



How Landmark Group's

Value Fashion Brand **max**

Enhanced Onboarding

for its Workforce

Elevating Learning & Development for a Diverse Workforce



Industry:

Value Fashion Retailer



Employee Size:

6,000



Expansive of Operations:

250 plus + stores across GCC, India, Southeast Asia, and Africa



Business Need:

Efficient onboarding & training solutions for a multilingual & diverse workforce

MAX, a Landmark Group brand, was founded in 2004 in the UAE. It has emerged as a leading Value fashion brand in India and the Middle East, with over 250 plus stores across 16 countries. It is a one-stop shop for clothing, accessories, and footwear, and has grown to become one of the largest family fashion brands.

The parent company Landmark Group is a global leader in retail and hospitality with a vast presence across the Gulf Cooperation Council (GCC), India, Southeast Asia, and Africa. It operates over 2,200 stores across the regions, employing a diverse workforce of over 50,000 individuals from 88 nationalities.

As MAX experienced rapid growth, it faced seminal challenges in its onboarding and training strategy, particularly for its frontline staff across the Kingdom of Saudi Arabia (KSA), Jordan, Egypt, UAE, Kuwait, Qatar, Bahrain, and Oman.



Key Business Challenges

As MAX expanded its operations, several training challenges emerged:

● **Lack of Digital Onboarding & Training:**

MAX's onboarding approach was initially heavily reliant on in-person sessions that were held on a monthly basis when they had new joiners across regions. However, as the pandemic hit, it became extremely tough to disseminate any crucial information to employees. Whether it was about the company, employees' roles and responsibilities, or even the skills required to maintain retail Standard Operating Procedures (SOPs), it became clear that the traditional classroom-based induction training was inconvenient and inadequate.

● **High Attrition Rates:**

This inadequate onboarding, particularly among fresh recruits in KSA, exacerbated early attrition rates which created several challenges in employee retention.

● **Learning Manhours:**

The average Learning Time per employee for any new joiner's induction was 7 days. This was followed by refresher training and knowledge building programs, averaging out to more than 10 days. From an operation standpoint it was time-consuming and there were not enough resources to execute the learning.

● **Efficient Learning Modality:**

A staggering 95% of MAX's overall learning programs were classroom-based, with 75% of the content duplicated across common roles -- from Sales Associate to Senior Store Managers. This inefficiency hindered timely training delivery.

● **Discrepancies in Training Quality:**

Traditional Instructor-Led Training (ILT) resulted in inconsistencies, high costs, and language barriers, particularly between English and Arabic speakers which affected overall comprehension.

● **Disconnected Learning Paths:**

Overall Learning content was not designed earlier to create alignment with career progression within the business. There was a lack of co-ownership between business and learning to create learning paths for maximum business benefit, this led to low engagement levels when it came to learning related to career growth.

● **Misalignment between learning and business goals:**

MAX aimed to cultivate 'Future Fit Talent', which required a fundamental shift from a directive, compliance-driven culture to one that encouraged individual grooming, mentorship, and support for personal and professional growth. The idea was to have an approach that empowered employees to make informed career decisions.

The Enthral Innovation

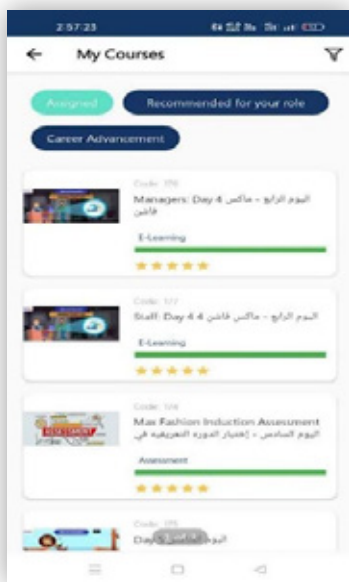
To tackle these challenges, MAX, under Landmark Group partnered with Enthral to implement a mobile-first Learning Management System (LMS) branded as Max Neo which proved to be a timely onboarding and training solution during the pandemic.

Here's what Enthral offered MAX

Customization:

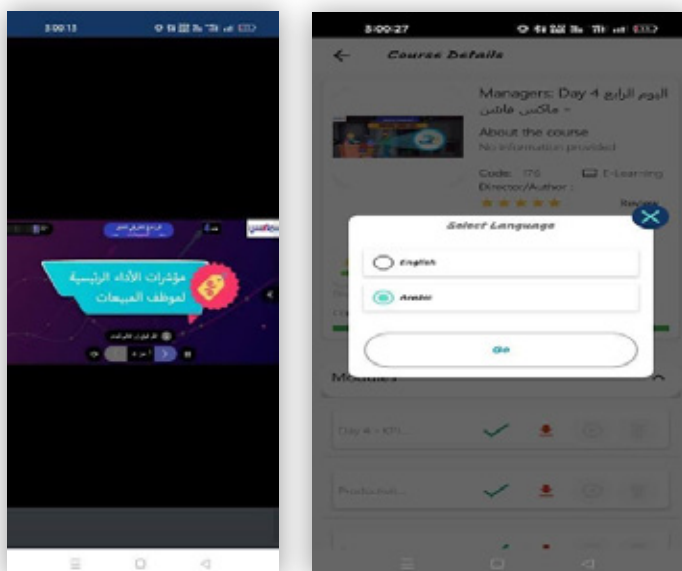
Enthral tailored its LMS to meet MAX's specific onboarding and training needs, creating a bespoke learning experience that addressed diverse workforce requirements.

Tailored Onboarding Journeys:



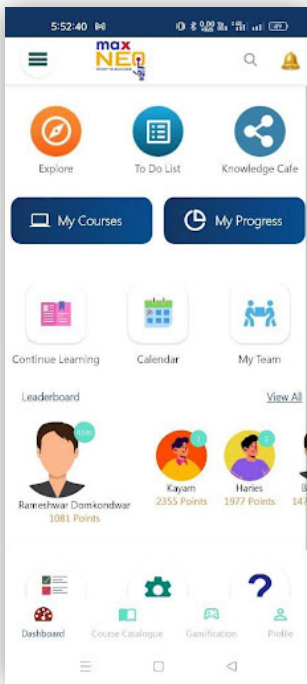
Enthral's LMS enabled MAX to deliver six-day role-specific induction programs for both management and non-management staff. While store managers were able to follow a curriculum tailored to their leadership and operational roles, frontline employees like Sales Associates, Supervisors, and Department Incharges received training specific to their positions. This customization improved the onboarding experience by ensuring each cohort acquired the most relevant knowledge and skills for their roles.

Multi-Language Support:



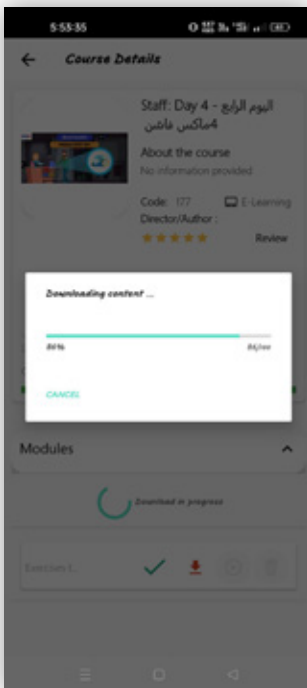
The platform provided both English and Arabic language options to MAX's diverse workforce across KSA, Jordan, Egypt, UAE, Kuwait, Qatar, Bahrain, and Oman. This ensured effective training delivery by minimizing language barriers.

Mobile-First Design:



It was critical that the platform be not just mobile optimized but also mobile-first as only 10% of the retail operator's learners had access to computers in their day-to-day roles. Enthral's user-friendly mobile app catered to employees with varying literacy levels which enhanced accessibility and engagement and allowed training to be accessed in the flow of work.

Offline mLearning:



Enthral's mobile platform was designed to be user-friendly and quick to download, even in areas with limited in-store Wi-Fi. Its features, such as video buffering enabled employees to engage with training materials seamlessly. The option to download content for offline access allowed users to access and consume learning materials anytime and anywhere, effectively addressing connectivity challenges.

Support for Older Smartphones:

Enthral's mobile platform was compatible with both iOS and Android, including older smartphone versions. This was especially beneficial for MAX's workforce in regions like Egypt, where many employees use older devices. With this, Enthral provided inclusivity and operational efficiency which enabled all users to engage with training materials effortlessly.

Gamification & Microlearning Features:

Engaging gamification elements such as leaderboards, badges and rewards were integrated to boost learner motivation and participation, in turn, transforming the learning experience. Given the number of employees and their different locations, Enthral LMS also enabled training delivery via self-paced online microlearning which proved to be a much more efficient solution.



On-the-Job Training with 70:20:10 Framework:

Enthral's LMS supported the 70-20-10 model while also allowing for the assignment and tracking of on-the-job training sessions. This holistic approach ensured employees gained practical skills through real-world applications and continuous peer interaction, particularly benefiting roles like store managers.

Just-in-Time Learning:



Enthral provided employees with access to relevant information precisely when needed, avoiding information overload. Real-life scenarios filmed in actual stores made training practical and relatable, directly connecting learning with everyday work situations.

Custom Content Creation

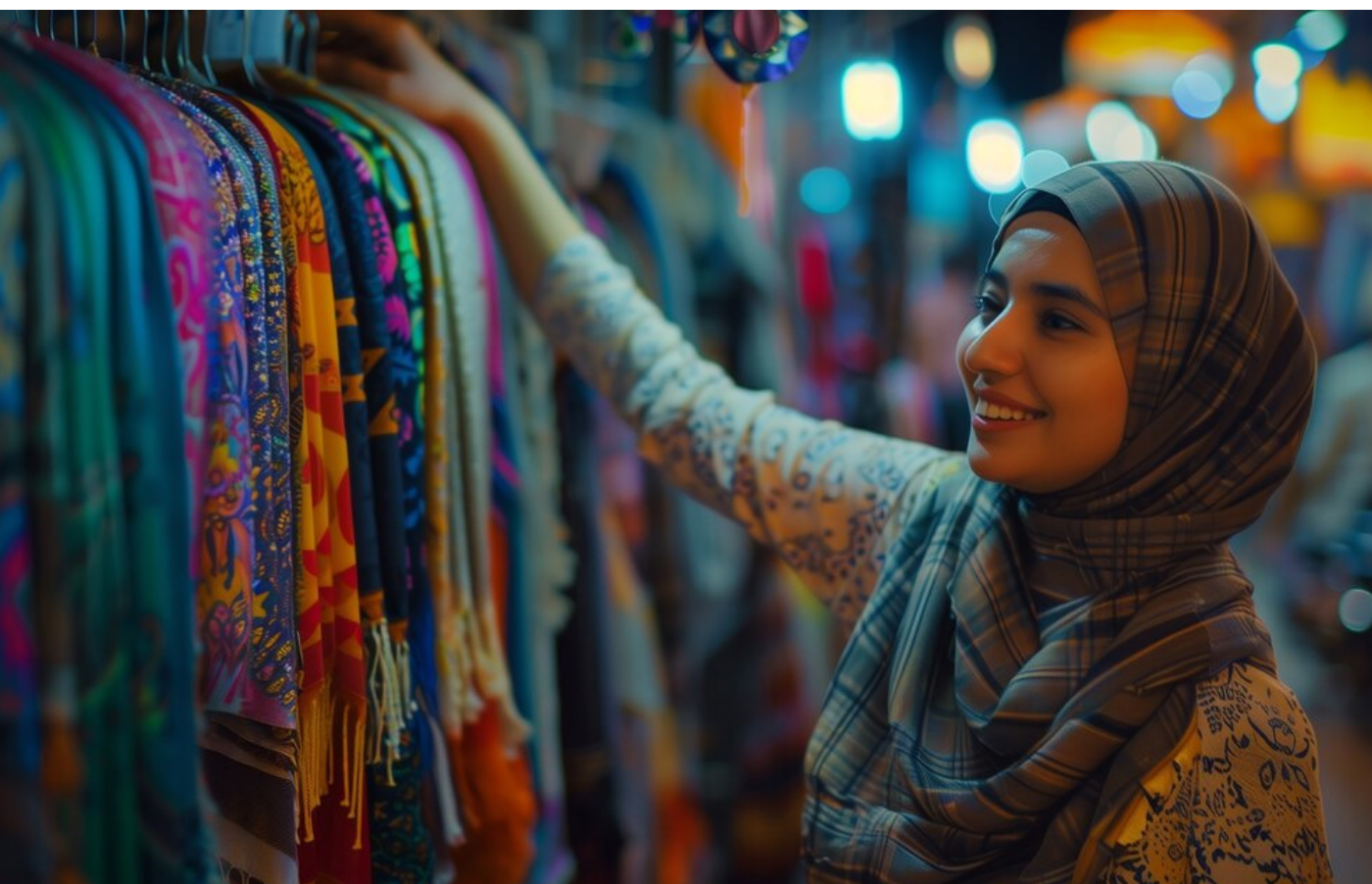
A key highlight of the partnership was custom content creation that enhanced the learn-tech platform. By collaborating closely, Enthral and MAX developed tailored training modules that addressed the unique needs of various roles which ensured that training content remained highly relevant and effective.

Career Progression:

The LMS featured an in-built career progression tool that supported employees' learning journeys beyond onboarding. This feature allowed for personalized learning paths based on roles and career aspirations, enabling managers to track individual progress and recommend relevant courses. By providing structured development opportunities, MAX could nurture talent, boost employee engagement, and build a stronger, more skilled workforce over time.

Integrated Analytics:

Enthral LMS' real-time analytics offered insights into employee engagement and training progress which enabled timely interventions and support for MAX.



Key Business Outcomes


The implementation of Enthral's LMS resulted in significant positive outcomes for MAX:



10%
fall in attrition rate

1. Decreased Attrition Rates


Early attrition decreased by 10% due to comprehensive, role-based onboarding training that encouraged employee engagement right from the outset. The platform offered distinct learning journeys for store managers, sales associates, and other staff with the result that each role receives relevant training.



\$15,000
per region saving on onboarding costs

2. Reduced Onboarding Costs

Transitioning from physical to digital training reduced onboarding costs by eliminating the need for in-person sessions, saving approximately \$15,000 per region annually.



20-30%
rise in employee productivity

3. Enhanced Productivity

Employee performance improved by 20-30%, attributed to better understanding of roles due to robust onboarding and ongoing access to learning resources. Employees benefitted from quick reference materials that could be accessed on-the-go which contributed to their improved performance and efficiency in their roles.



98 %

usage rate in
mobile app

4. Increased User Adoption

The mobile app achieved a remarkable 98% usage rate, with 95% of learning ownership shifting to learners and line managers. This promoted accountability in training. The app's multilingual interface, user-friendly design and offline learning capabilities contributed to this high adoption rate.



83%

reduction in
classroom
sessions

5. Significantly Reduced Learning Time

MAX successfully transitioned from pure classroom-based learning to blended learning. The average learning time for retail store roles decreased from 14 days to 5 days per role which resulted in an 83% reduction in classroom sessions. This shift also increased employee availability in stores, as they no longer needed to set aside dedicated time for training due to the digitization of the learning process.



“Enthral has truly transformed our approach to onboarding and overall training. The platform’s mobile accessibility and engaging content have made a significant impact on our workforce’s learning experience. We’re now able to equip our employees with the skills they need in a timely and efficient manner. Our partnership with Enthral not only provided a holistic onboarding experience but also empowered us to offer our employees with engaging, on-demand learning at the touch of their fingertips.”

Asiya Takey,

Senior Manager of Talent Development



**Want to transform learning in your organization?
Let’s explore the possibilities together.**

SCHEDULE DEMO TODAY