

Nomination: 8145

#NAD Benefits Realization

Page: General Information
Provide information about the company to be considered for the award. If you will be nominating an individual, specify the nominee's employer.
Name of Organization/Company Tech Mahindra
Additional Contacts I do not wish to list additional contacts
Page: Entry Information
Entry Title #NAD Benefits Realization
Category B01 - B64 Achievement > B24 - Achievement in Learning Measurement
Achievement Submission Format Written Answers
a. Briefly describe the nominated organization: its history and past performance (up to 200 words). Required Tech Mahindra (TechM) offers innovative and customer-centric digital experiences, enabling enterprises, associates and society to Rise™. TechM was incorporated as Mahindra British Telecom(MBT) in 1986. Today, it's USD 6.5 billion organization with 1, 45,000+ professionals across 90 countries helping 1100+ global customers, including Fortune 500 companies. TechM is a global consulting service and systems integrator with robust, industry-strong processes. TechM represents the bold, new, disruptive digital era, offering innovative and customer-centric services and solutions to integrate technology with businesses more meaningfully and innovatively. TechM's core operations is built around the credo 'Connected World. Connected Experiences.' With the NXT.NOW™ framework, TechM designs future state solutions for today's industry leaders. It offers innovative and customer-centric digital experiences, enabling enterprises, associates, and society to Rise for a more equal world, future readiness, and value creation. TechM is part of the Mahindra Group, a USD 21 billion federation of companies that enables people to Rise. It enjoys a leadership position in utility vehicles, information technology, financial services and vacation ownership in India and is the world's largest tractor company by volume. The Mahindra Group is headquartered in India and employs over 2,60,000 people across 100 countries. ► Website- https://www.techmahindra.com/

b. Outline the team's or organization's achievements since the beginning of 2022 that you wish to bring to the judges' attention (up to 250 words). Required

► Solution—#NAD-Learn Benefit realization.

■Why: Need to measure business impact of upskilling in quantifiable dollar terms.

■How: Setup a system-workflow to declare, report, measure and multilayer-verification of business benefits from #NAD-Learn upskilling.

► Benefit realization Framework—Measure learning outcomes.

■Identify: A study helped identify 10+ levers(e.g., Additional Margin, Band Optimization, Improved Offshoring, External Hiring Salary difference etc.) to quantify business-benefits in dollar terms.

■Compute: For each-lever, a checklist was created with a set of guidelines, reference data/documents etc. Computation mechanics/formula was also defined with illustrations/sample examples. Different projects(Fixed price, Time & Material) had different computation.

■System Workflow: A system-workflow was created using JIRA and PowerApps to declare, report, measure and verify business benefits with multi-layer verification from Business & Finance heads.

■Targets: Upskilling business benefit targets are set for all delivery-units based on their size, mix of projects and revenue. Targets are cascaded to respective Business-Units using Balanced Score-Card approach.

■Opportunity: Business Units identify white spaces/opportunities wherein upskilling intervention can aid benefit. This is recorded as pipeline along with lever-wise estimated savings. Upskilling is done for respective employees within the unit.

■Upskilling: #NAD Learn powered by 'New Age Delivery' engine providing interactive, on-demand, contextual and hyper-personalized upskilling to employees.

■Benefit realization: On completion of upskilling, the Project Managers realize envisioned/additional business benefits based on actuals(like external hiring savings, rate increase etc.) as per given checklist.

■Validation: Actual savings are calculated by the Business Unit lead and revalidated by the Finance Head based on actual contract, rate-cards, revenue realized etc.

c. Explain why the achievements you have highlighted are unique or significant. If possible compare the achievements to the performance of other players in your industry and/or to the team's or organization's past performance (up to 250 words). Required

► Business Need—Identifying cost/benefit of learning programs.

■Skilling talent: In IT organizations Upskilling fulfils business outcomes like growth(improving revenue), additional margins, reducing-cost etc.

■Measuring impact: The quantitative business impact of upskilling is not easily measurable. Instead, organizations depend on operational metrics like #courses, #Participant, #Training Hours, Feedback/Effectiveness ratings etc.

■Hindering growth: This absence of quantifiable business outcomes makes it challenging to justify if upskilling meets business needs, investment in building a learning ecosystem and motivate & recognize learners in an objective manner.

► Enabling—Support systems

■Learning: The #NAD-Learn platform lets employees bridge skill-gaps, practice-projects and earn certifications from external partners. The platform recommends relevant career paths based on employees' current skillset, time to upskill, and growth opportunities available.

■Governance: Nomination of #NAD-Champions for each delivery unit for target setting, daily reports and quarterly reviews. #NAD Learn SPOCS are nominated to orient managers and strategize upskilling business benefits.

■Workshops: Annual Immersion workshops are conducted at start of the year to familiarize the Delivery leadership and Program Managers on the entire framework.

■Change Management: Orientation sessions done for Program and Project managers. Leaderboard and publication of success stories motivated others.

■Tracking: Daily reports are published on Business unit wise business benefits to leadership. Quarterly reviews help identify savings & future plans.

► Impact—Cost and talent.

■Financial: Benefit realization of ~USD\$ 100 Mn since start of program in FY'22.

■Skilling: 10% increase in proactive upskilling within Business Units. Employees opting for technical learning journeys increased by 5% with a 19% increase in completion of domain learning journeys.

