

## dentsu AEGIS network

### About Dentsu Aegis Network

Dentsu Aegis Network helps its clients build relationships with consumers. Its services include content creation, digital creative execution, media planning, sports and entertainment marketing, SEO strategizing, near-field communications (NFC) and marketing analysis. With 23,000 employees in 110 countries on five continents, the network's key brands include Carat, iProspect, Isobar, Posterscope and Vizeum.

## Dentsu Aegis Network complements live training with lynda.com online instruction

Dentsu Aegis is a relatively new brand, following a series of acquisitions that included the 2013 purchase of the London-based Aegis Media by the Tokyo-based Dentsu Inc. In the decade prior, Aegis Media had itself acquired several companies.

As a result of this growth, Dentsu Aegis needed to transform employee training.

"We have grown massively, and that has been a big change for everyone involved," said Lauren New, learning and development manager, UK.

"The old kind of thinking was that each person was very much loyal to the agency they worked in. Their frame of mind was that they were part of an intimate group.

"What we needed to do was introduce the culture of a larger organisation, with a much more sophisticated learning programme, and to help employees understand they are part of the bigger picture," New said. "We are in a creative industry, so we need to be ahead of the curve. We want to offer innovative training, and an environment where it is easy to have new ideas."

Blending live training with online learning was a key objective. Moreover, "We are a desirable place to work, and wanted to provide training that reinforces that desirability," New said.

### Solution: lynda.com

The UK branch of Dentsu Aegis needed a comprehensive online training solution that integrates with the company's learning management system (LMS). It needed a way to reinforce live training and support a new internal learning academy—one that provides leadership development, inspirational speakers, coaching, and a general skills curriculum. And it needed training that serves as a value-added benefit to attract and retain top talent.

Before 2012, lynda.com was used by a small team of designers at a UK branch of Dentsu Aegis.

After researching several options, the company in 2012 subscribed to lyndaEnterprise, which lets organisations extend lynda.com access site-wide to all employees. By the end of 2013, Aegis Dentsu had extended lynda.com licenses to all UK and Northern European staff.

**BENEFITS**

- Complements live training
- Lets employees quickly find answers to questions
- Provides detailed reports that inform future training initiatives

“lynda.com access means there is a constant learning resource for employees. Sometimes it only takes two minutes to improve their knowledge, rather than a full day in a classroom to achieve the same outcome.”

Lauren New, learning and development manager, UK

The company used a number of creative strategies to promote the service, New said. “When we first launched, we created a few ‘table talkers,’ which we popped on everybody’s tables in the evenings. When employees came in the next morning, they had a brochure describing what lynda.com is all about, and how to log in.”

The learning and development team also sent email announcements. And it conducts “road shows,” New said. “We pick a day to visit individual offices and do a presentation. That goes down well because you need to kind of get in front of people and talk to them about it. Once we did that, the usage spiked.”

With a lynda.com feature that lets users create and share course playlists, training staff also suggested tutorials to employees. This helped show diverse teams and departments that lynda.com has a wide range of content to meet their specific needs.

**Result: blended learning, ongoing staff development**

Blending lynda.com online instruction with in-person professional development classes helps Dentsu Aegis make staff training more effective. In addition, the exposure to lynda.com raises awareness about the solution among employees, further driving adoption and boosting the company’s return on its investment, New said. Hundreds of employees use lynda.com every month.

“Our management development programme is a series of 10 modules, and they are a mixture of online learning and classroom-based learning,” New said. “Within each of those modules, we’ve identified a lynda.com video that fits nicely. It’s worked really well. Not only are employees watching those videos, they are going deeper and looking for additional lynda.com tutorials that interest them.”

A similar blended approach was successfully applied to new-hire onboarding. “We’ve included all sorts of relevant lynda.com content, like how to prepare for an appraisal meeting, and more, to help newcomers get started in the company,” New said. “It’s giving them useful information, but also introducing them to lynda.com.”

A more traditional classroom training model is “very one dimensional,” New said. “Employees master the subject during the training course. And then they come out and forget it all. They often walk away not having any kind of action plan, follow up or reading materials.

“With lynda.com available on demand, employees can do follow-up activities and access ongoing learning that carries back into the workplace. lynda.com access means there is a constant learning resource for employees. Sometimes it only takes two minutes to improve their knowledge, rather than a full day in a classroom to achieve the same outcome.”

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#### Dentsu Aegis Network

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Training on all Microsoft® applications is now delivered exclusively using lynda.com. "One of the main benefits for us is it has replaced our face-to-face Excel training," New said. "Excel is our most popular Microsoft course. With lynda.com, employees can quickly dip in and out to do real-time learning. To busy employees, that is one of the most interesting aspects."

Providing Excel® training online saves Dentsu Aegis money on consultants who provided live sessions. In one estimate, the company saved £44 per trainee.

And freed up from having to organize those live sessions, learning and development staff can focus on bigger, more strategic initiatives.

Employees say lynda.com helps them be more productive. It's a value-added benefit that fuels professional growth.

"By using lynda.com's tutorials, I no longer see After Effects as the intimidating programme I once thought it was. lynda.com has helped me gain a basic understanding of the tools used in After Effects, and how they can be implemented to create various animation sequences," said designer David Johnson, who used his new skills to add motion to a digital perfume advertisement.

Chris Hicks used lynda.com business skills tutorials to grow as a manager. "lynda.com made clear the distinction between the approach of a very good employee and a good manager. It clearly demonstrated how my priorities should change. I now feel more comfortable delegating."

lynda.com offers detailed reports that let Dentsu Aegis manage end users and groups, track their usage hours, review their progress and tailor future training to meet their needs. "We look at the kinds of training people view," New said. "This informs us as to what kinds of blended training courses we should offer. So it's helping with our demand plan, whereas before it was, 'Let's try this or that and see if it works.'"

#### Looking ahead

As training at Dentus Aegis evolves, New sees the potential for online instruction to spread from UK and Northern European branches to others around the globe.

As time goes on, blended learning will expand. Eventually, every live training session will be presented with a corresponding lynda.com tutorial, New said.

"My ambition is to keep making lynda.com use habitual," New said. "When people say, 'Just Google that,' I keep saying, 'lynda.com it.' I'm trying to get people into that frame of mind, so that it's just automatic."