Learning and Development at workplace:
Changing Paradigms, Emerging Trends
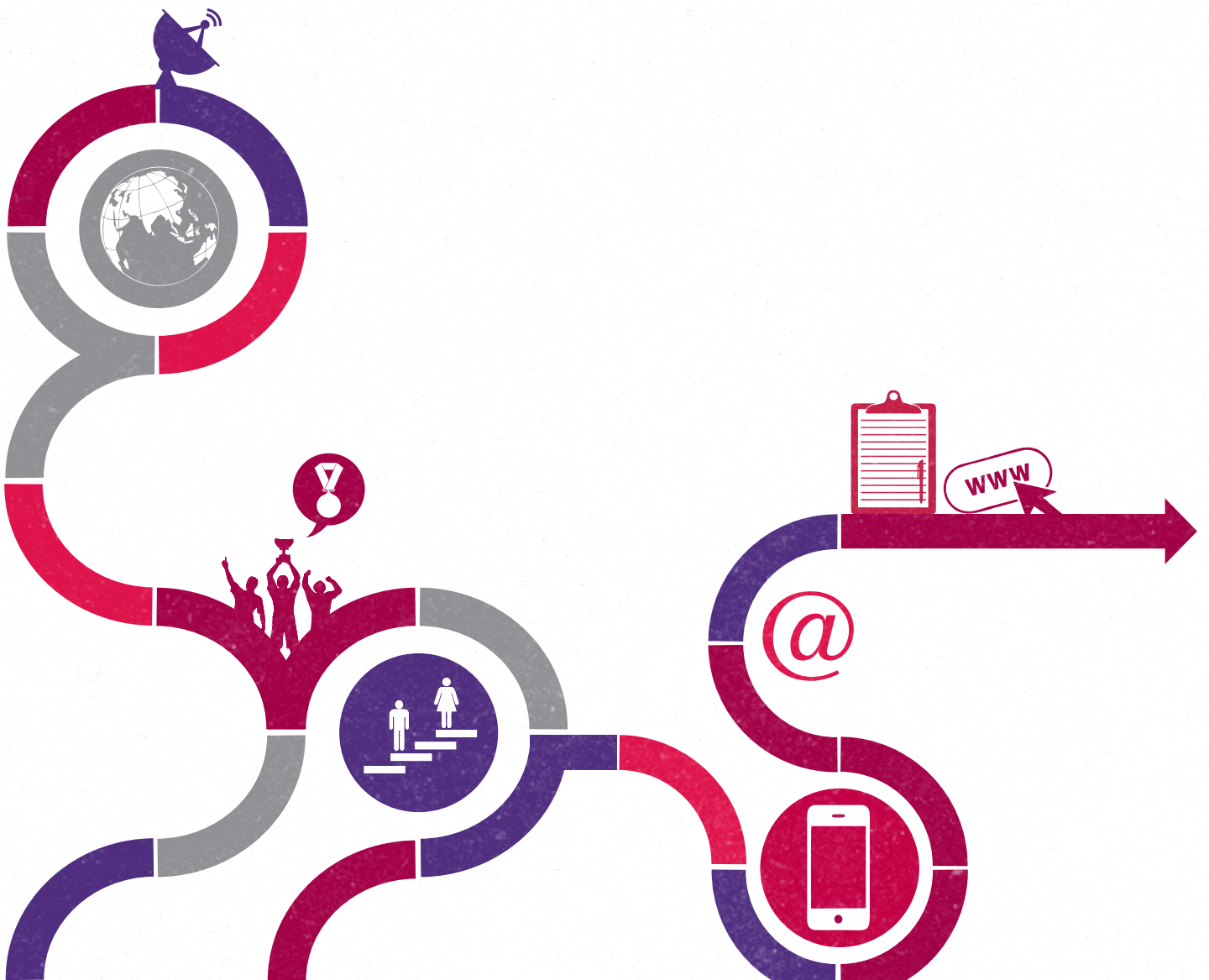
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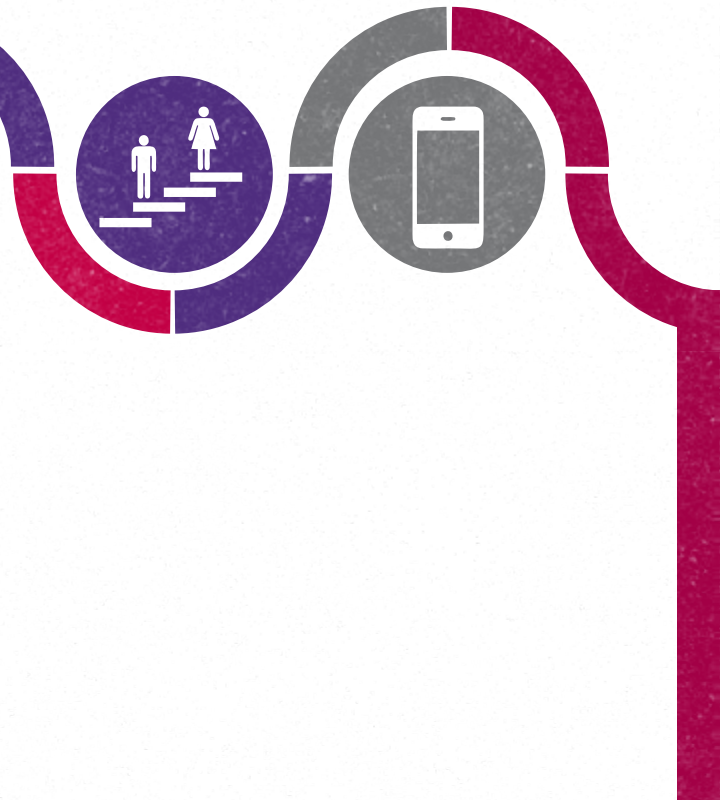
Foreword

We have all read numerous articles and heard economists and industrialists suggesting India's workforce base and population in the right age bracket to lead the country's growth phase over the next few decades. One often wonders if only the large young population is enough to achieve a growth trajectory which would lead India to a super power status?

When we interviewed India's largest corporates regarding their growth prospects and the predominant challenge which hinders such prospects, the unanimous answer was availability of skilled workforce. We also heard them talk about the void in white collar workforce. So our logical next question was 'are the education institutions in India not imparting quality education to create employable workforce?' We again heard a unanimous answer; 'we cannot blame the education system of the country, we work in a dynamic environment where technologies and customer needs change rapidly, therefore we need the workforce to constantly update themselves with new concepts, technologies and skills'.

The theme of this paper is to highlight the learning and development concepts and case studies in Corporate India. Grant Thornton India, in collaboration with 24x7 Learning and Indian Institute of Management, Kozhikode has conducted primary surveys of large organisations to understand the learning and development initiatives being taken by dynamic businesses in India.
We noticed that technology is the key enabler to assist companies train its people. The use of learning management systems, digitised course content and delivery through computer, tablets and mobile phones has led to a revolution boosting reach, convenience and easing the pressure on bottom lines of companies by reducing training costs.

Companies with large employee base and multiple locations can impart training through the intranet. A repository of training material in digital form can be created and made available to the target audience on 'anytime/ anywhere' basis. Even online training can be imparted to the target audience at multiple geographies through satellite mode.

This report has been developed by deriving the responses to an online questionnaire circulated to key L&D professionals at some of India's premier companies. We would like to thank all those who spared their precious time to contribute to this study.

We hope that you will find this report thought provoking, and we welcome your feedback.

Karthik K S
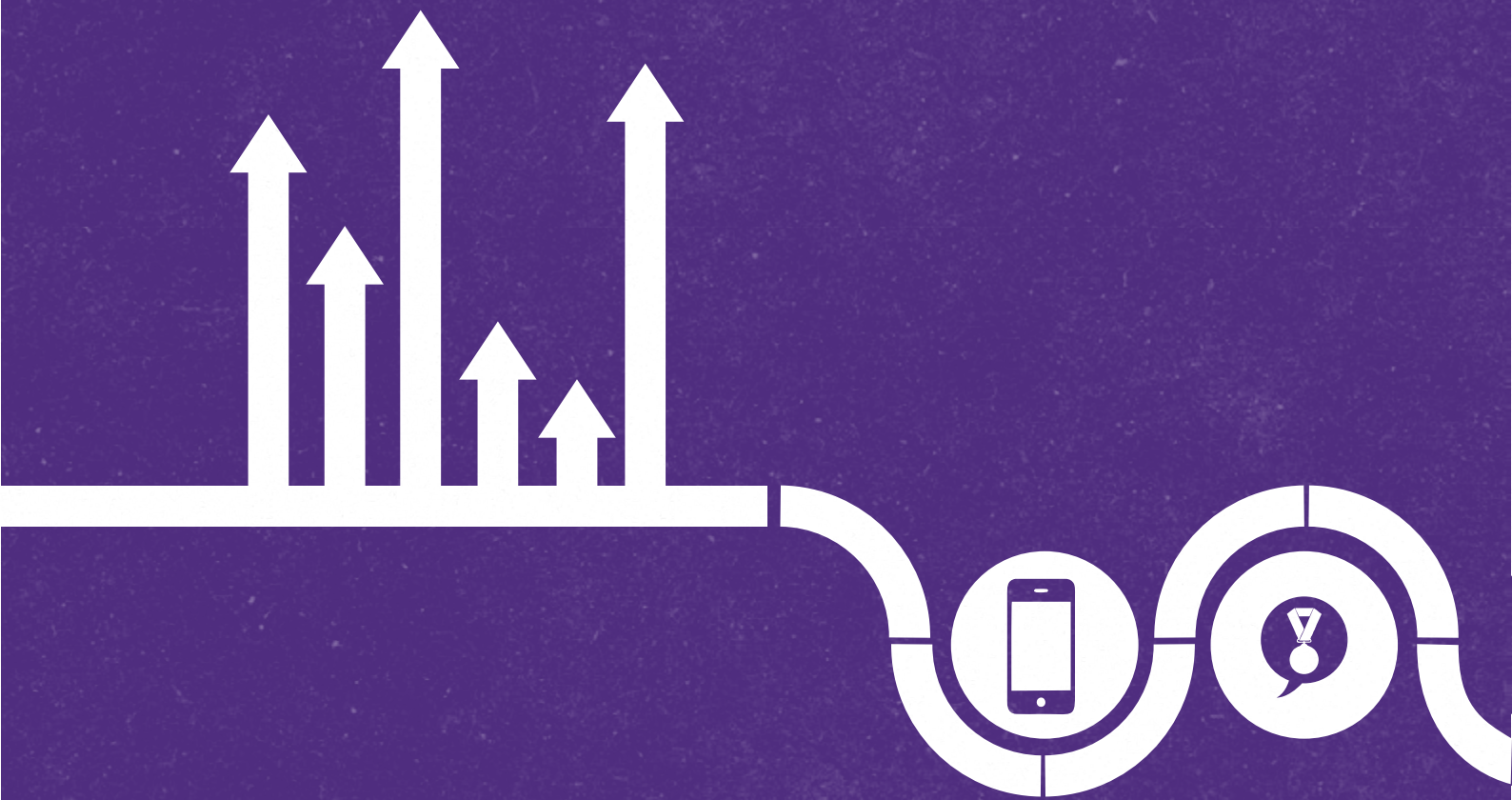Founder & Executive Chairman,
24x7 Learning

Rahul Kapur
Executive Director
Grant Thornton India LLP

Section I:
L&D industry in India: An overview

Our approach

The report intends to analyse the Learning and Development (L&D) industry in India with emphasis on the corporate training market. During the course of our analysis we reviewed secondary literature such as industry reports, news articles and white papers, which are available in public domain.

Thereafter, by working closely through the Industry Interaction Cell at IIM Kozhikode we surveyed the top 150 corporates in the country to understand the L&D practices being followed in their organisations. The survey analysis was followed by focussed discussions and interviews with industry experts to gain insights into recent developments and market trends. The information from the primary market was complemented by secondary market analysis to prepare the final report.

Objective

Sources of Information

Industry Reports

Discussion with Industry Experts

Articles validated through Industry sources

Interviews with industry experts

To analyse the L&D industry in India and identify paradigm shifts and emerging trends

Market Assessment

Overview of L&D industry in India

Learning & Development in Corporates

E-learning in Corporates

Growth Drivers & Challenges

Survey of 150 corporates

Final Report

Validation through industry sources

Overview of the Indian L&D industry

89% of organisations in India are expected to increase the time and effort they spend on L&D of their critical workforce in the near future

- Indian L&D industry was estimated to be worth US$ 3.5 billion as of August 2012 and is estimated to register a strong growth over the next few years due to a rising demand for experienced professionals
- as Indian companies expand overseas, investments in training and development for employees become a requisite for empowering them to compete at the global stage
- by 2028, India is poised to become the third largest economy globally. However, one of the key challenges in maintaining the growth momentum of the economy is to accelerate L&D in an increasingly competitive business environment

- some of the reasons behind the high demand of L&D in the Indian economy are:
  - India is seen as a knowledge-driven economy
  - most Indian corporates face talent shortages, especially customer-facing roles such as sales
- as of August 2012, India stood at par with China in terms of the overall L&D spend among emerging nations
- however, India's overall L&D spend is way lower than that of the developed countries, which creates immense opportunities for the Indian L&D industry
- among the developed nations, companies in the US increased their L&D spend by 14% to an estimated US$ 13.6 billion between 2011 and 2012

Key segments within the Indian L&D industry

- Corporate training
- Higher & Vocational Training
- K-12 & Pre-School Training

In order to ensure that Indian businesses can compete at the global stage, L&D strategies need to be put in place to plug the skills gap of the workforce

Evolution of L&D

01 Traditional and computer-based training

- During this period, organisations relied heavily on instructor-led training (ILT). Computers and video / audio tapes were used to supplement the various modes of traditional learning.
- It was during this period that companies began to develop computer-based training (CBT) courses, which led to the evolution of the first Learning Management System.

02 Web-based learning

- With the advent of Internet, the CBT content transitioned into web-based training (WBT) courses.
- However, during this period, the network speeds were slow and unreliable, which made WBT an unpleasant experience for learners. This was the period where intranet based, centralised repository of training programs were created.

03 Blended and informal learning

- During this period, companies began to combine ILT with WBT. This helped in the evolution of varied types of learning modules to suit diverse situations.
- By testing the various modes of learning, companies realised that informal learning was more critical than classroom or WBT for some sectors such as manufacturing.

04 Collaborative, social, talent driven learning

- Traditional learning is designed and structured to address specific knowledge gaps. In contrast, span of collaborative and social learning is vast. This has increased emphasis on e-learning and its forms such as mobile learning.

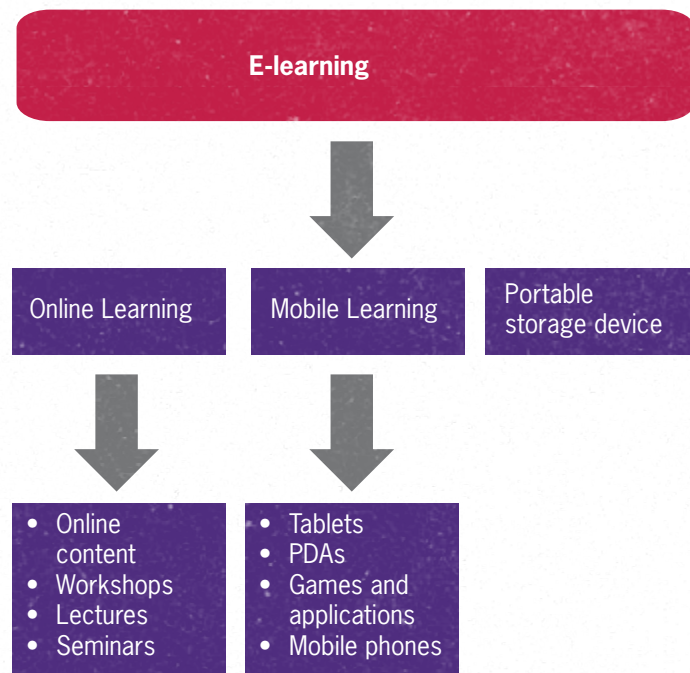Progression from instructor-led training to social training

L&D delivery methods

L&D delivery methods

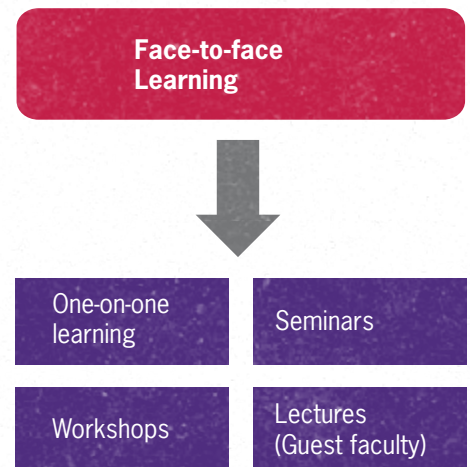## E-learning

E-learning delivery modes comprise:
- Online lectures consisting of educational lectures posted on the internet in the form of presentations, audio, video, etc
- Mobile learning uses mobile platforms such as tablets, PDAs, hand held devices and mobile phones
- Portable storage include CD-ROMs/hard disks. Learning material is distributed to the trainee using these devices

E-learning

Online Learning	Mobile Learning	Portable storage device

Online content Workshops Lectures Seminars	Tablets PDAs Games and applications Mobile phones

Instructor-led classroom learning

Instructor-led classroom learning consists of workshops, seminars/ lecturers, etc.
- 43% of Indian corporates continue to use this mode for L&D
- one-on-one training involves direct communication between trainers and employees
- lectures delivered from one to many

Face-to-face Learning

One-on-one learning	Seminars
Workshops	Lectures (Guest faculty)

Key trends in the L&D industry

E-learning

- e-learning continues to grow in popularity in India. However, its use as a tool for L&D is still at a nascent stage as compared to the developed nations such as the US and UK
- Indian companies have already made significant strides in integrating ICT-based learning with talent development

On-the-job training and audio-visual content

- on-the-job training and use of audio-visual resources are increasingly being used in India. Platforms such as external conferences, workshops and events, and classroom-based training are slowly losing their prominence owing to the higher costs

Focus on management and leadership training

- there is increased focus on creating L&D programs that can help managers evolve their skills, thereby leading across cultures and contributing to develop a global business
- in the near future, organisations are expected to focus their leadership development activities primarily in the following three areas:
  - enabling the organisation to achieve its strategic goals
  - developing the skill-sets of leaders for enabling them to think in a more strategic and focused manner
  - developing high potential individuals who would be valued by the organisation

Growth of Massive Open Online Course (MOOC)

- top three US-based MOOCs: viz. Coursera, EdX, and Udacity, registered the largest number of non-US enrolments from India
- a large number of Indian universities and colleges are entering into partnerships with MOOCs. For instance: the Indian Institute of Technology (IIT), Mumbai has tied up with EdX, a non-profit consortium founded by Harvard and MIT
- from the Indian perspective, the National Program on Technology Enhanced Learning (NPTEL) is one such example. It is an initiative by the seven IITs and the Indian Institute of Science (IISc), Bangalore to create course content in the fields of engineering and science
- additionally, continued professional education is mandated by professional bodies such as ICAI etc., who have also made significant initiatives to offer online courses
- Indian Online Education companies such as AVAGMAH.com providing short and long term courses have a whopping 88% course completion, unheard of globally which proves acceptability of technology in mainstream education
- Indian students are increasingly opting for MOOCs for a number of reasons:
  - personalised learning experience
  - a wide assortment of courses
  - economical options for high quality content
  - provision of premium international education at one's convenience
- these courses are also being used by professionals to enhance their existing skills
- business models in operation are:
  - Flipped Classroom Model: In this format, MOOC complements a traditional face-to-face program. The university handles all student interactions, while the provider offers the platform, support, content and delivery
  - Free MOOC model: The university decides to host a free MOOC, while the provider offers the platform, support and training. The university and the provider together acquire students
  - Freemium/ Paid model: The provider offers a free sample or a completely paid MOOC on behalf of the university. The provider takes complete responsibility for student acquisition and the delivery of MOOC

E-learning continues to grow in popularity in India. However, its use as a tool for L&D is still at a nascent stage as compared to the developed nations such as the US and UK.

M-learning

- m-learning involves training through personal electronic devices such as mobiles, tablets, handheld computers, etc
- benefits of m-learning:
  - **access:** Access to learning material from virtually anywhere
  - **convenience:** Engage with mobile-based learning content as per one's convenience, much faster than a laptop or desktop computer
  - **retention:** A powerful tool for training to enhance recall or refresh memory
  - **overcoming resistance:** Instead of long, drawn-out classroom sessions, which many employees resist, mobile learning provides nuggets of information as per one's ease and convenience. For example: the popping up of a short help message when a user is working on an app or going into a sales call
  - **acceleration:** Mobile devices can be excellent portable job aids, providing learners with instant access to topical and contextual learning and support material. Further, they can also help learners manage their time and improve competencies

Rise in social learning

- social learning is defined as a form of collaborative learning with and from others
- social learning, which is an important component of e-learning, is gradually being adopted by Indian academia and corporates
- the rise in social learning has disrupted conventional learning styles, driving learners towards self initiatives
- **State-Sponsored Social Learning:** During 2011, the Rajasthan government invested in a social learning platform with the intent to improve access to education. The initiative included all the standard features of a social networking platform with the central focus on education, collaboration and real-time learning

Use of alternate methods for training

- theatre-based training
  - over the past few years, theatre-based corporate training in India has evolved from ice-breakers and team-building activities into a serious tool for developing diverse skill-sets. This method of training involves behavioral adaptation and change management

- for the first time in over 25 years, ITC is set to evolve its training methodology for frontline managers into a theatre and drama-based programme
- a selected batch of management trainees at Hindustan Aeronautics will prepare a script centered on a management book. Thereafter, a 45-minute play will be presented along with this script
- to cater to the growing need of Indian corporates to evolve their L&D methodologies, a number of theatre-based training firms have come up such as STEPS Drama. This UK-based firm, which specialises in corporate theatre programs, recently opened a subsidiary in India, it's first outside the UK

> Mobile learning provides nuggets of information as per one's ease and convenience.
> For example: The popping up of a short help message when a user is working on an app or going into a sales call.

- increasing use of spirituality in training:
  - Maruti Suzuki is training its leaders in self-management and time management. The two-day course module, which is based on the Bhagavad Gita, seeks to improve efficiency and effectiveness
  - Escorts has roped in a motivation trainer and a Bhagavad Gita-specialist to inspire its 20 union leaders. The leaders have to work with the management and workers, aligning their priorities with both the parties. This makes their job tougher, as the company is known to have one of the strongest unions in India. Teachings from the Bhagavad Gita are expected to ease the task
  - B-schools are also increasing the spirituality quotient in their courses:
    - SP Jain Institute has started a course on 'The Science of Spirituality' under its executive MBA programme
  - IIM Indore has incorporated sessions on the Bhagavad Gita as a part of the course module on 'Ancient Oriental Philosophy and Spirituality'

Over the past few years, theatre-based corporate training in India has evolved from ice-breakers and team-building activities into a serious tool for developing diverse skill-sets

Section II:
L&D in corporates: An analysis

Overview of corporate training

- corporate training is a key segment in the L&D industry
- to meet the divergent training needs, priorities of organisations are shifting from standalone training programs to a comprehensive one-stop shopping approach
- organisations are increasingly demanding value-added services such as assessment, curriculum design, reporting and tracking from third party training service providers

- there is an increased focus from organisations to measure their Return on Investment (ROI) in terms of their training programs
- from simple technical training, organisations are shifting their focus to management and leadership training

The following three models are being deployed:
- in-house training: training conducted by an in-house training team
- outsourced training: training conducted by a third party service provider
- hybrid training: a blend of in-house and outsourced training

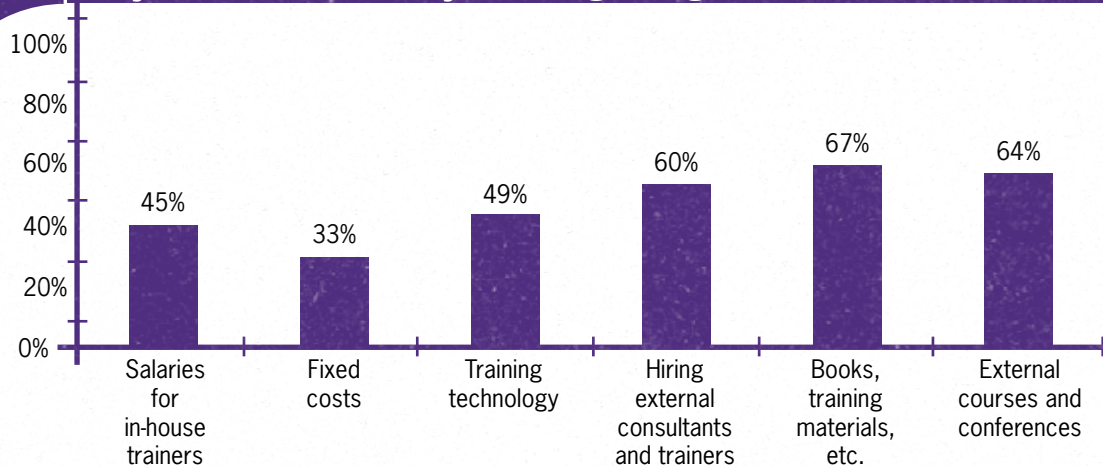## 01 Growth drivers of L&D

- knowledge driven economy

- ease of access:
  - remote access
  - anytime access

- personalised learning

- increasing complexity of work environment

- lack of skilled labour

02 Challenges to growth

- multiple languages

- generation and technological gap

- lack of skilled trainers .

Key items covered by training budget

Salaries for in-house trainers	Fixed costs	Training technology	Hiring external consultants and trainers	Books, training materials, etc.	External courses and conferences
45%	33%	49%	60%	67%	64%

Overview of corporate training

01 **Coaching programs will draw greater scrutiny**

Coaching will continue to be a key tool for executive and leadership development. Organisations expect to see clear success criteria as a part of any engagement to get real returns on this type of a development investment.

02 **Demand for basic skills training is expected to re-emerge**

Due to volatility in the business environment and budget constraints, programs devoted to developing basic skills often take a back seat. Highly focused training modules designed to meet specific short-term needs or pressing business challenges take prominence over such programs.

03 **Globalisation will shape more leadership programs**

While some organisations have had a global dimension in their leadership development initiatives, most companies realise that they must play catch-up or lose ground in an increasingly integrated, competitive global marketplace.

04 **Companies will turn to training to build employee loyalty**

As attrition rates increase, senior management is expected to turn to the Human Resources (HR) teams to build closer relationships with high-performing workers. Organisations will increase their focus on leadership and personal development programs in order to improve retention and engagement.

05 **Workers will be more assertive about high-potential programs**

Up till now, the process of selecting candidates best suited for high-potential programs has been discreet and low key. However, with the selection process becoming more open, ambitious individuals have begun to volunteer enthusiastically for any kind of leadership development offering.

About the study – Corporate Survey

- 24x7 Learning.com and Indian Institute Of Management Kozhikode conducted a survey to analyse the recent trends in the learning and development sector and the level of relevance of e-learning tools in L&D for industries
- a comprehensive questionnaire was sent to leading corporates in various sectors in India
- the survey was designed to seek responses to the following key questions:
  - how do organisations perceive learning and development
  - methods of training and skill development
  - relevance of executive education and leadership training programs
- With responses from top 150 companies of the country, we tried to interpret the findings

Key highlights of the survey

82% give very high importance to the learning and development teams in their organisations

43% believe that management development is the major reason for nominating employees for training programs

84% believe that e-learning is an efficient and cost effective tool for organisational learning

57% of learning and development programs are funded entirely by organisations

27% believe that face-to-face learning is the most popular method to deliver training

95% believe that management development programs help groom employees for leadership roles

58% of all content is still developed by in-house Subject Matter Experts (SMEs) showing that in-house SMEs continue to be the primary source for content development

43% believe that face-to-face training is the most effective tool to help groom employees

54% organisations had higher education programs as part of employee benefit schemes

21% self-paced, anytime, anywhere learning is the main reason for an organisation to adopt e-learning

The findings of the survey reinforce the importance of e-learning in L&D, which needs effective planning

Survey results

Q1 – What is the role of learning and development in an organisation?

- most organisations look for specific trainers that would help develop and refine the skill sets of employees on a need basis
- companies are more inclined toward instructor-led training
- career builders are the next most favoured type of instructors, followed by strategic business partners, curriculum developers, and educational specialists

Key takeaway:

Organisations invest most in trainers when it comes to spending on L&D.

22%

29%

21%

10%

18%

Trainers
Career Builders
Strategic Business Partners
Curriculum Developers
Educational Specialist
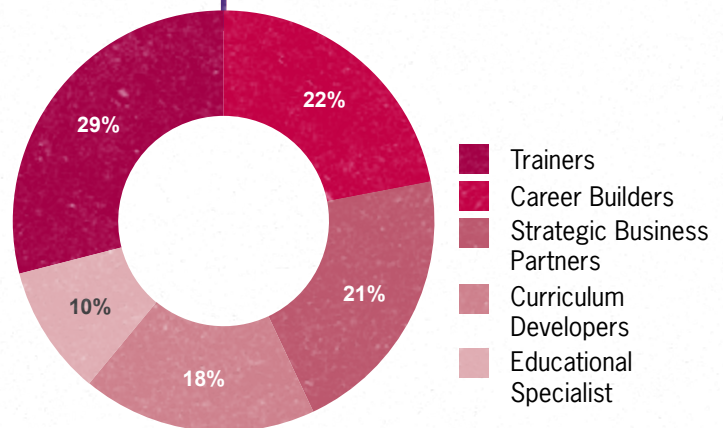
Q2 - How is L&D viewed by employees within your organisation?

- most of the companies believe that L&D is an ongoing process and would benefit the organisation in the long-run
- however, only a few (25%) of the organisations look at L&D as a must do activity
- L&D for employees is important as it acts as an enabler of better practices within the organisation

Key takeaway:

L&D programs are considered beneficial by most employees within a firm.

15%

25%

60%

A benefit
Must-do
Standard Practice
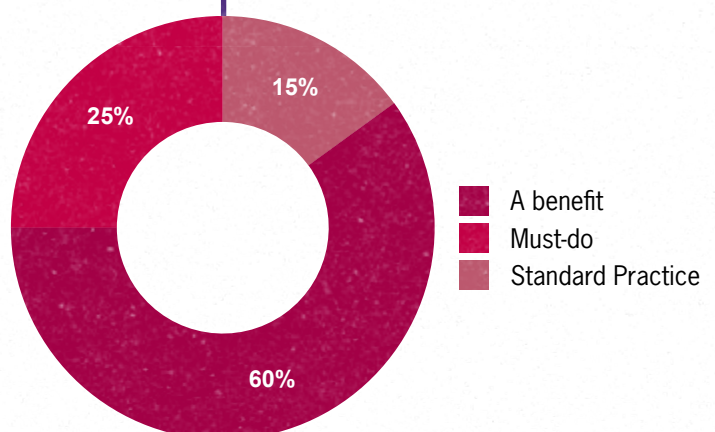
Q3 – What is the contribution of the L&D team in creating value for the organisation?

- the contribution of the L&D team in creating value for the organisation has increased over the years
- this is primarily because of the growing need for an updated knowledge base and a platform for continuous knowledge transfer

Key takeaway:

The results clearly show the high importance being given to L&D teams in organisations.

2%

16%

82%

Diminishing

Staying the same

Expanding/ Growing in importance
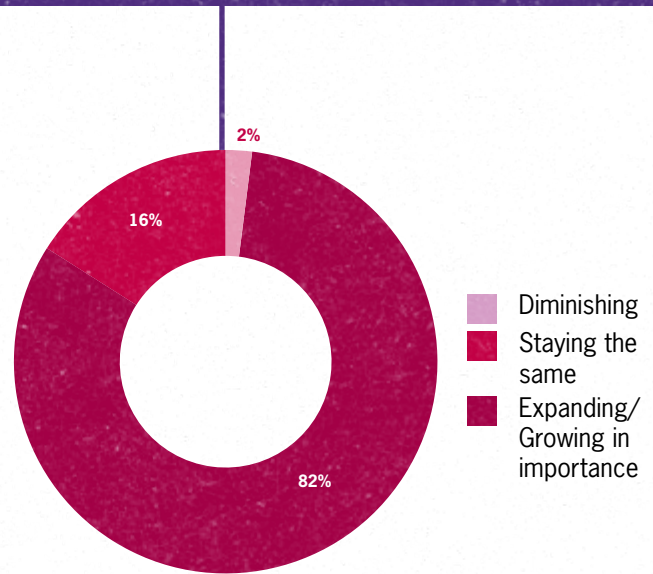
Q4 - Can e-learning be used as an efficient and cost-effective alternative to other traditional methods of skill development?

- 84% of the respondents believe that e-learning is an efficient and cost-effective tool for organisational learning
- 16% of the respondents still consider traditional learning methods to be more useful for skill development

Key takeaway:

E-learning is considered as a cost-effective alternative to other traditional methods of skill development.

16%

84%

No

Yes
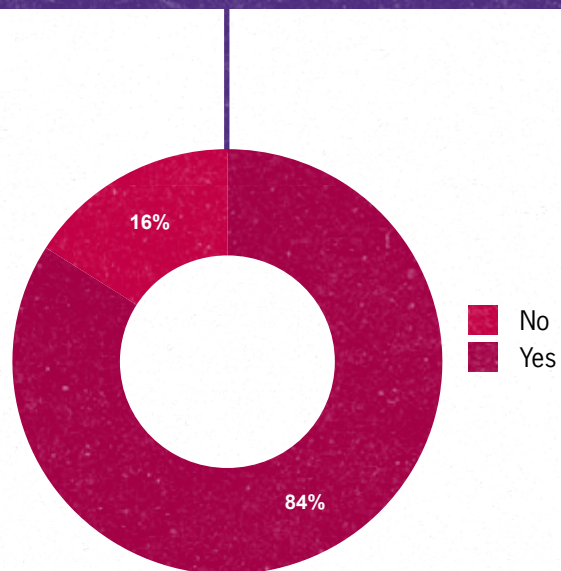
- the top reason is ease of learning, which gives flexibility to employees to learn at their own pace
- other reasons include tracking of usage patterns of trainees to better manage the curriculum, improvement in decision-making of the team conducting the training and quicker update of training content
- apart from this, making content accessible to more trainees is another significant factor. This highlights the edge that e-learning has over traditional training methods. The results that emerge from this analysis can be used to convince corporates to take up e-learning to supplement traditional learning methods

- **8%**
- **18%**
- **20%**
- **21%**
- **12%**
- **20%**
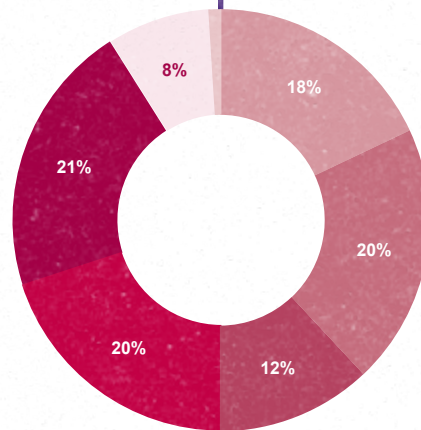
- Self paced, anywhere, anytime learning
- Track usage patterns to improve decisions
- Promote culture of sharing among peers, mentors & experts
- Provide quick/ easy ways to update & share fresh content
- Make content accessible to more learners
- Highly interactive and engaging
- Other

Key takeaway:

Quick and easy update of content, tracking usage patterns to improve decisions, and self-paced, anywhere, anytime learning are the top three reasons why organisations adopt e-learning.

In our line of work, continued professional education is not only mandated by statute but is also essential to keep ourselves abreast of the latest technical developments which enable us to offer distinctive client service. We have made significant investments in creating a virtual learning platform for our staff and partners which includes a dynamic training calendar, an online record of trainings that are mandatory and recommendatory of each personnel and their actual participation. This platform is also a repository of all trainings held across service lines. These trainings target both professional and personal development and are a key differentiator for us to attract and retain staff.
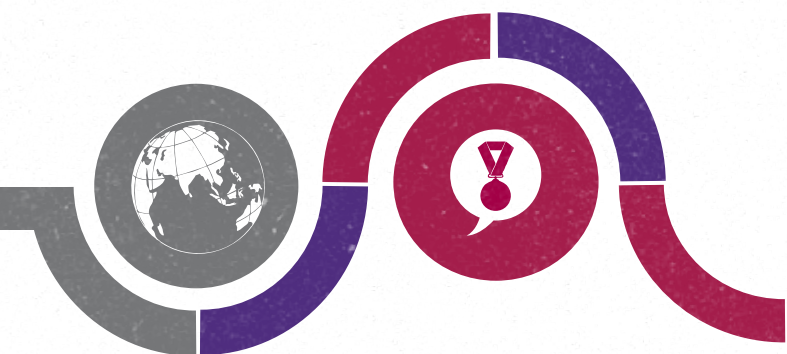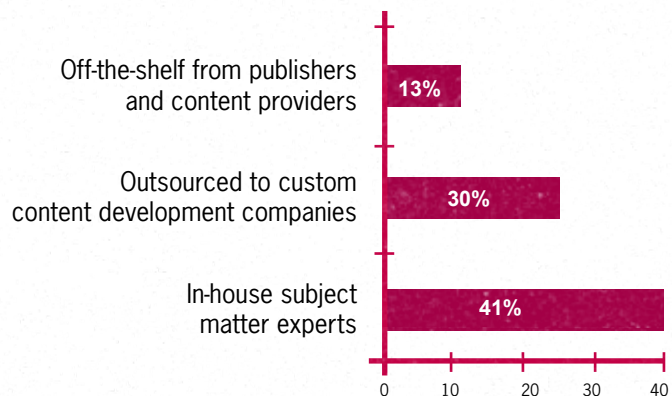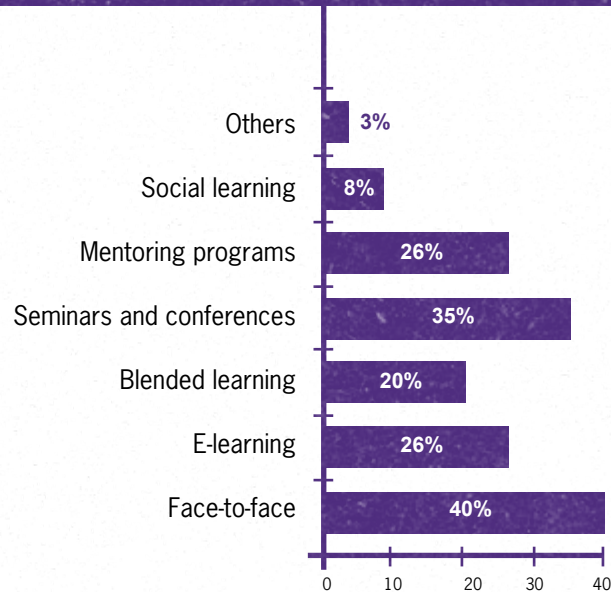
Pallavi Bakhru
Director,
Grant Thornton Advisory Private Limited

Q6 - What are the modes of imparting training in your organisation and who develops the content for the programs?

- training is delivered through face-to-face workshops or seminars and conferences. They can be given as a part of mentoring sessions also
- the survey also indicates that traditional induction processes are still an integral part of most organisations and that is how functional skill development is still done
- the content for such programs is majorly developed by in-house subject matter experts
- companies still do not outsource content development probably because they are unable to find such comprehensive offerings in the market for learning and development tools
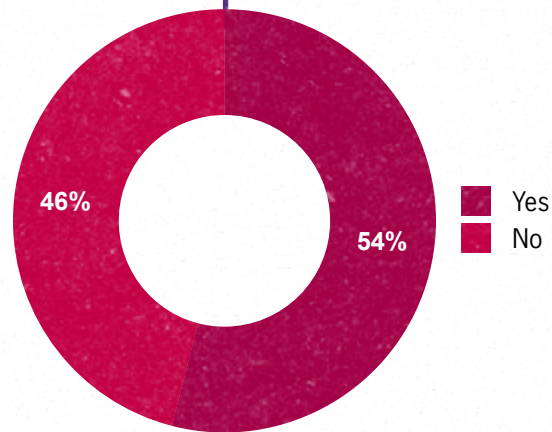
Key takeaway:

E-learning is still not a major mode of delivery. This represents an opportunity to increase the share of e-learning by delivering focused content to companies.

Mode	Percentage
Others	3%
Social learning	8%
Mentoring programs	26%
Seminars and conferences	35%
Blended learning	20%
E-learning	26%
Face-to-face	40%

Content developer	Percentage
Off-the-shelf from publishers and content providers	13%
Outsourced to custom content development companies	30%
In-house subject matter experts	41%

Q7 - Are higher education programs a part of employee benefit schemes?

- 54% of organisations support employees in their plans to pursue higher studies. This also serves to motivate employees to pursue higher studies
- about half (46%) of the organisations have not included higher studies into employee benefit schemes. Since these organisations do not offer any support, employees need self-motivation to pursue higher education
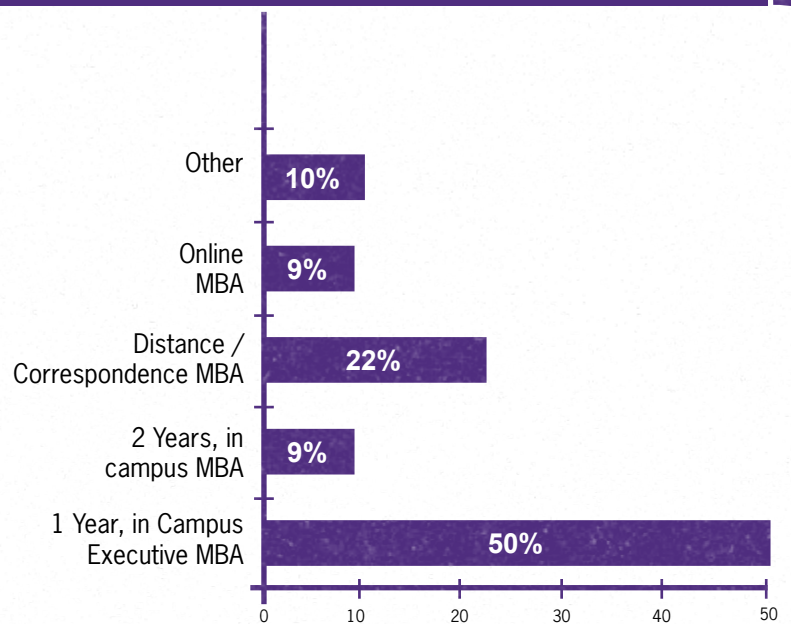
Key takeaway:

In more than half of the organisations, higher education programs are part of the employee benefit schemes.

46%   54%

Yes
No

Q8 - What type of higher education course is most preferred by organisations for its personnel?

- most of the companies prefer executive / distance learning programs instead of a two-year, full-time program
- the reason for this preference could be that by undertaking executive / distance learning programs, employees can remain engaged with the company, while also developing themselves professionally through management programs in due course of time
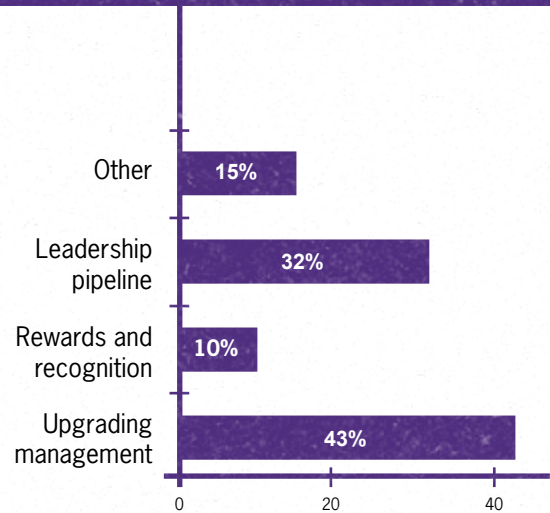
Key takeaway:

Short duration courses/ courses that allow uninterrupted work engagement are preferred over full-time courses.

Other — 10%
Online MBA — 9%
Distance / Correspondence MBA — 22%
2 Years, in campus MBA — 9%
1 Year, in Campus Executive MBA — 50%

0 10 20 30 40 50

Q9 - What are the reasons for nominating employees for training programs?

- the survey reveals that most organisations nominated employees for such programs to upgrade their management skills
- the second in the list of these motivators is leadership pipeline development. Of the respondents, 10% viewed these programs as a means to reward and recognise the hardwork and commitment of employees to the growth of the company
- 15% respondents had other reasons for such nomination. However, most of the respondents gave a combination of reasons instead of choosing one specific objective

Key takeaway:

Empowering its workforce with advanced skills and management aptitude is the most favoured reason for recommending employees for advanced courses.

Bar chart:
- Other: 15%
- Leadership pipeline: 32%
- Rewards and recognition: 10%
- Upgrading management: 43%

(x-axis: 0, 20, 40)

Q10 – Between performance and tenure, what is the criteria to nominate employees for training programs?

- companies give greater preference to performance when it comes to advanced learning courses

Key takeaway:

Major companies prefer performance over tenure when it comes to nominating employees for professional courses, in sharp contrast to the practice followed by most organisations previously.

Bar chart:
- Other: 17%
- Tenure: 27%
- Performance: 40%

(x-axis: 0, 10, 20, 30, 40)
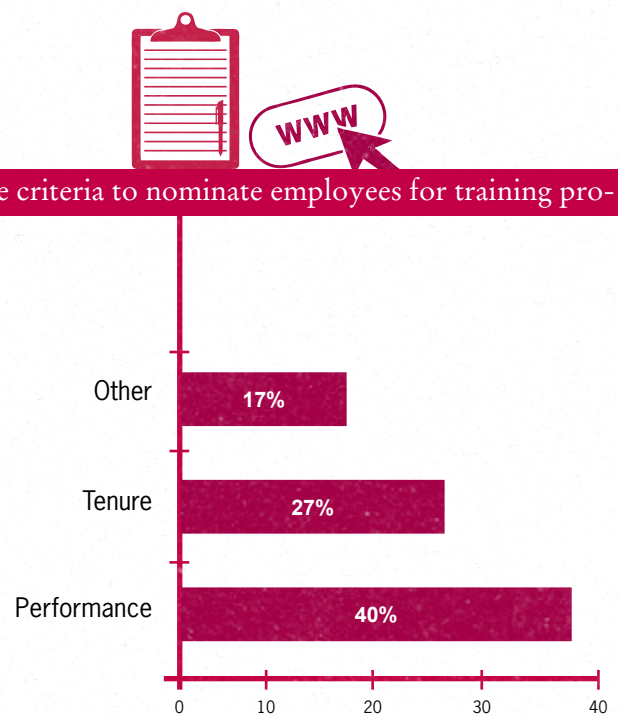
Q11 - In case employees are selected on the basis of tenure, what is the range of work experience for such nominations?

- the survey shows that 34% of companies nominated employees who had spent 5-7 years in the organisation. Around 38% of them nominated employees who had relatively less experience(1-5 years)

Key takeaway:

Companies prefer to nominate those employees for professional courses who have spent a good amount of time in the organisation as many believe that there is a greater level of assurance that the employees will return to the organisation after completing the course.
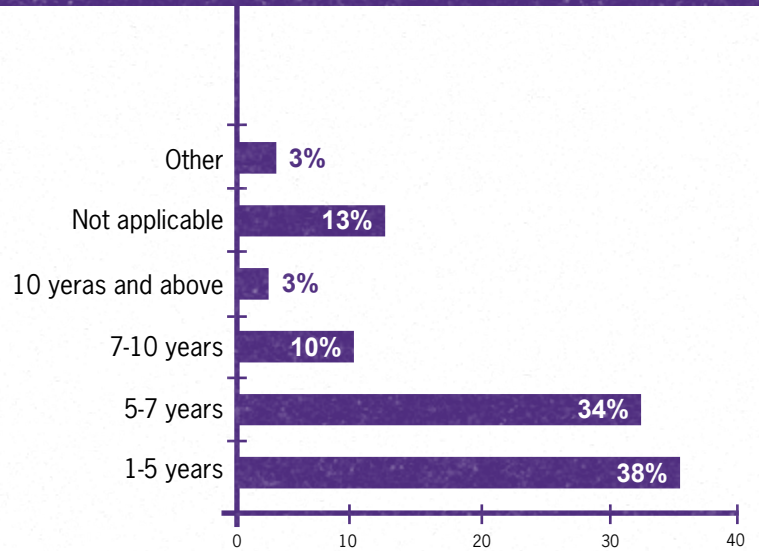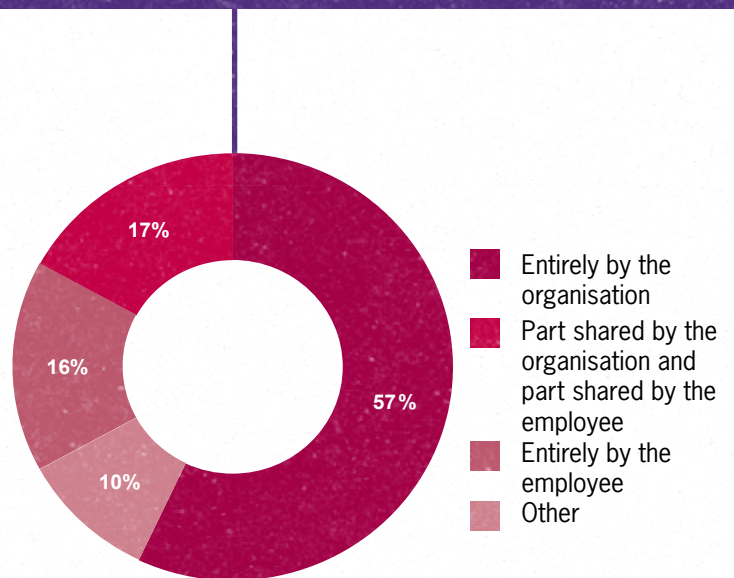

Q12 - How are L&D programs funded?

- around 57% of the programs have been entirely funded by organisations

Key takeaway:

Since the preferred programs are mainly from the management roles and from a leadership point of view, the companies are possibly more motivated to pay for the courses, either fully or partly. This will also possibly motivate the employees to come back and contribute positively to the growth of the organisation.

Legend:
- Entirely by the organisation
- Part shared by the organisation and part shared by the employee
- Entirely by the employee
- Other

Q13 - Is an online MBA program effective?

- 95% companies agree that the online MBA programs are effective
- the results show that companies are finding e-learning tools as an effective means to train and develop their employees
- this is also indicative of the increasing preference of companies for online courses to provide training and skill development for their employees

Key takeaway:

The preference for online learning in Indian businesses is growing.

5%

95%

■ No
■ Yes
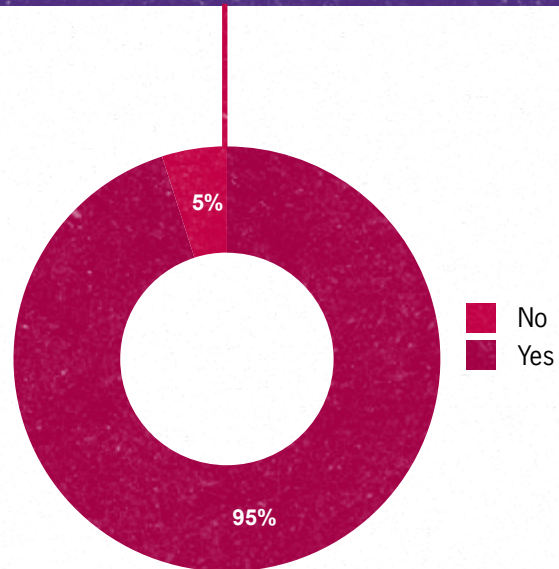
Q14 - Do Management Development Programs (MDPs) help groom employees for leadership roles?

- 95% of the respondents view MDPs as an effective tool to groom the high caliber candidates and position them in the leadership pipeline

Key takeaway:

Most companies believe that MDPs, through their comprehensive training programs, initiatives and interventions, help employees develop their leadership skills, problem solving skills, decision making skills and managerial skills.

5%

95%

■ No
■ Yes
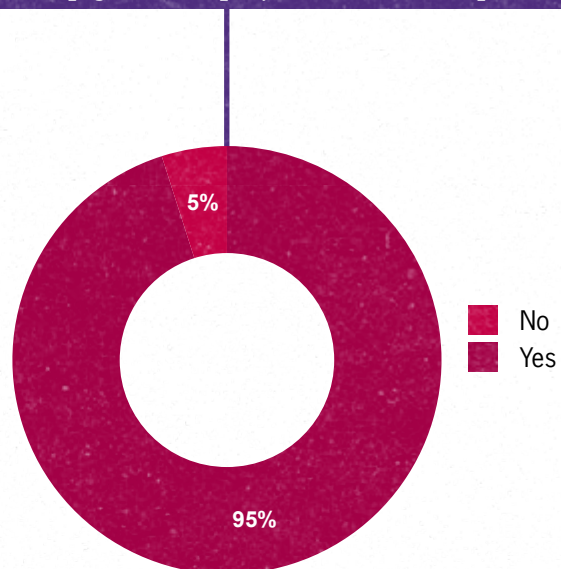
- most of the companies gave a mixed response to the kind of programs that are considered most effective to groom future leaders
- 47% of the respondents prefer face-to-face programs, while 16% consider e-learning to be the best approach. While, 21% companies prefer a blended approach (a mix of online and face-to-face training), 16% consider coaching and mentoring to have the best impact

- in terms of duration of the course, majority prefer a combination of short-term programs and long-term interventions to hone management skills and business acumen
- 23% of the respondents look for short-term intervention on specific skills, while 18% consider long-term interventions
- the majority (59%) consider a combination of both to be the most effective approach

16% **47%**
21%
16%

- Face-to-face programs
- Blended (online and face-to-face)
- Coaching and mentoring
- E-learning
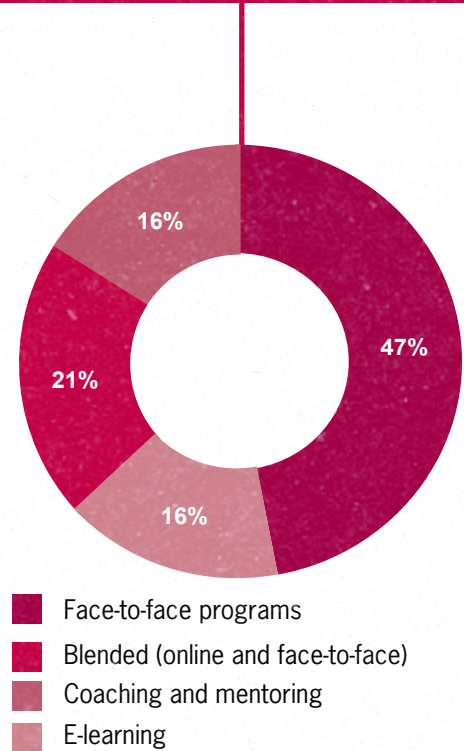
Organisations that aspire for a sustained growth momentum need to understand the importance of developing effective leadership by using a consistent learning and development program at all levels. The key to creating a long-term process for managing the talent roster in an organisation lies in budgeting for staff training and development, giving adequate attention to the skills required for senior management positions, and putting in place a training system that can help managers develop those skills and correct skill gaps.

Prashant Mehra

Partner
Grant Thornton India LLP

L&D in corporates

Tata Consultancy Services (TCS)

01 L&D at TCS

- TCS was among the 28 companies awarded by the American Society for Training & Development (ASTD), for its efforts at creating an innovative and vibrant learning environment
- the company spends around 15 million hours on L&D programs for its employees every year. Over the past 5 years, the company has trained 1,43,000 Information Technology (IT) professionals
- TCS is setting up the world's largest corporate L&D centre with a capacity to train 15,000 professionals at one time and 50,000 professionals annually

02 L&D programs

- in order to build a quality talent pool, TCS has started multiple L&D programs:
  - Academic Interface Program: The program was initiated in order to bridge the gap between the campus and the corporate
  - Initial Learning Program (ILP): The new engineering recruits hired by TCS are initially given an ILP for a duration of six weeks. This program focuses on transforming engineers from diverse disciplines into software professionals
  - Foreign Language Initiative: The program was initiated keeping in mind the importance of learning new languages to ensure cross-cultural sensitivity and tolerance
  - Ignite: The learning program, which spans six months, helps newly recruited Science graduates gain a firm footing in the workplace and imbibe the culture and values of the IT industry and the corporate world

Cognizant Technology Solutions (Cognizant)

01 ## L&D at Cognizant

- Cognizant won the top position in the ASTD BEST Awards competition for its commitment to drive an environment of continuous learning for its workforce
- Cognizant has a focused learning curriculum to help its employees develop role-specific competencies and remain up-to-date with leading-edge technological advancements. The company has an in-house training centre titled The Cognizant Academy
- The Cognizant Academy uses both classroom-based and online programs. Its four key educational initiatives are: Continuing Education, Role-based Training, Executive Training and Certification

02 ## L&D programs

- in order to build and nurture a pool of successful industry leaders, Cognizant has started multiple L&D programs as part of The Cognizant Academy. These include:
  - Cognizant Career Architecture (CCA): The program maps individual roles and brings in transparency in role-based expectations, goal-setting, and the competencies required to achieve these goals. Besides, it also helps employees tailor their L&D needs to accomplish their goals and further their careers. Cognizant currently has more than 150 tracks and 1,600-plus operational roles
  - Lifecycle Intervention Series: This program has been developed exclusively for employees who are transitioning from one career stage to the next
  - Women Empowered Program: The program focuses on increasing the number of women in management and senior leadership roles
  - Completely Cognizant: It is a comprehensive diversity and inclusion program built upon the pillars of people, culture, clients and community

Maruti Suzuki India Limited (MSIL)

### 01 L&D at Maruti Suzuki India Limited

- MSIL bagged the 'Golden Peacock National Training Award' for excellence in training practices and expertise in unique ways to address training and development challenges
- the company's training calendar comprises behavioural, functional, safety and environment trainings. In 2012-13, a total of 48,300 man-days of training was conducted for employees across all levels
- the company started a training academy - 'Maruti Suzuki Training Academy' in December 2012 for offering in-house training. The company has also adopted 21 Industrial Training Institutes and plans to increase the number to 50 over the next 3 years
- the company has partnered with G-Cube, an e-learning solution provider, to offer L&D to its employees using G-Cube's online platform
- the company has tied up with Hughes Communication and leverages its satellite services for offering 'live' training across 30 locations

02 L&D programs

- MSIL has started multiple learning and development programs, including:
  - Functional training: Functional and technical trainings are important owing to their direct correlation with the employees' role and on-the-job performance. Some examples of this program are design failure mode effects analysis, environment and product training, quality control, etc
  - Behavioral Training: It includes training for developing expertise in negotiation skills, problem solving and decision making, presentation and communication skills, conflict management, etc
  - Workshops: These are designed specifically for women employees to help them understand the challenges at work, and manage perceptions and stress
  - Higher education schemes: This program helps groom and enable employees to fulfill their career enhancement aspirations by undertaking courses such as an Executive MBA

Category-wise days spent on training

Category	Days
Overall	5.15
Associates	2.6
Supervisors	4.3
Executives	7.27
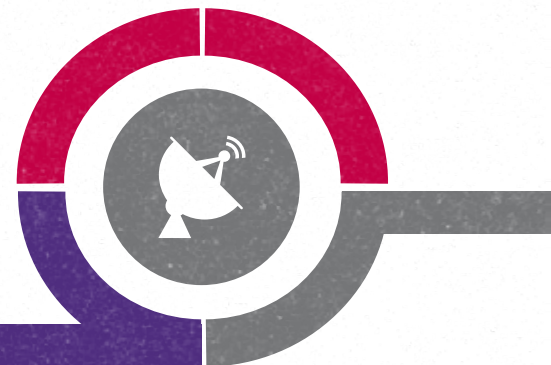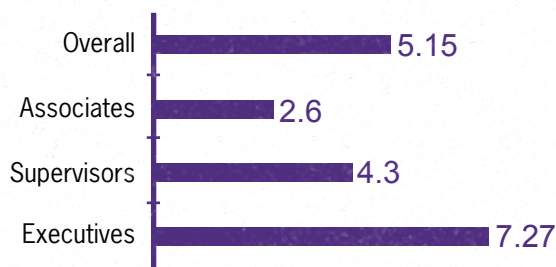
Hindustan Aeronautics Limited (HAL)

01 L&D at HAL

- HAL is a leading player in the Indian Aerospace sector. The company plans to invest Rs 70 cores in employee training in the near future
- HAL offers its employees sponsorship for post graduate programs at Cranfield University, UK; Management Development Institute (MDI), Gurgaon; International Management Institute (IMI), Delhi; Indian Institutes of Technology (IITs), Kanpur & Kharagpur; and Indian Institutes of Management (IIMs)
- HAL has collaborated with the National Law School of India University, Bangalore for conducting training programs in the areas of contract management, dispute resolution, business negotiation, and legal advice in management and execution of contracts

02 L&D programs

- in order to develop a quality talent pool, HAL has enforced efficient practices such as:
  - Assessment Centres: Assessment Centres were re-introduced in the company during 2012 after a gap of more than three years. A third party will be overseeing the conduct of the Assessment Centres
  - 360-degree Feedback: It is a process of collecting feedback about a person's performance and capabilities from a wide range of sources such as co-workers, reporting managers and customers
  - Continuing Professional Education (CPE): HAL has established a Study Circle at Bangalore for providing CPE to its finance executives. This centre has been approved by the Institute of Chartered Accountants of India (ICAI)
  - Inter Divisional Performance Award: The Scheme of Inter Divisional Performance Competition and Awards was re-introduced to the best performing divisions for honouring employees on the basis of Profit Before Tax (PBT), Value of Production (VOP) and Quality Assurance etc.

## Infosys Limited (Infosys)

01

L&D at Infosys

- Infosys was among the 28 ASTD BEST Award winners for 2013
- Infosys has developed the world's largest employee training centre in Mysore, which is spread over an area of 340 acres. The centre, which has 500 instructors and 200 classrooms, can accommodate a batch of 12,000 employees at a time
- the Infosys Leadership Institute (ILI) is located in Mysore, Karnataka. Equipped with state-of-the-art infrastructure and technology, ILI has 96 classrooms, and annually grooms about 400 employees to become the company's future leaders

02

L&D programs

- in order to build a quality talent pool, Infosys has several best practices, some of which are as follows:
  - Infosys Culture (IC) workshops: These workshops help participants understand the core values, purpose and processes in the context of leadership development
  - 360-degree Feedback: It is a process of collecting feedback about a person's performance and capabilities from a wide range of sources such as co-workers, reporting managers and customers
  - Development Assignments (DA): In this program, high-potential employees are provided a wide range of experience in diverse functions through internal job rotations and cross-functional assignments
  - Community Empathy: The organisation believes that social conscience needs to be nurtured in each of its leaders. This fundamental value forms a core ingredient of the training activities
  - Infosys publishes collaborative research in peer-reviewed journals and publications such as Infosys Labs Briefings and Finacle Connect
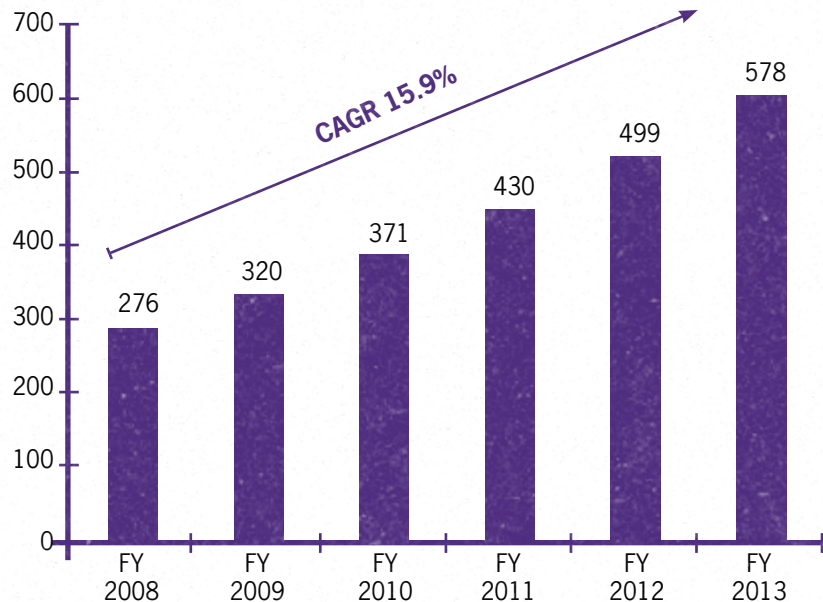
Section III:
E-learning in corporates
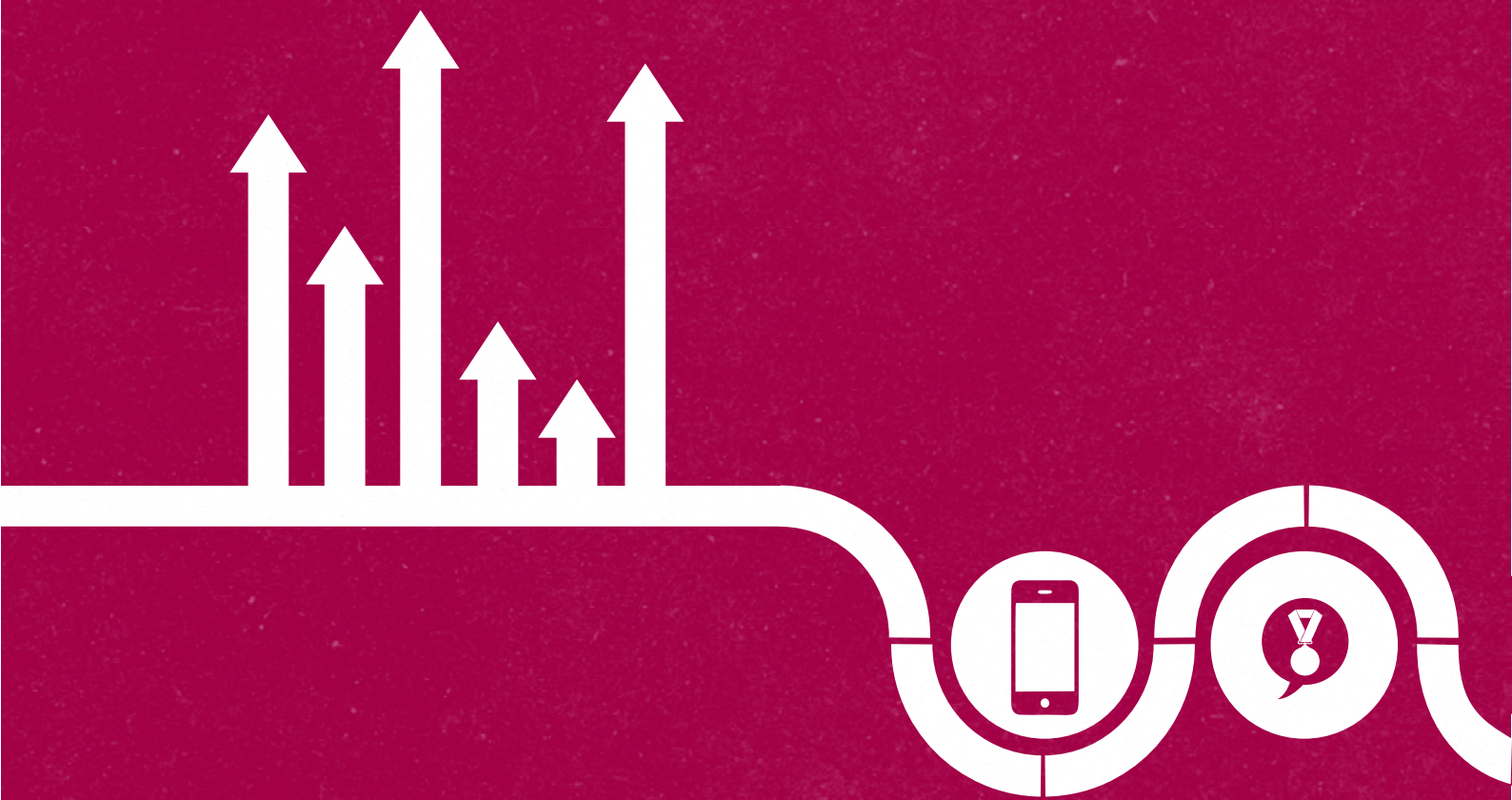
E-learning in India

What is e-learning?

- learning conducted via electronic media is known as e-learning
- e-learning covers a wide set of applications and processes, including computer-based training, web-based training, virtual classrooms, and digital collaboration
- the delivery of content is via varied forms of electronic media such as internet, intranet, extranet, satellite broadcasts, tablet, audio / video tapes, interactive TV and CD-ROMs
- the demand for the e-learning industry in India is primarily being driven by corporates and educational institutions

E-learning in India - Corporates

- the size of the Indian e-learning market was estimated to be US$ 276 million in 2008. Between 2008 and 2013, the market size of the industry grew at a Compound Annual Growth Rate (CAGR) of 15.9% to reach US$ 578 million

India e-learning Market Size (US$ million)

CAGR 15.9%

FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
276	320	371	430	499	578

- the e-learning market is expected to grow at a CAGR of 17.4% over the period FY 2013 – FY 2018 driven by factors such as increasing government initiatives, adoption of technology, shortage of quality education, convenience and cost factors
- with corporations inclined to adopt e-learning programs to facilitate talent management, the demand for custom e-learning content and technology is expected to rise

E-learning in India

Corporates | Educational institutions
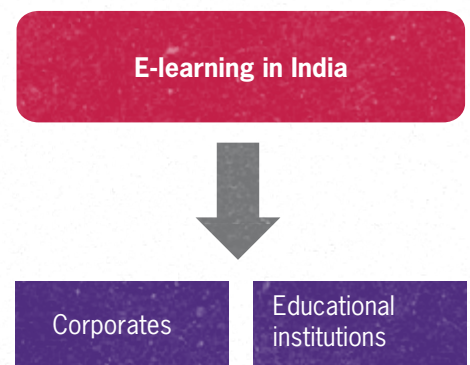
@ Globalisation has increased the demand for talent and capabilities across geographies compelling organisations for exploring new ways of making knowledge and skills available on demand. E-learning fills this need by allowing organisations to scale up by digitising knowledge and making it available anytime, anywhere.

Dr. Sujaya Banerjee
Chief Talent Officer & Senior VP
Essar Group

E-learning value chain

Industry structure

01 Content

- content involves production of material that will be used in a learning environment, typically in an educational institution or for the learning and development programs in a company
- technology is enabling new forms of publishing, such as via video or eBooks, which publishers need to adapt to

02 Learning Management Systems

- a software platform used to manage the learning process and associated content
- a platform can be enabled to tackle various tasks including administration, procurement, content management, reporting, marketing, authoring tools, repositories/ content libraries, communities, assessment, analytics, etc.

03 Distribution

- distribution addresses the link from content creation to end-user consumption. Content that uses the e-learning platform can be distributed to any connected device
- as per news reports, India has over 205 million internet users
- mobile education is an increasingly important sector for distributed learning. e-learning apps provide a basis for anytime, anywhere learning

In the last few years we have seen a transformation in the Learning field. Computer and mobile owership with internet accessibility is growing exponentially, access to newer technologies is providing us a platform to transcend traditional barriers. Today, training is made simple, concise, precise and successful with e-learning. We are in the midst of a global shift. Embracing the new paradigm of e-learning is going to take us to the future faster.

Mandar Satpute
CEO, 24x7 Learning

Key conclusions: Content

01

Corporate requirements:

- specialised training and skills programs can be expensive. E-learning can address this challenge by providing more efficient, cost-competitive and tailored solutions
- performance measurement and analytics serve as an important aspect to assess the ROI of corporate training

02

Developers:

- it is difficult to generate significant value from content Internet Protocol (IP) due to increased competition and easier consumer access
- accessibility to interactive content with adaptive learning programs is set to rise

03

Content aggregators:

- eLibraries and content repositories will give users a single point of access to L&D resources
- ease of access and relevance of the materials will determine the utility of these resources

04

Personalisation:

- e-learning will allow increasing levels of personalisation
- books will be replaced by interactive learning programs that link to the progress of the individual as well as harnesses the collective knowledge and experience of peers

05

Social content:

- collaborative experiences and collective intelligence from peers and a network of users within the educational ecosystem help in increasing the long-lasting strategic impact of learning
- this shows that content is no longer a standalone material but instead evolves with input from its users

06

Accreditation:

- increasing accessibility to content and arrival of MOOCs are set to enhance the value of accreditation from a recognised authority or brand

Key conclusions: Learning Management Systems

01 **Corporate requirements:**

- need for measuring the ROI has been enabling the adoption of learning management system (LMS)
- flexibility to adjust the training needs change over time

02 **Complexity:**

- alternative formats and teaching techniques are required to deliver personalised learning experiences
- big data analytics are a must to enhance efficiency and create adaptive learning environments

03 **Blended learning solution:**

- in this format of L&D, prescribed content and instruction is delivered partly by using online resources and partly by deploying face-to-face mediums
- a recent study conducted in Europe revealed that 76% of corporate users preferred this format of L&D and planned to increase their usage over the course of time

04 **SaaS/ Cloud model could dominate:**

- driven by the growing technological advancements, independence from internal IT departments, possibility of rapid innovation and flexibility, SaaS/ Cloud model could dominate the e-LMS market

A geographically dispersed workforce, diminished dependence on classroom-based training, a short attention span of Gen Y employees, and training of a workforce that is located in remote locations are just some of the pressing problems that organisations are faced with today, making in-house training impossible. E-learning has shown us the way forward to tackle all these problems. The face of today's global workforce is changing. The world is accepting and employing a better and easier methodology that effortlessly tackles today's workforce training challenges. This methodology is e-learning which is a cheaper, faster and effective way to train employees. If organisations are not already using e-learning, there is a pretty good chance that they are going to lose out in more ways than one. 24x7 Learning has been at the forefront of this global movement in India in the shift from classroom-based training to e-learning and now mobile learning with 24x7 Learning's innovative, ground breaking latest Learning Management System, LearnTrak SiCLoMo.

Karthik K S
Founder & Executive Chairman,
24x7 Learning

Key conclusions: Distribution

01

Available audience:

- falling cost of computer and mobile devices, combined with ease of internet access, has created a global market for academic and corporate e-learning

02

Bespoke programs for discrete audiences:

- corporates are demanding customised learning programs for their employees spread across diverse geographical locations

03

Social content:

- peer-to-peer learning provides social networking benefits to the learning process, with users benefitting from the ease to approach their peer group for problem solving and assistance
- content curation becomes important in managing the user value of content

04

Immersive learning:

- the ability to provide simulated work environments is still at a nascent stage. The growing demand is set to open a whole new window of e-learning opportunities for the corporates
- skills can be developed, monitored and assessed before being used in the workplace. Recognising the benefits of this module, the 3D modeling skills from the video game industry have already begun adopting the immersive learning programs across various channels
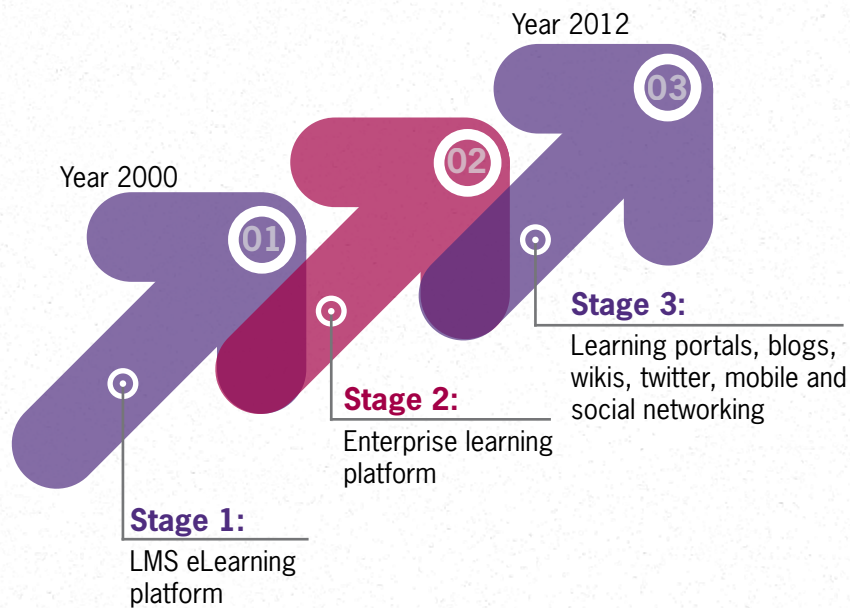
05

Universalisation of skillsets:

- with advancements in technology, avenues for e-learning have grown immensely. This implies that the growing workforce today has greater opportunities to advance its skillsets
- as e-learning grows, employers will be able to access a far greater range of human resources with ubiquitous qualifications

Evolution of Learning Management Systems

- training departments in Indian corporates use learning management systems or LMS to deliver online training. Besides, LMS is also deployed for automatic record keeping and employee registration
- LMS is a software application used for delivering e-learning content for training programs. It is also used for other organisational purposes such as administration, documentation, tracking, and reporting

Year 2012

Year 2000

Stage 1:
LMS eLearning platform

Stage 2:
Enterprise learning platform

Stage 3:
Learning portals, blogs, wikis, twitter, mobile and social networking

- the evolution of the enterprise LMS market can be traced to late 1990s and early 2000s when systems designed to meet the organisational needs for automating training and getting training materials online began to be put in place. This was similar largely to the implementation of email to meet the organisation's post-digital communication needs
- over the past decade, the LMS market has continued to evolve with solution providers adding new features and functionality for collaboration, continuous learning and knowledge-sharing. Some systems are now becoming platforms for supporting mobile learning across contexts

- Multiple Languages
- Generation and Technological Gap
- Lack of Skilled Trainers
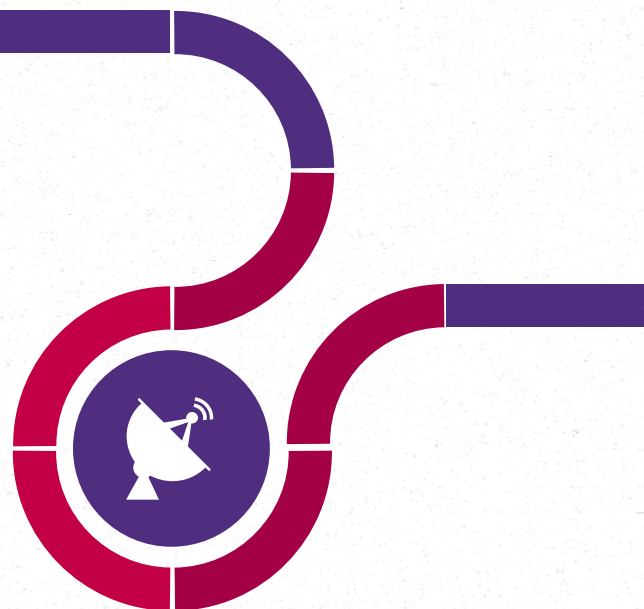
What we heard from companies in India
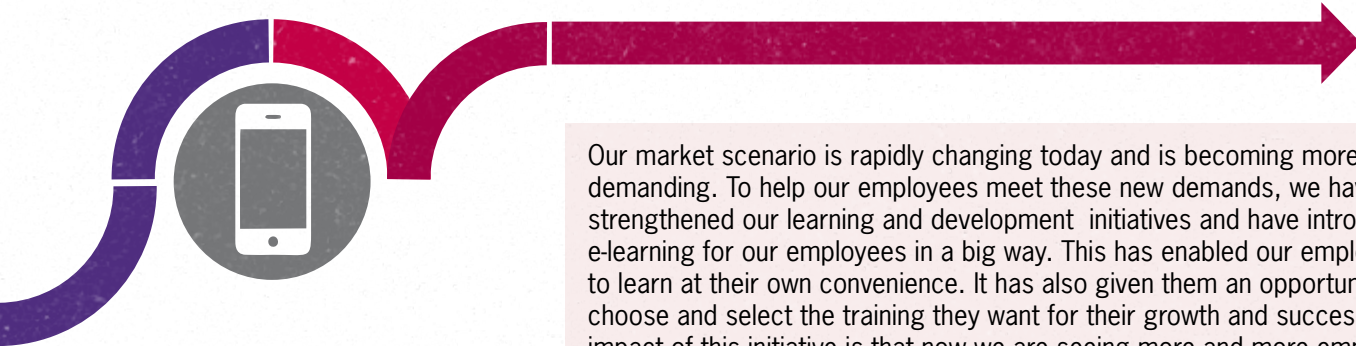
Our market scenario is rapidly changing today and is becoming more demanding. To help our employees meet these new demands, we have strengthened our learning and development initiatives and have introduced e-learning for our employees in a big way. This has enabled our employees to learn at their own convenience. It has also given them an opportunity to choose and select the training they want for their growth and success. The impact of this initiative is that now we are seeing more and more employees preferring the e-learning option and I am sure that this trend will continue in the years to come.

Dr Rajesh Parekh
Head – Training
Bayer Group India

E-Learning is "the magic wand" for initiating and driving the learning culture today. This would get more stronger if larger organisations work towards standardisation. Debates apart, let us first only look at making strong foundation for reservoir of knowledge. When this reservoir grows in abundance, skills invariably follow. When skills are practiced, efficiency and effectiveness are bound to exist. All this would lead to a less confused state, more clarity and improved co-existence by one and all. Innovation then becomes an integral part of whatever we do.

Narendra Deshpande
General Manager – Engineering
Tata Housing Development Company Ltd.

Organisations need to learn to lead the workforce of One. One size fits all strategies don't work anymore particularly for the new generation that prefers learning in chunks at their convenience in an interesting and entertaining format. 8 hour classroom sessions are passe – e-learning provides self-directed, on demand, easy to learn formats that can scale up performance relevant to business needs.

Dr. Sujaya Banerjee
Chief Talent Officer & Senior VP
Essar Group

Key themes in the e-learning industry

HTML5

- for any web-based e-learning program, HTML5 is proving to be the most useful
- some of the drivers behind the increasing adoption of HTML5 are offline storage, increased connectivity, improved performance of web applications involving complex interrelated code paths and resource requirement
- HTML is compatible with 68% of web browsers

Gamification

- the prominence of games in the space of online learning is on the rise. The global market size of gaming and gamification is projected to grow from US$ 2 billion in 2012 to US$ 7.4 billion in 2015
- more than 100 of the Fortune 500 companies including IBM and Cisco are using games to train and engage their employees. Games are known to improve the decision-making skills and focus of employees
- gamification involves the application of game-based elements to non-game environments like training in order to improve engagement levels, and create fun-filled, interesting experiences for the learners. Learners play games and apply the gaming situations in real-world status quo and decision-making, which develops their skills and knowledge

Cloud

learners want training content that is available anywhere, anytime, and is accessible using any device
- utilising cloud-based solutions to store information from learning tools in online courses is gradually empowering learners to discuss and share course content with other learners based at dispersed loctions

Ubiquitous Learning Environment (ULE)

- e-learning is the source to an ULE, which is defined as a setting wherein students become totally engrossed in the learning process. In this program, learning materials can be transferred to mobile devices via cable or wireless connections and accessed by the students. Implications of ULE are shifting the traditional classroom setting, offering encouragement to students to become lifelong learners, creating an environ-ment in which interaction is 'free of stress'

Use of videos

- a number of L&D programs have begun using videos to provide e-learning. Videos tend to be more viral that other learning channels. Further, the cost of creating videos is low. With the help of subtitles, videos can act as cross-language tools for learning. At times, they can be used as on-demand performance support tools for the staff

Scenario-based learning

- scenario-based learning exposes learners to a given situation and requires them to apply knowledge and skills relevant to those circumstances
- this form of learning helps reinforce knowledge and skills, measure success / failure of the learner across diverse circumstances, and hence, identify gaps in learning
- scenario-based learning helps in catering to the increasing demand from organisations to maximise their ROI of e-learning

Case Study: Large infrastructure company deploys LMS to train a geographically dispersed employee base

Requirement

- The company was on the lookout for an LMS platform to make learning independent of the location, and hence, more convenient for its employees
- at the company, blended learning tools evolved around the 60-30-10 concept, wherein 60% learning was on-the-job training, 30% was observation-driven learning, and 10% was formal training
- in order to improve the formal training programs and complement classroom training, the company wanted to introduce e-learning

Solution

- the company selected a centralised e-learning model and implemented this new learning platform in September 2007
- till date, the company has delivered more than 343 courses to its employees through its virtual management development centre
- additionally five simulation-based, custom e-learning courses were also offered to the employees

Result

- these e-learning courses had a completion rate of 98%. The innovative learning solutions aided the company in bringing about a transformation in their L&D programs and embrace e-learning tools
- hence, more courses were offered to the employees than were possible through classroom training. These e-learning courses addressed multiple work scenarios which employees could apply in their day-to-day working
- over 5,200 unique users completed the courses across 15 locations
- e-learning courses are now linked to every employee's training plan

The LMS not only helped the company to accelerate learning through the e-learning initiative at a substantially lower cost, but it also paved the way for the shift from efficiency to effectiveness.

Case Study: Leading telecom player uses e-learning to provide cost-effective training at diverse locations

Requirement

- The company wanted to implement an online training program in order to train its workforce on its USPs i.e. value-added solutions and data services. It was important for their customer care executives to have an in-depth knowledge of each of the company's services and the core selling points which would enable them to attract a larger customer base
- the primary objective of implementing such programs was to create an engaging learning experience and maintain consistency and uniformity through the courses offered

Result

- the company successfully delivered e-learning courses to a geographically dispersed workforce. 11% of all learning was done through e-learning programs
- the e-learning initiative improved knowledge retention and productivity of the employees. Besides, it also standardised the content with real-time access and accelerated personalised learning
- adopting e-learning or online training programs resulted in 60% cost savings over traditional classrooms

E-learning helped employees to not only acquire professional skills but also learn the necessary aptitudes to face the day-to-day challenges.

Solution

- the company opted for customised e-learning courses for its various USPs and product services. Further, it also offered 22 business skill e-learning courses to more than 10,000 employees. These courses could be taken in multiple sittings and were made available 24x7
- to strengthen the product and services knowledge of the workforce, customised e-learning modules were also offered
- each of the customised e-learning modules equipped the learner with the necessary skills suited to their day-to-day needs

Case Study: Global IT solutions provider leverages LMS to train employees across remote locations

Requirement

- with 15,000 employees spread across 40 different locations, the goal was to deliver equal learning opportunities to employees who were remotely placed. Besides, there existed a need to deliver technology specific courses to improve performance and enhance technical capabilities of their employees
- the company needed a learning platform that was highly scalable, in order to reach a large and widely dispersed workforce

Solution

- the company opted for LMS which made training accessible to employees based out even at the client sites. Employees based in the US and UK were also connected
- IT enabling courses were also offered and assigned to 750 users. The courses aimed at improving technology related skills and capabilities of the workforce
- overall, an integrated solution was deployed which had a scalable learning platform and a wide range of online courses to run on it that eased the accessibility of learning at dispersed locations

Result

- increased acceptance of e-learning amongst employees, driving a shift from instructor-led learning.
- accelerated learning even on onsite locations. 16% coverage was witnessed even in the US, UK and other onsite locations during the first year
- employee specific courses were assigned such as Java 2 programming, Linux, etc which enhanced learning
- learning opportunities and the level of training offered to employees were significantly improved

LMS has helped the company to not only train its employees based at its offices, but also reach its personnel based out at remote onsite locations, thereby empowering its entire workforce with equal learning opportunities.
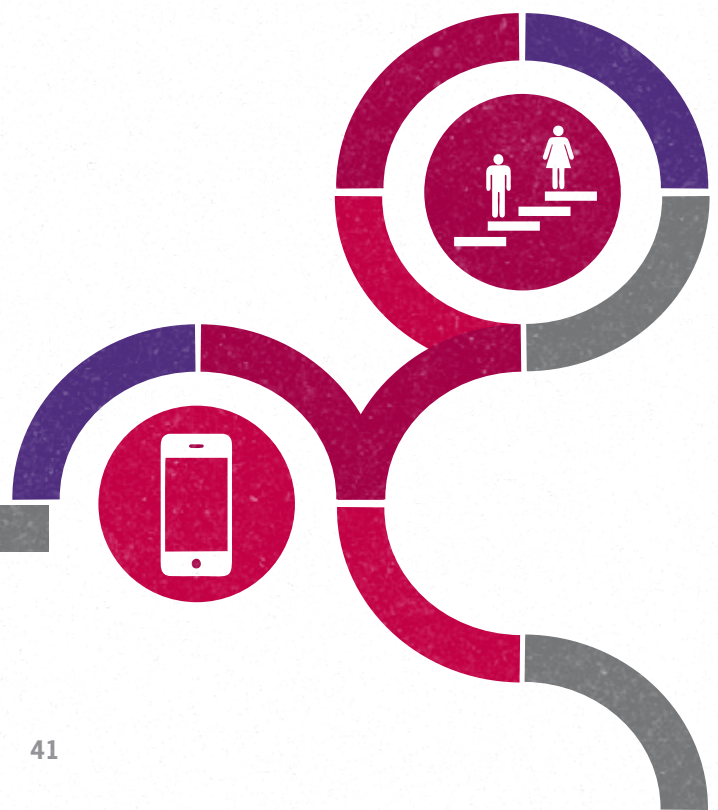
The Last Word

Based on our analysis of the L&D market, discussion with industry experts and analysis of the survey results, following are the key conclusions drawn from this study:

Corporate focus on Learning & development

- corporates are increasing investment in learning and development activities to enable them to better address today's dynamic environment and the rapidly changing customer needs
- 82% of the companies surveyed consider L&D as a significant part of their organisation

Rise of Mobile Learning

- Via m-learning, organisations can deliver target bits of content that help an individual in real time, whether to present product information or to access equipment documentation
- m-learning initiatives are gaining significance, particularly in industries such as pharmaceuticals and retail as organisations pursue advantages ranging from reduced costs to increased agility

01

02

03

Efficiency and effectiveness to drive e-learning growth

- due to factors like the ease of use and anytime access, the e-learning industry continues to grow

Evolution of LMS

- from e-learning platforms to enterprise learning platforms to learning platforms, blogs, wikis, social learning, LMS continues to grow to form an integral part of the L&D market
- SaaS/ Cloud model could dominate the e-LMS market

Alternative Ways of Training

- organisations continue to explore alternate methods of training such as scenario-based training, theatre-based training, spirituality-based training, and game-based training

04

05

About Grant Thornton

About Grant Thornton International Ltd.

Grant Thornton International Ltd. is one of the world's leading organisations of independent assurance, tax and advisory firms. These firms help dynamic organisations unlock their potential for growth by providing meaningful, forward looking advice. Proactive teams led by approachable Partners in these firms, use insights, experience, and instinct to understand complex issues for privately owned, publicly listed and public sector clients and help them find solutions. More than 38,500 Grant Thornton people, across over 130 countries, are focused on making a difference to clients, colleagues and the communities in which we live and work.

About Grant Thornton India LLP

Grant Thornton in India is a member firm within Grant Thornton International Ltd. The firm has today grown to be one of the largest accountancy and advisory firms in India with over 1,500 staff in New Delhi, Bangalore, Chandigarh, Chennai, Gurgaon, Hyderabad, Kolkata, Mumbai, Noida and Pune, and affiliate arrangements in most of the major towns and cities across the country. The firm specialises in providing assurance, tax and advisory services to growth-oriented, dynamic companies.

Our solutions

- We provide end-to-end solutions to clients, right from identifying new opportunities, establishing systems & processes, and building strategic operational capabilities to accelerate their pace of growth. We offer the following solutions to help clients unlock their potential across the lifecycle of their business:

Set-up
- Entry Strategy
- Location Advisory
- Business Planning
- Tax and Regulatory
- M&A
- Due Diligence
- Policy Formulation

Operate and Grow
- Investment & Growth Strategy
- Balanced Scorecard Creation & Implementation
- PMS design and implementation
- Visioning / Objective Setting / Organisation Structuring
- Manpower Planning
- Incentive Scheme Design & Variable Pay
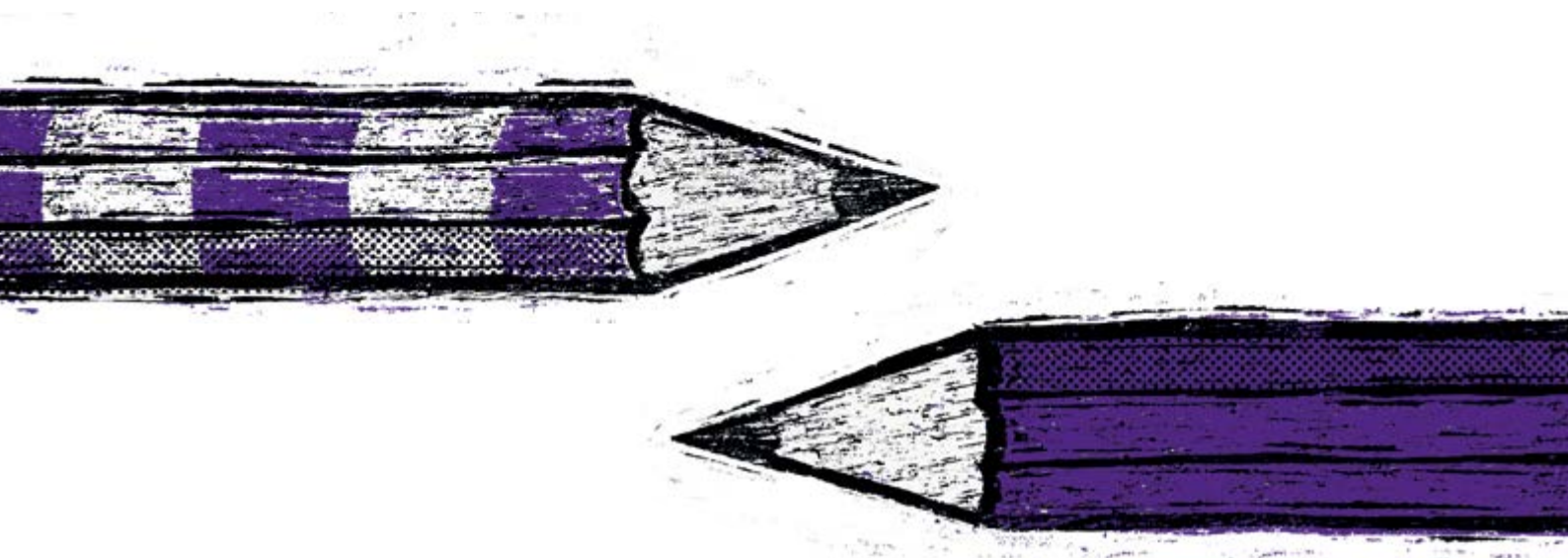- Career Management / Progression System
- Career Development & Succession Planning

Monitor
- Internal Audit
- Tax Compliance
- Regulatory Compliance
- Operations review
- Performance Architecture & Management
- M&A
- Due Diligence
- Employee Satisfaction Surveys
- Partner Search/ Alliances
- HR Policy/ Manual Design

About 24x7 Learning

In the fast-paced Corporate and Education sectors, information changes every day. To keep up with this ever-changing trend, transfer of knowledge must not only be quick and effective, but also up to date. Globally dispersed workforces, low shelf life of information, inconsistent quality of classroom training and on boarding challenges bombard companies on a regular basis.

As one of foremost pioneers in the eLearning field, 24x7 Learning's solutions transcend geographical barriers and has learners who are spread out across the farthest corners of the world. Companies across verticals have successfully partnered with 24x7 Learning to address their end to end training challenges. Field Sales, IT Skills, Compliance or Leadership training, 24x7 Learning covers the broad spectrum of training needs of every organisation.

24x7 Learning's LearnTrak LMS is a cutting-edge Learning Platform used by top global companies to address their end-to-end training needs. Using LearnTrak a geographically dispersed workforce has the ability to stay updated on knowledge and learn critical skills required for them to excel, literally on the go. Its feature-rich Mobile Learning platform for corporates and educators, LearnTrak Edu is designed to offer learners an engaging, intuitive, collaborative and personalised learning experience. Its range of Custom Content Solutions helps organisations achieve business goals by creating the most suitable courses for their talent enhancement needs.

Since 2001, 24x7 Learning's solutions have touched over 2.5 million learners in 225+ global organisations that include the likes of Samsung, JP Morgan, Dubai Airports and Vodafone, to name a few.

www.24x7learning.com

LearnTrak
SIMPLE. INTUITIVE. EASY TO USE

LEARNTRAK LMS

The one-stop learning platform for all your training needs.

About the Learning & OD Roundtable

The Learning & OD Roundtable is Asia's fastest growing forum for Strategic HR/ Learning & OD professionals with 5800+ members globally. Aimed at building capability among HR practitioners, the L&OD Roundtable is a not-for-profit forum which provides application oriented knowledge through Master Classes, Debates, INSIGHT sessions (in the popular TED format) and Webinars organised throughout the year through Chapters in Mumbai, Pune and Delhi.

The Learning & OD Roundtable was essentially conceived as a community of like-minded professionals in the areas of Learning, HR and Organisation Development, coming together to learn and grow as a whole. This spirit of 'everyone shares – everyone learns' lies at the heart of all L&OD Roundtable activities. Inthe last four years, the forum has hosted various knowledge sharing forums, master class events, concept to practice sessions featuring renowned HR practitioners and subject matter experts, and organised two pioneering studies culminating in day-long seminars – the Best Learning Organisations of Asia Study and the Best Change Interventions of Asia Study.

Currently serving over 5800+ members in India and abroad, this not-for-profit undertaking has chapters in Mumbai, Pune and Delhi, and has a Governing Council comprising luminaries from industry and the academic world – Dr TV Rao (Chairman, TVRLS and ex-Dean Indian Institute of Management (IIM) Ahmedabad), Mr Adil Malia (Group President HR – Essar Group), Mr Aquil Busrai (CEO – Aquil Busrai Consulting, Mr Shreesh Jamdar (Proprietor, Sambhav), Mr Prince Augustin (EVP Human Capital – Mahindra & Mahindra), Mr Rajeshwar Upadhyaya (Director, Par Excellence), and myself Dr Sujaya Banerjee (Chief Talent Officer & Sr. VP – Essar Group). For more details refer to www.lnodroundtable.com.

Dr. Sujaya Banerjee
Chief Talent Officer & Senior VP
Essar Group
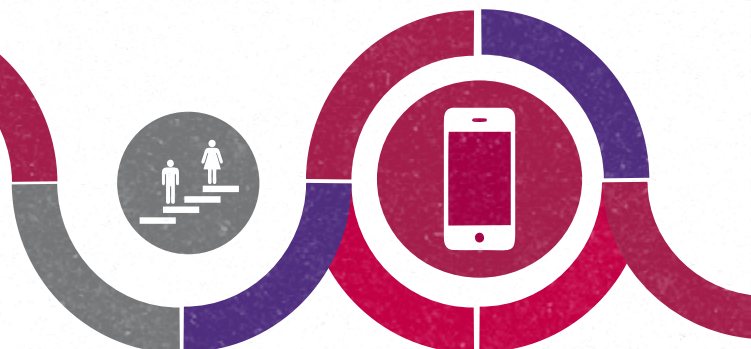
About the Indian Institute of Management Kozhikode

Established in 1996, the Indian Institute of Management Kozhikode (IIMK), a joint effort between the Government of India and the Government of Kerala is one of India's premier Business Schools and it attracts the best talent from across India for its Post Graduate Program in Business Management.

IIMK started with its first batch of 42 students in 1997 and has grown tremendously over the years with a current batch strength of 350+ students, making it the fastest growing management school in the country. It pioneered the Interactive Distance Learning (IDL) Program for working executives in India and is also a leader in Faculty Development Programmes (FDP), conducting the largest number of programmes and is the major QIP (Quality Improvement Programme) Centre of the All Indian Council of Technical Education, in the field of management education.

With a highly qualified and experienced faculty, and backed by a large number of committed adjunct and visiting faculty from Industry and other leading management institutes including foreign universities, academics is always a high priority.

The Institute has a strong International Exchange Programme for students and faculty through tie-ups with several leading Management Institutes in EU and ASEAN countries including SDA-Bacconi in Italy, Jönköping University-Sweden, Copenhagen Business School-Denmark and University of Queensland-Australia to name a few. An active member of the Strategic Management Forum, IIMK lays stress on organising Seminar / Conferences and conducts management programs for teachers. Leading Management Institutions like IIM Ahmedabad, Bangalore, Calcutta, Indore and Lucknow along with MDI, Gurgaon, XLRI, Jamshedpur and IIFT, New Delhi join hands to conduct week long faculty development programme on various subjects in the field of Strategic Management.

IIMK seeks to achieve a leadership position in management education and research and become a major learning resource centre in the Asia-Pacific region. Driven by compelling industry relationships, a rich pool of talent and world-class infrastructure and facilities, IIMK aspires to continue its journey on the growth trajectory that it has defined.

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www.24x7learning.com/reports