



Viking

Chris Ekanha, Training Manager, Air Operations

Viking was founded in 1997 and provides destination-focused journeys on rivers, oceans and lakes around the world. The company currently operates a fleet of more than 70 vessels, state-of-the-art ships that have received numerous accolades since their launch from industry experts and travelers alike.

THE CHALLENGE

In 2020, the world-wide pandemic affected Viking more than almost any company on earth as they cancelled 100% of their business operations. They were forced to move employees to a home-based work model—something that had never been done with leadership or front-line workers. At the same time, Viking Air Operations was tasked with redesigning the organization to prepare teams for massive business changes.

Viking Air Operations introduced a revolutionary business model change that required rethinking the entire operations process, creating new roles, and deploying training remotely. How does a company go from shutdown mode to a full launch across continents? Training manager Chris Ekanha and his team designed re-onboarding programs for everyone—and ran training for four new workgroups simultaneously.

OUR SOLUTION

Ekanha tackled the reorganization with the CORE framework for design he acquired at a Bob Pike Group certification course. He went beyond simply converting classroom content for virtual delivery—he and his team raced against the clock to improve the courses with interactive games, micro-learnings, job aids, and teach-backs. They also harnessed tools like UMU to evaluate the effectiveness of training.

THE RESULTS

By making the new virtual training programs participant-centered, Ekanha and his team transformed meticulous technical training into highly effective virtual programs. Because employees are actively involved in their learning, failure rates decreased significantly, saving the company millions of dollars. The training programs helped create a *we're in this together mentality*, raising satisfaction scores by 20% and creating buy-in for change. Using a repeatable design process made it possible to create four distinct training tracks in the time it used to take to create one.

"...participant-centered training has enabled Chris to establish a personal brand as a dynamic, smart change agent with infectious enthusiasm and passion for personal/professional development."

- Troy Martin, Sr. Director Air Operations

Bottom Line Impact

\$ 7-Figures

Increased Training Capability

4x

Satisfaction Rating

↑ 20%