Turning institutional knowledge into workforce readiness

The organization

VCST (Volkswagen Center for Technology Solutions) and BMT Alutech are world-class automotive suppliers specializing in precision-machined powertrain and brake components, operating as part of the BMT group. With manufacturing operations spanning multiple countries and a workforce of roughly 1,200 employees, most of them on the shop floor, VCST and BMT Alutech compete in the market by doing two things exceptionally well: engineering precision and moving fast. That same discipline extends to how the company develops its people.

Spearheading that work is **Sam Mantoufe, Global Learning and Development Lead,** who joined VCST and BMT Alutech to build a scalable L&D function that could serve employees across languages, locations, and roles.

When a critical piece of institutional knowledge nearly walked out the door with a retiring employee, the companies' newly formed L&D function turned to Elai, Panopto's AI Video Studio, to turn static manuals and PowerPoint decks into a scalable library of multilingual training videos.

The challenge: Retiring experts and the risk of losing institutional knowledge

For much of VCST and BMT Alutech's history, training looked the way training looks at many other manufacturing organizations: subject matter experts traveling to learners, or learners traveling to where knowledge lived. But as the organization grew and its technology footprint expanded, that model became too slow, too expensive, and too reliant on individual experts to scale.

When Sam joined, there was no L&D function at all, and he was stepping into an industry defined by constant change: restructurings, rotations, and retirements that put institutional knowledge at risk every time someone walked out the door.

Success story stats

95.6%
training completion rate

13,756
training lessons started

6
languages supported

At a glance

Industry
Manufacturing

Employees
1,000+ employees

Customer since
2023

Primary use cases
Knowledge capture, global IT platform rollouts, multilingual employee training

Shortly after starting, Sam encountered a challenge that underscored the organization's knowledge-retention risk. A senior employee with deep expertise in a critical internal software system was nearing retirement, leaving behind a 200-page manual as the primary source of knowledge for future users. As he looked deeper, it became clear that this was not an isolated case. Across the business, valuable expertise was documented and stored, but often remained disconnected from day-to-day learning and capability building.

This was an opportunity to reimagine the training model that was slow and exhausting to deliver. New hires, often too overwhelmed to ask questions in a live setting, had no way to revisit anything they'd missed. VCST and BMT Alutech needed a way to make this, along with other mission-critical learning, accessible to every employee, regardless of where they worked or what language they spoke, without building a production studio or hiring a full-time video team.

Turning PowerPoint decks into multilingual training videos

When Sam began evaluating solutions, he wasn't necessarily looking for the most technically sophisticated platform—he was looking for one the companies could actually use. After benchmarking several AI video tools, Elai stood out for several reasons: ease of use, a responsive customer success relationship, a straightforward PowerPoint-to-video workflow, and broad multilingual capability.

Both companies already had significant operational knowledge content living in PowerPoint: years of documentation, onboarding materials, and platform guides. So rather than rebuilding from scratch, the team began converting those decks directly into narrated video using Elai's avatar and translation features. The result was a library of multilingual process knowledge created without external production resources, translated into German, Croatian, Dutch, French, Romanian, and Spanish.

This enabled Sam to transform long static manuals into a series of structured video chapters—an AI avatar delivering the explanation instead of a single person repeating it week after week, in every language the workforce needed. The entire process took a few days, and those videos are still in active use two years later. Sam is clear about what the alternative would have been:

"Without Elai, we would likely have had to find a new subject matter expert to train the trainer, which is its own risk—you're using your most skilled person to train your least skilled person. Or learners would have had to go back to the manual as the only source of training, which isn't just risky, it takes training back 20 years."

Sam Mantoufe
Global Learning and Development Lead, VCST and BMT Alutech

The use case quickly extended beyond one retiring expert. As the companies roll out SAP across their global production environment, Sam's team used Elai to generate step-by-step explanatory videos—logging in, setting up the system, configuring preferences—again in every language the workforce needed, without pulling an SME away from their job to record it.

Looking back, Sam sees the low barrier to entry as the reason the tool actually got used. "The ability to work directly from PowerPoint, add narration via avatars, and easily translate content has lowered the barrier to creating professional learning materials and reduced dependency on external resources. If they can work PowerPoint, they can work Elai," he says.

The results: High completion rates and rising internal demand

The numbers that matter here aren't how many videos got made—they're reach and retention. In addition to standalone workforce-readiness training on software or new processes, Elai-created content is used in formal process training for both corporate and frontline workers via their LMS, Miles.

Among VCST and BMT Alutech's 300+ corporate employees, roughly 13,756 lesson starts have been recorded, with completion rates hitting 95.6%. The rising internal demand for new explanatory videos every time the companies launch a platform or process change is, in Sam's view, its own signal of engagement. It's proof that people want learning in video format.

Sam credits the high completion rate to relevance. "Our salaried employees are juggling meetings and deadlines just like anyone else. Attention is scarce. I think the completion rate holds up because the content is built around what our people actually need to know, not generic training they're checking a box on. When it's relevant and short enough to fit into a real workday, people finish it," he says.

"Of all the platforms we evaluated, Elai proved to be the easiest for our SMEs to adopt, especially the PowerPoint-to-video workflow, where the notes in the deck become the avatar's script. We went from sharing knowledge person to person, over and over, to explaining it once—and never having to explain it again."

Sam Mantoufe
Global Learning and Development Lead, VCST and BMT Alutech

VCST and BMT Alutech's remaining 900 frontline employees are also joining the movement. Some have already started completing compliance training via Elai videos covering health, safety, and environment training, so the entire organization is using Elai-generated video for just-in-time training as well as formal, required training.

Scaling subject matter expertise with AI

As VCST and BMT Alutech continue expanding multilingual content and deepening integration with its learning paths, Elai remains at the center of how the organization captures, scales, and shares what it knows. For a manufacturer running multiple plants across languages and shifts, that consistency is the difference between one site solving a problem and every site solving it the same way.

Sam is careful to draw a line between using AI to scale expertise and letting AI define it. He says, "There's a lot of AI in L&D right now, but the content still needs to come from us—from the human understanding of what our people actually need, and from people with true subject matter expertise on knowledge unique to VCST and BMT Alutech. Elai doesn't just generate generic training; it helps us scale and develop that expertise with AI, rather than letting AI decide what people learn. That's what I've been looking for: a tool that speaks to real development needs, not one that simply generates content."

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See how Elai can help your team capture expert knowledge before it walks out the door

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