The Social Learning Marketplace
A Data-Driven, Measurable and Sustainable Approach to Corporate Learning & Development

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Swisscom Enterprise Customers
Head of ENT Academy
15 June 2018
My Secret Sauce? A Happy Team!
Swisscom Enterprise Customers
Your partner for your digital transformation

>5000 customers and 4700 employees

Enterprise Customers

Chief Operations Office (COO)
Creates the conditions for becoming the best ICT provider in Switzerland. Focus on operational excellence.

Enterprise Sales & Services (ENS)

Banking & Industries (BAI)

Digital Enterprise Sol. (DES)

Mobile Business Sol. (MBS)

Network & Cloud (NTC)

Workspace & Collaboration (WSC)

> End-to-end responsibility for all customer interfaces

> Industry-specific verticals
  > Banking
  > Health

> Digital business (process) transformation

> Mobile communication as a whole
  > M2M applications
  > Low Power Network

> Network & cloud Infrastructure
  > IT security

> Digital working environments (Workplace & UCC)

ENT Academy
ENT Academy Vision

of Learning & Development

Training Content
- Peer-To-Peer Training
- One-to-Many Training
- Role / Theme Based
- Internal & External Content

Social Learning Marketplace
- Enabling Winning Spirit & Success
- Enable Performance Development
- Enable Continuous Learning Behavior
- Learning Engineering
- Expert Community Development

Employees
- Increase Employability
- Agile Skill Development
- Networking
- Market differentiator
Active Users & Total Learning Courses

Active Users

Content

<table>
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<tr>
<th>Month</th>
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<th>Content</th>
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Employee Satisfaction of Learning Content

**Questions:**
The topics and content were addressed clearly
What I learned is helpful for my everyday work
I’d recommend this training to others

**Results**
- 48% vs 58% - agrees or fully agrees
- 36% vs 36% - agree partially or largely
- 16% vs 6% - tend to not agree or totally disagree

Employee Produced

L&D Produced

+10%

-10%
Target Operating Model

inspired by Netflix

- Content
  - Business Performance improving

- User Experience
  - Consumer grade, leading edge learning experience

- Engagement
  - Continuous learning behavior

- Delivery
  - Execution & Sustainable Performance Impact

Learning Stream Lead

Learning Engineer

ENT Academy Coach

Learning Operations
An ambitious implementation timeline

Dec ‘16
Idea Conceived

Mar ‘17
Go for implementation from Top Management

Jun ‘17
Go Live
Social Learning Marketplace

Sep ‘17
Over-Achieved 2017 goals

Nov ‘17
Swisscom Group decides to Implement the social learning marketplace
Persuading Business Case

Break-even achieved in 8 months

Training Costs (OPEX)

Assumptions:
- 25% of the ENT Employees will attend a new ENT Academy training in 2017, 50% in 2018, 75% in 2019, 90% in 2020.
- The costs for external trainings will decrease by 10% in 2017, by 10% in 2018, by 15% in 2019 and 2020.
Successfully addressing Key-Challenges

Don’t expect to be loved for changing things

> “User-Generated Training is impossible; the quality will not be good enough and nobody wants to share their knowledge” – Generic Opinion

> “Our current LMS can cover all your new requirements” – HR

> “My employees don’t have time to create trainings” – Line Manager

> “Trainings are just a cost factor” – The business

> ... (which other comments do you think I received?)
Beyond the Social Learning Marketplace
Learning Engineering Lab to drive measurable business impact

- Analysing top performers & model behavior
- Rapidly test & scale learning innovation
- Measure Business Impact & adapt to learners
- Prototyping of new training approaches adapted to learners
Happy to continue the discussion...

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