



## The New Onboarding Experience

– A Case Study of Nordic Sales Crew Oy

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The new onboarding experience  
with Nordic Sales Crew

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This bachelor's thesis, conducted in cooperation with Nordic Sales Crew, proposes a new solution aimed at enhancing the pre-onboarding and initial days of onboarding for new hires. The development of this solution follows a comprehensive analysis of the various aspects and requirements within the company. The main focus of this work has been directed to the pre-onboarding, with onboarding serving as a measure for the success of the pre-onboarding process. Even so, the outlook of this thesis is vast. As the solution is an existing out-of-box service, the team has chosen to describe the development process in great detail.

The main methodology used for finding possible solutions and the base of this paper is the Design Sprint. Utilizing methods such as benchmarking, interviews and feedback, the team gathered crucial information to articulate this report. The main objective during the sprint was to offer a practical tool for solving some of the challenges faced during the initial periods of new employees in the company.

This document outlines the stages, methods and tools employed before and during the sprint and the collaborative efforts with the company. The proposed solution places a strong emphasis on practicality, prioritizing this aspect over more elaborate and imaginative alternatives. As a result, an existing Learning Management System tool is suggested here as the primary solution. This software offers more possibilities, better interface and improved functionality compared to the currently employed implementations.

Keywords: design sprint, learning management system, pre-onboarding

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## 1 Introduction

Taking that first step into working life is stressful and daunting. Young people lead busy, hectic lives, and lack the time to take big risks, such as commissioned-based field sales. Often recruited in the Spring for a job in the Summer, it serves as a long time to worry and wait. Might something less risky be better? What about the opportunities offered by NSC? Working in field sales prepares you for working life like nothing else can, after all, so much of business is sales, and techniques honed, and thick skin earned could serve you the rest of your days.

There is also the motivation of competition and teamwork, key values in business life, and always the potential to earn more than your friends who took less of a risk. Is Nordic Sales Crew effectively communicating these benefits once the new young employee accepts the offer? Jeske and Olson (2022, 71) suggests pre-onboarding as a methodology to keep new hires interested between the time of hiring and onboarding. Indeed, NSC has a pre-onboarding process, however there are questions as to its effectiveness which this thesis will explore.

Onboarding is a process whose objective is to more quickly and efficiently increase the productivity of new hires (Snell 2006, 32). Pre-onboarding then would be considered to take place before the new employee actually begins, as a means to keep the new hire interested, and engaged, and for NSC, as a means to educate and prepare them for the first days ahead. (Jeske and Olson 2022, 71)

NSC stated in their pitch to Laurea that they lose 30% of new hires between recruitment in the Spring and the job in the Summer. They came to the design sprint with ideas about revitalizing their pre-onboarding experience, and that is what we intend to explore in this thesis. How can the pre-onboarding and early onboarding process be improved? Should it be improved? What are the actual pain points, and what can NSC do to improve retention of new hires into their first week on the job?

This thesis will explore what those pain points are, mainly that employees are not finding the information on Loop, and they therefore feel ill-prepared when they start their jobs. The team discussed issues of pre-onboarding with Noona Wilskman, an expert HR consultant, interviewed users of the platform, and developed a customer persona, her story and journey, and developed what that story and journey should be as our goal.

With the pain points clearly defined, the team set out to benchmark solutions, and it was during benchmarking that Vuolearning was discovered. During the design sprint, the settled on Vuolearning as the most appropriate solution, and set out to create the demo. This thesis

will make the case as to why this is a more economically sound choice than Loop, and why its feature set is more suitable for what NSC is looking for. The following document will take a story-telling approach to better describe the methodology, and how the team reached these conclusions.

New young employees need content in short bursts that fit their hectic lifestyles. NSC wants motivated and enthusiastic new employees, prepared for the challenging role of field sales. Furthermore, NSC has been lacking the ability to use any sort of metrics in their processes to measure the success of their learning campaigns. Our solution offers this in a more cost-effective manner, which we will show in the following chapters.

## 2 Project Background

This thesis is focused on enhancing certain processes associated with the employee journey and working experience at Nordic Sales Crew. The project aims to develop a solution by addressing current challenges, with the goal of making the working experience more enjoyable, motivating, and effective for the employees.

The basic requirements were presented to the students approximately three weeks before the start of the Design Sprint. In the initial session, the company was introduced to the students. NSC pitched the problem initially as two separate cases, where case 1 was the pre-onboarding process, and case 2 took a broader view of the employee journey from onboarding to potential exit. The team narrowed the scope to a primary objective of optimizing the transition between hiring an applicant and the start of their working journey.

During the Design Sprint, the team employed the methodology developed by Jake Knapp at Google Ventures. The team worked intensively, employing various methods detailed in this thesis to reach its results and conclusions.

### 2.1 Nordic Sales Crew

Nordic Sales Crew, a limited liability company headquartered in Helsinki, is a leading field sales agency. NSC handles outsourced sales, event sales, and fiber optic sales, focused on team building and executing sales strategies.

The company was established in 2016. Since 2023, it became part of the Face2face Creatives Group, which operates in Norway, Sweden, Germany, Belgium, and Switzerland. Nordic Sales Crew defines itself as a strategic ally committed to carefully understanding the unique characteristics and needs of its clients. Currently, it has 110 employees in Finland. (Nordic Sales Crew 2024).

The number of employees increased by 15.2% from the previous financial year. In 2022, the turnover of Nordic Sales Crew Oy was 4.76 million, and the profit for the financial year was 287 thousand. According to their estimates shared in the presentation materials, the revenue is expected to increase to 14 million euros in 2023. (Nordic Sales Crew 2024) Based on other financial details from their statements for 2022, net sales increased by 65.4%, and the operating profit margin was 7.8%. (YTJ 2024)

## 2.2 Design Sprint Method

The figure below illustrates the methodology used during the sprint week.

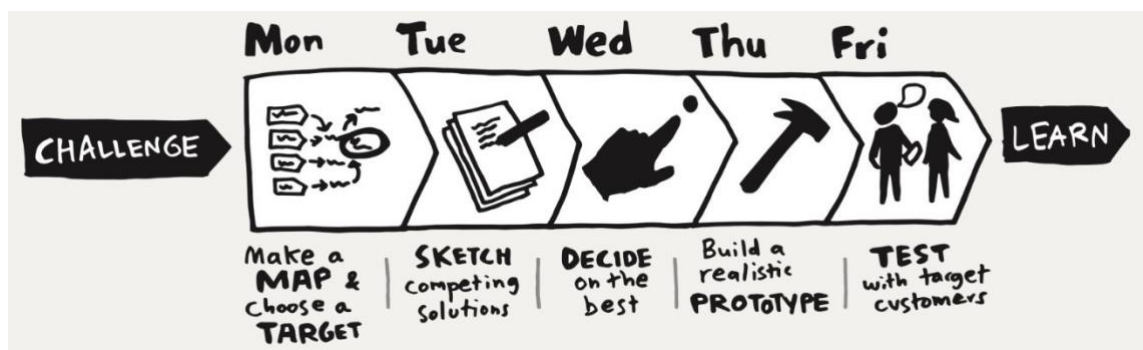


Figure 1: Design Sprint Method (Knapp and Kowitz 2016, 23)

The team worked a little quicker than Knapp’s sprint method would suggest, having previously started benchmarking and interviews before the start of the sprint week. By Tuesday the team started to zero-in on the solution, after discussing NSC needs with them. On Wednesday, the solution was ready to present to the interviewees, while discussions with NSC continued, which we pitched on Friday. The schedule for the sprint week can be seen in the table below.

Table 1: Design Sprint Week

Day 1/Monday	Day 2/Tuesday	Day 3/Wednesday	Day 4/Thursday	Day 5/Friday
Theoretical framework/ Knowledge base finished	Brainstorming, Conceptualization	Field day, Acquiring the customer understanding	Prototype testing Concept documentation	Pitching
Orientation - Design Sprint	The main problems of the solution, Benchmarking	Interviews, Queries, Data analysis, Prototype construction	Decision of the final concept, Pitch planning & practising	Presentation of the concept & the prototype for the company
Analysis and Design, Mind map of the process functionality		Sparring - results		
Sparring - concept mapping	Sparring - validation	Preliminary concept	Documentation finished	Self assessment
Direction, Goal & Mission clear	Preliminary concept	Customer Story		

Laurea’s thesis sprint is based on a modified version of Knapp’s framework as shown in Table 1. A more detailed description of the sprint week and the tools used is provided in Chapter 5.

## 2.3 Tools

We set up our own private team in Microsoft Teams to keep our files organized and hold our weekly meetings and used WhatsApp to keep in constant contact. Additionally, we used Miro for our mind map, and maply for our customer journeys. In order to benchmark, we accessed NSC's Loop platform. For our prototype, we were able to use Vuolearning's demo system to make a suitable demo of our solution. The tasks were delegated amongst us, and we strove to make it so that not any one person was overloaded. Any of our teammates would be happy to step in and help in that case.

## 3 Key Technologies

Nordic Sales Crew employs various standalone platforms to manage its operations. According to their presentation and the team's own findings during the Design Sprint, some key challenges were identified for enhancing the efficiency, attractiveness, and integration of these systems. While the current implementations provide essential functionality, they lack certain features and have specific limitations, which will be further identified and explained in our research.

The primary technology utilized within the scope of this thesis is known as a Learning Management System, abbreviated as LMS. This type of software provides interactive tools for sharing relevant information, tracking progress, and achieving results. As such, it can be implemented in various scenarios, including education, training, and human resources management, encompassing the onboarding process. This research specifically focuses on Corporate LMS systems.

As Foreman defines it:

An LMS is a multiuser software application, usually accessed through a web browser. It helps organizations manage training events, self-paced courses, and blended learning programs. It provides automation that replaces rigorous and expensive manual work, saves time, and enables you to organize your content, data, and learners. It tracks and reports on training activity and results. (Foreman 2017)

### 3.1 Vuolearning

Vuolearning is a Finnish software company specializing in educational technology. The product is a customizable and scalable online learning platform that helps organizations create and deliver interactive and engaging online courses for training needs. The software boasts a modern interface, useful features, and flexible capabilities. Some of the most relevant platform features include real-time analytics, an interactive and user-friendly interface, mobile responsiveness, fast and powerful content creation, the ability to easily

convert PDFs, PowerPoints, or Word documents into an editable format, learning paths, tracking competences, among others (Vuolearning 2024).

This platform has been selected by our team as the most suitable solution for Nordic Sales Crew, based on their requirements during the pre-onboarding process. The platform incorporates features that can optimize the experience from different perspectives in the employee journey.

We concluded that this platform contains many of the elements that Nordic Sales Crew needs, and has significant potential to deploy custom-made integrations in the future. Throughout this thesis work, we will describe the reasons for considering this LMS the right solution, as well as the mechanisms for adapting its capabilities to the current needs of NSC.

### 3.2 Loop

Loop is the current Learning Management System (LMS) used by NSC. The company is a part of 360Learning, a larger consortium based in Paris, France, which offers collaborative tools and AI-powered engagement systems for managing Learning and Development (L&D) processes in organizations (360Learning 2024)

This thesis will thoroughly explore its pros and cons, but currently, Loop stands as the established and configured platform that even publishes content for NSC. Throughout this project, we had access to a demo showcasing both the employee view and admin functionalities. (Loop 2024)

### 3.3 Beast

This is another management tool used by Nordic Sales Crew, according to its own website, the platform offers measurement tools for field sales, inside performance, campaign management, organizational management, report building, customer surveys, and other measurement features. These tools help track performance in specific processes using indicators and even provide gamification capabilities using badges and rewards (Beest 2024).

Our research indicates that the implementation of this platform has been somewhat superficial, and NSC is actively seeking creative ways to integrate it more deeply into their operations.

### 3.4 Teamtailor

Another tool utilized by Nordic Sales Crew is Teamtailor. This company, headquartered in Stockholm, Sweden, also has offices in North America and Australia. It offers recruitment solutions tailored to small, midsize, and large businesses (Teamtailor 2024).

Among its product features are the Applicant Tracking System (ATS), Employer Brand and Career Site, Integrations, and functionalities such as job posting, SEO optimization, scorecards, internal recruitment tools, job templates, job management, customizable hiring flows, smart schedules, triggers, and various useful tools for applicant administration and communication. Additionally, Teamtailor provides generative AI, candidate management, team and collaboration tools, a marketplace, analytics, and other features for effective administration (Teamtailor 2024).

Despite all the potential and rich features provided by Teamtailor, during our research we became aware that this platform has not been used to achieve its full potential. NSC showed interest in integrating this software to a new solution or adapting it to an existing one.

## 4 Development Methods

In this thesis project the team used a variety of research and development methods. This included current state analysis, semi-structured and open interviews with customer's employees, experts in human resources and software development, observation, mind-mapping, benchmarking, and developing experimental content for validation.

In addition to full-scale interviews, the team had three sparring sessions with a customer manager during the Sprint week. These sparring sessions allowed us to receive immediate feedback on development, while also clarifying the research. Additionally, the customer's Chief Sales Officer (CSO) was available on short notice for quick consultations.

As the design sprint classic length of five days was reduced to four, the team decided to start the research process before the actual design sprint week. This will be described in depth in the next chapter.

### 4.1 Current state analysis

After the introductory sessions were held two weeks before the design sprint, the team received credentials providing access to the existing platform, Loop. Using these credentials, team members were able to investigate the current state of the pre-onboarding / onboarding platform and its functionality. Also, team members got familiar with the structure and content of material available on the platform and were able to make notes and create additional questions for subsequent interviews.

The investigation of the currently used platform did not create any prejudice in further research, but it was necessary for smoother communication with stakeholders (interviewees and sparring partners) in asking the right questions, and better understanding answers.

Understanding the current situation provided a starting point for development and improvement.

#### 4.2 Interviews, observations, and sparring

The first round of interviews was held after the current state analysis, and before the official Design Sprint week. It included the customer's field employees and one of the customer's managers.

As a part of the first round, our team also interviewed an HR expert. They provided valuable recommendations regarding pre-onboarding materials and organizing the of the content specifically for the age group in question, as described in the following subsection, 4.2.1.

The second round of interviews was conducted at the end of Design Sprint week, to validate the results of the team's demo solution. In one interview, combined with the observation session, the prototype was presented to the customer's field employee, customer's manager and CSO.

The field employee was asked to share the screen and interact with prototype independently, going through the new pre-onboarding process. Interacting with prototype free from interference from the team, the employee was allowed and suggested to ask the questions if necessary. After testing the prototype, the employee was asked several questions about experience, and about possible improvements compared to the previous platform. Opinions from the customer's manager and CSO were also collected.

During the second round the team also interviewed the founder and CTO of Vuolearning - the platform that was chosen for the demo. The results of this interview are also found in the subsection 4.2.2.

The first two sparring sessions with the customer's manager during the Sprint week were small interviews, while the third one was the observation session followed by questions about experiences.

##### 4.2.1 Interview with HR Expert Consultant

The first interview was with a human resources expert with over ten years' experience in the field, whom one of the team had the pleasure of working with at the 2023 Miimit Koodaa hackathon, which concerned topics having to do with human resource management, of streamlining common processes, and designing the kind of platforms NSC is looking for. When delving into this topic, the team knew it must reach out to them, and their insights helped define what the team needed to be looking for in an appropriate solution for NSC.

The process with them was an informal private interview. As they work in consultancy, the team opted not to video the interview, as this would be tantamount to a free session for NCS.

They explained that a successful pre-onboarding needs to be focusing on the first impression, to zero-in on the most important things the new hire needs to know when they start working. To quote, too much information “overload the person and that doesn’t benefit anyone.”

The HR expert saw on their own that NSC’s focus group is young people with different levels of experience. They suggested shorter “TikTok-like” videos, that would demonstrate the company culture and its benefits. Furthermore, there should be quizzes to specify sales training needs, and to combine multiple ways of learning, such as segmenting the content between video, animation, and text, mixed with the quizzes. There could even be a second level of testing, to plan the intensity of the onboarding. The expert also thought a nice feature to have would be an AI-driving chatbot assistant to answer common questions. (Wilskman 2024. Personal communication)

#### 4.2.2 Interview with Vuolearning CTO

During the design sprint, the team had a few questions for the founder and CTO of Vuolearning, which served as the team’s initial contact with the company. During the benchmarking phase, it was suggested in the team to add Vuolearning to the list, as they knew of the company through going through their application process. The team member now works in a completely different aspect of software development and has no ties to the company.

However, from the application process, they were aware of discussions involving implementing gamification features, and this is why the team reached out to the CTO. The CTO explained that while they did some research into OpenBadgeFactory for a customer, it never reached the implementation stage, and is not on their current roadmap.

They went on to discuss how they use open API interfaces in their software architecture. For example, it is possible that one can fetch course completions, and be able to update users, and through this, the students could easily compare their rankings to others. The results could then be embedded within the course content, or the teacher could publish results at regular intervals.

What Vuolearning uses is something called competencies. Courses and other completable items can be granted competencies, which could be used as badges, but as of yet there’s no direct comparison via a leaderboard.

After the discussion with the CTO, the team created a demo account, and found that Vuolearning has much of what NSC is looking for, which we will discuss further in this

thesis. This serves to give the team a foundational understanding of the features and limitations of Vuolearning. (Pellinen 2024. Personal communication)

#### 4.2.3 Initial Interview Results

The interviews consisted of three interviewees, an experienced employee, a junior, and a client manager.

Although they were satisfied with their training period, the training materials could have been improved by quality and quantity. However, further analysis showed that they were not aware of the materials existing on the current platform. They wished that there could be much more improvement in the instructions as to how to use their existing learning and onboarding platform, as well as options to see a timetable, and the people of the company.

Moreover, they agreed that the current Loop platform is very confusing to use and navigate through the materials. The interviews also revealed that they were nervous and unprepared in the first days, but there was seemingly little awareness of this from the management of the company. These insights helped the team prepare a customer journey.

#### 4.3 Customer Journey

After the interviews were conducted, the key findings were applied to form a customer persona. Her motivations and struggles are a representation of the typical future employee NSC wants to attract, and through her, the team began to solidify her pain points in this current platform, and how to solve them. The team began developing the solution for Sara, a 19-year-old student about to embark on her first full-time job in sales. She is excited and motivated, but also nervous about all she might encounter in this first experience in sales.

Sara is busy juggling work, studies, and social life, so she may not have the time or patience for lengthy training materials. She is not even aware of how much content is in the pre-onboarding and feels ill-prepared in her first days.

Sara's customer story begins with the thrill of joining the company, but as the journey progresses, she becomes so overwhelmed by the information that she fails to even find it. She craves content and engagement, but instead gets lost in a maze of information overload. In her first days on the job, she yearns for support that is not there.

The preceding story led to two opposing customer journey maps, the current journey of confusion and frustration, and the team’s goal journey map of finding the relevant content in short digestible form, in a mobile responsive and searchable design.

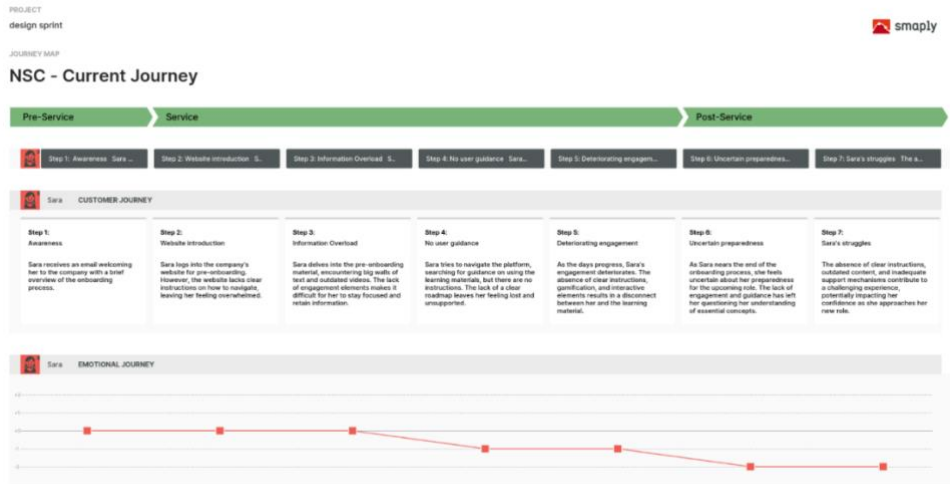


Figure 2: Current Customer Journey

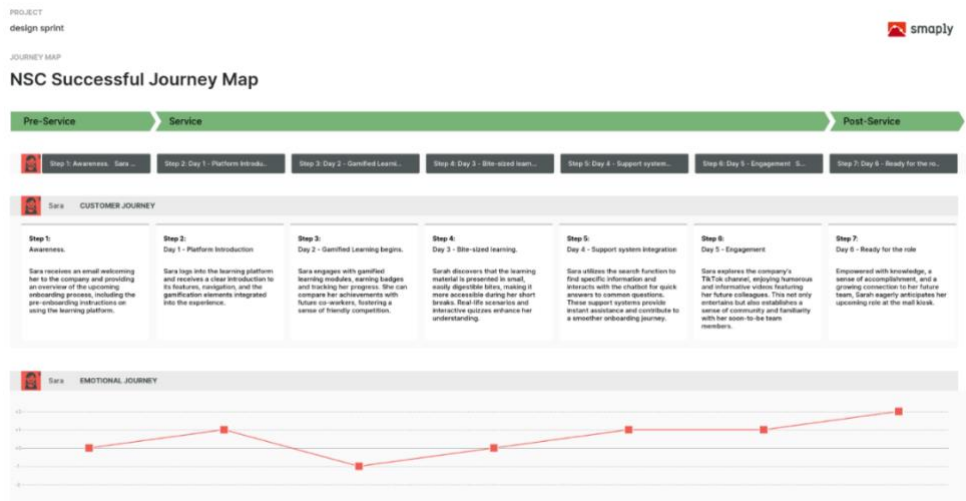


Figure 3: Successful Journey Map

These customer journey maps can be found in the appendix of this report.

#### 4.4 Mind Mapping Brainstorming

The team utilized Mind-Mapping for Brainstorming in the early stages of the project, after the current state analysis and first round of interviews. The amount of improvement ideas and

direction was very high, and they were put onto the mind map and grouped accordingly. This mind map was referred-back too often during the design sprint and beyond. The team used the MIRO platform for this process.

The following mind map can be found in the appendix.

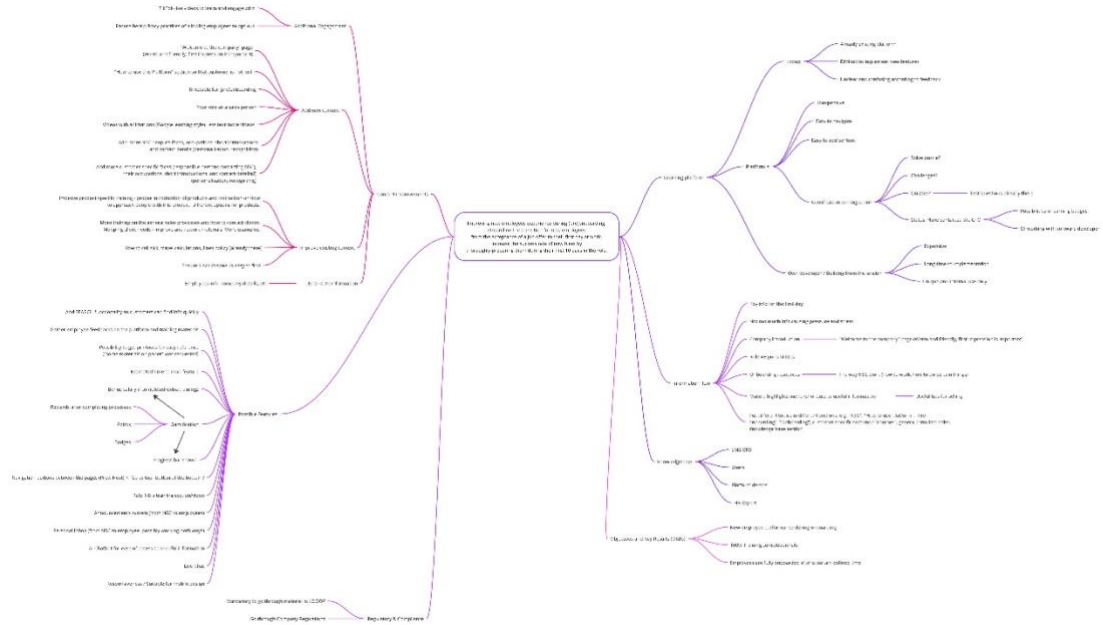


Figure 4: The full mind map

After reviewing the final mind map, the most important clusters of “Content improvements”, “Information flow”, “Possible features” became the focus for the group.

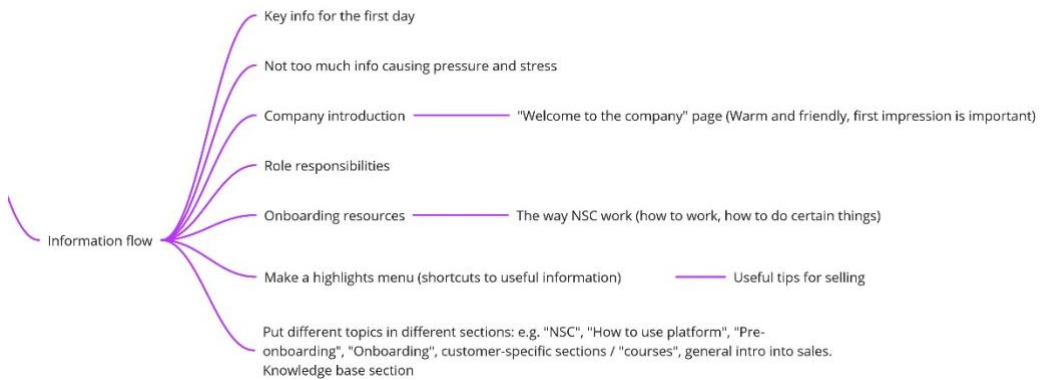


Figure 5: Information Flow branch of the mind map



Figure 6: Content Improvements branch of the mind map

According to the team’s findings, the pre-onboarding experience could be improved in two dimensions: by improving the content and information flow, as well as by improving the functionality of the platform.



Figure 7: Learning Platform branch of the mind map



Figure 8: Possible Features branch of the mind map

#### 4.5 Benchmarking

The benchmarking process proved to be the crux of the project. The team compared pros and cons of different approaches of improving content on the existing platform, developing a solution from the scratch, and to investigate what other LMS platforms had to offer when compared to Loop. The other platforms considered include Kallidus, Whatfix, JobDiva, and BEEKEEPERS, and from these the choices were narrowed down between NSC's own in-house development, continuing with Loop, or migrating to Vuolearning.

The team took into consideration negative user feedback regarding the existing Loop platform, risks of developing a completely new product in terms of time and financials, as well as choosing an existing LMS for this task. After a short benchmarking of these three choices, the team found choosing an existing LMS with modern capabilities would be the most reasonable choice, with the lowest risks and shortest implementation time.

#### 4.5.1 Loop as a Solution

According to Loop's own website, the platform assists in automating Learning and Development (L&D) processes, including compliance, onboarding, manager training, partner training, sales training, customer education, and more (Loop 2024). Despite the appealing features promoted on their site, our perception after testing the platform is that there are some limitations, indicating a need for further improvement to align with NSC requirements.

#### 4.5.2 Vuolearning as a Solution

During the benchmarking process, while exploring different learning platforms, Vuolearning stood out as one of the most capable, simple, and agile options among other solutions. Many of the alternatives found in the market during this process included packages containing several services that NSC does not require. The focus was given to Learning Management Systems with simple ways of presenting relevant information to new hires. Vuolearning's solution will become apparent later in this report.

Elisa Muurinen (Vuolearning Solution Sales Specialist and Tech Lead) was contacted with specific questions regarding the functionality of the platform, possibilities of extensions and integrations, as well as pricing details. (Muurinen 2024. Private communication) The team found Vuolearning open to integration with other platforms, and in a real-world scenario NCS's CTO could work with them on system integrations. The ultimate outcome of these possibilities remains in a future scope. If NSC chose this solution, they would know these results better than we do at this time.

#### 4.5.3 Software Development Solution

NSC could take the option of using their own software developer, as they do have an in-house developer in their current CTO, who developed the Beast platform described in the Key Technologies section of this document. This means that NSC could write, also known as code, their own solution. This solution could look and feel any way they choose, and it could likely look like their current Beast platform. The following text will explain what is involved in this decision-making process, and some of the technical theory behind it.

This approach comes with its own pros and cons. The upside is having control over how much or how little the new learning platform mixes, also known as integrating, with their current

Beest platform. The Beest platform currently handles sales analytics. Analytics of the learning development of new hires could be added, and their sales performance tracked to compare, and make some conclusions about the success of their pre-onboarding.

The downside would be both in the financial requirements and in time spent in deploying a robust solution that would serve as a sufficient upgrade to Loop. It could take a year or more to roll out a full-realized solution. The next section will describe how such an application is subdivided into the parts that make it work.

#### 4.5.3.1 Full stack Project

The solution needed for such a project is known as a full stack project. Full stack solutions are typically comprised of a frontend, or the part the user sees, and the backend, which serves the data that the frontend sees.

The below diagram describes the architecture of a full stack application. The client sees the frontend, and the data is served to the frontend by the backend, which contains the business logic, and the data used (Mangabo 2023, 4). There is usually a database of some sort that is required, and the platform would implement features from third party services, or APIs.

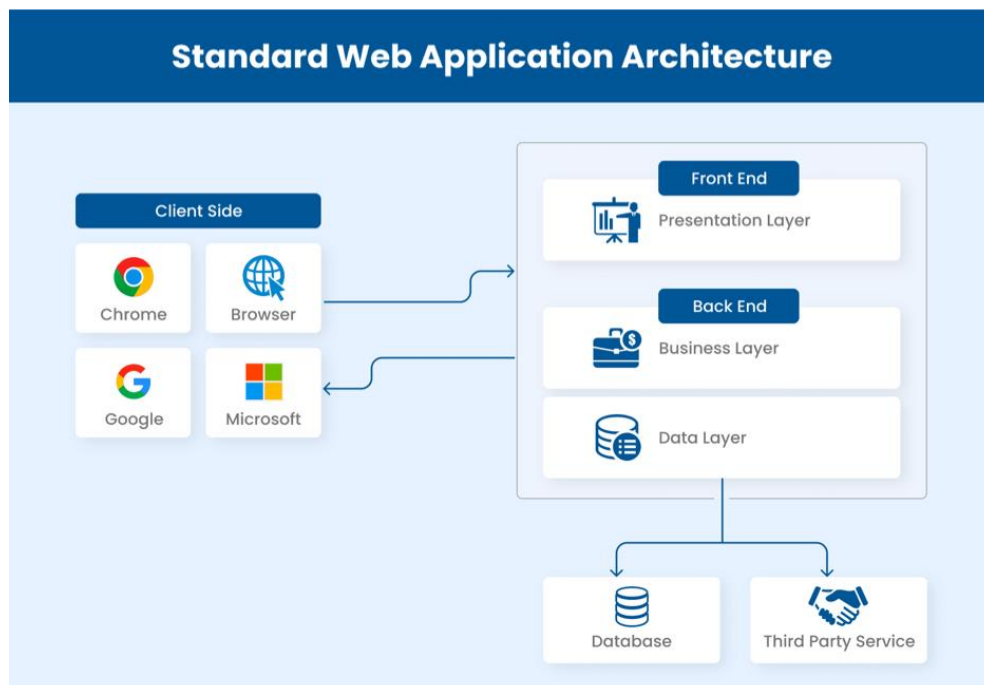


Figure 9 Diagram of a standard web application (Shaikh 2023)

#### 4.5.3.1.1 Frontend and Backend

Any library or framework using JavaScript or TypeScript, such as React, Next.js, or Vue would suffice for the frontend. For the backend, it really depends on their needs. For an application this robust, a solution such as C# .NET Entity Framework Core, using a relational SQL database really simplifies the process of building the database models and implementing the schema. Python and Django also have nice libraries for building suitable APIs. Java and of course Node.js also are popular options for backend development. However, it really depends on how much NSC would like to integrate with their Beest platform. (Mangabo 2023, 4-5)

#### 4.5.3.1.2 API

API, or Application Programming Interface, is the format by which data is exchanged across applications on the internet, and most of those are designed as RESTful, meaning Representational State Transfer protocol, and it is a way of standardizing the design of the data being exchanged, so that systems can understand what is being posted, what is being updated, and what is being deleted, for example. There are rules and standards to adhere to when designing such an API. (Mangabo 2023, 6-7)

#### 4.5.3.2 Viability

An LMS platform built from the ground up would take a year or more to achieve useability on a large scale. SaaS (Software as a Service) companies exist who make these platforms ready for integration and use with relative ease. Users need a working solution as soon as feasibly possible, and not one or two years from now.

Up until this point, NSC has been happy putting their content on an existing platform in Loop, and this would suggest that it's not the fact that Loop is an existing platform, but that they find this platform lacking, and other platforms could come under consideration.

### 4.6 Developing Experimental Content

After the decision to use the existing platform was made and the platform was selected, the team started working on experimental content to get a fully functioning product demo. During this process the team considered the results of the first round of employee interviews, the resulting customer persona's story and journey, and suggestions from customer management, as well as our knowledgebase.

During the development of this content, the team got familiar both with creating and editing materials on the teacher side, as well as going through the courses from the pre-onboarding employee side.

## 5 Sprint Week Presentation

As a large amount of work was done before the sprint week, the development process was finished, and feedback was received already on Wednesday. The team devoted the fourth day to preparing the presentation. As the team had a working demo, not just a prototype, the presentation was more complicated to prepare. The team wanted to show both the educator and student side of the process (which required different credentials), as well as slides. Presenting this material “live” would require several presenters, which we wanted to avoid. Also, the project size had grown significantly, and the presentation time was strictly limited to 7 minutes. We were forced to reduce the amount of material significantly to match the time slot.

Therefore, the team decided to pre-record the videos of admin and student sides of the demo and insert it into the presentation. After much trial and error, it was decided to pre-record the full presentation.

Feedback was positive, and the customer was very satisfied with the clarity, simplicity, and possibilities of platform. They agreed using this type of material on this specific platform could be of great help not only for the pre-onboarding and onboarding process, but also for further education of the employees during the whole career path.

## 6 Development Results

### 6.1 Concept Prototype

A prototype is an initial build of an idea, in this case it is the learning platform (Blackwell and Manar 2023). However, the team did not build the prototype from scratch but instead an existing learning platform was found available on the market, the team created a demo on that platform, Vuolearning, during the sprint week.

A demonstration, or demo, is an example of something that individuals would like to demonstrate as to how it would work or function (Cambridge Dictionary 2024). One team member received administrative access to the demo to test the platform, where some courses were created to test out the functionality from the administration side, the rest were granted customer, also known as the student side.

### 6.2 Concept Implementation

Course materials were created and imported into the new learning platform, such as information on important people within Nordic Sales Crew, the company logo, and other

materials taken from NSC. The team created quizzes and finalized the demo as close to real-world scenarios as possible. The goal was to ensure that the platform and the information on it was easy to use and navigate, keeping in mind our customer’s goal journey if feeling engaged, connected, and prepared for her first days on the job.

### 6.2.1 Login

At the login page, the user needs to receive the login credentials beforehand via email from the company. The password given in the email will be a one-time password. The user needs to change it after the first login. If the user has previously used the platform, then they can enter their login information. Moreover, they can choose their preferred language provided by the platform.

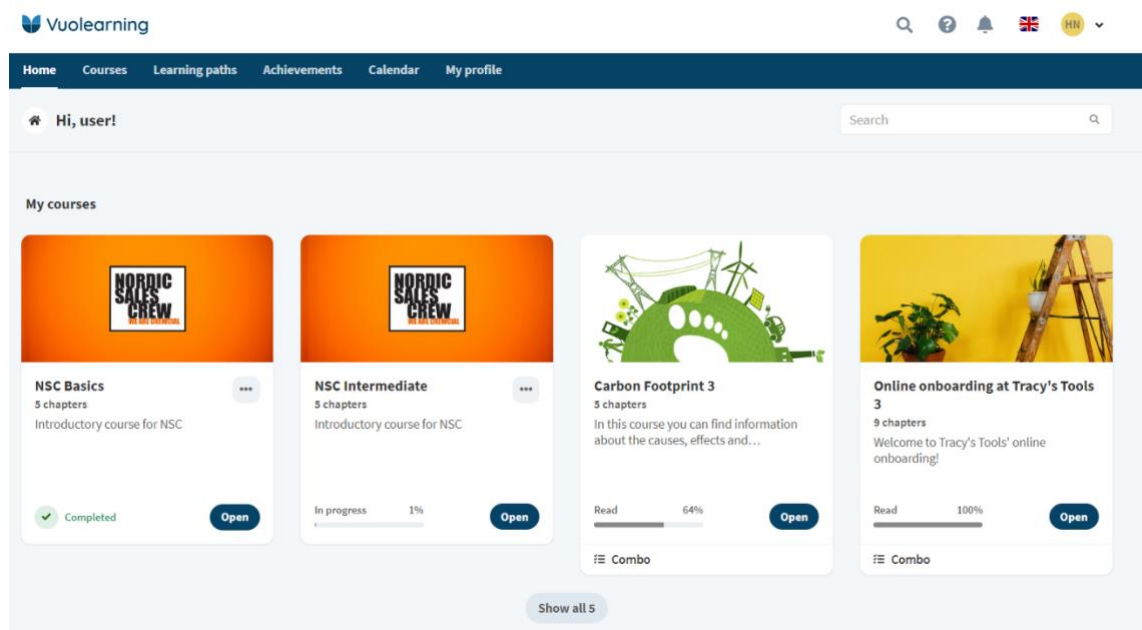


Figure 10: Vuolearning Demo Login Screen

If the user forgets their password, they need to enter their email address and the link to reset the password will be sent to the email provided.

### 6.2.2 Home Screen

At the homepage, navigate to “Courses” from the navigation bar to see what course the user has, and “Learning paths” to see what path the user has for learning. For example, “Introduction” with courses. “Achievements” shows what the user achieved in the courses, a great way to add gamification here. “Calendar” can be used to check the timetable. “My profile” is where the user can see their own information on the platform.

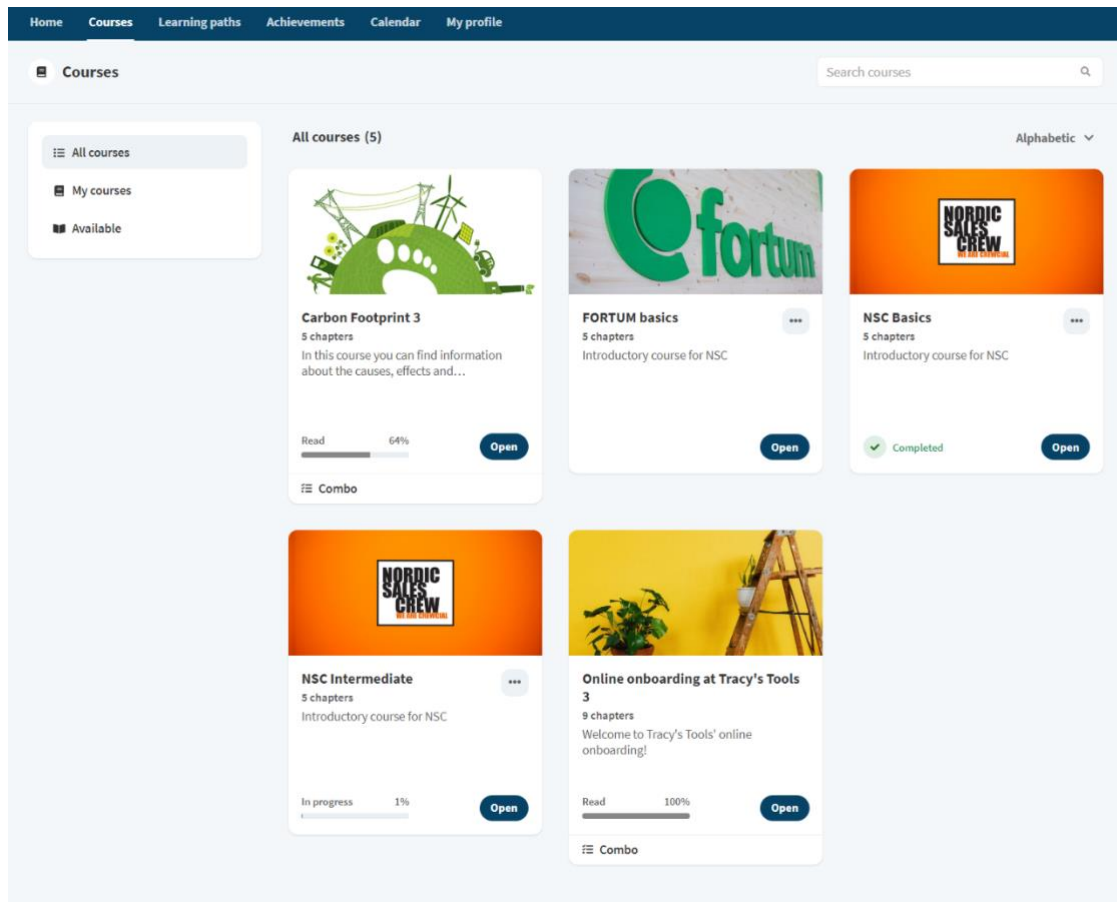


Figure 11: Course Section Screen

### 6.2.3 Administrative View: Home Screen

All of the courses on offer can be viewed here, and the administrator can also track the progress of each course. The courses can be sorted either alphabetically or by the latest publication date of the courses.

### 6.2.4 Progressing through the course

When the user opens a course, they can see the table of contents, where it shows sections or chapters in the course. The user can change the color theme of the page from the setting at the top left where there is the gear icon. You can close the “Table of contents” by clicking the icon next to “NCS Basics”.

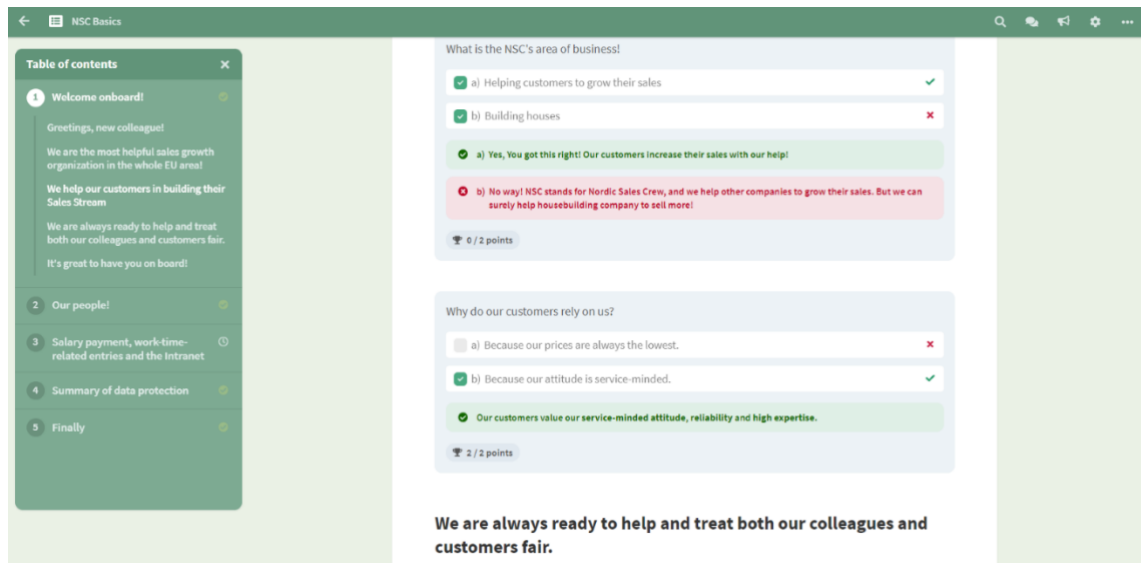


Table of contents

- Welcome onboard!
  - Greetings, new colleague!
  - We are the most helpful sales growth organization in the whole EU area!
  - We help our customers in building their Sales Stream
  - We are always ready to help and treat both our colleagues and customers fair.
  - It's great to have you on board!
- Our people!
- Salary payment, work-time-related entries and the Intranet
- Summary of data protection
- Finally

What is the NSC's area of business!

- a) Helping customers to grow their sales
- b) Building houses
- a) Yes, You got this right! Our customers increase their sales with our help!
- b) No way! NSC stands for Nordic Sales Crew, and we help other companies to grow their sales. But we can surely help housebuilding company to sell more!

0 / 2 points

Why do our customers rely on us?

- a) Because our prices are always the lowest.
- b) Because our attitude is service-minded.
- Our customers value our service-minded attitude, reliability and high expertise.

2 / 2 points

**We are always ready to help and treat both our colleagues and customers fair.**

Figure 12: First page of the course

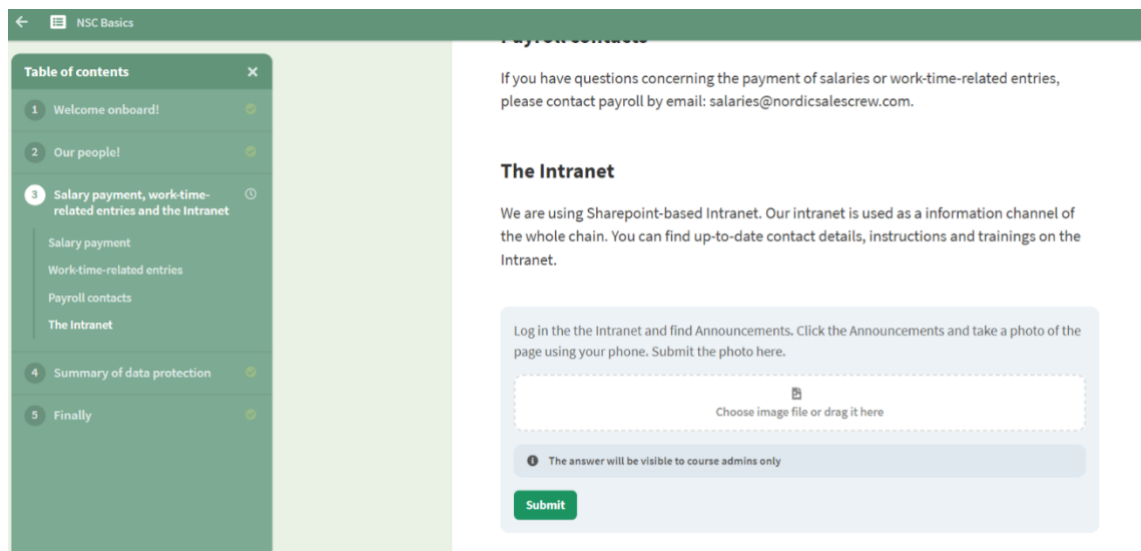


Table of contents

- Welcome onboard!
- Our people!
- Salary payment, work-time-related entries and the Intranet
  - Salary payment
  - Work-time-related entries
  - Payroll contacts
  - The Intranet
- Summary of data protection
- Finally

Payroll contacts

If you have questions concerning the payment of salaries or work-time-related entries, please contact payroll by email: salaries@nordicsalescrew.com.

**The Intranet**

We are using Sharepoint-based Intranet. Our intranet is used as a information channel of the whole chain. You can find up-to-date contact details, instructions and trainings on the Intranet.

Log in the the Intranet and find Announcements. Click the Announcements and take a photo of the page using your phone. Submit the photo here.

Choose image file or drag it here

The answer will be visible to course admins only

Submit

Figure 13: Third page of the course

**Thank you for joining our team!**

**Group discussion**

How did you find this onboarding material? Do you have ideas or wishes relating to developing the onboarding process? Give your comment here!

**Comments** Oldest comment first

**HN** Hoang Phuong Nam Nguyen  
12 days ago

Looking forward joining the team!

👍 1 ❤️ 2 🔥 1 🗨️

Show replies 1 Reply

**HN** Hoang Phuong Nam Nguyen  
12 days ago

Hell yeah!

🗨️ Reply

**IR** Igor Rautiainen  
12 days ago

Welcome!

👍 1 🗨️

Show replies 3 Reply

**IR** Igor Rautiainen  
12 days ago


Thanks to you!

🗨️ Reply

Add comment

---

*Well, let's get down to business.*



**Congratulations!**

You successfully completed the course.

Completion date: 08.02.2024

Correct task answers 67 % (50 % required)

Reading 100 % (60 % required)

Download certificate

Download answers

< Previous Back to top ^

Figure 14: Discussion and Course Completion Page

### 6.2.5 Administrative View: Course

The administrative side will define which answer is correct and needs to provide a comment or feedback based on the answer as shown in figure 12. Also keep in mind that it is possible to have multiple choice questions, so detailed feedback is required. It is also possible to add documents in many files type, but the administration can filter which file type is acceptable, as we can see in figure 13. In addition, there is a discussion as well as a chat channel where users can post, reply, and react to the comments as shown in figure 14.

### 6.3 New Platform Benefits

From a technical point of view, the proposed learning platform Vuolearning offers more features, with easier navigation throughout the platform and the course itself. They also have customer support for the client, and have been open to various systems integrations, and appear accustomed to working with client developers.

The entertainment and engagement come from courses offering certificates that could be useful for future references. Vuolearning may not have fully implemented gamification, but they have badges for completing the courses, and possibilities for incentives if the NSC administration chooses to use their analytics in this manner. The vendor also stated that they can support course creation from the materials given by the customer, or they can fully create a course as a service.

### 6.4 Feedback

The product demo received feedback from Nordic Crew Sales representatives, as well as their employees during the sprint week. From the perspective of the employees, they were really interested in the new learning platform. From the perspective of the representatives, they were very ambitious with the demo. Gamification was discussed, as well as integrating into Beest, Teamtailor, and Slack.

## 7 Conclusion and Future Scope

### 7.1 Conclusion

As the features of the alternative learning platform are addressed, it becomes evident that the new learning platform significantly enhances the onboarding experience for new employees. Those important features missing in this current Loop implementation that are found in Vuolearning include progress tracking and analytics, ease of updating content,

mobile responsiveness, improved search and navigation, and engagement through competencies and interaction between the teachers and the students.

We have also explored the challenges faced by new hires during the pre-onboarding phase, as well as identified pain points of difficulty navigating the current platform, ability to find the relevant information, and lack of engagement and preparedness in the first days on the job. By finding this new alternative learning platform, we have addressed the challenges of new hires. We also have given the solution that streamlined the onboarding process, improving information flows, engaging learning courses, and simplifying the user interface.

The team's resulting feedback demonstrates that the simplicity of the user interface helps employees more easily access the materials needed, as well as interacting others within the company on the platform. From the company's perspective, they have more abilities to track the progress of the new employees. They can ask the platform owner to assist them in course creation, or easily post the content themselves. They can also have a continuous platform improvement with the ability of users to give feedback and utilizing the customer support from the platform. With that in mind, both NSC administration and its employees' benefit, and get more transparency of the information flows between them.

The feedback and interviews helped us to identify what was going wrong during the pre-onboarding and onboarding, and issues with the current learning platform. According to the interviews, new hires were stressed on the first day of the job, and they found it difficult to locate the materials and resources. There was no welcoming page on the platform as to introduce to the team and the company, and no search functionality. As a result, they were reluctant to seek help from management or other experienced people within the company.

The concept of gamification is not yet fully realized, but there is a good compromise in the platform's competencies options. Other missing functionality that would be nice to have on the new learning platform would be learning milestones or a leaderboard. This is in keeping with the ideas of interactive learning and engagement, as the sales position trends to young adults, who are starting their first job to gain work experience.

The proposed new learning platform offers NSC the ability to personalize and customize the learning experience according to specific needs. Additionally, the team was informed that the platform can be seamlessly integrated with other platforms such as Shopify, TeamTailor, Slack, upon request. It is noted in our interview results for its user-friendly interface compared to the current learning platform, and it offers the possibility of incorporating additional features to address the company's needs.

In conclusion, although the proposed solution seems to address most of the current issues NSC has, they should see if it suits their long-term business vision. As the vendor continues to

refine and expand the platform, the team is looking forward to seeing the positive impact it could have on the employees' training experience.

## 7.2 Future Scope

Besides the two cases proposed by Nordic Sales Crew for the development of the design sprint, the company suggested the generation of innovative mechanisms for familiarizing and engaging workers with important content, and increasing the retention rate of new hires. The implementation of gamification was one of the main recommendations regarding these goals.

Gamification, defined as “the use of game design elements in non-game contexts” (Deterding 2011, 9-15), can introduce a new range of interactions. One facet where Vuolearning could incorporate this valuable element is through the feature called Learning Paths.

For instance, a monetary reward can be obtained once a learning path is completed or certain conditions are met. These benefits could be claimed after a fixed period, for example, during their first monthly salary. This way, a potential worker will have something to gain and something to lose, depending on their future decisions. With the Learning Paths feature it is possible to group content in packages, and track user progress using analytics to identify platform usage. These mechanisms provide insights to admins that can be used to enhance content, engagement, and ease of use.

Another feature that could add value beyond the onboarding process is called Competence Level Base. With this property, admins can track different forms of learning by generating accomplishments, task lists, milestones, and conversation notes (Vuolearning 2024). On the user side, the implementation of certifications can help showcase their skills, import them, and match them to specific tasks.

Integration with other platforms is a crucial and highly requested capability. Throughout this thesis work, the team was in contact with Vuolearning, discussing the possibility of integrating other essential platforms, such as Slack for communications, as well as other software. The company assured us that these integrations can be implemented. These are just a few examples of different possibilities for extending the potential of the platform for achieving the goals and fulfilling the expectations of Nordic Sales Crew.

To conclude, implementing some basic suggestions, such as keeping things simple, incorporating short videos or animations instead of plain text, adding more interactions and quizzes, and including a section for key company personnel and contacts, could help improve the user experience in the future.

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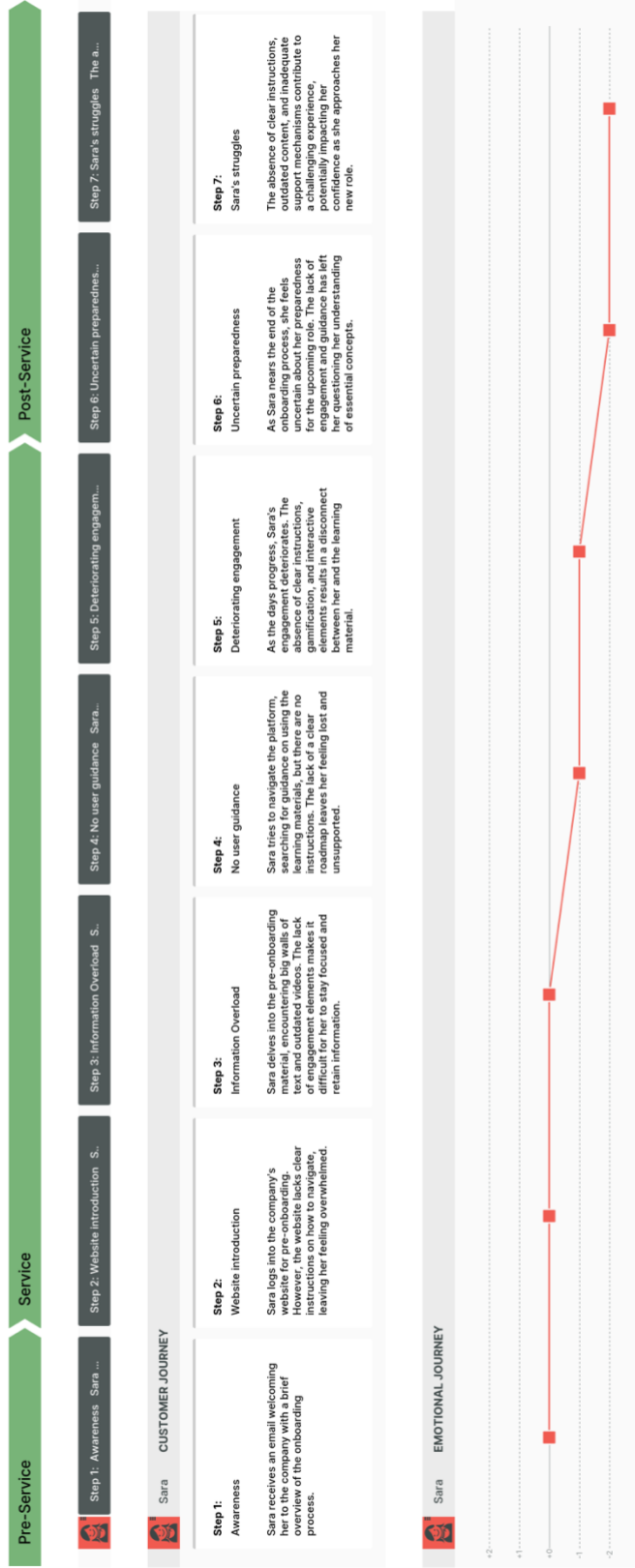
# Appendix 1: Current Customer Journey



PROJECT  
design sprint

JOURNEY MAP

## NSC - Current Journey





### Appendix 3: Mindmap

