RAPTIVITY ®

Rapid Interactivity for Effective Learning

Case Study – Arvind Murwaha

Indian Telecom Giant Successfully Standardizes

Training Requirements Using Raptivity!

About Arvind Murwaha

Arvind K Murwaha is a leadership coach, trainer and learning management partner to many organizations. He has designed and deployed extensive organizational level, customized learning solutions for most of his clients. He is also a hands-on human resource development specialist, with more than twenty five years of experience in competency mapping and training deployment for competency development across all levels and functions of an organization.

Trained at an International Training Center in Cape Town, South Africa, Arvind has more than a decade of experience in the field of leadership development and behavioural training for a multitude of industries.

Background

One of India's leading CDMA & GSM services provider needed to create and standardize interactive training programs for employees and new entrants across the organization.

Business Situation

The number of resources hired by the service department of the telecom services provider varied from 1000 – 1500 across the country, on a monthly basis. The organization initially operated from its premises based out of Chennai and Mumbai. However, with a huge expansion plan on cards, the organization was planning to start operations from fourteen different locations within a span of one year. They wanted to focus on improving the quality of service, while working towards standardizing the core training process for new and existing employees.

The training program for each new batch which was essentially classroom based; typically ran into three to four weeks. The whole process of training was very cumbersome and time consuming with the involvement of many resources from within the organization. The resources involved included the following:

- **Content Creators:** *Their job was to update the content and ensure dissemination to respective trainers. This was a tedious work as it involved co-ordination across different trainers spread across the multiple geographies. Even then it was not certain that the actual content being used was the most recently updated version. As a consequence, there was a 2-4 day gap between a change being made and same being used for front end training. In a sales and service environment where details like rate plans and service options change frequently, this contributed to a lot of lapses in service quality.*

- **Trainer:** *The trainer worked on imparting product skill set training and took care of the entire pen and paper based assessment process. Since it was a trainer led training, the quality of training was not consistent and there were also chances of trainers missing out on some critical information required by the service providers. This too was a major contributor towards service quality.*

- **QA (quality assurance) Team:** *They worked on double checking the training program content as well as the assessment papers before declaring the end result. This was required to be done for each batch at each of the locations across the geographies.*

The Challenges

Service Quality issues arising out of inconsistent content being used at different centers was a major challenge. Though checks and balances were in place, the turn-around time and accuracy for update of the content was not satisfactory. Lot of resources were consumed for putting these checks and balances into place.

Initially the training centers owned and operated by the telecom services provider operated out of two cities only. In the expansion phase they were now required to franchise eleven more centers which would have led to huge additional expenditure if the trainer led training continued. Also, hiring so much of training related manpower (content developers, checkers, trainers etc.) would have taken take more time and the expansion deadlines would have been impacted adversely.

The challenge before Arvind was to enable this expansion on time, yet bring down the overall training cost, while maintaining the quality and effectiveness of the training programs.

Solution and the Approach

The basic approach of the organization was to adopt a blended training model wherein the trainer conducted the training sessions within a stipulated time period, with the help of pre-assigned content. The organization had to spend on hiring trainers and the certification of the trainers who conducted these training sessions. Hence, the only solution to tackle this situation was by having a standardized centrally published training management system.

The complete solution consisted of

- Deploying a blended approach for training – Self learning coupled with only critical trainer led session(s) was visualized as the first major step. This reduced the need of additional trainers and also eliminated the need of using overhead projectors thus reducing capital and operating costs.

- Centralized content creation – This reduced the number of content creators required at each location, reduced the turnaround time and eliminated the errors in service delivery since the learners got immediate access to the updated content.

- Automated assessments enabling standardization in the learning process

Arvind started by creating standardized content which could be published online on a central portal so that it could be easily accessible from anywhere within the organization. The program not only catered to the requirements of training imparted to the new entrants but also focused on improvising supervisory and managerial level skills. The major roadblock in the initial steps taken to standardize the training content was the huge cost involved in hiring flash programmers and graphic designers for content creation. Also a lot of lead-time was needed to create the content in the traditional manner. Thus, Arvind started to look for alternative options which could take care of the above issues.

"If I hired flash programmers and graphic designers the cost of this content creation and training program would have crossed the budget and that wouldn't have been feasible." **(To appear on the webpage as a separate artifact)**

It was during his research on authoring tools that he came across Elicitus and it was during this time that he and his team were invited for a seminar organized by Harbinger Knowledge Products, the creators of Elicitus. It was here that he was introduced to Raptivity and then started using it and together with Elicitus to develop the required course content.

In order to save the cost of hiring programmers, Arvind hired two designers who were non-technical and then trained some of his managers on instructional design. These people were then given training on Elicitus and Raptivity. Each of the managers were given the task of story boarding the entire course content, in order to put it in a shape and format that was in line with the requirements. The idea behind doing this was that the trainer could now deliver this content online instead of reading it in the classroom.

Raptivity licensed copies were installed on two machines, which were accessed by the course creators and subject matter experts (SME), to create these training courses. The SMEs first got the content from the training department and then based on instructional design directions created a flow, documented it, story boarded the content and then selected appropriate interaction models from Raptivity. Following this, they took some help from graphic designers to create the overall content, to ultimately develop it into an eLearning program. The resultant output was high quality content achieved in a seamlessly quick and easy process.

Resulting Benefits

1. Reduction in the overall training cost (including the cost of Raptivity and Elicitus) by 30% to 35%, due to implementation of online eLearning programs.

2. Training throughput improved by about 6% to 7%, majorly due to adoption of interactive online training and immediate assessment methods. Also, the learners were able to get additional practice during training sessions due to extensive use of Raptivity interactions.

   For example, learners were now able to listen to the customer's audio files during training which was previously controlled by the trainers. Self paced training enabled slow learners to practice more if required.

3. The third and the most important benefit was that the company was able to create its eLearning training modules much faster and share it with employees immediately.

   For example, if the company came up with some new service model, the training for the same was made available much faster as compared to the earlier programs. Hence dissemination of information, training and assessment became a much smoother process. Earlier, the lead time for the complete update of content across all locations used to be 48-72 hours with possible errors. With the use of Raptivity, this lead time came down to 4 hrs.

4. Reusing similar content with minor changes was made easier and faster.

5. Learners' involvement saw a significant improvement as the entire learning experience was now interactive and engaging.

   For example, the option to add a voice call as a media file and ask questions based on that voice call proved to be really helpful to the new employees as they got a good practice of how to handle customer queries. Among all the Raptivity interactions, the ones that were used the most by the trainers were Raptivity Maze games along with Pre-Class Trivia which was used not only in the training material but in presentations too.

Some Testimonials:

"*Raptivity gives the control of creating the elearning content directly to SMEs. I can design the content very fast using Raptivity without any technical knowledge. The power of creating a highly interactive content is directly in the hands of SMEs. And this itself is a big power – as there is no loss of thoughts during transition. Raptivity is a very powerful tool.*"

"*Gradually the entire organization started following this process of creating high quality training content and standardized the training modules for a huge organization – all this was possible only because of Raptivity and Elicitus.*"

About Raptivity

Raptivity® is an amazingly powerful, yet simple interactivity building tool which helps you create outstanding learning content without any programming. It has a diverse set of 180+ customizable interactions which helps in adding a new dimension to learning.

Raptivity at a glance:

- Quickly and easily create engaging learning interactions by simply adding content
- Craft compelling content using the finest collection of interactions such as games, simulations, interactive diagrams, virtual worlds and more
- Publish output in Flash and HTML5 formats
- Access your interactions on any device
- Integrates seamlessly with other authoring tools and platforms
- Unmatched support response time

Take a **free trial** now!