WHITE PAPER

Fostering Talent with Infosys Wingspan

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INTRODUCTION

It is accepted as a common fact that diversity drives innovation in companies and, thanks to better health and later retirements, it is not unusual to find a high generational diversity amongst European companies. In extreme cases, the human workforce of a company comprises up to 5 different generations (i.e., Silent Generation, Baby Boomers, Generation X, Generation Y aka Millennials, and Generation Z), each age group coming with different capabilities and values. If managed correctly, this heterogeneity in age can bring about many advantages for an enterprise.

With a workforce that is as diverse as ever, companies need the right tools to manage their teams and nourish employees' skills. In fact, with the ongoing digital transformation, businesses understand that efficiently managing their staff's competencies and increasing agility in learning will be critical for success. One of the tools that play a major role in this are learning experience platforms (LXP), which facilitate employees' knowledge acquisition in diverse subjects and allow faster reskilling and upskilling.

In this white paper we will take a closer look at Wingspan, the LXP developed by Infosys, the Indian leader in next-generation digital services and consulting. The platform focuses on high customization and delivers a very personalized learning experience to the user. Amongst others, these are the features that convinced the German conglomerate Siemens to partner with Infosys and create "My Learning World", which is based on Wingspan.

THE CHALLENGES OF EUROPEAN ENTERPRISES

Human Capital Management (HCM) is a subject that has changed substantially in the past years. While the use of new technologies has brought significant improvements to traditional subjects such as employer branding, recruiting, talent management, and employee retention, new topics such as diversity & inclusion and employee experience are becoming prevalent matters as well. In fact, considering that the European population is one of the oldest worldwide, companies need to pay special attention to the generational diversity found in their European workforce. The ongoing digital transformation may facilitate this task and provide new opportunities in this regard, whereas the COVID-19 crisis has forced businesses to change their habits.

HOW TO MANAGE A MULTI-GENERATIONAL WORKFORCE IN THE DIGITAL ERA

Nowadays, many companies make the mistake of focusing on the needs of only one generation. However, their workforce is comprised of multiple generations, each having different values, needs, and ways of working. As such, firms must find tools and strategies that work well for each age group.

When it comes to learning and crafting new skills, these are perks most generations like to receive from their employers. Additionally, employees understand that learning is a necessary tool to advance in their professional life since career paths have changed and become more dynamic and versatile. This implies that every person –

and not only generation – wants and needs to acquire different skills for different purposes and tasks. As such, personalization is an important aspect of corporate learning.

> *"Corporate learning is more and more employee-centric. Therefore, learning content as well as the learning styles must be adaptable to each individual."*
> *(Mopia Kamdoum, Analyst, PAC)*

In that regard, younger generations in particular are very keen on not only the possibility to learn but also the experience of it. Being used to a high level of customer experience in their daily lives, it is especially the Digital Natives and Generation Z who seek something similar in their professional lives. Therefore, being able to offer a highly personalized and employee-centric learning experience helps in managing a multi-generational workforce while increasing the staff's overall satisfaction.

THE IMPACT OF COVID-19

As the coronavirus took hold of Europe, businesses were forced to adapt to enforced isolation mandates and enable remote working within a matter of days. Regardless of whether this switchover went smoothly, employees had to get used to new communication and collaboration tools, while companies are adapting their business models to the "new normal" after the pandemic. Since such changes can only be successful with a workforce that possesses the necessary skills, organizations need to introduce new learning tools.

Remote and mobile learning are key in this context. As the majority of employees are working from home, businesses need to make sure that all learning tools can be easily and securely accessed from outside of the office premises. Furthermore, to meet the staff's expectations pertaining to flexibility, learning should be enabled on several types of end device.

> *"In the 'new normal' after the pandemic, remote and mobile corporate learning will be the standard for everyone."*
> *(Mopia Kamdoum, Analyst, PAC)*

Consequently, the pandemic has also paved the way for an increased use of learning experience platforms. Given the current working conditions, they represent an effective way to enable trainings with which employees can further develop the skills that will be necessary following the pandemic.

ADAPTING TO THE ONGOING DIGITAL TRANSFORMATION

Another major challenge for European firms lies within the ongoing digital transformation. It has been a dominant trend in the past few years and the pandemic has emphasized its importance even more. The digital transformation introduces new technologies to the markets. Consequently, one of the major problems companies are faced with is finding people with the right digital competencies that can guide an organization through the digital transformation and further drive innovation.

However, modern technology has also provided opportunities when it comes to staff training itself. Learning platforms are scalable and adjustable to different company sizes. Moreover, LXPs give employers new possibilities to upskill and/or reskill their workforce by using modern technology such as cloud computing, AI & analytics tools, and others. At the same time, learning processes become more agile thanks to the digitalization. Adapting content to changing circumstances becomes easier, new learning methods can be used, and knowledge sharing across the firm is facilitated.

These features also improve the integration of learning into the daily business. In that way, the professional relevance of what has been learned is higher and the concept of continuous learning grows into an integral part of the company culture.

"Continuous, agile learning of the entire workforce is becoming a prerequisite for success in the digital age."
(Arnold Vogt, Head of Digital Innovation & IoT, PAC)

REQUIREMENTS FOR CORPORATE ONLINE LEARNING PLATFORMS

As organizations rely on learning management systems (LMS) to organize corporate trainings, a new type of platform made its appearance a few years ago: the learning experience platform. As the name suggests, this type of system puts the employee's learning experience at the center.

CLASSIC FEATURES OF LEARNING MANAGEMENT SYSTEMS

The classic LMS is used to create, manage, track, report, and deliver training to employees. As a cloud-hosted tool, it strongly resembles an online course catalogue, with its content managed by the system administrator. More precisely, it is this administrator that creates the content through an authoring tool and decides which content is put on the platform. As the LMS is generally a closed system, no external content can be added to the platform.

The administrator also decides on the staff's learning journey. What content is accessible by whom can thus change from one person to another, although it does not depend on the user's volition. Therefore, employees will usually only have to take a predetermined set of courses.

Another important and common feature of an LMS is tracking. The system is able to store progress and performance records of individuals and courses, thereby giving a clearer view on the success of learning initiatives.

Overall, LMSs are useful tools, especially when it comes to compliance and corporate training issues, since the employer can determine which content users can access and obtains the metrics to determine which staff member may be missing a course. Yet, companies nowadays have greater demands.

TRENDING FEATURES OF LEARNING EXPERIENCE PLATFORMS

In an LXP the content is not only generated and decided upon by the company. An LXP can host external content as well as user-generated content, hence giving access to a greater variety of courses and attracting more users from different generations. The content will usually be bite-sized to adapt to shorter attention spans and, like LMSs, is available via multiple devices to support mobile and remote learning – necessary attributes in times of a pandemic.

As employees navigate through all the available content, they can choose what they want to learn according to their personal preferences. Similarly to the streaming platform Netflix, the LXP will use algorithms and AI to analyze previous choices and activities and curate relevant learning options for each user, thereby providing a personalized content selection that fits no matter the generation.

One of the main features that sets learning experience platforms apart from LMSs is the strong emphasis on the social aspect of learning. Employees can get in touch with peers and experts, while collaborative learning, coaching, and mentoring heighten the learning experience. Combined with the strong gamification usually included in LXPs, the learning experience is greatly intensified, and the requirements of the multi-generational workforce are easily met. In fact, personalized assignments, quizzes, and activities allow a learning-by-doing approach, with which the acquired knowledge is better internalized and applied on the job.

Although both LMSs and LXPs come with a tracking component, LXPs can give companies significantly more insights into the efficiency of learning and how it affects a user's overall job performance. Meanwhile, staff members can track their own development through learning paths showing them their progress.

All in all, the described characteristics of LXPs allow businesses to make full use of the digital transformation and offer an improved learning experience to their workforce. In addition, learning becomes more agile and continuous throughout their career.

"Although LMSs already include features for remote and mobile learning, LXPs are better in addressing employee experience, personalization, and agility."
(Arnold Vogt, Head of Digital Innovation & IoT, PAC)

WINGSPAN – INFOSYS' TALENT TRANSFORMATION PLATFORM

With Wingspan, Infosys – the global leader in next-generation digital services and consulting – has created its very own learning experience platform. By hosting different types of learning material, Wingspan aims at fostering talent, supporting change and transition management, improving knowledge management, and promoting collaboration amongst learners.

FEATURES AND FUNCTIONS

With its open infrastructure, Wingspan is an LXP that is composed of several applications, developed by Infosys, while integrating course content from third parties. This modularity allows Wingspan to offer 4 learning formats: e-learning, instructor-led trainings (ILT), blended learning, which combines e-learning and ILT, as well as social learning. Each format is characterized by different functions and has different advantages.

With e-learning a user has a more personalized experience. AI and machine learning analyze past behavior and interests and recommend new content in a similar fashion as streaming platforms. Furthermore, a navigator indicates which learning path to follow to acquire a specific skill and employees can create their own learning goals, just as managers can set learning goals for their team members.

As for practice, several assessment options (e.g., multiple choice questionnaire, fill in the blanks, drag & drop etc.) give the employee the chance to test newly acquired skills. In Wingspan's "Simulated Labs", real-world conditions are reproduced so that users can apply what they have learned – whether it is a technological or behavioral ability –

in a safe environment and further deepen their learning experience. Moreover, users can earn badges depending on their learning consistency and obtain virtual certifications.

In the case of ILTs, Wingspan relies on several applications. Firstly, there is Meridian, a tool which is used to set up virtual meetings for various purposes (e.g. to create a digital live classroom, hackathons, or even an agile workspace to collaborate with a group of people). Secondly, there is Schedulo, a training calendar which is used to plan course sessions (live or virtual). Thirdly, there is Konnect, a module which enables live quizzes and polls to be run amongst course participants. Wingspan's authoring tool also enables instructors and learners to bundle content into a single course.

To encourage informal learning, Wingspan integrates the communication application Cohorts, through which users and instructors can interact. In addition to the typical discussion boards and Q&A forums, any user can create their own learning playlist or a blog to share their experience with others. Experts can also use Knowledge Boards to pin content and playlists relevant to their specialty.

Another important feature of Infosys' Wingspan is the Concept Graph, which is very similar to a mind map. More precisely, the Concept Graph shows related and adjacent topics for a specific skill. To do so, machine learning algorithms access the data available on the platform and structure it to make sense of the relations between each topic. In addition, the LXP can be accessed on mobile devices and the content can be downloaded and consumed offline, while an AI-powered chatbot provides assistance on how the platform works. As for analytical data, managers can track their teams' improvements and analyze main KPIs, just like employees can maintain an overview of their own progress.

WINGSPAN'S USP

In sum, Infosys delivers a very complete solution with Wingspan. Practically all the characteristics that a learning experience platform should have and that were mentioned earlier are met. What's more, Infosys conceived Wingspan not only as a learning platform, but also as an enabler for knowledge and change management that addresses the needs of medium-sized and large companies.

However, Wingspan's USP is actually related to its high level of adaptability. Indeed, due to the use of different applications, the platform can be tailored according to customers' needs and requirements. During the implementation phase of the platform, Infosys will closely work with its client to determine which tools are needed and ensure a smooth transition from the former platform to Wingspan. If any additional features are needed afterwards, they can easily be added thanks to the open structure of the system.

FUTURE ROADMAP

Wingspan's openness is probably one of its most important aspects. Right now, Infosys has partnerships with several massive open online courses (MOOCs) and other learning systems. Even more collaborations are planned for the near future, each of these bringing something new to Wingspan's features.

For example, in December 2020, Infosys entered a partnership with the Australian Network on Disability (AND), a non-profit organization that supports companies in their efforts to add people with disabilities to their workforce. Through this alliance, Infosys obtains help in making Wingspan more considerate of disabled persons and ensures that they can successfully use the LXP too.

There is a visualization tool that Infosys is currently still developing, called ATLAS. More precisely, this application displays learning paths on a fictional map and illustrates a guide towards future learning goals in a comprehensive way. As a result, it adds to the learning experience, while remaining very intuitive in its use and usefulness.

Overall, Wingspan is used by more than 30 business clients and educational institutions, while also supporting specific learning initiatives.

WINGSPAN USE CASE: SIEMENS

The German company Siemens is one of the biggest players in industrial technology and digital transformation. As one of the major organizations in infrastructure, mobility, energy, and medical technology, Siemens operates with 293,000 employees worldwide, generating revenue of €57.1 billion in the fiscal year 2020.

SIEMENS' NOTION OF LEARNING CULTURE

Siemens is deeply involved in the conception and development of new technologies. Paired with the plurality of industries the German engineering giant is involved in, Siemens needs to garner knowledge on different topics, especially when it comes to the fast-evolving digital transformation. In order to stay up to date on these matters, a lot of importance is given to highly individual employee qualifications and how these can be delivered in an agile way on a very large scale.

For a digital innovator in the industrial world, developing a systematic and global learning culture is key. More precisely, Siemens wants to offer much more than the usual mandatory compliance trainings and create an environment that promotes self-motivated learning that can shape career paths.

Within this learning environment, Siemens seeks to provide an improved learning experience by increasing the number of exchanges between employees and further cultivate coaching and mentoring across the organization. In this context, time to competency plays an important role as well, since Siemens needs to keep up with the high pace of the digital transformation and the ramifications that come with it.

To learn more about Siemens' view on learning experience, please click here.

SIEMENS' MY LEARNING WORLD

With the learning culture Siemens wants to introduce, an adjustment of their current learning tool was necessary. It was essential to find a system that enables strong social dynamics, has a wide reach, and can quickly be scaled.

The tech company decided to work with Infosys and implemented Wingspan on a company-wide level. The platform created by this partnership is called "My Learning World". Due to Wingspan's open architecture, Siemens could easily integrate its existing learning technology and bring in the applications of other partner companies. As such, instead of completely migrating to a new system, Siemens can now leverage its former tools and profit from the synergies resulting from combining the old and the new.

Through Wingspan, the German engineering firm also gains access to additional tools such as ATLAS. As mentioned before, ATLAS is a visualization tool that guides users through learning paths and thus adds to the user experience. Up until now, Siemens has had exclusive access to this tool, as Infosys has not provided it to any other client. Furthermore, the features linked to social learning, the easy access on any device (even offline), the tracking capabilities, and the personalized layout of Wingspan help Siemens to establish their targets with regards to their learning culture.

> *"Digitalization is at the core of our strategy for the future. We are excited to have found an effective partner in Infosys who can support us to further improve our employees' growth journey with My Learning World. We look forward to a new learning experience for our employees."*
> *(Thomas Leubner, Chief Learning Officer, Siemens AG)*

With Wingspan as a basis, Siemens has efficiently digitalized its learning methods – an aspect which is even more important now, due to the pandemic – and has added flexibility to employee learning as a whole. The access to internal and external content allows Siemens to make use of a broad scope of topics relevant to its organization, while improving the employee experience and driving talent.

To find out more about Infosys' collaboration with Siemens, please click here.

CONCLUSIONS

Due to the ongoing digital transformation, businesses are pushing further and further with the modernization of their internal processes, including talent management and learning. Several years ago, it was learning management systems that were helping companies to bring knowledge to their workforce, but nowadays, learning experience platforms are taking the upper hand. With a modern and intuitive design, LXPs leverage technologies such as AI and rely on social learning to offer a learning experience that is shaped to the preference of each user.

When developing Wingspan, Infosys made sure to include exactly these features and many more to conceive a complete LXP solution. Thanks to its modular structure, Wingspan can easily be adapted to customers' needs. Also, its openness enables the integration of third-party solutions and content, thus increasing the platform's adaptability.

> *"Adaptability, openness, and scalability are surely the main arguments that convinced Siemens to partner with Infosys for its learning platform."*
> *(Mopia Kamdoum, Analyst, PAC)*

In fact, it is probably this adaptability that drove Siemens to build its learning platform My Learning World based on Wingspan. As per Siemens' requirements, Wingspan offers broad content, provides high reach, and facilitates self-motivated learning and communication within the organization. As a result, Wingspan helps Siemens in implementing an open and flexible learning culture.

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