

# CASE STUDY

## Learning Tree Onboarding Program Helps Automobile Manufacturer Redefine IT Expectations



IT outsourcing has the potential to help companies gain functionality that they would not be able to manage internally at a reasonable price point. This economy of scale dwindles, however, for large organisations with highly specific technology workloads. This was the case for one global automobile manufacturer that found itself spending billions on outsourced IT services, while maintaining an internal technology staff of approximately 1,100 workers who performed project management, vendor management and operational duties.

The automaker opted to transition from this model and insource its IT department, setting a foundation for innovation. This transition showcases how large organisations that have long depended on third-party IT specialists can retake control of their technology future and create an internal IT team that creates value for the company.

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### CHALLENGE

This global automobile manufacturer had been using an outsourced IT model for a decade prior to making the decision to move to internal positions to get the job done.



This led to a transformation in which the organisation went from outsourcing almost everything to bringing 95% of its business services back in house.

The vast majority of systems were to be moved in house based on five core principles:

- 1. Business-IT alignment**
- 2. Focus on blue-chip solutions**
- 3. Balance experience and youth**
- 4. Emphasise a competitive edge**
- 5. Drive meaningful innovation**

These are ambitious goals that represented such a significant culture shift for the automaker that finding the right staff, training them and building a pipeline for consistent personnel development needed to become a priority.

Maintaining this level of emphasis on IT growth led to an initiative to hire approximately 200 recent graduates annually to feed new talent into the IT department and replace natural turnover within the organisation.

### SOLUTIONS

The automaker already had a structure in place in the form of a Global IT Training Team, and Learning Tree was able to create specific learning paths aligned to their career path.

The organisation had seven staff members assigned to IT training, and those employees needed to support approximately 11,000 employees.

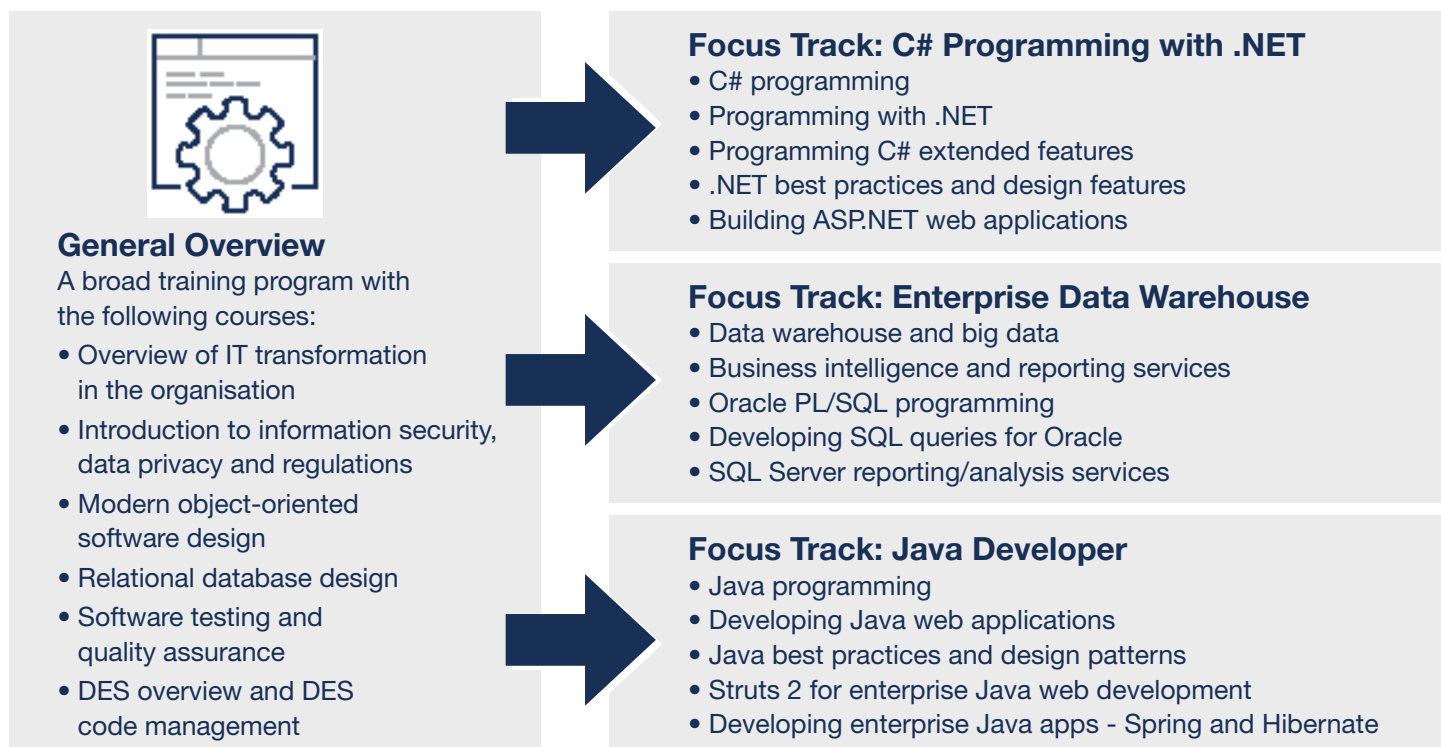
The goal was to have them create course pathways in specific tracks that would onboard new staff and get them up to speed on expectations within the company.

In the end, the Global IT Training Team and Learning Tree created content to support the curriculums and establish a three-tiered program that would support new hires and get them ready to contribute to the organisation.

When the plan was finalised, it took the form of a five-week full -immersion onboarding course.

## DELIVERABLES

Learning Tree worked with the auto manufacturer to create a robust learning path in which students spent two weeks on general studies and then the final three weeks studying in one of three specific focus tracks. The curriculum included:



## RESULTS

The courses have come together to accelerate new employee onboarding and mix instructor-led courses with other learning resources to help the automaker support its new, transformed IT department. IT does not just support businesses, it empowers them to operate at their best, and insourcing helps large, complex organisations take more control of their technology systems. The automaker now has approximately 11,000 U.S. IT employees and 500 international technology workers, creating a situation where five percent of the 215,000 worldwide employees in the organisation are operating in an IT function.



### 1,500 EMPLOYEES

trained through the onboarding program  
in three years



### BILLIONS OF DOLLARS

of IT operations and development are back in house  
from the outsourced contracts

## How Can Learning Tree Optimise Your Workforce?

For more information on IT Workforce Optimisation Solutions,  
call us at 08-506 668 00 or visit [LearningTree.se](http://LearningTree.se)

