



Brandon Hall Group

# EXCELLENCE AWARDS 2023

## Allianz Group’s Metaverse Onboarding Experience: Best New Hire Onboarding Program

Allianz SE and Allianz Technology SE

Best New Hire Onboarding Program

January 2024



### Company Background



Company-at-a-Glance	
Headquarters	Munich
Year Founded	1980
Revenue	Allianz Group had revenue of €152.671 billion in the year 2022.
Employees	About 1000 employees at Allianz SE in Munich, 150 employees at Allianz Group Strategy, Marketing and Distribution (GSMD), and 159,253 within the Allianz Group around the globe as of December 2022.
Global Scale	Allianz is a highly distributed company with multiple locations across the globe.  Allianz is present in 70 countries on 6 out of 7 continents.
Customers/Output, etc.	Aerospace, Agriculture, Construction, Energy, Engineering, Environmental, Healthcare, Logistics & Transportation Services, Machinery, Manufacturing, Real Estate.
Industry	Insurance
Stock Symbol	ALV DE
Website	<a href="https://www.allianz.com/en.html">https://www.allianz.com/en.html</a>



## Company Background



<b>Headquarters</b>	Unterföhring
<b>Year Founded</b>	2004
<b>Revenue</b>	Allianz Group had revenue of €152.671 billion in the year 2022.
<b>Employees</b>	About 1000 employees at Allianz SE in Munich, 150 employees at Allianz Group Strategy, Marketing and Distribution (GSMD), and 159,253 within the Allianz Group around the globe as of December 2022.
<b>Global Scale (Regions that you operate in or provide services to)</b>	Allianz Technology SE is distributed in 22 countries delivering services to multiple Allianz operating entities in 70 countries on 6 out of 7 continents.
<b>Customers/Output, etc. (Key customers and services offered)</b>	Aerospace, Agriculture, Construction, Energy, Engineering, Environmental, Healthcare, Logistics & Transportation Services, Machinery, Manufacturing, Real Estate.
<b>Industry</b>	Insurance
<b>Stock Symbol</b>	ALV DE
<b>Website</b>	<a href="https://tech.allianz.com/en.html">https://tech.allianz.com/en.html</a>

## Budget and Timeframe

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<b>Number of (HR, Learning, Talent) employees involved with the implementation?</b>	30
<b>Number of contractors involved with implementation</b>	1
<b>Timeframe to implement</b>	6 weeks
<b>Start date of the program</b>	14th of July 2022



## **Business Conditions and Business Needs**

With around 159,253 employees worldwide, the Allianz Group serves over 122 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. 172 different nationalities are in total represented within the Allianz Group.

GSMD stands for Group Strategy, Marketing, Distribution. Its objectives and activities are directed towards shaping the strategy for Allianz and leading transformation from push to pull with the aim of increasing the customer portfolio value and thus the value of the Allianz Group.

Allianz Consulting is the internal consulting division of the Allianz Group supporting Allianz operating entities worldwide in improving and running operations, driving productivity, creating superior client experience, and contributing to the transformation of Allianz around the globe.

One of the highest priorities and a common goal of GSMD and Allianz Consulting is responding to the entities' needs, disruptive events, and constantly innovating and developing strategic projects, and the employee experience across the value chain for the Allianz Group.

Though several events have disrupted the past decades, for many years the world made a quite stable impression, leaving the belief to build confidence and trust in tomorrow. Since the beginning of this decade however global developments such as the outbreak of Covid-19, the war in the Ukraine, the global energy crisis, and the current inflation disrupt that belief leaving the world in a crisis mode, a state of uncertainty and insecurity. Allianz faces these worldwide substantial challenges every day in its operations. The company's ambition is to accompany people in life – giving them everything they need to have courage to go forward. Worldwide Allianz provides a wide range of products, services, and solutions in insurance and asset management. With these solutions Allianz stands for providing certainty through our purpose: We secure your future.

Facing these substantial worldwide challenges, the company relies on and urgently needs to attract the brightest heads and the best talents, standing out besides competitors in the war for talents to be able to maintain and improve its position in the insurance market industry. The rise of the Metaverse and virtual worlds represents to Allianz a new cutting-edge technology enabling the company to address the needs and speak the language of a rising generation of digital natives and to attract young talents.



In response, GSMD and Allianz Consulting joined forces to strategically address challenges resulting from the pandemic and make the most out of new opportunities arising from new trends to implement a comprehensive, flexible, digital, and fully immersive virtual onboarding program to ensure the engagement and upskilling process for GSMD's and Allianz Consulting's remote workforce with the "Allianz Group Metaverse Onboarding Experience".

By strategically positioning a Metaverse experience at the onboarding journey, Allianz ensures to familiarize all colleagues from the very beginning with the emerging cutting-edge technology of the Metaverse. Through strategically showcasing new joiners new virtual 3-dimensional worlds and new forms of 3D interaction, Allianz enables all colleagues to come up with new Metaverse use cases within GSMD, Allianz Consulting, the Allianz group and the insurance industry. As the Metaverse is only at the beginning of its evolution, Allianz wants to be the front-runner of this new emerging technology, shaping the evolution of virtual space usage, and penetrating a market that is estimated to be worth USD 678.80 billion by 20301.

## **Overview**

The Allianz Group Metaverse Onboarding Experience is an all-in-one onboarding 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. The fully immersive onboarding platform is designed to deliver the most effective learning strategy with an optimal combination of highly interactive 3D elements, videos, fully customized content, global reach, and compelling learning formats such as video-based content, text, images, and highly interactive 3D quizzes to engage the learners.

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

Metaverse Intro & Welcome:

Introducing new joiners to the metaverse by equipping them with knowledge about navigation in the metaverse through gamification elements.

Receiving a personal note and warm welcome from the CCO.



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Allianz Group & OE Key Figures:

Equipping the new workforce with essential information about the organization, key figures, and providing a clear purpose as we need our employees to bring our purpose and strategy to life.

Providing engagement by testing knowledge in a gamified, interactive, and fun way.

People Attributes:

Guiding employees with knowledge about the 4 People Attributes with 3 underlying target behaviors that are essential for Allianz employees to driving Inclusive Meritocracy. The People Attributes are based on feedback from Allianz leaders worldwide and set the aspiration for driving daily business.

Office / Closing:

Supporting new joiners to get to know the office and work environment enabling employees and facilitating navigation within Allianz' building complex.

Figure 1: New joiners learning how to interact with objects by engaging with footballs.

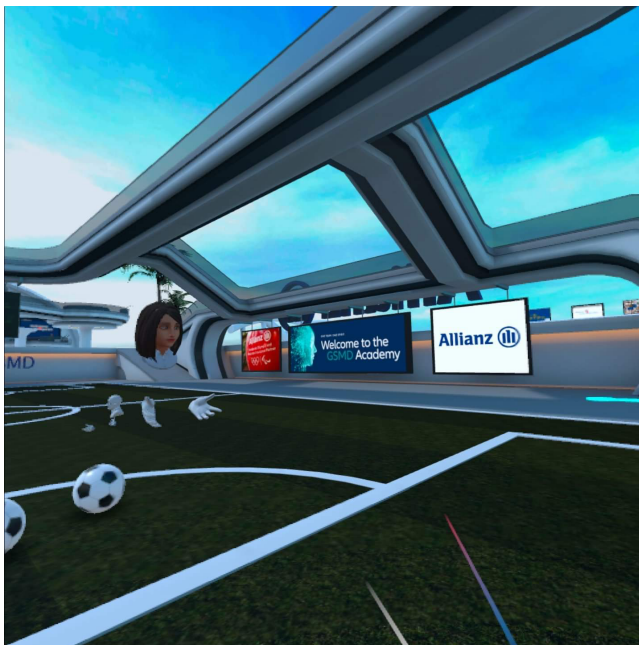
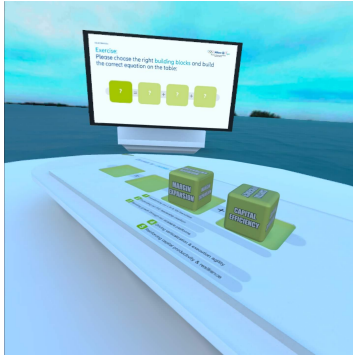




Figure 2, 3, & 4: New joiner can test their onboarding knowledge through interactive quizzes.



## Design and Delivery

The strength and resilience of Allianz is in the hearts of our 159,253 employees. One of the best ways Allianz cares for tomorrow and for all of its employees is by creating an environment where everyone can thrive and be at their best. With the Allianz Group Metaverse Onboarding Experience the onboarding platform provides a virtual space and environment to onboard new joiners with the most substantial information about Allianz and enabling employees to bring Allianz purpose to life.

The onboarding experience takes place at a virtual island, which invites the new joiners to walk around, be physically active, and explore the surroundings. Arrows clearly mark a way to follow and guide the employee towards the right direction and to get to know the onboarding information in the correct order. While walking around different locations of the island can be explored such as a football stadium, various small islands, a ramp to walk up, a lounge area with couches, and a bridge. Also, various learning formats are showcased along the way: big screens show videos to click on and to watch, information screens provide an overview of the most crucial onboarding information, and 3D quizzes invite for interaction. The changing and high variation of the landscape, formats, and different activities highly stimulates the brain, resulting in fostering a better brain plasticity, improved memory retention and enhancement in creativity, attention, visual processing, problem-solving, and motivation. With this new way of brain stimulation, the metaverse space clearly distinguishes itself from previous learning platforms used within Allianz and provides new benefits.

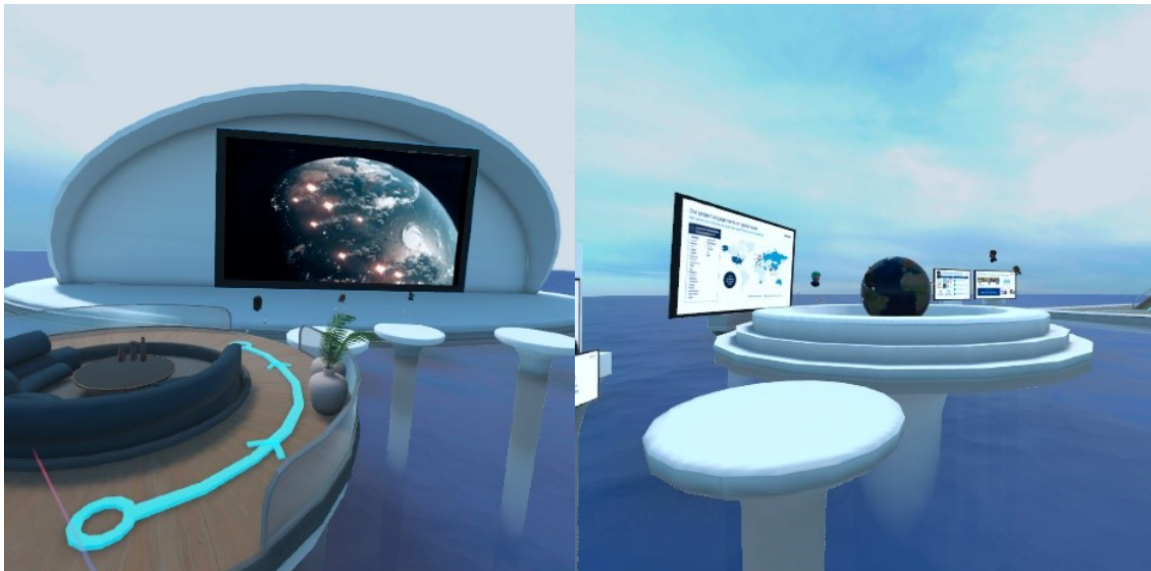
Furthermore, various 3D elements invite the new joiner to interact with and gamify the learning experience increasing engagement and memory retention. Footballs on a football field serve for learning how to grab, throw, enlarge and reduce 3D objects.



Additionally, the onboarding platform offers three different 3D quizzes to test the new joiner's knowledge about onboarding topics in a gamified way. (1) Cubes need to be placed on a table in the correct order; (2) Quiz questions are visible on a screen. For retrieving the correct answer, a cover on a table needs to be lifted; (3) different coins need to be picked up and thrown into the correct basket.

A football stadium is placed at the very core and center of the virtual island, showcasing Allianz partnerships as Allianz is partner with a diverse array of sports teams, organizations, cultural figures, sporting venues, and educational programs. Through the organization's partnership, the Allianz Group is dedicated to strengthening diverse and inclusive communities, future generations and preparing people for a better tomorrow through sports.

Figure 5: New joiners in the metaverse exploring the onboarding experience and getting guided through arrows on the ground as well as an onboarding instructor.



Officially launched at Allianz Consulting in June 2022, the Allianz Group Metaverse Onboarding Experience was promoted via email, blog articles, and a digital townhall. Within the digital townhall a metaverse demo was given and a panel discussion about the metaverse was held with panelists from Allianz Consulting and GSMD. In total 308 employees from all over the world, joined the event and followed the demo and discussion via livestream.

In parallel, GSMD started a campaign about the Metaverse in collaboration with Allianz Consulting engaging with customers via the Allianz website and the platforms Instagram and YouTube.



On both platforms, the metaverse campaign reached over 19.000 views in total and over 400 engagements.

The campaign attracted a huge attention from customers and colleagues all over the world, establishing the need and desire of the implementation of the Allianz Group Metaverse Onboarding Experience worldwide.

In November 2022, the GSMD Academy adjusted the Metaverse space to its entity needs and officially launched the experience in January 2022. Additionally, communication and promotion via townhalls, posters, roll-up banners, emails and LinkedIn posts was established and reached new joiners, GSMD colleagues, team leads, and the global community.

Personalized onboarding sessions were scheduled, which were received with engagement and excitement. For the execution of the onboarding experience in the Metaverse, premises were used guaranteeing a safe space to move around while wearing VR glasses. Personal coaches guided the new joiners through the experience, explaining different functionalities of the equipment, providing safety instructions, guiding through the experience, and being available for any open questions of the new joiners. Starting with at the football field new joiners intuitively grabbed the footballs on the ground that serve for getting to know how to interact with objects in the virtual space. Easily the objects were scaled, scaled down, or moved around in a gamified way. The knowledge about the interaction with objects guaranteed a smooth interaction with 3D objects and interactive quiz questions throughout the whole Metaverse landscape.

After the onboarding session new joiners reported about their engagement of moving around and interacting inside the Metaverse, getting to know Allianz as a company in a new, unprecedented, and engaging way.





Figure 6: Communication via email





Figure 7: Promotion of the onboarding experience via a poster.





## Engagement

Officially launched in July 2022, GSMD and Allianz Consulting onboarded over 900 New Joiners, and additionally started talent acquisition through metaverse demos at a career fair at ESMT Berlin. The Metaverse Onboarding Experience immediately attracted huge attention from interested applicants, New Joiners, colleagues within Allianz around the globe, but also stakeholders outside of the company.

Feedback from applicants and New Joiners:

“Really enjoyed the Metaverse experience during the on-boarding week! Great initiative :)”

“I absolutely loved the metaverse experience, and it was great to learn how Allianz is on the front line for leveraging futuristic technologies in different use cases!”

Figure 8: New joiners getting onboarded inside the metaverse.



Feedback from Allianz colleagues:

Dr. Axel Schell, CTO at Allianz Technology on LinkedIn: “My colleagues at Allianz Consulting / Allianz Services organized a demo in their meta-verse and also showed me how they are already using this technology for internal events. Did I like it? Sure! 👍 Do I think we need to jump on this right away? Should we expand our Allianz meta-verse further and also for customers? Honestly, I can't tell yet. What I can say, though, is that we should definitely stay on top of it and keep testing and trying.”



Christoph Müller-Höcker, Group Mindfulness Lead at Allianz Services on LinkedIn: I was very excited as it would be my first time! My first time accessing a different world – The world of virtual reality wearing a VR Device navigating in our Allianz metaverse.

Oliver Volk, Senior Run-Off Manager at Allianz SE on LinkedIn: But only virtually during a metaverse demo presentation by Allianz Consulting where a digital twin of the office is available. It was a great and very tangible experience to see the state of the art of this technology. For the time being the onboarding of new colleagues is one of the use cases.

Additionally, in December 2022 Allianz Consulting was invited to the event "The Hitchhiker's Guide to the Metaverse", at the Allianz Forum in Berlin. As part of the event, Allianz Consulting shared its experience with the exciting world of the Metaverse and hosted a demo for 50 participants.

Participant feedback:

University of Digital Science on LinkedIn: "We were introduced to the topics of Metaverse and Web 3.0 with a presentation by the Alliance's Metaverse Evangelist, Alessandra Jovy-Heuser. ... Finally, we had the opportunity to enjoy the buffet and to try out different #VR headsets. As you can see in the photos, we had great fun with the demos and were amazed at how different the headsets were."



Figure 9: Allianz Consulting presenting the experience at the Allianz Forum in Berlin.



## Measurable Benefits

Within the Allianz group GSMD and Allianz Consulting communicated about its very first Metaverse experience via an internal website, LinkedIn, participated at Global Townhalls, and connected to stakeholders at the Allianz Forum in Berlin. Through the widespread reach, Operating Entities of Allianz from all around the world reached out to Allianz Consulting asking for implementation support on Metaverse projects.

Since the launch in June 2022, Allianz Consulting supported and currently is still working on 5 projects in total. 13 further projects are to be expected within the next 6 months.

As being a fully customized Metaverse Onboarding Experience, the Metaverse platform has been adjusted already for GSMD. Further, it is planned to customize the Allianz Group Onboarding Experience for Allianz Group HR and Allianz Global Corporate & Specialty.

Also, the Metaverse Onboarding use case has triggered further Metaverse developments and projects globally within Allianz. A few of these use cases can be found below:

Metaverse trainings: Learning about Life Insurance, Compliance, and ESG.

ESG Awareness: Getting to know the Sea Shepherd partnership through our virtual digital twin and Sea Eagle boat.



Financial Literacy: Learning more about financial literacy at a corporate event with Ludovic Subran (Chief Economist at Allianz) in the Metaverse.

Events: Engaging with C-Level Allianz Executives and clients inside the Metaverse during several events.

Through the Allianz Group Metaverse Onboarding experience, the company showcased how to engage interactively with the metaverse to a vast number of stakeholders. This first metaverse experience, is now the enabler and steppingstone to explore further opportunities of the metaverse and shaping the next generation of the internet together with our worldwide partners and networks within the Allianz group as well as the financial industry.

## **Overall**

With an innovative onboarding approach using state-of-the-art virtual reality (VR) technology integrated with various relevant video materials, which ensures the inclusive metaverse experience for new joiners and Allianz GSMD and Allianz Consulting people, the Global Onboarding Program of Allianz has been able to deliver its diversity and inclusion commitment to onboarding new joiners. The relentless commitment to ensuring inclusion across all generations, ethnicities, genders, and physical/mental abilities, has been a major priority in the set-up of the Onboarding Experience Program, which drives the motivation to guarantee full access for all Allianz employees, including those with disabilities.

In conclusion, the Allianz Group Onboarding Experience Program is the all-encompassing experience for all employees of GSMD and Allianz Consulting, and the new joining workforce of Allianz worldwide to learn about all relevant aspects supporting their growth and development. The strategic creation and implementation of this fully digital onboarding solution during times of uncertainty is unique within Allianz and is sure to be extended and adapted to other organizational learning needs already now and 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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With more than 10,000 clients globally and 30 years of delivering world-class research and advisory services, Brandon Hall Group™ is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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