LXP Fuels 128% Surge in Certified Skills at Tata Communications

Tata Communications Limited

Best Learning Experience Platform (LXP) Implementation

November 2024

Company Background

Company-at-a-Glance	
Headquarters	Mumbai, India
Year Founded	2002
Revenue	INR 16,725 Crores (USD 2,244.9 Mn)
Employees	13500+
Global Scale	APAC, Americas, Europe, India, MENA
Customers/Output, etc. (Key customers and services offered)	Dabur, Federal Bank, Petrofac, European Tour, Detune, SpiceJet, Hewlett Packard Enterprise, Tata Elxsi, MotMacDonald, Fuze, Amway, Olam, L&T Finance Holdings, Level 3, Ascend Digital Solutions Limited, VTS communications, HT media
Industry	Telecommunications
Stock Symbol	Tata Communications Ltd.
Website	Tatacommunications.com

Budget and Timeframe

Budget and Timeframe	
Overall budget	Confidential Information
Number of (HR, Learning, Talent) employees involved with the LXP decision-making and implementation	4 from L&D team including L&D head , 2 from HRIS team , 10 from Business HR/Regional HR team, 1 from SCM team
Number of Operations or Subject Matter Expert employees involved with LXP project	1 Product manager of TCLA , 2 SMEs (learning experts from L&D team) , Business SMEs are involved based on business requirements
Timeframe to implement	6+ Years
Start date of the project	October 2017

Fit to the Needs

This journey began in 2017 when Aadesh Goyal, CHRO of Tata Communications, was inspired by the Netflix model. This inspiration led us to embark on a mission to provide a Netflix-like experience for learners at Tata Communications. The project was initially named 'Learnflix,' and its first version was launched on a SharePoint-based platform with basic features to integrate real-time VILT and ILTs (Instructor Led Trainings) with digital learning content. By 2019, it had evolved into a full-fledged LXP implementation, offering democratized learning 24/7, and delivering a best-in-class UI and UX experience.

With high performance & transformation as the key focus for Tata Communications, there was a need to re-think learning to deliver to these goals. And not just to create scale and sustainable impact, but also to personalize learning that is in-sync with an individual's purpose (what's my 'end game' and what skills do I need to get there). And move away from fragmented learning solutions approach to a more aggregated one. By thinking learning in 'sprints' and with a vision to continue building an organization of learners (and not just knowers), 'TCLA@Degreed' was identified as a solution as it offers a one-stop-shop learning interface for employees and serves to objectives above. Tata Communications recognizes the need to continuously up-skill and re-skill its employees to address the skill gap and respond effectively to changing market dynamics. In today's digital

age, skills and learning content become obsolete at an increasingly fast pace. To tackle this challenge, In 2019, Tata Communications launched the Tata Communications Learning Academy (TCLA) powered by Degreed.

By launching TCLA, Tata Communications aimed to digitize and democratize its learning and development ecosystem, in-line with the platform-based L&D strategy, by providing digital learning solutions through pathways and sponsored partners. The platform provides access to a vast collection of professional learning content, both from inside and outside the organization, including over 250,000 courses, more than three million articles, and videos from 1200 sources. This initiative transforms learning into a continuous and integrated process, enabling employees to develop their skills and knowledge efficiently and effectively.

The TCLA is designed to democratize learning for employees while also providing targeted skills and role development tailored to current and future business needs. The platform offers a digital learning ecosystem with pathways and sponsored partners. Employees have access to a wide range of learning resources, including top-quality freemium and sponsored learning providers, self-service skill development platforms like Coursera, Techademy, MakeMyLabs, LinkedIn Learning and Mpirical.

Overview

The focus areas of six pillar L&D strategy (snapshot above) are developing capabilities for current & future business demands. With skills and learning content becoming obsolete at an increasingly fast pace, the endeavor is:

To enable Skills Transformation at scale and development to enhance productivity and build a future-ready workforce.

To enable talent identification and individual career growth by democratizing content, creating a continuous learning culture, and providing 'learning in the flow of work' and creating a value-based culture by reinforcing key behaviors.

Driving employee engagement & increased productivity by equipping the learners with the right tools, technology & environment.

To foster a **culture of positive learning** and provide an enhanced learner experience.

TCLA has become a one-stop shop for the **organizational learning** and covers all three tiers of the strategy end-to-end as below:

a. **Individual Learning**:

A.I driven recommendations: The customized Home page with the AI engine provided the relevant content to the users' basis their profile, interest and learning history.

Rich mix of Freemium and Premium Digital Content: The API interoperability of the platform offered seamless integration with freemium and sponsored platforms that made it unique by providing rich content from Industry verified platforms like Coursera, LinkedIn Learning, Techademy, Mpirical, Josh Bersin Academy, MS Learn, McKinsey & Co, to name a few.

Co-creation of learning content along with business teams: Based on the organization's need, the L&D team along with the business SMEs contextualized 300+ learning pathways across skill categories (Technical, Functional, Integral, Business and Leadership). The learning journeys have been designed holistically as a combination of articles; podcasts; premium platform linked learning courses and associated certifications; online seminar recordings; milestone-based assessments and concluding with feedback for the pathways' design. This makes the pathways robust and enables assessment to understand the needle shift movement on development proficiency mix on the skills.

The user-friendly platform offered structured views to the employees that helped them to navigate their learning programs smoothly.

b. **Targeted Skill Development**:

For any customized learning journeys online 'Customized Learning Request' (CLR) platform and online 'Certification Platform' was designed on share-point platform and integrated on the TCLA home page itself along with 'Customized Skill development Catalogues' of bespoke solutions for Tata Communications by subject matter experts and learning partners. Using these alternatives integrated on TCLA, learners can raise business-driven specific skill capability development. The outcome is in the form of blended journeys with some portion designed as the digital content curated on TCLA, while remaining via classroom sessions.

c. **Targeted Role Development**:

Multi Skilling holistic role development was done via Role Skill Academies (RSA) in Tata Communications that offered contextualized journey to the incumbents. Addressing 10 critical Academies in the value chain of the organization for around 130+ roles, role skill plans were created on TCLA degreed platform covering learning journeys via 3rd party platforms of learning partners by integrating deep links in pathways or sponsored platforms like Coursera, Techademy etc. These

role skill academies have led to proactive role-readiness for critical roles and facilitating hiring from within.

Design and Delivery of the Program

Strategic Overview

degreed.

Current Business Challenges
- Democratize Education
- Need to maintain uniformity in experience and learning Content.
- Creating a culture of openness, curiosity and learning

Alignment to Learning Goals
- Creation of the TATA Communications Learning Academy(TCLA)- customizes learning programs in real-time for employees who have identified the need to develop a skill.
- Universal experience for all employees.
- Quick implementation of the learning Platform

Measure of Success with Degreed
- Employees own their growth & development
- Inspire people to learn – *create a pull*
- Institutionalize learning via streamlined processes
- Employees advocate learning
- L&D to become the backend of the architecture and degreed to be the front end of learning interventions.

"Learning drives the creation of skills, and skills are what drives corporate competitive advantage"

In today's swiftly evolving business environment, where skills become outdated in a matter of years, cultivating a culture of continual learning and upskilling is essential for a company to maintain its competitive edge. However, achieving this goal is challenging, particularly when it comes to delivering timely and scalable learning opportunities. Providing on-demand, personalized, and easily accessible content in a user-friendly format is essential to keeping employees engaged and enhancing their learning agility. Historically, learning offerings were not scalable, making it difficult to keep up with changing skill requirements, and segmented digital offerings failed to effectively bridge skill gaps. To address these challenges, Tata Communications implemented the Tata Communications Learning Academy (TCLA), which has resulted in an impressive 98% learner adoption rate as of March 2024. Also over the years, 26% reduction in costs has been achieved, as learning source remarkably transitioned from 90% In-person learning workshops in 2019 to

97% Online learning in 2024. Most of the costs involved for enrolling external learning vendors , managing classroom workshops , logistics , travel costs etc , has been channelized towards providing premium digital learning content to the learners via TCLA.

KEY FEATURES OF TCLA
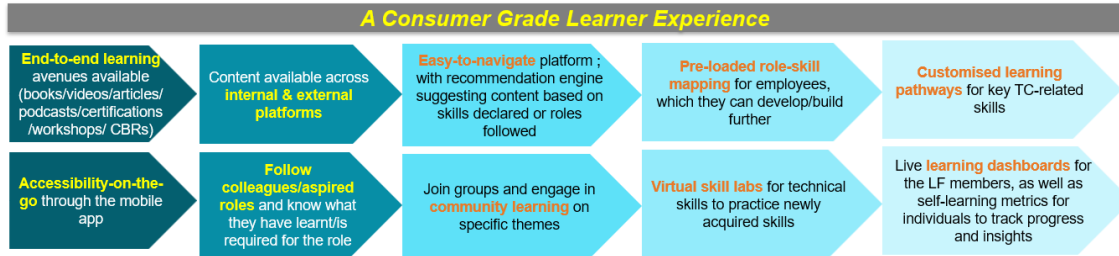
ACTIONS A LEARNER CAN TAKE ON TCLA

The platform is very intuitive - you should be able to find your way easily and start using it within 2-3 minutes!

TCLA, powered by Degreed, is a comprehensive platform that provides a wide range of learning options through its intelligent AI-driven recommendation engine. It offers a variety of free, company-curated, and personalized content across all skill categories. TCLA also features role-specific academies that support tailored development paths, enhancing critical organization-wide capabilities. What sets this platform apart is its ability to address diverse learning needs through a unified interface, balancing self-directed learning with business-led upskilling and reskilling initiatives. TCLA uses "Skill" as a currency, emphasizing its role in individual and organizational development.

Skill-based learning empowers learners and sponsors to choose skills, find suitable courses, assess, and verify skill proficiency, all through cost-effective

digital solutions that can be customized based on individual needs. This integrated L&D ecosystem, enabled by digital technology, enables leaders and managers to make data-driven decisions regarding upskilling efforts, which is fundamental to delivering on the company's strategy.

TCLA platform stands out as a catalyst for employee upskilling and reskilling, offering a comprehensive approach to professional development. Apart from this robust portal, Tata Communications has strategically integrated renowned external learning platforms such as LinkedIn and Coursera into the L&D ecosystem. This integration goes beyond mere accessibility; it reflects Tata Communications' commitment to providing diverse and high-quality learning opportunities. Through partnership with Coursera, for instance, employees are granted three free annual certifications, empowering them to acquire in-demand skills and stay ahead in their respective fields.

Moreover, the collaboration with LinkedIn and Coursera offers employees access to a vast repository of courses and resources curated by industry experts. This not only enables them to fill skill gaps but also fosters a culture of continuous learning and growth within our organization.

By leveraging these partnerships, it is ensured that the employees have the tools and resources needed to thrive in an ever-evolving landscape. The integrated approach to upskilling and reskilling not only enhances individual competencies but also drives organizational agility and innovation.

Thus, the Launch of TCLA ensured democratization of learning, maintain uniformity in experience and learning content and most importantly, created a culture of openness, curiosity, and learning.

Adoption of the Program

1. Pre-launch:

To ensure the learners are equipped to keep pace with rapidly changing technology landscape, The L&D team built a dedicated Degreed implementation team and Included stakeholders from leadership, HR, IT, and user groups. Accordingly, clear success metrics were defined i.e., Unique Active Users/Total Users Aligned individual skill development with the Degreed goals and ensured alignment with organizational strategy. Accordingly, the team conducted a readiness assessment to evaluate existing infrastructure, data integration needs, and potential challenges and successfully conducted a pilot test for the launch of TCLA in 2019 for a few employees. And the final launch announcement was held for org wide employees.

Robust communication planning was done to keep employees informed about TCLA(Degreed), its benefits, and launch timeline as shown in the image below:

TCLA vision was conceptualized in 2019.
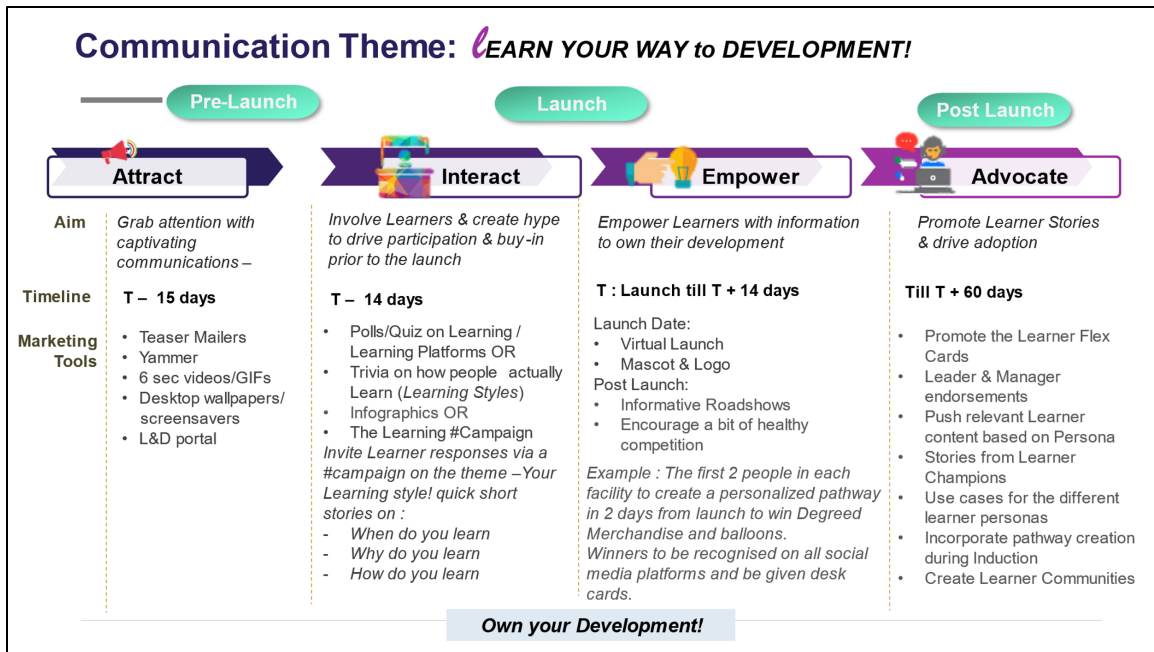
2. Launch & Implementation:

Configuration of the TCLA platform: Customize features, branding, and integrations was done, to fit organizations need.

Seamless migration of historic learning data: The existing learning content and data was migrated for seamless transition from previous platforms or systems.

Promote Learning Champions for change management: Train key users and champions and equip leaders and influencers to promote Degreed adoption.
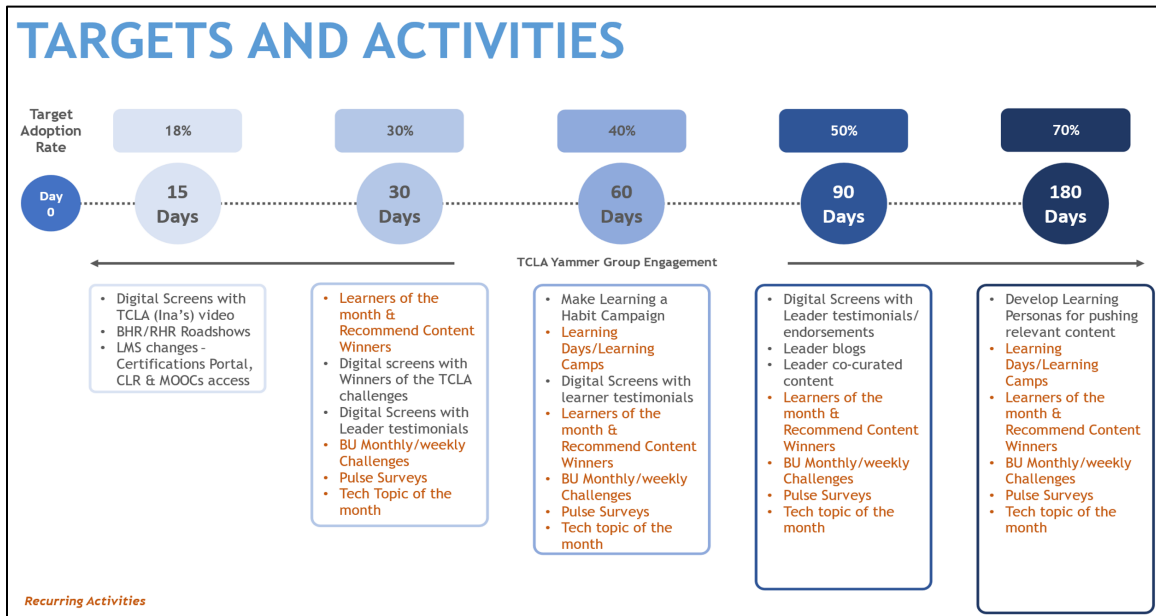
3. **Post Launch - Adoption & Engagement**:

The TCLA (Degreed) marketing and adoption strategy is a comprehensive approach to promoting learning and development within an organization. By focusing on building a strong L&D brand, developing employee skills, and increasing engagement and participation in learning, the strategy has helped to create a culture of learning that drives individual and organizational success.

MEASURING SUCCESSFUL ADOPTION

Focus Metrics

Adoption

Metrics:
- Unique Active Users/Total Users

Active Usage

Active users are learners who have taken a key action and received value from utilizing the platform over a set time period
Metrics:
- *Weekly Active Usage (WAU)*
- *Monthly Active Usage (MAU)*

Level 1 Metrics

Reach

Reach is the total population that is targeted and impacted by the platform over the setperiod of time
Metrics:
- User Funnel- Ratio of Total learners : Registered learners : Active learners

Activation

Activation is the % of new or unique users who are experiencing TCLA OR key features for the first time
Metrics:
- % learners following pathways, plans & directories for the first time
- % learners joining groups for the first time
- % Learners following people for the first time

Engagement

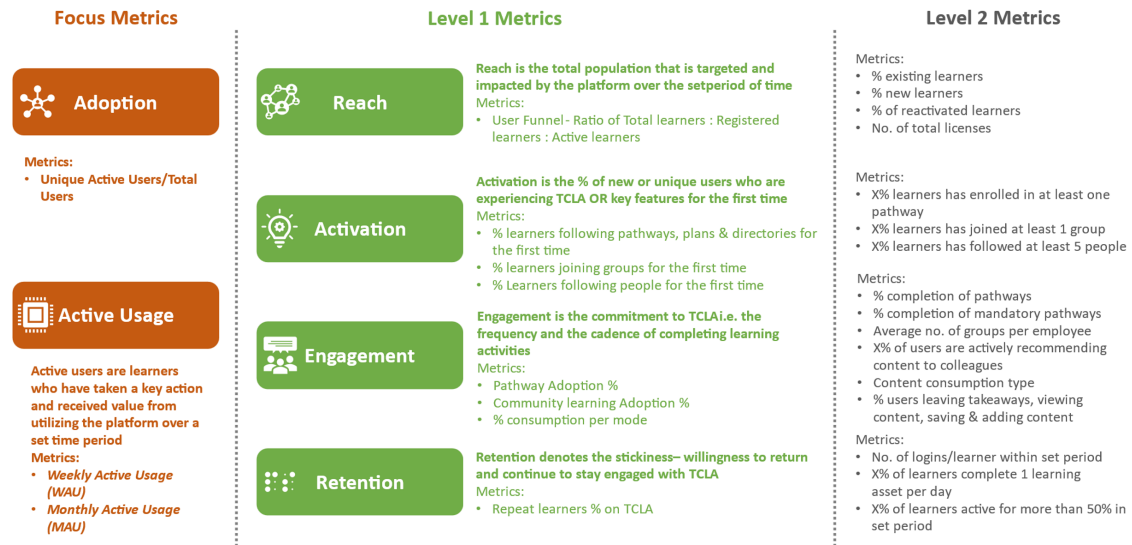Engagement is the commitment to TCLAi.e. the frequency and the cadence of completing learning activities
Metrics:
- Pathway Adoption %
- Community learning Adoption %
- % consumption per mode

Retention

Retention denotes the stickiness– willingness to return and continue to stay engaged with TCLA
Metrics:
- Repeat learners % on TCLA

Level 2 Metrics

Metrics:
- % existing learners
- % new learners
- % of reactivated learners
- No. of total licenses

Metrics:
- X% learners has enrolled in at least one pathway
- X% learners has joined at least 1 group
- X% learners has followed at least 5 people

Metrics:
- % completion of pathways
- % completion of mandatory pathways
- Average no. of groups per employee
- X% of users are actively recommending content to colleagues
- Content consumption type
- % users leaving takeaways, viewing content, saving & adding content

Metrics:
- No. of logins/learner within set period
- X% of learners complete 1 learning asset per day
- X% of learners active for more than 50% in set period

Robust marketing campaign: This was done to generate excitement and encourage early platform usage.

Personalized user experiences: Employees were nudged by configuring automated pop-ups on landing page of TCLA , to submit their role details , their preferred skills for learning , their individual goals. This helped in a much more relevant and contextual learning recommendation to show up on employee's timeline.

Recognition & celebrating early-wins: Celebrated achievements and success stories through #5-day TCLA challenge. Active TCLA users were recognized and incentivized. User feedback was continuously gathered and analyzed to continuously improve the platform and user experience.

Involving Business HRs in driving adoption journey: Business HRs and regional HRs played a crucial role as front-line allies , in driving adoption and engagement around TCLA. To encourage them further , an Inter-BU/Inter-region competition was launched for 'Best Learning Socialization Plan'. This sped up the creativity and quantity of awareness drives across the organization.

SOCIALISATION PLAN

TATA

Objective: To create an *increased awareness* of the enhanced learning ecosystem on TCLA, while providing opportunities *to increase the learner engagement* with the platform and *enhance the reach* of the platform

An Inter-BU/Region contest for the BEST LEARNING SOCIALISATION PROGRAM!

Scope	Design	The Lead-up	Keeping the Spirits High
• BU/RHRs & Learning Managers partner together to take complete ownership to design and conduct a socialisation program for their respective BU/regions - to conduct engagement activities in their respective BUs/Regions building up to the virtual roadshows • Some examples of the activities : Teaser Campaigns, Daily Activity Charter, End-of-Week Learning Goals, etc. • Support and participation of the leaders is a must in these programs	• No fixed design of the programs • BU/RHRs and LMs are free to design a program that is best suited to their audiences • Design must cover the engagement of all employees in the BU/Regions including the leaders	• All the programs should lead up to the Virtual Roadshows – which will be a webinar of the L&D ecosystem • These will be BU/Region specific, basis recommendations from BU/RHR and participation in the programs • Virtual Roadshows, as preferred by the BU/RHRs, can be custom-delivered by the L&D team or independently managed by the BU/RHR teams	• L&D will publish a leader-board* to keep track of which BU s and Regions have maximum participation. This will be published only to the HR audience • Awards & Exciting prizes for the B/RHR teams and Learning Managers : • Most participative BU/Region • Most innovative program designs • BU/RHR & LM teams driving most participation
	Dates: *Planning Week: 15th-19th June* *Running the initiatives: 22nd June onwards*	*Dates:* *Virtual Roadshows: 6th July onwards, as required by the BU / Regions*	*Dates:* *Winner Announcements: 17th July*

LEADER BOARD GUIDELINES

TATA

Program Dates & Duration
• All programs should start on the 22nd of June simultaneously
• Programs should run for a minimum of 1 week and maximum of 3 weeks

Program Responsibility
• Responsibility of running the programs is with the BU/RHRs and the respective Learning Managers
• BUHRs and RHRs can decide to jointly run this initiative for a specific BU
• Support can be taken from the BU SPOCs to further socialise these initiatives

Leader board Details
• Leader-boards for the BUs will be published weekly
• Scoring system for the leader boards is as mentioned below

Parameter	Definition	Points
Innovation in Program Design	Out of Box & original ideas for programme design that piques learner interest and elevates the curiosity & fun quotient	15%
Richness of Learner Engagement	Quality of engagement activities in terms of learner value proposition, meaningfulness and transfer of learning	15%
Leadership Engagement & Participation	Level of Leader participation/engagement in terms of Leader coverage (unique as a % of total Leader population in given BU/region)	10%
Employee Participation	Level of activity completion as per the programme design in terms of Employee coverage (unique as a % of total population in given BU/region)	60%
Total Points		**100%**

RE: L&D Resources & Announcement of the Inter-BU/Region Contest on Best Learning Socialisation Program!

IB Ina Bajwa

To ● Yuthika Rao; ○ Daisy K; ● Vishal Saxena; ○ Amber Qureshi; ● Manpreet K Marwah; ● Neha Singhal;
● Nidhi Mehta; ● Dinesh Kumar - HR; ● Alok Pandey; ○ Sushma Magare; ● Radhika Bhatnagar; **+39 others**

Cc ○ Steve Melamed; ○ Amit Pareenja; ○ Ishani Shah; ○ Nitin Duggal; ● Preet Kanwal; ○ Sandhan Dutta Chowdhury;
○ Sumita Jaiswal

↩ Reply   ↩ Reply All   → Forward   Mon 15-06-2020 19:35

📄 CONTEST ALERT!.pdf
122 KB

Dear all,

Please find attached the guidelines for leaderboard.

We will measure the engagement via TCLA reports for parameter 2, 3 & 4. For parameter 1, do keep Amit, Ishani & me looped in to your programme designs (directly on emails or sharing designs on ppt etc.) for us to consider it for the contest. Also, please note a quick date change on slide 1 in red font.

We are eagerly looking forward to see all the programme kick-offs on coming Monday!

Happy planning!! 😊

Cheers,
Ina Bajwa

RE: TCLA | Adoption a/o date | 22 January '20

IS Ishani Shah

To ● Allwyn Dsilva; ● Mridul Chandra; ○ Neeti Mehta; ○ Nohrinyl Verzosa; ○ Emma Not; ● Shalini Sasi;
● Syed Atif (HR); ○ Priyanju Pal; ○ Nupur Goyal; ● Radhika Bhatnagar; ○ Rima Sachdev; **+34 others**

Cc ○ Ina Bajwa; ○ Payoja Manglani; ○ Amit Pareenja; ○ Nitin Duggal; ● Preet Kanwal; ○ Rohini Dureja;
○ Sandhan Dutta Chowdhury; ○ Sumita Jaiswal; ● Sunil Naidu; ○ Maitreyee Bhujbal

↩ Reply   ↩ Reply All   → Forward   Fri 24-01-2020 18:12

📄 Login Information_TCLA_22Jan_All BUs.xlsx
2 MB

Dear all,

In continuation to the below mail, please find enclosed the TCLA 'User logins' report as on 22nd January 2020.

Please find below the progress on TCLA adoption (since launch) -

Adoption Category	30 Day Adoption Goal	30 Day Adoption Achievement	60 Day Adoption Goal	60 Day Adoption Achievement	90 Day Adoption Goal	90 Day Adoption Achievement	120 Day Adoption Goal	Current Adoption Achievement (%)	180 day Adoption Goal
New Learner Adoption	26%	24%	36%	38%	46%	48%	55%	53%	70%
Repeat Learner Adoption	10%	9%	16%	20%	25%	29%	35%	34%	50%

Based on the approaches covered above in this section, within 6 months of launching TCLA in FY20, 71% of new user adoption was made on the platform.
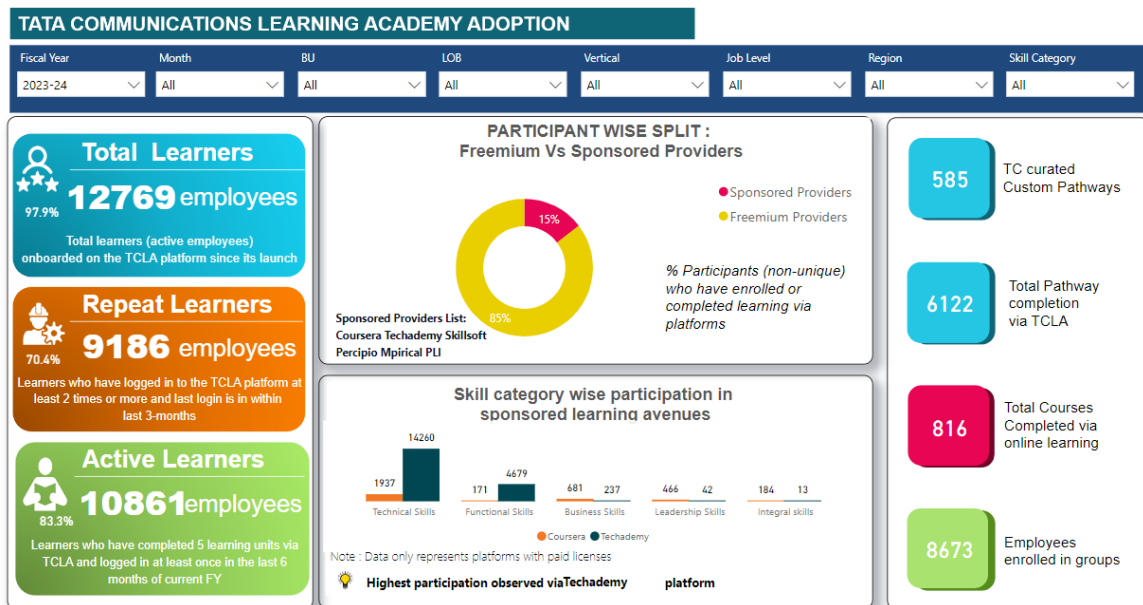
Measurable Benefits

Tata Communications learning academy (TCLA), powered by Degreed is the primary learning interface for the employees. It is a best-in class learning experience being offered – a platform that acts as an aggregator, a one stop shop covering digital courses, articles, videos, and podcasts. It also has links for people managers to place certification and customized learning requests where contextualization is required. With an AI-based recommendation engine, it works just like Netflix offering content that is unique to each employee based on their current role, skills and learning history.

Below snapshots cover some of the major impact metrics which are tracked and published on PowerBI TCLA dashboard. Major points from snapshots covered later in this section.
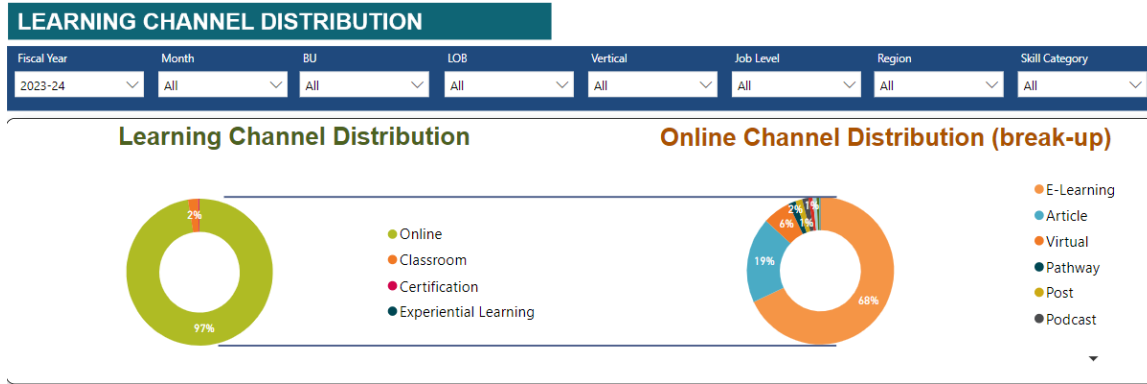
Snapshot 1 (TCLA Adoption & Usage , PowerBI snapshot as on 31st Mar'24)
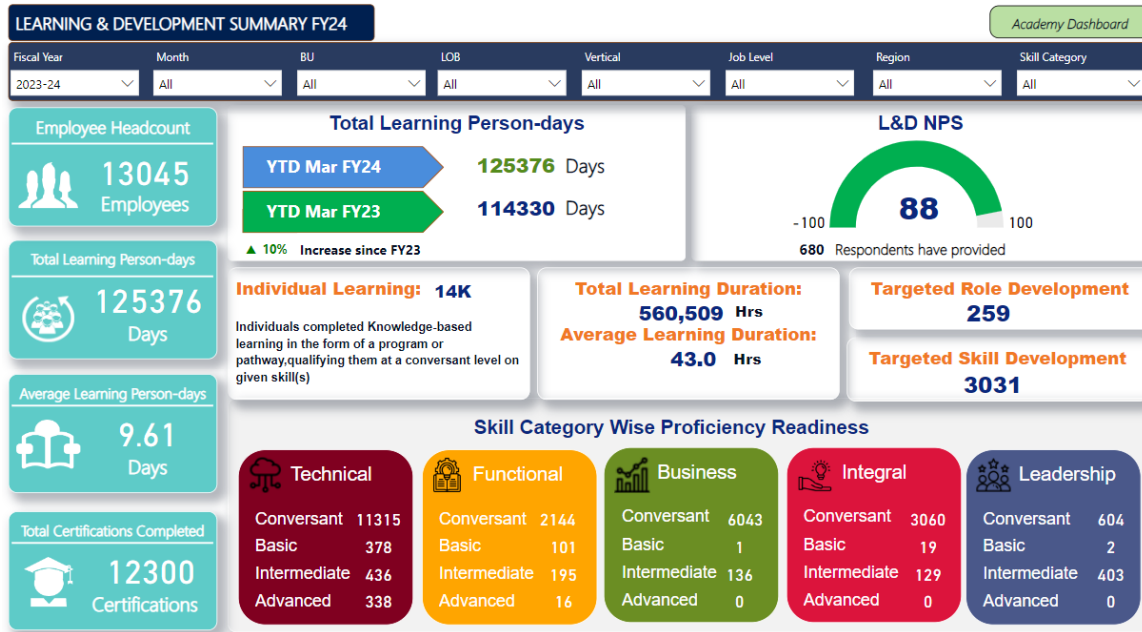
Snapshot 2 (97% of all learning is digital via TCLA , PowerBI snapshot as on 31st Mar'24)

LEARNING CHANNEL DISTRIBUTION

Learning Channel Distribution — Online 97%, Classroom 2%, Certification, Experiential Learning

Online Channel Distribution (break-up) — E-Learning 68%, Article 19%, Virtual 6%, Pathway 2%, Post 1%, Podcast

Snapshot 3 (Overall L&D Summary , PowerBI snapshot as on 31st Mar'24)

LEARNING & DEVELOPMENT SUMMARY FY24 *Academy Dashboard*

Employee Headcount: 13045 Employees
Total Learning Person-days: 125376 Days
Average Learning Person-days: 9.61 Days
Total Certifications Completed: 12300 Certifications

Total Learning Person-days — YTD Mar FY24: 125376 Days; YTD Mar FY23: 114330 Days; ▲ 10% Increase since FY23

L&D NPS: 88 (-100 to 100); 680 Respondents have provided

Individual Learning: 14K — Individuals completed Knowledge-based learning in the form of a program or pathway, qualifying them at a conversant level on given skill(s)

Total Learning Duration: 560,509 Hrs
Average Learning Duration: 43.0 Hrs

Targeted Role Development: 259
Targeted Skill Development: 3031

Skill Category Wise Proficiency Readiness

	Technical	Functional	Business	Integral	Leadership
Conversant	11315	2144	6043	3060	604
Basic	378	101	1	19	2
Intermediate	436	195	136	129	403
Advanced	338	16	0	0	0

The Big Flip: Till 2017, 90% of learning at tata communications were driven via classroom programs. Today at the end of FY24, 97% of learning of Tata Communications is driven via digital learning content. (Refer Snapshot 2 above. Also refer to snapshot 4 below which covers L&D transformation story).

Cost optimization and effective re-purposing : In relation to point 1 above , over the years, 26% reduction in costs has been achieved, as Learning source remarkably transitioned from 90% In-person learning workshops in 2019 to 97% Online learning in 2024. Most of the costs involved for enrolling external learning vendors , managing classroom workshops , logistics , travel costs etc , has been channelized towards providing premium digital learning content to the learners via TCLA.

Platform adoption: This platform is accessible to all on-roll employees of Tata Communications. In the first year (2019), 75% new user adoption and 55% repeat user adoption was achieved within 9 months of launch. The adoption rate at the end of FY24 has reached at 97.9%.

Also, In FY24, there are 10861 learners (83.3%) who are active on the platform, meaning they have completed at least five learning items on the platform. Also In FY24 there are 9186 employees (70.4%) who are repeat learners (utilized TCLA at least 2 times in last 3 months) (refer snapshot 1 above)

Enablement of certified skills : The platform has business-driven skill certification needs over the last ~5 yrs. In FY20, 5379 certifications were completed via TCLA, which has seen a whooping jump in FY24 to 12300 certifications (128% jump in certified skills from FY20 to FY24). Please refer to snapshot 5, to see the complete journey.

Net Promoter Score (NPS) : The learner advocacy score (NPS) has significantly increase from 55 in FY20 to 88 in FY24.

Digital Transformation enabler , during COVID : A robust all-encompassing digital L&D ecosystem became one of the key enablers to help smoothen the transition for employees to virtual working when the pandemic struck; with the onset of the Covid-19 situation in March, L&D achieved 100% online learning with immediate effect from 90% class-room learning a/o Mar 31, 2020, including Induction thereby having no adverse impact on business continuity.

Learning Person Days: In FY24, Tata Communications Learning & Development team marked a landmark year by scoring 9.61 Learning Person days which is an Industry benchmark. This is a huge jump from 7.4 Learning Person Days in FY20. Please refer to snapshot 3 above and snapshot 5 below.

Driving Learning Organization culture: Furthermore, TCLA laid down a solid foundation of the learning organization, allowing L&D to actively support employees acclimatize to new ways of working & keep them positively engaged.

**LONG TERM BUSINESS IMPACT**:

As Tata Communications embarked on its transformation journey, there was a need to continuously up-skill & re-skill individuals to address the ensuing skill-gap and respond effectively to changing market scenarios. With skills and learning content becoming obsolete at an increasingly fast pace, enabling Skills Transformation at scale - development of skills that would enhance productivity and build a future-ready workforce, emerged as the need of the hour to drive business results.

Snapshot 4 , transformation journey of L&D at Tata Communications, over the years
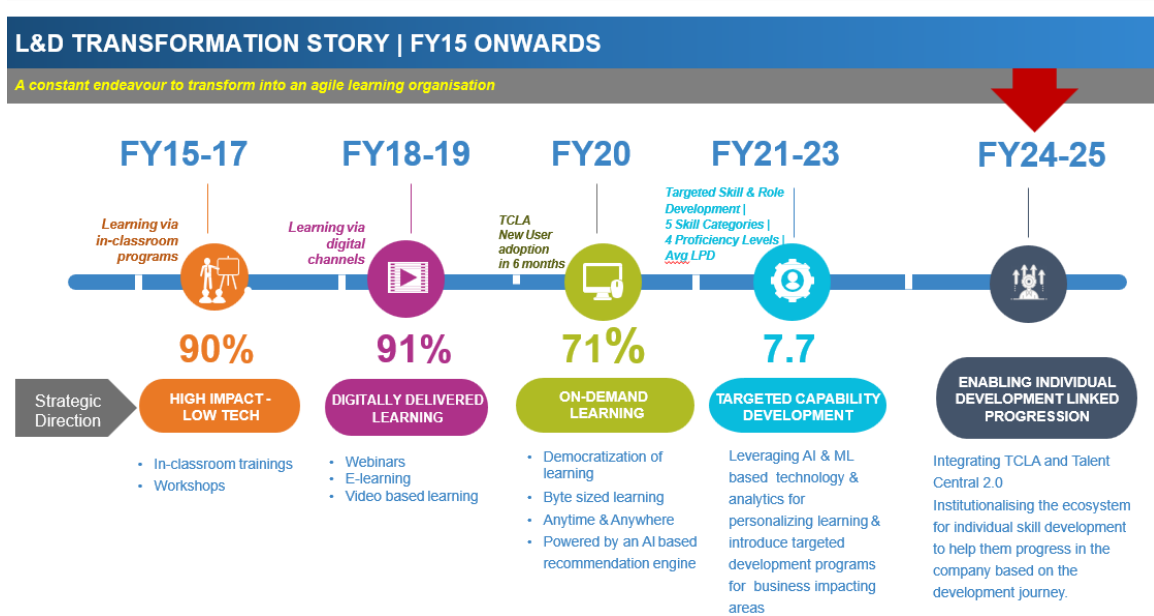
Snapshot 5 : How business impact and effectiveness of learning has been improved over the years
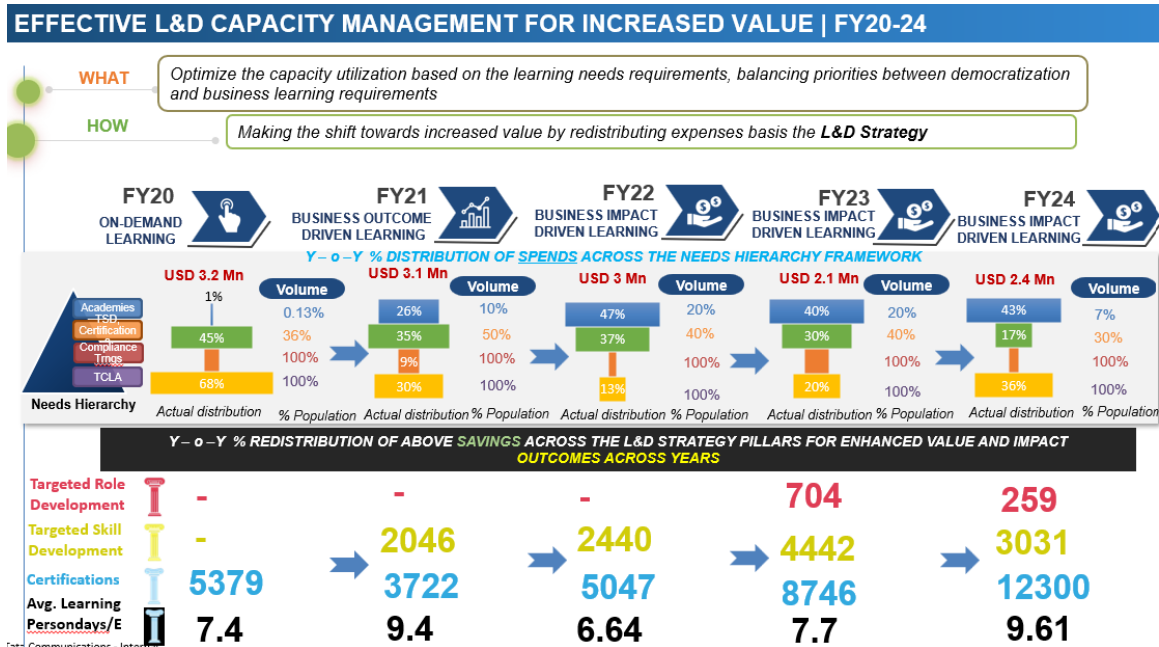
Role Readiness as per business needs: For the high-value tier of development (Role Skill Academies), the measurement of business impact metrics will begin in FY25 for the Academies brought into action during FY22, FY23, FY24. For one of the Academies (Account Management academy) that was launched in 2020, that was preluded with a mindset & behaviors shift alignment exercise for all CSM team members globally, there has been a needle movement of one of the Academy's impact metric - from the customer NPS score of 70 in FY20 to 80 in FY23. While there are other input variables, and other teams who contributed to this shift, however, the concerted and structured efforts to transform & upskill the CSM role/team contributed significantly to this positive shift.

In FY23, 75% of Capability Development was contributed by Role Skill Academies. 704 employees developed as Role Ready at Basic, Intermediate & Advanced Maturity levels across 10+ Academies. 1209 role-readiness is in the pipeline for FY24 based on the completions of Role-skill academies and its business outcomes will be visible in FY25.

Skilling/Reskilling based Internal Job Movements: Tata Communications also measures long-term L&D effectiveness by tracking how many employees progressed in their career - through IJPs, job rotations or promotions – post utilizing the L&D ecosystem. In FY24, ~1600+ role movements happened for TC Core. This includes 619 employees who were developed via Role Skills Academies in FY23 and FY24(covered in previous point).

Robust automated reporting framework linked to TCLA capability development:

Over the last 3 years, exhaustive efforts have been made to achieve a stage where all learning via TCLA is documented and published on a dashboard in an automated fashion. Till FY21, the L&D monthly data report used to be only an excel file, created manually by L&D team at the end of the month, and then circulated manually on need-basis. All these efforts took around 15 days of SLA.

Now in FY24, the data from all digital platforms linked on TCLA is consolidated in Datamart and using defined logics, the intelligent data points are displayed on the Power BI dashboard. This dashboard has been deployed globally covering overall organization. To achieve automated and optimized reporting, efforts have been put to implement API based reporting. Reporting for learning content of all premium digital learning platforms (Coursera, LinkedIn Learning, Techademy, Mpirical) and Freemium content learnt via Podcasts, Books, Online articles etc has been automated in FY24. Today, the same L&D PowerBI dashboard is published within 5 days SLA. Also, this is now accessible to all people managers on PowerBI.

In FY25, now Tata Communications is aiming for Live and Dynamic PowerBI reporting of TCLA linked capability development.

Targeted Skill Development (TSD): In FY24, 3050 TSDs were achieved (which means an employee completed a learning + completed an assessment or a certification+ practiced the skill via application).

Out of 3050 TSDs, 80% was at Junior Management level, 17% at Middle Management level, 2% at Senior Management level.

Targeted Role Development (TRD): In FY24, 260 TRDs were completed (which means an employee was made role ready covering multiple skills by completing a learning + completing an assessment or a certification+ completing an experiential project related to the role). Job Level-wise it covered 81% at Junior Management level, 17% at Middle Management level, 2% at Senior Management level.

Overall

Overall Summary of results achieved via LXP project:

The platform Strategy at Tata Communications aspires to leave a transformative legacy in the learning and development landscape, shaping a future where:

1.   Individuals are empowered, learning has been democratized:

Personalized learning pathways & Plans to individual goals, skills, and interests, fostering intrinsic motivation and continuous growth.

Microlearning nuggets or Bite-sized content cater to busy schedules and diverse learning styles, making knowledge acquisition seamless and convenient. While deep-skilling learning avenues continue to be available.

Focus on Skills mastery through skill development and application, ensuring acquired knowledge translates into real-world competence.

2.   Tata Communications becoming a learning powerhouse:

TCLA has equipped Tata Communications to quickly upskill and reskill their workforce, keeping pace with ever-evolving industry demands.

The platform fosters a culture of open learning and knowledge exchange, breaking down silos and maximizing collective intelligence.

Comprehensive analytics provides valuable data on learning effectiveness, employee strengths, and skill gaps, guiding strategic workforce development initiatives.

3.   The future of work is shaped by continuous learning:

TCLA fosters a growth mindset empowering individuals and organizations to thrive in a dynamic work environment.

Lifelong learning becomes the norm: TCLA breaks down traditional barriers to learning, making it accessible and engaging for everyone, regardless of age, background, or location.

A more skilled and adaptable workforce: TCLA contributes to building a future workforce equipped with the skills and knowledge to navigate the challenges and opportunities of the 21st century.

Lessons Learnt and Future Roadmap:

Crowd-sourcing content curation on TCLA, in the form of learning pathways, is a powerful and engaging approach. This wasn't leveraged in FY20 and FY21, and only FY22 onwards it started. This has made buy-in and adoption of pathways even stronger, as business SMEs themselves were involved in curating it. Had this been considered at the time of launch itself, the initial adoption would have been even stronger.

There is a missing link currently for employees which intuitively guides an employee in an automated way to convert their learnings on TCLA to getting opportunities of career development, cross-functional movement in the organization. So, while the learning is democratized, for career development, an employee is still dependent on the ecosystem for manual guidance. This missing link needs to be solved.

Change Management of mindset change for acceptance of Digital Learning as a dominant mode of learning:

In the initial phases, after launch of TCLA in FY20 , Tata Communications had to use multiple push/pull mechanisms to drive the adoption. But there was a constant question coming in from business side, to see if they can continue to have class-room based learning only. It took multiple rounds of influencing and buy-in discussions with business leadership to generate trust in TCLA as a primary learning platform. Over the years, strategic inclusion of multiple premium digital platforms (Coursera, LinkedIN Learning , Techademy , Mpirical etc.) in the TCLA arsenal has proven worthy and trust/acceptance level is now at an all time high (98% employees have adopted to TCLA platform).

Learning Content proficiency needs further curation : TCLA learning is democratized and anybody can learn anything. But L&D team realized that % of learning of basic proficiency was remarkably higher in FY20, FY21 (~80% of learning). This has now come down to ~40% , while intermediate and advanced level learning has increased. But this conscious movement to higher proficiency content takes manual curation effort and it was felt that in future TCLA needs to enable this better.

Future Road Map

As mentioned earlier in the submission, TCLA has helped to achieve democratization of learning. Now Tata Communications is on the advent of career development democratization. In Dec'23 (FY24) , it has begun the journey of completing this missing link , by connecting a new launched Talent Market place platform and TCLA.

This TCLA enhancement journey involves various milestones over FY25. It involves multiple addition of customized features, business rule automations on TCLA. L&D team is working on this in collaboration with the Degreed product management team.

Below two snapshots will give an idea of TCLA as on 'today' vs how Tata Communications is visualizing TCLA as on 'tomorrow'.

Snapshot 1 :

Snapshot 2

HOW RELEVANT & CONTEXTUAL ARE LEARNING CONTENT RECOMMENDATION ON TCLA(DEGREED)...

TATA COMMUNICATIONS

Today ?

Digital Learning Platform ecosystem

| Coursera | Techademy | LinkedIn Learning | Mpirical | Freemium content |

TCLA recommendations are driven by...

01 Current Role name saved on TCLA on employee profile. **But,**
- These are manually added by employee and not updated. Content relevancy goes down.

02 Current Skills tagged on TCLA on employee profile. **But,**
- These are manually added by employee and not updated frequently. Content relevancy again goes down.

03 Content which are being pursued by other users whom the employee follows on TCLA

04 Content which is popular/mandatory & being consumed by majority

05 Pathways manually assigned from back-end basis ad-hoc business need. **But** content is mostly of conversant level.

Today, recommendations on TCLA are AI driven, but has **high dependency on employee's self-action** (point 1,2 & 3 above) to get content which is relevant to current role and/or aspired skill.

Tomorrow ?

Digital Learning Platform ecosystem

| Coursera | Techademy | LinkedIn Learning | Mpirical | Freemium content |

TCLA recommendations will be driven by...

↑ Upgrade **01** Current Role name saved on TCLA on employee profile. **Additionally,**
- Aspired role name from TC2.0 also to be saved on TCLA, for future readiness relevant content.

↑ Upgrade **02** Current Skills tagged on TCLA on employee profile. **Additionally,**
- 'Skill Gaps' from TC2.0 also to be added to TCLA employee profile

03 Content which are being pursued by other users whom the employee follows on TCLA

04 Content which is popular/mandatory & being consumed by majority

↑ Upgrade **05** Pathways content mostly enhanced to basic/intermediate/advanced level & more role-based pathways (current & future role)

NEW **06** Integrating employee lifecycle events with instant learning recommendation routed to TCLA :
- Ex : IC to PM , New Joiner , JM to MM level, IJP Decline , IJP application, Transfer, Promotion, PIP , Coaching conversations etc

Tomorrow, recommendations on TCLA will be automatically driven by Current Role + Aspired Role + Updated employee skills + lifecycle event. **Higher relevance and lower dependence on employee's self-action.**

TCLA platform (Degreed LXP) aspires to be more than just a learning platform; it aims to be a catalyst for individual and organizational transformation, shaping a future where learning is valued, accessible, and empowers everyone to reach their full potential.

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