



## Case Study

# Cost-effective Technician Training Yields Increased Satisfaction

### Situation

One of the largest U.S. automotive manufacturers faced a fiscal and technical competency dilemma surrounding one of its most important assets: the service technician. At that time, the manufacturer's approach to training and competency centered on traditional methods: instructor-led training. Close to 75,000 service technicians were trained at 200 training centers. Only 26 percent of technicians received training and only 35 percent of the training standards were achieved.

For many dealers, sending a technician to a day of training meant incurring travel expenses and technician wages while losing a day of productivity. In total, this cost averaged more than \$500 per person per day of training. The costs of maintaining the training facilities and paying instructors were projected to increase steeply in the near future, as lease renewals were imminent. Increasingly frequent new vehicle launches, coupled with the higher level of technical sophistication in each vehicle, amplified the need to increase competency and to deliver training quickly and cost effectively.

### Solution

Raytheon Professional Services (RPS) conducted a comprehensive analysis of the existing service technical curriculum and the client's training delivery systems. The analysis resulted in the launch of an innovative blended learning program for most technical training in the dealerships. Blended learning is achieved when the optimum delivery method is applied to each learning objective within the curriculum. The blended learning model enabled the manufacturer to significantly reduce instructor-led training and associated facility expenses while increasing the number of technicians trained. Because instructor-led training is required to teach process or procedures, practice skills and test knowledge, a limited number of training centers remain operational.

Since this partnership began in 1998, RPS evolved our solution to match the customer's changing business objectives by introducing leading-edge learning technology and optimize the blended solution method. Performance support initiatives include video clips, learning snippets and performance support objects. The training center footprint is routinely optimized using a data-driven dealer density analysis that aligns resources to dealer needs.

### Business Results

Today, we train 99 percent of the service technicians annually achieving more than 98 percent of the required training standards. This represents a 280 percent increase in technicians receiving training and a 182 percent increase in training standard achievement. Simultaneously, training costs were reduced by 40 percent.

These are impressive results when you consider that over this same period of time, vehicles became more technically complex and challenging to repair and service. Additionally, we have correlated a positive trend between dealers that achieve training standards with key performance indicators, such as Fix It Right the First Time and All Concerns Corrected.

### Highlights

- Blended learning mode
- Training solution matches changing business objectives
- Reduced instructor-led training and associated facility expenses
- Aligns resources to dealer need

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