

ENT Academy Making Swisscom a Learning Organization

Swisscom

Best Use of Social Collaborative Learning

October 2018



Company Background



swisscom

Headquarters	Berne, Switzerland
Year Founded	1998 (previously Schweizer Telegraphennetzes, founded 1852)
Revenue	CHF 11.662 billion (2017)
Employees	20,506 (2017)
Global Scale (Regions that you operate in or provide services to)	Switzerland, Italy, USA, Germany, China, Dubai and Singapore.
Customers/Output, etc. (Key customers and services offered)	Fixed line, internet, mobile telephone, mobile internet, digital television, IT services and networking solutions.
Industry	Telecommunications
Stock Symbol	SCMN
Website	www.swisscom.com

Budget and Timeframe

Overall budget	CHF 400,000
Number of (HR, Learning, Talent) employees involved with the implementation?	12
Number of Operations or Subject Matter Expert employees involved with the implementation?	2
Number of contractors involved with implementation	8
Timeframe to implement	Six months
Start date of the program	Dec. 5, 2016

Business Conditions and Business Needs

Swisscom offers corporate and residential customers mobile and fixed-line telephone service, Internet and digital TV. It also is one of Switzerland's largest providers of IT services. Swisscom builds and maintains infrastructure for mobile and fixed-line telephones service, transmits broadcasting signals and is active in the banking, energy, entertainment, advertising and healthcare sectors.

In its capacity as a market, technology and innovation leader, Swisscom connects both residential and business customers. In an increasingly networked world, Swisscom is taking an active role in shaping the future and inspiring it with confidence. The company focuses on the needs of the customers in everything that it does. To turn its vision into reality, Swisscom has set out three strategic ambitions which define the strategy: the best customer experience, operational excellence and new growth.

In FY 2017, net revenue rose CHF 19 million or 0.2% year-on-year to CHF 11.662 billion. Operating income before depreciation and amortization (EBITDA) increased by CHF 2 million to CHF 4.295 billion. At CHF 2.378 billion, capital expenditure was CHF 38 million or 1.6% lower year-on-year.



Digitalization, globalization and the speed of technological advances impact the competitive advantage. As a result, Swisscom needs to secure an approach to enable faster skill enablement from the traditional 5-year periods to one- to two-year periods. However, the existing training department could not adequately meet the speed and relevance requirements from the business unit over the past three years. This led Swisscom to create its own academies such as sales, engineering, consulting, etc. An alignment between the training department and the academies proved unsuccessful after various attempts. Swisscom then planned on merging all training initiatives into a new unit, the ENT Academy. During an initial 12-month project-based approach, however, the desired business impact was not achieved. The project lead was handed over in December 2016 and the new vision of a social learning marketplace was approved by the board on March 14, 2017. The go-live of the new approach followed on June 1, 2017.

Overview

Goal: Increase the professionalism of four key roles (account manager, product manager, project manager and engineer) to increase overall business performance.

Result: Swisscom delivered the following learning paths (as a first beta release) that were created by the business unit and with support from the training department. These learning paths are continuously improved through an Agile approach. Learning paths include: account manager, product manager, project manager, enterprise cloud for sales, enterprise cloud for specialized sales, enterprise cloud for engineers, GAMP5 (banking solution) for sales/specialized sales/project managers and general onboarding for ENT employees.

Goal: Deliver training programs for digitalization, sales and services, infrastructure and methods and processes.

Result:

- Digitalization — 11 courses.
- Finance — 2 courses.
- Infrastructure — 56 courses.
- Legal and security — 17 courses.
- Marketing — 3 courses.



- Methods and processes — 65 courses.
- Product portfolio — 46 courses.
- Sales and services — 22 courses.
- Soft skills — 57 courses.
- Tools — 31 courses.

Goal: Reduce FTE count from 14 to 12.

Result: Achieved. Eight people are in the training department and four people are in the business unit but report via dotted line to head of L&D. This way, Swisscom secured the buy-in from the business unit and distributed the responsibility for success.

Goal: Reduce the external training budget (CHF 5 million) by 10% year-on-year (used for financing the ENT Academy approach) and use savings to finance implementation of ENT Academy.

Result: Actual spending in 2017 was CHF 3.6 million.

Goal: Unite all training initiatives inside Swisscom's enterprises.

Result: Achieved. All training initiatives now are migrated onto the social learning marketplace.

In addition, Swisscom:

- Made a total 290 trainings available (of which 50 were created between launch and end-of-year by the organization).
- Created 50 certification paths.
- Created various handbooks to enable the social learning marketplace approach (how to become a trainer, training sourcing guide, onboarding, offboarding, business model and learning to learn).
- Held a Smovie contest (creating, editing and publishing one-minute movies by smartphone).
- Became a juried member of the EdTech Accelerator Program (EPFL, Lausanne).

Design of the Program

The business model of AirBnB was applied to the L&D function and formed the basis of the social learning marketplace. This was a direct result of the following business needs: strategic workforce development within two-year cycles, more pragmatic/how-to/just-in-time content, a holistic approach to learning, breaking down knowledge silos and enabling employees so that a competitive advantage is created. This meant that the L&D function had to transform from a teaching role into the role of an enabler. To operate the social learning marketplace, the performance KPIs were based on the ones from Netflix (content, user experience, engagement and impact). These KPIs also are the four main activities that the L&D team has to execute to successfully run the social learning marketplace. Roles are defined on the basis of these activities and individual target settings are based on the four main KPIs. The L&D team has a flat organizational layer and is a mix of target-based goal-setting and autonomous working. The team and all the services it produces for the organization are in continuous beta status. This not only helps in acceptance of the new approach but also includes the organization in the continuous improvement of the social learning marketplace approach. During launch, the setup was created by the L&D team in cooperation with the board of directors. Further development is driven by the L&D team based on user feedback and data analytics.

Delivery of the Program

To enable the organization to adopt this new approach, multiple handbooks (in the form of eLearnings) were created in four languages (German, French, Italian and English). These handbooks enabled employees to design/deliver pragmatic and engaging trainings to source external training partners, learning to learn, etc. In addition to these handbooks, four coaches have pro-actively engaged with employees to motivate them and show them how easy it is to deliver impactful trainings via the ENT Academy. This resulted in the organization creating about 50 trainings between June 1, 2017, and Dec. 31, 2017.

To engage the employees, a Smovie contest was organized. Smovies are one-minute movies that are completely shot/edited/published on smartphones — a new training format the ENT Academy introduced. Employees could win an iPhone every month for getting the most views on their shared content. In parallel, the L&D team organized Smovie training courses.



To engage line management, face-to-face presentations to management teams were given and opportunities were discussed on how the development of the ENT Academy could increase their business performance.

A holistic communication plan that addressed off-line and online channels and all layers of the organization proved a vital element of the change management process. All these actions resulted in a quick uptake of the new concept.

The following examples illustrate this concept:

Webinar

Need/Trigger: To give a technology update on the Swisscom application cloud, an employee wants to organize a webinar and publish it on the social learning marketplace.

Actors: Employee and ENT Academy coach.

Solution: The trainer handbook informs the employee about all important aspects of a successful webinar. Additionally, an ENT Academy coach assists the employee in designing and realizing the webinar. Employees can register for the live webinar event on the social learning marketplace and receive a link for joining the webinar. The recorded webinar and additional documents are uploaded to the social learning marketplace and can be accessed by all employees.

Benefits: The social learning marketplace serves not only as publishing platform but it also is the source for information on how to successfully create content. This integrated solution enables employees to be a part of the learning community in a fast and efficient way.

Sourcing of External Trainings

Need/Trigger: For certification reasons, a several team members have to attend a SCRUM master training. There is not enough know-how on the topic within the organization so an external trainer has to be involved.

Actors: Employee, ENT Academy alliance manager and an external training supplier.



Solution: Consulting the training sourcing handbook is the first step for the employee. This handbook contains information about the ENT Academy training quality standards and it explains how to choose a supplier. The ENT Academy alliance manager orders the training, respecting existing frame contracts and company ordering policies. The training date is published on the social learning marketplace so additional employees can fill up the classroom capacity. An invitation email is sent to all participants within the social learning marketplace.

Benefits: Publishing trainings with external trainers on the social learning marketplace helps to reduce training costs as open seats can be booked by employees who would otherwise register individually. Training quality can be assessed with the feedback survey and star rating that are part of every training and knowledge exchange is encouraged by the training's Q&A module.

ENT Onboarding Program

Need/Trigger: Swisscom's complex organization, the many tools and countless processes prove to be great challenges for new employees. The fact that essential information is scattered throughout the intranet prevent a fast and successful onboarding. ENT Academy wants to support all new employees with an onboarding program on the social learning marketplace.

Actors: ENT Academy, HR and employee.

Solution: Together with HR, ENT Academy defined content that is essential for new employees. The content has been assigned to three different courses: Welcome, My Workplace and Support Processes. The content is diverse (i.e., videos, presentations or tasks to be completed by the new employee) and the three courses have been bundled into a mandatory learning path that is assigned to all new employees.

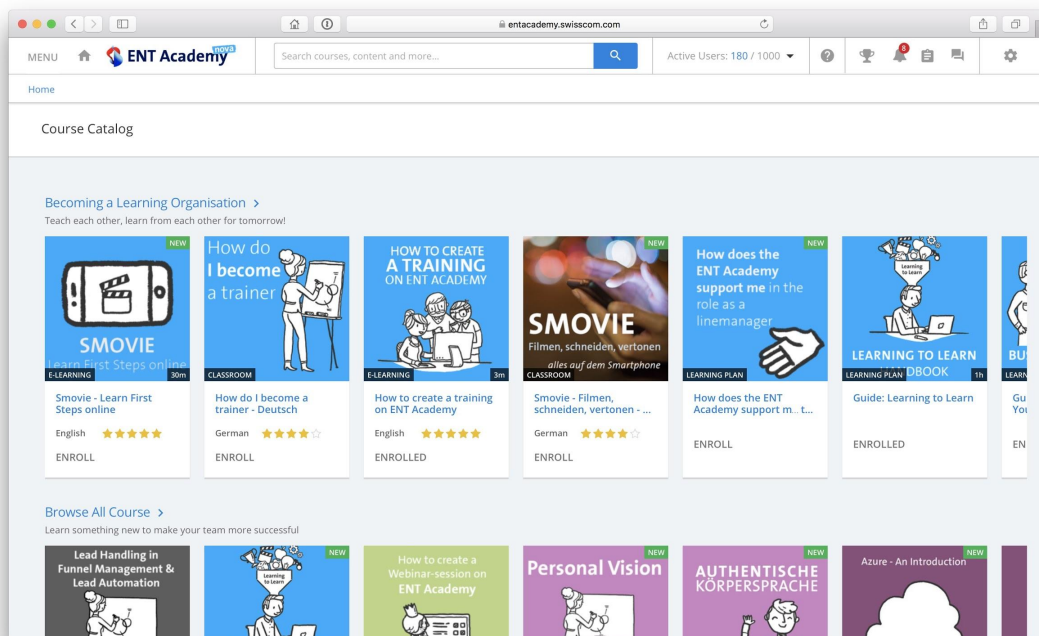
Benefits: The ENT onboarding program serves as central information hub for all new employees. It enables a fast and efficient onboarding process that speeds up productivity and integrates new employees in Swisscom's corporate culture.

The social learning marketplace's modularity and ease of use made it possible to create the ENT onboarding learning path within two months and is a prerequisite for quickly applying changes based on user feedback. The ENT onboarding program will be used as a blueprint for role-specific onboarding programs targeted at employees that change role within the company.

How Docebo helped

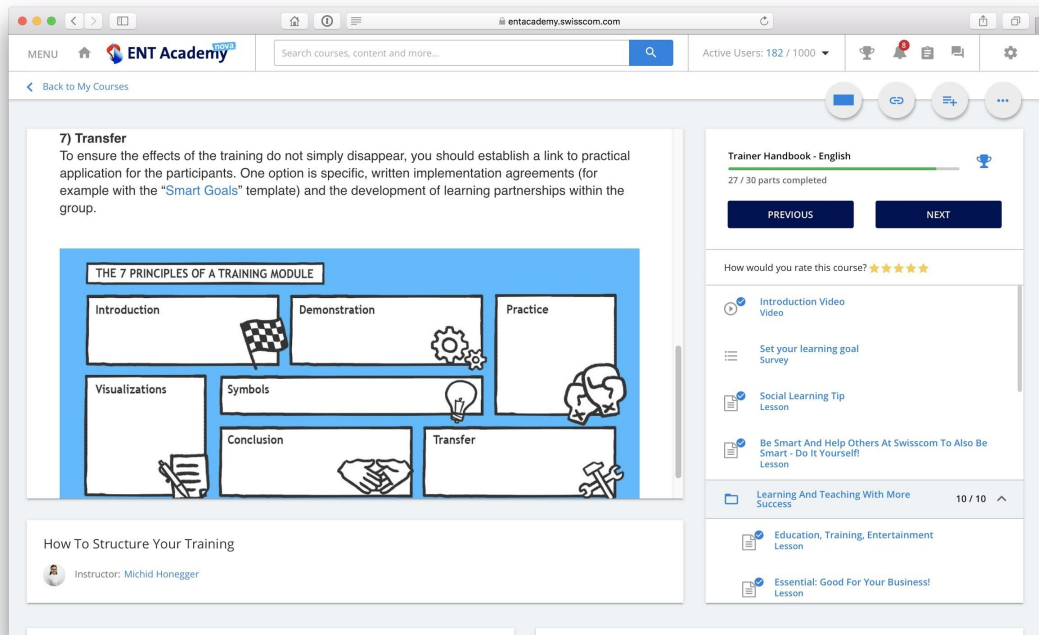
Docebo supported Swisscom in a very Agile way, which enabled it to speed up testing, procurement and implementation. A ticket system for reporting incidents and problems and a weekly conference call facilitated collaboration. The increased attention Swisscom received during and after go-live ensured a smooth start for the platform and secured delivering a good user experience.

Figure 1: Learner Landing Page with Course Overview Channels



Source: Swisscom

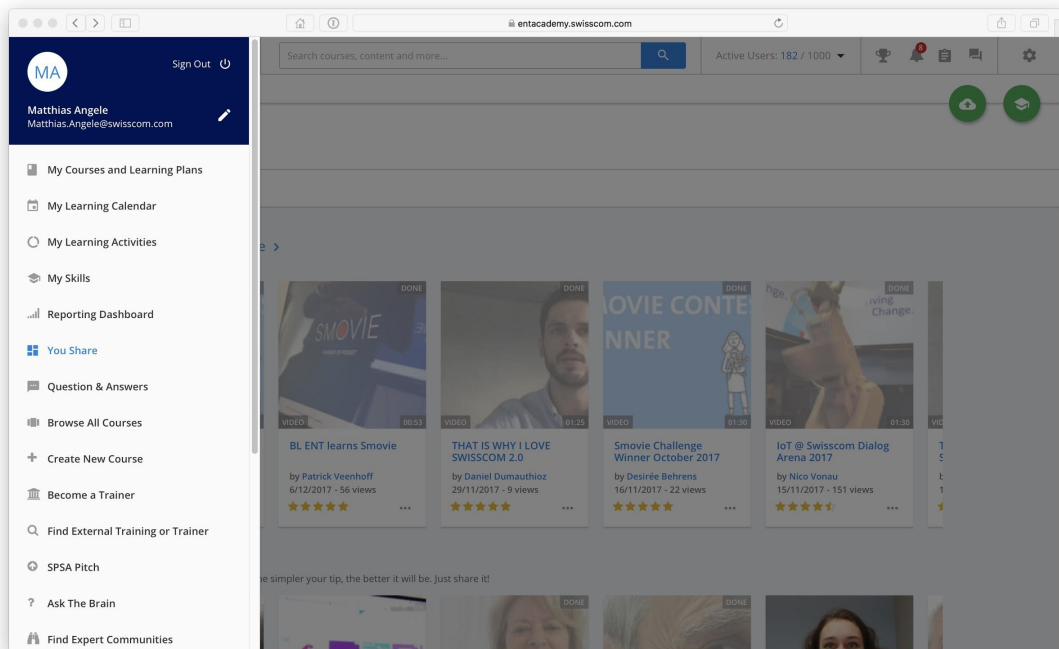
Figure 2: Example of Course with Structure and Table of Contents in Docebo



The screenshot shows a web browser window displaying a course page on the ENT Academy platform. The course is titled "Trainer Handbook - English" and is 27/30 parts completed. The current lesson is "7) Transfer", which discusses ensuring training effects last through practical application and implementation agreements. Below the text is a diagram titled "THE 7 PRINCIPLES OF A TRAINING MODULE" with seven boxes: Introduction, Demonstration, Practice, Visualizations, Symbols, Conclusion, and Transfer. The instructor is Michid Honegger. The right sidebar shows a table of contents with items like "Introduction Video", "Set your learning goal Survey", "Social Learning Tip Lesson", "Be Smart And Help Others At Swisscom To Also Be Smart - Do It Yourself! Lesson", "Learning And Teaching With More Success", "Education, Training, Entertainment Lesson", and "Essential: Good For Your Business! Lesson".

Source: Swisscom

Figure 3: Possibilities/Options of the Social Learning Marketplace



Source: Swisscom

Change Management Efforts

Challenge: Other training departments did not believe in massive user-generated content and still wanted to control the creation process.

Approach: The in-house consultant that was tasked with driving the success of the ENT Academy implementation had a strong network that could mitigate the impact of office politics.

Challenge: Other trainings departments did not want Swisscom's business unit to use a separate LMS to enable the new vision.

Approach: Demonstrating a clear business rationale for implementing the new solution, having the management buy-in for the social learning marketplace and positioning this as a one-year pilot turned this resistance into support. The in-house consultant who was



tasked with driving the success of the ENT Academy implementation had a strong network that could mitigate the impact of office politics.

Challenge: Ten percent of line managers stated their teams do not have time to create trainings

Approach: Ignore the 10% and focus on the line managers who were excited by engaging them into low-impact pilots. A lot of door-to-door selling from the head of the L&D team created support for the approach. The nay-sayers were approached with reverse psychology: they were motivated to not create trainings at all by the head of L&D. Instead, they were told to consider making a training only when they believed a business issue could be solved by changing behavior. This helped to reframe negative beliefs.

Challenge: General opinion was that motivation for people to share knowledge is not enough to make this approach feasible.

Approach: Ignore this statement and focus on the people who wanted to train with this new approach. A lot of effort was given to convince skeptics that creating an engaging and impactful training can be done efficiently and effectively.

Challenge: The business unit strongly believed that training is just a cost.

Approach: The head of L&D fully supported and shared their beliefs, demanding a disruptive approach to L&D to empower the business unit to drive trainings by themselves and turning the decision of creating a training into a small-business case. The social learning marketplace forces line managers to take ownership of content creation and training of people. This mechanism by default makes a line manager evaluate cost/benefit and once invested he will follow up on getting the most out of his investment. With that, the transfer into everyday life is secured.

The second step includes initiating a pilot called Learning Engineering Lab where, through data analytics, new learning programs are prototyped with the business unit to deliver measurable business impact. Due to the credibility gained by implementing the social



learning marketplace in such a short time, the head of L&D earned the credibility to commence on this second pilot approach.

Challenge: The year prior to December 2016 didn't deliver tangible results for the ENT Academy project. The board of directors gave it only six more months.

Approach: Seventy-hour weeks between December 2016 and September 2017. The first step was to change the vision and get the approval (December 2016 to March 17). The second step was to implement the solution (April 2017 to May 17). The third step was to take that momentum and over-deliver by achieving the 2017 targets already by mid-September 2017.

Challenge: Merging of two training department teams and new hires and skill transformation and still deliver on a disruptive approach to L&D.

Approach: Throughout the whole process, the head of L&D communicated in an open and direct manner with all involved. Fears and past frustration were acknowledged, and after the go-live of the social learning marketplace all existing employees had to go through a fast-track application processes to determine which roles that they would be best suited for in the new organizational setup. Three existing employees did not have a place and Swisscom found alternative solutions inside and outside of the company. New hires were acquired from within the company (two were doing internships and one was working at a training department inside another business unit). These new employees could only start by the end of 2017 but were bringing vital new skills (UX research, UX design and cognitive research/psychology).

Challenge: One month after go-live, Swisscom changed CEOs. In September 2017, a new board was starting to be created and implemented by July 1, 2018.

Approach: The new CEO was a strong supporter of the head of L&D. The change interfered with the management attention at board level. Due to the speed at which the new approach was implemented, this negative effect was minimized.



Challenge: Implementing an LMS within 2 months for go-live.

Approach: Between the go from the management board in March 2017 and the actual purchase date, an internal due diligence process was initiated. In parallel, training content was being sourced and evaluated how this could be implemented in efficient ways. Between January and April, the L&D team had the chance to get to know the solution by testing it and this enabled the team to build up enough know-how for implementation. As the test platform would turn into the production platform upon purchase, a lot of configurations already could be done during the due-diligence process. During the two-month period of April and May, the whole team was dedicated to the go-live of the new system. External contractors supported the team with developing handbooks and didactical standards that would enable the organization to teach and learn from each other.

Measurable Benefits

The social learning marketplace is implemented for 5,000 out of 20,000 employees. In October 2017, the board of Swisscom Group (with its 20,000 employees) decided to implement the social learning marketplace on the group level. Starting July 1, 2018, the implementation of the One Swisscom Academy commenced based fully on the ENT Academy social learning marketplace model.

The social learning marketplace model is recognized for reducing overall internal training cost (mainly FTE and software licenses), external training costs and is seen as a strategic enabler of becoming a learning organization.

Due to the steady increase of social learning marketplace engagement, starting at 188 monthly active users in June 2017 and growing to 511 in March 2018 (400 on average, 25% traffic from outside of own business unit), Swisscom can confidently state the new platform is well-received. At launch, Swisscom had around 200 trainings available. In March 2018, it had 323, demonstrating a clear interest by the organization to develop its own content.

The impact on business performance can first be identified in the first quarter of FY 2019.



Overall

The social learning marketplace now will be implemented for 16,000 out of 20,000 employees (the other 4,000 are in other countries and in separated entities). It will transform the L&D landscape of Swisscom over the next three years. The transformation will be supported developing a new learning architecture for Swisscom Group, including a learning analytics layer to measure, steer and increase the continuous learning behavior by employees.

In the third quarter of FY 2018 the pilot Learning Engineering Lab was scheduled to commence to prototype data-driven learning approaches that have measurable business impact. This should help Swisscom build an understanding of how and where L&D can be used to drive strategic initiatives.



About Brandon Hall Group

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