

The Allianz Group Strategy, Marketing and Distribution Academy Learning Platform

Allianz SE

Best Advance in Learning Management Technology

March 2023



Company Background



Company-at-a-Glance	
Headquarters	Munich
Year Founded	1980
Revenue	Allianz Group had revenue of €148.5 billion in the year 2021.
Employees	About 1000 employees at Allianz SE in Munich, 150 employees at Allianz Group Strategy, Marketing and Distribution (GSMD), and 155,000 within the Allianz Group around the globe as of December 2021.
Global Scale (Regions that you operate in or provide services to)	<p>Allianz is a highly distributed company with multiple locations across the globe.</p> <p>Allianz is present in 70 countries on 6 out of 7 continents.</p>
Customers/Output, etc. (Key customers and services offered)	Aerospace, Agriculture, Construction, Energy, Engineering, Environmental, Healthcare, Logistics & Transportation Services, Machinery, Manufacturing, Real Estate.
Industry	Insurance
Stock Symbol	ALV DE
Website	www.allianz.com/en.html

Value Proposition

With around 155,000 employees worldwide, the Allianz Group serves over 126 million customers in more than 70 countries. Allianz's global workforce includes people from many different nationalities and backgrounds – be it gender, ethnicity, age, religious belief, education, sexual orientation, disability, or nationality. 76 nationalities are present at Allianz's headquarters in Munich, Germany.

GSMD stands for Group Strategy, Marketing, Distribution. Its objectives and activities are directed toward customer satisfaction and growth, with the aim of increasing the customer portfolio value and thus the value of Allianz Group.

One of the highest priorities of Allianz's GSMD and the Global Enablement & Training Team is ensuring that all employees are engaged with the organization, continuously develop their skill, and have the opportunity to reach their full potential. However, the outbreak of Covid-19 that began in early 2020 has presented a substantial challenge to the Global Enablement & Training Team at Allianz, to develop a comprehensive, flexible, and fully digital onboarding and training process that guarantees upskilling and accessibility and engagement for the remote workforce, especially new joiners. While digital transformation has been an important trend for years, it has never been as essential and business-critical as during the ongoing pandemic. The crisis has forced global players, such as Allianz, to rethink key processes, including how to build digital capacities and transfer knowledge to employees. In response to this challenge, the Global Enablement & Training Team was able to strategically implement a comprehensive, flexible, and fully digital training program to ensure the engagement and upskilling process for GSMD's remote workforce, laying the foundation of the "Group Strategy, Marketing, and Distribution Academy — GSMD Academy".

One key element of the GSMD Academy is the "GSMD Academy Learning Platform". The value of this integrated learning platform lies in the fully personalized content, highly interactive interfaces, global reach, and engaging learning formats which enable all employees of Allianz GSMD to efficiently upskill themselves with various crucial topics. It is also designed to foster learning and development for employees and people leaders, generate engagement and keep them informed and excited about the latest updates and strategic activities of the Allianz global brand.



Figure 1: GSMD Academy Learning Platform – Homepage

Product or Program Innovation

The GSMD Academy Learning Platform is an all-in-one learning tool that offers truly diverse, flexible, and adaptable learning and engaging solutions that can be tailored to suit the specific needs of any Allianz organization. Among its many innovations is that it enables unprecedented levels of customization not offered on other learning platforms used within Allianz like Success Factors LMS, Degreed, or LinkedIn Learning. In comparison to previous digital learning solutions within the Allianz digital training ecosystem, the GSMD Academy Learning Platform not only facilitates the learning process but also makes content creation and editing easy and accessible via the authoring function. The training platform is also accessible for disabled employees as the platform fulfills all ergonomic requirements such as the availability of screen-reading or keyboard navigation. This also fully aligns with and supports the value that Allianz continuously commits to – Diversity and Inclusion, especially in terms of engaging new joiners to the organization.

Content management and e-learning capabilities can be accessed through the platform as either a standalone learning management system (LMS) or a content management system (CMS). This allows for collaborative, agile, and cross-media content creation across business units. This innovative online learning tool's unique selling point (USP) lies in its customized content, intuitive interface, and engaging way of learning to ensure that Allianz GSMD's employees, experts, and people leaders can remotely upskill themselves most efficiently.

The learning content is systematically customized to its different target audiences (i.e., all GSMD employees, monthly new joiners and all experts from Allianz's 70 markets worldwide who are working with GSMD-related topics) and is then further divided into key upskilling pillars and learning journeys, for example:

- **Get started at GSMD:** Supporting GSMD employees to learn about its internal procedures, practices, office, finance processes, and data privacy
- **Digital Welcome Kit for GSMD:** Equipping and engaging new joiners, especially the remote working employees with essential onboarding information and processes
- **GSMD Experience Program:** Offering new joiners an innovative and engaging onboarding program, where each of them gets matched with an experienced employee of GSMD, known as "buddy". The GSMD Experience Program, which is specifically tailored to our new GSMD employees, will help new joiners feel connected and integrated from day one
- **Become Digital Savvy:** Preparing the remote workforce for the digital age and support them to confidently navigate digital software and tools in their (virtual) workplace
- **Project Management:** Supporting the remote workforce to learn proper project management and help ensure that their future projects are completed successfully
- **Sales & Marketing:** Providing the workforce, especially the salesforce of GSMD essential skills for cross- and up-sell using state-of-the-art digital sales and marketing tools
- **Brand platform:** Getting the GSMD's community and brand experts from 70 local markets ready for the new brand platform and latest brand strategy of Allianz Group
- **Olympic and Paralympic Partnership:** Prepare and provide 70 markets of Allianz with crucial knowledge and updates about its exclusive partnership with the Olympic and Paralympic Movements (OPM) as well as support the OPM experts from these markets to activate the partnership in their markets

Unique Differentiators

The GSMD Academy Learning Platform was the result of the GSMD Global Enablement & Training Team’s effort to leverage the power of technology and create worldwide engagement, onboarding and reach during the global pandemic. As most of Allianz’s and GSMD’s workforce was, and still is, working remotely, setting up a learning ecosystem that would engage and excite learners as well as new joiners and provide them crucial upskilling tools virtually was a major challenge. Thus, the goal was not only to create a learning platform that would be able to host all information needed, but also to create excitement and make all learners and new joiners feel motivated, inspired and engaged with the organization and GSMD. Therefore, the GSMD Academy Learning Platform combines fully customized learning journeys with intuitive instructional design and an engaging interface with any interactive functionalities. As mentioned, the learning platform is strategically divided into crucial onboarding topics which are both tailored to the specific learning needs of the target audiences.

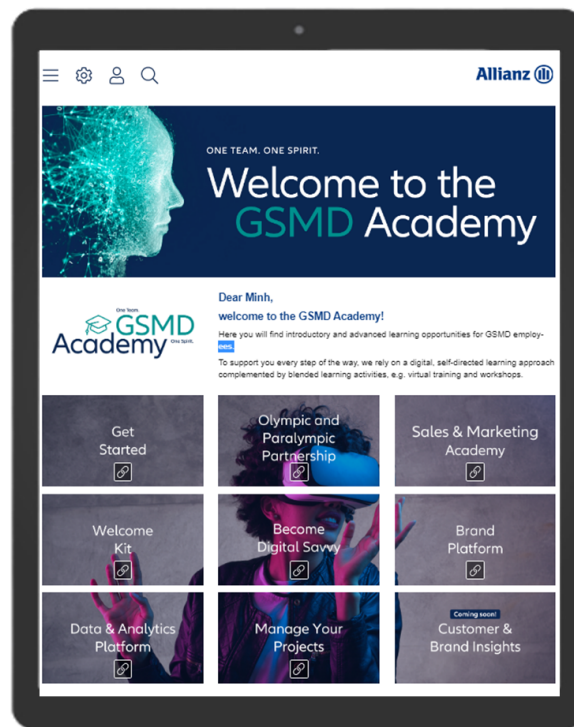


Figure 2: GSMD Academy Learning Platform – Homepage on Tablet

The key objective of the “Get Started” journey is to support GSMD employees and all new joiners during their onboarding process to learn about its internal procedures, practices, office, finance processes, and data privacy. For example, the “GSMD Order & Finance Processes” modules give the learners a compact toolkit for the financial and controlling process, including steps and responsibilities of related departments. With various engaging learning formats like quiz, videos, and chat with experts, the employees can easily comply with GSMD’s important policies such as cost estimate requirements, procedures, or specifics of VAT, which support them to follow the GSMD procurement rules and standards, define and understand GSMD purchase policies.



Figure 3: “Get Started” Learning Journey for GSMD remote workforce

The digital “Welcome Kit for GSMD” is exclusively designed to equip new joiners, especially remote working employees with essential onboarding information and processes. The new joiners will easily get to know about Allianz, its purpose and strategy, core organizational structure as well as various important onboarding information and technical setup. Understanding the fact that the first few days in a new organization are particularly exciting but also filled with a lot of questions, especially for colleagues working remotely, GSMD Academy integrate the virtual Welcome Kit packed with lots of information and helpful tips to bring them a seamless and engaging onboarding process.

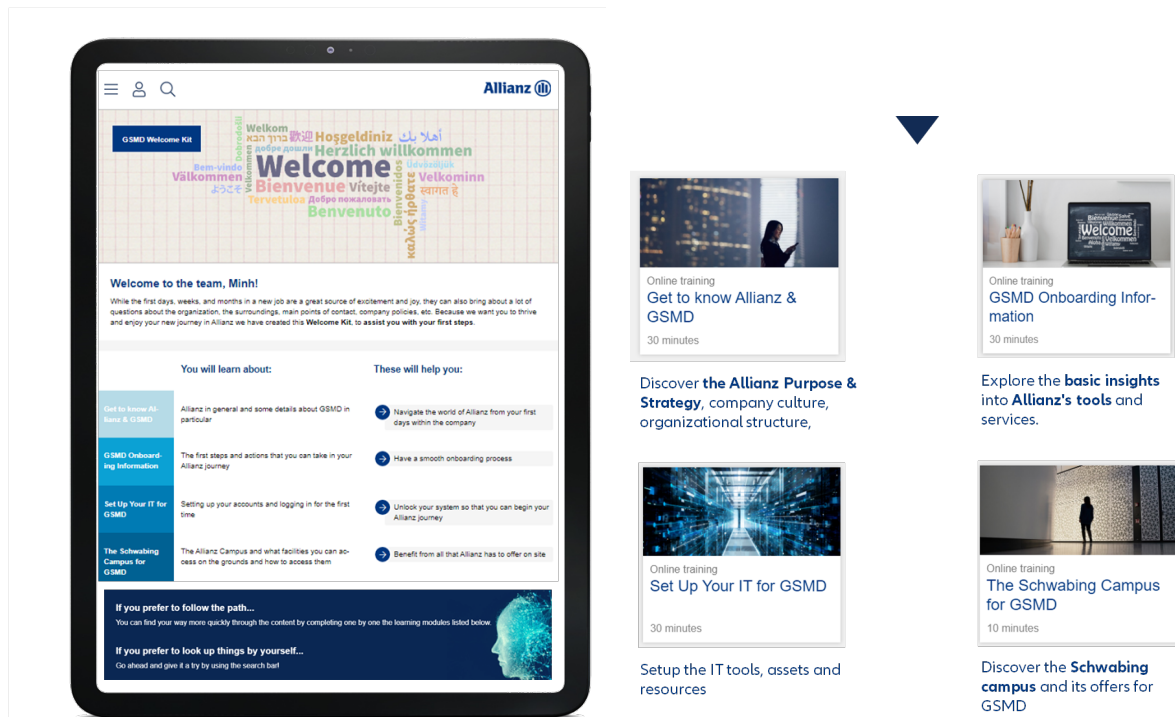


Figure 4: Digital Welcome Kit for GSMD’s new joiners

The GSMD Experience Program is specially designed to support and offer new joiners a seamless onboarding journey. The Experience Program lead assigns a buddy to each new employee for six months. Throughout this time, buddy and new joiners will have regular touchpoints to network, exchange hands-on experience, and share information about GSMD and Allianz. The digital learning journey on the platform is aimed at delivering all crucial information about the program as well as helping new joiners feel connected and integrated from their very first onboarding days.

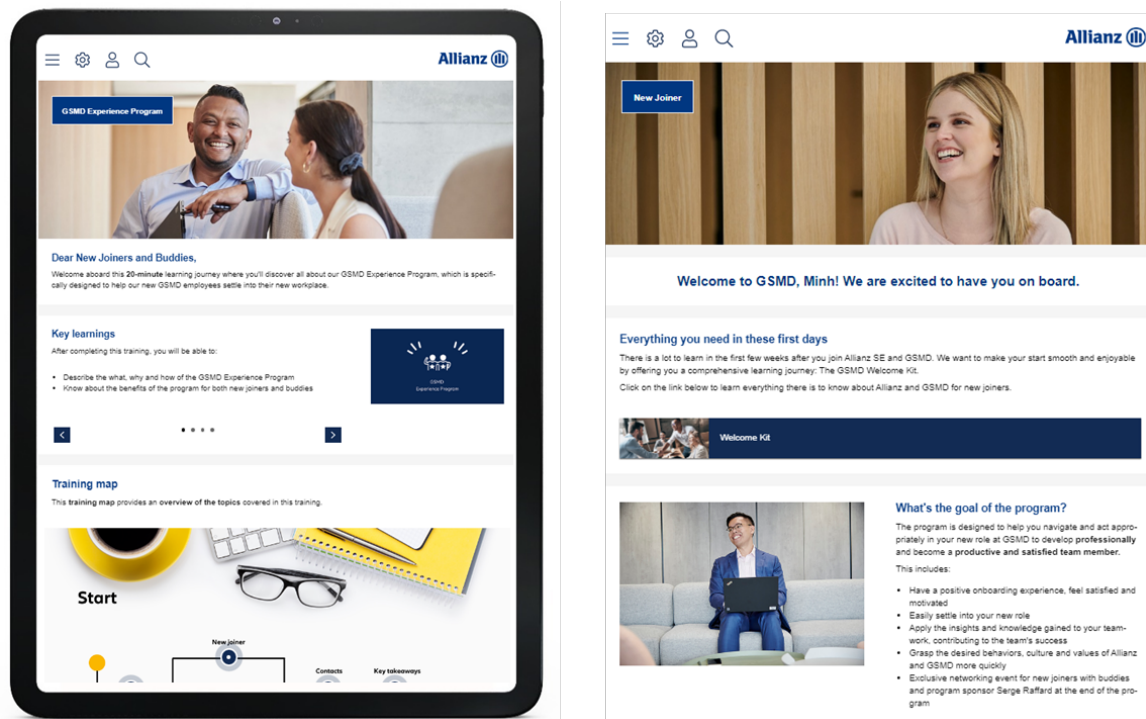
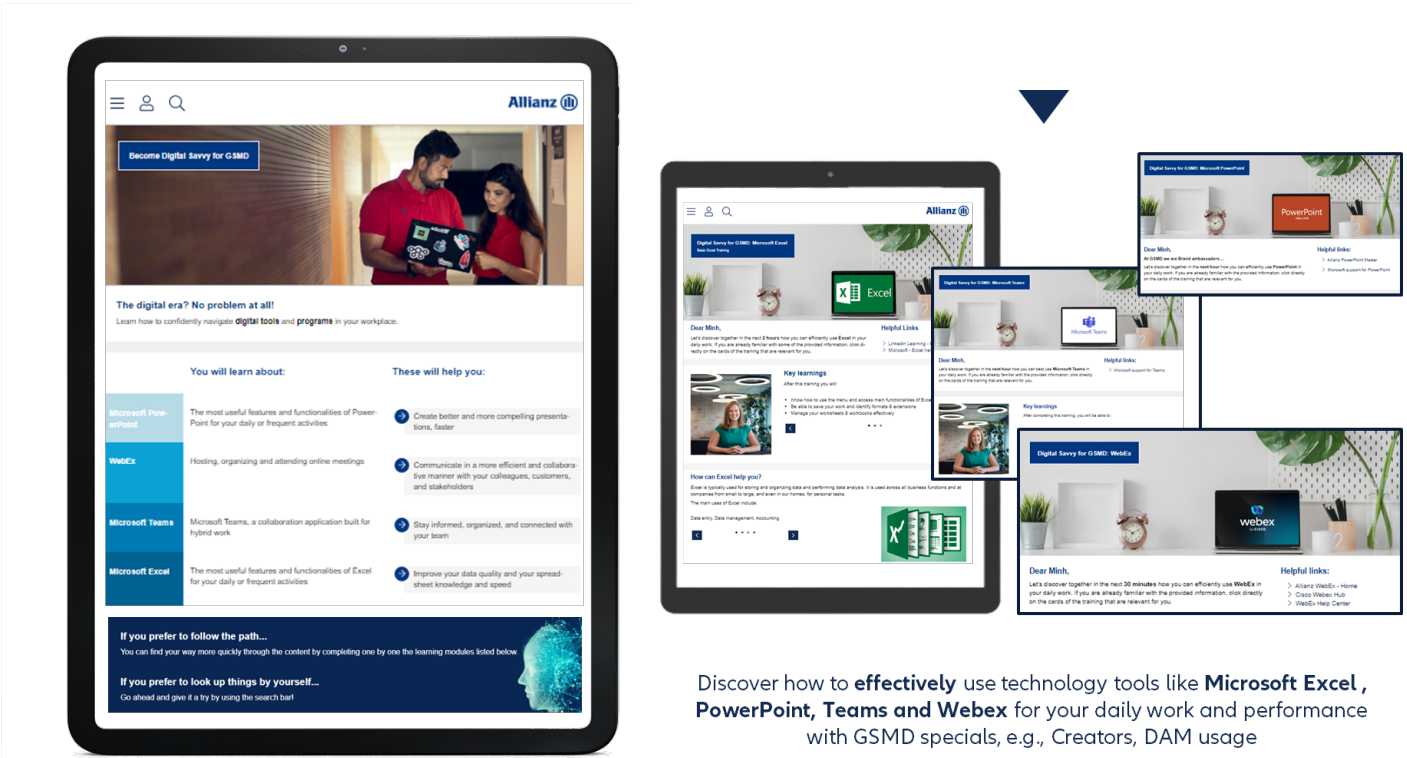


Figure 5: GSMD Experience Program for new joiners

“Become Digital Savvy” on the other hand helps to prepare the remote workforce, new joiners and all employees of GSMD for the digital age and supports them to confidently navigate digital software and tools in their (virtual) workplace. The journey provides useful tips and tricks for all employees of GSMD and remote experts about how to efficiently use digital tools such as Microsoft Excel, Microsoft PowerPoint, Microsoft Teams, and Webex, etc., in their daily work life.



Discover how to **effectively** use technology tools like **Microsoft Excel**, **PowerPoint**, **Teams** and **Webex** for your daily work and performance with GSMD specials, e.g., Creators, DAM usage

Figure 6: “Become Digital Savvy” Learning Journey

“Project Management”: The key objective of this learning journey is to provide the remote workforce with essential knowledge about proper project management and help ensure that their future projects are completed successfully. The journey walks learners through five essential phases of project management namely: Initiation, Planning, Execution, Monitoring, and Closure. With interactive learning content and elements with videos, quizzes, and tasks, etc., the Project Management journey helps learners to apply different knowledge, tools, skills, and techniques to manage their projects.

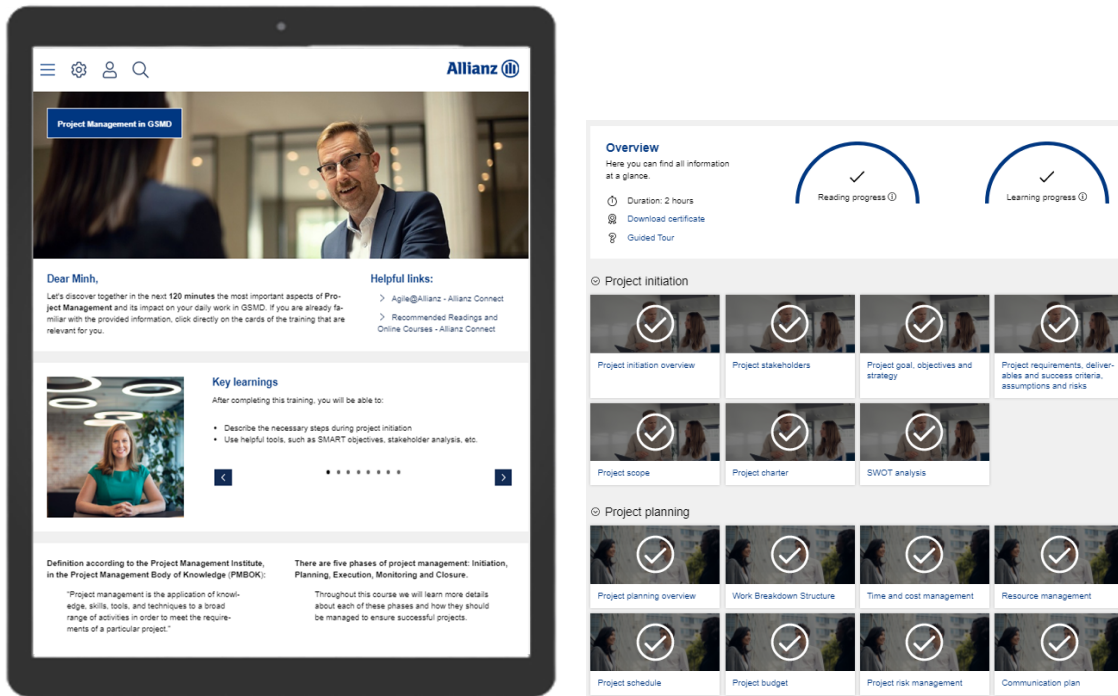
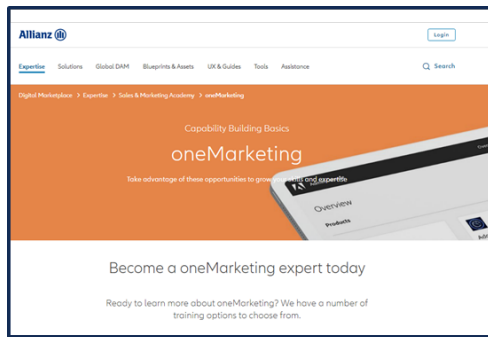
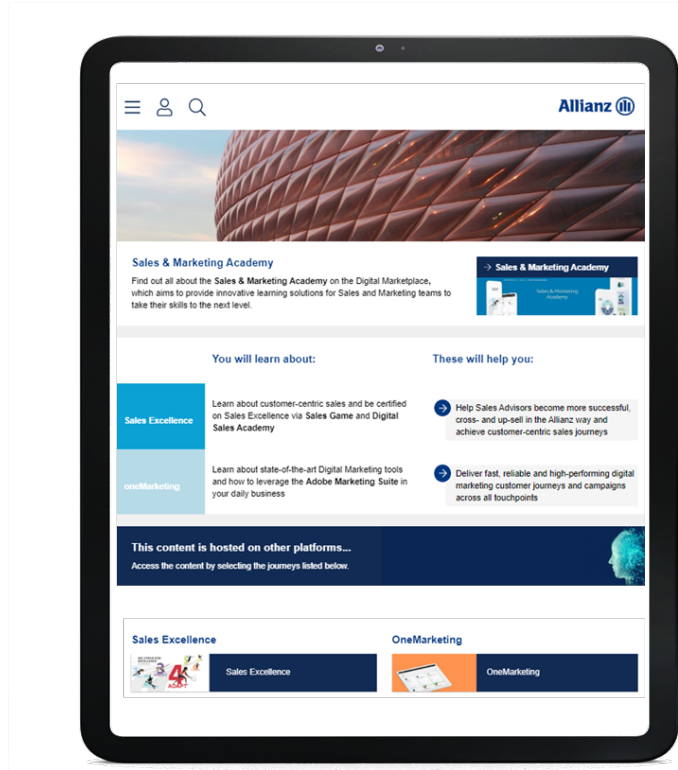


Figure 7: “Project Management” Learning Journey

“Sales & Marketing”: Under this learning journey, the sales experts from GSMD, new joiners and 70 local markets can efficiently upskill themselves with various state-of-the-art digital sales and marketing tools. Upon completion, they are also certified as “Sales excellence”, which is recognized globally within Allianz Group.



oneMarketing Platform

Sales Excellence Platform

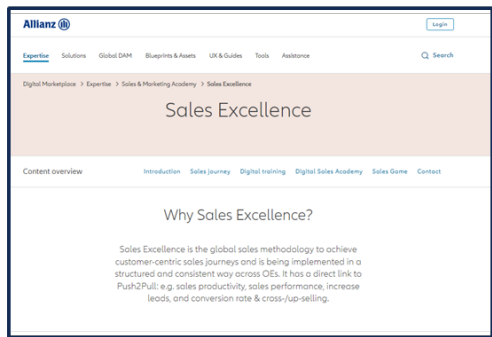


Figure 8: “Sales & Marketing” Learning Journey

“Brand platform”: A comprehensive learning journey dedicated for brand experts of GSMD and local markets which provides a complete guide to Allianz’s newly launched Brand Platform and its new brand message — Get Ready for the Best. For new joiners during their onboarding process, this learning journey plays an important role in giving them the fundamental knowledge and information about Allianz’s group brand strategy.

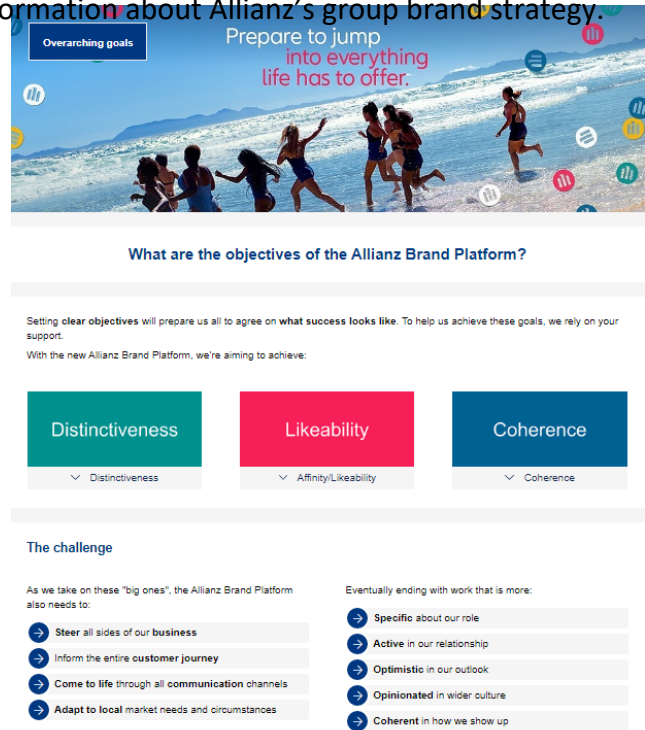
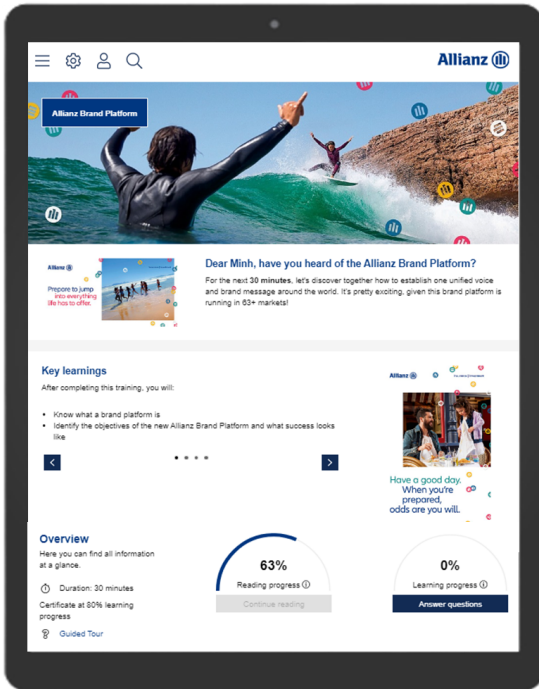


Figure 9: “Brand Platform” Learning Journey

“Olympic and Paralympic Partnership”: The key objective of this learning journey is to successfully onboard and enable approximately 1,500 local Allianz experts from over 70 markets to manage the activation of the partnership as well as equip all employees of GSMD with crucial knowledge and boost the pride about Allianz as their employers.



Figure 10: “Olympic and Paralympic Partnership” Learning Journey

Each of the above-mentioned learning journeys contains many sub-categories with relevant deep-dive topics that were carefully designed to ensure the most efficient and engaging learning and onboarding experience for Allianz employees. This all-in-one online learning platform is designed to deliver the most effective learning strategy with an optimal combination of videos, fully customized content, highly interactive interfaces, global reach, and compelling learning formats such as video-based content, text, images, interactive video simulations, and quizzes to engage the learners.

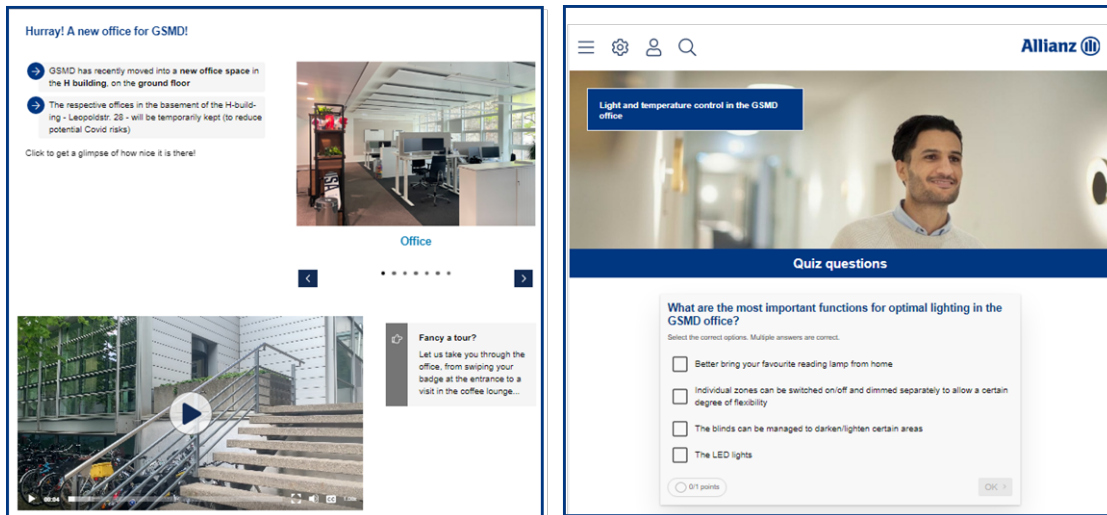


Figure 11: Interactive and engaging learning elements on GSMD Academy Learning Platform

All employees of GSMD, new joiners as well as the experts from 70 markets around the world can easily manage their learning via the visualized training map, which is integrated into each learning journey. Their learning progress is also updated in real-time, which helps the employees in planning and keeping track of their learning goals.

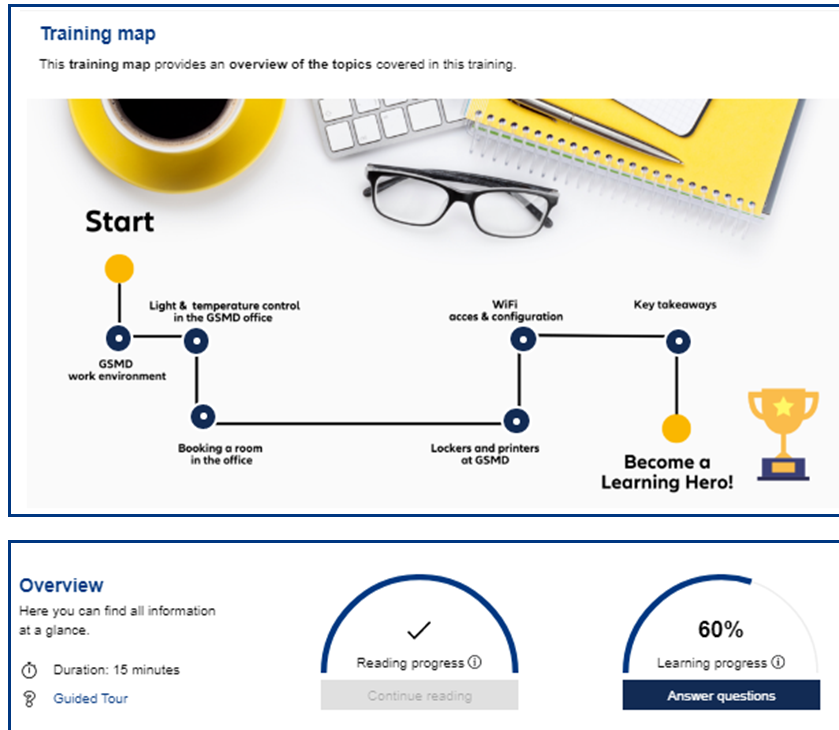


Figure 12: Training map and learning progress tracking tool

Besides these interactive learning elements and intuitive tools, the GSMD Academy Learning Platform also implements the “Expert Channel”, via which the remote employees can easily reach out to experts once they have any questions or concerns. The learners can also raise their opinions by using the survey and feedback tool, which is embedded in each learning journey.

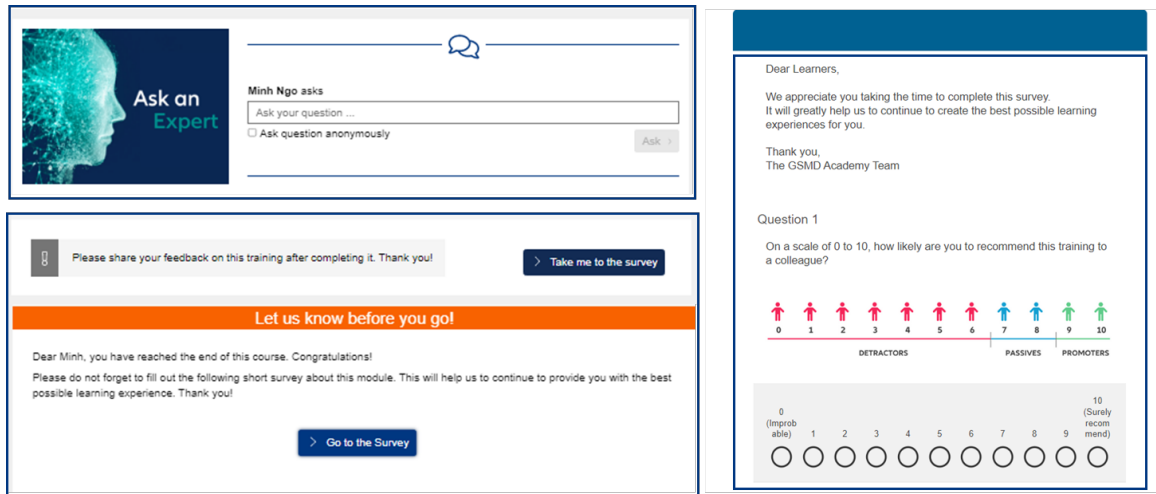


Figure 13: Feedback collection tool and survey to learners

The GSMD Academy Learning Platform also uniquely differentiates itself from other learning solutions by guaranteeing the highest accessibility standards. The learning platform prioritizes optimal user experience to support colleagues with disabilities. One of the most outstanding functionalities is the keyboard navigator, which provides support to users with impaired ability to manage the mouse or touchpad. To support visually impaired users, the GSMD Academy Platform also integrates the Screen Reader function, allowing them to easily navigate through the platform and capture all information via audio. All other critical elements on the platform such as font size, layout, pictures, content display, etc. were also carefully designed and implemented to ensure that the platform's global accessibility and usability standards were met.

Apart from these customized learning and engagement products, GSMD Academy also offers the employees various engagement products in form of virtual workshops, masterclasses, learning lottery, etc. The topics are diversified such as Management Skill, Personal Development Planning, Leadership, etc., aiming to the optimal upskilling and engagement purpose of the Academy. For instance, GSMD Academy collaborated with the European School of Management and Technology Berlin (ESMT Berlin — top 10 Business School in Europe) to bring a Leadership Masterclass to GSMD Community, which was led by Dr. Steffen Greubel — CEO of Metro AG Group. The Masterclass attracted many employees of Allianz GSMD and had a phenomenal NPS of 100%.

Delivery of high quality engagement products



Learning Lottery for All Employees with the DAM Module on OPM AcademyC

Almost **100** Employees get certified with DAM and **50 winners** receive the prize



PDP Wprkshop for GSMD Community

67 Participants with **NPS of 88%**



ESMT Master Class for GSMD: NPS of 100%

Level Up Your Management Skill: **68 Participants** with **NPS of 96%**

Allianz Level up your Management skills
WITH TASK BY PLANNERS
OPM Enablement & Training Team



Master your PowerPoint Skills

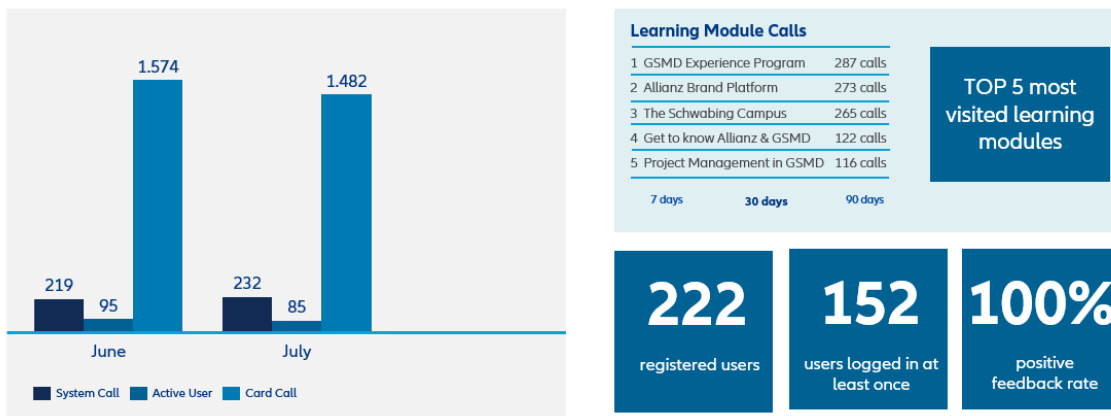
Powerpoint Workshop: 90 Participants with **NPS of 93%**

Measurable Result

Being the internal learning platform in the Allianz Group with full global reach, the GSMD Academy Learning Platform is expected to decrease the overall cost for Learning & Development by up to 70%, reduce the number of classroom training by 95% and increase content creation by up to 85% without affecting the integrity of a distinctive learning experience. Additionally, inquiries from customers (learners) are expected to decrease by 40%, due to the expert channel function which will leverage the organic development of FAQs and peer learning. Furthermore, the platform intends to boost both learning retention and excitement for the remote workforce.

Officially launched in the second quarter of 2022, GSMD Academy immediately attracted huge attention from all colleagues from the GSMD community as well as the experts from 70 local markets. Just after a month, GSMD Academy has achieved remarkable operational performance in terms of the number of new learning journeys implemented, the number of active users as well as the number of card calls, and system calls (A system call is a time when a user logs in to the platform; the number of card calls is the number of cards that users have clicked on the platform). The first month's statistics have been phenomenal with 95 active users (accounted for 95% of GSMD's employees), 1574 card calls, and 219 system calls within 14 days of launch.

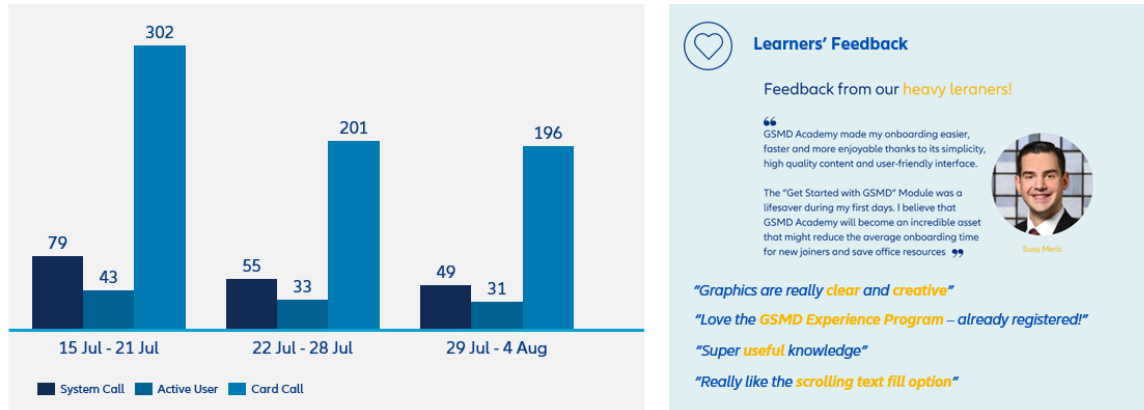
GSMD Academy Learning Platform Monthly Overview



1) System Calls: Number of times all the active users logged into the GSMD Academy Learning Platform
 2) Active Users: Number of users that have entered the system at least once in the respective month
 3) Number of cards that all users have clicked in the respective month

Figure 13: GSMD Academy Learning Platform monthly performance overview (YTD)

By the end of July 2021, the total number of registered users for the GSMD Academy Learning Platform reached 222 users, with a high rate of interaction via the platform, which is reflected by the total number of card calls at 1482 and the number of systems calls at 232 (year to date).



- 1) System Calls: Number of times all the active users logged into the GSMD Academy Learning Platform
- 2) Active Users: Number of users that have entered the system at least once in the respective week
- 3) Number of cards that all users have clicked in the respective week

Figure 14: GSMD Academy Learning Platform weekly performance overview (YTD)

On top of that, the GSMD Academy Learning Platform also received many positive feedbacks from learners and new joiners, reflected via the 100% positive feedback rate. Overall, the GSMD Academy Learning Platform is continuously developed with new learning journeys implemented monthly. Up to date, the GSMD Academy Learning Platform has launched 5 big learning journeys with 15 learning modules and 139 learning cards. In addition, the GSMD Academy Learning Platform also collaborated with 3 other academies from Allianz namely the Sales & Marketing Academy, Data Analytics Academy, and Olympic & Paralympic Partnership Academy, to bring a seamless learning and onboarding experience with various crucial upskilling topics to Allianz’s employees.

Facts & Figures – GSMD Academy



Figure 15: GSMD Academy Learning Platform facts and figures (1/2)

The facts and figures speak for the outstanding performance of GSMD Academy in its journey in upskilling the remote workforce. Just after 2 months after launching, the total learners from 64 different operating entities of Allianz (64 countries) have registered to the learning platform with a 100% positive feedback rate.

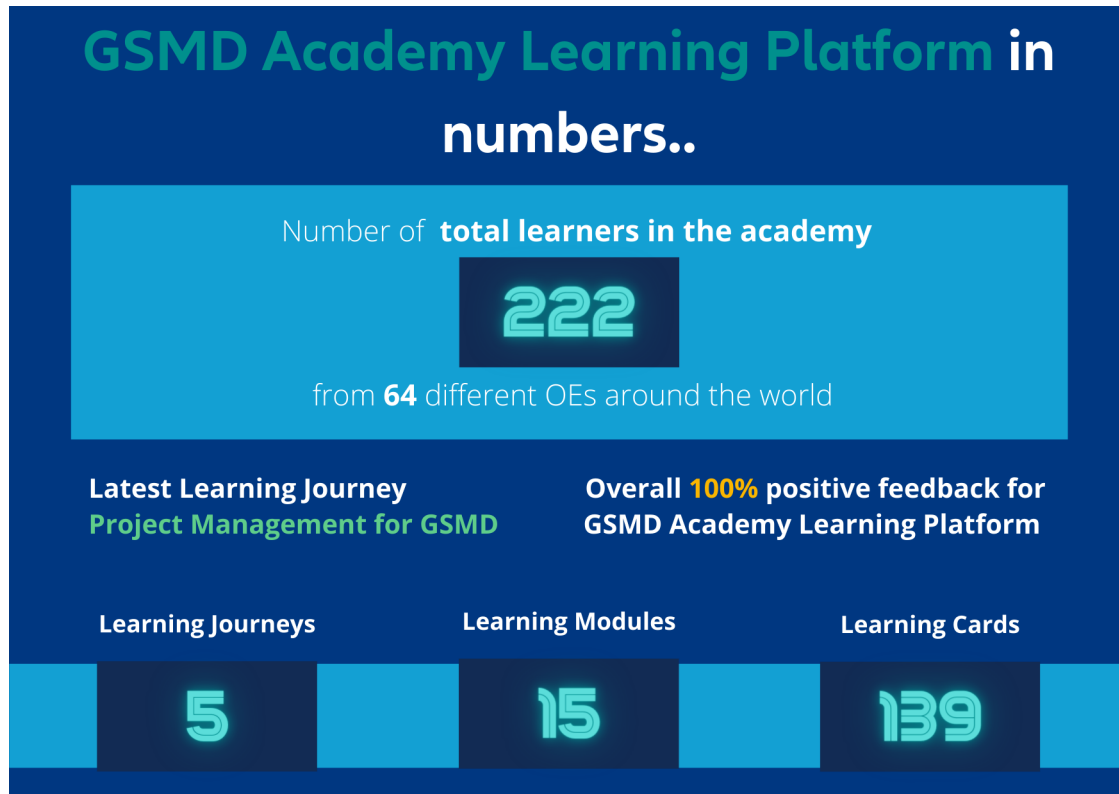


Figure 16: GSMD Academy Learning Platform facts and figures (2/2)

In conclusion, the GSMD Academy Learning Platform is the all-encompassing one-stop destination for all employees of GSMD and the remote workforce of Allianz worldwide to learn about all relevant aspects supporting their growth and development. The strategic creation and implementation of this fully digital learning solution during the ongoing pandemic is unique within Allianz and is sure to be extended and adapted to other organizational learning needs in the future. By leveraging the power of technology, Allianz can now ensure a holistic and cost-effective learning solution that will help support its remote workforce and create a global success story for its learning and development effort.

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recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.

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