Portfolio Transformation

Business aligned, effective and optimized learning portfolios

NIIT

Content & Curriculum

Learning Administration

Learning Delivery

Strategic Sourcing

Learning Technology

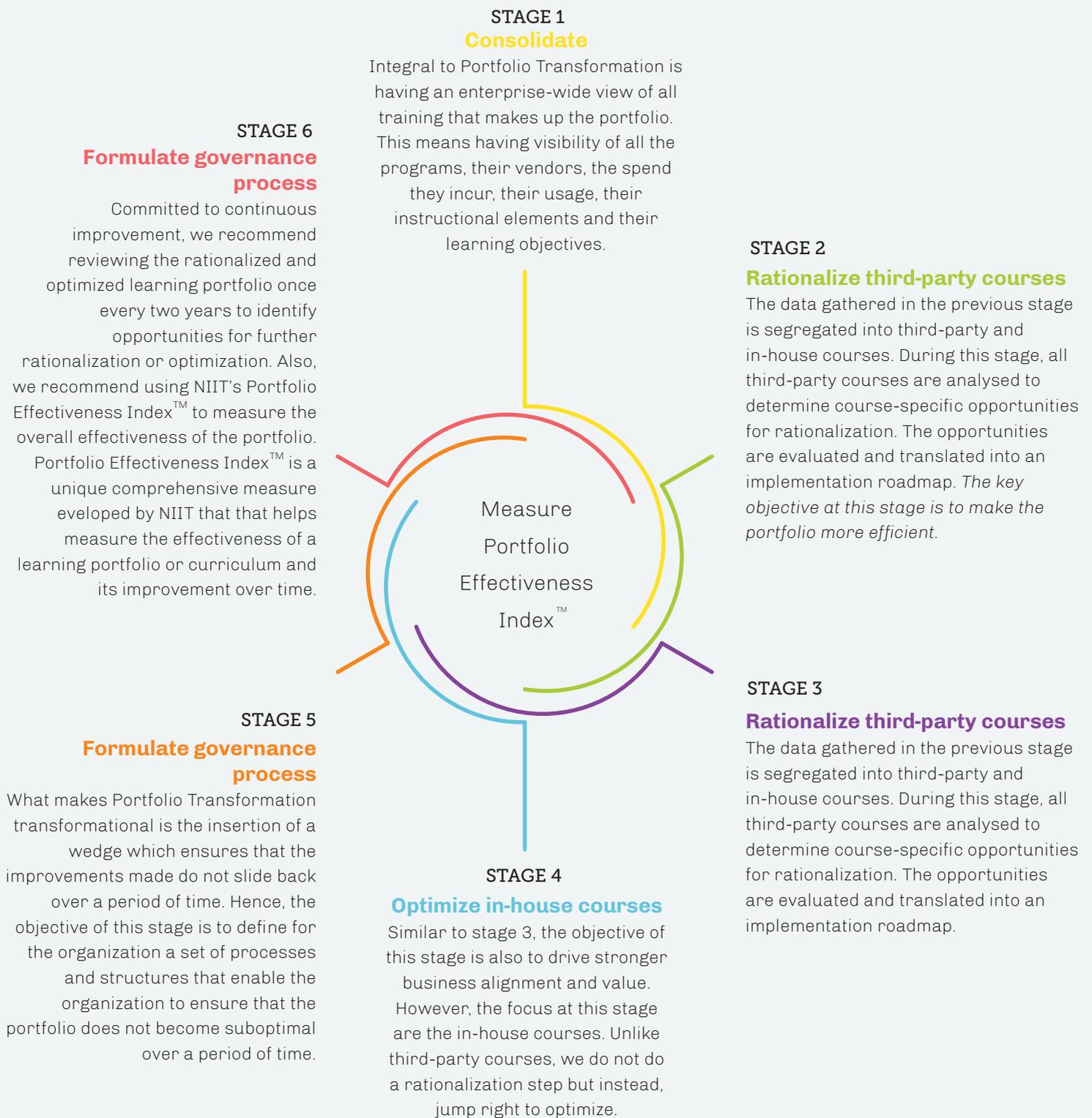# Learning Portfolio Transformation

Over time many companies have built large collections of training that rest inside curricula, catalogs, and the LMS. At any point in time, some of these programs have very targeted functional and business purposes and some are required for external legal or internal policy compliance. Others, however, are out of date or have no or low utilization or are duplicative (similar content from different vendors or internally developed programs covering same topic in different parts of the organization). Still others may be libraries or collections of professional and technical skills courses with no specific business objective but available generally to support ongoing employee development.

NIIT's Learning Portfolio Transformation exercise helps re-design, re-configure and transform learning portfolios such that they are relevant, are linked to the business and deemed effective and efficient.

About NIIT's Portfolio Transformation Methodology

We approach learning portfolio transformation as a six-stage process.

STAGE 1

Consolidate

Integral to Portfolio Transformation is having an enterprise-wide view of all training that makes up the portfolio. This means having visibility of all the programs, their vendors, the spend they incur, their usage, their instructional elements and their learning objectives.

STAGE 6

Formulate governance process

Committed to continuous improvement, we recommend reviewing the rationalized and optimized learning portfolio once every two years to identify opportunities for further rationalization or optimization. Also, we recommend using NIIT's Portfolio Effectiveness Index™ to measure the overall effectiveness of the portfolio. Portfolio Effectiveness Index™ is a unique comprehensive measure eveloped by NIIT that that helps measure the effectiveness of a learning portfolio or curriculum and its improvement over time.

STAGE 2

Rationalize third-party courses

The data gathered in the previous stage is segregated into third-party and in-house courses. During this stage, all third-party courses are analysed to determine course-specific opportunities for rationalization. The opportunities are evaluated and translated into an implementation roadmap. *The key objective at this stage is to make the portfolio more efficient.*

Measure Portfolio Effectiveness Index™

STAGE 5

Formulate governance process

What makes Portfolio Transformation transformational is the insertion of a wedge which ensures that the improvements made do not slide back over a period of time. Hence, the objective of this stage is to define for the organization a set of processes and structures that enable the organization to ensure that the portfolio does not become suboptimal over a period of time.

STAGE 4

Optimize in-house courses

Similar to stage 3, the objective of this stage is also to drive stronger business alignment and value. However, the focus at this stage are the in-house courses. Unlike third-party courses, we do not do a rationalization step but instead, jump right to optimize.

STAGE 3

Rationalize third-party courses

The data gathered in the previous stage is segregated into third-party and in-house courses. During this stage, all third-party courses are analysed to determine course-specific opportunities for rationalization. The opportunities are evaluated and translated into an implementation roadmap.

Outcome

The outcome of Learning Portfolio Transformation is a curriculum or portfolio that is effective, efficient and aligned. Some of the key drivers that are impacted by this process are:

- Higher visibility of spend
- Decreased total spend
- Reduced number of vendors
- Increased number of strategic vendors/partners
- Reduced number of courses
- Stronger alignment to business needs
- Higher standardization across the organization
- More robust governance process for new course development or sourcing

Timelines

The Learning Portfolio Transformation exercise can take between 4-16 weeks to complete depending on the size and complexity of the learning portfolio. However, dividing the activity into stages ensures that while one part of the portfolio is still being analysed, the recommendations for another part can start getting implemented. Hence, the organization can begin to realize the benefits of portfolio transformation while the exercise is still in process.

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For questions or comments please write to businessimpact@niit.com.