

## **An Effective Training Model to Train Marketing Executives and Employees For Promoting A Telecom Product: Teaching Case Study of EasyLearn, Tvameva and NavGat Business Solutions Private Limited**

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### **Abstract**

In the competitive telecom industry, product innovation alone does not guarantee success; adequate training and seamless customer adoption play a crucial role. This case study examines the decision-making process of a major telecom company in India as it seeks to launch a revolutionary mobile wallet product. The challenge lies in simplifying the product for front-end employees, ensuring adequate training for 25,000+ retailers, and selecting a suitable training partner. The study explores the boardroom discussions, criteria evaluation, and the application of Edward deBono's PMI (Plus, Minus, Interesting) tool in vendor selection. Through a structured decision-making framework, the company assesses three potential consulting firms based on expertise, training approach, and ease of implementation. This paper highlights the importance of strategic vendor selection, training effectiveness, and digital learning methodologies in large-scale product rollouts. The findings offer insights into best practices for business leaders, HR professionals, and academics in evaluating training solutions for new product adoption in dynamic industries.

**Keywords—** *Product launch, vendor selection, PMI tool, telecom industry, digital learning, decision-making, training effectiveness.*

### **Introduction**

Emerging technological developments are involved in the telecom industry, which is equipped with customer communication and business activities. The active participation range of customers in the upcoming product offers is about 63%, which accelerates business strategies and helps launch new products. Despite the innovation, it is not only the key to product success but also needs a better product understanding, employee knowledge training, and customer acquisition, which are equally important. Experts take a ratio of 63% of customers into consideration to predict the market analysis for the new product launches. This happens because, for every new product, the consumer will look at the offers or discounts for the latest products. Market search and customer behaviour analysis are needed before landing on much-awaited products. However, if the primitive measure is not taken before the launch, the target audience will be missed, and the planned product will miss the spotlight. Launching mobile wallets in the Indian market is known to be an innovative initiative taken by the telecom giant. This entirely new spin on converting the population to use mobile wallets from cash needs to be addressed, and a seamless infrastructure needs to be provided to enable this concept in a better way. Understanding the customer mindset facilitates the conversion, which is done by the experts' team, which can analyse and know the customer and frontline employees' psyche and the knowledge of the product. The study is about the launch of a mobile wallet by a leading telecom company in India. In the digital payment sections, even as a trendsetter, the challenging work is still to convert customers from cash to digital money. To handle this scenario, the company has to offer a robust training program for their field and customer care staff and the needs of an exclusive network retailer with the required knowledge and skills to lead the adaptiveness. When the CEO discovered the difficulties with the launch, he held a high-priority meeting to discuss the issue. The meeting starts with the key stakeholders, such as the product head, sales team, customer service team, and HR head, who note the need for basic product training and ensure overall attention. So, in the meeting, they opted to get an external partner to outsource the design, delivery, and observation of the all-inclusive training program. Providing a target vendor nomination procedure, Edward de Bono's PMI (Plus, Minus, Interesting) assessment method is used by the HR head. They selected three consultancy firms that applied this decision-making tool effectively, depending on their experience, expertise, training techniques, and deployment ability. This study focused on the decision-making strategy of the vendor selection process and the evaluation of the significant considerations from the enormous corporate training provided for launching new products in the market. It gives scope for training enforcement and e-learning methods and discusses the requirements for planning the training programs and the business objectives. The study is segmented as follows: the case study methodology is carried out in Section II, findings and the evaluation criteria are discussed in Section III, Key insights and lessons learned are discussed in Section IV and finally, in Section V, Future product launch implications are concluded.

### **Literature survey**

In competitive industries like telecom, the success of the product launch depends not only on the invocation of a product but also on training efficiency, vendor selection, and customer adoption strategies. The existing research identifies the critical areas that matched this case study: product training, digital learning, and structured decision-making frameworks.

### **Importance of training a new product adoption**

Part of employee training is the adoption of new products and technologies, which are insisted on by various studies. According to Gupta and Sharma [1], Organizations that apply and follow structured training programs will achieve a 30% faster adoption rate for digital solutions. Moreover, the training methodologies are customized for different employee roles, such as customer service representatives, telecalls, and field sales teams, which results in customer engagement and satisfaction [2]. The effectiveness of the training programs is in reducing the customer's dull period and improving service adoption in the telecom industry.

### **Digital Learning and Gamification in Training**

Digital learning platforms are evolving rapidly, and organizations have agreed to add games to encourage customer and mobile-based training to enhance knowledge. The research done by Brown et al. [4] concludes that the gamified training programs resulted in a 60% improvement in employee management. Additionally, using video-based learning to improve understanding and knowledge retention, microlearning studies are suggested and utilised for product training. [5]

### **Vendor selection for training programs**

For large-scale implementations, selecting a suitable training partner is more critical. Edward deBono developed a decision-making model PMI tool (Pulse, Minus, Interesting) that provides a structure for evaluating vendors [6]. PMI assists with business goals, assures the advantages and disadvantages of different options, and ensures the selected partner aligns with the requirements of organizations. To improve the efficiency of training vendor selection [7], the existing studies insist on using structured evaluation metrics, including experience, customization capabilities and scalability.

### **Strategic Decision-Making in Telecom Industry**

Strategic planning plays a vital role in attaining a successful telecom operation. According to the authors Johnson and Lee [8], companies' combined cross-functional decision-making strategies attain higher success rates in large-scale products by considering inputs from HR, customer services and sales. Effective collaborations ensure that training aligns with the business goal to improve market penetration and customer satisfaction. The foundation created by the literature survey on telecom product launch understands the significance of training, digital learning, vendor selection, and strategic decision-making. This case study utilizes the section details.

### **Problem statement**

The requirements for the telecom industry to launch a successful product are strategy training and adoption strategy, explicitly establishing the complex mobile commerce solution. Although creation is essential, challenges are placed on customer service representatives, promising sales teams, and retail partners' effective communication with customers based on product values. The leading telecom company innovates the mobile wallet solution but faces various challenges:

**Training a large and diverse workforce**—Providing practical training at a large scale is a barrier across various regional retail partners and around 30,000 employees. The workforce comprises customer support staff, sales teams, and retailers, each requiring different knowledge and engagement strategies.

**Simplifying a complex product**—The technical aspect is an excellent offering for frontline employees, and the mobile wallet simplifies it to assure customer adoption.

**Selecting the Right Training Partner**—The company needs to identify a suitable training vendor to plan, implement, and track the effectiveness of the learning program. The vendor must be able to balance scalability and content adjustment while keeping within company fund constraints.

**Ensuring customer adoption and engagement**—Customer payments must be innovative, moving from traditional cash transactions to digital payments. The company must create this mindset among customers and train employees.

The key search question is: To support the adoption of a new mobile commerce product, how can the company provide adequate training for its employees and partners while maintaining engagement, scalability, and measurable success?

This study examines how the decision-making framework is utilized to evaluate the training vendor, considering factors like skilled, cost-effective, delivery methods, and impact measurements. It provides a well-understood practice for telecom product launches, vendor selection, and large-scale employee training.

### **Proposed work**

The proposed work is to ensure a successful rollout of a mobile commerce product. It is mainly focused on the systematic selection and execution of training and adoption strategies by a telecom company. This approach is surrounded by a well-defined plan to provide employees and partners with the skills, scalability, and promotion engagement needed for effective product adoption.

**Identify the key training challenges** – The new mobile wallet product has some challenges integrated with training employees and retailers, which telecom company CEO Ram Jagan identifies. The challenges consist of scaling, simplifying and selecting in scaling the training to cover 250 retailers, 5000 sales managers, 300 call centre representatives, 150 zonal managers and 25 regionals throughout India. To simplify for frontline employees, the complicated features of m-commerce products need to be simplified. In selecting, select the training partner with the capacity to deliver high-quality content, measurable results and innovative training methods.

**Evaluating potential training partner** – The three potential consulting firms are identified by the HR lead, Jane Williams, EasyLearn, Tvameva and NavGat and assessed based on various parameters; these include experience in a relevant domain like telecom IT or banking, as well as the quality of their management and resources. The effectiveness of training delivery methods, gamification, digital learning and coaching methods. It is easy to implement, has value for money, and has an innovative approach that assures learning retention.

**Applying PMI decision framework** – Jane, the training provider, utilizes the PMI-based decision-making framework. Innovative aspects, weaknesses, and strengths are automatically assessed using a tool developed by Edward deBono. This PMI tool is a simple brainstorming tool to compare the positive aspects, negative aspects, and unique or unusual aspects of an idea or situation. Here, Jane used this to compare the 3 shortlisted companies. To facilitate the decision process, she identified specific criteria that she can use to compare the 3 companies, viz – experience in this kind of work, quality of management, size of the company, years of experience, quality of resources, references, pricing, performance during interview, creative ideas given the project complication, ease of implementation.

**The selection of a training partner and implementation strategies** – Based on the analysis of PMI, Tvameva Business Solutions Private Limited (TBSPL) identified a more suitable partner for the project. The deep expertise in banking and financial products aligns with the requirements of mobile wallet solutions. Moreover, the company offers customized and flexible learning methodologies, such as combining video-based learning, a step-wise curriculum, and coaching led by subject matter experts (SEM). Compared to competitors in the industry, training partner selection and implementation strategies are cost-effective, and the quality of resources is high. The training strategies include the assurance of a smooth and effective product, which involves a Phase-Wise product rollout, where four products are innovated at 2-3 weeks intervals, which allows for structured training and interactive improvements. Gamification and digital learning are utilized to improve engagement and retention in the training process. The Trainer-the-Trainer (TTT) model authorises the internal employee to satisfy the training efforts after the implementation. Finally, the digital platform monitors tracking and metrics, training efficiency and adoption rates.

**Expected outcome**—After implementing step-wise approaches, the company aims to ensure the adoption of both mobile wallets by employees and customers through unobstructed adoption. It equips knowledgeable frontline employees to minimize customer support chores. Sales effectiveness is based on the training efficiency of more than 25,000 retailers. Further product launch development is based on this reputation framework.

This study presents a well-practiced case for training employees and vendor selection in a real-world telecom industry product marketing setting.

### **Findings and Suggestions Based on Questionnaire Response (N=50)**

This section presents the findings and recommendations derived from the responses collected from 50 respondents to the questionnaire. The reactions of the 50 respondents were analysed to obtain the findings and provide the best suggestions for the work.

#### **1. Demographic Insights**

The questionnaire was distributed to 50 employees in the industry. The roles involved in this mixed population from the various divisions include 40% of respondents as sales managers, 30% as retailers, 15% as members of customer service teams, and 15% as zonal or regional managers. The overall work experience in this group indicates approximately 4+ years of experience in the telecom industry, which accounts for 60%, while the remaining 40% have 3 years or fewer of experience.

#### **2. Employee Suggestions for mode of Training programs**

Employees from various teams have suggested different training modes for the successive launch of products. That is, 40% of the employees from the IT and technical team have suggested a hands-on technical course. 35% of employees from the Team lead have suggested conducting leadership development training. The remaining 25% of employees from sales and HR (front-end) have suggested conducting a soft skills and communication program for improved customer interaction.

#### **3. Employee Suggested Effective Training programs**

Employees of the company have suggested some key highlights or improving the efficiency of the training program. Among 50 employees, 45% have suggested conducting the training based on case studies, real-world problem solving, and simulations. 30% have recommended flexible work scheduling, and the remaining 25% have suggested deploying training based on Q&A forms, interactive sessions, and digital media.

#### 4. PMI-based Vendor selection

The HR head selects the vendor based on the feedback from employees using the PMI tool.

The Positive points identified from the feedback are: the selected vendor should have experience in customized corporate training, strong learning modules, and post-training support, as well as the ability to handle bulk training sessions.

The Minus points identified from the feedback are: flexibility in work scheduling conflicts with employee preferences, limits on hands-on and practical training, and some employees' feedback is too generic.

The Key points identified from the feedback are: implementing an AI-based learning platform for training, offering a hybrid mode of training, and incorporating rewards and gamification to increase employee engagement and product sales.

#### SUGGESTIONS

##### 1. Enhance Training Methodologies

Participants recognize that video-based and gamification learning are their preferred methods, so they should be incorporated frequently into training. Interactive methods, such as quizzes, competitions, and situation-based learning, should also be applied more regularly.

##### 2. Increase Hands-on Training Opportunities

Frequently, employees are required to participate in a practical session where they can engage with a real-time customer communication board. Initiating on-board training with the managers helps augment learning.

##### 3. Provide Continuous Learning and follow-ups

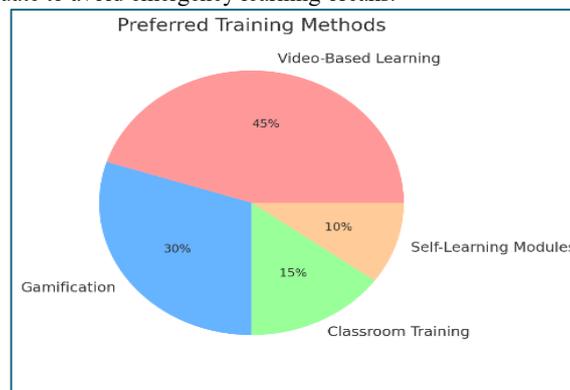
This study assisted with the training by giving a refresher course and an internal follow-up module. App-based learning trackers monitor the post-training progress and, if necessary, provide a guidance flow.

##### 4. Customize Training for Better Accessibility

Training can be in all regional languages, which gives employees and retailers a better understanding. Before the training, planning an organized training set allows employees to learn on their terms.

##### 5. Optimize Training Duration and Scheduling

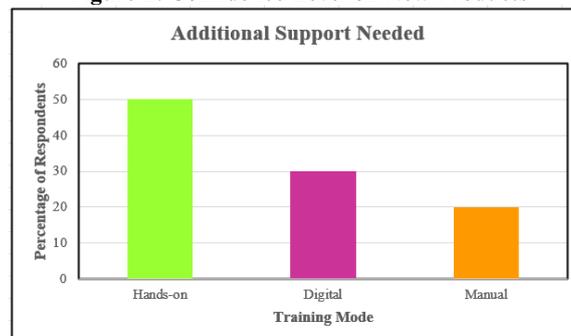
A phased training method must be established and coordinated with the product launch pauses. Before launching any new product, it is essential to ensure that product knowledge is adequate to avoid emergency learning breaks.



**Figure-1. Training Methods Demands By Employees**



**Figure-2. Confidence Level on New Products**



**Figure-3. Additional Support For Demanding**

These findings and Suggestions offer a clear picture of training efficiency improvement, which enhances readiness for the new product launch. There are three picture demonstrations from the questionnaire findings. The first is Preferred Training Methods. The pie chart displays the percentage of respondents who prefer varied training methods. Confidence level in selling the new product - The bar chart presented the respondents' concerns regarding the latest product sales. Additional Support Needed - According to the respondents, this bar chart illustrates the need for additional support. Here is another picture demonstration based on the questionnaire data. They preferred effective training Methods.

Figure 1 illustrates the training methods most sought after by the participants—confidence level in selling new products. Figure-2 presents the respondents' confidence level in new product sales. Additional support is needed: Figure 3 indicates the additional support demanded by the respondents. Jane selected the vendor by comparing three shortlisted companies based on the results generated by the PMI tool, as shown in Table 1. According to the employee's feedback, the PMI tool evaluates the efficiency of each company using various metrics, and results are displayed.

**Table-1 Vendor selection**

Parameters	EasyLearn	NavGat	Tvameva
<b>Experience in this work</b>	No Experience	Banking Industry	Banking Industry
<b>Quality of management</b>	Directors came with IT experience	Directors came with IT experience and worked in the BFSI segment	Directors have worked in MNC banks and have hands-on experience in business and support functions
<b>Size of the Company</b>	Midsize with 100 resources	Midsize with 50 resources	Small, with 20 resources
<b>Years of experience</b>	10 years	9 years	12 years
<b>Quality of resources</b>	Suitable for digital learning	Mixed	Ex-bankers who are willing to bring on board an SME if required
<b>References</b>	Good references	Good references	Good references
<b>Pricing</b>	Ref table	Ref Table	Ref Table
<b>Interview</b>	Energetic and a bit nervous as it's a new domain	Comfortable with the new product Understand the banking part of the same	Comfortable with the new product Able to relate to all the employee profiles.
<b>Creative Ideas</b>	Gamification Create competition amongst employees across Zones and within Zones	Competition Continuous follow up App-based follow-up	Video-based learning, Suggested post-program follow-up to ensure application of learnings during the programs Follow up with the digital platform. A large-scale programme can be released for a large number of participants. Use Business supervisors to coach
<b>Ease of implementation</b>	Suggesting self-learning platform for faster and ease of implementation	Simple Just one prog	Simple Step wise curriculum Willing to do TTT and hand over the baton to us
<b>What the References said</b>	<b>Plus</b> – Very user-friendly digital learning modules <b>Minus</b> – Timing <b>Interesting</b> – it would be nice to check self-learning for this project.	<b>Plus</b> – Relevant content and good set of trainers <b>Minus</b> – All trainers are not of high quality <b>Interesting</b> – to see if they can handle a project like this	<b>Plus</b> – Total customisation, flexible, new ways of doing. <b>Minus</b> – Timing <b>Interesting</b> – to see their idea of using the video as a teaching piece and using the SME to do application exercises

Table 2 illustrates the commercial quoted by the three shortlisted companies in terms of the design and delivery of their products.

**Table-2 Commercials**

Elements	EasyLearn	NavGat	Tvameva
Design	10000 per module	9000 per module	10000 per module
Delivery	30000 per day	40000 per day	45000 per day
Digital	20000 per min	18000 per min	15000 per min
Video	NA	NA	8000 per 2 min video

Based on the analysis result of the PMI tool, the HR head can select the right vendor, who provides flexible, interactive, and post-training supports. The result indicates the need for an AI-assisted telecom system and gamified learning modules. Although the questionnaire-based analysis results are obtained using the PMI tool, HR can ensure the efficiency of the selected vendor on improving overall product outcome, applicability, and engagement through training.

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