murugappa Management Development Centre

Coromandel FUTURE POSITIVE

CASE STUDY ON VIDHYAONLINE: A DIGITAL LEARNING PLATFORM FOR ENHANCING SALESFORCE CAPABILITIES AT COROMANDEL

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EXECUTIVE SUMMARY

Executive Summary

Over the years, agricultural development has significantly improved the crop productivity of the Indian farms. However, high input and intensive farming systems have put stress on the health of the natural resources. As a leading Agricultural solutions provider, we at Coromandel are combining local knowledge with new research and technologies to deliver Integrated Crop Management (ICM) solutions to improve farming practices. ICM is a holistic approach towards sustainable farming, offering long-term solutions in agriculture.

The decrease in cultivable land, rapid depletion of soil nutrients posing challenges for the farmers to reap their optimal yields. Coromandel identified the need for educating the farming community with the necessary knowledge to use ICM solutions and increase their yields. With this objective, Coromandel felt the need for more feet on field working at the right geographical locations to educate the farmers.

Coromandel's Mission statement is:
"To enhance the prosperity of the farmers through quality farm solutions with sustainable value for all stakeholders".

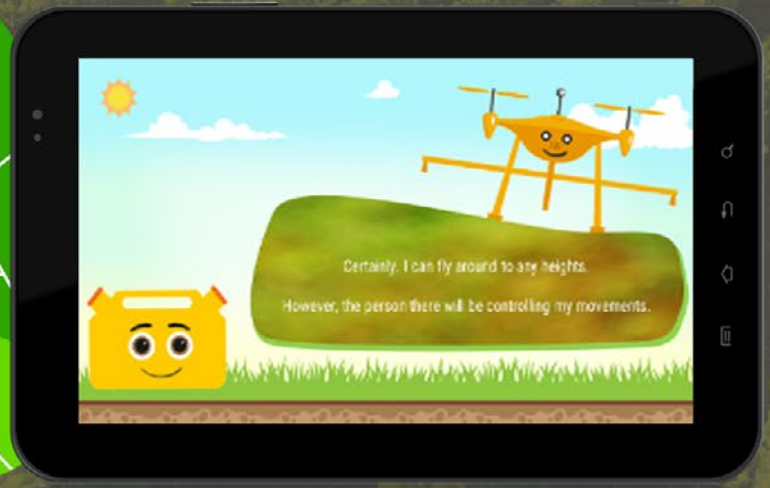
With this mission, we had sturdily enhanced the field force from 450 in 2016 to 877 *(including support staff)* in 2020 with plans to add more feet on field to 1,500 by the year 2025. In order to equip this field force, Coromandel started providing them with technical and behavioral inputs. This field force in turn, educates the farming ecosystem on effective cropping practices, which included farmers and their families, village heads, cooperative societies, etc. This required a high degree of logistics and other cost with a substantial budget. Coromandel Learning and Development (L&D) team must come out with an optimal cost solution to deliver these trainings to empower their new feet on field.

Coromandel L&D had collaborated with Murugappa Group's Management Development Center (MDC) e-learning team to have digital learning modules for the newcomers. In the past, employees used to undergo classroom trainings for gaining the knowledge and now there is a need to bring a solution to a new learning approach. This involved getting the field force to use Smart Devices for both their field activities and digital learning.

In this initiative, the time to enable them to enhance their productivity with a shorter cycle time was achieved and they were equipped with better knowledge on the agronomic practices and were able to provide right solutions periodically, as needed. The solutions and education provided to the farmers resulted in increase of customer loyalty and trust was built greatly.

Since implementation of VidhyaOnline in 2016-17 (last 4 years), Fertilizers Division's profit grew at 12.2% CAGR (Compounded Annual Growth Rate), while CPC's (Crop Protecting Chemicals) revenues grew at a CAGR of 9.44% and is growing consistently.

INTRODUCTION



Coromandel International Limited – Business Partner

Coromandel International Limited is amongst India's pioneers and leading agricultural solutions provider, offering diverse products and services across the agricultural inputs' value chain. Its sustainable farming approach encompasses improving soil health, balancing nutrition and providing responsible crop care through a series of crop interventions.

It operates in two major segments: (1) Nutrient & other allied businesses which includes Fertilizers, Specialty Nutrients, Organic Compost, and (2) Crop Protection (CPC). The Company is the second largest manufacturer and marketer of Phosphatic fertilizer in India. The Specialty Nutrients Division (SND) of the Company focuses on water-soluble fertilizers, along with secondary and micro-nutrient segments. The Company is a leading marketer of Organic fertilizer in India. The Company's Crop Protection business offers a wide range of technical and formulation products and has recently added bio pesticide solutions to its portfolio. Its products are marketed in India as well as in international geographies.

Coromandel has successfully pioneered the rural retail model in India and operates a network of around 800 rural retail outlets across the Indian states of Andhra Pradesh, Telangana, Karnataka and Maharashtra. These retail outlets act as a one-stop solution for all the farming needs, which includes agricultural inputs, farm mechanization services, and farm advisory. These centers have established relations with around 3 million farmers, offering them agricultural solutions, including its own manufactured solutions, as well as traded products.

The Company has 16 manufacturing facilities, producing a wide range of Nutrient and Crop Protection products which are marketed through an extensive network of dealers and its own retail centers. Its R&D facilities located at Vishakhapatnam (for Agri nutrients), Hyderabad (for Crop Protection) and Thiyagavalli (for Organic Crop Protection) have been supporting the businesses in product development and process improvement initiatives.
The Company has partnerships with leading research, technology and agriculture institutions for developing technologically superior agricultural solutions for the farming community. Coromandel is a flagship Company of Murugappa Group.

The Company manufactures a wide range of fertilizers and markets around 47 Lakh metric tons making it a leader in its addressable markets. Coromandel is the second largest manufacturer of Malathion and only the second manufacturer of Phenthoate.

The Company clocked a turnover of Rs. 11,049 Crore during FY 2018-19. It was ranked among the top 20 best companies to work for by Business Today and was also voted as one of the 10 greenest companies in India by TERI, reflecting its commitment to the environment and society. (www.coromandel.biz)

Coromandel's Learning and Development Team had the responsibility to train the new resources, who join the organization to equip with agronomical techniques and technologies, products and services required by the farming ecosystem before they start working in the field.

Management Development Centre (MDC) – E-Learning Partner

With the focus of developing tomorrow's leaders and to champion group-wide initiatives, Management Development Centre (MDC) of the Murugappa Group came to existence in 2004. A team of experts works on MDC's leadership development interventions across the entire employee lifecycle, including Business Leaders Program, Young Leaders Program, Murugappa Leaders Program, Functional Development Programs (Finance and HR), as well as strategic and innovation initiatives.

The e-learning division of MDC creates modules on soft skills, behavioral competencies, while also storing and sharing the technical knowhow and tacit knowledge to leverage "Knowledge Management" in the Group. MDC's consistent pursuit has been to capture, compile, communicate and transfer such wide and deep knowledge to all stakeholders, including newcomers and those who have been transferred or part of job rotation, job enrichment, cross-functional teams, etc.

Murugappa Group

Both Coromandel and MDC are part of the Murugappa Group. Founded in 1900, the INR 369 Billion (INR 36,893 Crores, USD 4.9 Billion) Murugappa Group is one of India's leading business conglomerates. Headquartered in Chennai, India, the Group has 29 businesses including nine listed Companies traded in NSE (National Stock Exchange) & BSE (Bombay Stock Exchange). The Group is market leader in served segments including abrasives, auto components, and transmission systems, cycles, sugar, farm inputs, fertilizers, plantations, bio-products and nutraceuticals. The Group fosters an environment of professionalism and has a workforce of over 50,000 employees. Everyone in Murugappa Group serves the community by holding the five lights or guiding principles and values very close to their heart, namely Integrity, Passion, Quality, Respect and Responsibility. (www.murugappa.com)

CHALLENGES

Coromandel International Limited has the largest network (in terms of coverage across India) in India for supplying various grades of Fertilisers, Specialty Nutrients and Crop Protection Chemicals to farming community. Coromandel is expanding the geographic footprints of operations year-on-year by adding Agricultural Graduates addressing 2 key field functions:

Agronomist

Indian Farming community is mostly not well educated like their Western counterparts and majority of the Indian Farmers operate in small land holdings. Thus, the prime objective of Agronomists is to help the farmers in understanding more about their soils' qualities and properties. They also impart the knowledge of the crops they grow. Moreover, they provide advise on the required nutrition to the plants at different stages, strategies to handle pests and weeds, solutions to challenges that they may face, such as flood, drought, etc. The agronomists represent themselves as Coromandel Agronomists and educate the farming community and sales teams on various technical aspects in the field. Their primary focus is sharing of technical knowledge through farmer meetings and training programs.

Marketing Officers

They would focus on identifying the needs and challenges to provide the solution by selling the right products to the farmers, ensuring that the solutions are available at the arm's reach by appointing channel partners at right geographical location accessible to farmers. They are also responsible to increase the market coverage by appointing more channel network for servicing additional number of farmers.

In this context to rapidly develop the knowledge of the field force to address the crucial need of the farming ecosystem, precision learning tools and technologies are required to strengthen the field force capabilities to educate the farmers and optimally increase their final yields.

For Coromandel International Limited

The following challenges were faced by the organization while deploying the Agri graduates as Agronomists or Marketing Officers in the field:

- Agricultural knowledge gained in college is limited and not contextual to educating the Farmers to increase productivity. Freshly hired executives (both students & executives with minimal experience) are expected to gain as much practical knowledge as possible to operate independently in their assigned areas as required by Coromandel (customized to promote our range of products).
- They must learn about the use of coromandel products for various crops from the subject matter experts (SMEs) to gain practical knowledge.
- Challenge was to make freshers to deliver results at a shorter cycle time.
- Huge investments are required towards training them in classroom, including costs towards their logistics encompassing travel, stay, fees towards the learning centers, the faculty costs (both internal and external including travel, stay, loss of productive days).
- At times, successful executives in Coromandel, who are SMEs are the faculty for the newcomers. In such cases, their productivity gets reduced due to their focus on training.
- Learners operate in remotest of locations and are under constant pressure to cover wide scattered farmers.

"VidhyaOnline e-learning system is truly a virtual classroom for marketing staffs of Coromandel. It helps in providing guidance and support to the field team with respect to product, crop and selling skills. Animation interactions and question answers creates long lasting impacts on the minds of field team.

I wish to have many more such valuable VidhyaOnline modules for agronomy team in future. Fantastic effort by Mr Muralikrishna and MDC in coordinating the VidhyaOnline activities. Wish the team all the best for future modules!"

DR. BINAYA KUMAR PARIDA
Chief Agronomist
(Senior General Manager)
Crop Nutrition Division

Current Methodology Used to Educate Fresh Field-Force

Despite organizing classroom trainings and trainings in eminent agricultural centers in the country, there were still skill-knowledge gaps found. The challenges, which were voiced by the freshers when they were subjected to classroom training, are as follows:

- 100% attendance or 100% attention in classrooms is not possible, due to various practical reasons, such as business needs.
- Unlearning and forgetting happens once they are outside the class-room, which calls for periodic and regular reinforcement.
- Once in the field, they are remote and inaccessible to the facilitators for getting any clarifications.
- Huge bulk of training material need to be carried back for reading. Cumbersome to refer these bulk material time and again in the field.
- Provide solutions in a consistent manner and offer quick solutions to the Farmers' problems.
- To gain the confidence of the farmer community, it is vital for every officer to speak the same language consistently.
- They are expected to have knowledge about the seasonal variations and new products to empower their farmers.
- Calibration of learning is tougher in class-room trainings.
- The pressures of Key Result Areas (KRA) and Balanced Scorecard (BSC) builds upon them, if their initial product trainings are delayed.

"VidhyaOnline is found to be a very useful tool in terms of educating south division field force in technical and behavioral topics.

The modules content launched are in line with the business plan which helped our field force to enhance their knowledge and improve their performance. Module design is appreciated as they have animation, gamification and infographics to create interest to the learners. Assessment at the end gives us an opportunity to identify the area of strengths ,improvement of the learners and train them in respective topics.

I congratulate Mr. K. MuraliKrishna and MDC team in creating and launching such a useful tool for our sales team and wish him all the best in the future developments of VidhyaOnline."

G.V. SUBBA REDDY
Vice President &
Divisional Nutrition Head,
Fertilisers Division
South Zone

For Learning and Development Team

The goal to almost triple the field force stood as a humongous daunting task for the Coromandel L&D team that had several challenges, a few of which are enlisted below:

- Logistics and coordination for both faculty members and learners involved huge efforts (a minimum of Rs. 5000 / USD 66.56 per person)
- Huge amounts of printing costs and delivery of physical copies to the learners (courier charges) also had to be budgeted for.
- With all these expenses, uniform delivery of contents across batches year after year is practically impossible.
- Even if the contents are fixed and standardized, the pedagogical delivery will vary depending on the facilitators.
- Tests after classroom trainings were not effective.
- Timing of trainings were hard to be fixed, as it's tough to find out the expert teachers in the planned dates.
- If there is attrition, then the time, money and efforts are wasted.
- Refresher courses are neither easy nor economical to administer, since it involves time, cost and efforts from all parties involved.
- In classroom setup, getting everybody, facilitators and learners, together in a room is a daunting task, since the dates would not match.
- Even if one faculty couldn't make it to the session, then alternative arrangements have to be done as Plan B immediately, so that the learners' time isn't lost.

"While working with farmers, dealers, retailers, colleagues, our knowledge must be updated every time. Few employees may not be able to update their knowledge after leaving the College. VidhyaOnline programme takes care of all employees to update latest technical knowledge about products, technologies and other functional information in very effective way.

Contents of training course is very interesting and innovative. Total time of training module is designed very logically so that no one gets bored. Test after every training module is good check on learner to know whether he/ she has understood or not. Minimum scoring marks to pass the test is inspiring everyone. Awarding the highest scoring employees is another good element for healthy and knowledge competition.

I personally like VidhyaOnline E-Learning Training modules and always insist my team to benefit from this to learn new things, to update new knowledge and educate others as well."

UMESH KADAM
Regional Business Head
CPC West Division - West

For MDC

MDC was identified as a partner for developing the e-learning contents and launching in the brand name of VidhyaOnline on to the Learning Management System (LMS) portal. MDC has extensively collaborated with Subject Matter Experts to design and deliver the digital modules (process explained later) and launch them on the digital platforms. However, there were a few challenges that were identified before the launch and after the launch of the modules:

- Though MDC is not SME, they have digital pedagogical expertise to deliver the contents in the most engaging manner.
- Therefore, SMEs have to not only provide the contents in an organized form with the support of MDC to MDC, but also to educate them properly.
- The project requires Coromandel point of contact to clarify MDC E-learning team's doubts and concerns in the contents in the journey of module creation.
- Review of modules and suggestions of enhancements must be done on time to ensure that the enriched modules are delivered on time without much delays.
- E-learning initiatives were initially driven by MDC only for soft skill modules across Murugappa group.
- The hit rate was very low for soft skill modules. The best completion rate was only about 50% of all the assigned modules.
- After launching, it was identified that reporting errors were not uncommon in LMS, which added pressure on about 5% of learners, who had to take up modules second time, despite successfully completing them in first attempt itself.
- Speculation of whether the college freshers are mature enough to take up online learnings before being under the wings of experts of the field as part of on-the-job training (OJT) was another concern.

"First let me thank L&D team and MDC for supporting the business with VidhyaOnline initiative in last few years.

The launched modules have been very useful to the Specialty Nutrients Division (SND) team and I can summarise the benefits as follows:

(1) Excellent medium for learning on the go.

(2) Used by the team regularly to refresh their knowledge before meeting with customers.

(3) Very good platform for new employees to learn about the products and behavioural sciences.

(4) The design and format of the modules are top notch, yet easy to understand and remember.

I feel the team has improved its knowledge significantly through VidyaOnline initiatives and there is definitely a strong positive impact on the business."

MADHAB ADHIKARI
AVP - Sales & Marketing, Specialty Nutrients Division (SND)

COMMITMENT

From MDC on Digital Knowledge Management

MDC's consistent pursuit has been to capture, compile, communicate and transfer such wide and deep knowledge to all stakeholders, including newcomers and those who have been transferred or part of job rotation, job enrichment, cross-functional teams, etc. Thus, the commitment from the Group's board and MDC towards enriching the knowledge levels of their workforce played a vital role in this intervention.

From Coromandel Leadership

With the Vision "to be the leader in farm solutions business in geography of choice, consistently delivering superior value to stakeholders through highly engaged employees, with a strong commitment towards sustainability and our values", Coromandel always has had the commitment to do what it takes to deliver best solutions to the internal and external customers, consistently.

As the team needs to be doubled and tripled, the concern that the costs must not quadruple must be addressed without compromising on the quality of education delivered. Moreover, the storage and consistent delivery of knowledge is possible only by means of an online "Knowledge Management System". This system administered by MDC provides access of the modules to all the relevant stakeholders.

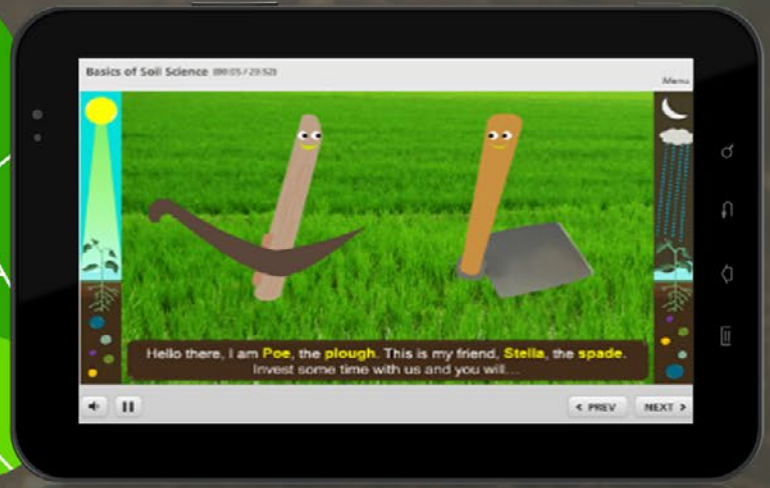
Everyone from the top management to the front-line leaders was strategically committed towards taking education digital and to save on the costs and time of training, which was a huge spend, of course without compromising on the quality of learning. Many SMEs have volunteered to share their gained knowledge to be part of the knowledge management system to contribute to the growth of the future generation of the company.

"Vidhyaonline has made learning so easy and fun. The modules with audio and video has helped learners to understand any tough subject easily. Biggest advantage of VidyaOnline is that, one can view any number of times till he grasps subject thoroughly. This is an effective and very economical way of learning and helps employees to improve their capabilities, professional skills which result in giving edge over competition.

My observations are that it has improved team morale by strengthening their capabilities and efficiencies. We have come across many such examples, one among them is Mr. Murugesha Y. B. (*inset photo*), Asst Manager, Davangere Territory, who has created history in Paramfos sales by crossing volume of 25,000MTs during 2018-19 and expected to break his own record this year."

RAJASHEKHAR G.BADIGER,
Assistant General Manager,
Fertilisers Division

L&D INITIATIVE

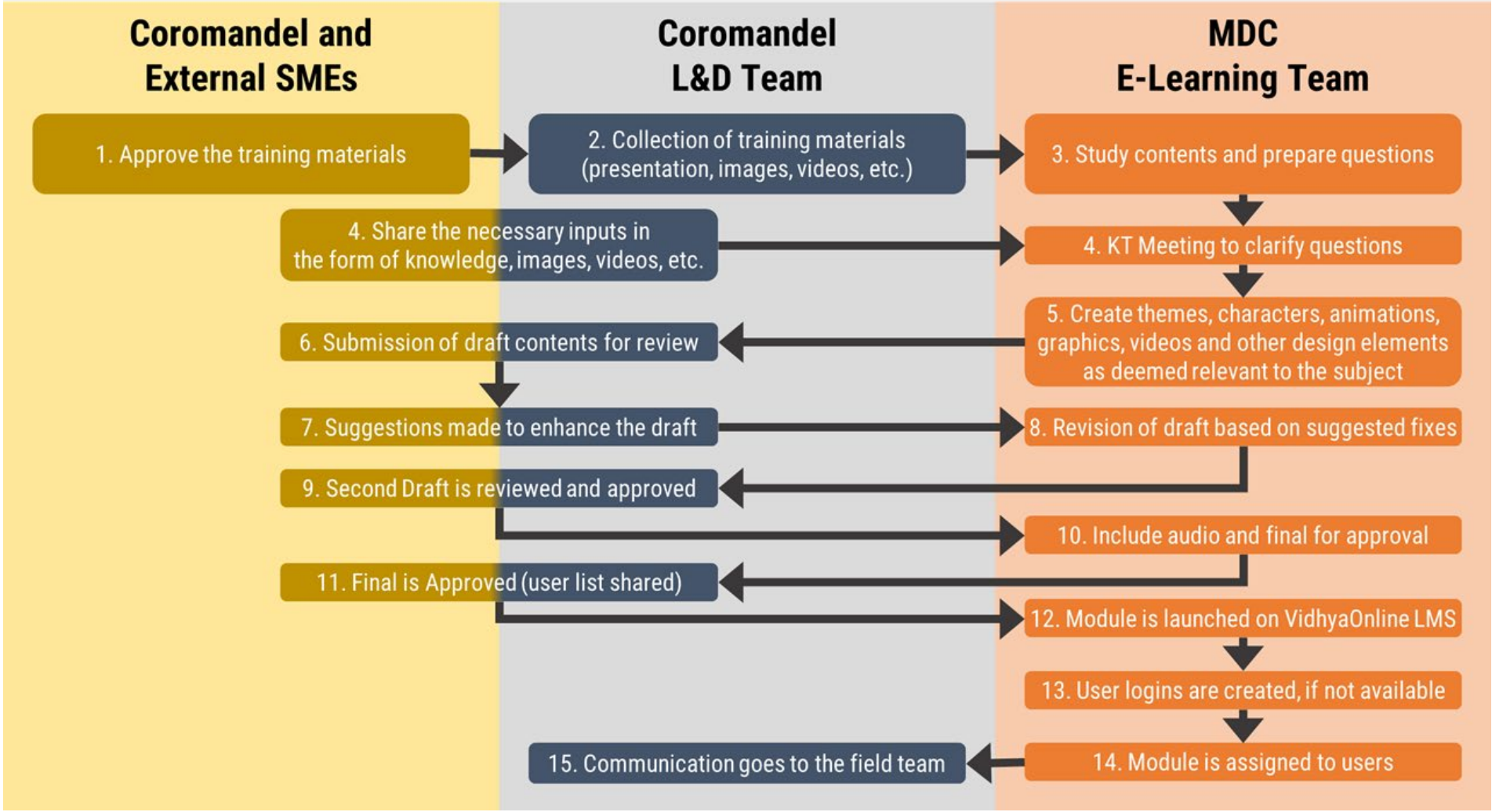


Groundwork for Digital Contents

In each of Coromandel's divisions, the Subject Matter Experts (SME) were identified identified to ensure that the digital lessons are built properly, where their guidance would be present throughout the development process. Therefore, Coromandel L&D Team and MDC E-learning Team have jointly met the experts from various divisions through kickstart meetings and have made a proposal to bring about the digital initiative. The buy-in of experts was gained during these initial discussions. After the initial kickstart meeting, Coromandel L&D was instrumental in motivating the SMEs and getting the initial contents ready.

Process Flow for E-Learnings Under VidhyaOnline Initiative

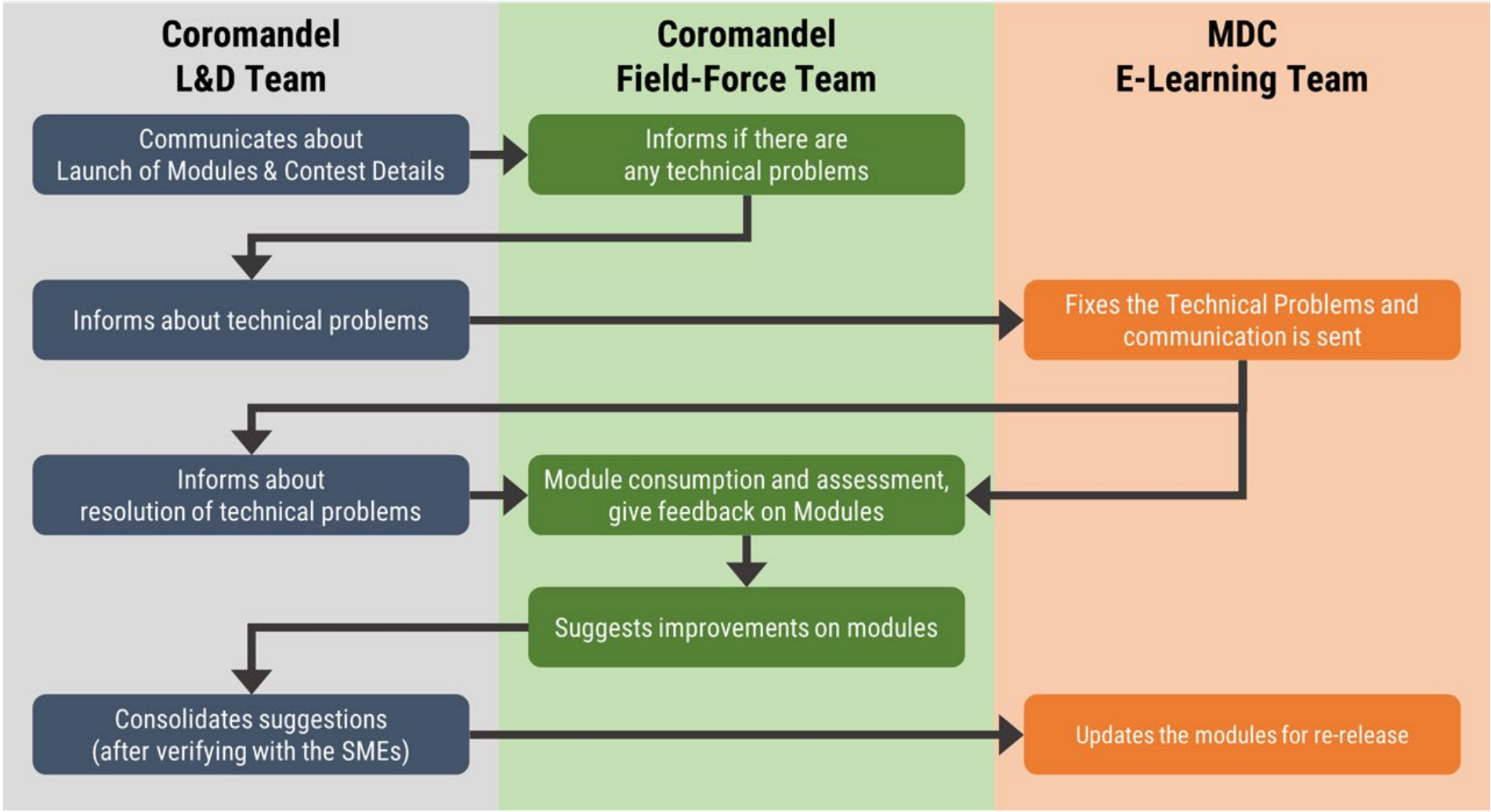
VidhyaOnline E-Learnings Process Flow Until Launch



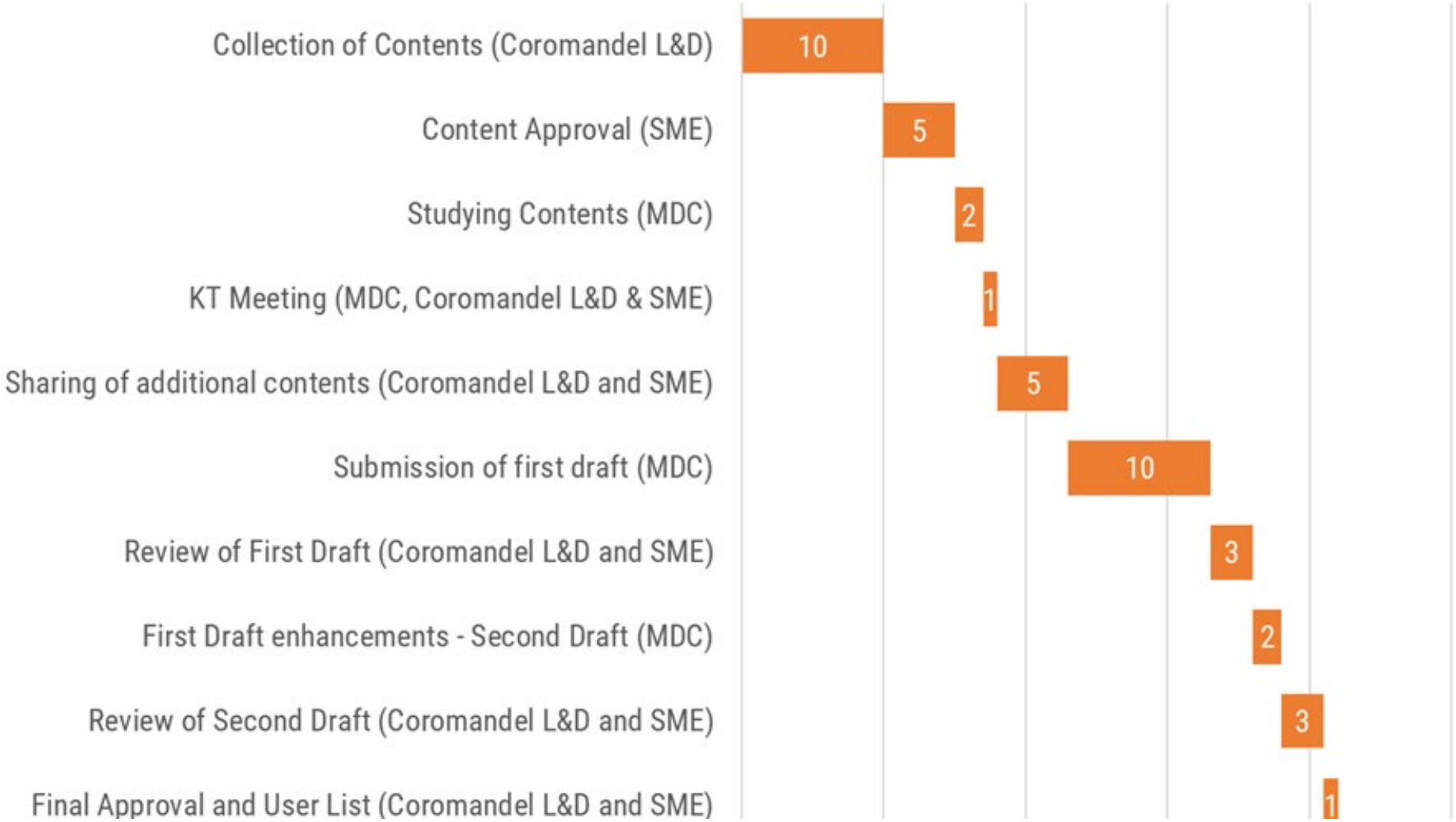
KT: Knowledge Transfer

Process Flow for E-Learnings Under VidhyaOnline Initiative

VidhyaOnline E-Learnings Process Flow After Launch



Process Flow for E-Learnings Under VidhyaOnline Initiative (No. of Days)



Pilot Study and Initial Challenges

Coromandel L&D, who have been part of conducting and/or organizing the classroom sessions earlier, did not opt for a large-scale launch straight away. Instead, they decided to do a pilot study in the first year (2016-17) when 1 module was launched:

- Pilot phase included playing the e-learning modules on screen of the classroom, followed by encouraging the users to login into the LMS portal and taking up the digital assessments.
- Receiving feedback from them on the contents, which are fed back to MDC for enrichments.
- In next session, users are asked to study from the e-learning module and ask questions, if any, to the facilitator, followed by the online assessment.
- Once they have enjoyed their freedom of learning, they continue to learn other modules from the digital platform.

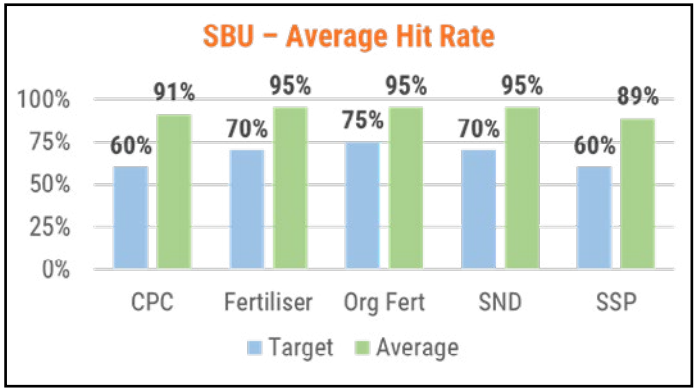
VidhyaOnline Race: Kindling Competitive Spirit

To motivate employees to learn and complete their assigned modules, a race was conducted for the employees. The employees were given a deadline of 10 days, and the top 10 scores in each module completed within time were given a prize.

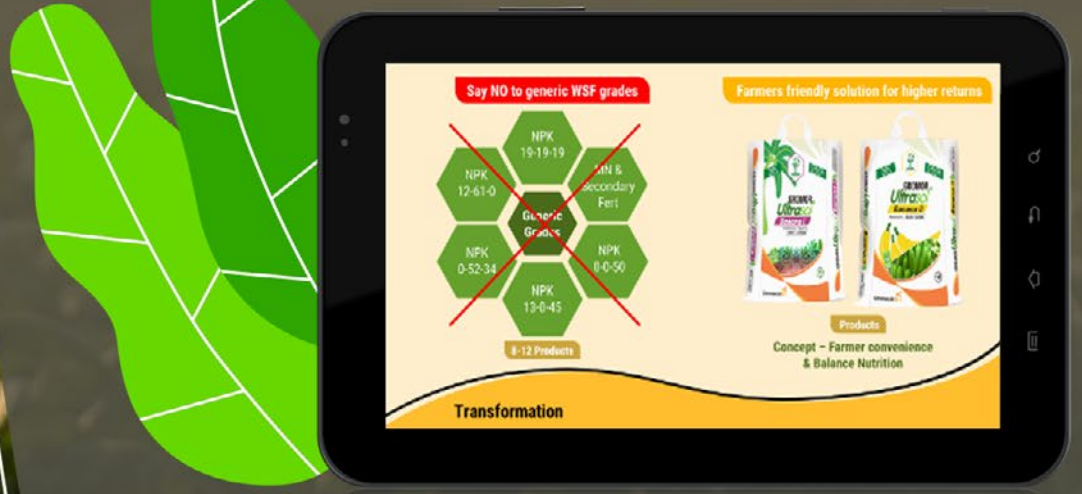
After the given deadline, the data is collected, analyzed, and filtered to find list of eligible candidates for the race. The scores of these candidates were compared and the top 10 are selected.

The data is then tabulated that shows the productivity of employees according to SBU, divisions, and department.

Basics of Pesticides Part 2 (Sample Report of one module administered in 2019)					
Divisions	**Completed**	**Incomplete**	**Not Assigned**	**Not Touched**	**Grand Total**
CPC	208	4	1	8	221
Fertilisers	241	1	17	6	265
Org Fertilisers	6			0	6
SND	64		1	0	65
SSP	47		1	3	51
Grand Total	**566**	**5**	**20**	**17**	**608**



IMPACT


Say NO to generic WSF grades
NPK 19-19-19
NPK 12-61-0
MN & secondary Fert
Generic Grades
NPK 0-52-34
NPK 0-0-50
NPK 13-0-45
8-12 Products
Farmers friendly solution for higher returns
Products
Concept – Farmer convenience & Balance Nutrition
Transformation

MDC and Coromandel L&D teams have cocreated 60 modules in the last 4 years for catering to learners at different levels and touchpoints. Out of the 60 modules, 24 technical modules are considered here.

Field-Force Talent Transition (User Acceptance)

- Freshers and experienced executives earned consistent knowledge through the digital medium "at their pace, from their place".
- They also gained insights about various product offerings.
- Agronomists were able to guide the farmers better with necessary knowhow.

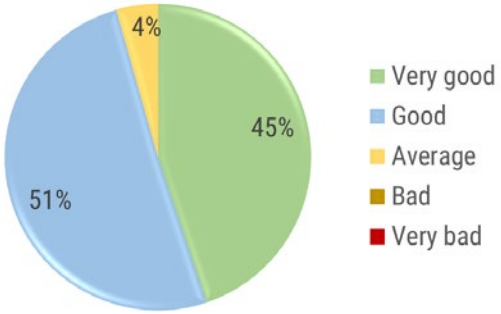
User Testimonials

- Modules should be there on monthly basis during busy seasonal months on updated farm solutions and new products also.
- VidyaOnline is very useful for us to learn. It helps us in our skill development.
- It's good learning experience for me.
- Good platform for refreshing our knowledge.
- VidyaOnline is informative, knowledgeable and useful.
- I have learned how to identify the pest incidences and diseases symptoms, as well as to pinpoint the related causal organisms and remedy for that from the e-learning modules. The contents are good and very helpful for our job.
- It is best that the course length is less than half an hour. Longer courses would make the users to take a break.
- The contents are very good, customized and user-friendly.

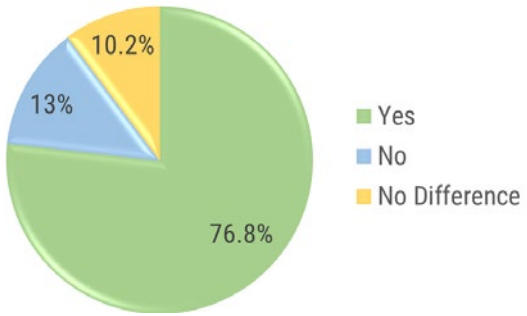
Field-Force Talent Transition (User Acceptance)

- Contents were readily available at their disposal
- They were able to refer to the knowledge management system at any time of their career with Coromandel
- There are huge amount of buy-in for digital courses from learners, as shown in the charts below:

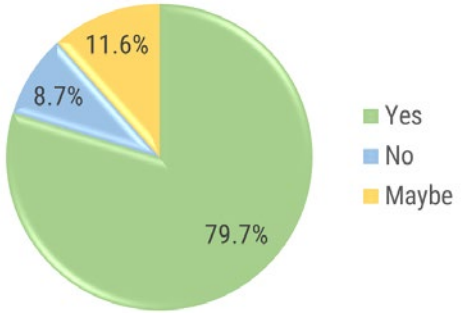
Overall feedback for VidhyaOnline modules:



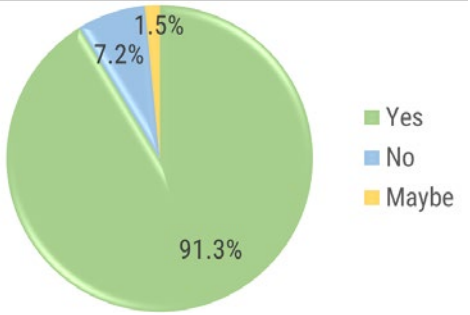
Prefer VidhyaOnline sessions over classroom trainings:



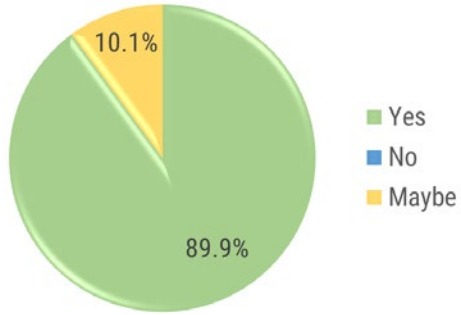
VidhyaOnline modules are interactive:



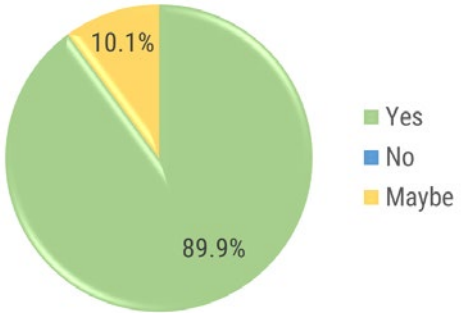
VidhyaOnline modules are easy to navigate:



VidhyaOnline modules help reach professional goals:



Could easily connect and understand VidhyaOnline modules:



Knowledge Transfer to Farming Ecosystem

- The gained knowledge has encouraged farmers to reap results by using appropriate solutions.
- Coromandel was a choice of the farmers, since they are loyal to have gained knowhow from the company.
- Solutions to various problems at different stages of crop growth are educated to them beforehand.
- Farmers were prepared with the fertilizer, crop protection and specialty nutrient solutions to increase their yield.
- As an additional step, in a pilot, the product videos also were showcased to farmers to increase their knowledge.
- Influencers in the farming ecosystem, such as village leaders, families and local shops are also educated simultaneously.

Farmer Testimonial
(Translated from Marathi)

"I had a serious problem with my final yield. I have used DAP in double quantity and Urea 2.5 times and still no improvement in my yield. I was approached by Manik sir from Coromandel. I explained my problem. He inquired about my current agricultural practices, conducted soil test of my plot, explained me why the desired yield is not achieved. He then recommended 70kg Urea per acre and 100 Kg of Gromor Smart and other package of practice (Schedule of products for application consists of Insta, Fantac, Speedfol at specific interals) for one acre. I used these for only 1 acre and achieved a final yield of 29 quintals (16% increase) of yield as against 24 quintals of yield, which I used to get earlier. His advice and solution have helped my earn more profits (extra 5 quintals @ Rs. 1800/quintal (USD 24), which means Rs. 9000/acre (USD 120) against an additional spend of just Rs. 2,850 / USD USD 37). I thank Mr. Manik for his technical advise."

Agronomist
Manik Singare
Maharashtra (MH)

Farmer
Mukund Arivind Pande
Akola District, Maharashtra (MH)

Farmer Testimonial

(Translated from Bengali)

"I was getting a yield of 100 kg yield per Bigha of 50 Kg each and the price offered in the mandi is less as I get uneven shape of the potato, size is not uniform. My colleagues in the next village got 140-150 Kg / Bigha and they get good price in the mandi. Got to know about Coromandel products from them and I called Mr.Sourav Ghosh – Agronomist of Coromandel. He analysed my fertilizer usage and performed soil analysis by sending the soil samples to the laboratory. Upon receiving the results, he suggested a simple solution of using organic fertilizer 20 bags of Godavari Gold & unique fertilizer grade 10:26:26 for my crop this year. To my surprise, I got a yield of 135 bags of 50kg each. The potatoes were uniform in size, skin was thick, size is large compared to earlier yields. Mandi vendor like the produce and offered me premium price. Mr. Sourav is quite knowledgeable and became a doctor for my crop."

Agronomist
Sourav Ghosh
West Bengal (WB)

Farmer
Soroj Roy
Burdwan District, WB

Farmer Testimonial

(Translated from Telugu)

"My name is V.Kulayappa and I belong to Chintakayapallayam village – Ananthapur district – AP. Agronomist Mr.Khasim has suggested 14-35-14 fertiliser grade, Godavari Zinc & Sulphamax to be used. You can see the difference of the crop with my regular usage of DAP & Urea. I am very happy with the yield. Mr. Khasim is my favorite and I will use only coromandel products"

Agronomist
Khasim
Andhra Pradesh (AP)

Farmer
V. Kulayappa
Ananthapur District, AP

Business Impact

Division	Year	Parameter	Achievement
Fertilizers	2016-19	Revenues over 4 Financial Years	CAGR 12.2% over 4 years
CPC	2018-19	Revenues (as projected at end of Dec-2019)	53% growth over last year
SND	2019-20	Revenues (as projected at end of Dec-2019)	46% growth over last year
SSP	2018-19	Revenues (as projected at end of Dec-2019)	12% Growth (industry growth: 3%)
Coromandel	2016-19	L&D Savings over 4 Financial Years	Rs. 14.5 crores (Rs. 145 million / USD 1.9 Mn)

REFLECTIONS AND LESSONS

Following are the few learnings from the journey of implementing digital learning modules through VidhyaOnline:

1 The initial reluctance of people about digital learning medium was overcome through many strategies:

(A) Interesting multimedia elements like audio, videos, animations, etc. and engaging pedagogical techniques.

(B) Self-assessments within the modules that increased confidence.

(C) Instructional Design that catered to different types of learners (visual, auditory and kinesthetic).

(D) Award schemes and competitions encouraged consumption.

(E) Constructive competition fueled by peer pressure.

However, once they consumed these modules, they realized the benefits and encourage others to consume them as well.

2	Learners were asked for feedback right after the modules, which was streamed into the e-learning production team to be analyzed and incorporated in the future modules.
3	As there were few reporting anomalies in the beginning in the Learning Management System, these bugs were fixed so that reporting accuracy is achieved.
4	So far, the longer digital modules have been in use for learning. For rapid learning practices and better retention, it is strategically planned that the future-focus will be more on micro-learnings (videos spanning 2-3 minutes), as well as gamified contents. Plans are in place to share these micro-learnings with the farmers to enable retention for them as well.
5	It was observed in a few trainings that the e-learnings work as valuable pre-reads before going into the fields for on-the-job training (OJT), as well as the refresher courses before meeting up with the farming ecosystem.

With these key learnings, the company has already begun to scale up e-learning initiative by including many other stakeholders as learners, such as the farmers, their families, village community leaders, executives in corporate head office, etc., while MDC continues to create and deliver e-learning modules to other functions and companies of the group.

APPENDICES

Following are the few learnings from the journey of implementing digital learning modules through VidhyaOnline:

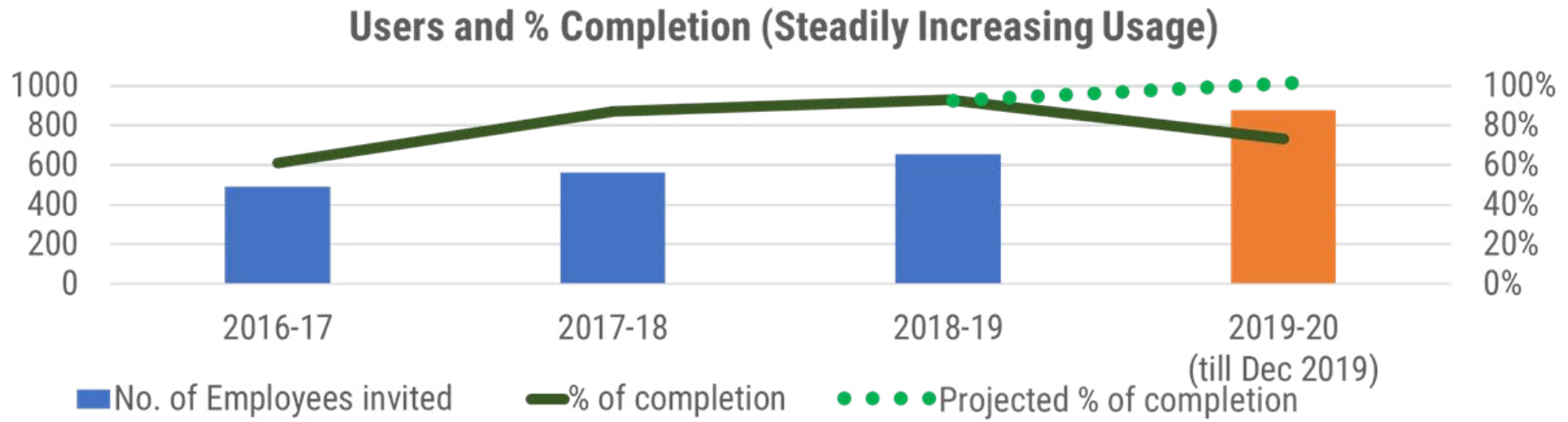
Appendix A: Cost Savings Achieved

Savings Details	**2016-17**		**2017-18**		**2018-19**		**2019-2020**	
No. of Modules Actual	1		5		9		9	
Number of Users	490		561		653		877	
Logistic Costs	**Rs. (in Million)**	**USD (in 000s)**	**Rs. (in Million)**	**USD (in 000s)**	**Rs. (in Million)**	**USD (in 000s)**	**Rs. (in Million)**	**USD (in 000s)**
Cost of Learners (Travel+Stay)	1.7	22.8	11.2	149.2	26.4	351.7	39.5	524.9
Cost of Faculty (Fees+Travel+Stay)	0.3	3.4	1.7	22.4	4.0	52.8	5.9	78.7
Employee man-day cost for 3 days for learners @ Rs. 1070/day	1.6	20.9	9.0	119.8	18.9	251.0	25.3	337.0
Total Logistics Cost in INR	**3.6**	**47.1**	**21.9**	**291.4**	**49.3**	**655.5**	**70.7**	**940.6**
Total Logistics Costs Saved for Company in 4 Years							**145.5**	**1,934.6**
Spend	**2016-17**		**2017-18**		**2018-19**		**2019-2020**	
No. of employees rewarded	18		111		161		230 (Projected)	
Cost of Rewards (Rs. 1000 per employee)	INR 18,000 (USD 239)		INR 111,000 (USD 1,476)		INR 161,000 (USD 2140)		INR 230,000 (Proj.) (USD 3058)	
Total Costs of Rewards for Employees in 4 Years							**INR 520,000 (USD 6,913)**	

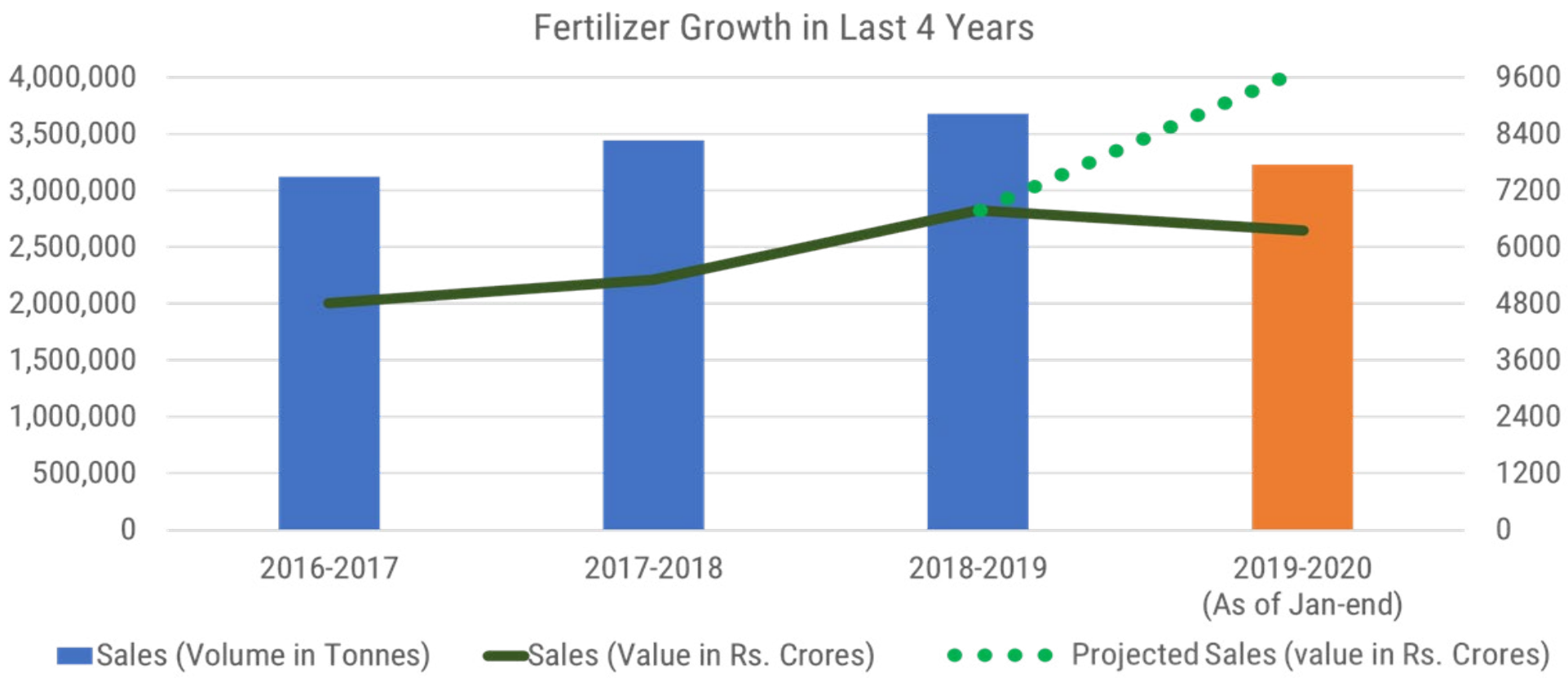
Rs. 14.5 Crores or Rs. 145 million (USD 1.9 Million) has been saved over the last 4 years due to VidhyaOnline, while the spend has only been a mere **Rs. 5,20,000 (USD 6,913)**.

Appendix B: Users Increase and So Does Usage

Details	2016-17	2017-18	2018-19	2019-2020	2020-2021
No. of Modules Deployed	1	5	9	9	12 (Planned)
No. of Employees Invited	490	561	653	877	1,100 (HR estimates)
% of completion	61%	87%	93%	73% (As on Dec19) (99% completion projected)	
No. of employees rewarded	18	111	161	Winner list will be ready only after March 2020	

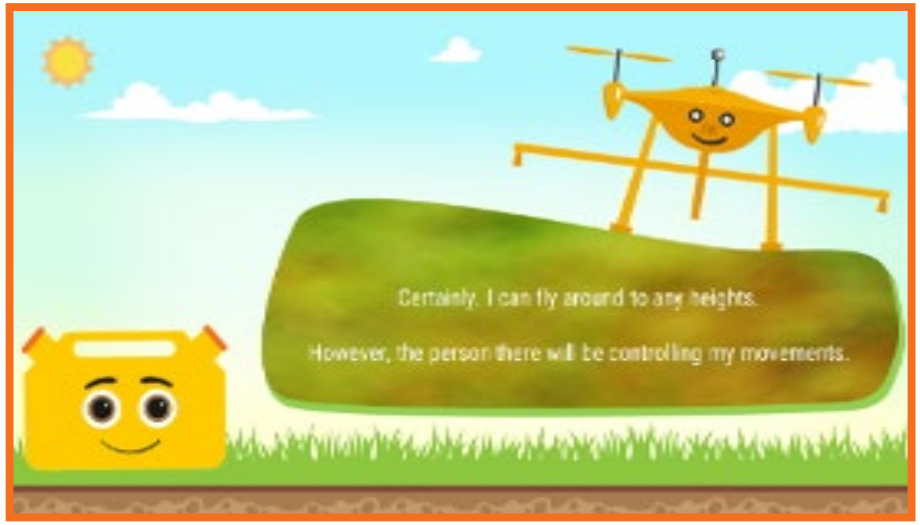


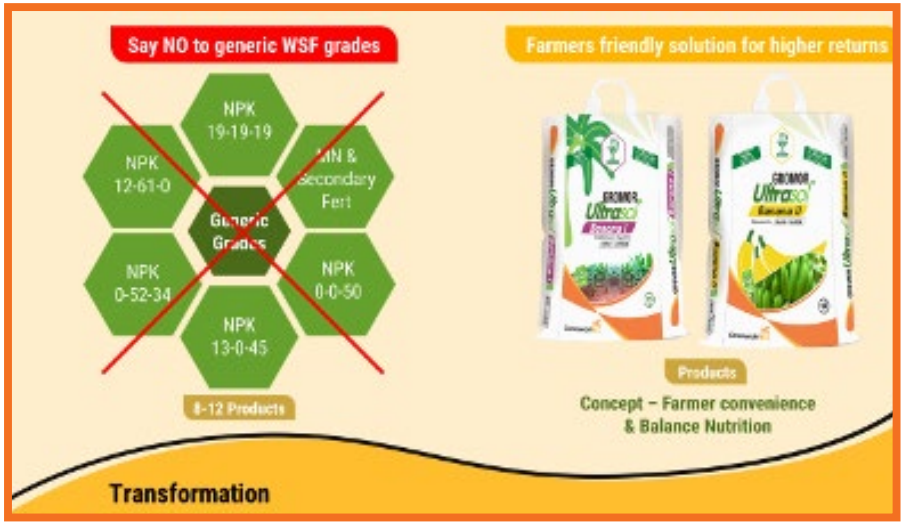
Appendix C: Sample of Impact: Fertilizers and CPC Growth in Last 4 Years



Over the last 4 years, Fertilizers Division's profit enjoyed a Compound Annual Growth Rate (CAGR) of 12.2%, while CPC's revenues grew at a CAGR of 9.4%

Appendix D: Some Screenshots of the Modules





Appendix D: Some Screenshots of the Modules

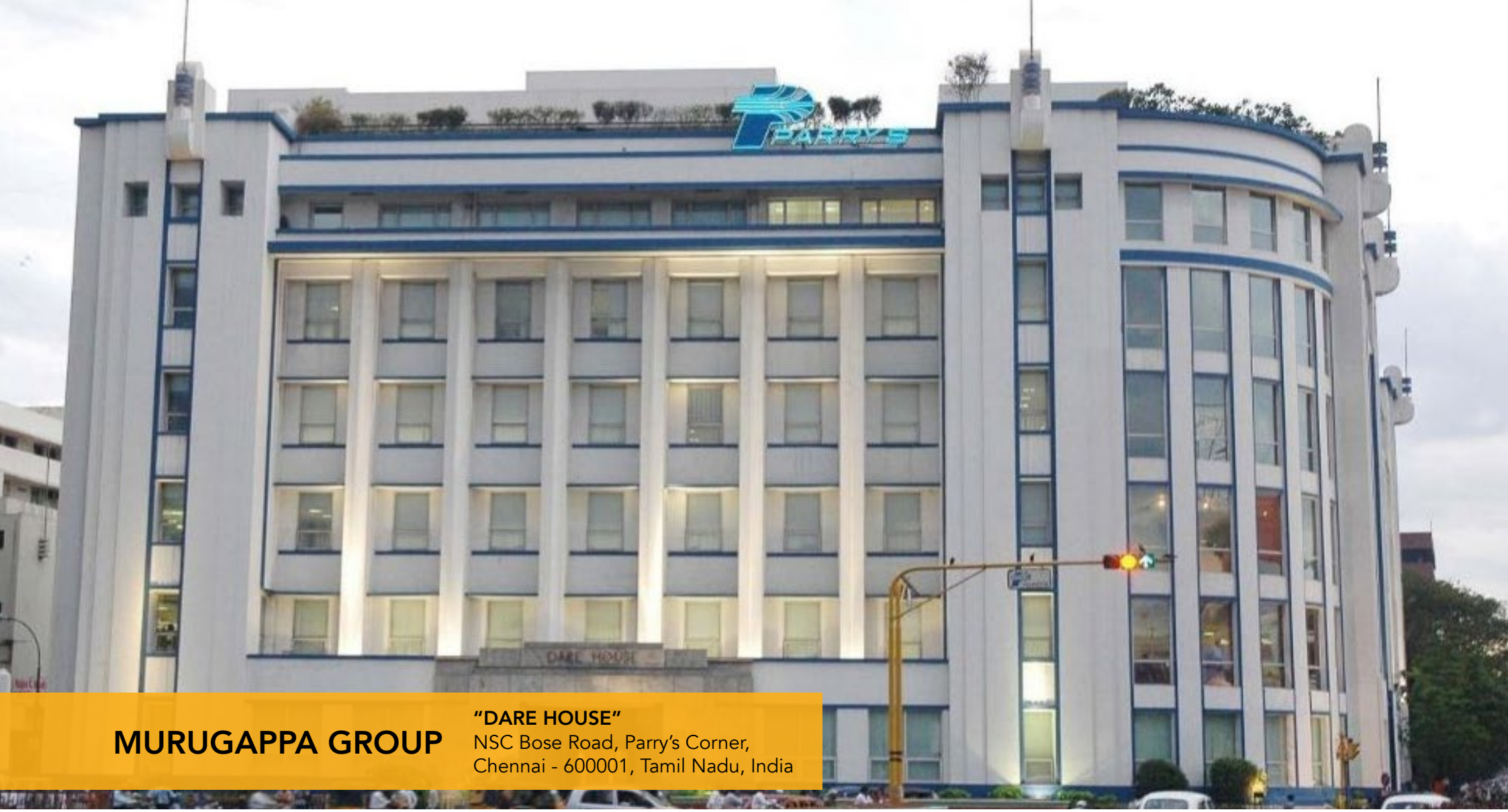
THE TEAM

K. Murali Krishna
General Manager – E-Learning & Training
Coromandel International Limited

Mr. Murali is an expert sales trainer with 36 years of total experience in different industries in sales and training roles. His role in Coromandel for the last 13 years have been to enrich the knowledge of field-force through various behavioral skill development interventions with the deeper focus on selling skills, key account management and channel management.

Dr. J Raj Kumar
Manager - MDC (E-Learning)
Murugappa Group

Dr. Raj is an expert in creating e-learning modules with about 16 years of wide experience in creating digital content for learners from school students to senior executives. In his current role in Murugappa Group, he works as an SME for the digital transformation initiative for Knowledge Management Strategies.



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