



MEASURING THE IMPACT:

Merging Business English Learning and Working

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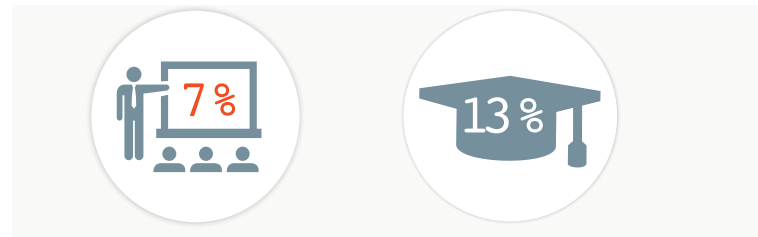
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EXECUTIVE SUMMARY

It's no longer news that globalization has introduced tremendous opportunities as well as challenges for organizations large and small around the world. The connected economy requires a connected workforce, and to facilitate the flow of communications across geographies, divisions, suppliers, partners and customers, the global economy has adopted English as the de facto language of business. To wit, 92% of global employees report that English is important for their current job as well as for their career advancement.

Despite this obvious need, companies around the world find themselves ill-prepared. Only 7% of global workers feel their English is good enough to do their jobs, and only 13% of university graduates in emerging countries are hireable in multinational companies due to their poor English skills.



Organizations are scrambling to address this problem but, unfortunately, many of them are weighed down by legacy classroom training programs that are not cost-effective and do not provide the immediate, practical application of new learning in the workplace—where it counts. In contrast, GlobalEnglish offers Business English solutions based on the 70:20:10 framework—the notion that 70% of learning comes through experiential, on-the-job learning, 20% through social connections such as working with others, and 10% through structured courses and programs.

70% On-the-Job Experience 

20% Informal Learning 

10% Formal Learning 

To better understand the impact of its Product Suite, GlobalEnglish partnered with KnowledgeAdvisors to gather highly valuable insights from subscribers. Some key findings were:

The skills were applicable within a short period of time

- **98%** of subscribers reported that they will be able to apply learned skills to their job
- **66%** of those with English needs were able to apply learning within one month

Consistent usage pays off

- **81%** of those who used the solution for **more than 30 minutes** per week applied learned skills to their job

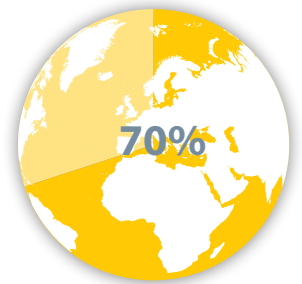
All aspects of business communications were impacted

- **70%** of subscribers improved their ability with emails
- **67%** of subscribers improved their telephone/conference calls in English
- **69%** of subscribers improved their ability to participate in meetings in English

It is clear that the borderless world demands a much more strategic approach to business communication; GlobalEnglish's method of merging learning with working makes a substantial and measurable impact both for employees individual performance and for companies' bottom lines.

THE GLOBAL COMMUNICATIONS CHALLENGE

There is no doubt that the world is getting “flatter.” Globalization has reduced the friction in the flow of information, capital and resources among countries around the world. Even otherwise small or tightly focused businesses have the opportunity to be global, and that’s fueled an unprecedented rise in new markets. *The Economist* reports that multinationals believe that during this decade **more than 70% of corporate growth will be in emerging markets.**¹



The implications of this “frictionless” globalization on the labor market are profound. Given the free flow of information across borders, **effective communication has vaulted to the top of the list of the most-valued 21st-century skills**; McKinsey reports that “interaction-based” jobs make up the fastest-growing segment of the global economy.²

While the opportunities for organizations are great, the challenges can be daunting, in part because the very nature of work has changed: It has become virtual across time zones and locations, uses multiple access points and devices, and is enhanced by the transparency, immediacy and interconnectedness of social media and applications. Yet at the same time, it likely involves people who all have different native tongues. The CEO of a large UK insurance firm captured the concept very simply: “We have a much more connected economy, so we need a much more connected workforce.”

Technology can solve problems of time and place (and cost) in communications, but it does not in and of itself address the heterogeneity of cultures and languages of the people who need to communicate. **As the global economy has evolved, the only way to address the diversity of languages has been to adopt a standard—English.**

English is now the undisputed de facto language of business and is required for competitiveness—on the part of both employees and enterprises. Research by GlobalEnglish confirms that **92% of global employees report that English is important for their job** (as well as for advancement and their personal career),³ and it’s a critical factor for companies’ bottom lines. Research from Towers Watson showed that companies that are **highly effective communicators had a 47% higher total return to shareholders** over a five-year period compared to those who weren’t effective.⁴



Yet, despite this obvious need, companies around the world find themselves ill-prepared. The same GlobalEnglish research found that **only 7% of global workers feel their English is good enough to do their job.** And other research demonstrates that this problem starts long before people join the workforce—McKinsey research discovered that **only 13% of university graduates in emerging countries are hireable** at multinational companies due to their poor English skills.⁵

ADDRESSING THE CHALLENGE

Many enterprises are seeing this gap and clearly realize they need to address it—at all levels of the organization and in all functions and geographies. And the research illustrates the benefits of closing this communications gap.

Organizations with a strategic approach to enabling effective, global communications are:

- (a) 16 times more likely to be a relative high performer at controlling costs
- (b) 28 times more likely to be better than the rest at customer satisfaction
- (c) 86 times more likely to reach the market faster than the competition.⁶

That's a serious impact!

Ironically, many companies are trying to address this uniquely 21st-century problem with a 20th-century solution: on-premises classroom training. These legacy training solutions aren't cost-effective or effectual given the magnitude of learning loss in such static and out-of-context environments. Traditional classroom training more often than not doesn't allow for immediate, practical application of new learning and could create more problems than it solves. Companies may ask employees to spend months in a classroom learning Business English, taking substantial time away from work as well as costing more money for the company.

Charles Jennings, former CLO of Thomson Reuters, popularized the notion of the "70:20:10 framework." It recognizes that an individual's learning takes place in three ways (in this descending order of impact): through experience, through social connections such as working with others, and through structured courses and programs. In this view, 70% of learning comes through experiential, on-the-job learning with an immediate connection between coursework and on-the-job applicability. This approach reinforces skills and increases engagement because of its immediate applicability. According to Mr. Jennings, "The 70:20:10 model provides an excellent framework for any training or L&D department to reinvent itself to meet 21st-century organizational needs."

A Modern Approach to Business Learning

Progressive learning experts recommend a 70:20:10 approach that emphasizes on-the-job learning.

70% on-the-job learning

20% informal learning

10% formal learning



THE GLOBALENGLISH IMPACT

GlobalEnglish has always believed that one must merge the “learning” with “work” based on this 70:20:10 framework. Particularly when learning Business English, the professional must see his/her learning in the context of doing work, e.g., writing an email, delivering a presentation or participating in a meeting.

In order to better understand the impact of GlobalEnglish on both key skills and business performance related to Business English, the company partnered with KnowledgeAdvisors to gather highly valuable insights from a global audience about its products from the learner’s perspective. There were a number of key findings from subscribers of GlobalEnglish solutions.

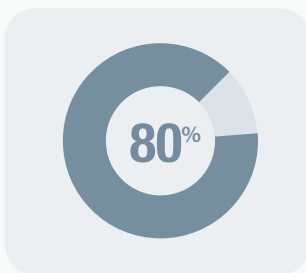


KEY FINDING #1

There Are Three Critical Requirements: Applicability and Relevance, Performance Improvement, and Timeliness.

In order for Business English learning solutions to have an impact, they must:

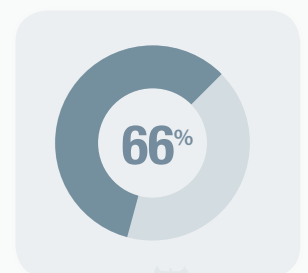
- (a) be applicable and relevant to the employee’s job
- (b) create measurable and material improvement in job performance
- (c) impart learning that can be applied in a relatively short period of time



On the first dimension, 78% of GlobalEnglish subscribers reported that they have been able to apply skills they learned to their job, and 98% of them expected that they will be able to apply such skills. With respect to job performance, 65% of subscribers reported job performance improvement, and **80% of subscribers stated that GlobalEnglish has been a worthwhile investment for their career.**

It’s clear from survey responses that applicability and performance reinforce each other—the immediate applicability facilitates greater retention of learning, leading to improved performance, which in turn increases employee engagement and confidence. This engagement and confidence increases retention and further improves employee and company performance (according to Towers Perrin, engaged employees collectively increase operating income by 19% and earnings per share by 28% a year).⁷

The last dimension is timeliness—of those surveyed whose work requires English at least 30% of their working hours, 66% applied learning to their job within one month of using GlobalEnglish. **Given how little time companies generally allow for training, this demonstrates that the right solution can have an immediate and measurable impact.**



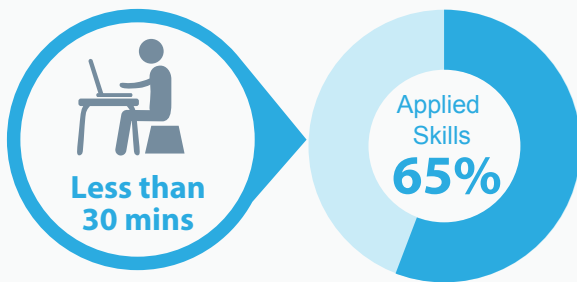


KEY FINDING #2

Subscribers Stay with GlobalEnglish, and That Pays Off

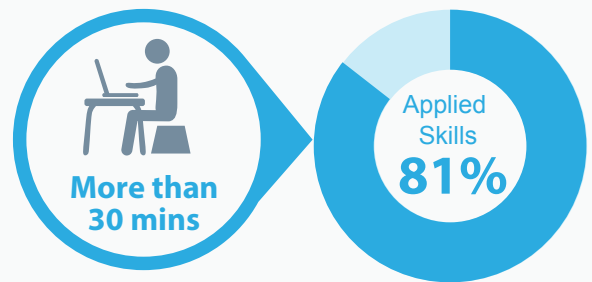
Research by Bersin & Associates⁸ demonstrates the value of continuous learning. Fortunately, the engaging and relevant nature of the GlobalEnglish platform promotes consistency in subscribers' use over time. And as one would expect, the research also showed that both more frequent use as well as consistent use over time yielded better results:

Frequency



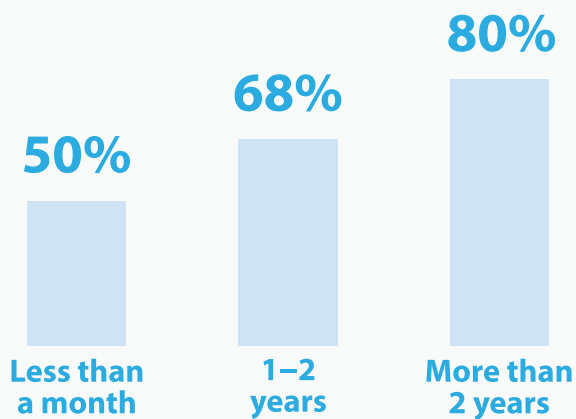
Sixty-five percent of those who used the solution less than 30 minutes per week applied skills learned to their job

VS.

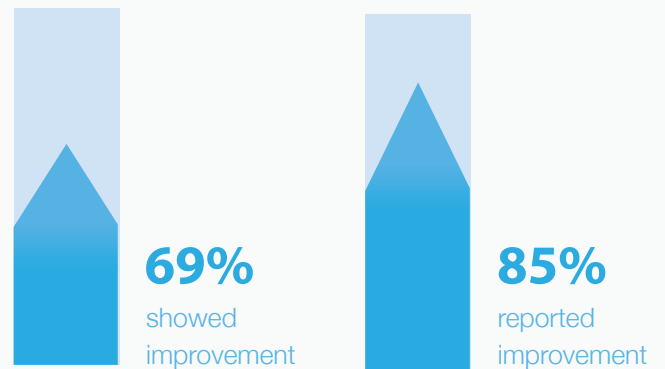


Eighty-one percent of those who used the solution for more than 30 minutes per week.

Longevity



Fifty percent of subscribers using the solution for less than one month showed improvement, whereas 68% of those using it for one to two years showed improvement as did 80% of those using it for more than two years.



Sixty-nine percent of email users who used GlobalEnglish for less than three months reported improvement in email writing, while 85% of those who used it for more than six months reported improvement.



KEY FINDING #3

All Aspects of Business Communication Are Improved



70%

increased understanding
of business emails

GlobalEnglish subscribers saw impact in their ability to write, speak and collaborate with their colleagues. Seventy percent of subscribers reported improvement in understanding business emails in a very short period of time. Although basic knowledge of English may suffice for simple or personal notes, one subscriber noted that **“GlobalEnglish has helped me to type business emails in a more professional manner.”**



71%

reported improvement
in telephone calls

After at least three months of using GlobalEnglish for at least 30 minutes per week, 71% of subscribers who use the telephone as part of their job reported improvement in having telephone/conference calls in English, and 69% reported improvement in using English in discussions. Subscribers gained confidence and the ability to engage on a level they had been heretofore unable to do. Another subscriber remarked: **“I never participated in conference calls due to my poor vocabulary. Now I can drive meetings in a room or by phone call.”**



72%

reported improvement
in meeting participation

These improved written and oral skills naturally lead to stronger collaboration with colleagues. After at least three months of using GlobalEnglish for at least 30 minutes per week, 72% of subscribers who go to meetings as part of their job reported improvement in the ability to participate in meetings in English. One employee talked about how they can now take a leadership position in such meetings: **“During a U.S. trip, I felt more confident speaking and understanding what was occurring around me, and during a training course it was easier to be part of the work group.”**



KEY FINDING #4

Return on Investment Is Significant for Both the Employee and the Enterprise

EMPLOYEES



80%

of subscribers say it's a worthwhile investment

Both individuals and enterprises reported significant and immediate value that cuts across all departments, functions and geographies—clearly, the ability to effectively communicate boosts every aspect of business. Eighty percent of subscribers reported that GlobalEnglish has been a worthwhile investment for both the company and the employee. Many subscribers cited the flexibility of the program, its practical applicability to business and the confidence it provides.

ENTERPRISE



44%

increase in sales

45%

increase in customer satisfaction

As many non-native English speakers must use English more and more in their daily business activities, the level of self-confidence each employee has is a key element to not only their high performance but also to their ability to be leaders within their company, now and in the future. This increased performance and quality of work naturally leads to better business outcomes. Subscribers reported that, on average, they have been able to increase customer satisfaction by 45% and increase sales by 44%.

Along with the efficiency gained, these types of improvements drive bottom-line business success in terms of lifetime customer value, total revenue and profits.

USIMINAS

Usiminas is the largest flat steel producer in Latin America. It replaced its limited and expensive classroom training approach with GlobalEnglish Edge, and in doing so was able to extend learning to more employees (reaching more than triple the number of learners). Ninety-three percent of employees stated that GlobalEnglish was relevant for their job and 90% reported that GlobalEnglish has helped them improve their English communication at work. Usiminas has since expanded the offering to its employees on the go with LinGo Pro.

SUCCESS STORIES

Capgemini

CONSULTING. TECHNOLOGY. OUTSOURCING

Capgemini Italy has 2,400 employees in 13 locations as part of a global IT services company. Despite the company's requirements for English proficiency, a majority of employees were rated at only intermediate levels of English. The company took a two-pronged approach: GlobalEnglish Coach for high-level managers, with GlobalEnglish Edge, Bloom and LinGo for the larger organization. The results were impressive: It experienced an annual net savings of more than \$1.1 million over the course of the program with an average productivity gain of 1.8 hours per week per subscriber. Ninety-two percent of subscribers remain active on the platform, and the overall average skill improvement has been at least one level per year.

CSC is a global leader in providing technology-enabled solutions and services. CSC acquired a Vietnamese consulting group, but these new employees were having trouble communicating effectively across their global organization and customer base. The company had an expensive and inconsistent multivendor approach with an emphasis on classroom training, and its decision to deploy GlobalEnglish Edge to more than 20% of its workforce returned the results it needed to see: Ninety-four percent of participants reported significant improvements in listening skills, 87% in reading skills, and 76% in speaking and writing skills. In terms of specific business tasks, 85% reported improvements in producing and understanding business emails, and 80% said their ability to participate in meetings has improved. All the while, the company experienced a 30% reduction in annual program costs, and the success in Vietnam prompted a global launch of the GlobalEnglish service to CSC employees in 20 countries.

CONCLUSIONS

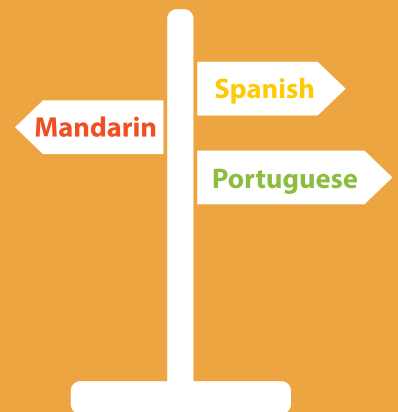
The interconnectedness and mobility of the borderless world demand a much more strategic approach to business communication. GlobalEnglish's method of merging learning with working produces a substantial and measurable impact across multiple dimensions.

The solution improves performance that is relevant for the job and one's career, and does it quickly. Subscribers remain committed to the solution, and the benefits accumulate over time as performance and job function continually improve. These gains happen in all areas of communication, including written and oral communication as well as the ability to collaborate and actively participate in meetings. These improvements result in significant ROI for both for the company and individuals.



METHODOLOGY

KnowledgeAdvisors used a Web-based survey for a training evaluation distributed to a large representative sample of GlobalEnglish subscribers, and the results were compared to normative benchmarks. In addition, interviews were conducted in English and in the subscribers' native languages with individuals across the spectrum of responses. The survey was fielded in June 2013, with 2,386 survey responses (representing a 16.7% response rate). Respondents were distributed across functions and levels, with 20% in customer-facing roles. Although the respondents were global, the largest subgroups were native speakers of Mandarin, Spanish and Portuguese—representative of the three languages (other than English) most commonly spoken by GlobalEnglish subscribers. Seventy-one percent of respondents have been subscribers of GlobalEnglish solutions for less than a year.



ABOUT GLOBALENGLISH

GlobalEnglish offers Business English solutions designed to improve the communication and collaboration that drive high performance in a global economy. Without Business English proficiency, global teams are unable to operate successfully across borders, and efficiency and profitability suffer.

GlobalEnglish offers an on-demand suite of Business English solutions specifically designed to produce immediate productivity and performance gains. In blending the latest technology innovations with research on how adults effectively acquire language, GlobalEnglish provides a comprehensive solution: formal and informal Business English learning, instant on-the-job support for business tasks in English, enterprise collaboration, mobile productivity, adaptive Business English assessments, and the ability to measure usage and proficiency improvements across the company.

GlobalEnglish experts located throughout the world help companies maximize the value of their investment through custom analysis and recommendations, coordinated program deployment, and ongoing support in 15 languages. Headquartered in Brisbane, California, GlobalEnglish has partnered with more than 500 of the world's leading corporations and enterprises, including BNP Paribas, Capgemini, Deloitte, GlaxoSmithKline, Hilton, John Deere, Procter & Gamble and Unisys.

GlobalEnglish is accredited by the Learning & Performance Institute, which demonstrates the company's high standards of service delivery, its strong commitment to the global community and its record of excellence in partnering with organizations that need to advance their language proficiency.

GlobalEnglish is owned by Pearson, the world's leading learning company. GlobalEnglish products and solutions are available in India through Pearson TalentLens, the corporate assessment arm of Pearson. Learn more at www.talentlens.in/globalenglish/

ABOUT KNOWLEDGEADVISORS

For organizations that utilize learning and development to drive business outcomes, KnowledgeAdvisors offers learning measurement software that improves the effectiveness and business impact of learning. Unlike the standard reporting and dashboard features included in most learning and talent management software, KnowledgeAdvisors combines data from multiple enterprise systems with information collected through evaluations and assessments to paint a complete picture of learning and business performance.

For more about KnowledgeAdvisors, visit www.knowledgeadvisors.com.





ABOUT PEARSON TALENTLENS

Pearson TalentLens develops and delivers scientific assessments for employee selection, development, retention and succession planning. With more than 85 years of experience in the employee assessment field, Pearson offers exceptionally reliable and well-researched products such as the Watson-Glaser Critical Thinking Appraisal, Raven's Progressive Matrices, and the Golden Personality Type Profiler. Its clients include half of the Fortune 500, expanding small businesses, and all organizations that make identifying talent and unlocking employee potential a top priority.

Contact Pearson TalentLens at info@talentlens.in or 080 4215 3439. Learn more about Pearson TalentLens at www.talentlens.in

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