

***Digital Transformation in a
Learning Organization Context
A Case Study of a Telco Company***

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Summary

- Personal presentation - Arnaldo Santos
- Case study of Learning Organization for a Telco Company

Personal Presentation

Arnaldo Santos

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Context

Problem

Context

Telco Company

- **TELCO** is a large Portuguese company.
- **TELCO** employed more than 20,000 people (12,000 internal staff + 8,000 external service providers) and served more than 65 million customers across various business areas around the world, particularly in Europe, Africa, and South America (in 2010).

Context

Telco Company

- Its area of activity covers various fields such as ***'fixed and mobile communications, multimedia, information systems, research and development, satellite communications and international investments'***.
- Its mission is to ***"provide telecommunications and multimedia services of recognized value to customers, through continuous technological updating, qualified and motivated human peoples"***.

Context

Telco Company

- To this end, **TELCO** invests in **training its employees in innovative contexts to improve their qualifications and skills.**

Problem

Telco in 2008

- There was no culture of knowledge sharing
- Training was only available in person (presential)
- There was significant resistance to change
- With high training costs
- And with constant technological updates

Corporate Learning is becoming more **than just employee development**.

It's a critical business strategy that helps organizations stay **competitive** and improve their **employees' experiences**.

This **case study** identifies the need of **TELCO**, concerning:

- Greater adaptability to change, with innovation and resilience
- Enhanced employee engagement and retention
- Better decision-making and problem-solving
- Communication and sustainable competitive advantage



Concept

Components

Learning and Knowledge Management

A **Learning Organization** is an organization that can (David Garvin):

- create, acquire, interpret, transfer and retain knowledge
- modify its behavior, for business and competitiveness reasons, and reflect the new knowledge in its context.

Learning Organizations are organizations in which people (Peter Senge):

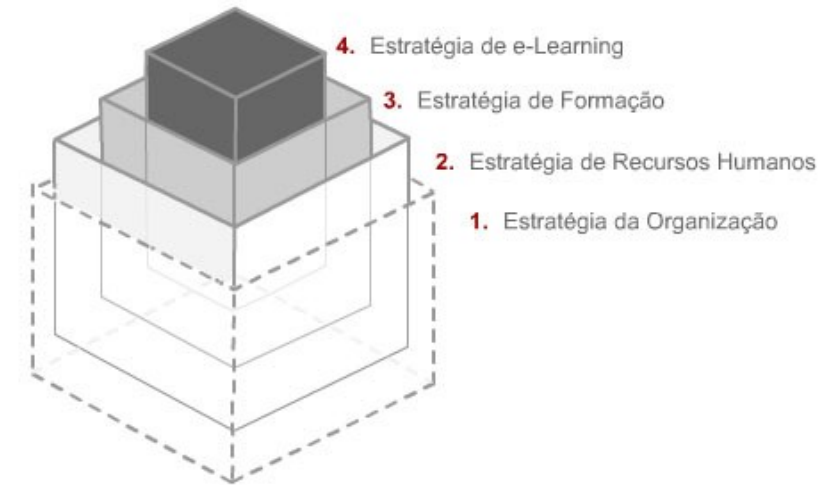
- continually expand their capacity to create the results they really want
- where new and comprehensive patterns of thinking are encouraged
- And, where people continually learn how to learn together



Learning and Knowledge in Organizations

For the implementation and development of Learning Strategies, organizations need:

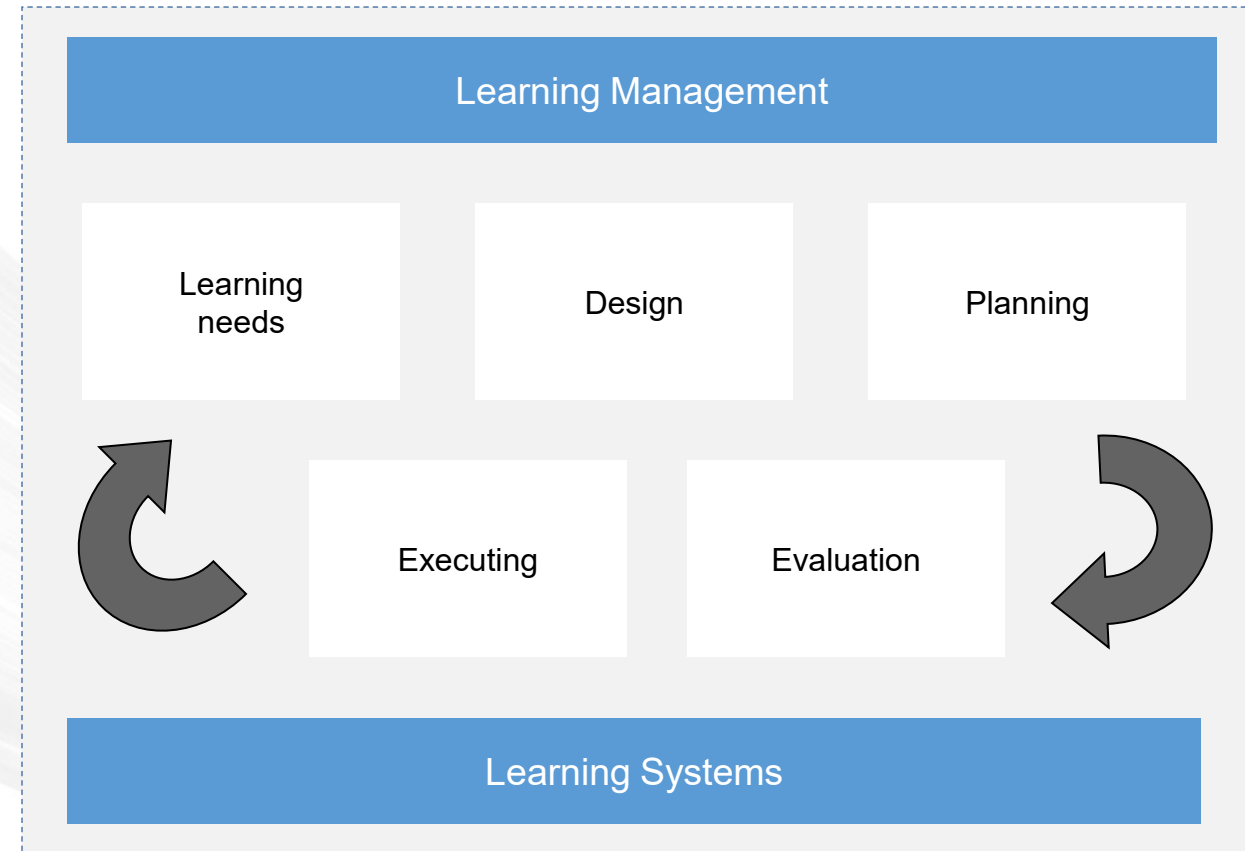
- a process focused on the **strategic guidelines of the organization**
- inserted in the training strategy of its **human resources department (never in the IT department 😊)**
- the learning process should be integrated into collecting **training needs**.



Learning and Knowledge in Organizations

It is **expected** that **Learning Process**:

- collects **effective training needs**
- is oriented to the effective **competencies map** that supports **each function** in the organization.



Learning and Knowledge in Organizations

Economic



Codes of Conduct (Ethics)	4.2
Corporate Governance	5.4
CRM – Customer Relationship Management	3
Investor Relations	3.6
Risk and Crisis Management	4.2
Scorecards/ Measurement systems	4.2
Strategic Planning	4.2
Industry Related Criteria	variable

Environmental



Environmental Management	4.8
Environmental Performance	3.6
Environmental Reporting	1.8
Industry Related criteria	variable

Social



Corporate Citizenship	2.4
Stakeholders Engagement	3.6
Labor Practice Indicators	3
Human Capital Development	3
Knowledge Management / Learning Organization	3
Social Reporting	1.8
Talent Attraction & Retention	3
Standards for Suppliers	2.4
Industry Related Criteria	variable



This issue is very relevant because it appears in the Social section of the **Dow Jones Sustainability Index**.



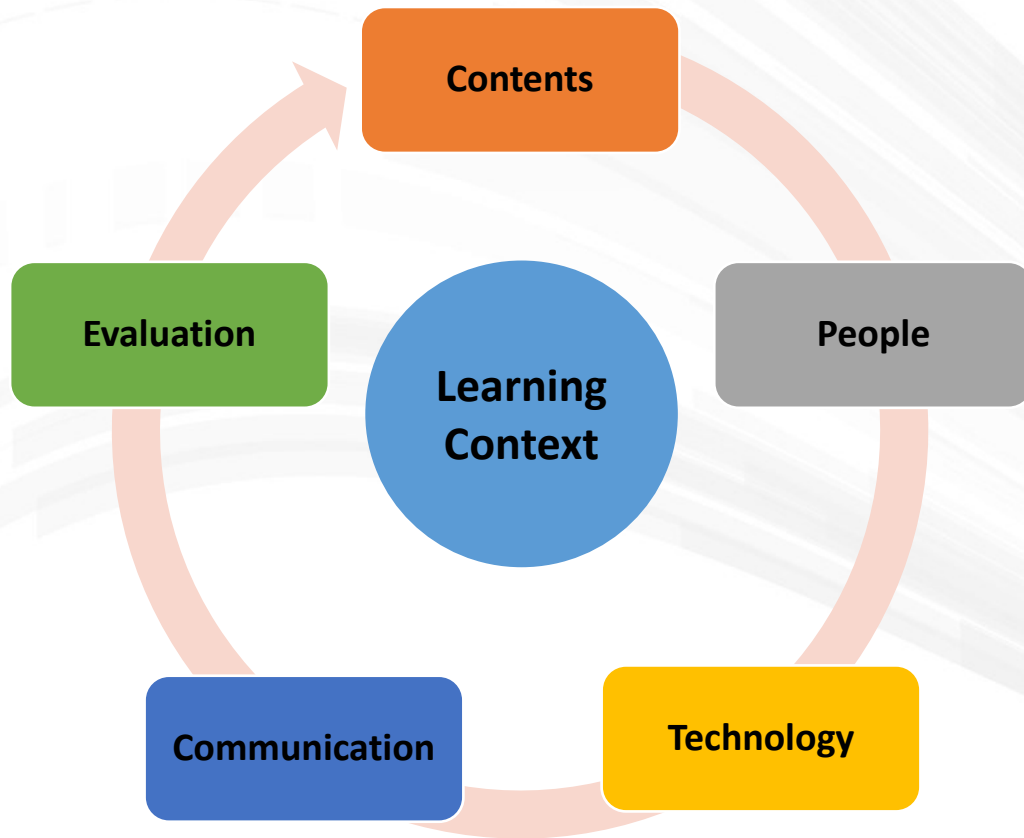
And, to create a true LO, what are the main components to consider?



Concept

Components

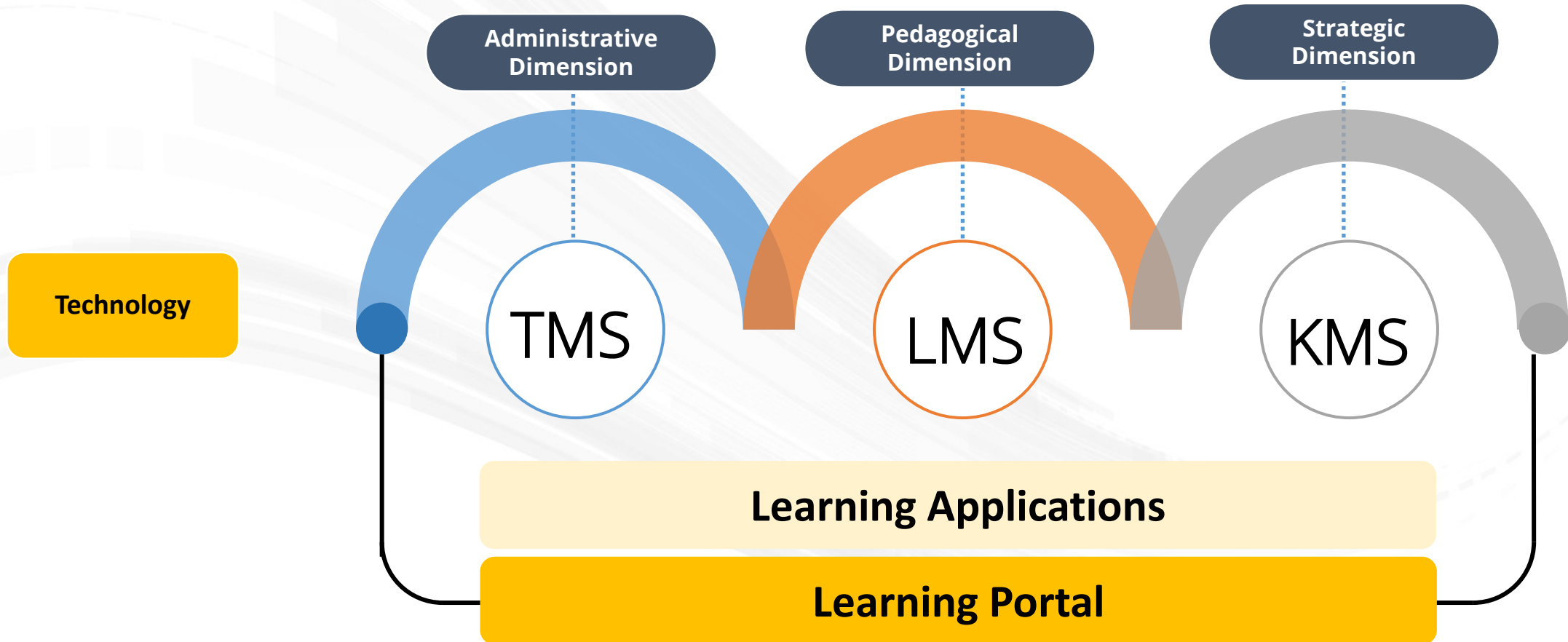
Learning and Knowledge in Organizations



According to a structure created by Prof. H. Carmo from Lisbon Open University, **a set of strategic components is identified that should be considered in learning and training contexts:**

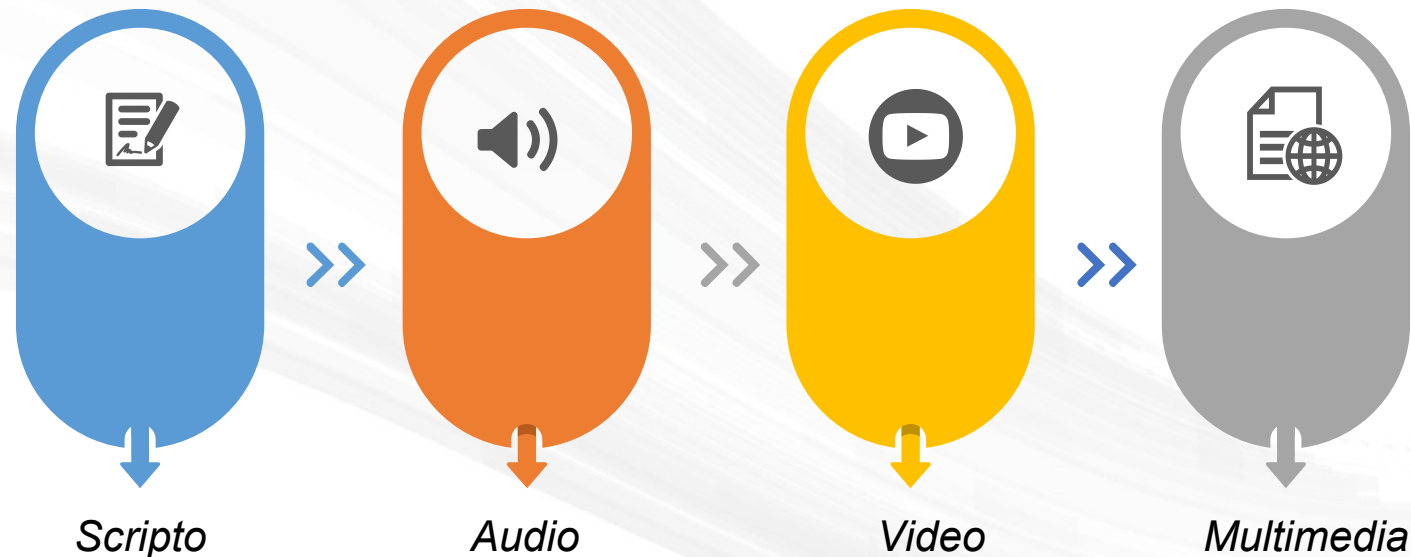
- **People:** with scientific, pedagogical, and technological skills to learn and teach in Learning contexts
- **Contents:** with scientific quality and prepared for learning, using different formats
- **Technology:** supported by various types of learning systems
- **Interaction and Communication:** appropriate to the population, context, and learning objectives in a distributed community or self-learning context (synchronous or asynchronous)
- **Evaluation Systems:** rigorous and transparent to evaluate the learners, the management and the learning systems

Learning and Knowledge in Organizations



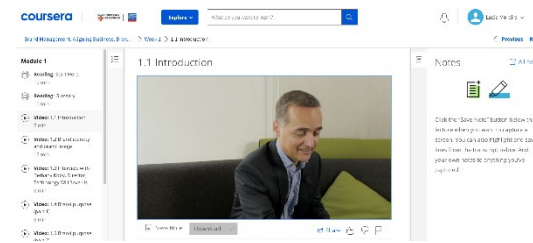
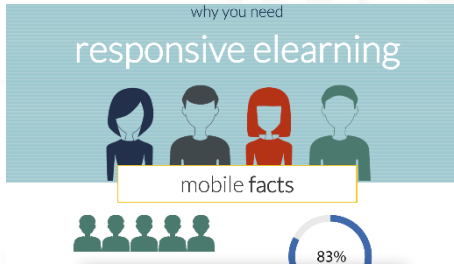
Learning and Knowledge in Organizations

The main types of **Media** (the contents and materials for study), that act in the learning processes are divided into **4 major types**:



Contents

Learning and Knowledge in Organizations



Scripto

Gamification / Game Based Learning

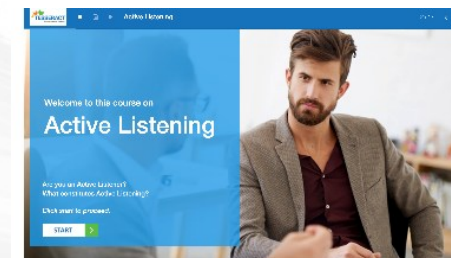
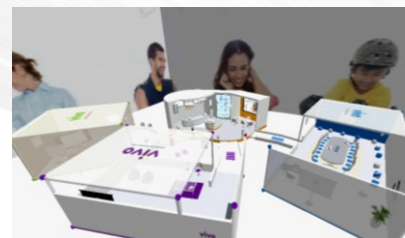
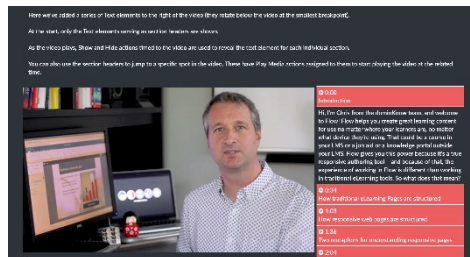
Learning objects / Micro-Learning

Serious Game

Video Based Learning, Audio (PodCast) / Interactive video

Context-Aware for Learning / Immersive Learning

Digital storytelling



Once you understand the concept of LO and its main components, how is it implemented in practice?

Concept

Components

Requirements

Challenge

- Suppose you are challenged to become the **Project Manager to implement this approach** in this organization.
- **Requirements** to consider:
 - Training anytime, anywhere
 - Global dissemination of knowledge throughout the organization
 - Opportunity for collaborative learning and self-learning
 - Benefit from collective intelligence (centralized content)
 - Integration with SAP Training
 - Installation on the organization's own servers (Data Centre)
 - Customization of the solution (LMS + LCMS + Training Portal)
 - Centralized content management (SCORM compatible)
 - Ensure an assessment system based on Learning Analytics
 - Guaranteed maintenance and support (Helpdesk)
 - Timeframe for full implementation – 12 months

Challenge

- **Key points to focus on:**
- **Executive Plan**
 - Strategic pillars
 - Governance model
- **Operational Plan**
 - Diagnosis and Strategic Alignment
 - Solution Design and Learning Architecture
 - Technological Development, Integration, and Customization
 - Digital Content Production and Management
 - Trainer Training and Internal Communication
 - Pilot Program and Adjustments
 - Global Implementation, Maintenance and Support

Implementation

Learning and Knowledge in TELCO

At Telco, the implementation of Learning was carefully thought out and strategically managed.

Thus, the operationalization of the Learning Project in the organization was guided by a strategic 12 month´s plan identifying the following stages:

Promote and prepare the organization for Learning

Select the Process and Function design

Selecting technology and learning services

Selecting training and contents

Implement the Learning project

Measuring the impact of Learning on the organization

Learning and Knowledge in TELCO

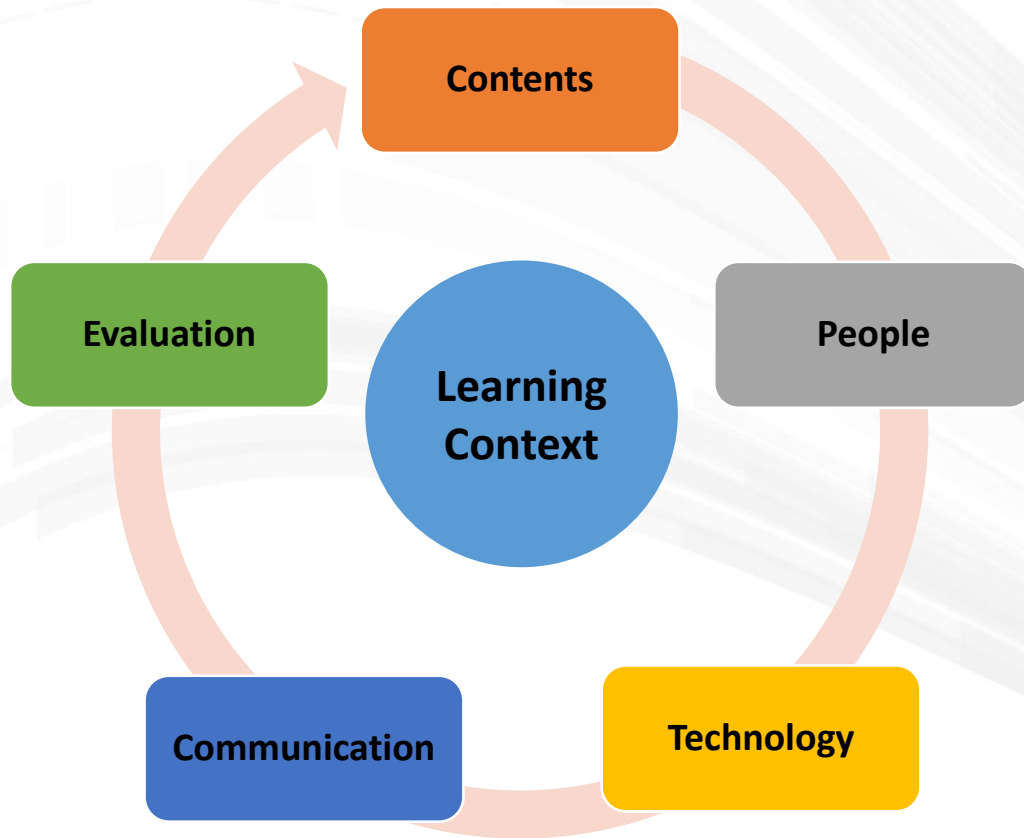
Promote and prepare TELCO for Learning

Involve the top management of the organization, the human resources department

Select the project management team

Spread the idea and objectives of the project

Learning and Knowledge in Organizations



- **People:** with scientific, pedagogical, and technological skills to learn and teach in Learning contexts
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Learning and Knowledge in Organizations

Select the Process and Function design

Define Learning Processes in the organization

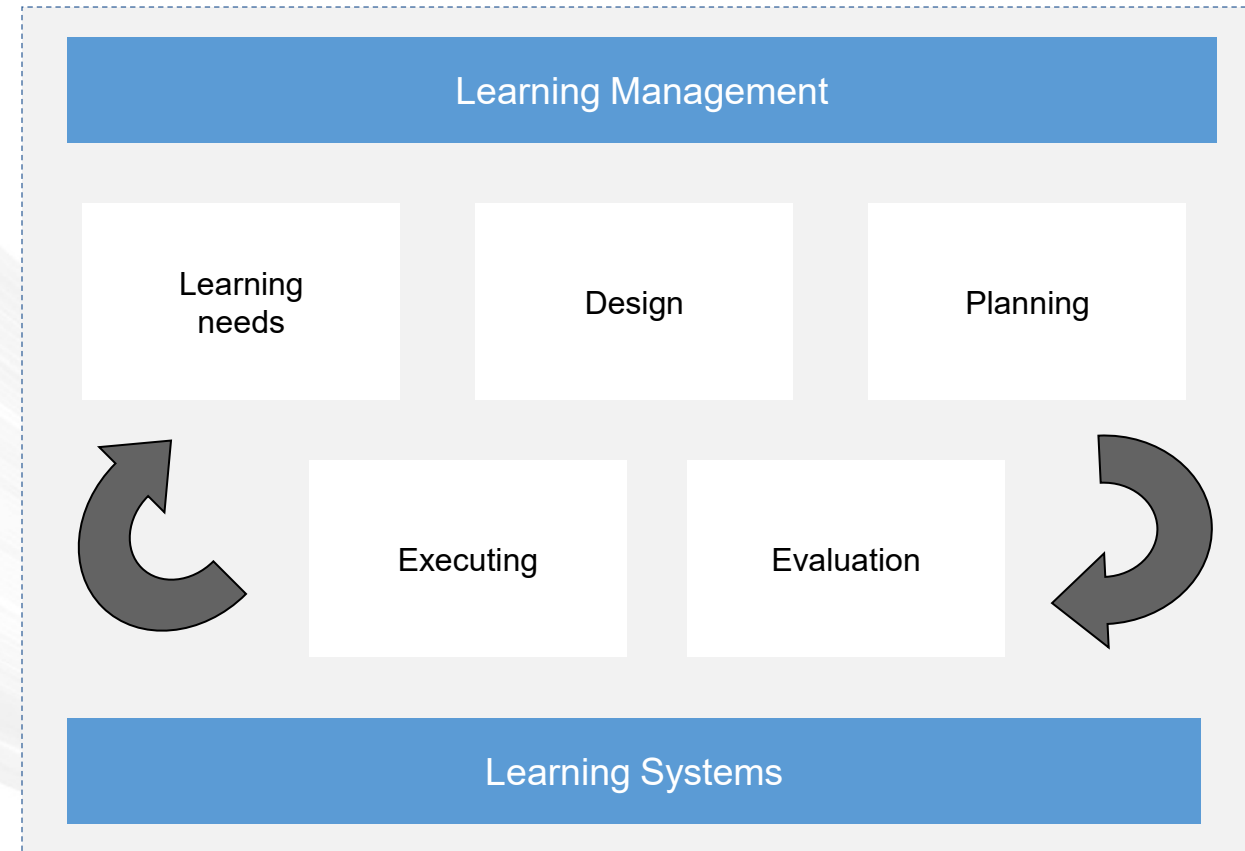
Define the organizational chart of Learning functions

Train the Management HR, involved in the process

Learning and Knowledge in TELCO

It is **expected** that **Learning Process**:

- collects **effective training needs**
- is oriented to the effective **competencies map** that supports **each function** in the organization.



Learning and Knowledge in Organizations

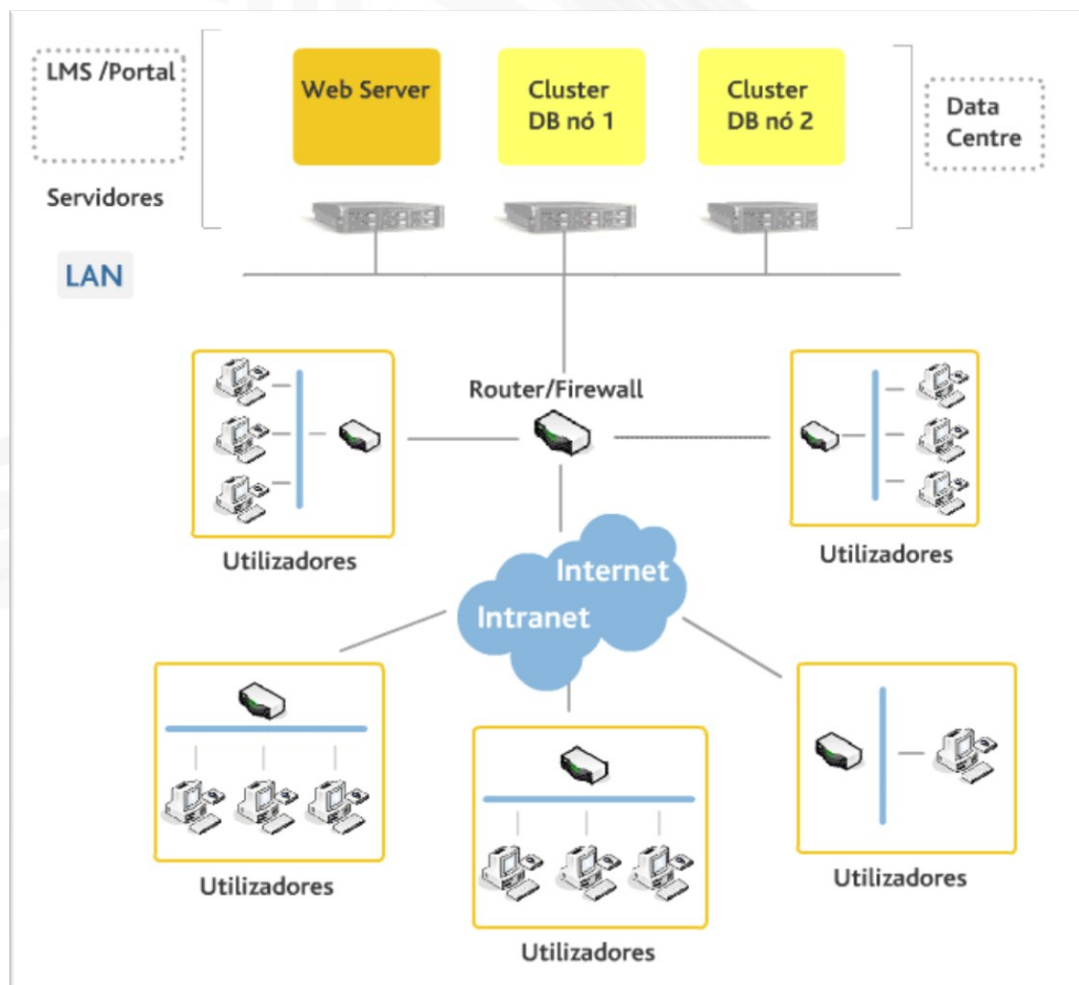
Selecting technology and learning services

Select the platforms to be used, the type of access and the customization of the technological environment

Ensure administrative and pedagogical support service

Ensure Operation, Maintenance and Management Service

Example of TELCO Learning Organization strategy



The screenshot shows the Aberta website interface. On the left, there is a navigation menu with items like "Perguntas frequentes", "PROGRAMAS E CALENDÁRIOS DOS SEMINÁRIOS DE ALTA DIRECÇÃO PARA 2006", "Programa SKIPPER", "CAMPUS PT - O que é?", "CAMPUS PT - Objectivos", "CAMPUS PT - O Futuro da Formação", "Legislação Laboral sobre Formação Profissional em vigor", "OS001005CE - Procedimentos relativos ao financiamento e apoio à formação pós-graduada", "Normas relativas a formação realizada em modalidade de e/b-learning", "Modelo de Análise de Performance Individual na PT", "Listagem de Mestrados e Pós Graduações elegíveis para apoio do Grupo PT (nova actualização)", "ECDL na PT - Estudo on-line", "CAMPUS PT- SCORM Adopter", "Catálogo do PFTC 2005/2006", and "PFTC - Certificação das Entidades Formadoras".

The main content area features a **Notícia em destaque** (Featured News) section with the title "Programas de Formação de Executivos de Curta Duração da NOVA FORUM" [12-04-2006]. The text below reads: "Inscrições abertas para os Programas de Desenvolvimento de Competências em Liderança, Value Based Management e Negociação do Nova Forum - Instituto de Formação de Executivos da Faculdade de Economia da Universidade Nova de Lisboa".

Below the news section is an **Acesso** (Access) section with a login form:

Utilizador:

Password:

Below the form, it says: "Esqueceu-se do seu código de acesso? [Clique aqui.](#)"

There is also an **Eventos e Livros** (Events and Books) section with two items:

1. "Programas de Formação de Executivos de Curta Duração da NOVA FORUM" [12-04-2006]. Text: "Inscrições abertas para os Programas de Desenvolvimento de Competências em Liderança, Value Based Management e Negociação do Nova Forum - Instituto de Formação de Executivos da Faculdade de Economia da Universidade Nova de Lisboa".

2. "The Ultimate Question: For Opening the Door to Good Profits and True Growth" [13-01-2006] by Fred Reichheld.

Finally, there is an **Informações Gerais** (General Information) section with two items:

1. "Dow Jones Sustainability Indexes" [01-04-2005]. Text: "Lançados em 1999, os Dow Jones Sustainability Indexes, são os primeiros índices globais que seguem o desempenho financeiro das Empresas de Desenvolvimento Sustentável worldwide. [Consulte aqui a última PressRelease com o DJSI STOXX em 2004.](#)"

2. "ECDL na PT - Estudo on-line" [17-09-2004]. Text: "Agora já pode estudar on-line por consulta directa aos manuais de auto-estudo sem ser necessário fazer o download e instalação."

At the bottom, there is an **IQF** section with the title "PFTC - Certificação das Entidades Formadoras" [24-04-2004]. Text: "Toda a formação realizada no âmbito do PFTC, à excepção da que é dada por Universidades, é feita por entidades certificadas e acreditadas pelo IQF - Instituto para a Qualidade na Formação."

At the very bottom, there is a footer: "FORMARE I.º 1998-2005 PT Inovação S. A. - Todos os direitos reservados."

Learning and Knowledge in Organizations

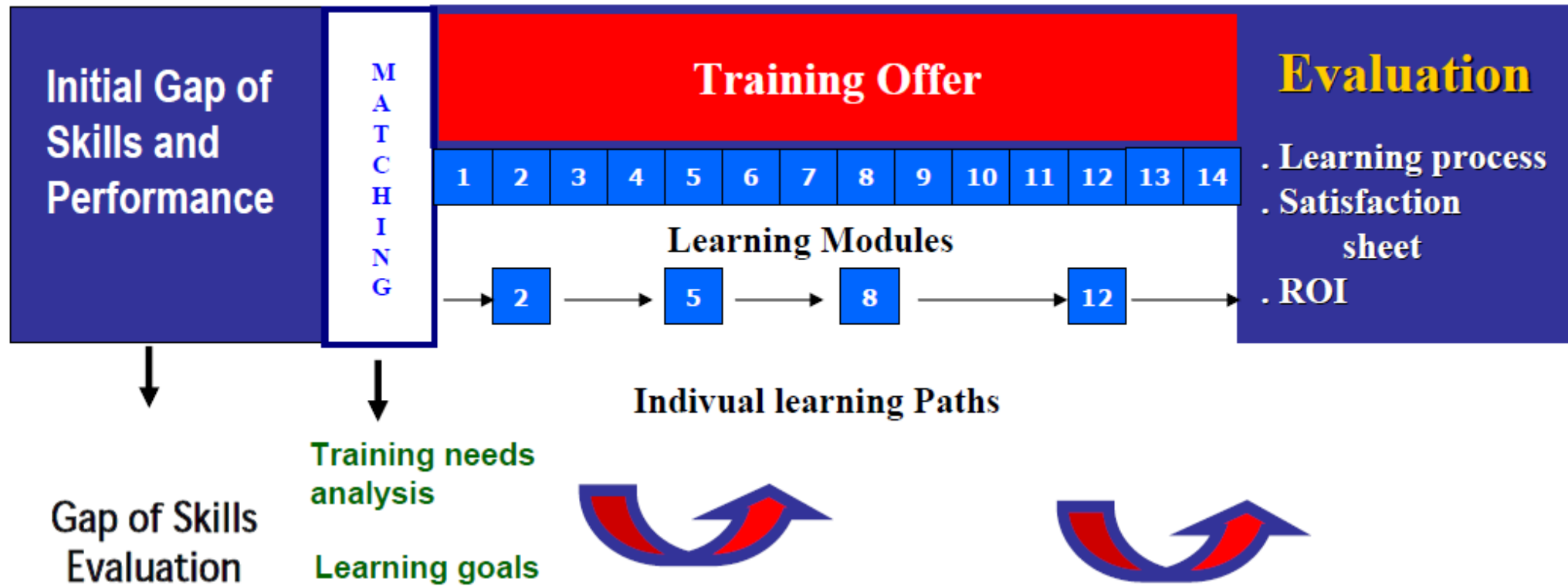
Selecting training and contents

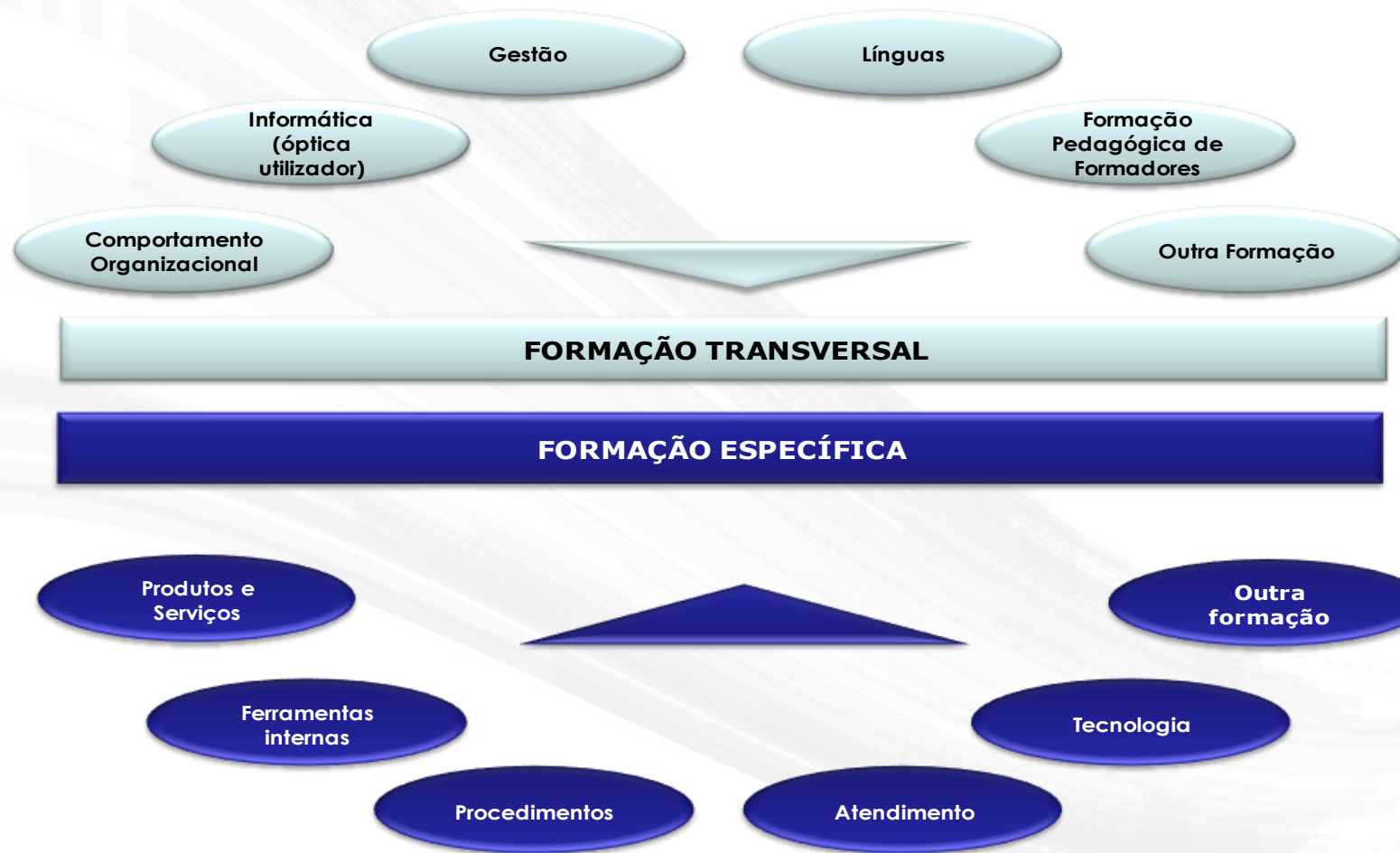
Carry out the training needs

Select courses to be adapted for Learning

Identify and create contents / courses

TELCO Learning Strategy





Learning and Knowledge in Organizations

Execute and measure the Learning Strategy

Execute the Learning Project

Perform the pedagogical evaluation of the project (key element of the training)

Measure the impact of Learning on the organization (ROI)

Example of TELCO Learning Organization strategy

Number of participants (HR): more than 14.000

More than 320,000 hours of training (1 year)

Integration with SAP/HR – Formare LMS

With a reduction in training costs of more than 55%

The screenshot shows the administrative interface of the Formare LMS. At the top, it displays the user's name 'Administrador Plataforma' and the last login time 'Última Entrada a: 20-07-2007 às 1:00'. There are links for 'Português (Portugal)', '[ajuda]', and '[sair]'. Below this is a navigation bar with 'e Learning' and 'My Formare | formação | biblioteca | bar'. A secondary navigation bar lists 'eventos', 'utilizadores', 'inscrições', 'conteudos', 'avisos', 'biblioteca', 'listas de e-mail', 'sistema', and 'portal'. The main content area is titled 'Bem-Vindo ao CAMPUS PT - Espaço de Aprendizagem exclusivo para Colaboradores do Grupo PT'. It features several panels: 'Dados Pessoais' with 'Apresentação' and 'Dados Pessoais' sections; 'Atendimento' with 'Os meus conteúdos', 'As minhas listas de e-mail', 'Os meus formandos', and 'Oferta Formativa'; 'Gerir a minha formação' with 'Pauta, certificados, dados da formação'; 'Gerir as minhas inscrições' with 'Novas Inscrições'; 'A minha formação' with 'Cursos Inscritos' (listing 'Simulações e-trainers - Simulação Grupo 1' and 'Simulações e-trainers - Simulação Grupo 2'), 'Trabalhos a fazer' (listing '01-09-2007 0:00 : Trabalho individual'), and 'Catálogo' (listing 'Consultar o catálogo formativo'); and 'Placard Informativo' with the message 'Não existem novos avisos'. The footer contains the text 'FORMARE [© 1996-2007 PT Inovação S.A. - Todos os direitos reservados]'.