



Hexaware's Segue Program: Bridging Campus to Career with Blended Learning

Hexaware Technologies Limited
 Best Use of a Blended Learning Program
 November 2024



Company Background

Company-at-a-Glance	
Headquarters	Mumbai, Maharashtra (India)
Year Founded	1990
Revenue	Hexaware has stopped reporting revenues post-delisting from the stock exchange
Employees	29000
Global Scale (Regions that you operate in or provide services to)	North America, South America, Europe, Asia, Australia
Customers/Output, etc. (Key customers and services offered)	Service offerings: Application Transformation Management, Business Process Services Customer Experience Transformation, Enterprise Solutions, Business Intelligence & Analytics Services, Cloud, Digital Assurance Services, Infrastructure Management Services & Automation.
Industry	Information Technology & Services
Stock Symbol	N/A
Website	https://hexaware.com/



Budget and Timeframe

Budget and Timeframe	
Overall budget	Online Learning Platform – N/A Virtual labs (monthly) – N/A Team resources cost (annual) – N/A Various campus engagements – N/A Instructor Led Training cost – N/A
Number of (HR, Learning, Talent) employees involved with the implementation?	22 Consultants (Chief Mavericks Mentor, Hexavarsity Team, HR and Campus Engagement Team)
Number of Operations or Subject Matter Expert employees involved with the implementation?	7 Subject matter Experts
Number of contractors involved with implementation	N/A
Timeframe to implement	5-6 Months
Start date of the program	Jan 2022

Fit to the Needs

Hexaware's Segue program tackles the ever-changing needs of millennial and Gen Z graduates entering the professional landscape. Traditional university curriculums often lack the specific skillsets required for immediate job contributions. Segue bridges this gap by providing a learner-centric, blended learning program. This program equips graduates with the technical and soft skills needed to seamlessly integrate into projects from the very first day.

Understanding that knowledge acquisition extends beyond traditional classroom settings, the Segue program embraces a dynamic learning ecosystem. This ecosystem caters to the contemporary graduate's preference for self-directed learning through a multitude of channels. Recognizing this shift, Hexaware meticulously crafted the "Mavericks" (freshers) learning journey. This empowers graduates to curate their own learning paths at their own pace, regardless of location or time constraints. This initiative, starting from the students' final year of college, equips them with the necessary knowledge and understanding to seamlessly integrate with the organization's vision before assuming client-facing responsibilities.



The Segue program proactively addresses the evolving needs of learners and the continuous growth of Hexaware's talent pool. Recognizing the often-present gap between traditional college curriculums and workplace requirements, Segue bridges this gap through highly effective and learner-centric training. This ensures graduates can seamlessly contribute to projects from day one.

Segue places a high priority on engaging with campus recruits even before their official onboarding, initiating a transformative journey that immerses them in engaging and rigorous learning experiences starting from the 6th semester of their college education. This commitment to ongoing learning continues even after they are onboarded into the organization. A rich blend of delivery models personalizes the learning path. Learners leverage an early learning platform, participate in direct campus-based activities, and engage in instructor-led sessions (ILT). They further hone their skills through hackathon challenges and on-the-job training (OJT). The program fosters collaboration through interactive workshops and webinars, while business experiential learning provides real-world context. This multifaceted approach ensures graduates seamlessly contribute to projects from the very beginning.

Recognizing the needs of the youngest generation of workers, the Segue program departs from traditional lecture-based training. This shift towards increased variety, relevance, and complete learner-centricity ensures higher engagement and improved knowledge retention.

Hexaware's ambitious onboarding plans, with nearly 1500 freshers expected in India alone in 2024 (and potential for another 100 across other regions), necessitate a scalable approach. A single delivery mode, like instructor-led training, would be ineffective and resource-intensive. This document delves into the diverse mechanisms employed by the Segue program. Its focus lies on fostering creative and enthusiastic connections with campus hires during their final year of college, while simultaneously equipping them with the digital skills needed to hit the ground running on day one.

Overview

The Segue Program Framework extends across the entire learning journey of campus hires, encompassing the period from their acceptance of the Hexaware offer letter through their first year within the organization. This comprehensive approach ensures a smooth onboarding experience and empowers them to excel in their new roles.

PRE-ONBOARDING:

Building a Strong Foundation (Foundation Training Phase):

The program begins with a foundation phase, focusing on three key areas: functional skills, behavioral skills aligned with Hexaware's culture, and technical



expertise specific to chosen careers. A blend of engaging methods – real-world project simulations, gamification, and personalized support – ensures effective learning. A structured daily schedule incorporates knowledge retention assessments, technical development sessions, and practical application exercises, preparing participants for in-depth training.

Deepening Expertise Through Focused Learning (Role Specific Training Phase):

Building upon the foundation, role-specific training equips participants with the technical skills needed for their chosen career paths. Focused learning through technology-specific training and project-based learning ensures deep understanding and practical application. The program acknowledges individual learning styles by offering a blend of instructor-led training, self-paced modules, and dedicated trainer support, guaranteeing success for all participants. Regular progress checks – including quizzes, coding challenges, and a final project – ensure competency before graduation.

Campus Engagement Beyond Onboarding:

The Segue program's impact extends beyond onboarding through engaging campus initiatives. Interactive workshops, hackathons, and skill-building exercises showcase career opportunities and the company culture. Recognizing the importance of adaptability, the program offers workshops to develop behavioral and learning agility, preparing graduates for a dynamic work environment. Additionally, Hexaware fosters connections by bringing industry leaders and alumni to campuses, allowing students to gain valuable insights and build professional networks.

POST ONBOARDING:

Transitioning to Real-World Projects:

The post-onboarding phase focuses on practical application and business acumen development. Experienced mentors instill Hexaware's values and provide strong mentorship for success. Utilizing object-based learning with agile implementation methods empowers graduates to apply their skills effectively in real-world projects assigned by designated Project Operating Divisions (PODs).

Building Business Acumen and Fostering Career Growth:

The Segue program seamlessly integrates technical expertise with real-world applications. Working within PODs on hands-on projects, graduates gain deep domain expertise while tackling real-world business scenarios. Continuous feedback, participation in daily scrum calls and sprint simulations, equips

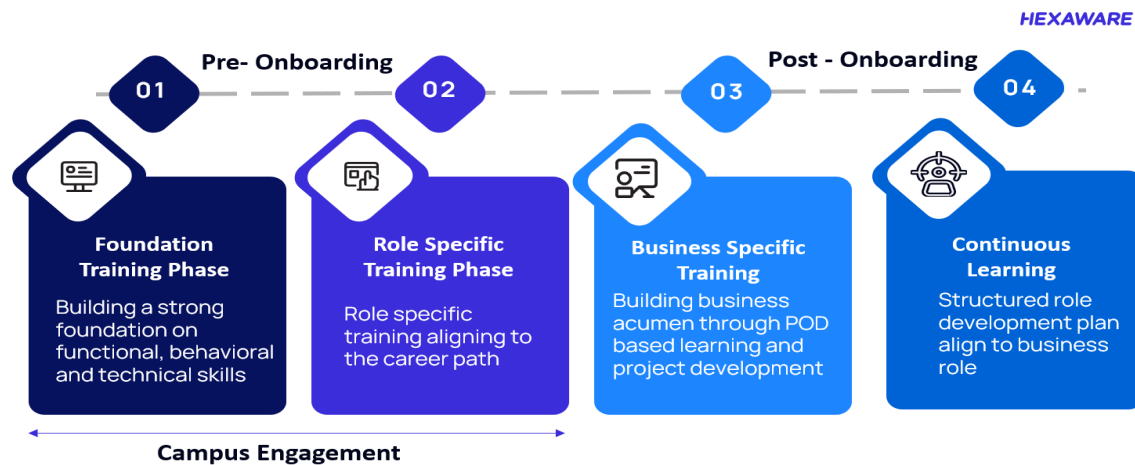


graduates with essential agile project management skills. This practical approach not only builds valuable knowledge but also fosters the confidence and skills needed to thrive within their chosen careers.

Empowering Lifelong Learners (Role Development):

The Segue program cultivates a "growth mindset" by equipping graduates with tools for continuous learning and career development. Structured role development paths aligned with project roles map clear career advancement opportunities. Industry certifications enhance skillsets and marketability, while collaboration and knowledge-sharing among peers accelerates individual growth. This comprehensive approach empowers graduates to become lifelong learners and thrive in their careers at Hexaware.

The Segue timeline framework is depicted in the figure below:



The Segue program's objectives are strategically aligned with Hexaware's business needs, ensuring a smooth transition for new hires and the long-term success of the organization. Here's how:

Early Engagement, Seamless Transition: The program bridges the gap between offer acceptance and onboarding by facilitating early learning experiences. This keeps graduates engaged and maintains momentum, ensuring a smooth transition into their new roles.

Cultural Integration, Empowered Graduates: The program actively instills Hexaware's values, culture, vision, and mission. This fosters a strong sense of belonging and equips graduates to thrive within the organization.

Streamlined Onboarding, Project Readiness: By providing a comprehensive learning journey, Segue program streamlines the onboarding process and ensures graduates are well-equipped to contribute to projects from day one.



Employer Branding, Top Talent Attraction: The program's impactful campus engagement activities enhance Hexaware's brand presence on campuses, attracting top talent and increasing visibility among prospective hires.

A Learner-Centric Approach: Bringing Blended Learning components at each stage of the Segue program.

The Segue program takes an innovative approach to instruction by adopting a flipped learning methodology throughout its curriculum. This learner-centric strategy flips the traditional classroom model:

Independent Pre-Learning: Trainees gain foundational knowledge through engaging online modules or resources, allowing them to learn at their own pace and revisit concepts as needed.

Interactive In-Person Sessions: Trainer’s transition from lecturers to facilitators, guiding hands-on learning activities, case studies, and collaborative problem-solving exercises. This fosters deeper engagement, promotes teamwork, and allows trainees to apply their knowledge to real-world scenarios.

Timeline Phase	Blended Learning Modes
Foundation Phase	<ul style="list-style-type: none"> • Self-paced learning through online learning platform • Modern flipped classroom • Video-based assessments • Workshops & webinars • Design Thinking • Learn to Code Sessions, Code Challenges • Quizzes, Gamification, Role Play
Role Specific Training Phase	<ul style="list-style-type: none"> • Modern flipped classroom • Guided mentorship • Immersive experience labs • Mock Interview, Quizzes • Coding Challenges, Project Development • Trainer Support
Campus Engagement Beyond Onboarding	<ul style="list-style-type: none"> • Campus Visits • Quarterly experience surveys • Extended mentorship • Career guidance panels • Social collaborative learning • Hackathons, Code challenges



	<ul style="list-style-type: none"> • Social media engagement
Transitioning to Real-World Projects and Building Business Acumen	<ul style="list-style-type: none"> • POD based learning. • Business specific Use case development • Business Mentorship • Mock Interview
Role Development	<ul style="list-style-type: none"> • Industry certifications for continuous skilling • Peer learning support • Online Enablement

Key Strengths of the Model:

- **Alignment with Business Needs:** The program ensures a direct link between the learning experience and the development of capabilities that are **critical for business success**.
- **Focus on Adult Learning Principles:** The model acknowledges and caters to the unique learning styles and preferences of adult learners.
- **Holistic Development:** It goes beyond technical skills by incorporating enablement components that nurture **technical, functional, and behavioral** growth.

The figure below illustrates the Mavericks learning lifecycle paradigm.

HEXAWARE



How did it tie up with the organization’s objectives?

Aligning with Hexaware's Strategic Goals



The Segue program directly addresses critical organizational objectives, fostering a future-proof talent pipeline and optimizing costs:

Cost-Effective Talent Acquisition and Sustainable Workforce: Recruiting and training 1,500 graduates globally (objective aligned with Delivery Pyramid optimization) reduces reliance on expensive external resources, establishing a **sustainable long-term cost trajectory**. This in-house talent pool ensures a readily deployable workforce, optimizing resource allocation and project delivery.

Building a Strong Employer Brand for Efficient Talent Acquisition

Several program elements contribute to an enhanced employer brand and efficient talent acquisition:

- **Strategic University Partnerships:** Deep partnerships elevate Hexaware's position among top universities, attracting the best talent.
- **Early Engagement and Increased Offer Acceptance:** "Shift Left Learning" initiatives and engaging program activities nurture interest and engagement before onboarding, leading to higher offer acceptance rates.

Developing a Skilled and Engaged Workforce: The Segue program fosters a skilled and engaged workforce through:

- **Early Skill Development:** "Shift Left Learning" equips graduates with foundational and role-specific skills before onboarding, ensuring they hit the ground running.
- **Innovative Learning Methods:** Flipped classroom, leadership connects, and experiential learning foster deeper engagement and equip graduates with valuable skills.

Enhancing Training Quality and Business Alignment: The program prioritizes quality training through:

- **Business Unit Participation:** Encouraging greater participation from Business Units ensures training directly aligns with specific business needs and prepares graduates for immediate project contributions.

By strategically addressing these objectives, the Segue program demonstrates a clear alignment with Hexaware's overall business goals. It optimizes costs, strengthens talent acquisition, cultivates a skilled workforce, and fosters long-term employee engagement.



The Segue program utilizes transformational learning methods such as flipped classrooms, leadership connects, and experiential learning to foster curiosity and align with the trend of learner autonomy. The program prioritizes providing graduates with an exceptional learning experience while familiarizing them with the company's culture and core values. This is achieved through reinforcing career choices via brand messaging, facilitating exposure to the business, and connecting with Hexaware's leaders.

The following sections will delve into the diverse approaches employed to engage with graduates during the pre-onboarding phase and other stages of their journey.

Design of the Program

Reimagining the Segue Program: A Collaborative Effort

The Segue program's success stems from a collaborative approach that aligns training with both business needs and graduate development. The "Mavericks Reimagine" exercise exemplified this spirit. Through brainstorming sessions with key stakeholders – leaders, the Competency Team, and Account Managers – the program was refined into a comprehensive blended learning experience spanning the entire lifecycle, from pre-hiring to successful post-deployment.

Effective Governance for Seamless Delivery

A dedicated governance team guides and delivers the Segue program's blended learning experience. This team comprises key stakeholders with distinct yet interconnected roles:

- **Leadership and Learning Experts:** Business leaders and the Hexaversity team collaborate on program design and implementation. They partner with HR and college placement officers to attract talent and develop innovative initiatives.
- **Competency Team:** This team identifies and develops essential skills for program participants. They collaborate closely with graduates, ensuring smooth learning delivery and facilitating early project deployment upon training completion. Weekly governance calls minimize bench time between training and project allocation.
- **Trainers:** Trainers deliver engaging and creative learning experiences, fostering social, peer, and self-paced learning opportunities.



- **Training Coordinators:** These coordinators manage day-to-day operations for each training cohort. They act as liaisons, handling scheduling, queries, and ensuring program adherence.
- **Mentors:** Business unit mentors provide real-world project insights and client expectations, preparing graduates for the professional environment. The program's flexibility allows for remote participation.
- **Supporting Teams:** Hexaversity, supply chain management, and deployment teams collaborate to ensure a smooth and comprehensive learning journey throughout the program.

This collaborative governance structure ensures effective program delivery and a positive learning experience for all Segue participants.

Detailed Program Design:

Foundation Training Phase

The Segue program's foundation phase focuses on building a well-rounded skillset across three key areas: functional skills like communication and problem-solving, behavioral skills aligned with Hexaware's culture, and technical expertise specific to chosen careers.

Engaging Learning Through Multiple Methods: To maximize effectiveness and enjoyment, the foundation training utilizes diverse methodologies:

- **Experiential Learning:** Participants gain practical experience through tackling real-world business scenarios in project-based learning. This "learning by doing" approach fosters a deeper understanding of applied concepts.
- **Gamification:** The program incorporates game mechanics like points, badges, and leaderboards to keep participants motivated and engaged throughout their journey.
- **Personalized Support:** Recognizing individual learning styles, the program offers multiple touchpoints for personalized support. Participants have access to mentors and trainers who address specific challenges and guide them towards excellence.

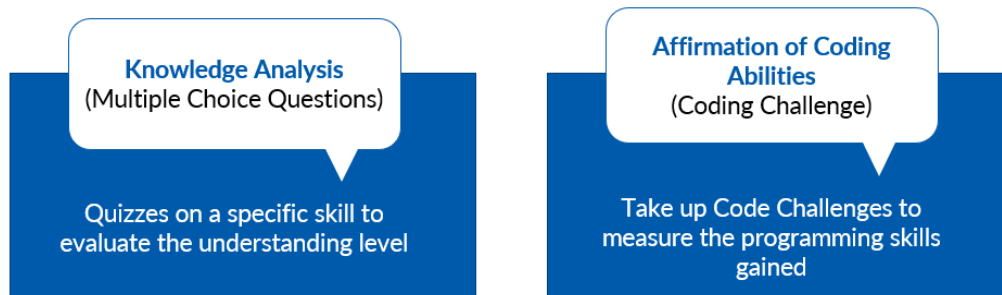
Structured Daily Learning for Knowledge Retention: The foundation training provides a structured daily schedule, including:

- **Daily Quizzes:** Regularly assess knowledge retention and identify areas for improvement.
- **Learn to Code Sessions:** Develop essential technical skills aligned with chosen career paths.



- **Code Challenges:** Apply newfound knowledge through practical coding exercises.

This comprehensive foundation equips participants with the necessary skills and confidence to seamlessly transition into Role-Specific Training.



Role Specific Training Phase

This training phase builds upon the strong foundation established and equips participants with the in-depth technical skills required for their specific roles.

Focused Learning Methods:

- **Technology-Specific Training:** Dives deep into the specific technologies relevant to the chosen career path.
- **Project-Based Learning:** Participants apply their acquired skills in a simulated real-world project, solidifying learning through practical application.

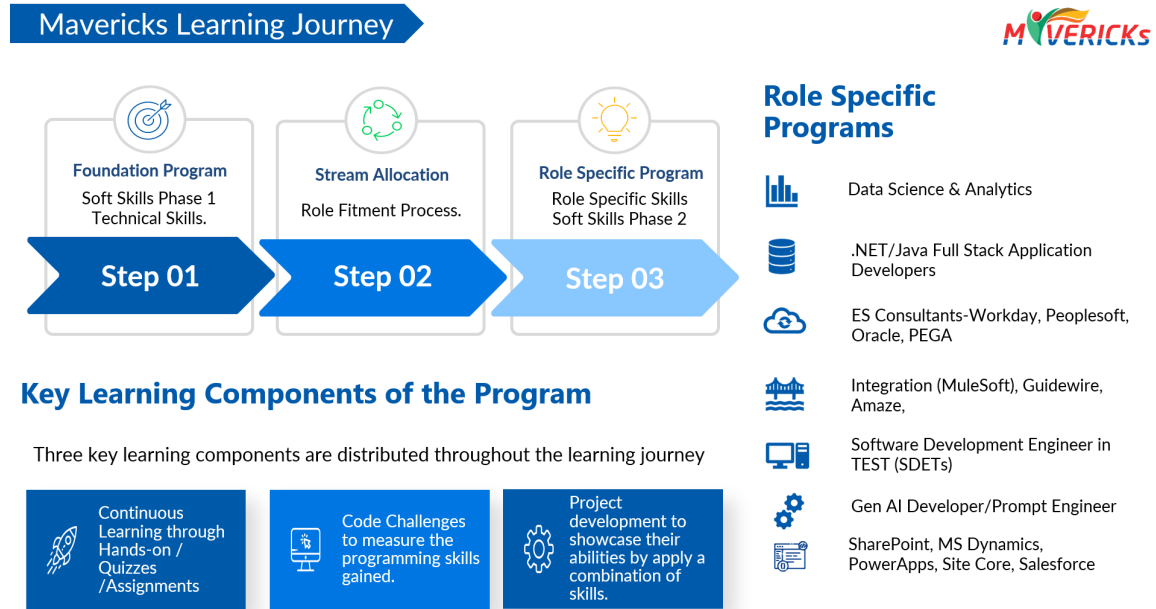
Structured Approach to Cater to Diverse Learning Styles:

- **Instructor-Led Training:** Experienced instructors guide participants, ensuring a clear understanding of key concepts.
- **Self-Paced Learning Modules:** Cater to individual learning styles by offering complementary modules for personalized review and reinforcement.
- **Dedicated Trainer Support:** Each participant benefits from a dedicated trainer throughout the program, providing personalized support and guidance.

Assessment and Application Ensure Proficiency: Regular quizzes and practical coding challenges assess knowledge retention and identify areas for additional focus. The successful completion of a comprehensive project



serves as a final assessment, demonstrating the culmination of acquired skills.



By successfully completing role specific program, participants graduate from the Segue program fully equipped with the technical knowledge, practical skills, and confidence to excel in their chosen roles at Hexaware.

Campus Engagement Beyond Onboarding

Hexaware representatives engage students through regular campus visits featuring interactive workshops, hackathons, or skill-building exercises. Recognizing the importance of adaptability, the program offers workshops to develop behavioral and learning agility, preparing graduates for a dynamic work environment. Additionally, industry leaders and successful alumni connect with students on campuses, providing valuable insights and fostering professional network building.

Building Business Acumen Through Practical Experience

Following role-specific training, participants gain valuable exposure to specific business domains and project operations. This phase focuses on:

- **Domain Expertise:** Participants delve deeper into their chosen domain, expanding their knowledge of industry best practices.

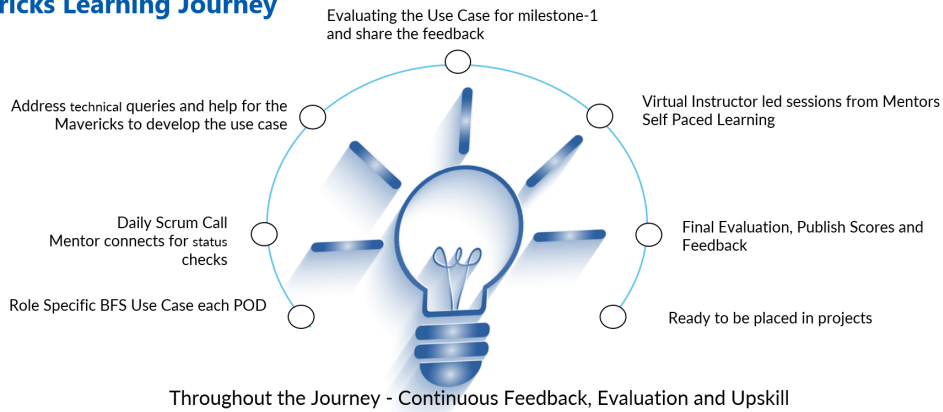


- **Real-World Project Development:** Aligned with designated Project Operating Divisions (PODs), participants collaborate on actual projects, applying their skills in a practical business context.

Business Specific Training



Mavericks Learning Journey



Learning by Doing: The program emphasizes hands-on learning:

- **Business Use Case Development:** Participants tackle real-world business scenarios assigned by their PODs, integrating technical skills with domain knowledge for effective problem-solving.
- **Continuous Evaluation and Feedback:** Business mentors provide ongoing support, guidance, and feedback throughout project development.
- **Agile Methodology Simulation:** This phase incorporates daily scrum calls and sprint processes, equipping participants with essential agile project management skills.

By successfully navigating this phase, participants gain valuable domain expertise, practical skills, and the confidence to thrive within their PODs. This approach ensures a smooth transition and sets graduates up for long-term success.

Investing in Career Growth (Role Development)

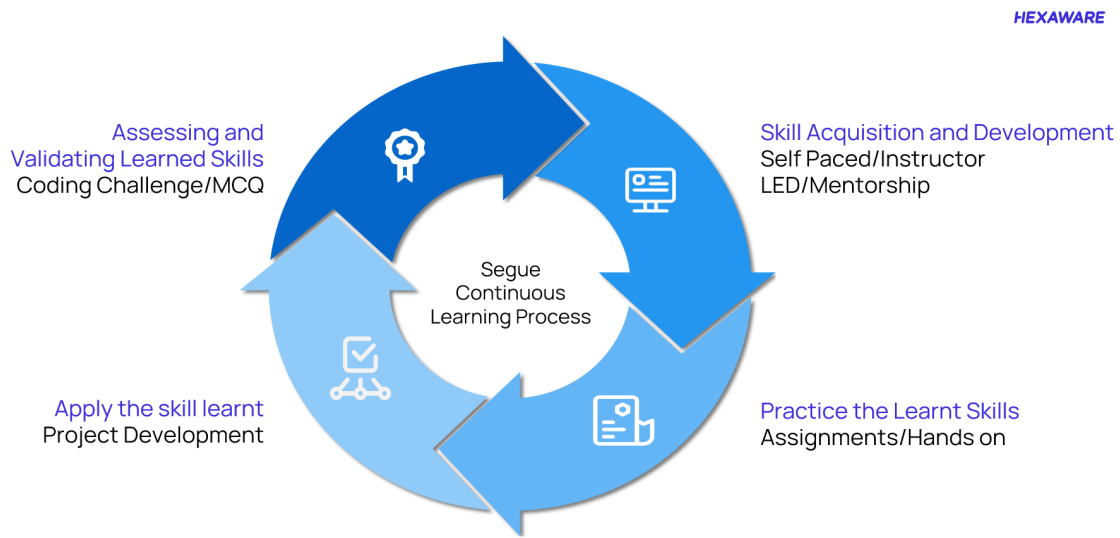
The Segue program recognizes the importance of lifelong learning. To cultivate a growth mindset, graduates are equipped with several tools:

- **Structured Role Development Paths:** Aligned with project roles, these paths provide a clear roadmap for career advancement.



- **Industry Certifications:** Opportunities to pursue relevant certifications enhance skillsets and marketability.
- **Peer Learning and Collaboration:** Collaboration and knowledge sharing among peers accelerate individual growth.

The figure below illustrates the Mavericks' Continuous Learning Process.



Leadership Connects: Shaping Successful Careers

Over 6,000 graduates in 2023 benefitted from "Leader Connects" sessions. These interactive discussions covered company structure, core values, staying current with technology, and lifelong learning. Leaders also emphasized adhering to company policies, shared career experiences, and practical knowledge of design thinking and a client-centric approach. With an even more active plan for 2024, these sessions are poised to play a key role in shaping successful careers.

Cultivating Belonging: Celebrating Milestones

The program fosters a sense of belonging even before participants officially join Hexaware. To create a holistic learning experience, "Mavericks" are integrated into the company culture through participation in various events and celebrations:

- **Company Events and Festivities:** From attending company-wide events to participating in festive celebrations, Mavericks gain firsthand experience of Hexaware's vibrant culture.
- **Graduation Ceremonies:** Graduation ceremonies celebrate a significant milestone and create a sense of accomplishment for participants.

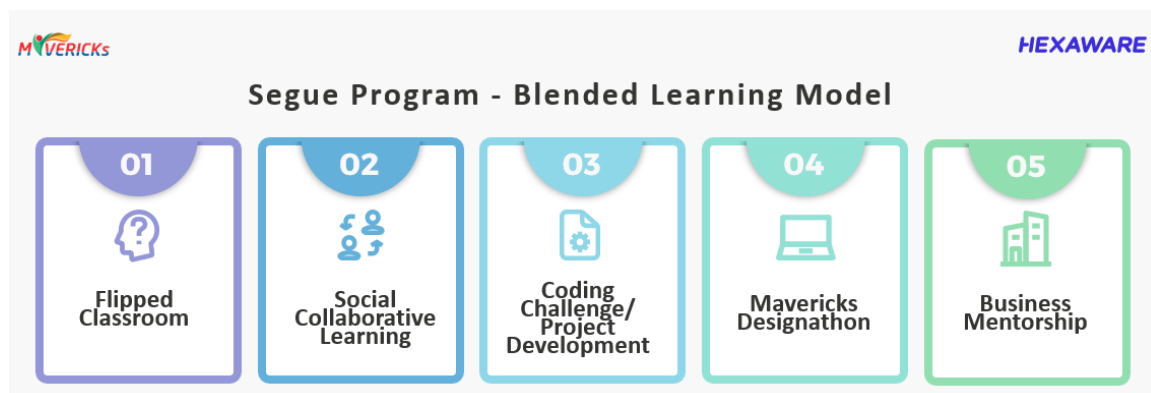


- **Women's Day Celebration:** Participation in events like Women's Day showcases the company's commitment to diversity and equity.

These experiences allow Mavericks to connect with colleagues, build relationships, and feel welcomed into the Hexaware family.

Delivery of the Program

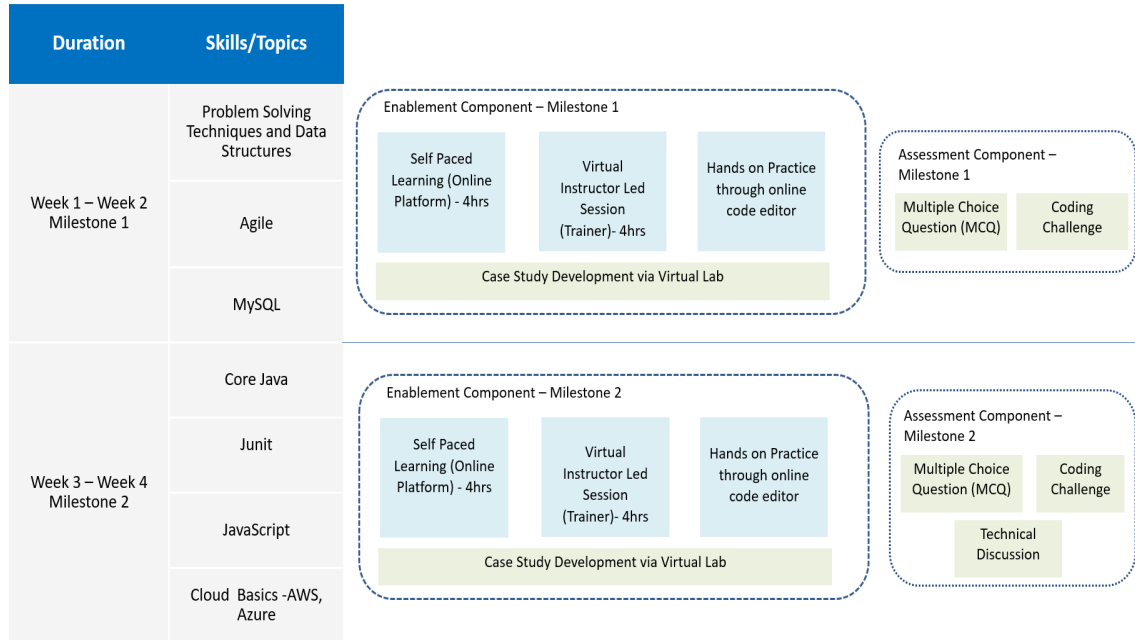
For the 2023 batch, 1800 campus selects in India were actively learning through one or more of the blended learning models. In addition, there were over 600 Mavericks from non-segued batch who were enrolled into the Learn program and were actively learning.



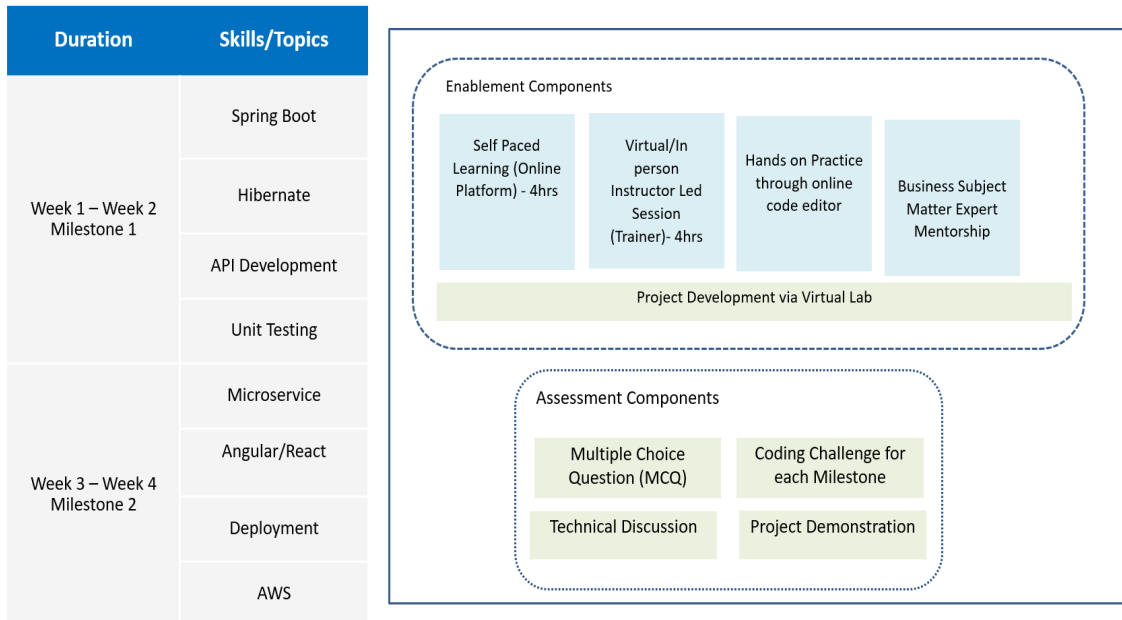
Below are different approaches of the training program:



Sample Java Foundation Training Components –



Sample Full Stack Development Java Role Specific Training Components –



Sample Flipped Model Components–



Single Day Activities for a Segue Participant				
Skill - Example- AWS/Spring Boot				
Milestone 1, Week 1-2	Objectives for the day	Online Platform	10 min	Self
	Self-learning hours	Online Platform	2 Hours	Self
	Hand on Practice	Code Editor	2 Hours	Self
	Clarify queries	Chatbot available in the Online Platform	anytime	SME Intervention (Virtual/In-Person)
	Practice/reinforce concepts	Virtual Lab/Online Platform	2 Hours	SME Intervention (Virtual/In-Person)
Milestone 2, Week 2-3	Objectives for the day	Online Platform	10 min	Self
	Self-learning hours	Online Platform	2 Hours	Self
	Instructor Led Session	Teams	2 Hours	SME Intervention (Virtual/In-Person)
	Industry Best Practice	Teams	2 Hours	Business SME Intervention (Virtual/In-Person)
	Project Development (self-directed)	Virtual Lab	anytime	Self
End of Milestone				
Completion	Coding challenge	Virtual Lab/Online Platform	2-4 hours	Virtual(Auto Evaluation)

Virtual Learning platform - Empowering Mavericks with a World-Class Learning Experience:

The Segue program's foundation is a powerful, anytime, anywhere learning platform powered by lamneo. This robust platform empowers participants, or "Mavericks," with the flexibility and resources they need to excel.

- Scalable Learning and Personalized Support:** The platform seamlessly accommodates the program's growing trainee base and delivers a variety of learning content. It offers highly scalable web-based learning modules, assessments, and fine-grained auto-evaluation of hands-on exercises and case studies, allowing for immediate feedback and progress tracking. A dedicated chat window facilitates direct interaction with Subject Matter Experts for personalized guidance.

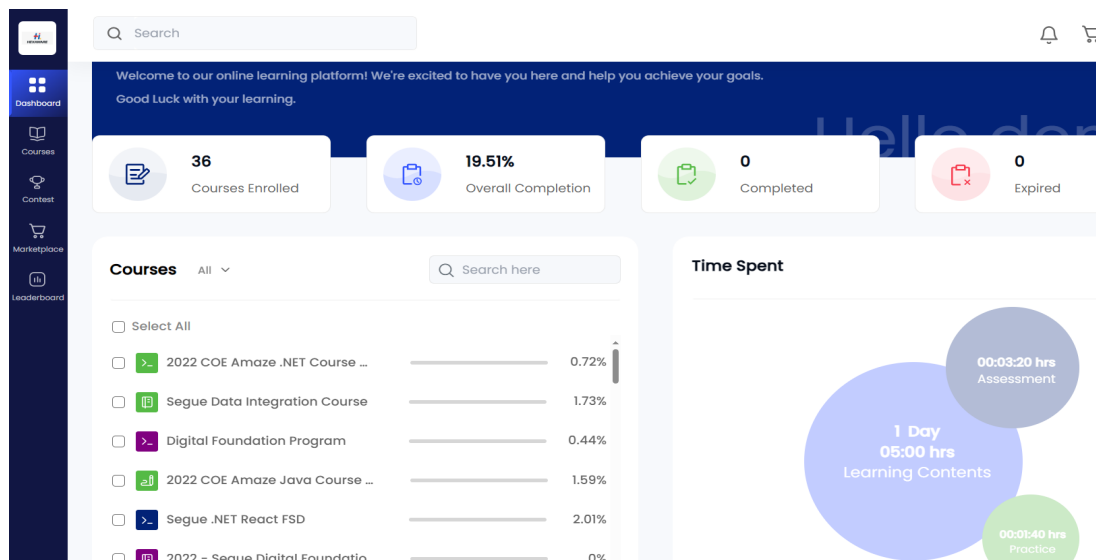
The learning effectiveness is gauged through the below components



- Data-Driven Insights and Engaging Environment:** Visual dashboards and reports offer actionable insights into individual and cohort performance, allowing for personalized learning paths. Gamification elements and ranking mechanisms foster a competitive spirit and keep Mavericks motivated, promoting active participation and knowledge retention.



- **Security, Technology, and Continuous Learning:** The platform provides seamless integration with various learning materials and resources, while ensuring content authenticity through plagiarism checks. Mavericks have access to a wide range of technology products, ensuring they develop the necessary technical skills. The platform facilitates a growth mindset by encouraging ongoing skill development throughout a Maverick's career.



- **Personalized Instruction and Hands-On Learning:** The Segue program moves beyond traditional instructor-led training by incorporating personalization. Trainers prioritize activities that bridge knowledge gaps and ensure mastery before moving on. Hands-on and project-based learning allows Mavericks to apply knowledge in a practical setting, solidifying their understanding and fostering deeper engagement.
- **Mentorship, Social Learning, and Collaboration:** Each Maverick is assigned a dedicated business mentor who provides ongoing evaluation, feedback, and industry insights. The program fosters social learning through group discussions, peer learning, and video-based learning modules, all focused on adult learning principles. Additionally, the program explores innovative approaches like social media engagement pods and error-based learning to create a more engaged and effective learning experience.

This combination of a world-class learning platform, personalized instruction, mentorship, and social learning opportunities equips graduates with the skills and confidence to excel in their chosen careers at Hexaware.



Change Management Efforts

The Segue program's large-scale rollout, encompassing over 1,500 participants from diverse colleges across India, presented initial challenges. However, the team adopted a proactive approach to ensure a smooth experience.

Addressing Virtual Lab Access Issues: Participants facing software installation difficulties due to connectivity issues were offered solutions. Code editors were provided directly on the lamneo platform, virtual desktops with pre-installed software were set up, and options for local installation of open-source software were presented. Additionally, detailed installation guides were created to ensure a seamless experience.

Ensuring Uninterrupted Practice and Support: To address the need for consistent hands-on practice, online coding environments tailored to individual learning paths and daily schedules were provided. Trainers were readily available virtually on the platform and via Teams to offer support. During the transition period, mentors provided additional support via email and phone.

Maintaining Virtual Engagement: Trainers actively engaged participants through compelling content delivery, hands-on lab preparation, and virtual facilitation techniques. Addressing technical queries efficiently was a priority, with support offered via email, social collaboration groups, and daily status calls.

Continuous Improvement Through Feedback: The program actively solicited feedback through focused discussion groups, surveys, and individual one-on-one calls. This valuable input was used to refine the program structure and maximize its effectiveness.

Effective Communication and Recognition: Regular program updates, benefits information, and progress reports were shared with participants via email. Business stakeholders were given access to a reporting dashboard to track learning progress within their units, while business leaders actively encouraged program completion.

"Ace Learners" who completed the program were celebrated through personalized mailers with performance overviews and recognition in newsletters, blogs, and internal social platforms. Their achievements were also highlighted in leadership update decks. Monthly and half-yearly dashboards showcased program impact to leadership and business heads. Additionally, outstanding "Business Champs" who significantly contributed to the program were recognized in company-wide events.



These proactive change management efforts ensured a smooth program rollout, addressed potential roadblocks effectively, and ultimately enhanced the participant experience.

Measurable Benefits

A Pioneering Initiative for New Hires

Launched in January 2021 as a pilot with 200 participants, Hexaware's Segue program quickly established itself as the company's first-ever comprehensive learning initiative designed specifically for campus hires. The program's success in 2021 paved the way for a significant expansion in 2022, reaching a remarkable 2,000 participants through a variety of innovative blended learning models. Here's a look at its measurable benefits:

Increased Offer to Joining Ratio: The revamped Segue program, with its diverse blended learning approaches, has yielded positive results. The offer acceptance to joining ratio has seen a remarkable increase of 25% in the past year, demonstrating the program's effectiveness in attracting top talent and converting offers into successful hires.

Increased Productivity and Reduced Costs: The Segue program directly contributes to Hexaware's bottom line through multiple channels. Equipping graduates with the necessary skills and knowledge upfront leads to a 20% reduction in time-to-productivity. This translates to Segue graduates becoming contributing members of the team faster, reducing onboarding costs and accelerating project delivery timelines.

Enhanced Employee Retention: The Segue program fosters a positive work environment that promotes long-term commitment. By investing in their development from the start, Segue graduates feel valued and are more likely to stay with Hexaware for the long term. This translates to a 10% increase in the employee retention rate for Segue graduates compared to previous cohorts, reducing recruitment and training costs associated with high turnover.

Faster Time-to-Skill and Reduced Training Costs: Segue graduates experience a faster time-to-skill compared to industry standards among Tier 1 companies. Hexaware boasts a significantly lower Time-to-Train (4-6 months). This advantage is attributed to the Segue program's innovative "shift left" learning model. By fostering early engagement from the moment a campus hire accepts the offer letter, Segue equips graduates with the necessary skills and knowledge



upfront, enabling them to become contributing members of the team faster. This not only reduces onboarding costs but also accelerates project delivery timelines.

Scalability and Cost Optimization: The Segue program's success hinges on its scalability. By implementing the flipped learning model at scale, the program leverages a robust virtual learning platform that can efficiently handle high trainee intakes. This approach has resulted in a significant reduction in reliance on external trainers by up to 50%, contributing to substantial cost savings for Hexaware.

High Program Satisfaction: Not only does Segue deliver strong results, but it also fosters a positive learning experience. The latest quarterly survey (Q4 2023) reveals a high level of satisfaction among program participants. An impressive 87% of "Mavericks" (trainees) expressed satisfaction with the training modes, materials, environment, and learning tools offered. Additionally, 84% found their interactions with trainers and leads to be fruitful. This positive feedback highlights the program's effectiveness in engaging participants and equipping them for success at Hexaware.

Identifying and Nurturing High Performers: The Segue program acts as a springboard for high-potential graduates. Each year, the program identifies and nurtures over 200 high performers. These graduates, equipped with a head start through the program's blended learning approach, demonstrate not only strong technical skills but also a "can-do" attitude and a passion for learning. This combination makes them well-suited for challenging projects and has resulted in them being readily absorbed into cutting-edge initiatives involving technologies like Machine Learning, Data Analytics, and NLP. Their contributions have been recognized within the organization, with many graduates receiving accolades for their exceptional performance.

Enhanced Skills & Client Satisfaction: Segue graduates demonstrate a significant leap in both technical and soft skills compared to previous cohorts. The program's curriculum equips them with in-demand expertise like Machine Learning, Data Analytics, NLP, and Data Engineering, ensuring they're prepared for the evolving tech landscape. This strong foundation translates to improved client satisfaction scores. By delivering high-quality work from day one, Segue graduates contribute to a positive client experience, fostering long-term business success.

Furthermore, the Segue program has fostered a culture of learning at Hexaware. Experienced subject matter experts are motivated to volunteer as mentors, and high-performing graduates readily support new batches of trainees as "buddies." This collaborative approach ensures continuous knowledge transfer and reinforces the value of lifelong learning within the organization.



The Segue program's measurable impact on talent acquisition, skill development, and cost optimization positions it as a leading example of a successful blended learning initiative.

Overall

The Segue Program: Optimizing Blended Learning for Success

The Segue program's innovative use of blended learning models has yielded significant benefits for both Hexaware and its trainees, known as Mavericks.

Cost-Effective, Flexible, and Engaging

Blended learning offers a cost-effective approach by reducing reliance on external trainers. Mavericks benefit from the flexibility and accessibility of anytime, anywhere learning, while still receiving valuable mentor support. Trainers have reported a positive impact on student engagement, with improved receptivity to feedback and a more meaningful learning experience overall.

Areas for Improvement and the 2025 Roadmap

The program is continuously evaluated for improvement. Three key areas were identified:

- **Articulating Value:** More needs to be done to communicate the program's benefits and career opportunities, particularly during induction, to minimize unnecessary inquiries and maximize program impact.
- **Boosting Learner Engagement:** Strategies to increase learner engagement within blended models are crucial. The focus should be on creating a stronger "pull factor" to motivate active participation.
- **Optimizing Learning Implementation:** Implementing learning based on defined milestones needs to be adapted earlier in the program to ensure better learning outcomes.

The 2025 roadmap focuses on three key strategies:

Expanding Campus Engagement:

- **Campus Visits:** Hexaware will organize visits across all Indian locations, targeting the non-Segue population of 3,000 potential hires.
- **Gamified Entry:** Participation in these events will be earned through a learning campaign, incentivizing knowledge acquisition from the start.



- **Early Business Interaction:** Increased involvement from business units will foster earlier engagement with potential hires.

Scaling Up for Higher Intake:

- **Learning Platform Capacity:** While the online learning platform can accommodate the projected 1,500 entry-level graduates in 2024, other blended models like BU mentor-driven learning require better planning to handle this larger volume.

Enhancing Social Collaborative Learning:

- **Best Practice Expansion:** Successful social collaborative learning practices from existing cohorts will be extended to non-Segue cohorts. These include POD-based Learning, Video-Based Assessment, Business Project Development, Agile Simulation, and Designathon.
- **Diagnostic Learning Analytics:** Mavericks will be encouraged to leverage the online learning platform's data and reports for self-assessment and improvement. Data visualization tools like leaderboards can further incentivize learning progress and efficiency.

By addressing these areas for improvement and implementing the 2025 roadmap, the Segue program will continue to optimize its blended learning approach, ensuring a successful and engaging learning experience that prepares future-ready graduates for their careers at Hexaware.



Brandon Hall Group™

EXCELLENCE AWARDS™ 2024

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