

## Case Study

### Maruti E-Learning Academy in collaboration with Hughes Communications

#### **About the Client:**

Maruti Suzuki India Limited (MSIL, formerly Maruti Udyog Limited) is a subsidiary of Suzuki Motor Corporation of Japan. It is the leading manufacturer of passenger vehicles in India and makes more than 1.5 million cars a year with over 150 variants. It has a team of over 15000 people, spread over 1422 cities and towns all over India. In the past 10 years, while Suzuki Motor Corporation saw its total volumes increase from 2.62 million to 3.43 million.

#### **Business requirement:**

- Being one of the leading car makers in the country, Maruti over the years has grown into a huge workforce along with an ever-expanding dealer network spread across the country.
- With a rapid expansion in the Indian car market, maintaining the leadership position required **the company to invest in training this huge workforce and the dealer network.**
- Maruti was also looking at possible ways to help and spread a positive impact on the surrounding communities.
- The **diversity of trades** and the ever-growing car variants that MSIL introduced year after year (over 150 variants at last count) **compounded the need for training.**
- With strong business growth, Maruti needed to have skilled manpower in all aspects of Maruti's growing business. Following the innovative approach, **Maruti was looking to invest in technology-based solution which is stable, proven, and scalable.**

#### **The Challenge:**

- The continuous influx of recruits and **constant transfers within the organization presented a bigger challenge.**
- In addition to the employees, the dealers of MSIL also needed to be trained from time to time to be able to sell their products better.
- Not all employees, trainers, and partners could **travel to the metro cities to attend frequent training programs.**
- The **model needed to be sustainable to stand the test of time** and growing business requirements.

#### **Solutions Offered:**

- To meet this challenge and to develop a new learning culture in the organization, the company started the initiative of **creating a digital training academy for its employees and partners** – the Maruti Suzuki Training Academy (MSTA) powered by Hughes Enterprise connectivity solutions.
- The Maruti Suzuki digital training academy is based on an interactive delivery platform **supported through a high-powered Ku- band satellite network by Hughes Communications.** Using Hughes Interactive Onsite Learning (IOL) platform, it seamlessly integrated the strengths and advantages of the traditional method of education with the latest in technology.



- The process involved three stages that include: (i) Studio integration at the Maruti Training Academy, (ii) classroom integration at the regional training offices, (iii) and creation of an interactive delivery platform through a high-powered Ku-band satellite network.
- The high-end interactive platform allows Maruti's trainers to have **high quality, interactive, real-time and two-way engagement with dispersed participants** across the most remote locations individually or simultaneously.
- Courses were made accessible to the learners – as per their respective departments and roles. **Custom e-learning courses ranging from those focusing on products, manufacturing, and good practices** were used to educate employees in the area of their work.
- Apart from capability building interventions, **the training academy also serves to encourage employees to be health conscious and spread awareness around road safety.**

#### **Highlights of the Impact:**

##### **Creating a more inclusive and connected organization**

- One of the biggest benefits of the academy was that it reduced the learning gaps and enabled the huge workforce to learn continually and efficiently, **supporting more than 60 branches/ regional offices of Maruti Suzuki.**
- This has today evolved and expanded into a **robust training infrastructure with over 100 classroom sites** that span the entire workforce ecosystem – from employees to partners. With VSAT technology, Maruti today can reach partners without any lag.
- Within a few years, the academy became the **platform of choice for the company** to share updates on new products, corporate developments and drive greater efforts towards employee training.
- **Message from the Chairman and MD** are streamed live across offices with enterprise-grade connectivity allowing for interactive conversations and Q&A, driving greater motivation among employees.
- In addition, the academy provided much-needed control to the organization towards **developing and providing innovative content aligned as per the needs and the requirement of specialized business units.** With automated reporting and user management data, managers were able to assess learners better and create more impactful learning paths for them.
- With high-speed connectivity, learners were now able to take part in sessions from their own work location without any need for travel, **reducing both financial and resource impact on business.**
- Since its launch, Hughes enabled this unique satellite communications model recording **99.9% uptime that ensured real-time engagements without any lag and delay.**

##### **Cost Savings and improvement in workforce performance**

- With regular sessions and hands-on skill training, the company managed a **continuous flow of skilled manpower** and witnessed improvement in the worker's overall performance.
- With the e-learning **module complimented by instructor-led training**, there was a visible change in performance by existing employees.
- By replacing traditional training methods with the technology-enabled approach, **the organization made good cost savings too.**

### **Connecting with Dealers and reducing the new vehicle launch to the retail timeline**

- More than **150 dealership sites** across India (expected to grow up to 1000 sites) were **connected to the academy via a single network**.
- This not only reduced the need for Maruti sales team to travel across and impart individual training and briefing on every new product but also helped the sales teams at these dealerships to learn more about the required skills **on servicing and enhancing customer experience**.
- This, in turn, reduced the time taken from launch to retail sale as now the company had the ability to **conduct a briefing with all dealers at one go**.
- With growing competition, extensive training sessions were organized to train sales person at varied dealerships **inculcating the best practices and preparing them to better address customer needs** and queries with deep dive into Maruti products and competitive product comparisons.

### **Supporting the communities**

- With the help of VSAT technology, the infrastructure grew from a single classroom facility in 2012 **to cover more than 1 lakh trainees**.
- Maruti also leveraged the advanced training network to support students learning at more than **150 odd Industrial training institutes (ITI) supported by Maruti across Delhi / NCR region**.
- Special sessions have been introduced on **soft-skills like communication, personality development, and language skills** for the students.

### **Sustaining the Impact:**

Maruti E-learning Academy aims to get a trained workforce for mission 2 million by 2020 itself. Also plans to expand this facility to various plants, vendors, and dealer partners at all locations.

Hughes's high-end satellite-based connectivity solution will continue to bring advanced business agility crucial for a large-scale organization. Aims to create a robust training infrastructure that spans the entire distribution ecosystem from employees to partners.

Further plans to engage and support the government to bridge the knowledge and skills gap by creating meaningful linkages with both, formal and informal workforce.

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