



Brandon Hall Group

EXCELLENCE AWARDS 2024

Data-Driven Upskilling Sparks Operational Excellence at Jio MMC

Reliance Jio Infocomm Limited
– A Reliance Industries Ltd Group Company
Money, Material and Compliance Function (MMC)

Best Program for Upskilling Employees
November 2024



Company Background



Company-at-a-Glance	
Headquarters	Mumbai, India
Year Founded	2007
Revenue	90,786 crore e for FY 2022-23
Employees	95,326 + Employees Strength
Global Scale (Regions that you operate in or provide services to)	PAN India
Customers/Output, etc. (Key customers and services offered)	Reliance Jio Infocomm Limited provides digital connectivity services including Wireless Broadband services, Home Broadband, and Enterprise and SME Broadband services. Its operations are spread across India.
Industry	Telecommunications
Website	www.Jio.com , www.ril.com



Budget and Timeframe

Budget and Timeframe	
Overall budget	NA
Number of (HR, Learning, Talent) employees involved with the implementation?	a) 8 Internal SME's content creation. b) 22 trainers/facilitators c) CFO's and 112 leads/Mentors d) 22 MMC leads to drive quality & performance coaching in head quarter and geography e) 5 IT development team to meet the need of Learning management system (LMS) application development
Number of Operations or Subject Matter Expert employees involved with the implementation?	3 business functions and 22 sub-functions in Finance, Supply chain management and Real Estate (MMC function) 16 SMEs from Data Analytics, Block Chain, Robotics process automation, AI/ ML, IoT, Green energy, ISO experts, process assurance and finance experts 1) Phase 1 implementation to: a)3636 employees were targeted in MMC function, deployed at 1000+ locations across PAN India b) 1200+ employees in Real estate. 2) Phase 2: 2160+ employees were targeted on deep learning certification journey. 3) Phase 3*: 4000+ employees were targeted (MMC Function of RIL group)
Number of contractors involved with implementation	NA
Timeframe to implement	Phase 1: 5 months (Business and function process, operational excellence, compliance, and behavioural training program



	Phase 2: 3 Months data analytics, emerging technologies, future skills and change management.
Start date of the program	October 2023

Fit to the Needs

Reliance is India’s largest private sector company, with a consolidated revenue of ₹9,74,864 Crore (US\$118.6 Billion) and net profit of ₹73,670 Crore (US\$8.97 Billion) for the year ended March 31, 2023. Reliance’s activities span hydrocarbon exploration and production, petroleum refining and marketing, petrochemicals, advanced materials and composites, renewables (solar and hydrogen), financial services, retail, and digital services.

Reliance ranks 45th in the Forbes Global 2000 rankings for 2023 and is the top-most among Indian companies. Currently ranked 88, Reliance is the largest private sector company from India to feature in Fortune’s Global 500 list of “World’s Largest Companies” for 2023. Reliance is the top-ranked Indian company on Forbes’ “World’s Best Employers” ranking for 2023. It features among LinkedIn’s “Top Companies 2023: The 25 Best Workplaces to Grow Your Career in India”.

Our motto ‘Growth is Life’ aptly captures the ever-evolving spirit of Reliance that endeavors to deliver superior value and make life better for everyone.”



AT A GLANCE

Our Motto

“Our motto ‘Growth is Life’ aptly captures the ever-evolving spirit of Reliance that endeavors to deliver superior value and make life better for everyone.”

- Mukesh D Ambani | RIL Chairman and Managing Director



Key Facts

Annual Revenues

₹9,74,864 Cr
(US\$118.6 Bn)

Market Capitalisation

₹15,77,093 Cr
(US\$192 Bn)

Contribution to National Exchequer

₹1,77,173 Cr
(US\$21.6 Bn)

Forbes

#45 Forbes Global 2000

FORTUNE

#88 Fortune Global 500

Our Businesses



Oil to Chemicals

- World's largest integrated, single-site refinery complex at Jamnagar



Oil & Gas

- India's 1st deepwater fields in KG D6 Block
- RIL-bp joint venture includes R Cluster, Satellite Cluster, and M3 field
- India's largest surface footprint hydrocarbons project: coal bed methane (CBM) fields in Sohagpur, MP



Digital Services

- No. 1 wireless broadband provider
- 439.3 mn subscribers
- 113.3 bn GB total data consumption
- 5.1 tn minutes voice traffic



Reliance Retail

- 18,650+ retail stores across India
- 281 mn registered customers
- 3 mn+ merchant partners



New Energy

- 2035 Net-zero carbon target
- Five giga factories in Jamnagar
- Value Chain: Solar Power, Fuel Cell, Battery, Electrolyser, Power Electronics, Wind Power, Bio-energy
- 5,000-acre Dhirubhai Ambani Green Energy Giga Complex in Jamnagar



Media & Entertainment

- 1 in 2 Indians watch Network18 TV channels
- 40% internet users in India access Network18 websites or apps every month
- 206 million monthly digital reach

Reliance Foundation

- Founder & Chairperson: Nita M Ambani
- Over 72 million lives touched since launch in 2010

Areas of intervention:

Rural Transformation | Health | Education | Sports for Development | Women Empowerment | Disaster Management | Arts, Culture & Heritage





Workplace Awards

Forbes
Top-ranked Indian company on *Forbes*' "World's Best Employers" 2023

Great Place To Work Certified 2023 INDIA

LinkedIn TOP COMPANIES 2023
Ranked among LinkedIn's "Top Companies" in India

About Reliance Jio Infocomm Limited –

Reliance Jio Infocomm Limited, is the leading Asia digital company and India’s largest digital services player, serving ~460 million subscribers with the most advanced fixed-mobile converged connectivity platform and digital solutions across business verticals like entertainment, commerce, communication, financial services and education. The vast Indian market and Reliance’s own ecosystem have allowed deployment of these technologies at scale, opening them up for a massive growth potential to external customers in India and beyond. Reliance Jio is going for transformation (under “**Jio 2.0**” also called “**Jio Effect**”) by impacting India’s digital ecosystem and serving the needs of Digital India by combining its differentiated technological capabilities with vast geographical presence. Jio’s connectivity platform enables digital platforms across ecosystems, including Media & Entertainment, Commerce, Financial Services, Education, Gaming, e-Governance, Healthcare and Agriculture.

In Reliance Jio, Money, Material and Compliance (MMC function) is an agile, integrated, technology driven customer (internal & external) oriented value stream. Jio MMC partner with other 7 core value streams in Reliance Jio Infocomm Limited



(RJIL) to maximize shareholder value, maximize cashflows, optimize costs, support real time decision making and provide robust governance framework. MMC allocates capital, raise capital (equity and debt) while always maintaining overall capital structure and investment grade rating.

Reliance Jio MMC organization constitutes of 3 major functions FC&A (Finance, Accounting and Compliance) Supply chain management and Real Estate. Reliance Jio Infocomm Limited (RJIL) MMC Value Stream-Organization Structure, illustrated in figure no 1.0 below.

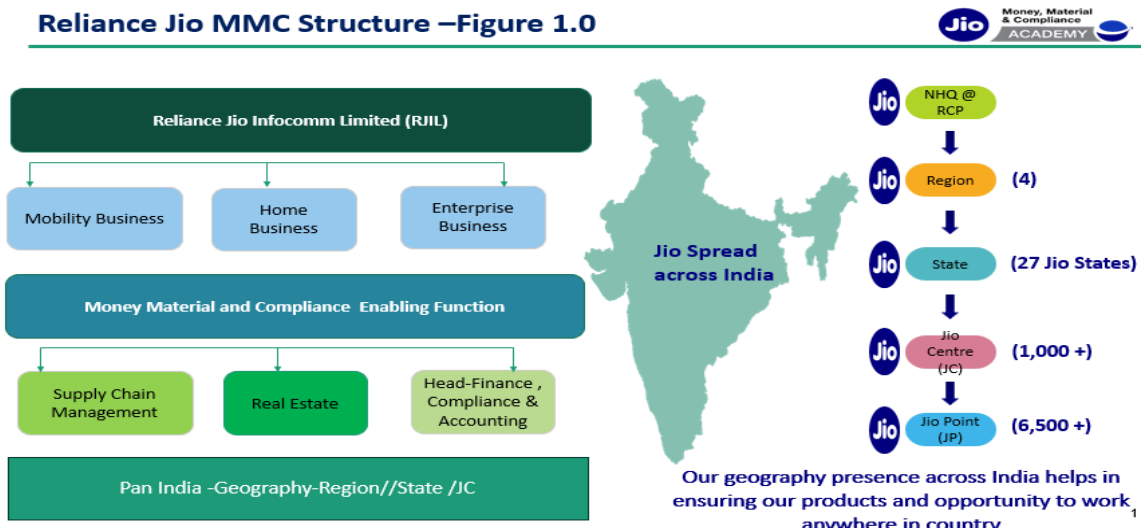


Figure 1.0 Jio MMC Organization Structure & spread in Pan India

Reliance Jio MMC value stream, provide the best possible financial, legal, compliance and regulatory support to run and protect business, employees, customers and maximize financial returns to the entire organization. The manpower in MMC function is divided into Regular employee, off roll and third (as illustrated in below table no 1.0) party contract, depending on skill level and nature of job.

MMC Functions	NHQ	Geography	Off roll	Geography 3PL
Finance	364	1367	232	
Real Estate	14	182	1232	
Supply Chain Mgt.	129	1580	1455	3940
Total	507	3129	2919	3940

*Manpower as of March 2024

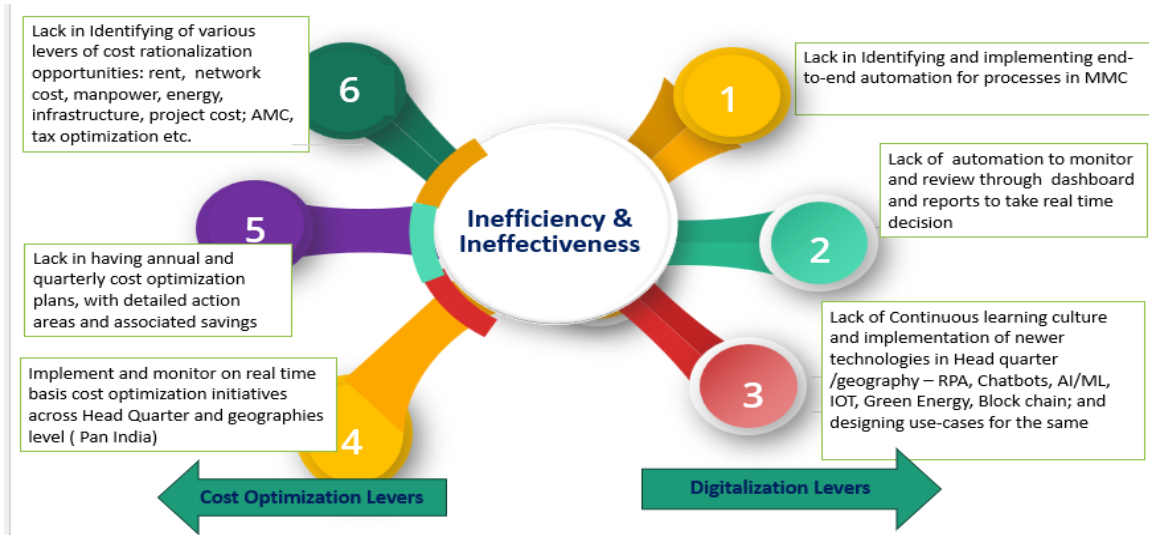
Table 1.0 Jio MMC function Manpower



Critical Challenges due to Reliance Jio digital transformation (Jio 2.0) impacting MMC function:

- a) With onset of Jio 2.0 transformation how to align the process & operation to become more efficient & effective and enhance Jio customer experience.
- b) How to optimize MMC operations, -by taking data-driven decision-making on real time
- c) How to adopt emerging technologies; automation, IoT for real-time tracking, blockchain for transparency and security, and digital twins for simulating supply chain operations efficiency and productivity.
- d) How to move towards **green energy** (net zero carbon) in **business**
- e) How to reduce **dependencies on co-sourcing/outsourcing** by upskilling internal employees
- f) How to **re-organization MMC Function** team around **self-contained business units that increased effectiveness and efficiency.**
- g) How to establish **focuses on improving (bottom line) - quality and performance** during the Jio 2.0 transformation and **build digital India.**
- h) How to create a **digital platform to support the learning journey** in an intuitive manner with a scale covering 3636+ employees across 1000+ location (Pan India) within the stipulated timeline.
- i) How to manage this L & D program with learner's friendly interface, **individual learning dashboard and analytics** on program & progress with agility to ensure the impact and effectiveness.

The reasons for having cognizance of processes and system being practiced, working in silos, lack of single version of truth, inadequate skills in future technologies to leverage end to end visibility, dependencies on various internal business and IT team & related lag time, defined process, lack of focus on continuous improvement and collaboration among business (Headquarter vs Geography/field team) and other enabling functions. Apart of these all, major cost factor related to operational, carrying cost, inventory, transportation, land acquisition, infrastructure cost (Warehouse, distribution centres, Jio centres), AMC, Tax, rent, energy cost, general administration cost etc and moreover dependencies on contract and off roll employees.



As illustrated above the inefficiencies and lack of focus in the above figure no 2.

In the year 2022-23 Reliance Jio were on aggressive expansion mode while implementing 5G Jio's and coverage expanded to 2,300+ cities and towns in India, demonstrating an impressive pace of network installation at a faster pace which added significantly to the **percent in cost**.

In response to the critical challenges faced by the competitive environment, Jio 2.0 transformation, focused on operational efficiency, manpower demobilization, infrastructure space optimization, top leadership from businesses/functions discussed this concerns at apex level on how to adopt with the transformational challenges, complexities, costs rationalization, operation & process improvements, efficiencies and related capability building to make MMC **self-sufficient, effectiveness and efficient RJIL**(Reliance Jio).

Representative from L & D team (MMC Academy) was also part of this apex level meeting and **primarily analyzed the root cause** and discussed this in apex level meeting. The same agenda were also, discussed with MMC leaders and operation team at geography. Notwithstanding, high risk of failure, it **provided the L & D team an opportunity** to support in achieving an important organizational goal through effective gap identification and learning mitigation strategy.



L & D team (MMC) identified the below business needs:

1. Sync with the mission of Jio 2.0 transformation program by leveraging emerging technologies to enable real time analytics and decision cost optimization.
2. Enable MMC to carry process improvement, defining operating process and cost rationalization for excellence.
3. How to leverage relevant technology to support data driven decision, network optimization, design of **Forecasting and Demand Planning, Automation, Green energy, enable better utilization of resources at geography, risk management and sustainability through platform ways of working.**
4. Build own capability to be self-serviced and reduction in **dependencies on internal IT team.**
5. **Manpower rationalization, re-organization** MMC team around **self-contained business units** and increased effectiveness and efficiency
6. Establish focus on **improving - quality and performance** during transition establish the **new processes and ways of working.**
7. How to bring all employees (head quarter and field staff) on single page in terms of process, operation, framework, methodology and be future ready

Needs 1, 2 and 3 would positively impact cost of operation, efficiency and need 4,5, 6 & 7 would enhance the self-sufficiency, efficiency, future ready and trust for both business/function leaders and Apex members.



Design

Gap Analysis and Expectations of Leaders		
Challenges	Reasons	Gaps
1.0 Driving Jio 2.0 transformation	Lack of operational and process excellence improvement	Lack of knowledge and skills on operational excellence, commercial acumen & relevant future skills
	Lack of Commercial acumen	
	Understanding of Emerging technologies	
	Data driven Decision making	
	Cost Rationalization and cross functional synergy for effective manpower utilization, energy and infrastructure	
	Lack of alignment of MMC team based on competencies with business/functions	
2.0 Inefficiencies & ineffectiveness	Lack of self-contained business automation at field and head office	Lack of competency and Standard process
	Lack of end-to-end views on business and process	
	The process of Real-time quality review and course correction.	
	During expansion mode, lack of focus resources usage optimisation (space, energy, rent, AMC, Tax etc)	
Alignment with business drivers and self-sufficiency	Lack of feedback to take course correction	Lack of knowledge on business process
	Lack of collaboration among cross functional team and business team	One team and collaboration
Exposure to business processes, systems & future skills	Inadequate exposure on business processes, systems other enabling functions	Knowledge and skills
	Lack of exposure to changing technologies and change management mindset	



	Digital mindset and platform ways of working	
Analytical and Behavioural Competency in Finance, Supply Chain Management and Real Estate (MMC function)	Inadequate process and system to have real-time quality review and course correction.	Skills adoption
	Lack of Safety based behaviour and change management	Knowledge and skills
	Lack of agility and digital adoption	Skills adoption

Table 2.0 Gaps analysis and expectations

Learning Program Goals

Detailed discussion with Business, functions and operation leaders, leads and “on ground zero” assessment on transformation strategy, objectives, manpower utilizations, productivity, MMC process & automation, available system SAP and non-SAP (home grown), business/function trends, critical future skills, business drivers/enablers, quality, ISO 9001, documentation, health and safety requirement alignment, compliance needs, AI/ML, Block chain, RPA, IOT, data analytics etc were understood and reviewed. MMC function drivers, enablers and results are illustrated in figure no 2.0. Multiple focused group discussions were organised with functional leaders (MMC leaders) understand the root cause and solutions. Inputs from the Leaders and other critical stakeholders are Illustrated in Chart no 1.0 below:



Jio MMC Training Design Inputs from Leadership

Prepared: MMC Academy
 Team:
 Contributes:

Sources	Discussion, Inputs and Remarks
Internal Sources	Discussion and relevant Inputs from various stakeholders on some of the courses and validated with IT on digital path
	Discussion with Leaders/Lead on SCM training requirements, learning path, itinerary and inputs
	Discussion and with relevant team on the courses and incorporated relevant Inputs courses and proficiency needed -Anil Ji, Sanjeev Ji, Shankar Ji, Jayaraman Ji, Sameer Ji and others
	Creation of multiple iterations and alignment with the needs and path with team
	Sharing the Data Analytics path with SCM leaders/Leads and seek for inputs
	Discusses and solicited relevant Inputs from -Sanjeev ji
	Discussion with MMC regional leaders, team members and solicited inputs
	Discussion with Sh Rajneesh and Planned for Sh Niraj
Learning Platform	Referred all relevant modules, outline based on the proficiency with Coursera Team
	Referred all relevant modules, outline based on the proficiency on LinkedIn LMS
SCM Institute	Referred Certified Supply Chain Professional (CSCP), Gartner, certified in Production and Inventory Management (CPIM), Certified Professional in Supply Management (CPSM) course outline based on common themes and duration
	Referred Certified Logistics and Supply Chain Professional (CLP) on common themes and duration
External Institutes and courses itinerary	Referred common theme content and itinerary with some of the Leading Institutes: IIM's and other top institutes
Speaking to Big 4 Itinerary and Published papers	Referred typical courses, itinerary by various Academy and Institutes
Others Sources for relevant Information's	Referred book, content, common theme published for typical SCM and data Analytics

Chart 1.0 MMC Training Design inputs from Stakeholder

This approach helped L & D team in identifying four major program design principles:

1. Identify the business goal alignment with emerging technologies and operation excellence
1. Establish the **root cause** – related to **self-sufficiency, effectiveness, and efficiency** in Jio MMC function with specific identified cause and effect.
2. Resolve need gaps – **identify the gaps at ground zero** level and address through:
 - a. **Knowledge & Skill:** Training
 - b. **Attitude:** Identify demonstrated behaviours and outcome.
 - c. **Values & behaviour**
 - d. **Mindset change with agility**
3. Align MMC with key drivers, enablers and its effectiveness and outcome
4. **Upskill/Reskills employees** on
 - End to end process optimization and resource utilization
 - Automation and focus on green energy



- Compliance related requirement including safety, health at geography (field offices)
- System and future skills
 - a. Ensure **adoption and sustenance** by effective change management.
 - b. Institutionalise **new ways of working (WOW)**.

All are aligned with MMC drivers, enabled and outcome, as illustrated in below figure 2.0

MMC Drivers, Enablers and Results Alignment in Training

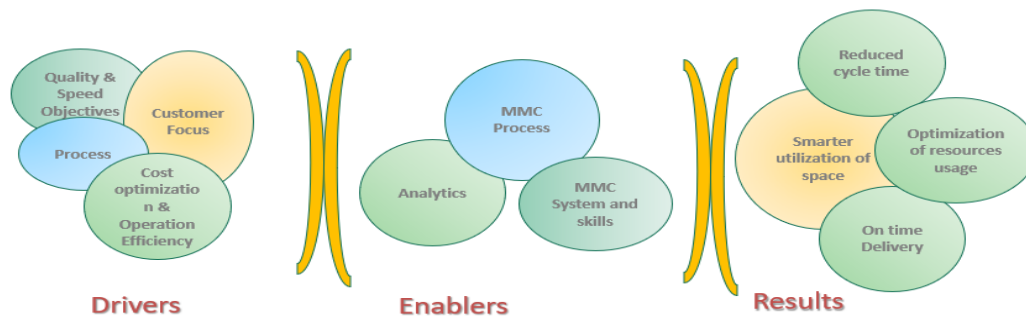


Figure 2.0 MMC Drivers, Enablers and Results

Based on the root cause analysis and approach below key performance indicators and outcome were finalized as illustrated below in table no 3.0:

Key Performance Indicators and Outcome	
Objectives and Key Results	Outcome/Impact
Preparing MMC Workforce for future ready and adoption with Jio 2.0 vision	Adoption to new technology for better operational and process efficiencies
Reduction in operational cost - resources, infrastructure, energy, transportation	Positively reduce by process & operational excellence by cost rationalization
Percentage of completion vs planned (as per Annual Operating Plan)	Further Increase in efficiencies and effectiveness



Reduction in unproductive process and manpower numbers (co-sourcing/outsourcing)	Single process and steps (single version of truth) by automation and process assurance
Reduction in dependencies on Internal IT /business team	Positively reduce dependency to become self-serviced

Table 3.0 Key performance indicators and outcome

Learning Program Design: Phase-wise program Plan

The ownership and accountability for outcome of entire program, were part of initial scope of **learning interventions**. The data related to MMC plan, capital /operational expenditure, process, operations, automation, analytics, system, governance, cycle time, future skills, improvement in effectiveness and self-sufficiency were discussed in detail with respective MMC leaders and functional heads. Initial orientation training on relevant analysis and real time tracking of performance improvement were conducted with identified MMC team members at geography/field. Comprehensive **learning program were launched in two phases** with defined process, design and outcome. Phase 1 of L & D interventions were focused and designed more on overall process/operation improvement framework, methodology, tools, compliance and cost rationalization, infra and resource utilization. Table 4.0 & 5.0, illustrate on the training plan and monthly calendar delivered.



MMC Academy Training Calander Planned Q3, FY 2023-24



MMC Academy Training for Q3 and Q4 - 2023-24										
Sr No.	Quarter	Month	Location	MMC Function	Session Date From	Time	Type of Training	Topic	Facilitator	Delivery Internal/External
1	Q3	Oct	Geography	SCM	05-Oct-23	17:00-18:00	Functional Trainin	DRS process in JC	Mr. Manoj Sharma	Internal/PILT
2	Q3	Oct	NHQ	RE	05-Oct-23	11:30-12:30	Knowledge Series	Chat GPT-RE	Mr. On Ali	Internal/PILT
3	Q3	Oct	Geography	SCM	05-Oct-23	14:30-18:00	Functional Trainin	DRS Process in JC	Mr. Manoj Sharma	Internal/PILT
4	Q3	Oct	All	MMO	11-Oct-23	14:30-18:00	Tech Series	Introduction to Tableau - Beginners Batch 2	Mr. Shipra Chauhan	Internal/Blended
5	Q3	Oct	All	SCM	12-Oct-23	17:00-18:00	Functional Trainin	PL Process in JC	Mr. Manoj Sharma	Internal/PILT
6	Q3	Oct	Geography	SCM	12-Oct-23	12:30-14:00	Functional Trainin	New KPI discussion	Mr. Syam/RM's	Internal/PILT
7	Q3	Oct	All	FC&A	17-Oct-23	10:00-18:00	Behavioural Series	Team Building	Mr. John, Kourhal, and M	Internal/PILT
8	Q3	Oct	All	MMO	19-Oct-23	14:30-18:00	Behavioural Series	Personality Skills	Mr. Yaqub Malik	Internal/PILT
9	Q3	Oct	Geography	SCM	24-Oct-23	11:00-13:00	Functional Trainin	HSEF Refresher- NWH&ND DC	Mr. Yaqubhwar	Internal/PILT
10	Q3	Oct	Geography	SCM	19-10-2023	12:30-14:00	Functional Trainin	ISO Checklist	Mr. Syam Sunder	Internal/PILT
11	Q3	Oct	All	MMO	24-Oct-23	17:00-18:30	Functional Trainin	Leadership Talk- "Bachet Akhoyan- Bachati Bachathei". Mr Anil	Mr. Anil Agrawal	Internal/PILT
12	Q3	Oct	All	SCM	24-Oct-23	15:30-17:00	Functional Trainin	Health and safety- Battery handling for NWH&ND DC	Mr. Sumadh Shirat/An	Internal/PILT
13	Q3	Oct	Geography	SCM	27-Oct-23	11:00-13:00	Functional Trainin	HSEF Refresher- NWH&ND DC	Mr. Yaqubhwar	Internal/PILT
14	Q3	Oct	Geography	SCM	27-Oct-23	15:30-16:30	Functional Trainin	HSEF-5r Principles of Housekeeping	Mr. Sumadh Shirat/An	Internal/PILT
15	Q3	Nov	Geography	SCM	02-Nov-23	12:30-14:00	Functional Trainin	Enterprise Sales order execution-DC	Mr. Syam Sunder	Internal/PILT
16	Q3	Nov	Geography	SCM	03-Nov-23	15:30-16:30	Functional Trainin	HSEF- Battery charging area Safety	Mr. Sumadh Shirat/An	Internal/PILT
17	Q3	Nov	Geography	SCM	03-Nov-23	17:00-18:30	Knowledge Series	Market outlook & investment opportunity	Mr. Jitish & Prasad	External/PILT
18	Q3	Nov	Geography	SCM	04-11-2023	16:00 to 17:00	Functional Trainin	Unsafe Act & Unsafe Condition- WHMIS	Avinash & Dipti Parihal	Internal/PILT
19	Q3	Nov	Geography	SCM	08-Nov-23	15:30-17:00	Functional Trainin	HSEF Training format of - Initial Incident Reporting & Incident Investigation Reporting	Mr. Sumadh Shirat	Internal/PILT
20	Q3	Nov	Geography	SCM	08-Nov-23	10:30 to 11:00	Functional Trainin	Forklift Operation Safety- Supervisors, Workers	Dipti Ranjan	Internal/PILT
21	Q3	Nov	Geography	SCM	08-Nov-23	11:00 to 11:30	Functional Trainin	Hydra Operation Safety- Hydra Oper	Dipti Ranjan	Internal/PILT
22	Q3	Nov	Geography	SCM	10-Nov-23	14:00 to 15:00	Functional Trainin	HSEF Policy Awareness, Role and responsibility HSEF- WH Manager,	Avinash Manchikoti	Internal/PILT
23	Q3	Nov	Geography	SCM	17-11-2023	11:00 to 11:30	Functional Trainin	General Safety	Avinash	Internal/PILT
24	Q3	Nov	Geography	SCM	21-Nov-23	11:00 to 11:30	Functional Trainin	GRN Process in JC	Mr. Syam Sunder	Internal/PILT
25	Q3	Nov	All	MMO	23-Nov-23	16:30 to 17:30	Future Skills	Introduction to Chat GPT	Mr. On Ali	Internal/PILT
26	Q3	Nov	All	MMO	28-Nov-23	16:00-17:30	Knowledge Series	Leadership Talk- "Life Journey in the World of SCM"	Mr. Sanjay Agrawal	Internal/PILT
27	Q3	Nov	Geography	MMO	28-Nov-23	16:00-17:30	Functional Trainin	HSEF- Fire & Life Evacuation	Mr. Jitish & Prasad	Internal/PILT

Table 4.0 Training Calander Planned for Q3, FY 2023-24

MMC Academy Training Calander Communications-Feb 2024



TRAINING CALENDAR FOR THE MONTH OF JANUARY 2024						
Sr No.	Training Program Name	Function	aining Mod	Facilitator Name	Training Date From	Timings
1	HIRA	Ahmedabad NWH	VILT	Ajay Shukla	04-Jan-24	17:00 - 18:00
2	SLOC Movement policy	SCM	VILT	Syam Sundhar/Gali Prud	04-Jan-24	12:30 - 14:00
3	Session on ESG	MMC	VILT	Raja Raghavan	09-Jan-24	16:00 - 17:30
4	Faulty Remote Return Process in JC	SCM	VILT	Deepak Rawat	09-Jan-24	17:00 - 18:00
5	Electrical Safety	SCM Warehouses (NW & D	VILT	Swastik Roy	10-Jan-24	17:00 - 18:00
6	Leadership Series	MMC	VILT	Sh. Rakesh K Mehta	11-Jan-24	16:00 - 17:30
7	SIM Scrapping Policy/ Sim Inventory	SCM	VILT	Syam Sundhar/Gali Prud	11-Jan-24	12:30 - 14:00
8	Material Handling	SCM Ahmedabad NWH	VILT	Ajay Shukla	12-Jan-24	17:00 - 18:00
9	HSEF policy awareness	DC- Guwahati	VILT	Dipti Ranjan	12-Jan-24	15:00 - 16:00
10	Fire Safety & Hydra Operation Safe	NWH- Guwahati	VILT	Dipti Ranjan	13-Jan-24	15:00 - 16:00
11	HSEF - Policy & HIRA	Raipur NWH	VILT	Ajay Shukla	16-Jan-24	17:00 - 18:00
12	PI process in JC's	SCM	VILT	Maneesh Sharma	16-Jan-24	17:00 - 17:30
13	HSEF - Policy & HIRA	Raipur DC	VILT	Ajay Shukla	17-Jan-24	17:00 - 18:00
14	HIRA	SCM All Warehouses (NW	VILT	Ashish Tiwary	17-Jan-24	12:30 - 13:30
15	Six Sigma Foundation	MMC	Classroom	Sharadchandra Karve	18-Jan-24	14:00 - 18:00
16	MDM Process - APCB	SCM	VILT	Syam Sundhar/Gali Prud	18-Jan-24	12:30 - 14:00
17	Tableau - Practical	MMC	Classroom	Shipra Chauhan	23-Jan-24	15:00 - 18:00
18	Behavioural Session - Planning & R	MMC	VILT	Anand Bhatnagar	24-Jan-24	16:00 - 17:30
19	Fire Safety & Hydra Operation Safe	West Bengal- FTTx, Siram	VILT	Avijit Roy	24-Jan-24	15:00 - 16:00
20	ISO - Procedures and Checklist	SCM	VILT	Syam Sundhar/Gali Prud	25-Jan-24	12:30 - 14:00
21	Fire Safety & Hydra Operation Safe	West Bengal - Chamrail	VILT	Avijit Roy	27-Jan-24	15:00 - 16:00
22	First-Aid Awareness for NHQ - Batc	MMC	VILT	Sumedh Shirat	29-Jan-24	16:00 - 17:30
23	Effective Communication	MMC	Classroom	Marilyne Sebastian	30-Jan-24	10:30 - 14:30
24	HSEF policy awareness	SCM/NWH- Coimbatore &	VILT	Avinash, M	Jan-24	17:00 - 18:00

Table 5.0 Training Calander communicated for the month of Feb, 2024



Post discussion with relevant leaders/lead and stakeholders training plan and monthly calendar were designed and communicated to all employees in advance for participation and involvement.

Phase 2 was focused on overall Jio MMC deep learning certification with a focus on data analytics, future skills, behavioral skills and change management aligned with Jio 2.0 transformation skill/competency readiness, as illustrated in figure 3.0 below.

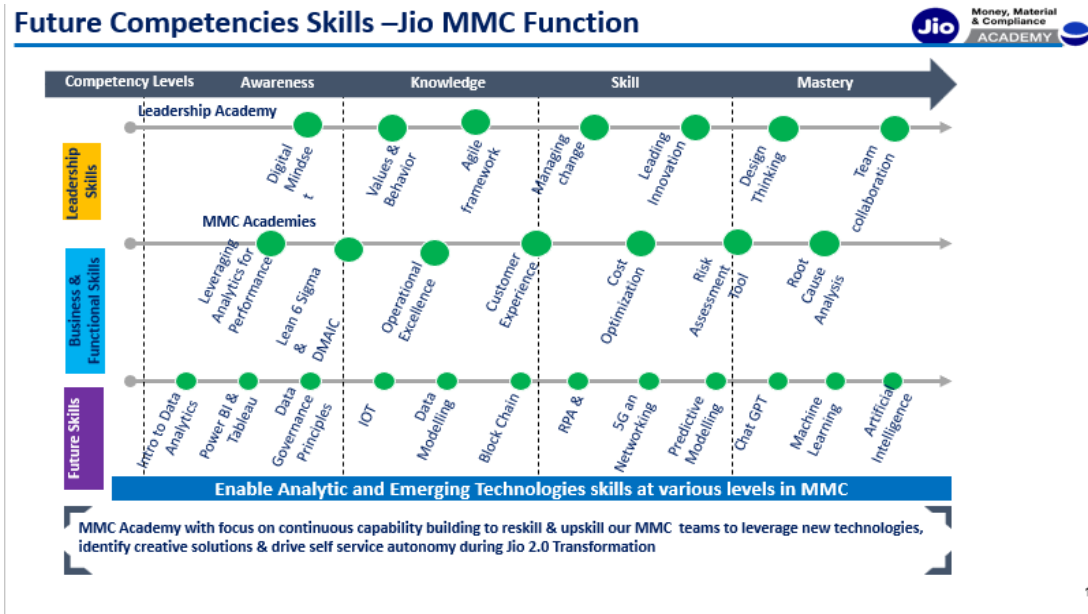


Figure 3.0 Jio MMC identified Future skills and competencies.

Overall, deep skilling training approach and design principles are illustrated in figure no 4.0 below:



Our Approach & Design Principles

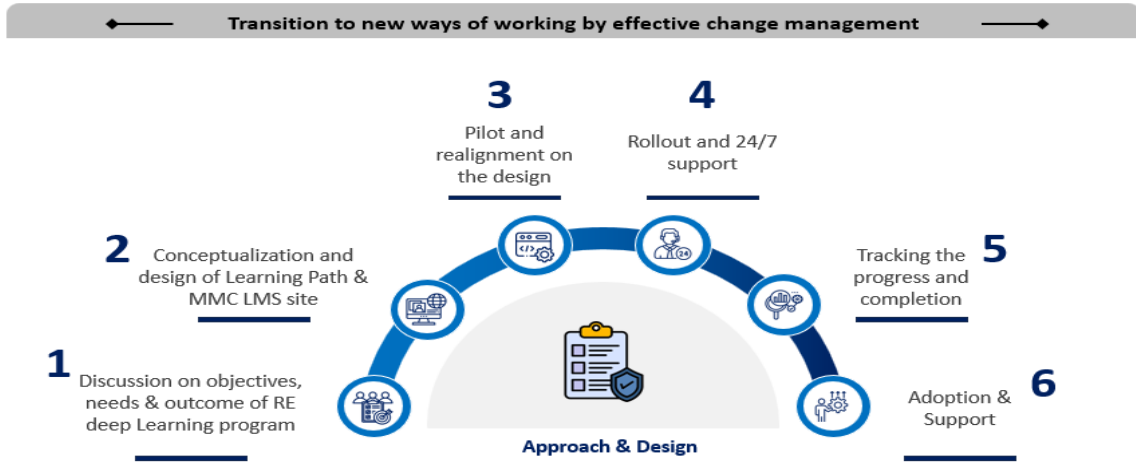
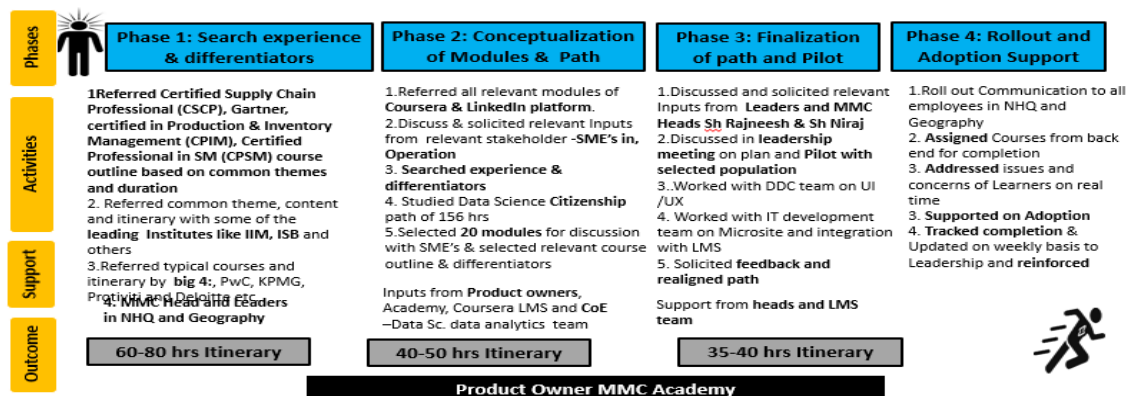


Figure no 4.0 MMC Deep learning approach and design.

MMC academy (L & D department) spend good amount of time in researching various training resources available, India and globally, to know and understand various available training courses, publications by leading institutes, big 4 consulting courses, LMS modules, itinerary, white papers, articles etc.

Below **Picture 1.0** illustrate the approach and processes, adopted by MMC academy in finalizing the best itinerary fits to the requirement of MMC function.

MMC Training Program Design

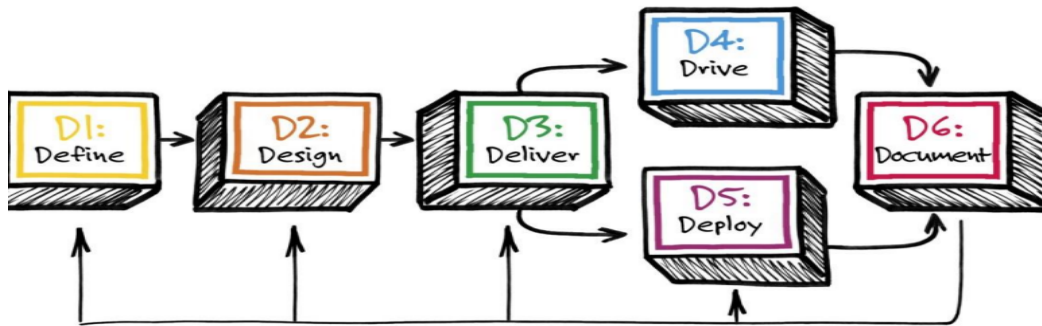


Picture 1.0 Training program design inputs from relevant sources

The entire program is approach is defined and designed into 5 steps as illustrated in below **Picture 2.0**. The learners journey designed in collaboration leaders and Training team. The design process adopted is 6 D framework, as defined below:



1. **Define Business Outcomes:** we conducted a workshop with all the SME's and leads to define the business outcome.
2. **Design the Complete Experience:** we worked very closely in building the intuitive immersive learner experience by defining the a) Self-directed learning course/module b) live sessions on technology, future skills, cross function, and behavioral competency. All the training journey were, designed inhouse in blended format, covering 5 tracks & sub-tracks followed by c) use case based hands-on practice d) Project & online assessment.
3. **Deliver for Application** to ensuring application of learnings, project, and mentorship.
4. **Drive Learning Transfers on-the- job** through peer-to-peer learning, discussion forum and project delivery.
5. **Deploy Performance Support in collaboration** with SME, Champions and Mentors to ensure the adoption and its effectiveness on the job.



Picture 2.0 6_D framework adopted for content development and outcome.

1. **Phase 1: MMC function (Process, operation, framework, system, tools training program) covered all 3636+ employees of MMC function deployed at 1000+ location in pan India (regional/ state and local level)**

Timeline: 7th Oct,2023-March 2024 covered **100% employees in Jio MMC function (money, material, and compliance). The entire training was conducted in various batches and completion 6 months' timeline.**

Mode: Trainings were delivered in 4 mode, self-directed learning courses, live sessions, classroom and, monitored by internal team (SME's) across 1000+ locations. 3636+ employees were trained across all Reliance Jio locations with support from **15 trainers/facilitators, 20+ SME's, 100+ mentors, 10+ L & D and HR team to support learners 24/7.** The sample of program details are illustrated



in Table 6.0 Calander for Q3 & Q4 FY 2023-24 with all details on faculty/facilitator along with dates.

MMC Academy Training Calander Planned Q3, FY 2023-24



MMC Academy Training for Q3 and Q4 -2023-24										
Sr. No.	Quarter	Month	Location	MMC Function	Session Date/From	Time	Type of Training	Topic	Faculty	Source Internal/External
1	Q3	Oct	Geography	SCM	05-Oct-23	17:00-18:00	Functional Trainin	DRS process in JC	Mr. Manzerb Sharma	Internal/FILIT
2	Q3	Oct	HMCO	PE	05-Oct-23	15:30-17:30	Knowledge Series	Chat GPT-RE	Mr. On. Ali	Internal/FILIT
3	Q3	Oct	Geography	SCM	05-Oct-23	14:30-15:00	Functional Trainin	DRS Process in JC	Mr. Manzerb Sharma	Internal/FILIT
4	Q3	Oct	All	HMCO	11-Oct-23	14:30-15:00	Teach Series	Introduction to Tableau- Beginner Batch 2	Mr. Shikra Chaudhan	Internal/Blended
5	Q3	Oct	All	SCM	12-Oct-23	17:00-18:00	Functional Trainin	PLP Process in JC	Mr. Manzerb Sharma	Internal/FILIT
6	Q3	Oct	Geography	SCM	12-Oct-23	12:30-1400	Functional Trainin	NaupKV Accurisen	Mr. Syam/RHr	Internal/FILIT
7	Q3	Oct	All	FC&A	17-Oct-23	10:00-10:00	Behavioural Series	Team Building	Mr. Jaha, Kaurhal, and M	Internal/FILIT
8	Q3	Oct	All	HMCO	19-Oct-23	14:30-15:00	Behavioural Series	Resurrection Skills	Mr. Yaqoob Malik	Internal/FILIT
9	Q3	Oct	Geography	SCM	24-Oct-23	15:00-13:00	Functional Trainin	HSEF Refresher- NWHAND DC	Mr. Yaqoob Malik	Internal/FILIT
10	Q3	Oct	Geography	SCM	19-10-2023	15:30-1400	Functional Trainin	ISO 45001	Mr. Syam Sunder	Internal/FILIT
11	Q3	Oct	All	HMCO	24-Oct-23	17:00-16:30	Functional Trainin	Leadership Talk- "Bachat Akhyasa- Bachat hi Bachat hai". Mr. Anil	Mr. Anil Aqarwal	Internal/FILIT
12	Q3	Oct	All	SCM	24-Oct-23	15:30-17:00	Functional Trainin	Health and safety- Battery handling for NWHAND DC	Mr. Sumadh Shirat/An	Internal/FILIT
13	Q3	Oct	Geography	SCM	27-Oct-23	15:00-13:00	Functional Trainin	HSEF Refresher- NWHAND DC	Mr. Yaqoob Malik	Internal/FILIT
14	Q3	Oct	Geography	SCM	27-Oct-23	15:30-16:30	Functional Trainin	HSEF-5s Principle of Housekeeping	Mr. Sumadh Shirat/An	Internal/FILIT
15	Q3	Nov	Geography	SCM	02-Nov-23	15:30-14:00	Functional Trainin	Enterprise Sales and presentation-De	Mr. Syam Sunder	Internal/FILIT
16	Q3	Nov	Geography	SCM	02-Nov-23	15:30-16:30	Functional Trainin	HSEF- Battery charging area Safety	Mr. Sumadh Shirat/An	Internal/FILIT
17	Q3	Nov	Geography	SCM	03-Nov-23	17:00-16:30	Knowledge Series	Market outlook & investment opportunity	Mr. Jitabh & Prasad	External/FILIT
18	Q3	Nov	Geography	SCM	04-11-2023	16:00 to 17:00	Functional Trainin	Harage Act & Usage of Condition- With HSEF Training format of- Individual	Amit Raw & Dinesh Parikh	Internal/FILIT
19	Q3	Nov	Geography	SCM	08-Nov-23	15:30-17:00	Functional Trainin	Incident Reporting & Incident Investigation Reporting	Mr. Sumadh Shirat	Internal/FILIT
20	Q3	Nov	Geography	SCM	08-Nov-23	10:30 to 11:00	Functional Trainin	Forklift Operation Safety- Supervisors, Workers	Dipti Ranjan	Internal/FILIT
21	Q3	Nov	Geography	SCM	08-Nov-23	14:00 to 14:30	Functional Trainin	Rack Operation Safety- HSEF-5s	Dipti Ranjan	Internal/FILIT
22	Q3	Nov	Geography	SCM	10-Nov-23	14:00 to 15:00	Functional Trainin	HSEF Policy Awareness, Roles and responsibilities HSEF- WH Manager.	Avinash Manchikati	Internal/FILIT
23	Q3	Nov	Geography	SCM	17-11-2023	15:00 to 11:30	Functional Trainin	General Safety	Amit Raw	Internal/FILIT
24	Q3	Nov	Geography	SCM	21-Nov-23	11:00 to 11:30	Functional Trainin	GRM Process in JC	Mr. Syam Sunder	Internal/FILIT
25	Q3	Nov	All	HMCO	23-Nov-23	15:30 to 17:30	Future Skills	Introduction to Chat GPT	Mr. On. Ali	Internal/FILIT
26	Q3	Nov	All	HMCO	23-Nov-23	16:00-17:30	Knowledge Series	Leadership Talk- Life Journey in the World of SCM	Mr. Sanjeev Aqarwal	Internal/FILIT
27	Q3	Nov	Geography	HMCO	23-Nov-23		Functional Trainin	HSEF- Chat GPT	Mr. Sanjeev Aqarwal	Internal/FILIT

Table 6.0, Calander for 6 months

2. Phase 2: Deep learning certification program covering emerging technology, behavioral competency and change management. This was **self-directed learning path** deployed to MMC employees on **new Jio MMC LMS**.

40 hrs blended learning journey were designed and delivered in blended mode (digital/physical). Details course objective, process design and scope, illustrated in figure no 5.0 below. All identified courses were assigned to learners by L & D operation team and create an individual dashboard. Completion of courses were tracked with weekly publication of status update on pending/completion, regular follow up with the learners and functional heads. L & D team, on weekly basis L & D team updated progress to leadership team for driving completion.

Timeline: 4th Dec 2023 to 30th March 2024:



Deep Learning Training Certification Program



SCM Certification Program- 1.0	RE Certification Program- 1.0
<p>Flagship certification program covering 100% SCM function deployed at NHQ & Geography inclusive at various roles including functional leads</p> <p>Purpose: Build deep capability of employees optimize supply chain processes, System, drive cost savings and operational efficiencies & excellence, data analytics & emerging technologies to abreast with the change business and enabling function</p> <p>Process: Designed blend inhouse training program covering 5 tracks & sub-tracks, online test, Live sessions, hands on practice, Capstone project, mentorship & to ensuring application of skills on-the-job for better efficiency & productivity</p> <p>Designed to cover 30-40 hrs. of training /learner. based on use case/ hands-on, online test and 24/7 support by MMC academy</p> <p>Program Coverage: Key focus on SCM process, operating module, structure, KPI, relevant SAP modules, ISO 9001 documentation and checklist expected Safety behaviors, analytics and data driven, RPA, AI, ML, Blockchain mindset change etc.</p> <p>Coverage : 1620 employees in SCM and step-up to Group SCM Functions</p>	<p>Flagship certification program covering 100% RE deployed at NHQ & Geography inclusive at various roles including functional leads</p> <p>Purpose: Build deep capability of employees optimize RE processes, System, drive cost savings and operational efficiencies & excellence., GIS & REIMS, data analytics, behavioral & emerging technologies, to abreast with the change business and enabling function</p> <p>Process: Designed blend inhouse training program covering 5 tracks & sub-tracks, online test, Live sessions, hands on practice, Capstone project, mentorship & to ensuring application of skills on the job for better efficiency & productivity</p> <p>Designed to cover 25-30 hrs. of training /learner. based on use case/ hands-on, online test and 24/7 support by MMC academy</p> <p>Program Coverage: Key focus on RE process, operating module, structure, KPI, relevant SAP modules GIS & REIMS , documentation and checklist expected Safety behaviors, analytics and data driven, AI, ML, mindset change, effective communication, negotiation skills etc.</p> <p>Coverage : 1200 Employees in RE Function and step-up to REFO</p>

Figure no 5.0 Jio MMC deep Learning certification program.

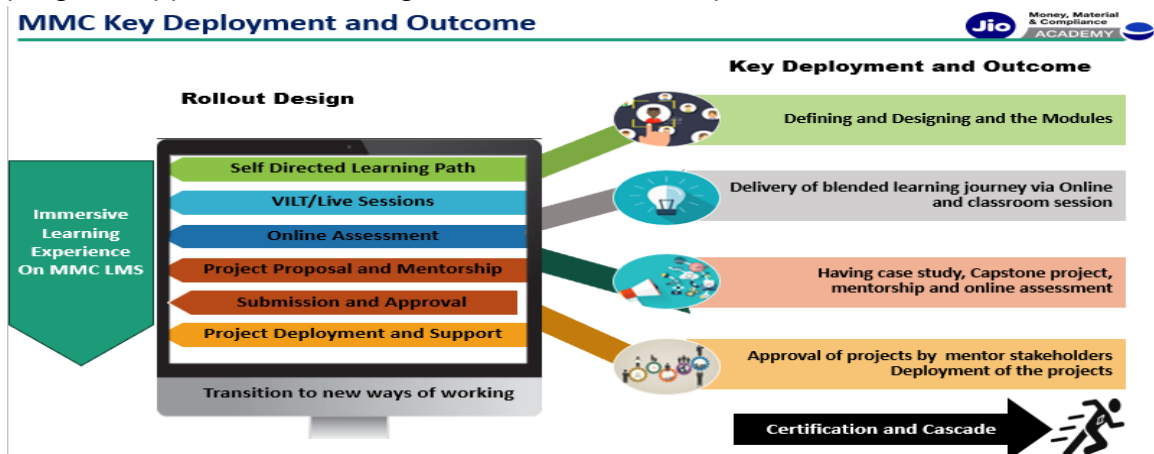
Mode: blended learning formats were adopted and covered 2160+ employee at all RJIL business location covering Head quarter and 1000+ location in pan India. Entire training delivered and monitored by internal team. The program covered and delivered with the support from **12 trainers/facilitators, 10 SMEs from data analytics CoE, 15 mentors, 5 HR team**, support by MMC Academy. The design, delivery plan, timeline are illustrated in below table no 7.0.

Phase	Activity	Mode of delivery	Participants (hrs) - Total	Anytime learning	Time line													
					Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11			
On boarding	Onboarding of participants	Classroom/VHL	1.30	1.30														
	Kick off and Sharing certification Approach, Journey & Expectation (NHQ & Geography)	Classroom/VHL																
Stage 1	1. Jio Supply Chain Management: Introduction	Online	0.30	12.02														
	2. Supply Chain Fundamentals: Risk and Resilience	Online	1.20															
	3. Learning S&P M&M and Plant (Materials Management)	Online	1.22															
	4. Learning S&P SD (Sales and Distribution)	Online	1.00															
	5. SCM Process	Online	1.20															
	6. Process, Deal practice and Optimization Workshop/DC	Online	1.00															
	7. Transportation and P & C (SIL, KPI, Practices, SLP, Packaging, Storage etc)	Live Session	1.00															
	8. Supply Chain Fundamentals: Project Management	Live Session	1.00															
	9. Operational Excellence Fundamentals: How to become Efficient Supply Chain Manager	Live Session	1.00															
	10. Principles of Lean Six Sigma SS	Online	1.00															
Stage 2	11. Health, Safety, Environment and Fire	Online	1.00	7.33														
	12. SCM-ISO-9001-2815	Online	1.00															
	13. Supply Chain Fundamentals: Regulatory-Certification	Online	0.47															
	14. Learning Data Analytics by Rohit Meel	Online	1.4															
Stage 3	15. Master Advanced Excel Data & Analytical Skills (using excel modules)	Online	3.46	5.14														
	16. Using Tableau to visualize your business insights	Online	2.0															
	17. Digital Transformation in Supply Chain	Online	1.21															
	18. RPA: Robotic Process Automation	Online	1.00															
	19. Artificial Intelligence Fundamentals: Machine Learning	Online	1.20															
Stage 4 VILT/Classroom training and	20. Implementing Supply Chain Management-Blockchain	Online	1.23	2.3														
	Leaders Talk: Expertise from MMC Regional Heads, Business Leads etc	Virtual class/CL	2															
Stage 5 Application of	Online quiz and Way forward & Mentors and Support	Virtual class/CL	8.3	5														
	Data Analytics & Visualization-Hands on Practical Mentor Program	Virtual class/CL	4															
Stage 6 Assessment, Certification	Final Assessment	Virtual class/CL	1	6.3														
	Project Work	Virtual class/CL	5															
	Final Assessment, Certification & Closure	Virtual class/CL	0.3															

Table no 7.0 Deep learning certification modules and timeline



During delivery of program, L & D team leveraged **Jio LMS** (MMC Jio LMS) and customized **online learning modules, available on LinkedIn, Coursera learning platform** and with the support from Jio platform development team, Data analytics COE and L & D operation team. During program design phase, academy referred **various data analytics tools and relevant emerging technologies** training contents and itinerary available internally and externally with Big 4 consulting organization, best program offered by REIMS, institutes like IIM's, , IT academy and data analytics CoE's. discussion with leaders, lead, employees, L & D (MMC Academy) team, also approached to Group leaders in Supply chain management, real estate, CFO's, heads, SME's and businesses. High level program approach and design is illustrated below picture 3.0



Picture 3.0 Training Key deployment and outcome

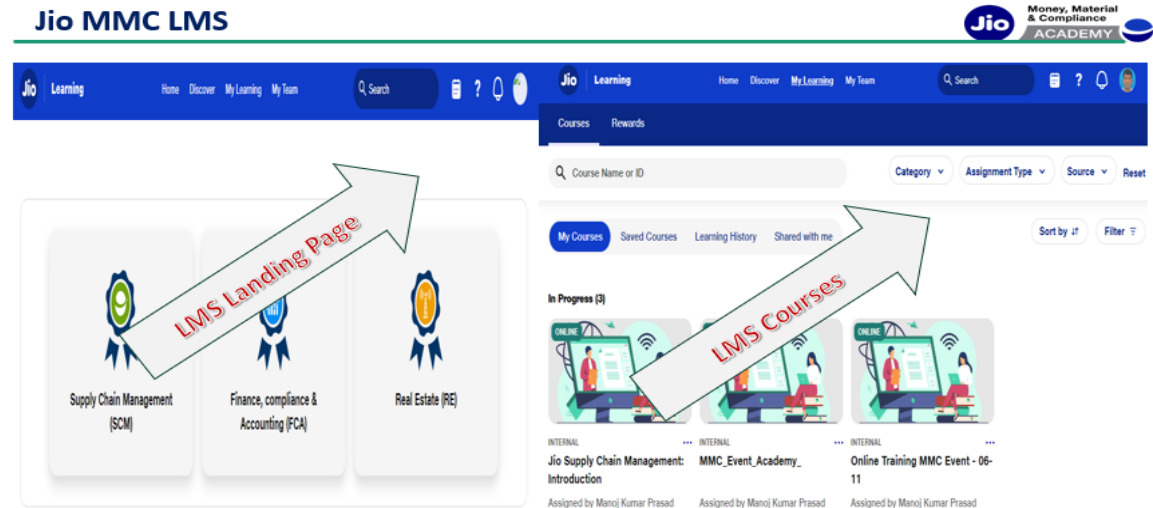
Post implementation of phase 1 and 2 of trainings and deep learning certifications, all key indicators were positively influenced, and measurable benefits were in line with expectations. Detailed outcomes **illustrated in “Measurable Benefits” section, page: 20 and 21.**

New MMC Jio LMS: The key to success of this program lies with immersive learning experience giving intuitive interface in imparting the training program. Our IT inhouse team worked on the basis design principle in designing LMS (learning event-based training). This attracted and pulled learners, made them enthusiastic, self-motivated and created **the sense of achievement by** keeping learners coming back to learning platform. IT development team and Digital design team, (DDC)supported the end-to-end learner’s journey in blended training format.

The new Jio MMC LMS wizard layout which provided learners complete understanding of how the program progressed, expected timelines, smart



leaderboard to challenged co-learners, guided virtual sessions, project work and its assessment and evaluation (OJT) and the final certificate. Screenshot of Jio MMC LMS illustrated in picture 4.0 below



Picture 4.0 Jio MMC LMS

This MMC learning program, addressed present business, function and future needs.

Challenges to Learning Team

1. *Train the trainers, on complex subjects* related to Process excellence, business and commercial acumen, cost rationalization, emerging technologies, green energy, complex data analytics, visualization tool, changing quality and performance parameters.
2. *Developing a pool of trainers/facilitators*, mentors and buddies on program and onboarding approach, expectations, design, constrains and outcome.
3. Understanding the approach, milestone, and steps on new blended Learning management system and its adoption during initial phase.
4. Time commitment from mentors and subject matter experts, champions etc.
5. Managing the initial query from learners' adoption to the new Jio MMC learning management system
6. Geographical spread, diversity and learners learning curve (fast learners and laggards).
7. Changing mindset and agility of learners to upskill on relevant future skills and be self-sufficient and self-contained.



8. Practical knowledge on how SCM, Finance, Health and safety, automation, data mining tool, dashboard creation, analysing and tracking data on real time, project identification and completions during the project and certification timeline.
9. Collaboration with multiple stakeholders on real time basis and lack of skills on emerging technologies

10. 24/7 support to learners to motivate and sustain the momentum.

In addition to this getting time commitments from the MMC functional heads, regional/state heads, learners for closer of training cycle, project completion, skill application and adoption.

Delivery

Overall Program delivered in 2 major phases in blended format as below:

Phase 1: MMC Process, operation, system, compliance and cost rationalization

Phase 2: Emerging Technology, Behavioral trainings and change management.

Supported by cutting edge blended learning management system available 24/7 anywhere any time learning for learners on fingertips.

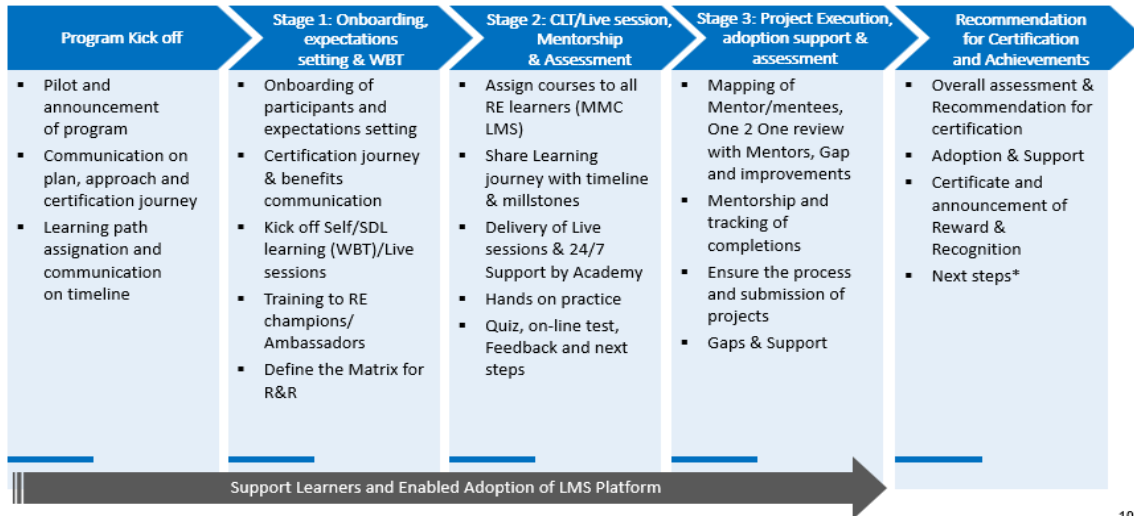
Phase 1: Phase 1 trainings were rolled out at foundation level of competency with focus on MMC processes, operations, compliance, and system competency required. A blended learning program was designed by L & D team, covering MMC function capability development as per the leading process and operational excellence including process automation, cost rationalization, ISO checklist and documentation, system, quality, performance improvements, compliance, and leading practices. The approach taken for the entire module and content were to **focus more on blended, deep learning and use case-based hands-on practice, followed by project and assessment.** During the program design, inputs from all impacted stakeholders (expectations from **CFOs**, business leadership team, executive members) were well taken and incorporated in the program. Before the final rollout, all the relevant feedback were taken for the improvements.

The pilot was done on new MMC Jio Learning management system. Designed by our internal IT team to scale up to all 1000+ locations in pan India. **Application**



and adoption of the skills were core focus during the entire learning cycle. The learning delivery and milestones illustrated in figure no 5.0 below.

MMC Deep Learning Certification Program: Delivery & Milestone



10

Figure 5.0 MMC Deep Learning certification delivery & Milestones

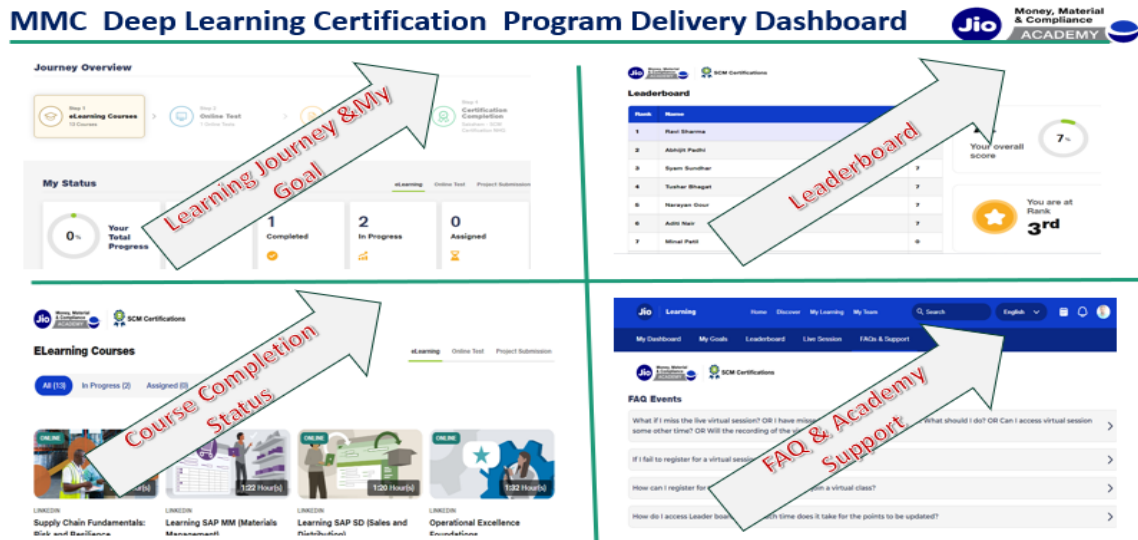
Phase 2: Phase 2 focused on emerging technologies, behavioral competency and change management, needed for the function to be competitive and be ahead of the curve in business (5G and Jio Platform). These programs delivered in a very direct format live session, classroom sessions based on the use case, hand on practice and mentorship and project, followed by online assessment to ensure the competency application and assurance. Primary build **capability in data analytics & emerging technologies (data Visualization-Tableau/Power BI, IOT, AI/ML, Block Chain, Robotic Process Automation,** to keep abreast with the changing business and enabling functions and ensured self-sufficiency and efficiencies.

To ensure its effectiveness and application, program was structured in 6 stages:

- 1) 21 hrs. of e-learning,
- 2) 10.5 hrs. of live session with case studies
- 3) 6 hrs. hands-on practice
- 4) 8 hrs. on capstone project & mentorship and
- 5) 3 hrs. of online assessment and certification
- 6) Peer to peer learning and cascade



The entire training program was delivered on **new edge JIO MMC learning management** system developed and implemented on best open source-based learning platforms which enables delivery of blended learning programs in a more effective, immersive, and efficient way. As illustrated in below Picture 5.0 MMC the JIO MMC LMS features delivered to immersive learner’s LMS dashboard.



The above picture 5.0 illustrate the JIO MMC LMS features delivered to immersive learner’s experience.

The learners journey delivered on mobile responsive, so the learners can continue his learning journey from any platform at his pace (“24/7 anywhere anytime learning on figure tips”). All the training course, steps and milestone were mapped to the learners to start the learning journey with various features, available on the learner’s dashboard.

Robust analytics was designed on Tableau (visualization tool) to give the analytics insights at 2 levels-Individual learner and leaders/L & D level **to track the learning progress on regular basis 24/7 support** provided by L & D to address the issues and concerns of learners and ensure timely completion. Complete learning program was **designed on blended mode (hybrid)**, including classrooms, hands on practice, case studies activities, follow up, mentorship, online exam, and capstone projects. All the training resources created (**WBT, MS video recording and reference materials**) were kept for future reference and usage.



All learners training data, were generated from the assignments, learners progress, project submissions were routed to the analytics platform, so that the program progress can be monitored, and the outcomes measured on real time basis

Communication to Learners

To ensure learners communication on regular basis for various training program and academy event, MMC academy delivered continuous communication on trainings. Below picture 6.0 illustrated some of the communication done by MMC academy.

MMC Academy Communications

The image displays four communication graphics from JIO MMC Academy. The top-left graphic is a keynote slide for 'PARIPREKSHA'23' featuring Mr. Rajneesh Jain, Chief Financial Officer at Reliance Jio Infocomm Ltd. The top-right graphic is titled 'BUDGET 2024' and lists key takeaways from the Interim Budget 2024, including FY25 capex target, tax changes, and fiscal deficit targets. The bottom-left graphic announces an 'Introduction to Tableau' session with a training agenda and a 'CLICK HERE TO LOG INTO THE SESSION' button. The bottom-right graphic announces the 'SIX SIGMA FOUNDATION PROGRAM' with a curriculum overview and a 'CLICK HERE TO ACCESS THE COURSE' button.

Picture 6.0 MMC Training Communications

Uniqueness of the program delivered:

1. Self-directed **Blended Learning Training** program
2. Intensive engagement
3. Digital/Data learning -foundation
4. Multiple speakers/Option of self-nomination for grooming.
5. **Hands-on and** real application
6. Greater synchronicity with adult learning styles
7. Developing **pool of champions and trainers**
8. Behavioral & knowledge live sessions
9. Online quiz and online **assessment**
10. Connect with **leaders for expectations setting**
11. Linked with "Competency assurance."
12. **24/7 support** to learners' **Greater flexibility:** learning on the figure tips



13. Learner responsibility and ownership

Judging Criteria 4: Measurable Benefits

Training Effectiveness and Impact

Effectiveness of training for this phase were measured on below parameters:

- a) 81488 credit learning hrs. created during the phases 1 & 2. Phase 1: 37458 hrs. learning credit hrs. and phase 2: 46030 hrs. of learning credits during this training program journey and 25,370 learning hrs. is in progress.
- b) **98% of the participants** enjoyed the design and contents of the training program.
- c) An overall **9.5/10 was recorded as Net promoter score (NPS)** and thereby sharing encouraging feedback on training effectiveness.
- d) MMC academy received **overall 4.57/5** score on learning journey and impact from the learners and leaders on MMC trainings, feedback on reflection survey 2024.
- e) **3400+ unique learners' enrollments** on LinkedIn and Coursera LMS with 23687 hrs. of completion
 - i. **Adoption in Geography:** 21388 learning hrs.
 - ii. **Adoption in head quarter** 4000+ learning hrs.
- f) LMS adoption learning platforms increased by manifold and L & D (MMC Academy) **ranked top among other academies, having the maximum** course completion percentage recorded.

Post, phase 1 and 2 implementation, all key indicators were positively influenced, and the measurable benefits were in line with expectations. Detailed outcomes illustrated in **“Measurable Benefits” section, page no 32 and 33.**

Listening to the learners is the most important way to gauge levels of engagement. To measure the training effectiveness, through the entire learning journey and adoption, the feedback was captured on a regular basis from the learners. **The immediate feedback was measured using the following parameters:**

1. Learning Credit Hours

The entire journey covered a total of 81,488 **learning** credit hour's spread across phase I and 2, covering **26307** learners and phase 3 is planned as scale up to 4000+ employees' other business and functions. Program scale up had been identified post receiving tremendous feedback on the courses rolled out. The details learning hrs. is illustrated in the below chart 2.0.



MMC Deep Learning Certification Program Outcome



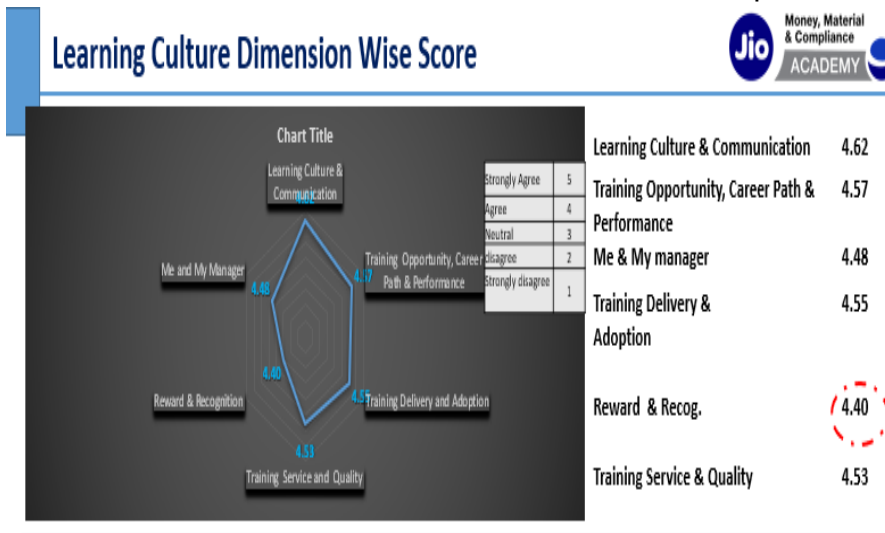
Chart 2.0 Details of learning credit hours for all 2 phases of trainings

2. Net Promoters Score (NPS)

Based on feedback, 98% of the participants enjoyed the design, contents, and learning journey of the training, thereby sharing encouraging feedback on training effectiveness. An over all of **9.5/10 was recorded as NPS score.**

3. MMC Academy Reflection survey

MMC academy (L & D) post completion of the program conducted reflection survey to gauge the overall satisfaction and effectiveness of the program **and score 4.57/5 on five defined dimensions as illustrated in below picture 7.0**



Picture 7.0 Overall learners feedback score and reflection

4. Reliance JIO LMS Reports

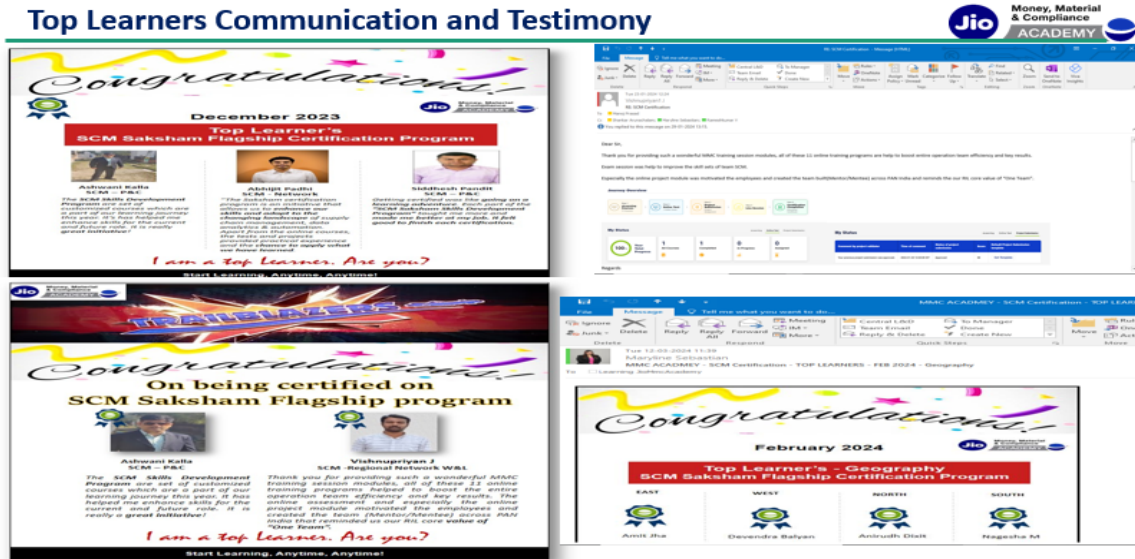


Another major factor covering the training effectiveness is the effective utilization of the **Jio MMC courses, LinkedIn and Coursera** learning platforms. MMC L & D (Academy) ranked top among other academies in having the maximum course completion percentage recorded in the learning platforms utilization during the year.

5. Testimonials received from learners, managers, and Leaders.

The progressive feedback and appreciation by learners, managers and leaders on learning **design, journey and impact, created a buzz among employees** there by leading to the scale up of identifying another set of 4000+ employees through this learning journey. L & D also **recognized and rewarded top learners** and created aura of learning culture by pull factor. Month wise reward & recognition communication & testimony shared to all leaders and employees as a cadence on regular basis. Communication and testimony is illustrated in below picture 8.0

Top Learners Communication and Testimony



Picture 8.0 MMC communication to all employees and leaders on R & R & testimony

Learners Voice, who were part of this journey are illustrated below in the picture 9.0



Picture 9.0 Learners voice

Overall Challenges and Mitigation

To minimise challenges and multiple obstacles, buy-in from all critical stakeholders at sr. level leaders, MMC heads and employees were involved in design and rollout phase. MMC academy Involved all critical stakeholders and learners right in the initial stage of the program design and define critical success factors, Objectives and key results and expectations. This was integrated part of design principle adopted for this program. This approach enabled smooth transition and change management in business and function.

Major challenges were identified proactively by the L & D team:

1. **Business need of Jio 2.0 and alignment for change**
2. **Getting early buy-in** from top leaders and critical stakeholders
3. Adoption to the new emerging technologies-Future ready.
4. **Continuous education and communication** on why, how, what, process, outcome and continues updates by applying **AUPIC communication approach**.
5. Communication on benefits and **“What’s in It for Me”** (WIIFM)
6. Overall **mindset change**
7. Continues engagement, motivation, recognitions (to top learners) and 24/7 adoption support.
8. Addressing **Learners queries and concerns** on real time basis
9. **Institutionalization** of new ways of working



Effective change management was done to ensure the rollout of learning solutions, continuous support to ensure smooth transition, adoption to new ways of working and outcome. Identification of change management challenges and imperatives are illustrated above in the figure no 6.0

All challenges and imperatives were addressed in a structured and focused manner to ensure smooth transition to new ways of working.

Challenges addressed by Efficient Change mgt.

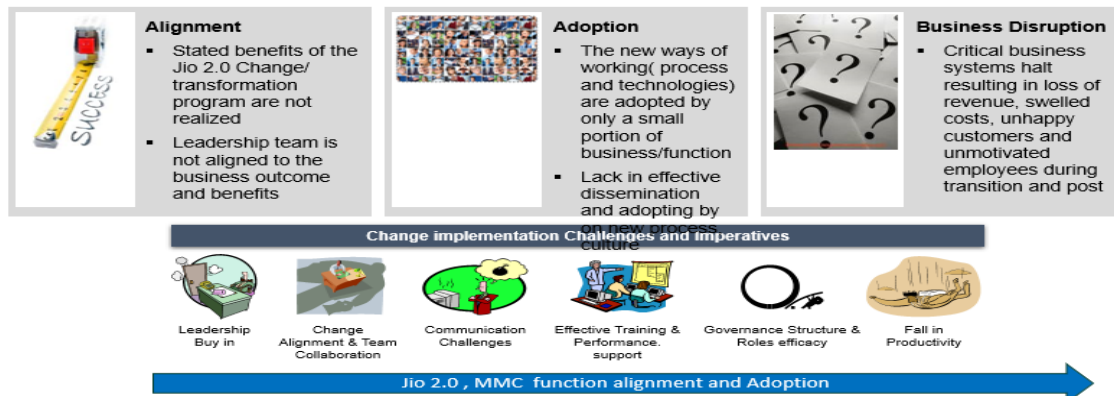


Figure no 6.0 Challenges and addressed by effective Change management

A comprehensive communication were also planned and rolled out. L & D team adopted the AUPIC communication approach to ensure the communication impact: AUPIC defined as Awareness->Understanding->participation->involvement->commitment from the learners towards skills enhancement, its application and adoption. Communication management objectives, approach for better education and adoption, illustrated in figure no 7.0 below



Effective Communication & Change mgt. for Better Adoption



A Stakeholders Communication Approach

Communication Approach					
	Awareness	Understanding	Participation	Involvement	Commitment
	<ul style="list-style-type: none"> Change Program Objectives, overall benefits, expected schedule & outcomes 	<ul style="list-style-type: none"> Change value proposition /WIFM associated for managers, employees, IT etc. 	<ul style="list-style-type: none"> in creating active support and positive attitudes towards the Change program 	<ul style="list-style-type: none"> in Change program activities, helping in dissemination of the information and performance support throughout 	<ul style="list-style-type: none"> to the success of Change and to the self by alignment to the new or altered ways of working

Above outlined communication approach will be used for educating identified target audience (Leadership, Managers and Users) to ensure early commitment and adoption to the change.

B Expectation from different target audience

Target Audience	Leadership	Leads	Learners
Expectation	<ul style="list-style-type: none"> Lead by example Recognize early adaptors on Change Identify evangelist & celebrate success Communicate benefits Reinforce Platform adoption 	<ul style="list-style-type: none"> Lead by example Involve & cascade benefits to users Support change adoption Motivate platform champions, best users Act as evangelist and support change adoption cross functionally Recognize early adaptors 	<ul style="list-style-type: none"> Lead by example Support change adoption Support peer group by addressing queries and concerns Leverage informal network communication: peer to peer

C Communication objectives

- Clear & concise message to target audience on changes, new ways of working-process, culture
- Educate & reinforce benefits – to all Stakeholders
- Relevant and targeted communication
- Adequate and timely communication to target audience

Figure no 7.0 Effective communication approach for adoption

Leadership team were involved right in the beginning of implementation cycle and MMC Academy (L&D) team ensured the reach of relevant communication to the right audience at right time. Progress on milestone achievements were communicated with right time support. Motivation of learners by recognising and rewarding appropriately. This helped a lot in building positive learning culture.

Matrix for the measurement of the impact were derived from the business and MMC functions:

- 100 % manpower rationalization and reducing dependency** on co-sourcing/outsourcing by upskilling employees.
- Re-organizing MMC organization structure to make the back-to-back** visibility in process/system.
- Cost Saving by operational and process excellence.**
- Improvement (bottom line)-quality and performance** during the Jio 2.0 transformation and digital India
- Institutionalizing** news ways of working
- Alignment and adoption to the Jio 2.0 transformation** to be efficient and effective and enhance Jio effective and customer centricity.

Business Impact on 5 key objectives (Key performance matrix) for Reliance Jio Infocomm.



Q3 of FY 2023-24 was more into the transition period as the L & D interventions was conceptualised and rolled out. The below is the illustration of overall Business impact in FY 2023-24:

In Q3 and Q4 of FY 2023-24, the business impact on four key objectives (Key performance matrix) were significant. The entire business and function impact were realised in 2 major phases:

The overall impact on defined 6 performances indicated (H1 2023-24 vs H2 FY 2023-24) measured and illustrated in chart no 2 below:

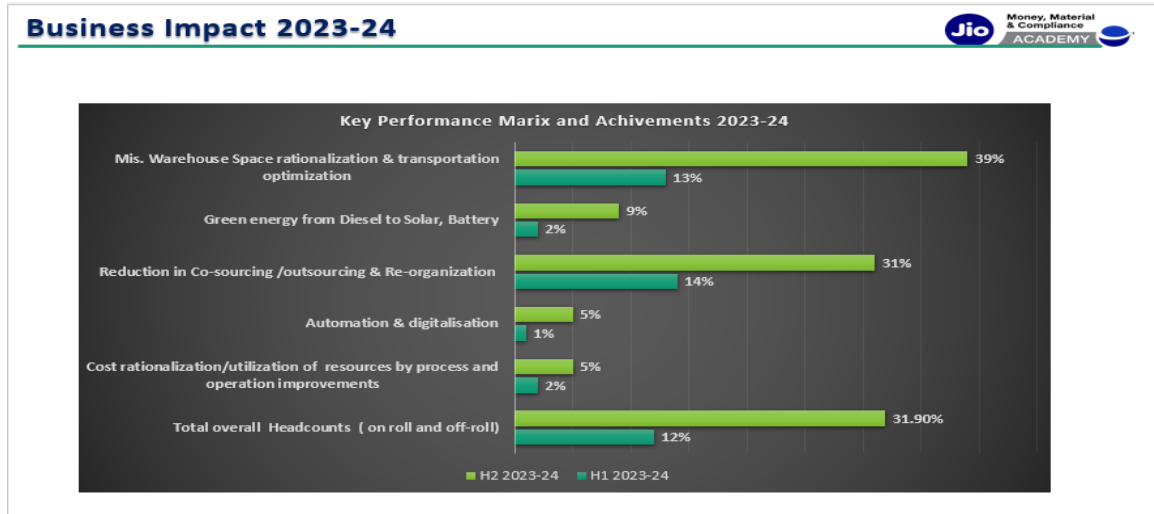


Chart no 2.0

In addition to the Jio MMC L & D team planned to extend to 4000+ employees, same training program to 4000+ employees in RIL **Group**. This would further add approx. This also enhanced further spirit of “collaboration as one team”.

Some other impacts on self-sufficiency and productivity:

- 1. Re-organisation, towards increased effectiveness and efficiency.** The Reliance Jio MMC team has now been organized around self-contained business units with end-to-end process views on entire cycle and greater focus on improving - quality, operational excellence, efficiency, performance, and skills.



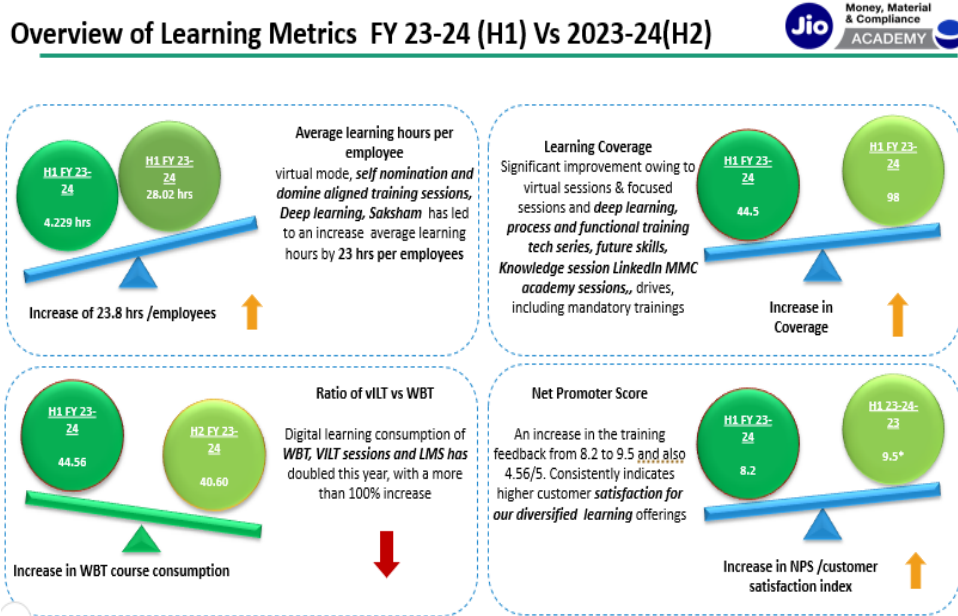
2. MMC function is now **realigned with the business key drivers and enablers with better sync and collaboration among other business and enabling functions monthly** cadence was set up and ensured the quality and performance review on real time basis.
3. The new upskilled adopted to the **new digital capabilities** (Jio 2.0 transformation) in place of manual steps reduces time spent on various processes. The defined new ways of working are well adopted and institutionalised.
4. Our CFO and MMC leaders led the **green energy and cost rationalization drive** business and geography and saved significant amount (bottom line) more than what it was planned for the year 2023-24.
5. Well established governance practices at Reliance Jio MMC function. Now, in the beginning of financial year, MMC leaders and heads are **reaching to CFO & Business heads and engaged into consultative process to finalise and fix the Annual** plan for whole year and not reactive. This helped a lot in bringing more **collaborations** among MMC cross functional collaboration and working in sync as one team and demonstrated self-sufficiencies, efficiencies, and effectiveness.

Pertinent Note: If this intervention had not been implemented, the losses would have continued to be at the same rate or would have risen to higher levels in due course.



Overall

1. Overall learning matrix, outcome and impact are illustrated in below picture 10.0



Picture 10.0 overall learning outcome and impact

Lessons Learnt

1. During the **2.0 transformation in Reliance Jio**, it was invariably assumed, **training** would not be able to create an impact on core operational issues due to its complexity, timeline, and **scale of execution**. This program had a strong conviction that training couldn't create an impact on outcome especially when problems were very high, complex and spread across 1000+ locations.
2. At the time when Reliance Jio was doing great the focus was more on top line and no of subscribers, all other companies and competitors were struggling and looking for (bottom line and opex -major cost cutting and operational excellence). In Jio 2.0 transformation, the **leadership team was looking for immediate solutions** -how to adopt to new technologies for better scale, cost, and customer experience. During this **scale up and transformational journey**, it was a **risky initiative**, because if **L & D would have failed, the credibility of L&D with business and function would have eroded significantly**. In the event of success, it would be an



effective alignment with the leadership in business/function and L & D. Sometimes, playing safe does to do justice to L&D functions.

3. After the success of MMC transformation for operational excellence, training (MMC academy got well established with a perception that training could also drive transformation by building capability and make employees **self-sufficiency and reduce dependencies by reskilling/upskilling on operation/process excellence, future skills during the contingencies and could be trusted partner in business drive and** outcome.
4. If you would have buy-in from the **top leaders, comprehensive (deep learning with a focus on future/emerging skills) training rollout plan in place and effective change management**, could impact top/bottom line and outcome.
5. Learning initiative **impacted business and function positively and there are measurable** financial and business gains, the L&D team is perceived to be adding significant value.
6. This learning experience has given, the MMC **L & D team to proactively look at core business challenges instead of confining to quote problems**. This has enhanced the ability to deep dive into problems and offer L & D solutions, which will positively impact business and function.
7. MMC Academy **successfully implemented and build a learning organization** with tangible value and productivity.
8. MMC Academy with the support of IT team was able to **build inhouse cutting edge Learning management system to support blended and immersive learners experience** for all future programs.
9. During the entire cycle of implementation MMC L & D Team **developed an internal pool of champions, trainers/facilitators that could be leveraged** in the long run-in driving learning and business outcome.

Annexures: For additional details and insight on the programme effectiveness and its business impact are gleaned below, covering:

- Business context and design of Learning interventions
- All the 2 phases of trainings delivery,
- Its impact on savings, self-sufficiency, effectiveness, and efficiencies



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