners an opportunity to practice their skills in a fail-safe environment.



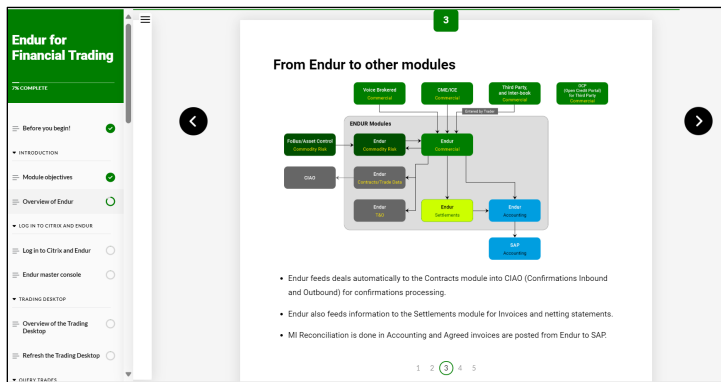
Here's how a typical module was structured:



The salient design features of bp training program were:

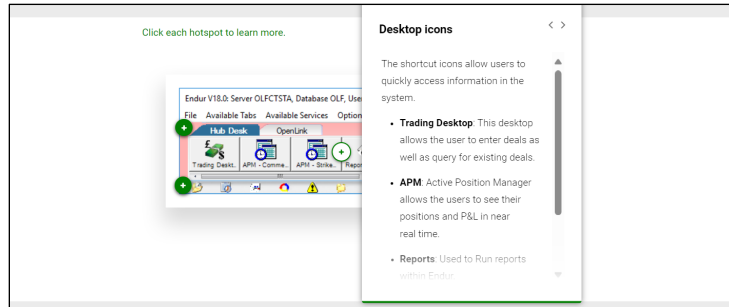
1. **Interactive content screens** were used to relay information for topics with complex content or a multitude of concepts. This was done to effectively chunk content and maximize learning effectiveness. To break monotony and provide an engaging learning experience, a variety of interactivity formats were used. Here are some samples (refer screen shots 1-3):

**Screenshot 1: Multi-page format**

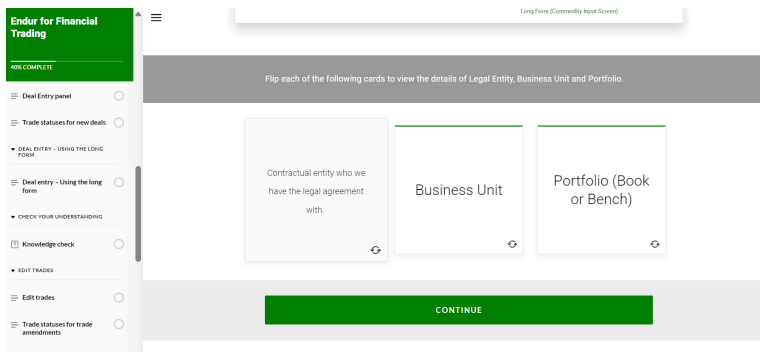




## Screenshot 2: Click-to-reveal



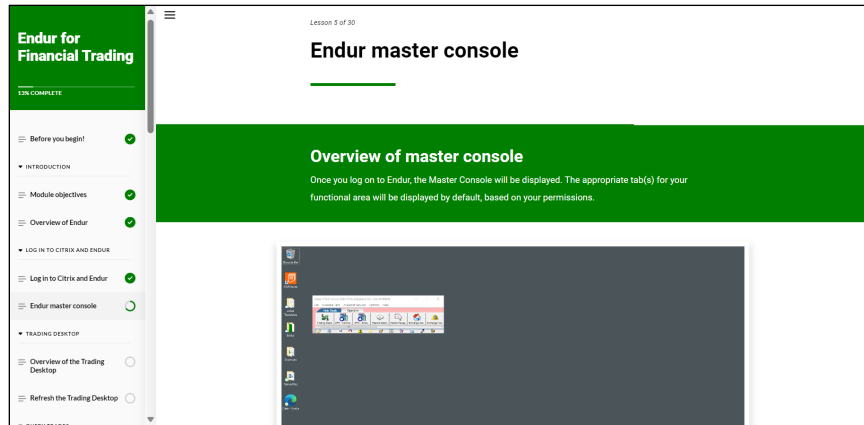
## Screenshot 3: Flip cards



2. **Personalization of content** is key to effective learning. Each module was specific to one role in the deal lifecycle, making the training directly relevant to how that user would need to use the system. Enabling them to move the deal more efficiently through the deal lifecycle.



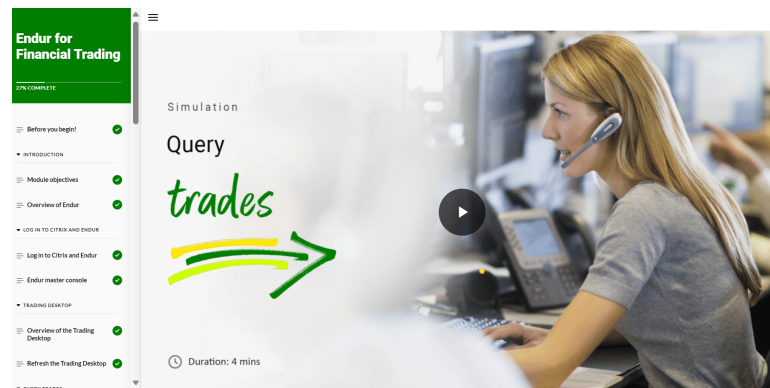
### Screenshot 4



3. **Demonstration videos** (refer to screenshot 5) showing how a particular task should be completed in Endur in a step-by-step manner. The Show Me videos:

- I. Utilized **screen captures from the actual software**, complete with familiar navigation elements, icons, and menus, to facilitate easy understanding and navigation for bp staff within the simulated environment.

### Screenshot 5

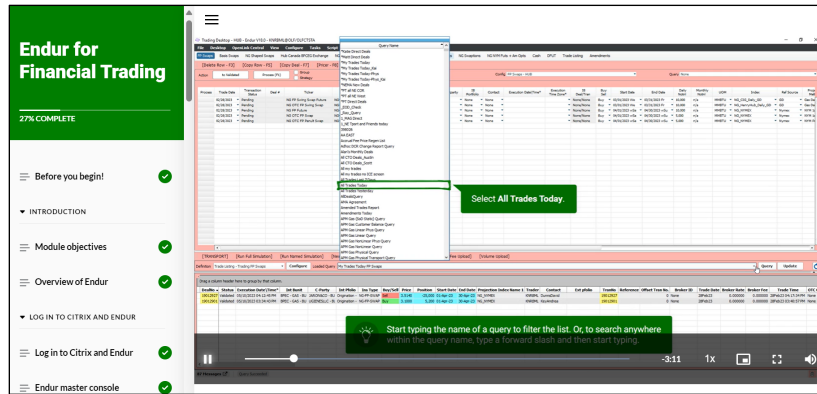


- II. Included **Tips** to effectively guide learners through the content.



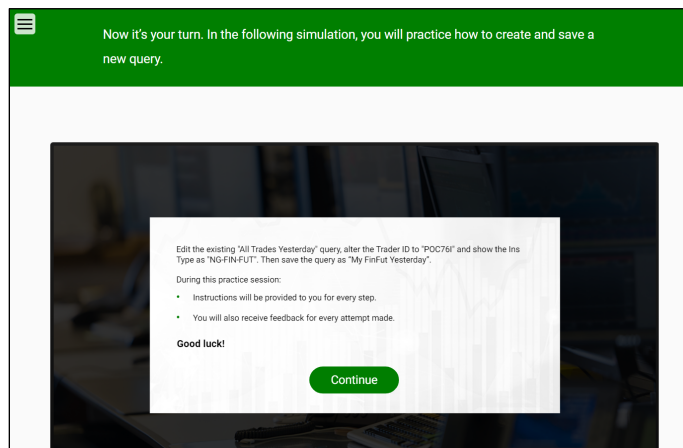


### Screenshot 6



4. **Try Me simulations** were guided practice activities designed to mimic the actual Endur software’s behavior and responses, providing an authentic experience for users. Each simulation began with a clearly outlined specific task (refer to screenshot 7) at the beginning.

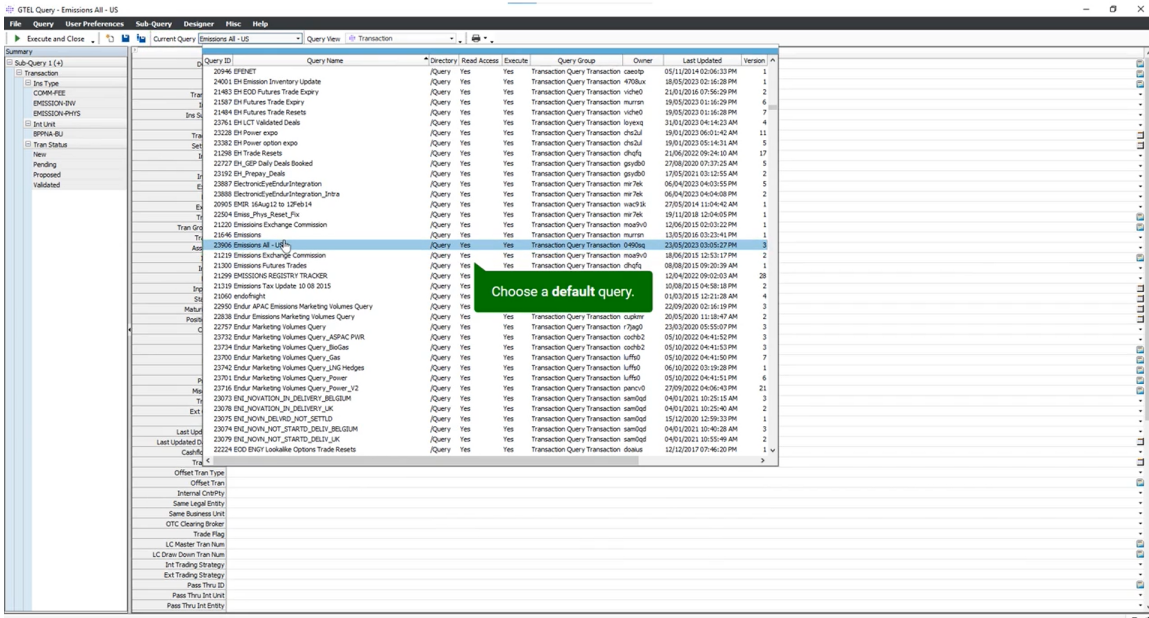
### Screenshot 7



All sections where learners needed to interact with the simulated software or perform an action were highlighted using callouts (refer to screenshot 8) supported with instructions.

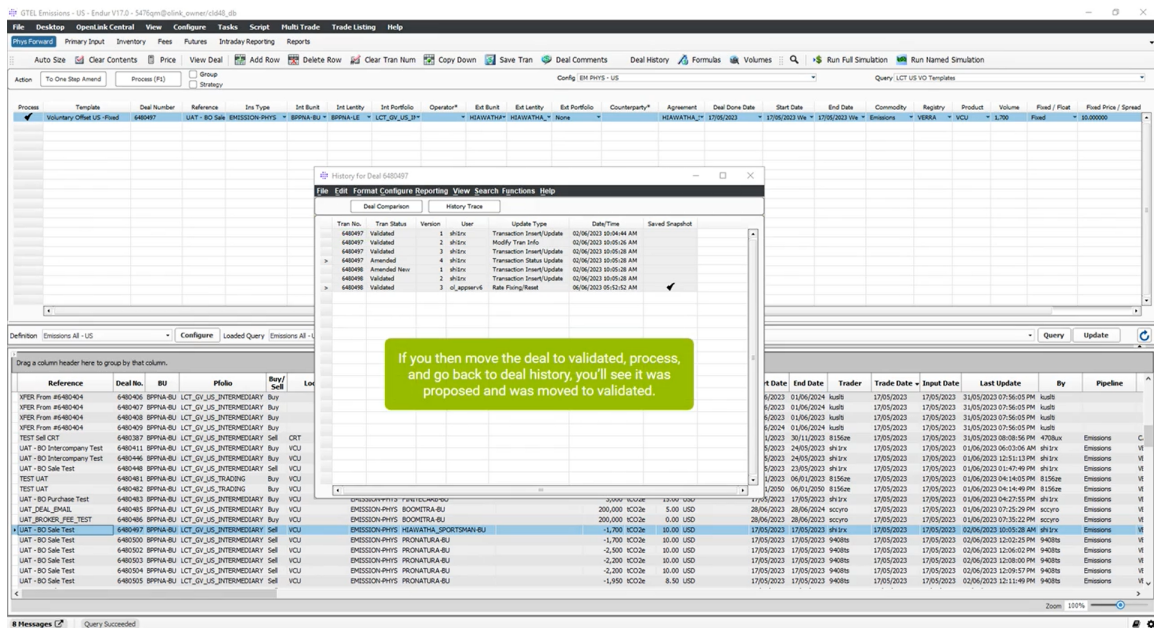


## Screenshot 8



To reinforce correct behaviors and guide users in case of errors, the learners are provided immediate feedback (refer to screenshot 9) when they perform an action.

## Screenshot 9



Quick references (refer to screenshot 10) for all steps are also provided in the form of downloadable resources for all simulations.



## Screenshot

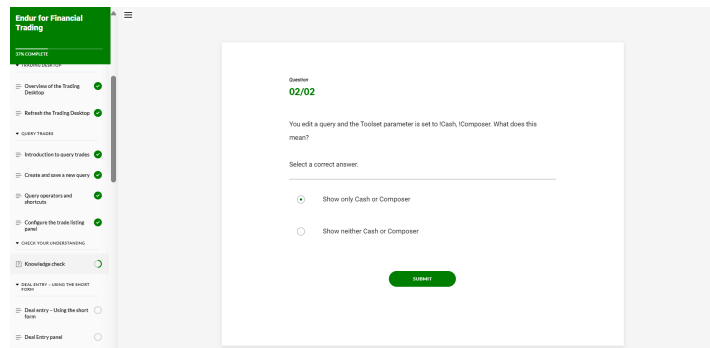
10

**For reference:**  
Click the **DOWNLOAD** button to view all the steps involved in querying a trade.

**DOWNLOAD**

**Knowledge checks** are strategically interspersed in the content featuring a variety of graded activities to help learners validate their understanding and build confidence in their learning journey.

## Screenshot 11





## Delivery of the Program

bp T&S, in collaboration with Infopro Learning, implemented a comprehensive and phased approach to deploy the NTNA (No Training No Access) learning program to its audience. In the first phase, the training was launched with the intention that new members of the bp Design and Frontline operations teams would have access to on-demand critical systems training that they would be required to complete to gain access to business-critical systems. In this initial phase of training, the learning was delivered via a mix of online modules, instructor-led training, and in-team training (via subject matter experts). The systems training was delivered as a series of "Show Me" videos, where the learner is given a walkthrough of each process so that they are familiar with every step required to perform a task.

In the second phase of the training for EDE and Endur, learners were tested on their ability to perform these tasks illustrated in the "Show Me" videos through a series of "Try Me" interactivities that required learners to perform each step themselves to complete the training. As this was a required part of the training, it helped ensure that the learner was fully familiar with the process before being allowed to proceed. Specifically for EDE, the training created was also in line with the latest WCAG accessibility standards, aligning with the topic of the training, which was to create an inclusive design approach fostering sustainable design thinking and ensuring greater accessibility for all bp products. Managers were encouraged to share the training with their teams and integrate an inclusive design approach into their design thinking process.

The final phase involved full communication with all employees through surveys and interviews. The one challenge bp T&S had previously faced was motivating employees to dedicate their time to optional training. Once the NTNA (No Training No Access) approach was adopted, it ensured that all new users were well-versed with all critical systems training before gaining access to promote a First Time Right approach to operating on the frontline. This incentive was well received and generated extensive feedback from grateful employees who appreciated the reduction in errors leading to potential failures and shutdowns.



## Change Management Efforts

### Challenges

Despite facing obstacles like managing multiple systems, catering to a global audience, and operating with a small learning team, the successful transition to online modules reflects the organization's adaptability and commitment to meet evolving learning needs.

### How were they addressed?

#### Enhanced collaboration with vendor

Infopro Learning and bp collaborated closely and bp SMEs, especially for bp EDE, were available on an as needed basis. This enabled Infopro Learning to resolve doubts or seek confirmation on certain changes much faster than usual and allowed for the quick turnaround that was required on these projects.

## Measurable Benefits

The training program designed to address the complex needs of diverse roles within the organization has yielded significant measurable benefits:

**Enhanced Learning Accessibility:** The shift to web-based modules allowed for learning at the point of need, ensuring immediate access to resources during the flow of work. This led to **increased productivity** as employees could apply new knowledge instantly.

**Improved Learner Engagement:** By incorporating hands-on activities, the program has seen an uptick in learner engagement. This experiential learning approach has resulted in a higher retention rate of the material.

**Operational Efficiency:** The streamlined content delivery, tailored to various roles, has enhanced the efficiency of the training process. This has been instrumental in supporting the demands of a growing global business and has allowed the lean learning team to allocate time to high-value tasks, leading to cost savings and better resource management.

**Scalability:** The program's design facilitates scalability, accommodating the expanding scope of the business without the need for a proportional increase in training resources or costs.

**Innovation and Continuous Improvement:** The adoption of innovative learning solutions and the establishment of feedback loops have not only met but exceeded learning objectives. Continuous updates to the training materials ensure they remain relevant, providing long-term value and adaptability to changing business needs.



**Cost-Effectiveness:** The efficient use of web-based training modules has led to a decrease in traditional training costs. The organization has reported lower expenses related to personnel training and development, without compromising on the quality of the training delivered.

## Overall

### Key Findings

- **Transition to On-Demand Training:** The implementation of the NTNA program on-demand ensures that users access critical systems only after completing required training, addressing organizational needs for efficient training delivery.
  - **Self-paced learning:** This training enabled learners to access training anywhere, at their own pace, at the point of need.
  - **Accessibility:** Users can conveniently access NTNA modules, ensuring they acquire critical skills precisely at the point of need.
  - **Efficient delivery:** On-demand access streamlines training, meeting organizational needs for swift and effective skill acquisition.
  - **Tailored experience:** Learners can customize their learning journey, focusing on how their role can help move a deal through the deal lifecycle.
  - **Scalability and cost-effectiveness:** On-demand training offers scalability and cost-efficiency, accommodating varying paces of learning while minimizing associated costs.
- **Effective Collaboration with Vendor:** Partnering with Infopro Learning to transition from instructor-led to online modules accelerated the process with innovative solutions, leading to the development of engaging and effective training materials.
- **Positive Feedback and Impact:** Completion of 12 online modules and positive testimonials from users underscore the effectiveness of the training program. Learners appreciate the clear, easy-to-follow format, hands-on activities, and simulations, indicating improved engagement and knowledge retention.

### Customer Feedback

"I would like to take a minute and just highlight what an absolutely brilliant training I believe this is. In its current shape and form, I believe it is a huge improvement over the already great previous training material that has been in place."

- **Bence Laar-lakatos, Physical Gas Settlements**





"The physical trading module is great – clear, thorough and I like the try me simulations. It's a good way for new joiners to get hands on practice outside of a classroom."

- **Mike Hagaman, Asset Optimizer**

"I think the training is very thorough especially on steps to execute tasks."

- **Crystal Cole, Trader**

"I think it's great!"

- **Viral Panchasara, Principal Enterprise Technology Engineer (Endur Support Lead)**

The No Training No Access (NTNA) program is for trading systems; these are used to enter, schedule, settle, account for and report trade deals - critical activities for bp's trading & shipping business. As you can't access a NTNA system without appropriate role-based training we offer training on-demand. Our primary training modality was instructor led. With 18 systems, multiple roles across the deal lifecycle, a small team and feedback from learners they'd like online training they can revisit, we're focused on transitioning to a digital offer. We decided to work with Infopro Learning to digitize the instructor-led training for one of our systems, resulting in 12 online modules. The bp team of learning professionals and subject matter experts worked with Infopro Learning to shape the offer into meaningful modules, create video walk throughs, simulations that enable learners to navigate process steps and system actions in real-time and downloadable how to guides. The team refined ways of working as they delivered, introducing frequent check-ins to identify and remove blockers, shorter feedback loops, and retrospectives. We deployed the modules into our learning management system at the end of 2023, initial feedback from the business is good, we've heard it's clear, easy to follow and the hands-on exercises are helpful. We estimate the online modules will save 370 hours a year for instructors.

- **Rachel Gallimore, Future Skills & Learning Senior Manager**



The training modules that have been and continue to be put together are integral to improving user confidence and competence. They allow users to work at their own pace and establish both breadth and depth of knowledge around a complex platform that can be challenging to use. The materials make use of a range of mediums (written, recorded videos, interactive challenges & simulations) to cater to different learning styles and engage with all users. Crucially, the material is self-serve and available to users at all times to allow them to go back as and when needed. The complexity of the platform this material supports cannot be understated, with users across our business sharing how difficult it can be to navigate and the lack of confidence they experience - this training will have a huge impact and go a long way in making users more confident.

**- Heraa Anwar, Business Change Lead**

#### **Next Steps/Future Outlook**

- **Expansion:** Building on the success of transitioning 12 modules, the organization can explore expanding the online training program to cover additional systems and roles.
- **Focus on Continuous Learning:** The organization remains committed to providing learning opportunities that align with evolving business needs and learner preferences. Future efforts will **concentrate on continuing the transition from ILT to online modules and integrating emerging technologies and best practices** to deliver high-impact training solutions.





# About Brandon Hall Group™

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