

# In-house training: Valeo's drive towards the e-learning highway

## IN BRIEF



### Key objectives

In a fiercely competitive environment, and in the face of a highly decentralised organisation, to reinforce the consistency of management practices in every activity within the group, and to optimise the cost and efficiency of management training.

### Valeo

Valeo is an independent industrial group focused on the design, production and sale of components, systems and modules for cars and trucks, both on the original equipment market and the aftermarket.

Ranked among the world's top automotive suppliers and equipping all major vehicle manufacturers, Valeo is present in 26 countries. The Group employs 67,300 people of 70 different nationalities at 129 production sites, 65 research and development centres, and 9 distribution hubs.



► To address the challenges of an increasingly demanding market, Valeo invested in distance learning. The car components manufacturer thereby reinforced the effectiveness of its management teams while optimising its investment in training.

**A**s one of the world's top car component manufacturers, Valeo supplies all major vehicle companies. But the ever-demanding market constantly requires better quality products at a lower price. Aware of the management impact on its overall performance and on its strategy deployment, the Group has decided to shift gears and increase power to its management training.

### The Valeo Campus Man@gement - a training portal

Driving a more corporate approach in its management standards and general training practices, Valeo needed to provide a more comprehensive offer - one that addressed both the corporate issues and the specific objectives of every entity.

The Group wanted to provide a common access point to help spread this corporate culture while increasing managerial efficiency. All of this had to be accomplished while optimising the Group's investment in training, in terms of costs, impact and flexibility.

In 2002, Valeo responded to these criteria by launching the Valeo Man@gement Campus training portal for managers and engineers. This virtual university provided turnkey, off-the-shelf content on management, office automation and language skills, and designed customised products at the same time.

### 4 ways to develop skills

Crossknowledge took on the job of developing the management portal, the engine of the Valeo Man@gement Campus system. It is a site in its own right, completely in keeping with the graphic standards of the group. The portal provides convenient access to over 260 essential training courses available in five languages covering team management and personal skills development.

For the sake of maximum flexibility and to individualise the training, these modules are available to managers and engineers as and when they need them. Moreover, specific programs were developed and linked to the competencies that are key to Valeo.

## TESTIMONIAL

*“Senior management was convinced by the economic argument for generic training... It also identified the strategic value of e-training very quickly.”*

Olivier Thomassin,  
Valeo Training Director

The managers and engineers remain completely free in the way they use the e-learning tool to meet their individual needs.

The regular deployment of themed email campaigns constantly aligns the direction of users of the portal with topical corporate or specific entity issues. For example, in 2005, a major e-learning campaign on “time management” was launched and followed by 1,500 managers. Such practical topics are specifically chosen to further encourage consistent use of the site.

CrossKnowledge continues to help Valeo improve the training system, mixing distance learning with traditional seminars, and with more than five strategic seminars «blended» and introduced throughout the Group, further reinforcing their effectiveness.

### Engineering & leading

Through their specific recommendations, the local Human Resources departments continually add value to the training courses, with HR coordinators regularly reviewing the training offers, and in so doing reinforce the

benefits and the effectiveness of the whole training system.

### Beyond Objectives

Valeo is headed towards victory. The goal for 2004 to 2005 was to double the number of users to 5,000.

That was significantly exceeded - with over 5,640 users consulting over 16,500 modules.

On the basis of these achievements, Valeo renewed its commitment to CrossKnowledge until 2008. ●●●

