

## Case Study

# MOMENTUM METROPOLITAN HOLDINGS LIMITED

Future proofing  
Learning & Development



Momentum Metropolitan Holdings Limited, formerly MMI Holdings Limited, is a South African based financial services group listed on the Johannesburg and Namibian stock exchanges. A very abbreviated origin of the group's substantive components: Metropolitan Holdings Limited was founded in 1898 as Homes Trust Limited whereby Momentum Group Limited was established as Momentum Life Assurers Limited in 1966.

Momentum Metropolitan Holdings (MMH) today provides the following products and services:

- ✓ Long and short-term insurance;
- ✓ Management of employee benefits including healthcare and retirement provisions;
- ✓ Asset and property management, as well as investments and savings;
- ✓ Healthcare administration and health risk management; and
- ✓ Client engagement solutions, including the Momentum Multiply wellness and rewards programme.

The Metropolitan Retail business unit comprises 120 branch networks across the country and as of June 2019 the group encompasses over 13,000 South African and over 3,000 additional employees in the remaining African operations.

### Momentum Metropolitan Quick Facts

- 📍 Established: 2010 (through merger)
- 📍 Industry: insurance & financial services
- 📍 Brands: Momentum, Metropolitan, Momentum Multiply, Guardrisk, Eris Property Group and Hello Doctor
- 📍 Subsidiaries in: Botswana, Ghana, Gibraltar, Guernsey, Kenya, Lesotho, Mauritius, Namibia, Nigeria, United Kingdom, South Africa and Zambia
- 📍 Headquarters: Centurion, South Africa
- 📍 Employees: ±18,000

## Challenge

Training forms a key part of MMH's service delivery. The group services diverse customers with very specific requirements, which means that staff training has a consequential role to play. As a fast paced, high performance operation the decision was made to re-evaluate the classroom-based training environment within the Momentum Health Solutions (MHS) cluster.

One of the more tangible challenges of the classroom approach is that it demands time away from the workplace. In the case of MHS this was a substantial concern with hundreds of locations, often in remote

areas of the country, meaning that travel time and ensuing costs were significant. Add to this lost productivity and training becomes an expensive exercise. This is one of the most common issues organisations face and one that can be misleading in its simplicity.

It creates the impression that one can simply solve the problem by moving training materials into a digital environment. Instead of printing manuals and assessments or attending a class, why not scan the documentation for consumption online followed by an assessment to gauge the learners' aptitude? Doing

this for more than a handful of people will quickly make things logistically no more efficient than a classroom environment, especially then when the digital environment is not geared to answer the myriad of requirements from a large organisation - such as MHS.

In this case study we show that the solution is not to cling too tightly to the original and familiar training mode but rather allow the training environment to adapt..."

### But what does that look like in practical terms?



## Solution

Learning & Development's approach in the MHS cluster has been changing considerably over the last few years. Louis Eloff, the Knowledge Management Specialist in the MHS cluster says that "the KMS has allowed us to transform" by freeing up space and time for people to deliver even more effective and sustainable training at a large scale.

Instead of printing training content, this is now delivered to various (remote) locations in digital format. Consequently, there is no need for trainers to travel across the country having to roll out training and assessing. Comparing this with the traditional classroom approach, the administrative and logistical overhead is reduced considerably.

The KMS allows for complete integrity of each learners' record. As content is diverse and frequently updated, the system allows for targeted ad hoc as well as recurring training. For MMH the priority is to continually create and update content in a way that is effective for both administrators as well as learners. Micro learning allows for continuous updates and in combination with the powerful and granular reporting engine on the KMS means that the organisation can set recurring reports or pull ad hoc reports on individual learners, content or assessments at any time. Granular measurability underpins the KMS while also differentiating it from "traditional" Learning Management Systems, that predominantly focus on delivering content in a digital format.

## Benefits

Eloff says that the KMS has allowed them to "vastly improve training and [...] manage knowledge". Detailed reporting is an excellent example of how the KMS's cloud architecture leverages data to provide the ability for MHS to operate the entire training spectrum, including blended learning when warranted: from large scale, structured

interventions at the one end all the way to individual learner or content reporting on demand, at the other. The KMS has allowed for workforce planning to enmesh L&D and Operations. As the business takes on its customers' ever-changing requirements, Operations' ability to execute depends on staff being up to date with these requirements and can

now do so in a structured way with a vastly smaller time footprint.

Going one step further, the KMS has helped MHS identify top performers, skills gaps and problem areas, which enables both trainers and trainees to see where they can improve and how well they are doing in other areas.

Add to this the retention of learner data for comparability, compliance and statistical purposes – at no additional cost – MHS is leveraging ‘data as currency’ to derive valuable training insights now as well as in time to come.

As touched on above, the KMS has allowed travel costs to be dramatically reduced and for training to be real time, if needed. The requirement to fly or drive staff from the hundreds of offices spread across the country or for trainers to spend

days travelling to the said has been substantially minimised thereby positively impacting both operational and opportunity costs.

A previous foray into eLearning meant there was significant amount of content that was no longer being used. The KMS’s robust architecture allows for SCORM, as well as open source content, to be revived again by simply uploading it into the KMS. This has spurred on the creation of new content, notably in both formats, that are fully supported

by the KMS – flexibility that is unique to the KMS.

In a conversation with Eloff , the above was brought together succinctly when he said:

“Very detailed and informative reports in real-time or on-demand [...] get fed into the business immediately [...] we can tailor our learnings accordingly and make sure we continuously assess and upskill our large staff complement, so that they can focus on providing an awesome service to our client”.

## Conclusion

In summing up Momentum Health Solutions’ experience with the Knowledge Management System the emphasis is on the cultural shift and perception of training within the organisation. L&D has become a key contributor to the performance of the business and a partner to its operations.

The L&D team has begun overhauling their approach in a major shift toward modern and innovative work. Not only does the integration of the KMS continue to reduce costs but it also enables the service MMH provides its clients to be improved in tangible, measurable ways.

