Brandon Hall Group™

Qualitative Data

How International Companies Excel with Corporate Learning Universities

Case Study Analysis

2025

INTRODUCTION

A Corporate Learning University extends beyond traditional training departments by functioning as a centralized hub for knowledge creation, skill development and capability building. Unlike standard learning functions, these universities align learning directly with strategic business objectives, create structured governance with executive sponsorship, and develop comprehensive curricula targeting roles across the organization.

Brandon Hall Group™ analyzed data from recent Excellence Award-winning organizations in the Best Corporate Learning University category. The analysis includes case studies from Calik Holding (Conglomerate), Constellium and BTS (Manufacturing), NTT DATA (Technology), and Tata Communications (Telecommunications).

These organizations have established corporate universities that address specific business needs while aligning with their strategic objectives. The learning universities serve as centralized hubs for developing talent, fostering innovation, and building capabilities critical for business success.

Our analysis reveals several common elements across these successful corporate learning universities:

- Strategic alignment with business objectives
- Structured governance and clear organizational design
- Customized learning pathways for different roles and proficiency levels

- Blended learning approaches combining various modalities
- Focus on measurable outcomes and business impact
- Integration with talent management processes

The following sections highlight the measurable benefits these organizations realized, provide success stories from each case study, and outline key takeaways for organizations looking to establish or enhance their corporate learning universities.

Featured Organizations

- **Calik Holding**
- **Constellium**

- **NTT DATA**
- **Tata Communications**

Note: Organization names are clickable links that will take you directly to their respective case study summaries.

MEASURABLE BENEFITS DATA

Calik Holding

- Training satisfaction rates consistently above 80%
- Participants gaining skills to create an inclusive work environment
- Enhanced competencies in leadership, management and financial analysis

Constellium

- Employee turnover for particpants in the corporate university at 6.7% vs. company average of 12.9%
- Estimated cost savings of $6.1 million from reduced turnover

NTT DATA

- 40% reduction in training time, saving 4 hours per employee annually
- 67% reduction in time spent on user engagement experience
- 83% reduction in time spent on mandatory notifications
- 78% reduction in time spent on global reporting
- 100% improvement in autonomy/agility for home sliders management

Tata Communications

- Resolution efficiency improved from 81% in FY21 to 95% in FY23
- Process agility scores improved across metrics including ticket rates and RCA compliance
- Developed existing staff in new skills: 499 certifications (FY21), 888 (FY22), 844 (FY23), 819 (FY24)

KEY TAKEAWAYS

Our analysis of these award-winning corporate learning universities reveals several important insights and best practices that organizations can apply:

1

Strategic business alignment.

Successful learning universities directly connect learning initiatives to business objectives. The most effective programs address specific business needs and challenges, with Tata Communications improving resolution efficiency from 81% to 95% and NTT DATA reducing training time by 40%. Regular reviews ensure continued alignment with evolving business priorities, as seen in Constellium's quarterly steering committee meetings and Calik Holding's competency analyses.

2

Structured governance and role clarity.

Effective corporate universities establish clear organizational structures with defined roles and responsibilities. Cross-functional governance with business leader involvement is essential, demonstrated by Tata Communications' 5D Process Flow involving Business Sponsors, L&D Teams, and Business HR Teams. Regular reporting mechanisms to track progress and impact are implemented across all organizations, with NTT DATA reducing global reporting time by 77.7%.

3

Holistic skills development.

The most successful universities focus on developing multiple skill categories across technical, functional, business and leadership domains. They create progression pathways from basic to advanced proficiency levels, as exemplified by Tata Communications' Service Assurance Academy with its clearly defined development journey. These universities strike a balance between role-specific skills and broader capabilities, with Calik Holding offering specialized programs for different management levels.

4

Blended learning approaches.

Award-winning programs employ combinations of self-paced learning, virtual sessions, and in-person workshops. They integrate practice opportunities and hands-on experiences, with Constellium's Leadership Development Program combining workshops, coaching and digital learning.

5 Measurement and analytics.

Top corporate universities establish clear metrics tied to business outcomes. They implement regular tracking and reporting of progress, with Tata Communications publishing monthly dashboards to Academy Sponsors and quarterly updates to the Leadership Team. These universities establish connections between learning initiatives and performance improvements, with Constellium demonstrating a 6% lower turnover rate for LDP participants resulting in ~$6.1 million in cost savings.

6 Technology enablement.

Successful learning universities leverage robust learning platforms supporting various learning modalities. They provide personalization through AI and recommendation engines, with NTT DATA using an AI-based Recommender System for course recommendations. These universities integrate with other HR systems and processes, as demonstrated by NTT DATA's platform integration with Microsoft Teams and Outlook.

7 Cultural integration.

The most effective corporate universities serve as vehicles for culture reinforcement. They focus on company values and leadership behaviors, with Calik Academy explicitly designed to train leaders aligned with "Calik DNA." These institutions promote cross-functional collaboration and knowledge sharing, as seen in NTT DATA's emphasis on customization, innovation, collaboration, and globality as core pillars of their university.

By implementing these best practices, organizations can develop corporate learning universities that not only build critical capabilities but also drive measurable business results through improved performance, increased employee engagement and stronger talent retention.

SUCCESS PROFILES

ÇALIK HOLDİNG

Developing Future Leaders

Overview: Calik Holding is a large conglomerate operating in 34 countries across 5 sectors: energy, finance, textile, construction, and mining, with over 15,000 employees.

Situational Context: In a rapidly changing global business environment, Calik Holding needed to adapt its strategies and develop agile leaders who could manage change effectively.

Challenge: Calik Holding needed to train pioneering leaders with strategic vision who understood business requirements within a culture of continuous education while monitoring employee performance.

Solution: Calik Academy was established in January 2023 to train leaders aligned with Calik Holding's DNA, with the mission to develop future leaders who are professionally and personally versatile. The Academy offers leadership development, competency, and personal development programs structured around three main initiatives:

1. Calik Leaders Council Program (CLC) for senior managers
2. Calik Emerging Leaders Program (CEL) for rising talent
3. Calik Master Pro for middle managers

Implementation: The Academy's structure is administered by the Human Resources team. Training plans are designed based on competency analyses, development areas, and training needs gathered from interviews with senior managers. Programs include modular trainings, keynote speakers, simulations, practical applications, and mentorship opportunities.

Meaurable Benefits: The Academy has achieved consistently high satisfaction rates above 80% in training evaluation surveys. Participants develop versatile skills that enhance their ability to implement strategic decisions, lead technological transformations, and foster an inclusive work environment that maximizes team potential.

Read the full case study here.

Building a Global Learning Ecosystem

Overview: Constellium is a global manufacturer of aluminum products for packaging, automotive, aerospace, and other industries with 12,000 employees across 11 countries.

Situational Context: Founded in 2011 through the consolidation of several established companies, Constellium needed a sophisticated L&D response to align with its business strategy in a competitive, complex industrial environment.

Challenge: A 2018 Global Employee Survey revealed managers lacked access to meaningful, business-focused training, and there was no clear vision or strategy for training and development.

Solution: Constellium partnered with BTS to develop a learning university with targeted programs for different organizational levels:

- Global Engineering Development Program (GEDP) for early-career engineers
- Front-line Manager Development Program (FDP) for supervisors
- Leadership Development Program (LDP) for middle managers
- Executive Development Program (ExDP) for senior leaders

Implementation: The university operates with a lean central L&D team working with local HR and subject-matter experts. Programs combine in-person workshops, simulations, coaching, peer learning, and digital platforms. For LDP, business simulations allow managers to practice strategic decision-making, while multiplier leadership concepts foster empowering management styles.

Meaurable Benefits: The GEDP received a 4.5/5 overall rating with 100% of participants recommending it. The LDP received a 4.6/5 rating, with 85% of participants rating it 4/5 or higher. Employee turnover for LDP participants was 6.7% compared to the company average of 12.9%, representing a potential cost saving of €4.6 million. The LDP won a "special CEO award" for its contribution to the business.

Read the full case study here.

Creating a Global Digital Learning Platform

Overview: NTT DATA is a global technology services provider with over 51,000 employees operating in 25 countries across Asia, Europe, Latin America, Middle East, Africa, and North America.

Situational Context: NTT DATA needed a learning platform that could support digital evolution and innovation while addressing organizational and operational model needs across its global workforce.

Challenge: The company needed to build a digital, flexible, and agile learning environment that could quickly adapt to business trends and learner needs while operating efficiently across different regions.

Solution: NTT DATA University was created as a catalyst for global knowledge that promotes integral development of people while transmitting company values and culture. The university provides customized learning paths where each student chooses their own journey based on career goals and aspirations.

Implementation: The university organized with global, regional, and local teams to ensure strategic alignment and efficient implementation. The platform integrates all types of training (synchronous/asynchronous) and uses AI-based recommender systems to provide relevant content to learners. Content is available in multiple languages, with 80% generated internally.

Meaurable Benefits: The university achieved high satisfaction (4.56/5) and Net Promoter Score (97.85%) across regions. New interactive formats reduced training time by 40%, saving 4 hours per employee annually. Process improvements included 67% reduction in time spent on user engagement, 83.33% reduction in time for mandatory notifications, and 78% reduction in global reporting time. The platform also increased autonomy and agility in content management by 99.79%.

Read the full case study here.

TATA COMMUNICATIONS

Building Technical Excellence

Overview: Tata Communications is a global telecommunications company with over 13,500 employees operating across APAC, Americas, Europe, India, and MENA regions.

Situational Context: To maintain its position as a Digital Ecosystem Enabler, Tata Communications needed to build a workforce that was both updated in current skills and focused on future capabilities.

Challenge: Tata Communications needed to transform the capabilities of its Service Assurance (SA) team to become business risk-managers who could provide proactive service support and ensure service continuity for customers.

Solution: The Role Skill Academy (Corporate Learning University) was established in 2017, starting as a Technical Skills Academy and evolving into the Service Assurance Academy. The academy provides holistic skill development across technical, functional, business, integral, and leadership categories at basic, intermediate, and advanced proficiency levels.

Implementation: The academy follows a 5D Process Flow: Determine, Define, Design, Deliver, and Develop. It integrates four forms of learning: Micro, Macro, Community, and On-the-job learning. For each role, a skilling plan identifies relevant technical and integral skills with targeted proficiency levels. Learning is delivered through self-paced modules, custom virtual programs, and OEM-sponsored certifications.

Meaurable Benefits: Resolution efficiency improved from 81.5% in FY21 to 95.2% in FY23. The academy developed employees in new skills with 499 industry certifications in FY21, 888 in FY22, 844 in FY23, and 819 in FY24. Customer satisfaction scores improved, with NPS for service availability increasing from 24 in FY20 to 48 in FY23. Tata Communications was recognized as an "Industry Leader" in the Tata Business Excellence Model assessment.

Read the full case study here.

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ABOUT BRANDON HALL GROUP™

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