



# Ten per cent increase in RoI in two years by improving learning and development through People CMM best practices

## Case study

This case study presents how a Non-Banking Financial Company (NBFC) improved their Return on Investment (ROI) by 10 per cent through effective use of People Capability Maturity Model® (People CMM®) best practices for learning and development function.

## Client's background

- The client is a subsidiary of a reputed multinational company in India
- The organisation's portfolio comprises a wide variety of financial services which includes, but is not limited to, life insurance, asset management, private equity, corporate lending, structured finance, general insurance, broking, wealth management, equity etc.

## Client's primary business challenges

**The organisation was facing challenges in the following areas:**

- A gap existed between the current skills of the employees and the skills required to perform work efficiently
- The training sessions conducted across the organisation were generic in nature. Hence, these sessions were not considered important by employees leading to a RoI of less than 50 per cent
- The customer satisfaction score was low with satisfaction index being three, (on a scale of 1 to 7; 7 being the highest) and participation in customer satisfaction survey was in a range of 50 to 55 per cent.





## KPMG in India's proposition

We proposed a customised People CMM approach to help the client strengthen their people competency processes. The People CMM model was deployed to enable the client to identify the critical skills required for the workforce and develop tailor-made training programmes.

People Capability Maturity Model® (People CMM®) is a roadmap for implementing workforce practices that continuously improve the capability of an organisation's workforce.

**Workforce capability** indicates an organisation's:

- readiness for performing its critical business activities,
- likely results from performing these business activities, and
- potential for benefiting from investments in process improvement or advanced technology.

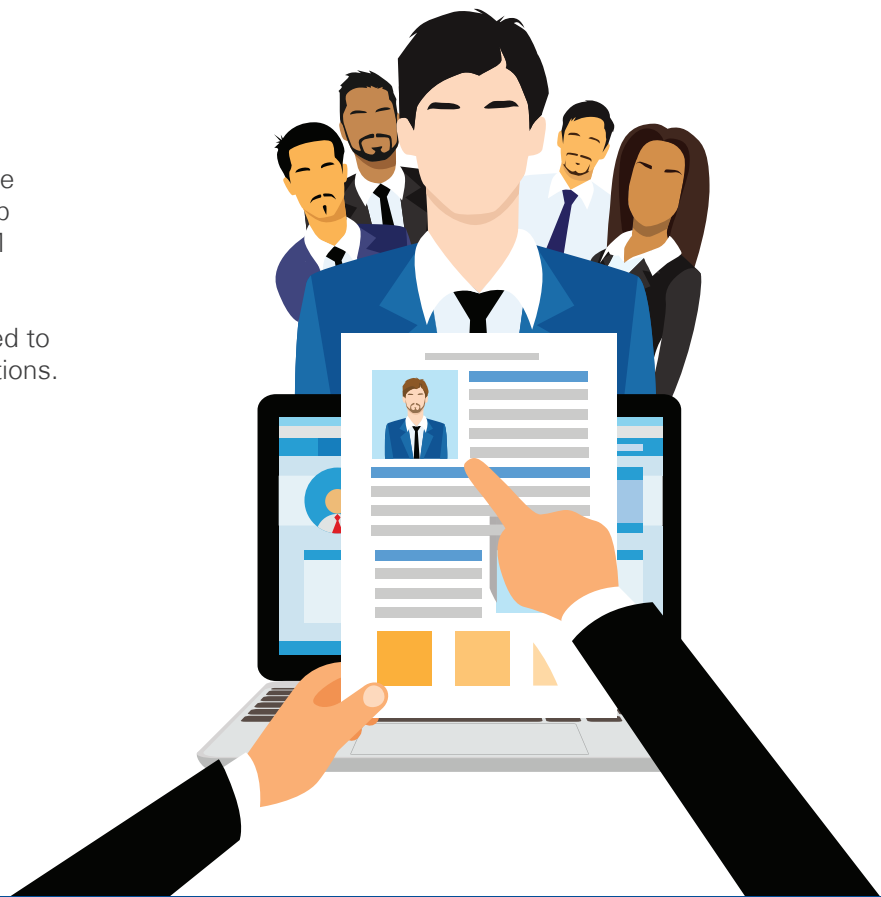


## KPMG in India's approach

- We deployed the 'business development through people development' approach where we handhold the client to re-structure their training and development process
- We focused on the operational activities performed by the employees, and helped them identify the critical skills required to perform these activities. In this case, since increasing customer experience was a critical success factor, interpersonal skills and knowledge on financial products were identified as critical skills
- A competency dictionary was defined with clear segregation of functional and behavioural skills required to perform the operational processes
- We mapped the practices of People CMM model to sketch a clear roadmap to work on the areas of improvement. Accordingly we recommended enhancement of skills and competencies with specific training such as:
  - **Communication skills**
  - **Client interaction skills**
  - **Making an impact**
  - **Managing priorities**
  - **Building relationship skills**
- For functional skills, we recommended the client to update their training materials and strengthen their training delivery techniques (Webex trainings, case study based approach, etc.)
- To correctly gauge the training effectiveness and learning curve of the employees, we also suggested updation of the client's current training effectiveness format.

## Client's involvement

- Active participation was seen from all levels of the client organisation and across all functions to help implement the processes based on People CMM model based practices
- Both training materials and vehicles were tweaked to meet the desired results based on recommendations.



## Key benefits to the client

### Quantitative

- Functional roles were aligned with current and future business needs, and competency-based learning and development activities were conducted.
- Customer satisfaction index showcased higher ratings (5-6), supported with more active participation from customers (almost 75 per cent) and an increase of 10 per cent in RoI over a period of two years
- Employee performance rating per product/customer improved from 'Satisfactory' to 'Desired' after undergoing critical skills training
- Implementation of a systematic framework helped the client increase business accountability and boosted the employees' confidence in overall performance delivery.

### Qualitative

- A structured approach was adopted for competency development programmes, which were conducted to ensure development of growth opportunities for the employees
- Employee retention became easier as employees were empowered to pursue development opportunities in alignment with their business skills and career growth.

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