



## ForceTen™ LCMS Helps Lufthansa Go the Extra Miles & More

As one of the world's leading airlines, Lufthansa offers its passengers a choice of 13,200 flights to over 188 destinations around the world and in the highly competitive aviation industry its important frequent flyer loyalty program – Miles & More – is the largest in Europe with some 11 million members. So when Lufthansa wanted to improve the way it trained its Miles & More customer service staff around the world to handle new members and customer enquiries it turned to trusted partner OutStart.

### THE CHALLENGE

Traditionally Miles & More customer service staff had been put through a five-day, classroom-based workshop to ensure they were fully prepared to sign-up new members and answer customer enquiries. However, Lufthansa wanted more flexibility in its training approach, cutting classroom time for its busy customer service agents while being able to scale the training to match the success of its fast growing frequent flyer program.

### THE SOLUTION

Working with OutStart, Lufthansa decided to move to a blended learning model with web-based, self-learning at the heart of the training. The customer service agent would be introduced to the training plan at a kick-off meeting with their personal coach. The trainee then completes the elearning chapters in 30-minute intervals at low peak times during their normal working day. Each session ends with a training exercise to test understanding, which is forwarded to the coach. The coach then reviews the results, offers any necessary feedback and decides if the trainee can move onto the next stage. Actual classroom training is shortened to a two-day workshop focusing on soft-skill issues and role-playing for handling customer questions.

#### International Rapid Content Creation

Lufthansa's Miles & More subject matter experts based around the world were able to collaborate with trainers using ForceTen LCMS to create the self-learning content for the program themselves. ForceTen LCMS provided the Lufthansa training development team with:

- Worldwide online collaborative authoring by allowing the development team to use a browser to access a central database of reusable content.
- Workflow management with its tools for assigning or managing tasks to speed up the training course development process. The subject matter experts for creating the Lufthansa Miles & More training were

#### INDUSTRY

Transportation

#### RESULTS

- Classroom training time cut by 60% and improvements to customer service
- 65% savings on course development costs with increased output
- Achieved return on investment ahead of completion of first project with ForceTen™ LCMS

located on all continents and collaborated online to storyboard and author the training content with rapid localization.

- Drag and drop course builder tools to allow the rapid creation of courses via an intuitive drag and drop interface, without the need for programming skills.

#### Financial, Flexibility and Time Benefits

Based upon its use of ForceTen LCMS for the Miles & More and other training projects, Lufthansa studies now estimate that it costs the organization 7,000 Euros to produce an hour of its own elearning content. The equivalent cost for using an external supplier was 21,000 Euros per hour.

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“Since using ForceTen LCMS we’ve measured a 65% decrease in course development costs while increasing our performance output dramatically,” said Udo Sonne, Senior Manager eLearning, Lufthansa.

In addition, projects such as Miles & More allow more flexibility by cutting classroom days and providing staff with the opportunity to train as it suits them during the working day. In 2005, 150 new customer service staff went through the Miles & More training program – alone saving Lufthansa 450 individual classroom training days. The numbers are expected to rise in 2006.

“This Miles & More web-based training project is a good example of Lufthansa’s progressive approach towards rapid content creation training programs,” said Udo. “While many other companies create a special department for content development, Lufthansa and ForceTen LCMS enable rapid content creation across the company as a standard by making the capability available to any subject matter expert in the business. Lufthansa’s eLearning Competence Centre supports this process by providing the authoring tools as well as training, coaching and support for the content development process.”

### **An eLearning Pedigree That Will Continue**

Lufthansa has been at the forefront of elearning in Europe for the past 35 years. Historically working with external suppliers, Lufthansa evaluated 25 Authoring Tools for in-house use in 2003. The company chose ForceTen LCMS for its ability to support the entire range of its requirements from allowing easy access authoring to highly advanced collaborative development of complicated aviation industry content. Additionally, ForceTen LCMS’s outstanding content management tools made it the ideal option for managing a single data repository across multiple business units.

Working closely with the Lufthansa team, OutStart initially provided a range of templates to accelerate content development and trained a handful of Lufthansa tutors and subject matter experts in the system’s use. Today Lufthansa has more than 70 content authors around the world from Berlin to Singapore and a centre of excellence for elearning has been established at the company’s Frankfurt offices to manage and control corporate elearning standards.

The first program developed using the ForceTen LCMS solution was a health and safety and security training program for 2,000 Lufthansa staff at Frankfurt Airport. The program is now expanding to serve employees and handling agents worldwide. The project management team recognized that the OutStart solution achieved return on investment ahead of completion of this first project. Other training programs include an ongoing project on Lufthansa customer handling procedures for 4,000 handling agents and 2,000 Lufthansa employees worldwide. And there are now plans to widen the use of the ForceTen LCMS system across other Lufthansa business units, providing benefits to the group’s 92,000 employees.

“This type of reference learning has been a continuing culture change for the good in our business,” concludes Kathrin Kinzer, Knowledge Management and New Media Manager, Lufthansa. “It has changed the concept of training for Lufthansa by providing people with the opportunity to access knowledge nuggets, learning little and often, when they require it.”



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**65% savings on course development costs with increased output.”**

### ABOUT OUTSTART

**OutStart software powers formal and on-demand learning, knowledge sharing and community/expert collaboration solutions that enable knowledge workers - employees, partners, and customers - to perform their roles far more efficiently and effectively. Customers like AgustaWestland, Autodesk, CVS Caremark, DirecTV, Kronos, Motorola, Sara Lee, the U.S. Navy, Unilever, and XP Systems rely on OutStart to increase individual and organizational performance, improve knowledge transfer and lower operating costs. Headquartered in Boston, Mass., OutStart has offices throughout North America and Europe and can be found on the Web at [www.outstart.com](http://www.outstart.com).**

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## CASE STUDY



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