

COMPANY

Aptiv

INDUSTRY

Automotive

ISV

The Leadership Network



CASE STUDY

Transforming training to drive efficiencies and inspire creativity

Aptiv is reimagining Lean Six Sigma training for its global workforce with The Leadership Network and Oculus for Business.

WITH VR, APTIV CAN REDUCE
IN-PERSON TRAINING TO

4 HOURS
FROM 2 DAYS

OPERATIONAL EXCELLENCE TEAM MEMBERS
CAN CUT THEIR TRAVEL TIME TO

20% FROM 60%,
REDUCING COSTS AND
ENVIRONMENTAL IMPACTS



How Aptiv and The Leadership Network are transforming employee learning and development with Oculus for Business.

A global technology leader, Aptiv offers a portfolio of technologies that make vehicles safer, greener, and more connected. The company is also developing one of the signature technologies of the 21st century – the neural net or “brain” inside the self-driving car. So it’s no surprise that Aptiv brings a passion for creativity and reinvention to everything they do, including employee learning and development.

In 2019, Director of ISC Transformation James Murray and Director of Operational Excellence Edward O’Brien embarked on an initiative to bring new Lean Six Sigma processes to the supply chain function of Aptiv’s Advanced Safety and User Experience business. With a timeline of just 3 years and an organization of 13,000 employees at 11 manufacturing facilities and 15 offices worldwide, they faced a significant challenge.

“We knew the success of our Lean training would depend on the ability of employees to grasp the concepts of continuous improvement and reinforce them daily as a habit,” says O’Brien. His Operational Excellence team had always preferred to conduct training in-person, but the process is time-consuming and the team’s bandwidth is limited. “With our current resources and targets,” he says, “we realized it was almost impossible to deliver the training at scale and speed while maintaining a high level of quality.”

“

At Aptiv we want to attract and retain top talent. Our ability to deploy Oculus headsets to teams around the world means we will be able to collaborate like never before and provide a consistent, high-quality learning experience to all our employees.”

James Murray
Director of ISC Transformation
Aptiv

Developing immersive learning experiences in virtual reality

Murray and O’Brien turned to The Leadership Network (TLN), developers of the GEMBA virtual reality learning platform. “People trained with VR recall as much as 75% of the learning material within 24 hours, which is significantly more than e-learning can ever achieve,” says James Murray. “We saw it as the next best option to being in the room with our employees. We’re giving them the best possible tool to learn and collaborate at scale, and one that keeps them engaged and excited.”

Aptiv is adopting GEMBA’s enterprise program, Developing Lean Leaders, and the company is also developing its own Lean content to train both managers and hourly workers on what it takes to be a Lean team member within Aptiv. This hands-on learning will allow Aptiv employees to learn more effectively and sustain momentum even during these challenging times.

Aptiv and TLN decided to build Aptiv’s Lean training content on the Oculus for Business platform. “TLN’s clients demand cutting-edge technology,” says Dominic Deane, Managing Director of GEMBA. “They need a product that can work anywhere and that has a reliable enterprise support system. Oculus for Business enables the GEMBA platform to provide this high-quality solution.”

The Oculus Quest headset form factor was the first thing that appealed to the Aptiv team. “When we compared it to others out there, it was like comparing the new iPhone 11 to one of the first mobile phones that looked like bricks,” Murray says. “There was no comparison.”

Superpowers of VR

VR delivers unique capabilities that give enterprises a competitive edge.

Top 3 VR superpowers for Aptiv:



Real-time collaboration



Big Dollar Savings



Possible, Impossible Scenarios



Oculus Quest headsets were a game changer. Easy setup, no PC, and no wires. There is no doubt that this solution is the best for Aptiv. It enables high-quality training in a fraction of the time and can be deployed across the organization quickly.”

Edward O'Brien
Director of Operational Excellence
Aptiv

O'Brien agrees. "You don't want to try to scale a solution based on a PC, monitor, headset, and 3,000 cables," he says. "The Oculus Quest headset comes in this little box that holds everything you need. It's so much easier to install compared to competitors, it's got simple handheld controls, and we can keep it alive for several hours with batteries."

Deployment is easier with Oculus for Business, too. "The last thing we need is software-related escalations when we want to be focused on the training content," O'Brien says. For the initial roll-out, he and Murray will deploy training sessions in Mexico, Poland, and Portugal remotely from Scotland. The ability to manage training sessions from afar was a big advantage for Aptiv even before the COVID-19 outbreak curtailed corporate travel, because the team can ensure that the initial experiences are consistent and high-quality across sites. In addition, TLN built assessments and analytics dashboards into GEMBA to see where individual employees might be struggling and ensure the effectiveness of the content.

TLN's Deane appreciates the way Oculus makes learning seamless. "Trainees are able to pick up a headset and immediately become immersed," he says. "The intuitive design of the headset and controllers means that the technology never comes across as intimidating, but is instead inviting and exciting for users who may have never experienced virtual reality before."

Murray and O'Brien have adopted VR so quickly and easily they've even begun collaborating in VR with the GEMBA team to develop their own Daily Performance Management solution. It will ensure teams are able to review Safety, Quality, Delivery, Inventory, and Productivity together in a structured, measured way, connecting as a team while working from home or in remote offices.

Looking to the future

Aptiv has thousands of dedicated factory employees who are highly skilled at what they do. They're also very proud to be part of a team that makes the world a safer place by significantly reducing vehicle-related injuries and fatalities. O'Brien looks forward to extending VR training to those employees, sparking their creativity, and inspiring them to contribute new ideas that can help the company perform at an even higher level.

Murray has a vision for the future of employee onboarding as well. "How cool will it be when new employees can put on an Oculus Quest headset on Day 1 to get an introduction to Lean training and our company values?" he says. "After that experience, they'll think, wow, what an amazing company this is to work for."