



We enable clients to outperform with our
passion for service and innovation

WNS Learning Academy : Aligning L&D Initiatives to Business Goals

December 2014

About WNS : Global Business Process Management Leader



History:
British Airways captive,
spun-off into a third-party



Net Revenue*:
USD 471.5 Million
in FY2013-14



Employees:
27,000 +



Clients:
200+



600+ business processes
from simple transactions to
complex analytics



36 delivery centers
around the world



Operational Footprint:
Australia, China, Costa Rica, India,
the Philippines, Poland, Romania,
South Africa, Sri Lanka, UK and US



NYSE traded (Symbol: WNS) since
July 2006. First Indian pure-play
BPM company to be listed on NYSE

With a Reputation for Complex Multi-Process Delivery

* (Revenue Less Repair Payments – Non-GAAP)

Global Delivery Capability



11
Countries

36
Delivery
Centers

27,000+
Employees

Strategic balance of onshore, nearshore and offshore locations

WNS Learning Academy - Vision

Vision

Winning DNA

Business Solution : Sales

Business Solution : FLM

Business Solution : Global Leader

Learning Effectiveness Model

VISION

“To Provide Customized Learning Solutions Leveraging Technology And Innovation To Support The Organization Through Its Transformational Growth Journey”

WNS Learning Academy : Vision (Aligning with Business Goals)

Vision

Winning DNA

Business Solution : Sales

Business Solution : FLM

Business Solution : Global Leader

Learning Effectiveness Model

DELIVERY STRUCTURE

Leadership Development

Performance Consulting

Personal Effectiveness

Technology Enabled Learning Solutions



Design & Content Creation

FOCUS AREAS

Institutionalize Domains

- BU aligned learning consulting
- Domain universities created
- Global higher education initiatives & affiliations

Become Truly Global

- D&I focusing on Culture & Gender
- Global Leader Capability

Talent Pipeline

- Front Line Manager Effectiveness (FLM)
- Senior Leaders Effectiveness & Impact

Increase Sales Effectiveness In Farming And Hunting

- Client Partner Capability
- Operations Sales Capability

Leverage technology to create a learning organization

- Desktop Classroom
- Gen Y eLearning
- Organization wide LMS Phase II

WNS Learning Academy :The Winning DNA

Vision

Winning DNA

Business Solution : Sales

Business Solution : FLM

Business Solution : Global Leader

Learning Effectiveness Model

DELIVERY STRUCTURE



STEP 1

01

- Client Orientations
- Delivery Orientation
- Planning & Organizing

STEP 2

02

- Developing People
- Managing Performance
- Leading Through Teamwork
- Impact & Influence
- Interpersonal Effectiveness

STEP 3

03

- Innovation
- Analytical Decision Making
- Business Acumen
- Industry Awareness

STEP 4

04

- Strategic Thinking
- Leading Through Change

Sales Hiring & Assimilation

Vision

Winning DNA

Business Solution : Sales

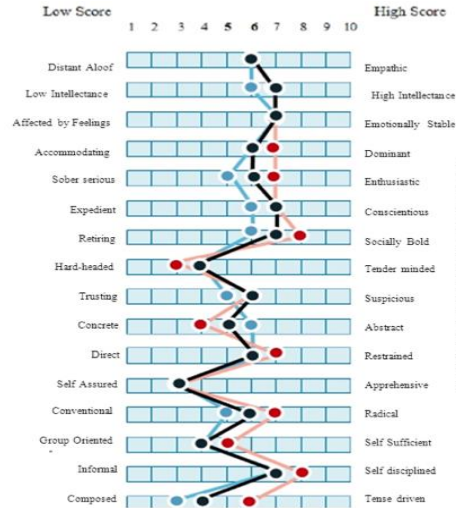
Business Solution : FLM

Business Solution : Global Leader

Learning Effectiveness Model

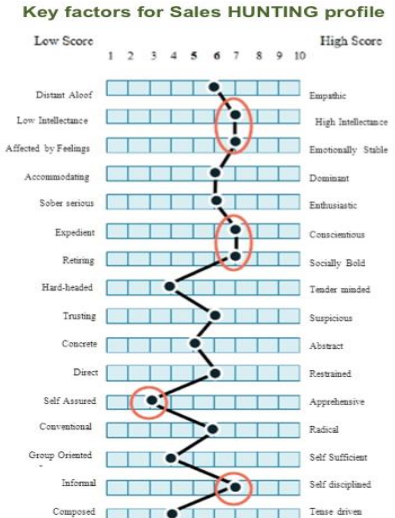
INTERVENTIONS

- Using Success Profile
- Sales Person Selection Basis Sales Competencies
- Miller Heiman – Certified Program For Strategic Selling



- Competencies to be evaluated**
1. Market/ Industry Awareness
 2. Achievement Orientation
 3. Influencing Skills
 4. Creativity & Innovation
 5. Presentation & Representation Skills
 6. Negotiation Skills
 7. Business Acumen
 8. Entrepreneurial Skills
 9. Interpersonal Skills

— Sales Stars Factorial Analysis
 — JD Analysis
 — Recommended Sales Success Profile



Sales Hiring & Assimilation

Vision

Winning DNA

Business Solution : Sales

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Learning Effectiveness Model

INTERVENTIONS

Nearly one-half (47.5 percent) of sales representatives take 10 months or longer to become adept enough to contribute to company goals, mostly likely due to the lack of inconsistent sales methodologies and not spending enough time on selling activities



This data corroborates with WNS results

▪ **Structured interview**

20+ Senior Sales Leaders covered spanning pan sales geographies

15+ Business Unit & Process Heads surveyed

FMEA Analysis sheet

Probability Column heading: "Occurrence"

Severity Column heading: "Impact on Assimilation"

7 classes devised to aid analysis and design

Study of responses to form an occurrence tally

Impact on Assimilation weighted analysis to select attributes of highest priority

Operational knowledge, Sales knowledge, Sales activity, Methodology, Knowledge, Experience, Function, Knowledge

Partnered with leading Sales Performance Management Co. to pick Best Practices

MILLER HEIMAN
The Sales Performance Company

WNS

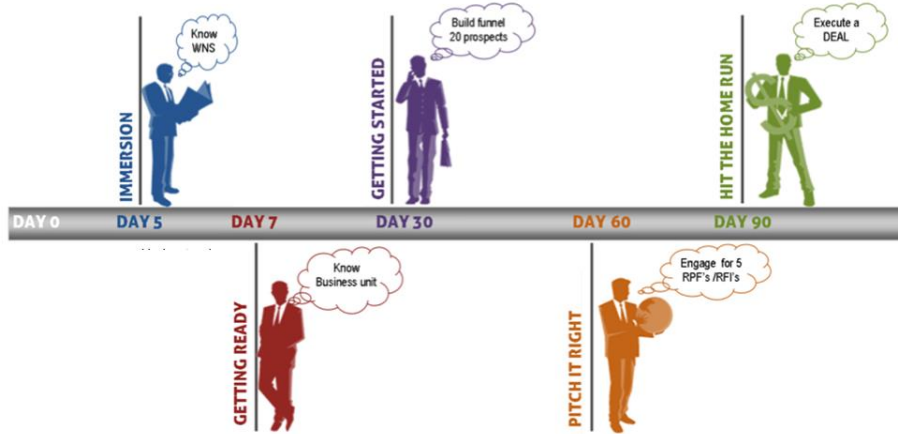
60+ Collated responses

20+ Inference interviews

20~30 minutes for each interview

20~30 Unique attributes

Quality



Front Line Managers: The Framework

Vision

Winning DNA

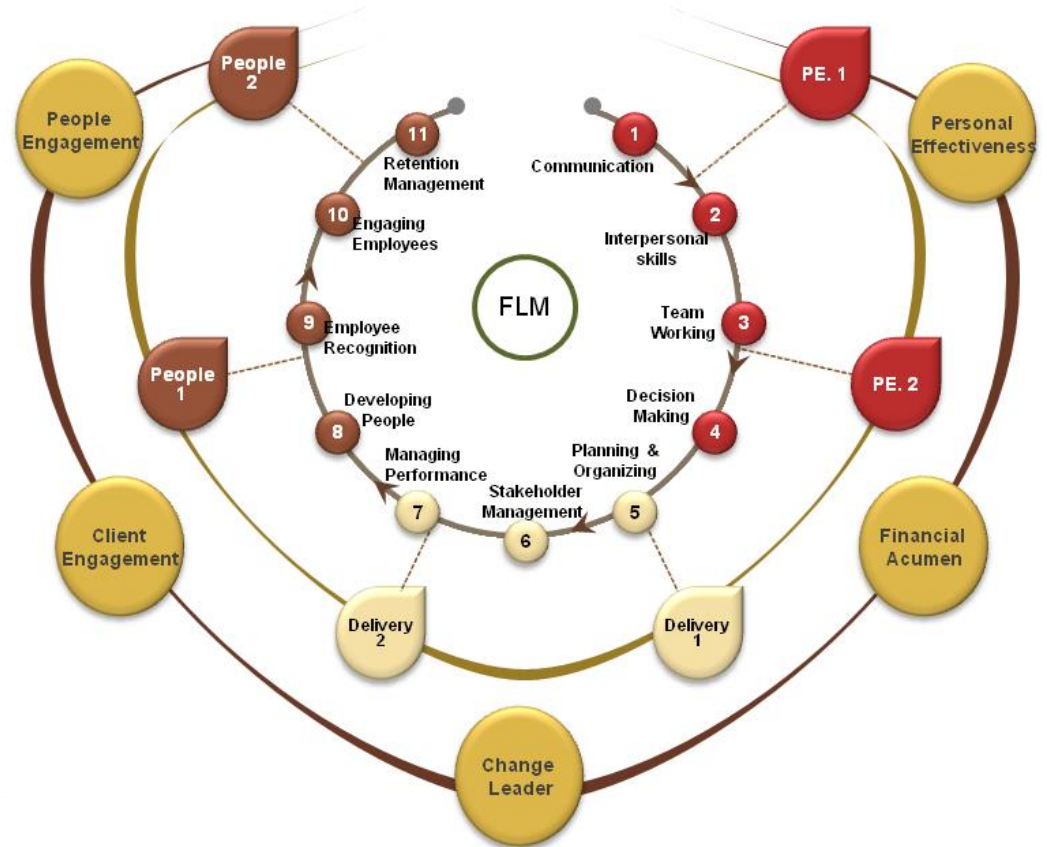
Business Solution : Sales

Business Solution : FLM

Business Solution : Global Leader

Learning Effectiveness Model

INTERVENTIONS



Front Line Managers: Causal Diagram

Vision

Winning DNA

Business Solution : Sales

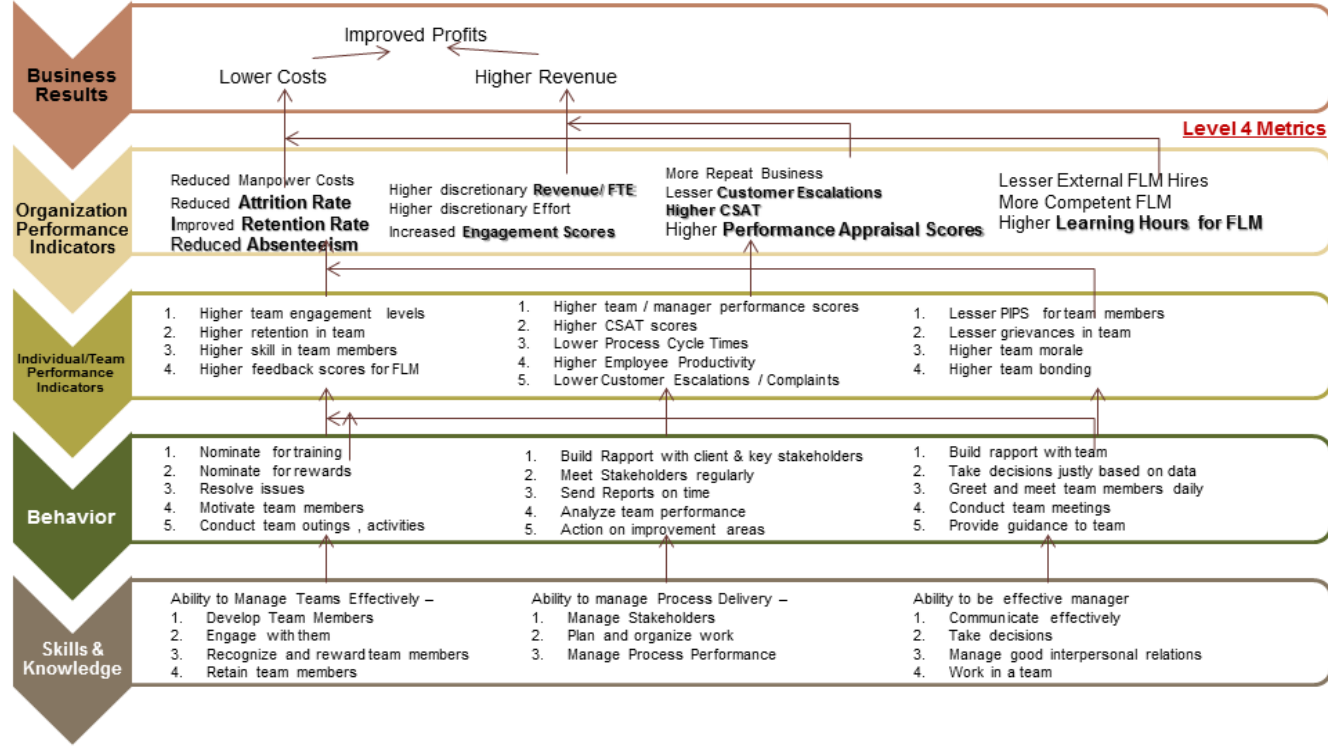
Business Solution : FLM

Business Solution : Global Leader

Learning Effectiveness Model

INTERVENTIONS

Program Objective : To equip the Front Line Manager with 11 key skills grouped into 3 overarching competency buckets viz. Personal effectiveness, People Management , Delivery Excellence



WNS Global Leader Program : Business Impact

Vision

Winning DNA

Business Solution : Sales

Business Solution : FLM

Business Solution : Global Leader

Learning Effectiveness Model

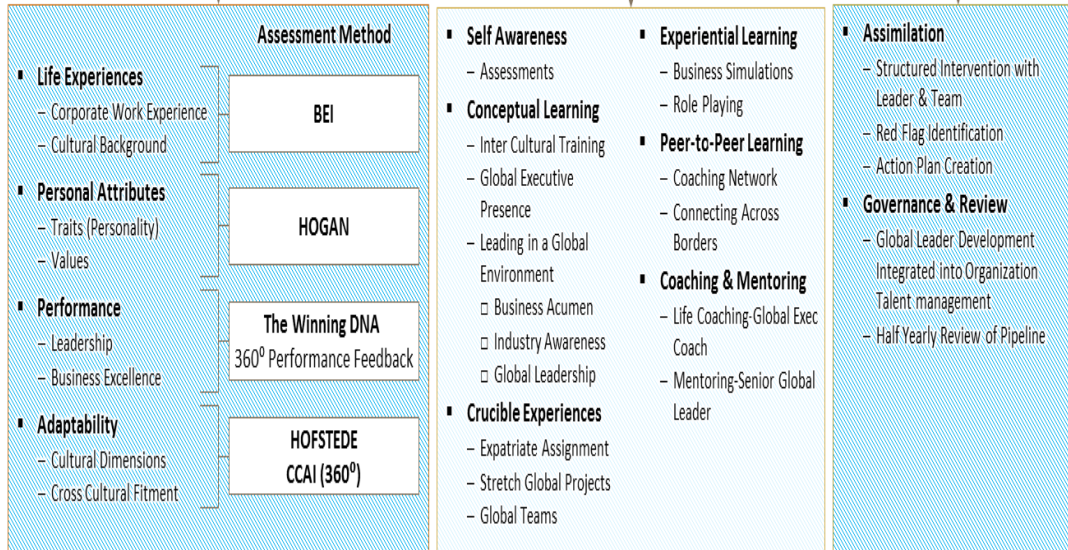
INTERVENTIONS

Hiring & Succession Planning

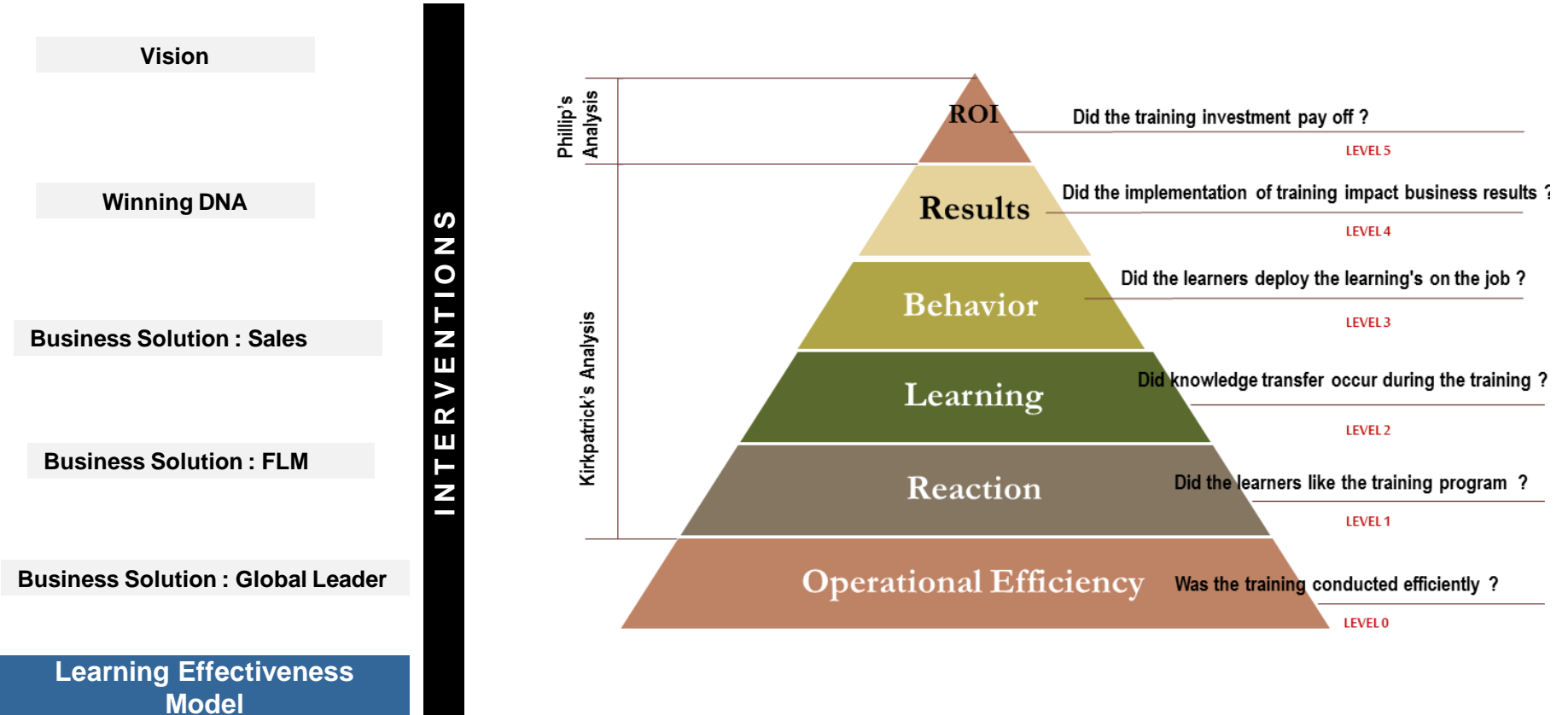
Development

Embedding

Metrics



WNS Learning Effectiveness Model



WNS Learning Effectiveness Model : Level 0 and 1

Vision

Winning DNA

Business Solution : Sales

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Business Solution : Global Leader

Learning Effectiveness
Model

INTERVENTIONS

Operational Indicators

- Average Class Size
- Training Expense / FTE
- Trng. Channel Delivery Mix
- LA Staff Mix
- Trainer Utilization

Learning Culture Indicators

- No Shows Percentage
- Skill Soft Abandonment Rate
- Top Learners
- Learning Mandays / FTE
- Unique Learners Percentage

Training Volume Indicators

- Training Coverage Nos
- Skill Soft Coverage Nos.
- DU Coverage Nos.
- Biz.wise Coverage Nos.
- Location wise Coverage Nos
- Coverage Rate.
- Program Eligibility

**Customer/Trainee
Satisfaction Score**

Courseware Indicators

- Top ILT Courses
- Top Skill Soft Courses
- New Course Offerings
- Flagship Programs
- Business Interventions

Aligning KPIs to Business Goals

INTERVENTIONS

Vision

Winning DNA

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Learning Effectiveness Model

Business Driver	Learning Initiative / Program	KPI
Domain Dominance	Domain University Performance Consulting Higher Education Initiatives	<ul style="list-style-type: none"> • # DU Certified • # New Deals won / New Offerings • % Domain Proficient Staff • Metrics Needle movement for performance consulting projects
Being Truly Global	Diversity & Inclusion Global Leadership Capability International Locations Delivery Model	<ul style="list-style-type: none"> • CSAT (Learning Academy) • # Sexual Harassment cases reported • Retention Rate (Women) • % women in succession pool • Time to fill critical Leadership positions • % Role ready global leaders • % women in the workforce • Employee Engagement scores (women)
Talent Pipeline	Top Talent development (>= Band B) Role Induction (All Bands) Boot Camp for Role Transitions	<ul style="list-style-type: none"> • Top Talent Retention Rate • Top Talent Engagement Scores • 0-100 days Engagement Scores • Performance Feedback score (Role Transitions)
Sales Effectiveness	Sales Assimilation Program Strategic Selling Skills Strategic Account Management	<ul style="list-style-type: none"> • % change in # customer contacts • % change in process wins • Revenue Change from consulting projects • % change in total sales • Retention of sales personnel • % change of leads in pipeline • Cycle time change (lead to closure) • % change in contracts renewals
Strengthening Mid Management	FLM Program	<ul style="list-style-type: none"> • Attrition Rate (Band A) • Revenue / FTE • CSAT Score • % Change in Client Escalations
Leveraging Technology	LMS Adoption Skill Soft Adoption WNS Tube Social Media Integration Mobile Learning	<ul style="list-style-type: none"> • Skill Soft Penetration • Skill Soft Abandonment Rate • Engagement Scores on Learning Parameter • # Hits – Social Media

ROI Calculations : FLM Program

Vision

Winning DNA

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Learning Effectiveness Model

INTERVENTIONS

Company ABC was experiencing high levels of attrition and absenteeism amongst its frontline staff. It was proposed to train front line Supervisors with an aim to contain this issue.

Frontline managers (FLM) completed a leadership training program over a period of 12 months. The trained FLMS oversee 65 frontline employees. Their training investment was \$5000. Calculate the ROI of the training program.

Phase	Step	Description	Calculation
Evaluation Planning	Develop Program Objectives	The training was aimed to enable the managers develop key skills grouped into 3 competencies viz. Personal effectiveness, People Management & Delivery excellence	
	Develop Evaluation Plans & Baseline Data	Retention & Absenteeism was measured for the group . Baseline data for these metrics before training were : Retention = 95% ; Absenteeism = 6200 hours yearly	Absenteeism is calculated for the 65 employees.
Data Collection	Collect Data during program	Level 0, Level 1, Level 2 , Level 3 Data was collected and analyzed. Level 0 – The program achieved 100% coverage rate for eligible participants Level 1 - The program received an average satisfaction score of 4/ 5 Level 2 - Program concepts were tested through a tests, role plays, case studies over the 12 month period and all participants cleared the evaluation. Average Score of 70%	

Example - ROI Analysis..contd

Phase	Step	Description	Calculation																				
Data Collection	Collect Data after the program	<p>Level 3 - Supervisors of the trained FLM and team members were interviewed after key milestones during the training period and six months after to check if there was any change in behavior of FLMs. 80% of those surveyed agreed that there were changes to FLM's behavior.</p> <p>Level 4 - Retention and Absenteeism was measured six months after the program . Retention = 98% ; Absenteeism = 5900 hours yearly</p>	Absenteeism is calculated for those employees remaining from the original headcount of 65 employees.																				
Data Analysis	Isolate Program Effects	<p>Supervisors of the trained FLM were interviewed and asked to estimate the impact of training on the results. Following questions were asked to them.</p> <p>1 – What percent of the improvement in metrics can be attributed to the skills, knowledge & techniques learnt during the program ? 2 – What confidence do you have in this estimate, expressed as a percentage ? 3 – What other factors attributed to the improvement in metric.</p> <table border="1"> <thead> <tr> <th>#</th> <th>Factor</th> <th>% improvement</th> <th>% Confidence</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Training</td> <td>50%</td> <td>75%</td> </tr> <tr> <td>2</td> <td>HRBP Coaching</td> <td>30%</td> <td>80%</td> </tr> <tr> <td>3</td> <td>Incentives</td> <td>15%</td> <td>70%</td> </tr> <tr> <td>4</td> <td>Procedures</td> <td>5%</td> <td>75%</td> </tr> </tbody> </table>	#	Factor	% improvement	% Confidence	1	Training	50%	75%	2	HRBP Coaching	30%	80%	3	Incentives	15%	70%	4	Procedures	5%	75%	Adjusted % contribution for training program = 50% * 75% = 37%
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Example - ROI Analysis..contd

Phase	Step	Description
Data Analysis	Convert data to monetary value	<p><u>Benefits from Retention :</u></p> <p>Turnover before training was 5% or $(65 \times 5\%) = 3.25$ employees year</p> <p>Turnover after training was 2% or $(65 \times 2\%) = 1.3$ employees year</p> <p>The difference is $3.25 - 1.3 = 1.95$ employees stay</p> <p>Since training contributed 37% of this outcome, $1.95 \times 37/100 = 0.72$ employees stay</p> <p>If the cost of attrition is \$22,500 (roughly 50% annual salary \$ 45000),</p> <p>Benefit due to retention = $0.72 \times 22500 = \\$ 16,200$</p> <p><u>Benefits from Reduced Absenteeism :</u></p> <p>Hourly wage for an employee = $\\$23.43 = 45000 / (40 \times 48)$</p> <p>It is assumed there are 48 working weeks and employee works 40 hours a week</p> <p>Saving in hours after training = $6200 - 5900 = 300$ hours</p> <p>Benefits due to reduced absenteeism = $300 \times 23.43 \times 0.37 = \\$ 2600$</p> <p>Total Benefits = \$18, 800</p> <p>Total Costs = \$ 5000</p>

Example - ROI Analysis..contd

Phase	Step	Description
Data Analysis	ROI Calculation	<p>Benefit/Cost Ratio = (Total Dollar Value of Benefits)/(Cost of Training)</p> <p>ROI % = (Dollar Value of Net Benefits) * 100 / Cost of Training = (Total Dollar Value of Benefits - Costs of Training) * 100 / Cost of Training</p> <p>ROI % = (18800 – 5000) / 5000) * 100 = 276 %</p> <p>BCR = 18800/ 5000 = 3.76 i.e. for every dollar invested, \$3.76 benefit was returned.</p>

Q&A

Thank You

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