Q&A with Jay Bahlis, CEO of BNH Expert Software Inc. and their Training Management System that helps Organizations Improve Training Efficiency by Uncovering Misalignment between Training and Operational Requirements

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CEOCFO: *Mr. Bahlis, your site indicates, "Intelligence for Making Savvy Training Decisions". How does BNH Expert Software Inc. help its clients?*
Mr. Bahlis: We built a software system called ADVISOR Enterprise, it is a training management system where all training related information can be stored; from operational requirements, such as what tasks individuals need to perform, to how we are going to train them. ADVISOR conducts a number of analysis to showcase these relationships in a different perspective. For example, one of the deficiencies or inefficiencies that many of our clients have, is the misalignment between operational requirements and training programs. Although training may have been aligned with operational requirements at one point, over time many things including missions, goals, systems, jobs, policies and so forth change, and if training is not continually realigned with operational requirements – misalignment will occur. By uncovering misalignment between training and operational requirements, organizations will be much better positioned to improve training efficiency.

> "Once organizations recognize the reasons behind training inefficiencies and how they can be resolved, they become far more receptive to ADVISOR Enterprise."- Jay Bahlis

CEOCFO: *How does a company start with ADVISOR Enterprise? What would they put into the system to get the desired results?*
Mr. Bahlis: They typically start with operational requirements or business missions/goals. In other words, what they are trying to achieve. This leads to the types of jobs that they need to have, and what competencies these individuals need to do their job. Everything else flows from there. Once we identify missions/goals, we can identify the tasks needed to achieve these goals, as well as the knowledge and skills needed by each individual to achieve their goals. The next step is to align the training requirements of each job/position with existing courses to identify gaps, and ensure that individuals are taking the right training at the right time.

CEOCFO: *How can you help a company bridge the gap between theory and reality?*
Mr. Bahlis: The reality is, in most cases organizations are not starting with a clean slate. Courses already exist that are loosely aligned with operational needs; and the task of defining operational requirements and mapping to training programs may appear overwhelming. We simplify this process by focusing on areas or streams that could benefit most from such an analysis – for example, areas where management believes individuals' performance is sub-standard, is too

costly, requires too much time to complete, and so forth. We validate the reasoning behind these deficiencies or inefficiencies through ADVISOR Enterprise Performance Analysis module. The Performance Analysis module identifies the root cause of the problem, and potential solutions - which may include training as well as other factors that interfere with individuals' performance. For example, individuals may not have access to the right tools or perhaps the policies they are following are causing unnecessary delays. It may also be a communication issue, if individuals are not receiving clear instructions on job requirements or feedback on how well they are doing their job. Once we confirm that the performance deficiency is due to the lack of knowledge and skills, then we know it is a training issue and the analysis can reveal how training efficiency can be improved. Moreover, we extend consulting services to organizations to minimize the initial effort of getting started. This includes review, compile and upload existing training programs to ADVISOR Enterprise; as well as defining current jobs including responsibilities, and mapping to existing training programs.

CEOCFO: *Is all of this done by the software or is there a human element as well?*
Mr. Bahlis: Yes there is a human element. ADVISOR analyses the data, and presents findings and recommendations. The results including assumptions, reasoning behind the recommendations, and so forth are typically reviewed, what if scenarios are conducted to assess the impact of specific factors and make decisions on how to proceed. One has to keep in mind that in many cases there is more than one venue that can be pursued. Each venue will have advantages and limitations. Moreover the decision will depend on what is important to the organization at that time – for example, some options may cost less, others may require less time to achieve results, some may drive innovation, and others may be better aligned with the culture of the organization. This is where the human element is needed to consider all factors and make decisions on which actions will achieve the desired results. ADVISOR will of course forecast the potential impact of each decision.

CEOCFO: *What types of organizations are turning to you and what organizations should be, but perhaps have not recognized the need or value yet?*
Mr. Bahlis: Most of our clients are in the military or armament sectors, which is why we are exhibiting at IITSEC. The consequences of mistakes in these sectors are very high. In addition to damaging costly equipment such as aircrafts, ships, vehicles, and so forth, mistakes can endanger lives. For these reasons, military organizations developed standards that internal and external training providers have to follow. The systematic nature of processes and procedures followed by military organizations makes ADVISOR ideal. ADVISOR helps them ensure that all training requirements are met and they are being met in the most efficient way. We also have clients in the corporate as well as the government sectors, but the numbers could be much higher. For example, in the oil & gas, mining, and health sectors where the consequence of errors could be very high. Training decisions in most corporate and government sectors tend to be more subjective. To minimize accidents and damage to the environment, the process of identifying what competencies individuals need to have to do their jobs, and ensure that individuals have been adequately trained should be more systematic. In addition to ensuring that individuals are being trained on the right things, ADVISOR will continually drive training effectiveness and efficiency.

CEOCFO: *What is the competitive landscape? Are there many companies trying to serve this area? Are there many companies with the depth of BNH?*
Mr. Bahlis: There are no products comparable to ADVISOR. Some companies offer tools that deal with specific elements, but none provide a holistic perspective. For example, tools are available to conduct task analysis and identify training requirements, but that is all they do. In other words, they do not identify whether training is aligned with goals, potential duplications, the impact of training on budget and resources, how to optimize or make training more efficient. Similarly, some companies developed tools to conduct media or option analysis – i.e., identify how training should be delivered from an instructional design perspective, but do not consider the impact on costs or resources. Most competitors are focusing on specific issues, but none consider all factors to drive training effectiveness and efficiency.

CEOCFO: *What has changed in your approach over time? What have you learned as you have been providing this type of service?*
Mr. Bahlis: Although most organizations recognize the need to improve training efficiency, very few have mechanisms in place to identify where inefficiencies are coming from and how to resolve. This, of course, is mainly due to the way training needs analysis is currently being conducted, saved and managed. In lieu of storing all data in a centralized relational database that links training programs to operational requirements as well as personnel and resources; in most cases training needs analysis reside in word files on multiple desktops. To get our point across, we adopted an educational approach. Once organizations recognize the reasons behind training inefficiencies and how they can be resolved, they become far more receptive to ADVISOR Enterprise.

CEOCFO: *How is business at BNH today?*
Mr. Bahlis: Business is fairly good. We are increasing our presence in multiple sectors as well as internationally – our clients are all over the globe. Moreover, we added a consultancy division to support the software division. Many organizations like our approach, but recognize that they do not have the resources and/or expertise to leverage ADVISOR Enterprise capabilities, so they are turning to us to help them implement.

CEOCFO: *What is next? What might be different a year from now?*
Mr. Bahlis: We are moving into a couple of different areas. We are expanding the depth and breadth of our analysis for organizations with rich data; and simplifying ADVISOR Enterprise for organizations with limited data. For example, we are releasing a new Fidelity Analysis module to provide a consistent and objective mechanism for organizations to define and procure simulators. Recent study by the Air Force Space Command concluded that the lack of consistency increased costs by over $100 million over a 5 year period. On the other hand, in corporate and government sectors where training data is limited, we are introducing a new venue for conducting training needs analysis at a higher level. For example, instead of focusing on tasks, knowledge and skills, we are focusing on competencies. In other words, what competencies individuals need, as well as courses needed to address each competency. We are confident that the in-depth as well as the simplistic options will help us better tailor our solutions and approaches to meet organizations specific needs.