

Creating a Culture of Reskilling
and Continuous Learning at Hitachi:

English Language Focus



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Learn how corporate language training
supports Hitachi Group's efforts for
autonomous learning and reskilling

Company Overview

Company Name:	Hitachi Academy, Ltd.
Headquarters:	18F Ueno East Tower, 2-16-1 Higashi-Ueno, Taito-ku, Tokyo 110-0015, Japan
Year Founded:	2019
Employees:	500 (as of April 2023)
Industry:	Consulting, training, training management

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Resources

Kazuyoshi Torii
Senior Officer
Hitachi Academy



Torii joined Hitachi in 1998, holding various positions, including ULSI Research Division Manager and Electronics Research Center Director in charge of semiconductor device R&D and electronics field management. He served as Hitachi Europe's CTO in the UK from 2013 to 2017. In 2018, he became the Chief of Open Innovation Promotion and later assumed his current position in Japan, after his tenure as Director of the Business Strategy Department.

Overview

Sustainability, social changes, and the impact of digitalization have changed both the global market and customer needs. In response, the Hitachi Group adopted a "job-based human resources management" approach to ensure their continued business growth amidst these changes.

With this new approach, Hitachi's goal was to identify the capabilities and motivations of their employees and assign them to a position which best fits their profile and interests. To achieve this, Hitachi transitioned from a Learning Management System (LMS) to a Learning Experience Platform (LXP). This change was implemented to best support autonomous learning and reskilling. By integrating LinkedIn Learning and goFLUENT into their LXP, they were able to promote employee engagement.

Kazuyoshi Torii, Senior Officer of Hitachi Academy, shared the details behind the Hitachi Group's plan for employee reskilling and learning strategies.

Hitachi Academy, established in April 2019 through the integration of three training institutions, is in charge of human resource development for the Hitachi Group, which is expanding its social innovation business globally. Together with the human resources departments of Hitachi, Ltd., and other Group companies, the Hitachi Academy creates, implements, and evaluates the results of their human resource strategies and training programs.

In fiscal year 2022, approximately 1,300 different learning courses were offered in the training program to over 146,000 Hitachi Group employees. Programs were also offered to non-Group companies, government agencies, and municipalities.

The Hitachi Group aimed to achieve global business growth by creating an organization and human resources which would generate innovation and allow them to employ a job-based system. Through the use of LXP, they seamlessly facilitated the implementation of this system by specifying the "work required," "skills needed," and "training plans." Meanwhile, employees aligned their preferences by identifying their desired "work," "skills," and "career plans."

In October 2022, learning became more accessible and convenient for employees after the new LXP was adopted. It was offered to around 30,000 Hitachi, Ltd. employees to provide more support for their preferred work and career aspirations.

The introduction of the LXP was a result of the rapidly changing business environment. It encouraged employees to learn at their own pace and time, and consider, "What should I learn and how?"

As workplace challenges become more complex, individual learning needs have continued to differ. LXP was chosen as the ideal platform for Hitachi to enable employees to independently select and learn the necessary content, unlike the conventional approach of uniform learning through an LMS.

Success Factors



Success Factor #1:



Development and Implementation of Behavioral Intervention Measures Using the Behavioral Stage Model

The Hitachi Group's LXP learning content, carefully selected by Hitachi Academy's expert team, includes topics such as business, technical subjects, and more. The AI recommends content to match each employee's objectives and goals, and suggests additional material based on their learning history. goFLUENT serves as the language learning program, with its eLearning platform, Corporate Language Academy, offering access to 10,000+ articles and videos from The New York Times and Harvard Business Review. The Corporate Language Academy also facilitates global Conversation Classes and Individual Lessons with native trainers experienced in specific business sectors.



Before the LXP launch in October 2022, Hitachi Academy conducted a six-month experiment. They compared behavioral interventions for Group A to no behavioral interventions for Group B. Interventions included distributing emails and conducting campaigns. The results showed a significant increase in content views with interventions such as the introduction of learning content and study campaigns. This demonstrates the importance of building a community of employees who are learning about similar topics and the positive impact this has on increasing employee motivation.

In the future, Hitachi Academy will continue to adopt a concierge-like approach, using the "behavioral stage model" to understand individual needs and situation. Hitachi will provide tailored behavioral interventions and support to cultivate autonomous learning habits.

Success Factor #2:

 **Setting a High Target:
60% Account Activation Rate**

More than six months after the LXP launch, a survey of the top 50 courses revealed that of the top courses, 26 courses are focused on English language learning, with 17 of them being goFLUENT programs. As expected, language learning content has proven to be highly popular among users.

Initially, the company set the account activation rate as a KPI when launching the LXP, considering it a crucial first step given the platform's nature. They set a high target of 60% within six months, while other companies typically achieve 30-40% within the same timeframe.

To increase content views, Hitachi Academy implemented various behavioral intervention measures. This included providing eLearning on how to start using the LMS, along with follow-up emails and a teaser video to create a positive impression and pique employees' interest in the program.

The Academy helped encourage employees to grow their interest in learning and provided them with support to establish learning as a continuous habit. This strategy significantly helped Hitachi to achieve their goal.

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Success Factor #3:

Utilizing Public Groups for Information Sharing

Many employees actively participate in "public groups," in which employees studying the same topics share information, such as recommended learning materials and study methods. The most active group is "Global Learning," an English language learning public group with over 1,000 members. By showcasing their learning achievements and encouraging each other, the group activities create a culture of learning and boost motivation. To enhance engagement in public groups and promote the use of LXP, Hitachi Academy proactively sends emails introducing activities and explaining how to participate in each group.

Additionally, to encourage employees to utilize goFLUENT Corporate Language Academy, a campaign called "goFLUENT TOP LEARNER CHALLENGE!" was held from January to February 2023. The challenge involved competing based on the total score of learning time and completed learning materials. The top 100 performers received rewards such as personalized Individual Lessons and Writing Lessons. Following the campaign, winners were invited to become ambassadors and 21 accepted.

Moving forward, these ambassadors will introduce content and learning methods to others, with the goal to increase the number of "influencers" and further enhance internal motivation to learn.



Why goFLUENT?



Reasons for Introducing Language Content from goFLUENT: Pursuing Global Expansion and Promoting DE&I

The selection of goFLUENT among numerous language learning programs can be attributed to its multilingual support, emphasis on communication, and global conversation classes, which learners can join with other participants worldwide. Currently, goFLUENT targets around 30,000 Hitachi employees and some domestic group companies. However, for the Hitachi Group, which envisions global expansion, the appeal lies in goFLUENT's multilingual capabilities. Additionally, the inclusion of global conversation classes in their package provides a significant advantage, allowing employees to gain confidence and experience expressing their opinions in English within a multicultural environment. Furthermore, goFLUENT's presence in various countries ensures the availability of local support throughout global expansion.

DE&I (Diversity, Equity & Inclusion) principles also played a major role in Hitachi Group's decision to choose goFLUENT. goFLUENT's Corporate Language Academy ensures all employees can learn fairly and equally with content tailored to their individual needs. The program allows not just specific employees, but any employee who is willing to learn, to equally enjoy opportunities for "autonomous learning."

Developing a workforce which is continuously learning while achieving sustainable growth is one of the crucial goals for management. To achieve this, providing a platform where employees can learn is essential, with technology utilization and appropriate interventions to promote learning being equally as important.

Promoting DE&I requires offering equal learning opportunities for everyone. Hitachi promoted DE&I effectively by offering equal learning opportunities for all employees through introducing a language learning program that both interested and motivated employees to improve their skills.

Results and Impact



The Positive Impact following Implementation: Account Activation Rate Reaches 87% in Six Months

Through proactive behavioral interventions such as email distribution and campaigns, the platform achieved the target account activation rate of 60% in February 2023, only 5 months after its launch. By March of the same year, the rate reached 87%, demonstrating a result approximately two times higher than the industry average. As a result, the platform has been introduced in 16 Hitachi Group companies since the fiscal year 2023.

Furthermore, within the first six months of launch, approximately 20,000 contents were viewed, and the cumulative learning time amounted to around 15,000 hours.

To further promote English learning, the Hitachi Group has organized multiple events to encourage competition based on learning scores. Notably, the "goFLUENT TOP LEARNER CHALLENGE!" rewards the top 100 learners with Individual Lessons and Writing Lessons based on their total scores of learning time and completed materials. Another event, "TOEIC QUEST," involves teams competing based on their TOEIC scores.

By leveraging influencers who actively share the importance of English learning within the company, autonomous learning in the Hitachi Group is expected to continue growing and has become an integral part of their company culture.



Develop a Culture of Reskilling and Continuous Learning through Language Training

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This case study introduces a unique approach to the use of language training as an integral part of organizational reskilling, instilling the habit of continuous learning among employees, and supporting organizational and individual growth from a language perspective.

About

goFLUENT is an award-winning digital language learning solution present in 150 countries around the world. Accelerate your language learning by combining technology, content, and human interaction to provide hyper-personalized solutions available on any device, anywhere, and anytime. Today, HR leaders from more than 1,000 global companies in more than 100 countries rely on goFLUENT's solutions to gain confidence, drive career growth and establish a more inclusive global culture.



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