



THE  
DUKE MBA  
CONSULTING CLUB

## **Case #14**

**Company:** Deloitte

**Topic:** Human Capital

**Industry:** Generic

### **About the Case**

*This is a Human Capital Case and thus contains an approach much different from the usual “Strategy” case. However the candidate should not abandon the use of a framework. Here the focus isn’t so much on the bottom line as it is on the approach needed to manage the proposed changes in the organization. The case should be carried out in a conversational format with hints and clues to push the candidate along.*

### **Defining the Problem**

Your client is faced with dramatic changes in the industry. As it adjusts its strategy, reacts to changes and anticipates future changes, it is concerned about its ability to keep its employees prepared for the challenges they will face. The client is also concerned about its traditional approach to learning and development and has questions about the return on investment of its programs.

Your team was retained to help assess the effectiveness of the organizations learning center, develop a go forward learning strategy, and to select and implement an “appropriate” enterprise learning management system (LMS) solution that will allow the client’s learning center to successfully execute its learning strategy while simplifying its operational processes and allowing it to scale for future growth.

**Prompt #1**

*What approach would you take to assessing the client's current learning capabilities and developing the go forward strategy? What issues would you consider regarding the selection and implementation of the Learning Management System?*

Answer

- Review current learning activities - balance of instructor-led training, e-Learning, and other learning methods
- Degree of learning assessment used (Reaction, Learning, Transfer, Results)
- Meet with leadership to determine requirements of new strategy
- Review individual learning plans
- Skill gap analysis
- Assess ability of existing programs to address needs, identify needs for additional learning programs

Specific system selection and implementation components candidate may consider:

- Integration with HRIS system
- Data migration, system configuration, and interface development
- Self-service registration
- Degree of network vs. remote access
- Scalability

**Author's Commentary/Notes**

*The candidate should touch on the major points in order to consider the interview a success.*