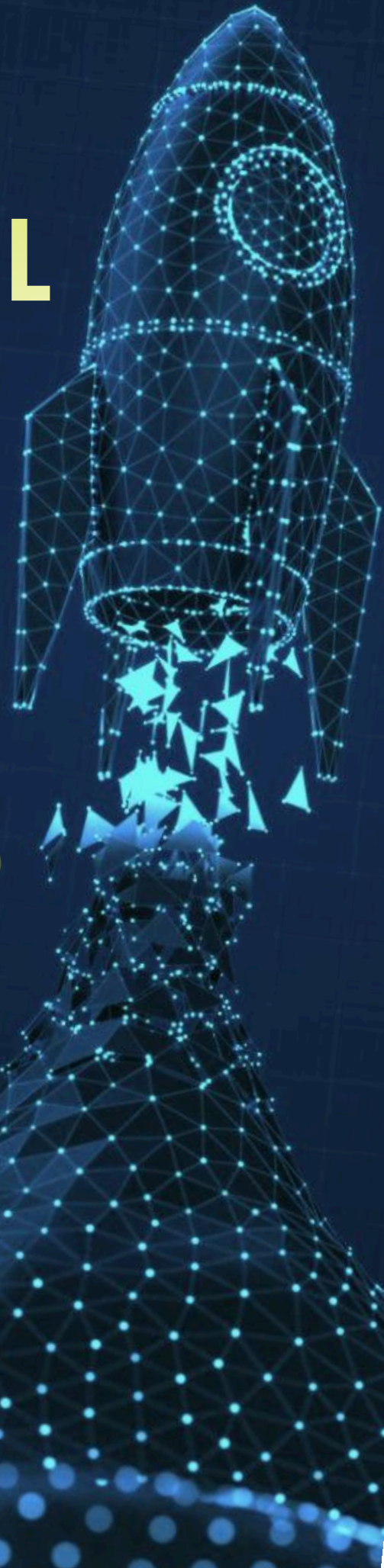


GLO'S DIGITAL UPSKILLING PROGRAM

TRANSFORMING EMPLOYEE
CAPABILITIES IN NIGERIA'S
TELECOMMUNICATION SECTOR



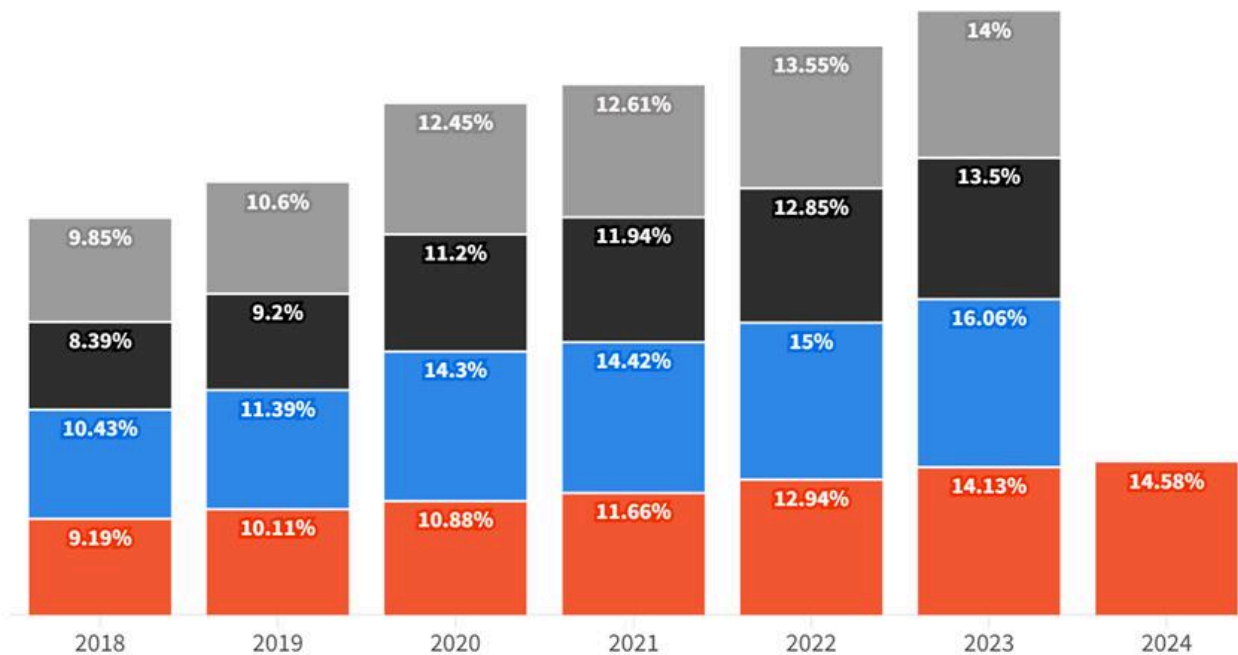
BACKGROUND ON NIGERIA'S TELECOMMUNICATION SECTOR

Nigeria's telecommunication industry stands as a cornerstone of the nation's economy, contributing approximately 13% to GDP and employing over 500,000 people directly and indirectly as of 2025. With a subscriber base exceeding 170 million, the sector has experienced exponential growth since the liberalisation of the market in 2001, driven by mobile penetration and data services. Major players, including MTN, Airtel, and Glo, dominate the market, with Glo holding a 27% share and over 60 million subscribers.

Telecoms' contribution to Nigeria's GDP is climbing steadily

Percentage contribution quarter-on-quarter

Q1 Q2 Q3 Q4

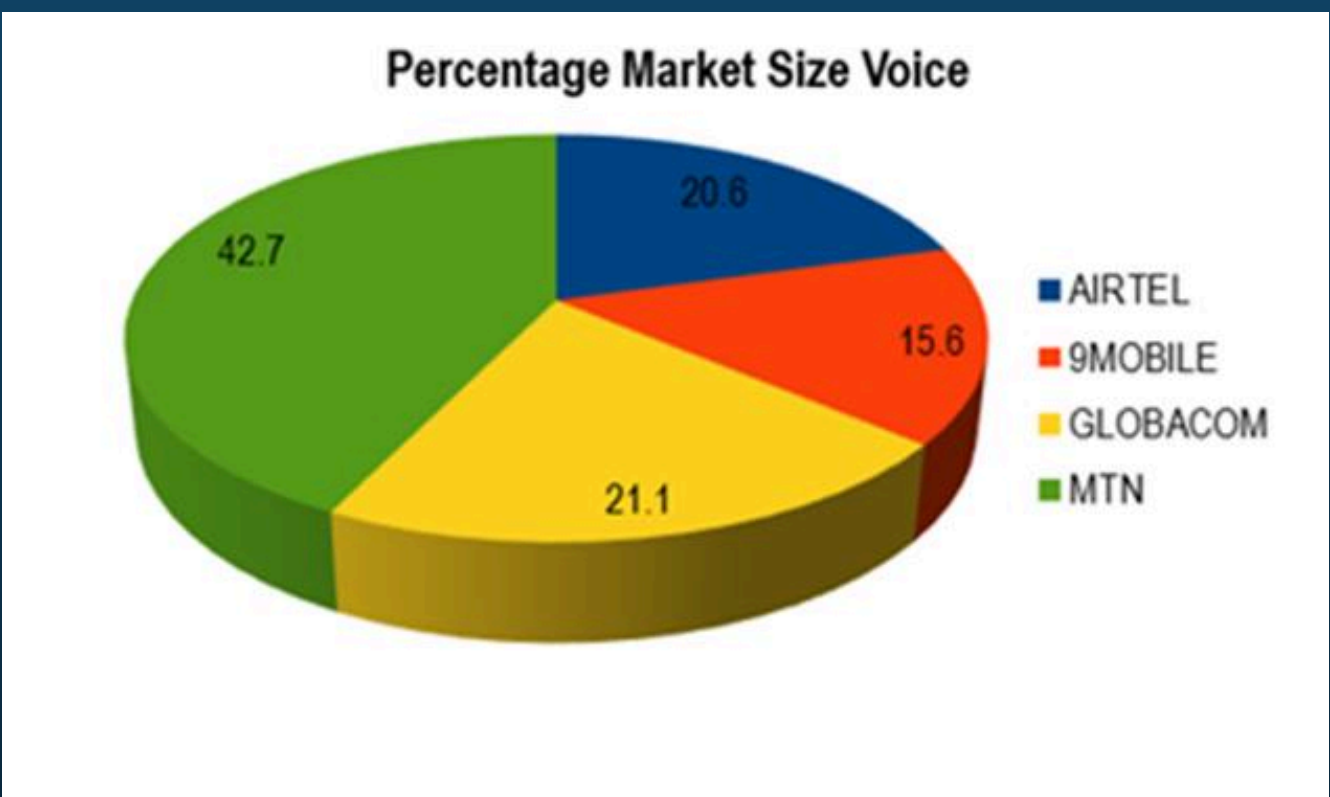


Source: [NBS](#)

However, this growth is tempered by challenges: a persistent digital skills deficit, where only 30% of the workforce possesses basic digital literacy, according to a 2024 World Bank report; infrastructural bottlenecks like power outages; and the rapid pace of technological advancements, including 5G rollout and AI integration.

OVERVIEW OF GLOBACOM'S UPSKILLING INITIATIVE

In the dynamic terrain of Nigeria's telecommunication sector, Globacom Limited (Glo) has emerged as a pioneer in fostering digital transformation through targeted employee upskilling initiatives. Launched in 2023 as part of Glo's broader strategy to enhance operational responsiveness and innovation, the Digital Upskilling Program represents a strategic investment in human capital, equipping over 5,000 employees with essential digital competencies such as data analytics, cybersecurity, AI fundamentals, and cloud computing.



Source: [ScienceWorld](#)

This case study examines the program's design, implementation, and outcomes, highlighting its role in elevating employee performance, driving organisational growth, and positioning Glo as a leader in Africa's digital economy. Amidst challenges like infrastructural constraints and skill gaps, the program has yielded measurable results, including a 25% improvement in operational efficiency and higher employee retention rates. By blending internal training with partnerships, Glo demonstrates how telecom firms can leverage upskilling to navigate digital disruption, offering valuable lessons for the sector.

THE DIGITAL UPSKILLING PROGRAM: OBJECTIVES AND DESIGN

Programme Objectives

Initiated in Q1 2023, Glo's Digital Upskilling Program was conceived to address three core objectives:

Enhance Employee Capabilities:

Bridge the skills gap by imparting digital proficiencies critical for roles in network management, customer service, and product development. This responds to industry research indicating that digital dexterity has a positive impact on employee performance in Nigerian telecoms. A 2024 study in the International Journal of Economics, Business and Management revealed significant correlations between digital learning and effectiveness in firms such as Glo and MTN.



Drive Organisational Innovation:

Foster a culture of continuous learning to accelerate the adoption of emerging technologies, such as AI for predictive maintenance and cloud-based CRM systems, thereby improving service quality and reducing downtime.

Boost Retention and Productivity:

Improve job satisfaction and operational efficiency, targeting a 20% reduction in skill-related errors and a 15% increase in employee engagement scores.



PROGRAMME STRUCTURE AND CURRICULUM

The programme adopts a hybrid model, combining online modules, in-person workshops, and mentorship, delivered over 6-12 months, depending on the employee's level. It targets all staff tiers: entry-level for digital literacy, mid-level for analytics and cybersecurity, and senior for strategic AI applications.

Key components include:

Curriculum Modules:	Delivery Mechanisms:	Curriculum Modules:
<p>Developed in partnership with global providers like Google Cloud and local entities. Topics cover:</p> <ul style="list-style-type: none"> • Digital Foundations: Basic literacy, data privacy (GDPR compliance). • Advanced Skills: Python for data analysis, AWS cloud certification, and ethical AI. • Telecom-Specific: 5G optimisation, network security, and customer data analytics. 	<ul style="list-style-type: none"> • E-learning via Glo's internal portal, accessible on 4G-enabled devices. • Bootcamps at regional training centres in Lagos, Abuja, and Port Harcourt. • Mentorship pairings with external experts from the Nigerian Army School of Signals, following a 2025 partnership to enhance ICT training. 	<p>Participants undergo pre- and post-programme evaluations, with 80% completion required for certifications from partners like Data Science Nigeria. Incentives include bonuses and promotion priority.</p>

The programme's scalability is supported by Glo's infrastructure investments, such as the 2025 network upgrade adding over 1,000 4G sites, ensuring reliable access for remote learners.

Programme Component	Duration	Target Audience	Key Outcomes
Digital Literacy Basics	4 weeks	Entry-level (e.g., field technicians)	90% proficiency in tools like Microsoft Teams and basic cybersecurity
Data Analytics & AI	8 weeks	Mid-level (e.g., customer support)	Certification in Google Data Analytics; 25% faster query resolution
Strategic Digital Leadership	12 weeks	Senior management	AI strategy formulation; integration into business planning
Mentorship & Projects	Ongoing	All levels	Real-world application via capstone projects, e.g., AI-driven churn prediction

IMPLEMENTATION AND CHALLENGES

Rollout Strategy

The programme launched with a pilot in Lagos, training 500 employees, before nationwide expansion. Glo made substantial budgetary allocation in 2023-2024, leveraging internal trainers (20% of whom were upskilled first) and external collaborations. Integration with daily operations minimised disruptions, with 70% of training occurring off-hours via mobile platforms.

Progress tracking via a dedicated dashboard revealed high engagement, with 85% participation rates. Testimonials from employees, such as a network engineer who noted, "The AI module transformed how we predict outages," underscore its practical impact.

Challenges Encountered

Implementation faced hurdles typical of Nigeria's context:

01 Infrastructural Barriers

Power instability affected 15% of rural trainees, mitigated by Glo's hybrid solar solutions at training sites.

02 Skill Variability

Diverse employee backgrounds led to uneven uptake; addressed through personalised learning paths.

03 Resource Constraints

Budget pressures from the 2024 tariff hikes necessitated prioritisation, with ROI metrics justifying continuation.

04 Cultural Resistance

Some veteran staff viewed digital tools as threats; overcome via change management workshops, emphasising career growth.

A 2024 internal audit reported a 92% satisfaction rate, validating adaptations like gamified e-learning to boost retention.

OUTCOMES AND IMPACT

By mid-2025, the programme trained **5,200 employees**, achieving:



Performance Metrics

A 25% rise in operational efficiency, per internal KPIs, with digital creation skills enhancing work quality by 22% (aligned with the aforementioned IJEBM study on telecom dexterity).



Business Impact

Reduced network downtime by 18% through AI predictive tools; faster product rollout, contributing to a 12% subscriber growth in Q2 2025.



Employee Metrics

Retention improved by 16%, with engagement scores up 20%. Certifications led to 300 internal promotions.

Qualitative gains include innovation, such as employee-led projects for e-commerce bundles, supporting Glo's SME digital solutions like the Smart Learning Suite.

CONCLUSION

Glo's Digital Upskilling Program exemplifies strategic foresight in Nigeria's telecommunication sector, transforming employee capabilities from reactive operators to proactive digital innovators. By addressing skill gaps head-on, Glo not only fortified its competitive edge but also contributed to a more resilient digital ecosystem. The programme's success—evidenced by enhanced efficiency, innovation, and retention—underscores the imperative for business leaders to invest in human capital amid technological flux. As Nigeria advances towards a knowledge-based economy, such initiatives will be pivotal in harnessing the demographic dividend of its youthful workforce.

For organisations seeking to elevate their upskilling efforts, Proten International stands ready as a trusted partner. From foundational digital literacy to advanced AI and leadership training, our expert-led solutions have empowered thousands, delivering measurable ROI through improved productivity and talent retention.

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