

# WIPRO

## CREATING VALUE FOR CUSTOMERS THROUGH A COLLABORATIVE BLENDED PROGRAM

### PROGRAM STATS

**Audience level:** 600 leaders at the senior manager level

**Products used:** *Case in Point*, Faculty Seminar Series, Simulations, *Harvard Business Review* Articles, Cases

**Industry:** Information technology services

### CHALLENGE

Wipro needed to ignite innovation and intrapreneurship in its senior managers and ensure that they were creating value for their customers.

### SOLUTION

Wipro partnered with Harvard Business Publishing to create the ACE blended program for senior managers.

### RESULTS

Increased customer satisfaction and greater personal engagement, growth, and productivity among senior managers.



**Rapid business growth required Wipro to groom senior managers to ensure consistent delivery and synergies between various vertical and horizontal teams working for their clients. Wipro was keen to foster a culture where collaboration, innovation, and intrapreneurial thought would lead managers to think strategically and create value for customers.**

**WIPRO IS THE LEADING PROVIDER OF** integrated business, technology, and process solutions on a global delivery platform. Wipro is the first CMMI Level 5 certified software services company and the first outside the USA to receive the IEEE Software Process Award. The company operates more than 55 “Centers of Excellence” that create customized solutions for various domains. Wipro Technologies is a part of USD 5 billion Wipro Limited (NYSE:WIT) with a market capitalization of USD 24 billion.

### BUSINESS CHALLENGE

The company needed to ensure that its senior managers were creating value for their customers. Wipro needed to ignite the seeds of innovation and intrapreneurship in its leaders.

### SOLUTION SNAPSHOT

Wipro partnered with Harvard Business Publishing to create the ACE blended program for senior managers. The ACE program employs the “RAPID” methodology. The RAPID methodology represents: “R” – the Reflect phase; “API” – the Acquire, Practice & Imbibe phase; and “D” – the Demonstrate phase.

The ACE program is a nine-day program containing the following components:

- Assessment tools for participants to understand themselves better
- Instructor-led sessions based on Harvard Business Publishing’s participant-centered learning methodology
- Business case studies and simulations

Consultants from Harvard Business Publishing worked closely with Wipro’s Talent Transformation ACE team to identify the most relevant Harvard Business Publishing content to be used in each module. Through a detailed content mapping exercise, the project team identified online learning programs, *Case in Point*, Faculty Seminar Series, *Stepping Up to Management*, Simulations, *Harvard Business Review* articles, Harvard Business School cases, and Train the Trainer services to be used for the program. Harvard Business Publishing helped Wipro to create an instructor-led program for the following modules:

- Impression Management
- Leveraging Networking
- Customer Value Creation
- Fostering Synergy
- Thinking Like an Entrepreneur

## PARTNERING WITH US

“ACE has been one of the successful initiatives at Wipro. The success of this program has come from the approach of combining world-class content from Harvard Business Publishing and contextualization by the Wipro Talent Transformation team. The occasional changes in the content to make it more relevant to the changing times and have helped it continue to be one of the successful programs at Wipro.”

—Yogesh Agiwal, General Manager-Talent Transformation, Wipro

“It has been a great nine-week journey, starting from reflecting on my capabilities to learning how to collaborate in a matrix organization to creating value for our customers. The presentation day also helped me apply my learning.”

—Wipro ACE participant



Harvard Business Publishing then conducted a Train the Trainer session for Wipro’s facilitators so that they could conduct the classroom sessions using Harvard Business Publishing’s content.

During the first two years, Wipro has trained 600 people in cohorts of 25 each.

## RESULTS

- **Customer Retention:** Customer satisfaction ratings of managers who have completed the program have increased.
- **Engagement:** Managers have seen personal growth, moving into roles that require additional responsibilities.
- **Productivity:** Most participants have also felt an increase in personal productivity and effectiveness after completing the program.

## LEARN MORE

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