

DEVELOPING MANAGEMENT SKILLS

Our client Larsen & Toubro (L&T) is an Indian multinational conglomerate company headquartered in Mumbai, India. The company has business interests across industries focusing on heavy engineering, construction, manufacturing, information technology, and financial services.



CLIENT CHALLENGE

- ▶ L&T believes in a strong learning culture and designs a vast variety of interventions to improve employee management capabilities in their high potentials. The organization, however, did not want to restrict such interventions to only their leaders and wanted to be more inclusive.
- ▶ Comprised of more than 125 sub-entities like subsidiaries, associates, joint-venture and joint operations companies, L&T aimed to offer a high-quality and uniform learning experience spread out across business entities and multiple geographies.
- ▶ Designing a learning solution that was both effective and inclusive across multiple target groups was the primary challenge facing L&T.



OUR SOLUTION

- ▶ Our intervention showed employees that a business should be run like a marathon: shifting focus from a short-term mindset to maintaining stamina and sustaining momentum leads to long-term success.
- ▶ To achieve the learning objectives, 189 employees from 13 businesses across 36 locations competed in and learned from TOPSIM – easyManagement. During a week-long, online simulation game, learners ran a virtual business over five simulated financial years.
- ▶ Each learner is challenged to act as the CEO of their virtual company. They make decisions across all divisions – Sales & Marketing, Procurement & Production, Human Resource and Finance. An exhaustive set of reports allows participants to track their performance and KPIs. This solution design taught learners how to sustainably and progressively improve their decision making and operational effectiveness.



VALUE FOR THE CLIENT

- ▶ Our solution allowed the participants to take part in a valuable learning intervention without requiring them to be away from their regular work for an extended time. Since the solution was online and device-independent, they could access it while on the go, from their home and even from their personal mobile handsets, thus ensuring on demand learning.
- ▶ Independently of their department or level, participants gained a deeper understanding of management concept and the importance of collaboration thanks to the realistic challenges they faced.
- ▶ Due to the high participant engagement, the value it generated, and overall success of the event, L&T has decided to make this a yearly event.



FEEDBACK

„The idea of sitting in a classroom to learn not only is cost prohibitive but doesn't provide a delivery format needed to keep the younger generation engaged. Platforms like these can be very effective in such cases.

Over the five rounds i.e. five financial years, TOPSIM – easyManagement covers different challenging situations i.e. change in customer demand, cost escalation, bulk purchase, manpower issues etc. comprehensively. This helps participants to come out of their domain and look at business situations through complete business perspective.

Though initial session is required to make participants conversant with the interface and decision-making process; the simulation is well designed for easy navigation.

The TOPSIM team was also prompt in responding to queries raised by the participants and the organizing team.“

Dr. Rajiv Sinha (Head- Business Excellence, Larsen & Toubro)

Mr. Taresh Varshney (DGM- Business Excellence, Larsen & Toubro)

ONLINE

MANUFACTURING

LEADERSHIP DEVELOPMENT