

CASE STUDY: ESSILOR BRAZIL

A Corporate Learning Transformed with Simulation-Based Training

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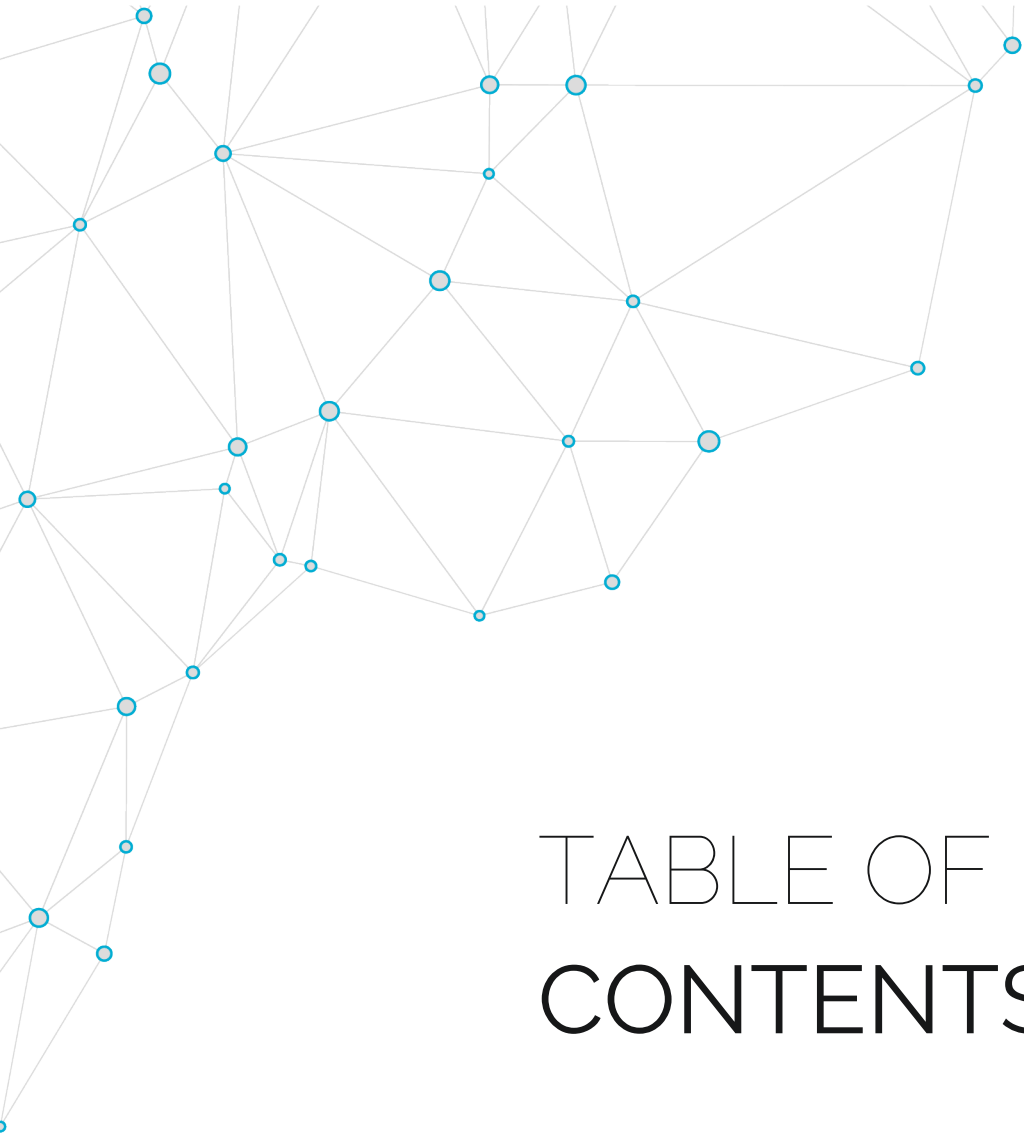


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AN INTRODUCTION

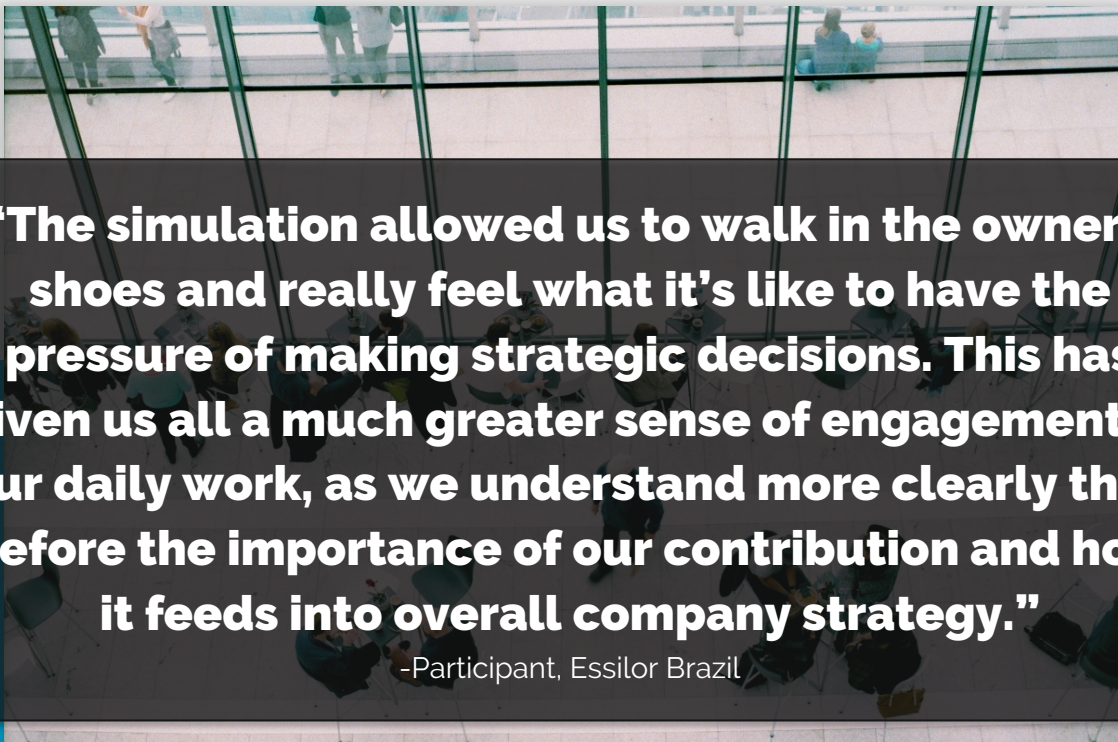
HFX Training partnered with Essilor Brazil to provide online, distance learning management training to 150 employees across 10 offices. The simulation-based training solution was designed to improve strategic management & decision-making skills of top and middle management and increase cross-functional understanding between teams and departments.



ABOUT THE CLIENT

Essilor Brazil | Sao Paulo, BR

Essilor Brazil is the Latin American affiliate of The Essilor Group, a CAC 40 company that designs, manufactures, and distributes ophthalmic lenses and equipment for eye care professionals. A true multinational player, Essilor distributes its products in more than 100 countries, with 64,000 employees across 69 countries.



“The simulation allowed us to walk in the owners’ shoes and really feel what it’s like to have the pressure of making strategic decisions. This has given us all a much greater sense of engagement in our daily work, as we understand more clearly than before the importance of our contribution and how it feeds into overall company strategy.”

-Participant, Essilor Brazil

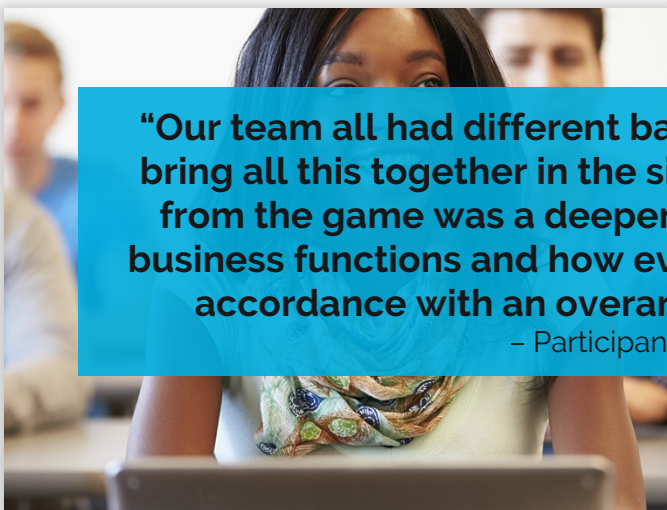
PROJECT

GOALS & SCOPE

Deliver high-quality, result-focused management training programs that help integrate and align new management teams with the Essilor parent company through simulation-based training.

Key Aims

1. Provide an engaging, hands-on training experience for top and middle management team members at Essilor Group & local subsidiary in Brazil
2. Improve participants' knowledge and understanding of the business planning, decision-making, and execution cycle in a competitive and dynamic environment
3. Train participants to recognize, understand, and appreciate the different roles performed by other departments outside of their own, and how final outcomes and results depend on effective teamwork and alignment across different business functions



"Our team all had different backgrounds, but we managed to bring all this together in the simulation. My biggest takeaway from the game was a deepened understanding of different business functions and how everything needs to be decided in accordance with an overarching commercial strategy."

– Participant, Essilor Brazil



Project Scope

- Project Sponsor: Essilor Brazil's Human Resources & Finance Director, Paulo Melloni
- 150 participants spread across 10 offices – divided into 30 teams of 5
- Flexible scheduling required: Distance learning approach to reduce logistic and travel related expenses
- 10-week duration, with the expectation that each team would spend 3-4 hours working together per week

While the HFX Training team offers pre-recorded video classes, a live instructor was chosen to facilitate the activity. These classes were recorded live at HFX Training's offices and streamed using Essilor's communication infrastructure.



“Without a doubt – and I have worked here for 5 years – this is the best training I have ever done. Those teams that really threw themselves into the game and took it seriously, had a really enriching experience.”

– Participant, Essilor Brazil

PROJECT SPONSOR FEEDBACK

PAULO MELLONI, CFO

High Engagement & 'Learning by Doing'

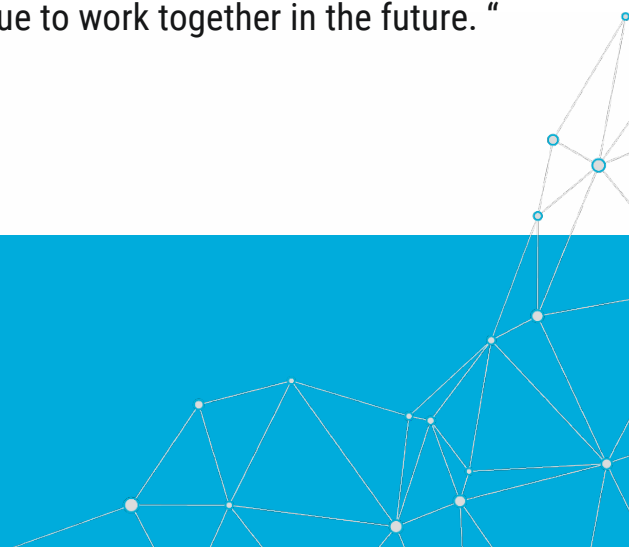
"I think the beauty of business games like this is that the participants 'learn by doing,' especially as they are working in teams and seeing the direct impact of the decisions they make. It is so much better than the typical teaching methods, where you just sit in a class taking notes from a teacher, staring at slides."

Reduced Costs, Bigger ROI

"Because The Strategy Game can be accessed through an online portal, we could involve many more of our workforce than we had originally budgeted for. As a result, the benefits of participating – namely thinking strategically and understanding the strategic importance of your daily role – was spread to more people in the company."

Expectations Exceeded

"I can say with confidence that we exceeded our goals with this training exercise, particularly in relation to the number of participants and their level of engagement. The game wouldn't have happened without the support of HR and the corporate communications team. The participants loved it. I know that our partnership with HFX Training team can dramatically exceed initial expectations and I hope that we continue to work together in the future. "



PARTICIPANT FEEDBACK

Acumen

“What happens if we change this number here? What improvements might occur if we fractionally change this number? I was concerned that increasing employee benefits would negatively impact our bottom line in the game, but we saw it had the opposite effect: a happy workforce improved product appeal because happy employees work better. We understand this link now and can see how it works in real life in our own company.”

Data Analysis

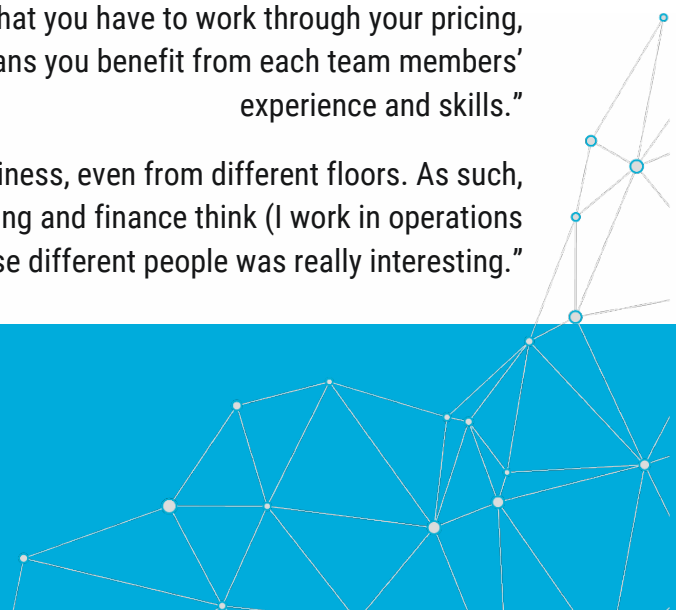
“There was so much information that needed to be processed that you couldn’t make decisions on hunches or instincts – we had to develop our own financial models in order to create sales, profit, & cashflow forecasts. Even the seemingly simplest decisions required deep study and needed to be worked through in a spreadsheet-based model and discussed in the team. Only then would we make the final decision.”

“The best round of the game for me was round 6 (only 2 rounds before the end of the game), where we made our biggest mistake. We priced our products too high, sales took a nose-dive, and we had to take out revolving credit to the tune of \$1 million. As a result, we had to fire workers, take out long-term debt, and really reset to clock so-to-speak. This was a tough thing to do so late in the game. But that said, it was such a powerful learning experience – better to do that in a simulation than in real life!”

Teamwork & Cross-functional Understanding

“I thought the best thing about the game was the fact that you have to work through your pricing, volume, etc. decisions with your teammates, which means you benefit from each team members’ experience and skills.”

“Everyone in my team was from different areas of the business, even from different floors. As such, by working together I got to see how the guys from marketing and finance think (I work in operations management). Bringing together all these different people was really interesting.”



GET STARTED

If you would like more information on simulation-based learning and our solutions, contact us today at info@hfxtraining.com.

To request a demo of our flagship simulation, The Strategy Game, which is featured in this case study, visit our website at www.hfxtraining.com/request-a-demo.

ABOUT HFX

With over 40 years' experience designing and implementing training solutions, we know what works - in the classroom and the boardroom. We curate, design, and deliver customized simulation-based training for schools, universities, and businesses around the world. Visit us at www.hfxtraining.com.

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